

**EVANGELICAL OUTREACH AND CONGREGATIONAL MISSION PROGRAM UNIT
OF THE
EVANGELICAL LUTHERAN CHURCH IN AMERICA**

STRATEGIC PLAN

JUNE 1, 2007 – DECEMBER 31, 2009



Living in God's amazing grace

BACKGROUND

Beginning in May of 2005, staff of the former Division for Congregational Ministries and the Division for Outreach, along with staff of the Commission for Multicultural Ministries, who would relate to the new Evangelical Outreach and Congregational Mission program unit (EOCM), began getting acquainted and working on purpose and guiding principles for the new unit. Process activities, including S.W.O.T. analyses, were used to gain thinking from all involved which led to a proposed purpose statement. That statement was shared with the staff of EOCM at the first All Staff meeting in November of 2005. Input was sought at the All Staff meeting to further develop the purpose and guiding principles for the unit. The work of building relationships and establishing purpose and guiding principles was guided and grounded in the ELCA Mission Statement, the Five Strategic Directions, the ELCA Commitments, the five Ethnic Strategies, and the ELCA Evangelism Strategy. Additional preliminary planning was done with stewardship staff and mission directors at the April 2006 All Staff meeting. Following that meeting the primary work on the strategic plan was done by the Lutheran Center EOCM staff, as they developed goals, outcomes, objectives, means of measurement and tactics. The Program Committee of EOCM also gave input at each of their meetings.

The following material shows the connectedness of the EOCM purpose, guiding principles, and strategic plan to the ELCA Plan for Mission.

- ELCA Mission Statement: “Marked with the cross of Christ forever, we are claimed, gathered, and sent for the sake of the world.”
- Five Strategic Directions:
 - Support congregations in their call to be faithful, welcoming, and generous, sharing the mind of Christ;
 - Assist members, congregations, synods, and institutions and agencies of this church to grow in evangelical outreach;
 - Step forward as a public church that witnesses boldly to God’s love for all that God has created;
 - Deepen and extend our global, ecumenical, and interfaith relationships for the sake of God’s mission; and
 - Assist this church to bring forth and support faithful, wise, and courageous leaders whose vocations serve God’s mission in a pluralistic world.
- ELCA Commitments
 - Encourage, welcome, and depend upon the lively and creative exchange of resources and ideas throughout the Evangelical Lutheran Church in America;

- Recognize and encourage the vital contributions and deepening relationship with institutions and agencies of this church and with Lutheran, ecumenical, and interfaith partners;
- Confront the scandalous realities of racial, ethnic, cultural, religious, age, gender, familial, sexual, physical, personal, and class barriers that often manifest themselves in exclusion, poverty, hunger, and violence; and
- Pursue ardently the ELCA’s commitment to becoming more diverse, multicultural, and multi-generational in an ever-changing and increasingly pluralistic context, with special focus on full inclusion in this church of youth, young adults, and people of color and people whose primary language is other than English.

PURPOSE STATEMENT

The purpose of the Evangelical Outreach and Congregational Mission program unit is to engage leaders in the formation of evangelizing congregations* that make disciples for Jesus Christ who use their gifts for God’s reign in the church and in the world.

**Evangelizing Congregations – An evangelizing congregation is one in which the members embody God’s call for them in their daily lives and invite others to come and experience community in Jesus Christ.*

GUIDING PRINCIPLES

▣ This unit will value:

- **Spirit-led, biblical, and prayerful grounding:** God is leading us and calls us to be intentional about discerning how best to follow.
- **Visionary and skilled leadership:** Spirit-led lay and clergy leadership sees and articulates facets of God’s future and effectively and creatively inspires and equips people to move toward it.
- **Abundant, asset-based and generous living:** God provides everything we need to live out our callings and entrusts us to be faithful stewards of our gifts to further the work of the church.
- **Participatory and contextual decision-making:** Decisions are best made with insights and involvement that includes people closest to the point of implementation.

- **Holistic, Evangelical Ministry:** Faithful ministry is concerned with all of life and is able to balance sharing the good news, being prophetic for the sake of God's justice, and acting to embody God's will as expressed in Jesus Christ.
- **Multicultural, inclusive and mutual hospitality:** Missional integrity crosses racial, ethnic, socioeconomic, generational and other boundaries with heartfelt respect—embracing unity without uniformity.
- **Growing and multiplying ministries:** Healthy ministry is a means from which individuals, leaders, and communities reproduce faithful ministry among others.
- **Communal and individual transformation:** Discipleship and faith formation changes the lives of people of all ages, congregations, and communities so they actively participate in God's mission in the world.
- **Transparent and timely communication:** Shared information, relationships, and the telling of stories are essential to broad-based and effective ministry.
- **Shared networks and resources:** God's blessings for mission are to be shared with others to maximize effectiveness within all expressions of the church.

□ EOCM Internal Work Values:

- Common language
- Intentional communication
- Initiative
- Integrity, trust, and mutual accountability
- Teamwork
- Integrated and coordinated strategies
- Sufficient system infrastructure
- Joyful and prayerful community environment
- Respect for work style and space
- Hard work balanced with Sabbath

GOALS

- Working with our partners in ministry—churchwide, synodical, congregational, ethnic communities, and others—EOCM will pursue these three goals between June 1, 2007, and December 31, 2009:
 - We will foster and enhance a culture of discipleship* within the ELCA
 - We will equip leaders who multiply themselves
 - We will build capacity to start new and renew congregations that are healthy and missional** in diverse and multicultural contexts

** Discipleship – “Discipleship” is being called to walk with Christ, equipped to live like Christ, and sent by Christ to love and serve others in the world.*

*** Congregations that are Healthy and Missional – “Healthy” is the condition of a person or system that describes its capacity to act for good. “Missional” is the attitude or mind-set of a person or system that describes its desire to act and carry out God’s will.*

Annual performance goals for EOCM Chicago-based staff will be set in conjunction with the EOCM Strategic Plan. Progress on the Plan will be evaluated in the first quarter of 2008 and semi-annually thereafter.

Shared and deployed staff will be expected to develop tactics for carrying out the EOCM Strategic Plan, within their contexts, through the their annual work plans.

The following pages of this Strategic Plan document describe how the three goals will be achieved.

GOALS ◇ OUTCOMES ◇ MEANS OF MEASUREMENT

Goal #1	Outcomes	Means of Measurement
<p>We will foster and enhance a culture of discipleship within the ELCA</p>	<p>Increase the number of persons of all ages involved in the discipleship practices including pray, study, worship, invite, encourage and give.</p>	<p>Number of people of all ages intentionally involved in Bible study including Sunday school Number of actual giving units Average contribution/attendee Results of surveys and interviews Number of hits on prayer Web site Number of prayer networks Number of people attending worship Increased NCD survey results in regard to inspiring worship</p>

	<p>All EOCM ministries will be increasingly and intentionally involved in the discipleship practice of service by working toward justice, building multicultural communities, and providing leadership in public life.</p>	<p>Content of training materials Number of affinity groups and people involved in affinity Number of people involved in all EOCM activities Cultural proficiency of EOCM <ul style="list-style-type: none"> ○ staff performance reviews ○ corporate staff assessments Number of trained evangelists Results of behavioral focus groups formed to assess: <ul style="list-style-type: none"> ○ Number of people new to the faith because of personal witness by another ○ Increased capacity of existing members to capably share their faith Number of adult baptisms Increased NCD survey scores on passionate spirituality and contextual evangelism</p>
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OBJECTIVES AND TACTICAL PLAN

OBJECTIVE: Foster and enhance the ministry of children, youth, and young adults				
Tactic		Accountable	Partners	Complete by
1	Integrate all tactics regarding ministry of young adults with other partners' initiatives	Dick Magnus		Fall 2007
2	Facilitate an inter-unit conversation on the development of a writer's multilingual and multicultural workshop for young adults	Ivis LaRiviere-Mestre	HOPE Team; Multicultural Ministries; Global Mission; Communication Services	2008
3	Provide Latino evangelism grants with a focus on at-risk youth and children	Ivis LaRiviere-Mestre		2007
4	Help coordinate EOCM presence at Youth Gathering (2009) to intersect with youth to foster discipleship	Andrea Arey	Communication Services; Bill Bixby	2007
5	Help coordinate EOCM presence at GME (2008) to intersect with youth to foster discipleship	Andrea Arey	Communication Services; Sunitha Mortha	2008
6	Collaborate with CW staff whose responsibilities include children, youth, and young adults to promote themes of discipleship	Diane Monroe	Selected ELCA staff	12/31/07
7	Collaborate with Men's Ministry and Women of the ELCA to support faith formation and discipleship among young men and women	Diane Monroe	Doug Haugen; Valora Starr	12/31/07
8	Identify emerging ministries, exemplifying discipleship activity focused on children and youth	Diane Monroe	Synod staff; ALRC; CE Network; Advisory Team	12/31/08
9	Support the Book of Faith initiative, especially as it relates to children and youth	Diane Monroe	Book of Faith contact staff	on-going
10	Develop three Coming of Age events	Doug Haugen	Youth & Family Institute	12/31/07
11	Develop congregational materials for engaging young adults	Doug Haugen	Youth & Family Institute	12/31/07
12	Represent EOCM on Young Adult Ministry Alliance	Doug Haugen		current

13	Train trainers of Youth and Family Ministry within the Latino context	Joe Garcia	HOPE Team; Multicultural Ministries; Hispanic Association	2008
14	Conduct regional retreats on biblical skills for Latino young adults	Joe Garcia	HOPE Team; Multicultural Ministries; Hispanic Association	2008
15	Implement an affinity group with rural and small town practitioners	Sandra LaBlanc	STaR Ministries	06/30/08
16	Develop and conduct a Young Adult Multimedia Worship workshop in conjunction with the African Descent Team	E. Flanigan	Multicultural Ministries	2008
17	Train youth leaders for Youth & Family Ministry in the African Descent context	E. Flanigan	Multicultural Ministries; African Descent Team	2008
18	Hold regional retreats for young adults on biblical skills and study	E. Flanigan	Multicultural Ministries; Evangelism Team	2008
19	Produce and distribute "Growing Young Stewards"	Chick Lane	Erica Kennedy; Keith Mundy	2009

OBJECTIVE: Develop and strengthen networks in order to foster and enhance a culture of discipleship

Tactic		Accountable	Partners	Complete by
1	Work with the Evangelism Prayer Network, Leaders Network, and Revivalist Network	Kathryn Love	Evangelism Network Coordinators	Beginning in April, 2007
2	Meet with leaders of all ELCA regions to promote Latino leadership development and prayer network teams	Ivis LaRiviere-Mestre	HOPE Team; Multicultural Ministries; Hispanic Association	2007
3	Organize the collection and electronic distribution of resources created by MICs	Andrea Arey	Shared and Deployed Staff, ArMSS	June 2008
4	Teach holistic stewardship once a month to shared and deployed staff, seminaries, synods, or congregations	Ed Kruse	PLTS, Gettysburg, MT Synod	Sep-May 2007-08
5	Create and develop a discipleship network of mentoring individuals and teaching congregations	Diane Monroe	Leadership team from among ELCA; CE network and others	
6	Collaborate with RE in identifying discipling congregations and their common characteristics	Diane Monroe	Kenn Inskeep; synod staff referrals	08/30/08

7	Develop various methods of communicating discipling congregations' best practices with the wider church which may include resources, training, or Web-based activity	Diane Monroe	EOCM Communication Team	on-going
8	Develop network of at least 65 men's ministry specialists for synods/congregations	Doug Haugen	Synod Staff; Synod LMM Leaders	12/31/09
9	Teach pastor developers the necessity of and "how to" minister to/disciple men	Doug Haugen	Ruben Duran; Dave Daubert; HOPE Team	12/31/07-on-going
10	Create opportunities for pastors and ministry staff of larger worshipping congregations to connect and collaborate	Mark Grorud		12/31/07
11	Conduct personal visits with large worshipping congregations designed to strengthen their connections to the ministry of the whole church	Mark Grorud		monitor quarterly
12	Develop measurement tool to track milestones and stewardship growth indicators	Ed Kruse	SCT; Office of the Secretary	2008
13	Expand the understanding and practice of discipleship with affinity group participants	Sandra LaBlanc	STaR Ministries	06/30/08
14	Provide an aspect of discipleship with supervisees	Sandra LaBlanc	STaR Ministries	06/30/08
15	Develop new models for training and sustaining Mission Interpreter networks within synods	Andrea Arey	ArMSS; S/D	January 2008
16	Develop networks with Urban Leaders Clusters	E. Flanigan	Evangelism Team; Multicultural Ministries	2007
17	Hold regional Leadership Recruitment Fairs	E. Flanigan	Leadership Team; Evangelism Team; Vocation & Education	2007
18	Expand networks of Steward Key Leaders	Chick Lane	Bldng Consult; Miss Dir	2008
19	Develop stewardship guideline for dealing with poverty and wealth issues	Ed Kruse	Multicultural Ministries	2008
OBJECTIVE: Implement the goals of prayer and discipleship from the ELCA Evangelism Strategy				
Tactic		Accountable	Partners	Complete by

1	Develop a prayer book, based on specific Scripture passages, to compliment <i>Grounded in Prayer</i>	Kathryn Love	Prayer Network Leaders; HOPE Team	2008
2	Produce a DVD "The Story of Lutheran Revival" narrated by Dr. H. George Anderson	Kathryn Love		05/01/07
3	Promote the ELCA Evangelism Strategy with Latino leaders of the ELCA	Ivis LaRiviere-Mestre	HOPE Team; Multicultural Ministries; Hispanic Association	2007
4	Monitor the information on the Latino Prayer Network Web site	Ivis LaRiviere-Mestre	HOPE Team; Multicultural Ministries; Hispanic Association	2007
5	Promote "Heart Ignite" and other resources, modules, methods for leading children, youth, and families in prayer	Diane Monroe	EOCM Communication Team	on-going
6	Identify key leaders from among the CE Network as "guides" for leading children, youth, and families	Diane Monroe	CE Network; Children's Ministry Advisory Team	beginning summer 2007
7	Devote the 2008 CE annual program planner to the themes of prayer including a global emphasis	Diane Monroe	Global Education staff; CE Network	June 2008
8	Include a special emphasis on prayer on the ELCA Children's Ministry Web site	Diane Monroe	Children's Ministry Contract staff	beginning summer '07
9	Support and promote Daily Discipleship	Diane Monroe	EOCM Communication Team	on-going with annual review
10	Accept and utilize the gifts of children/youth in their capacity to share faith stories	Diane Monroe	CE Network; Children's Ministry Advisory Team	beginning summer 2007
11	Include a section on prayer in both Mission Partners and coaching training	Marlys Waldo		
12	Develop new small group experiences for men	Doug Haugen	Lyman Coleman; Youth and Family Institute	12/31/07
13	Develop men's retreats that focus on discipling men	Doug Haugen	Lyman Coleman; Youth and Family Institute; HOPE Team	12/31/07
14	Promote small group Bible study using the <i>Master Builders Bible for Men</i>	Doug Haugen	STaR Ministries	12/31/08

15	Include the ELCA Evangelism Strategy in the evangelism affinity group	Sandra LaBlanc	STaR Ministries	06/30/08
16	Include a workshop at the annual Celebrating Rural Life Gathering on the Evangelism Strategy or prayer and discipleship	Sandra LaBlanc	STaR Ministries	08/01/08

OBJECTIVE: Promote activities from the Ethnic Strategies that foster and enhance a culture of discipleship within the ELCA				
Tactic		Accountable	Partners	Complete by
1	Work with the Asian and Latino communities to foster collaboration and team ownership in the development of discipleship for MM, the E-team and their units; plan an event	Kathryn Love/Ivis LaRiviere-Mestre	HOPE Team; Multicultural Ministries	August 2007
2	Conduct consultations with CE leaders from each ethnic community, develop methods for collecting and sharing CE models, practices, resources, and stories	Diane Monroe	Multicultural Ministries; Consultation participants	12/31/09
3	Partner with synods and congregations in training, consultation, and coaching in areas of faith formation and discipleship	Diane Monroe	Multicultural Ministries; Consultation participants; CE Network leaders	on-going
4	Encourage synods to appoint leaders to the CE Network from among the ethnic communities	Diane Monroe	Synodical offices of the ELCA	on-going
5	Accept and utilize the gifts of children from each ethnic community through means of the ELCA Children's Ministry Web site	Diane Monroe	CE Network; Children's Ministry Advisory Team	12/31/09
6	Devote the 2009 CE annual program planner to the themes of peace, justice, and advocacy	Diane Monroe	InterUnit Task Force; CE Network	06/31/09
7	Enlist five persons of color or language other than English, as stewardship staff persons	Ed Kruse	SCT; Multicultural Ministries; African Descent Team	2008
8	Develop/recruit leaders from the five communities for leadership in LMM	Doug Haugen	Multicultural Ministries	12/31/08

9	Include a stewardship component at the training for Latino Mission Developers	Joe Garcia	HOPE Team; Multicultural Ministries; Hispanic Association; Ruben Duran; SCT	2007-2008
10	Expand the number of affinity groups among the ethnic groups	Sandra LaBlanc	STaR Ministries	06/30/09
11	Expand the participation of ethnic groups in small and rural ministry	Sandra LaBlanc	STaR Ministries	06/30/09
12	Include at least one workshop at the annual Celebrating Rural Life Gathering on ELCA ethnic strategies	Sandra LaBlanc	STaR Ministries	08/01/08
13	Develop/recruit leaders from each region for leadership in emerging trends in African Descent education	E. Flanigan	Ruben Duran; SCT	2007
14	Include stewardship component in all ministry reviews for developing African Descent congregations	E. Flanigan	Multicultural Ministries; Ruben Duran; SCT	2007

15	Include an African Descent Best Practices component for Mission Developer Training	E. Flanigan	Multicultural Ministries;; Ruben Duran; SCT; Evangelism Team	2007
16	Include NCD component for mission reviews for partnership congregations	E. Flanigan	Dave Daubert	2007
17	Develop and hold four "Best Practices" forums addressing evangelism and outreach for African Descent congregations	E. Flanigan	Evangelism Team	2007
18	Adapt existing and coordinate development of new stewardship resources for specific ethnic contexts	Andrea Arey	HOPE Team; SCT; Multicultural Ministries; EOCM Ethnic Partners	2009
19	Meet with leaders of ethnic strategy teams in order to discover gifts each brings to stewardship education	Ed Kruse	Multicultural Ministries; EOCM Ethnic Partners	2007

20	Initiate conversation and planning for discovering mission support approaches of diverse groups	Ed Kruse	Multicultural Ministries; EOCM Ethnic Partners	2008
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OBJECTIVE: Use and leverage resources and communication methods to enhance and foster a culture of discipleship within the ELCA

Tactic		Accountable	Partners	Complete by
1	Promote EOCM print and on-line resources, and programmatic Web sites as they relate to discipleship	Evelyn Soto	EOCM Communication Team	on-going
2	Review and revise EOCM Web site to improve functionality and navigation	Felix Lopez	Dick Magnus; EOCM Communication Team; Communication Services	December 2007
3	Update content and functionality of Web site for all EOCM programmatic areas	Dick Magnus	Felix Lopez	April 2007
4	Develop a bi-yearly one-page "Evangelizing Church" newsletter to communicate the ongoing impact of the Evangelism Strategy on the ELCA	Kathryn Love	Jan Rizzo/other program unit staff	June 2007
5	Develop a stewardship mission interpretation manual in collaboration with CO to ensure consistent messaging	Andrea Arey	Communication Services	September 2007
6	Explore ways to teach stewardship via distance learning and experiment with one of our courses, including stewardship academy	Ed Kruse	Keith Mundy	June 2008
7	Assist leaders of teams/units in designing programs and resources that will attract and disciple men	Men's Ministry Specialist	ELCA Team/unit leaders	12/31/09
8	Develop a resource that will assist leaders of teams/units of the ELCA with content and design of materials that will attract and disciple men	Men's Ministry Specialist	ELCA Team/unit leaders	12/31/08
9	Publish resources that are accessible and usable for all sizes of congregations	Ed Kruse	SCT; Communication Services; Sandra LaBlanc	2008
10	Include resources of communication methods to foster a culture of discipleship in e-mail newsletter and updates	Sandra LaBlanc	STaR Ministries	06/30/08
11	Use "Ask, Thank, Tell" to connect stewardship to discipleship	Chick Lane	Shared/Deployed, ArMSS	2007
12	Write and distribute "Daily Devotions" on <i>Money Leadership for Faithful Stewards</i>	Keith Mundy	ArMSS	July 2007

13	Produce and train leaders on <i>Money Leadership for Thriving Congregations</i>	Keith Mundy	ArMSS	August 2007
14	Develop online features for <i>Venturas: Partners in Stewardship Growth</i>	Keith Mundy	ArMSS	February 2008

15	Review <i>Salt Seasonings</i> and revise focus and theme	Keith Mundy	ArMSS	March 2008
16	Evaluate EOCM events, resources, and services to determine consistent pricing and cost recovery	Keith Mundy	EOCM Staff	2008
17	Develop a coordinated plan for future stewardship resources with Augsburg Fortress	Ed Kruse	SCT; Augsburg Fortress; Communication Services	2008
18	Develop four urban cluster Concerts for Faith Music performed by congregational musicians	E. Flanigan	Multicultural Ministries	2009
19	Create a "Truth & Justice" Web page aimed at healing for justice/racism issues	E. Flanigan	African Descent Strategy Team	2008
20	Implement recommendations of the Blue Ribbon Committee to grow mission support	Ed Kruse	SCT; S/D Staff; Synodical Relations	on-going

OBJECTIVE: Strengthen the justice and advocacy nature of discipleship				
Tactic		Accountable	Partners	Complete by
1	Work closely with the Justice for Women Committee as a reminder to units for daily collaborations related to equality of women in the work place	Kathryn Love	Mary Streufert	on-going
2	Promote Latino evangelizing grants for lay leaders local advocacy	Ivis LaRiviere-Mestre	HOPE Team	2007
3	Partner with the inter-unit team on the Decade for a Culture of Peace and Non-violence and other CS staff to expand the current faith practices to include justice	Diane Monroe	InterUnit Task Force; Discipleship Team	12/31/09
4	Accept and broker the gifts of children as agents of peace, justice, and advocacy; create vehicles for sharing ideas, activities, and models with the wider church; include activities to nurture the notion that the seeds of justice, peace, and advocacy begin in the home	Diane Monroe	CE Network; Children's Ministry Advisory Team; InterUnit Task Force	12/31/09
5	Re-introduce the Building Bridges: Men Dealing Constructively with Anger series	Doug Haugen	Mary Streufert	12/31/07
6	Encourage men's groups to continue to work with Lutheran Disaster Response	Doug Haugen	Lutheran Disaster Response	on-going
7	Create a justice component for every Latino Mission Developer Training	Joe Garcia	HOPE Team	2007-2008
8	Develop a network of advocates for the 2007 Farm Bill debates	Sandra LaBlanc	Church in Society STaR Ministries	6/30/2008
9	Communicate throughout the year via e-mail alerts on aspects of rural and small town advocacy efforts relating to action	Sandra LaBlanc	STaR Ministries	6/30/2008

GOALS ◇ OUTCOMES ◇ MEANS OF MEASUREMENT

Goal #2	Outcomes	Means of Measurement
We will equip leaders who multiply themselves	The number of rostered and lay leaders in synods and congregations who identify and equip others for ministries involving EOCM will increase by: <ul style="list-style-type: none"> ○ 200 by 2009 ○ 500 by 2011 	In each of the ethnic communities: Number of professional staff Number of leaders in EOCM networks Number of leaders serving on synod committees and teams related to EOCM ministries Number of new leadership groups Number of leaders who move from training to practicing to multiplying

OBJECTIVES AND TACTICAL PLAN

OBJECTIVE: Promote and Implement EOCM activities within each Ethnic Strategy				
Tactic		Accountable	Partners	Complete by
1	Continued implementation of the Evangelism Strategy through workshops, keynote speaking opportunities, training leaders, prayer network; identify revivalist to train others who are willing to utilize and/or develop gifts through evangelizing	Director for Discipleship	Evangelism Team	on-going
2	Provide evangelism/revivalist grants as funds are available	Kathryn Love	Evangelism Team	on-going

3	Engage in annual immersion experiences for the sake of Christian education and discipleship with and among children	Diane Monroe	Multicultural Ministries; local congregations and other settings	annually
4	Build relationships with MM staff and collaborate in projects that support the strategies where Christian education, children and family ministry, and discipleship are named	Diane Monroe	Multicultural Ministries; local congregations and other settings	ongoing
5	Implement the Mission Partners pieces of the AI/AN and Arab/Middle Eastern strategies	Marlys Waldo	AI/AN and Arab/Middle Eastern directors	December 2008
6	Encourage and challenge each MP committee to include representation from the ethnic communities within their respective synod	Marlys Waldo	Synodical Mission Partners coordinators	December 2007
7	Work with the leaders of the ethnic strategies to develop strategies to reach men in their communities	Doug Haugen	Multicultural Ministries	12/31/09
8	Serve as a bridge between the mandates of the Latino Strategy and the mandates of the EOCCM Unit	Joe Garcia	HOPE Team; Multicultural Ministries	on-going
9	Expand the number of affinity groups among the ethnic groups	Sandra LaBlanc	STaR Ministries	06/30/09
10	Expand the participation of ethnic groups in small and rural ministry	Sandra LaBlanc	STaR Ministries	06/30/09
11	Include at least one workshop at the annual Celebrating Rural Life Gathering on ethnic strategies	Sandra LaBlanc	STaR Ministries; Multicultural Ministries	08/01/08
12	Connect African worshipping communities to mission directors	G. Buba	S/D Staff	2007-2009
13	Develop forums where new ideas and experiences are exchanged	G. Buba	African Descent team; E. Flanigan	2008-2009
14	Empower African National Leadership Team to conduct leadership training in clusters	G. Buba	E. Flanigan	2007-2008
15	Identify and recruit leaders, especially mission developers, in each of the communities	E. Flanigan	Ruben Duran; Multicultural Ministries	2007-2008
16	Identify emerging leaders in each of the communities	E. Flanigan	Leadership Team; Ruben Duran; Dave Daubert; Urban Cluster Synods; local strategy teams	2007-2008

17	Encourage African Descent leadership development	E. Flanigan	Seminaries; Vocation and Education; African American Outreach Strategy Team	2008-2009
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OBJECTIVE: Identify and explore new leadership initiatives to engage congregations and synods in active ministries and the related development of leaders (i.e., coaching, approach to emerging generations)

	Tactic	Accountable	Partners	Complete by
1	Foster and encourage a culture for an Evangelizing Leaders Network throughout the ELCA	Kathryn Love	Evangelism Leaders Coordinator	on-going
2	Develop a core team consisting of a Prayer Evangelist Network to train others in prayer leadership	Kathryn Love	Prayer Network	Begin April 2007
3	Recruit and develop more synodical leaders and mission interpreter coordinators	Andrea Arey	Communication Services, Selected synods; S/D staff	Summer 2008
4	Assist synods in developing a team of “guides” (trained practitioners) in various areas of Christian education to serve as mentor/consultants	Diane Monroe	EOCM staff; CE Network	on-going
5	Evaluate the synodical Christian education network by convening a consultation team charged with creating a network design that reflects current realities in synods and congregations, promotes meaningful and energetic activity, and raises mutual expectation and accountability	Diane Monroe	CE Network; Children’s Ministry Advisory Team; CE Advisory Team	12/31/08
6	Identify and select a Lutheran resource for teaching stewardship to children, including “Growing Young Stewards”	Chick Lane	Keith Mundy; Diane Monroe; Erica Kennedy	December 2009
7	Development of the men’s ministry specialist program including, among other things, coaching	Doug Haugen	Marlys Waldo; Luther Seminary; Man in the Mirror; Youth and Family Institute	12/31/08
8	Work with large worshipping congregations as they develop stronger working relationships with seminaries of the ELCA	Mark Grorud	Seminaries; Large congregation leaders	12/31/07

9	Develop a contextualized system for Latino lay leaders serving in healthy, missional congregations	Ivis LaRiere-Mestre	HOPE Team; Multicultural Ministries	06/30/08
10	Engage and increase collaboration with synods and congregations through a network of stewardship leaders	Ed Kruse	SCT; Communication Services; ArMSS	2009
11	Develop at least one affinity group with focus on leadership	Sandra LaBlanc	STaR Ministries	06/03/08
12	Provide assistance to leaders in need of resources to complete the candidacy process	E. Flanigan	Vocation and Education	2007-2008
13	Plan and host annual gatherings for African Nationals to engage the community	G. Buba	African American Advisory Team; E. Flanigan	2007-2009
14	Work with African American Outreach Team to create opportunities for teaching evangelism and outreach skills to congregations, synod teams, and leaders	E. Flanigan	Evangelism Team	2008-2009
15	Plan and develop presentations at national, regional, and local meetings of AALA Gatherings	E. Flanigan	Julius Carroll	2007-2008
16	Collaborate with EOCM staff to address issues of justice, especially as they relate to the African Descent experience	E. Flanigan	Julius Carroll; G. Buba; Shenandoah Gale	2007-2009
17	Develop and hold "How to" outreach and evangelism master classes (2) for lay and rostered leaders	E. Flanigan	Evangelism Team	2008-2009
18	Introduce <i>Money Leadership for Thriving Congregations</i> to synods	Keith Mundy	S/D; ArMSS	2007
19	Collaborate with seminaries to enhance stewardship education	Ed Kruse	Stewardship of Life Institute; Strandjord	2007
20	Expand role/s of lay leaders in renewal of existing congregations	Dave Daubert	E. Flanigan; Vocation and Education	2007-2008

OBJECTIVE: Explore collaborative ministry partnerships with Vocation & Education, Women of the ELCA and Men's Ministry to equip and multiply leaders

Tactic	Accountable	Partners	Complete by
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1	Work with the InterUnit Teams of VE and MM to meet the goals of the <i>Congregational Latino/Hispanic Lay Leadership Formation</i>	Ivis LaRiviere-Mestre	Research and Evaluation; Vocation and Education; Multicultural Ministries; Office of the Presiding Bishop	2007-2008
2	Foster on-going relationships with interunit partners serving on the ELCA Christian Education Advisory Team	Diane Monroe	CE Advisory Team	on-going
3	Enhance beginning relationships with Men's Ministry, Women of the ELCA, CS, and GM through an emphasis on faith formation and discipleship, especially when that work impacts children and families	Diane Monroe	Doug Haugen; Valora Starr; Kevin Jacobson; staff in Vocation and Education and Church in Society	on-going
4	Demonstrate new models for women/youth/men leading congregations together at Coming of Age events	Doug Haugen	Youth and Family Institute; Luther Seminary	12/31/07
5	Meet with Women of the ELCA leadership to determine interest in developing resources for healthy female/male relationships in the congregation and workplace	Doug Haugen	Linda Post Bushkofsky	12/31/07
6	Engage appropriate partners to develop lay and clergy missional leaders with particular skills to serve effectively in the context of La Frontera	Joe Garcia	HOPE Team; seminaries; Vocation and Education; E. Flanigan; selected synods	on-going
7	Develop collaborative relationships with ELCA program units through support work of affinity groups	Sandra LaBlanc	ELCA program units	06/30/08
8	Develop collaborative relationships through serving on the Alliance of Ministry Among Persons of Wealth and Poverty	Sandra LaBlanc	Alliance Members	06/30/08
OBJECTIVE: Develop systems that support 2nd and 3rd generations of multiplied leaders (i.e., advanced coaching, train-the-trainer)				
Tactic		Accountable	Partners	Complete by
1	Establish a mentoring/coaching system whereby CE leaders support and encourage new leaders in various aspects of Christian Education, faith formation, and discipleship	Diane Monroe	Marlys Waldo; CE Network	12/31/09

2	Produce and multiply leaders in men's ministry specialist training	Doug Haugen	Marlys Waldo; Luther Seminary; Man in the Mirror; Youth and Family Institute	12/31/08
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OBJECTIVE: Develop qualitative approaches to support the training, practice, and multiplication of leaders (i.e. progressive steps in development, performance indicators)

Tactic		Accountable	Partners	Complete by
1	Collect, verify, and utilize stories of leaders in ministry for a variety of media	Evelyn Soto	EOCM Communication Team	on-going
2	Develop a measurement tool to ensure consistent communication and accountability to support effective mission interpretation	Ed Kruse	Andrea Arey	December 2009
3	Announce upcoming events, training opportunities, resources (print, on-line, multi-media) that support leadership development through the Web site	Evelyn Soto	EOCM Communication Team	on-going
4	Assess effectiveness of the CE Network	Diane Monroe	ELCA Churchwide Organization Staff; Synods; CE Network leaders	December 2008
5	Evaluate and strengthen the “Dones en Accion” (Gifts in Action) program and curriculum in affirming the giftedness of Latino leaders	Joe Garcia	HOPE Team; Multicultural Ministries; Hispanic Association	on-going
6	Facilitate transformational retreats to engage and encourage Latino leaders	Joe Garcia	HOPE Team; Multicultural Ministries; Hispanic Association	on-going
7	Conduct Pigma for new shared and deployed stewardship staff	Keith Mundy	ArMSS	December 2007
8	Develop and integrate approaches to EOCM for staff orientation, training, and professional development	Keith Mundy	Ruben Duran; Dave Daubert	2007
9	Design alternative approaches for guiding and supporting synods through EOCM staff transitions	Dick Magnus	Vision Team	Fall 2007
10	Develop and integrate approaches to EOCM staff performance reviews	Evelyn Soto	Vision Team; EOCM Staff; Human Relations	2008

GOALS ◇ OUTCOMES ◇ MEANS OF MEASUREMENT

Goal #3	Outcomes	Means of Measurement
<p>We will build capacity to start new and renew congregations that are healthy and missional in diverse and multicultural contexts</p>	<p>Relative to their diverse and multicultural contexts, congregations will become more healthy, missional, diverse and engaging.</p>	<p>Levels and changes in giving patterns Statistically sustained shifts for longer than two-year period Baseline and comparison of all health and growth activities Use of Natural Church Development assessment Number of contacts outside the congregation within the context of the congregation's mission field Ethnic ratio of worshippers as compared to the community demographics (Does the worshipping community look more like the neighborhood?)</p>
	<p>There will be an increased number of white allies in congregations, synods, seminaries, and the churchwide expression.</p>	<p>Track growth in membership and participation in European American Lutheran Association Track number of white facilitators of anti-racism training</p>
	<p>Healthy and missional new starts will increase to fifty per year.</p>	<p>New start growth in membership, stewardship, and leadership that multiplies itself New start milestones (growth capacity) Use of the NCD assessment tool for tracking health of new ministries</p>

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Five congregations in each of ten synods will experience transformation to become missional and healthier.

Levels and changes in giving patterns
Statistically sustained shifts for longer than two years
Baseline and comparison of all health and growth activities
NCD assessment
Ability to create a pastoral and lay-led team culture
Increase in ratio of worship attendees as compared to membership

The number of new starts/year will be consistent with our commitment to 50% new starts among people of color and 20% among people living in poverty, other marginalized communities and emergent generations.

An annual report that analyzes the numbers

OBJECTIVES AND TACTICAL PLAN

OBJECTIVE: Strengthen and expand the New Start process				
Tactic		Accountable	Partners	Complete by
1	Identify, engage, and invite healthy missional congregations and individuals to discern their interest in starting new congregations	Ruben Duran	Ethnic Teams; Mission Directors; Development Team; Emergent Leaders	2008-2009
2	Develop a systematic approach using demographic data and key partners to identify potential areas for new ministries	Ruben Duran	HOPE Team; Ethnic Teams; Mission Directors; Development Team; Research and Evaluation	2008
3	Strengthen the identification and implementation of a wide variety of funding methods for new starts	Ruben Duran	SCT; Development Team; Transformation Team; Ethnic Teams	2009
4	Strengthen the identification and implementation of a wide variety of leadership models for new starts	Ruben Duran	HOPE Team; Leadership Team; Development Team; Vocation and Education	2008
5	Meet with mission directors to discuss Latino new starts in their synods	Joe Garcia	HOPE Team; Mission Directors; Stewardship staff	On-going
6	Provide CE leadership in training and consulting with leaders in mission starts	Diane Monroe	Marlys Waldo; Ruben Duran; CE Network	12/31/09
7	Review and implement EOCM policy re stewardship training for mission directors	Ed Kruse	Ruben Duran; Mission Directors	Fall 2007
8	Establish an advisory team of at least four people for Mission Partners	Marlys Waldo		07/31/08
9	Train and resource the Mission Partner Advisory Team to lead synodical training events	Marlys Waldo		07/31/09

10	Evaluate support needed from churchwide organization for Mission Partners in at least five synods	Marlys Waldo	MP Committee; Mission Directors; and/or other synod staff	12/31/07
11	Develop and enact a strategy to keep the % of men involved in the congregation at the same high level as the congregation ages	Doug Haugen	Dave Daubert	July 2008
12	Strengthen the creative partnership with MIF for housing new ministries	Ruben Duran	Ethnic Teams; Dave Daubert; Mission Investment Fund	2008
13	Contextually adjust staffing patterns in order to maximize new starts	Ruben Duran	Vision Team; synods (tbd); InterUnit New Start Team	2007-2009
14	Proactively identify new African National Mission sites	G. Buba	E. Flanigan; Julius Carroll; Ruben Duran; Mission Directors	2007
15	Explore use of SKL in New Start process	Chick Lane	Bldg Consult; Mission Directors	2007
16	Provide mission support education in new starts	Keith Mundy	Stewardship staff; Mission Director; Mission Developers	2007
17	Develop collaborative approaches to encouraging mission support in all EOCM teams	Ed Kruse	Vision Team	2007
18	Initiate affinity group for new mission developers	E. Flanigan	STaR Ministries	2007
OBJECTIVE: Strengthen and expand the Renewal Process				
Tactic		Accountable	Partners	Complete by
1	Continue to promote revival for the wider church	Kathryn Love	Mary Frances; Revival Coordinator	on-going
2	Identify entry points where Christian education fits in the renewal process	Diane Monroe	Dave Daubert	12/31/09
3	Identify and mobilize CE Network leaders particularly skilled in training, leadership development, and consultation with renewing congregations	Diane Monroe	Dave Daubert	12/31/09
4	Establish an advisory team of at least four people for Mission Partners	Marlys Waldo	Mission Directors	07/31/08

5	Train and resource the Mission Partners Advisory Team to lead synodical training events	Marlys Waldo	Mission Partners Advisory Team	07/31/09
6	Evaluate support needed from churchwide organization for Mission Partners with at least five synods	Marlys Waldo	MP Committee; MD; and/or other synod staff	12/31/07
7	Increase the number of NCD coaches and coach trainers to handle a capacity of 500 to 1000 congregations per year using NCD	Dave Daubert	BCD; Mission Directors; Stewardship staff	2009
8	Train synodical/regional teams to lead in order to multiply the number of congregations involved in the transformational process	Dave Daubert	Transformation Team; Mission Directors	2007-2009
9	Develop selection criteria to determine the best process entry point for congregational renewal with attention to criteria for transformation	Dave Daubert	SCT; Transformation Team	2007
10	Implement expanded renewal processes for varied congregational situations and contexts (Discovering Hope, TurnAround, etc.)	Dave Daubert	Mission Directors; STaR Ministries	2007-2009
11	Contextually adjust staffing patterns in order to maximize congregational renewal opportunities and support	Dave Daubert	Vision Team	2007-2009
12	Develop curriculum and methodology appropriate to Latino culture in the renewal and transformational process for congregations	Joe Garcia	HOPE Team; Dave Daubert	On-going
13	Continue to develop affinity groups that relate to the renewal process	Sandra LaBlanc	Dave Daubert	December 2009
14	Initiate affinity group for African Descent congregations	E. Flanigan	STaR Ministries	2008
OBJECTIVE: Strengthen and expand the Coaching processes				
Tactic		Accountable	Partners	Complete by
1	Encourage and facilitate at least one Christian education leader in each synod to be trained in coaching	Diane Monroe		12/31/09
2	Consult with Bob Logan/CoachNet regarding ELCA Coaching process	Marlys Waldo	COACHNET	05/31/07
3	Develop and maintain a data-base of trained ELCA coaches	Marlys Waldo	Information Technology; N/W Lower Michigan Synod	12/31/07

4	Develop strategic expansion of coaching	Marlys Waldo	Coaching Coordinators; New; Renewing; Mission Directors; synods (tbd)	07/31/08
5	Develop expectations and training program for synod coordinators, including strategic recruitment and utilization of coaches	Marlys Waldo	Coaching Coordinators; New; Renewing	12/31/07
6	Initiate three or four pilot congregational sites for “Best Practices” in coaching with congregations and potential consultants to other congregations	Marlys Waldo	Coaching Coordinators; New; Renewing	07/31/09

7	Improve training and utilization of coaching within the ethnic communities	Marlys Waldo	Marlys Waldo; CE Network	07/31/09
8	Provide a coach for every mission developer	Ruben Duran	Marlys Waldo; Jim Hytjan; Ethnic Teams; Emergent Leaders	2007
9	Provide a coach for every congregational leadership team involved in the transformation process	Dave Daubert	Transformation Team; Doug Haugen; Marlys Waldo	2008
10	Develop a Latino coaching curriculum for Latino leaders to serve on EOCM-related ministries	Joe Garcia	HOPE Team; Marlys Waldo	2008

OBJECTIVE: Work to adjust the parochial report to better reflect the health, mission, diversity, and engagement of congregations

Tactic	Accountable	Partners	Complete by
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1	Work to place questions in the parochial report regarding participation of men in the congregation	Doug Haugen	Office of the Secretary	03/31/07
2	Work to place questions in the parochial report that assess the health and missional focus of congregations	Dick Magnus	Vision Team; Office of the Secretary	December 2007

OBJECTIVE: Leverage communication methods to tell the stories of healthy, missional, diverse, and engaging congregations				
Tactic		Accountable	Partners	Complete by
1	Create a plan to collect, verify, and utilize missional leads/images in various media	Evelyn Soto	EOCM Communication Team	on-going
2	Coordinate writing, editing, and publishing of <i>Making Christ Known</i> —stories telling how God is changing lives through our giving	Andrea Arey	All units connected to mission support	on-going
3	Promote actively and intentionally, the use of “Stories to Tell and Gifts to Share” in congregations through synods	Andrea Arey	S/D staff; Mission Directors; Ethnic Teams; SCT	on-going
4	Provide stories of vital ministry with men—and what it has meant to congregations—to ELCA publications	Doug Haugen	Communication Services	on-going

5	Collect and tell stories of God's work in healthy, missional, and engaging congregations from a variety of contexts	Andrea Arey	SCT; Communication Services	2007-2009
6	Relate stories from small town and rural areas to ELCA Communication Services and ELCA synod communicators	Sandra LaBlanc	EOCM Communication Team	06/30/08
7	Explore new avenues for increasing mission support and mission interpretation	Andrea Arey	Communication Services	on-going

PLAN IN RELATION TO BUDGET AND STAFFING

Budget and staffing in EOCM will continue to shift in response to the strategic plan, the goals established, and the reality of expected flat budgets during the time of the plan. The structure of the unit will also shift to allow for ongoing planning and oversight of the plan. A Vision Team has been established to carry out these roles and to think strategically for the future of the work in the ELCA.

Supervision will be strengthened as the unit seeks stronger relationships with the synods in use of the staff, deployed and shared, to accomplish the outcomes of the plan. Dual portfolio staff, both stewardship staff and mission directors, will be supervised in one group for better support of their unique roles in the unit.

A new position is being developed entitled Coordinator for New Congregational Development, which will work to strengthen partnerships for new starts with the Mission Investment Fund, Research and Evaluation, and ELCA Legal Counsel. That position will require internal shifting of resources in the 2008 budget.

The Leadership position will also be enhanced with full time administrative support as we seek to strengthen the process of identifying, approving, and deploying mission developers.

The leadership of the Evangelism Strategy will broaden as is indicated in the title of the position description to fill the vacancy in that position. That title has been changed to Director for Discipleship. The position will work to bring together the many partners in the ministry of forming evangelizing congregations that make disciples for Jesus Christ.

The impact of the Blue Ribbon Committee report to the churchwide assembly is unknown, however the evaluation of stewardship education and staffing are likely to have impact on both budget and staffing.

In 2007 and 2008 significant work will be done during the orientation process for newly elected bishops to offer assistance in their development as strong missional leaders as well as the development of staffing for mission at the synodical level.

STRATEGIC PLAN BEYOND 2009

Goals	Outcomes	Objectives
<p>The three goals defined in this document are foundational to the Purpose of the EOCM Program Unit, and therefore will be carried forward, indefinitely. Our intention is to stay focused on these goals until the ultimate vision that they represent is fully realized, and there is/are:</p> <ul style="list-style-type: none"> ▪ A culture of discipleship within the ELCA ▪ Leaders who multiply themselves ▪ Congregations that are healthy and missional in diverse and multicultural contexts 	<p>It is anticipated that attainment of some of the outcomes described earlier in this document will actually be realized sometime after 2009. Our intention is to extend, expand, and add outcomes as current ones come into vision, as it is at that juncture that next steps will naturally link into current accomplishments.</p> <p>Our overriding anticipation regarding outcomes for the 2007-2009 Strategic Plan is that a culture of participation is transformational between 2007 and 2009, setting the stage for full participation to be at the core of future outcomes.</p>	<p>Strategic objectives beyond 2009 will revolve around and fully engage all four key participants in the ELCA:</p> <ul style="list-style-type: none"> ▪ Individual disciples ▪ Congregations ▪ Synods ▪ Churchwide organization