

## Mission Strategy Goal Summary

This document is intended to go along with the [video summarizing the mission strategy goals](#) proposed to date.

These goals are not final, nor are they all-inclusive in how the work proposed might manifest.

Please share feedback, questions, suggestions and ideas to [missionstrategy@episdionc.org](mailto:missionstrategy@episdionc.org).

## A Note Before Starting

Feb. 1, 2022

As you read the goals and strategies developed for our diocesan mission priorities, you may notice that several of them sound remarkably similar – in some ways, even repetitive.

This is true, and it is one of the gifts of the process.

The goals were developed by the members of the Mission Strategy Task Force, each of whom served on a priority subcommittee to dream of and develop the goals. When the team came together as a whole to share their work, the similarities of some of the goals were striking.

When one team develops a goal that is similar to a goal independently developed by another team, it is a clear indication of where our energy should be.

We present these goals as developed by the subcommittees so you can see the ideas put forward for each diocesan priority. Though they are presented by priority, a few things to keep in mind:

- None of the work of realizing these goals will be done in a “priority silo.” There will be collaboration with those involved in every priority.
- We share the goals by priority, but how the work actually happens will not be so neatly divided, as the infrastructure in development will bring together efforts, ideas, skills and expertise from any/every necessary corner.
- As the work of the mission strategy begins, the caretaking of certain goals may move from one priority area to another. Similarly, goals not currently in place may develop as work in progress uncovers or inspires new directions or needs.

**GOAL 1** Support, resource and equip three or more historically white congregations in researching their history with race (e.g. political, economic, architectural); Timeline: 1-2 years

Strategies

- Identify all predominantly white churches in the diocese with a distinct historical developmental/founding/ partnering relationship with a predominantly black church in the same community/city.
- Identify and fund an objective professional research team (consisting of scholars and interns) that will review all data provided by sibling congregations as well as conduct interviews with selected individuals at each church and in the diocese to gather additional data for developing a written report of the church's racial history with each other.
- When the Diocese establishes the Diocesan Commission on Historic Racial Justice, Oppression and Restitution, that group will oversee this process in partnership and collaboration with the diocesan historiographer and archivist.

GREAT EXAMPLES

- [St. Luke's, Salisbury](#)

**GOAL 2** Preserve the essential story of development of Black leadership in North Carolina and the history of justice intertwined with that. Continue the work with All Saints, Warrenton; Timeline: 1-2 years

Strategies

- Develop a list of historians and storytellers (clergy and lay) from each African-American congregation to capture essential information on video.
- Collect pertinent records from the diocesan archives and individual churches, particularly those that intersect race and history.
- Revision the future of All Saints, Warrenton and unveil at an appropriate time new usage of that property and its ongoing contribution to the Diocese of North Carolina.
- Our diocesan historiographer will write and prepare for publication a comprehensive racial history of the Diocese of North Carolina from the Colonial Period through the year 2000.

**GOAL 3** Conversation and then action on restitution to redress historic injustice in our diocese toward historically Black congregations and African Americans; Timeline: 1-5 years

Strategies

- Utilize the work of the Restitution Committee to inform the diocese's next steps regarding historically Black congregations.
- Establish and fund the "Historic Slave Burial Grounds Initiative" to restore, maintain and fund perpetual, endowed care for cemeteries owned by churches within the diocese where slaves are resting.

**GOAL 4** Dismantling Racism: spread the new training and associated opportunities like pilgrimages; Timeline: 1 – 5 years

Strategies

- Establish, fund and staff the "Pauli Murray Institute for Race, Faith, Healing and Hope" to support congregation-specific and direct diocesan-wide educational programming, service-learning experiences, mission trips, pilgrimages, etc.
- Integrate rotational residencies for clergy and diaconate candidates focused on ministering to congregations of privilege and those of targeted oppression that have been plagued with the adverse impact of historic racial trauma.

**GOAL 5** Look towards establishing two new communities gathering and serving in areas of our diocese where African American and Latino/Hispanic populations are growing; Timeline: 1 – 1 ½ years

Strategies

- Identify geographic areas that are experiencing population growth of African American, Latino/Hispanic and immigrant persons. Assess if there are unmet needs in these areas that could be addressed by a new service/support community.
- Evaluate strengths and areas for improvement in the new communities quarterly and make appropriate changes.

**GOAL 6** Increase and improve Spanish-English bilingual, bicultural communications, worship resources and important diocesan documents (e.g., canons); Timeline: 1-2 years

Strategies

- The ultimate goal is to offer all diocesan materials in at least two languages (English and Spanish)
- Culturally native materials and cultural sensitivity documents beyond simple translations would be created and distributed throughout the diocese.

## GOAL 1 Unite congregations, worshiping communities, and formal and informal networks; Timeline: 1-2 years

### Strategies

- Rethink and redefine how we determine congregational vitality by developing new qualitative measures to supplement the quantitative measures now in use. This can be accomplished by focus groups and listening sessions among parishes, as well as vestry conversations with single parishes.
- Include questions about strengths on the parochial report.
- Partner with individual congregations and convocations to develop structures for collaboration among congregations and with other religious groups and secular community partners.
- Look to Campus and Young Adult Ministries as a model for collaboration among various entities.
- Consider a “tool kit” for collaboration among different entities. (An example is the New Visions Toolbox developed by the Rev. Jemonde Taylor).
- Continue to explore lessons learned and resources in place within our diocese and throughout The Episcopal Church to refine and enhance our own strategies.
- Recognize the impact that the pandemic has had on congregations for internal and external collaboration and community-building. Develop diocesan-wide communications that will encourage parishioners to return to worship and church community activities.

## GOAL 2 Develop “Faithful Futures” resources for financially struggling congregations; convene and host gatherings to share ideas, build momentum, and provide financial resourcing to communities throughout the diocese; Timeline: 1-2 years

### Strategies

- Assist congregations in finding and using financial management resources, for example, Automatic Data Processing (ADP), centralized bookkeeping for smaller parishes, managing property and other insurance.
- Recognize the financial effects of the pandemic will affect all congregations for several years; some congregations have few reserves and will be most affected.
- Provide diocesan volunteer support for setting up and maintaining financial systems, orienting new church treasurers and helping with transition when there are new clergy
- Encourage and help organize “affinity groups” of wardens and treasurers to share ideas and information—this can be done on a regular basis at the convocation level and perhaps annually at the diocesan level.
- Develop an “Angie’s List” for congregations to share resources they have discovered, or supplies they might have available to pass on to other parishes
- Streamline diocesan grant processes and assist new grant applicants in how to apply effectively
- Offer assistance and opportunities for congregations to apply for external grants
- Expand use of “Project Resource” for stewardship

- Explore the option of having a Diocesan Officer for Development who would assist congregations (or perhaps a group of congregations) in finding financial resources
- Develop a diocesan database that is secure and will allow the Diocese to better track the needs of congregations
- Provide website assistance and other technological advice
- Update congregation information on diocesan website, if necessary, using volunteers from congregations who will assist churches in completing the Asset Map online
- Recognize the historic barriers to access to funds and wealth that historically Black and Hispanic congregations have experienced and how that has affected their ability to flourish. Assist those parishes in breaking down those barriers.

**GOAL 3** Increase collaboration between youth department and the wider diocesan team and increase connections among diocesan leaders and congregational leaders for the purposes of learning, community, mutual encouragement, and growing youth ministry in the Diocese of North Carolina.

#### Strategies

- Promote or assist congregations within convocations to collaborate on youth formation by meeting together for regular formation events (allowing cost-sharing of curriculum materials)
- Continue to develop diocesan events in a variety of formats—virtual and in-person, etc.
- Assist or encourage congregations to partner with other entities— other denominations or non-profits – for youth events or mission opportunities
- Engage youth in conversation around formation
- Assist youth leaders in developing skills for conversations on difficult subjects—racism, sexuality, bullying, etc.

**GOAL 4** Focus on development of Lay Ministry and Lay Professional Ministry and Lay Commission on Ministry; expand capabilities—with a particular focus on lay leadership—through the sacred practices of prayer, discernment, trying on new missional experiments, and growing as disciples (formed) and apostles (sent) to fully engage God’s mission; Timeline: 2-5 years

#### Strategies

- Develop a plan for systematically exploring resources for empowering laity and building resources to support a wide array of lay leadership development opportunities.
- Engage both laity and clergy in delving into the ministry of all believers, and the validity of lay work (both paid and unpaid)
  - o Hold listening groups to begin discernment processes
  - o Develop care and discernment groups

- Specifically recognize the role of people who are called to professional lay ministry, both at the diocesan level (to serve as a model), and at the local level
- Develop strategies and formation to enable laity to fill specific roles:
  - o Liturgy: Lay preachers
  - o Spiritual Direction
  - o Ministry leadership
- Engage and empower youth to participate in lay ministry, including in planning and decision-making. This can be done in consultation and collaboration with Diocesan Youth staff, who can help with understanding of barriers to youth participation.

## GOAL 5 Develop guidelines and possible new canonical structure for “What constitutes a parish or worshiping community in the Diocese of North Carolina?” Consider establishment of a “third category” for officially recognizing communities to augment parish and mission structure; Timeline: 2-5 years

### Strategies

- Create a task force to envision what alternative worshiping communities might be or look like. Include stakeholders, such as representative from Abundant Life or other communities
- “New communities” might include fully digital communities
- Consider a model of congregations with a competent lay Parish Administrator who “manages” the work, rather than clergy, with clergy employed for specific liturgical and pastoral care roles
- Work with Chancellor and diocesan leadership to revise Canons (20 and 21) to allow for emerging worship communities. (Canons should not get in the way of the work of the Holy Spirit)
- Work within the current structure to do something new (historically, for example, St. Augustine’s Chapel was founded as an official mission)

## GOAL 6 Expand inclusivity to ensure access and usability for all physical abilities; Timeline: 2-3 years

### Strategies

- Research and conduct a comprehensive needs assessment from all congregations’ capacity to minister to people of all physical abilities.
- Establish a commission to oversee the development and execution of a comprehensive plan to ensure that all churches in the Diocese of North Carolina are inclusive and welcoming, regardless of physical ability.

## GOAL 1 Establish collaboration as a best practice for Building Beloved Community and equip clergy, staff and congregations to collaborate effectively; Timeline: 1-3 years

### Strategies

- Develop a “theology of collaboration” as a grounding for this priority, which is a means of accomplishing all others as well as an end in itself.
- Assemble and introduce a “Collaboration Toolkit.”
- Raise awareness of the need to identify and support new opportunities for collaboration in our diocese.
- Develop a team of “collaboration facilitators,” ideally available within each convocation.
- For each new undertaking, discuss and consider whether a collaborative approach (with another group, church, or organization) would increase the undertaking’s effectiveness and inclusiveness, and/or expand or enhance the mission of ALL partners to the potential collaboration.
- Continue to identify and lift up existing and especially new and/or growing collaborations.

## GOAL 2 Lay leadership development at the convocation levels; Timeline:1-3 years

### Strategies

- Develop a process for lay ministry discernment
- Create and support networks for various ministries and communities.
- Assemble resources – generate and maintain an active list of leadership development and congregational vitality resources in our diocese and the wider church, and then promote this
- Recognize and honor our lay leaders and their contributions
- Foster a culture in which people recognize not just their own gifts but the gifts of others.
- Succession planning: Work to establish a culture that embraces healthy and sustainable leadership.

## GOAL 3 Create sustainability in new communities, and sustainability for the existing new communities; Timeline: 1-3 years

### Strategies

- Redefine “sustainability” from a missional perspective
- Flesh out the full guidance and process for what is being called the Sustainability Fund
- Support systems and ongoing leadership development
- Identify other revenue streams
- Clearly identify human resource support that is needed to promote the sustainability of new communities

## GOAL 4 Work with Global Mission Committee to initiate and develop congregational Global Mission Partnerships

### Strategies

- Raise the profile of global mission and pilgrimage opportunities diocesan-wide through communication, events and formation, particularly through the initiative and guidance of the Chartered Committee on Global Mission.
- Strengthen competencies in cross-cultural collaboration and develop a deeper understanding of the theology of global mission, the intentional practice of mission and pilgrimage, and engagement in spiritual practices with global partners.
- Acknowledging our western bias and past colonial tendencies, engage in reciprocal relationships that honor the experiences and understanding of our mission partners.
- Continue to strengthen and deepen ties with our two companion dioceses, Botswana and Costa Rica, through visitation and focus on building relationships.
- Celebrate the varied historic engagement of congregations in global mission throughout the world, and encourage new local initiatives in global partnership and companionship.

## GOAL 5 Look for opportunities for new worshiping communities and missional initiatives, either traditional or alternative models, with particular focus on diversity and supporting historically disenfranchised communities; Timeline: 2-7 years.

### Strategies

- Develop a “roadmap” for those discerning the potential/need for New Episcopal Communities (NECs) to follow in engaging diocesan support
- Develop a general framework for potential church planters and NEC developers to reference in their own discernment
- Develop processes for identifying potential NEC developers or redevelopers and church planters, encouraging them in this work, and equipping them to engage it.
- Develop processes for identifying potential church planters, NEC developers (or redevelopers), encouraging them in this work and equipping them to engage it.
- Because this work is a multi-year, financially-intensive effort, develop specific strategies and mechanisms for providing access to multi-year funding using a mix of diocesan and other resources

### GREAT EXAMPLES

- [Galilee Ministries of East Charlotte](#)
- [Christ's Beloved Community](#)
- [Abundant Life](#)

## GOAL 1 To form disciples who understand the biblical and moral imperatives for seeking racial, environmental and social justice.

### Strategies

- Expand Dismantling Racism training opportunities and next steps by offering to youth, youth leaders, vestries, committees, commissions, chartered committees and vocational discernment
- Plan and implement Racial Justice Pilgrimage 2022 or 2023 with scholarship funds to help people with access to the trip
- Resource congregations with special attention to Black and Hispanic congregations with curricula and programs
- Invest in translators and dual language curriculum writers to ensure quality of formation offerings that speak to specific cultural aspects
- Continue to support the LGBTQIA+ community through programs of education, understanding and communication for youth, parents and ministry leaders.

## GOAL 2 To offer lifelong and multigenerational formation to support discipleship throughout the diocese

### Strategies

- Offer health and wholeness programs such as *Stewardship of the Self-Wellness*, modeling norms for self-care, and programs for resilience in children, loving your neighbor and addressing the ongoing impacts/trauma due to the pandemic and racism
- Provide training for ministry by inviting people into diocesan leadership roles for events (resourcing and “staffing” an Acolyte Festival, Ministry Fair, etc. Leverage budget line item to enrich and develop youth ministry at the local level
- Engage lay leaders in vocational discernment and support for ministry by offering ongoing programs, webinars and covenant groups for formation across ages and ministries
- Acknowledge specific life stages by offering classes (Parenting Classes, End of Life) designed to ministry to and with groups like LGBTQIA+ Parenting/ Youth Mental Health First Aid (expand to adult and teen offerings)
- Increase focus and offerings on spiritual practices and vocational discernment as a way to broaden capacity of discernment for all baptized

### **GOAL 3** To equip disciples who understand the biblical and moral imperatives of creation care and provide resources to enable disciple advocacy

#### Strategies

- Promote programs from the Chartered Committee on Environmental Ministry and utilize programs in all formation areas and collaborate to broaden reach
- Incorporate creation care and environmental justice into all confirmation classes.
- Incorporation of creation care and environmental stewardship at all children's and youth diocesan events – Genesis Youth Event Rotation

### **GOAL 4** To prepare Christian disciples to understand and appreciate other faith traditions while strengthening our own faith journey

#### Strategies

- Include interfaith conversation in diocesan youth and adult confirmation offerings
- Offer workshops at Bishops' Ball focused on interfaith conversations and sharing
- Include interfaith conversations in youth and adult confirmation classes
- Offer interfaith pilgrimage for youth, families and adults and continue interfaith and ecumenical conversation

## GOAL 1 Become Deeper Green Churches

### Strategies

- Collaboration with Center for Religion and Environment at Sewanee
- Connect Creation Care with church life and God's plan for salvation
  - Look to the gospel for right relationships
  - Develop spiritual connections between ecosystems and church
- Promote Creation Care curricula and green liturgical resources

## GOAL 2 Look at Creation Care through a racial equity lens

### Strategies

- Networking/Planning with Racial Reconciliation and Social Justice
- Episcopal Farmworker Ministry
- Assess the racial/social justice implications of every Creation Care project in which we are engaged
- Coordinate advocacy efforts around issues of environmental justice

### GREAT EXAMPLES

- [St. Ambrose, Raleigh](#)
- [Nativity, Raleigh](#)

## GOAL 3 Commit to climate stabilization through emissions reductions

### Strategies

- Assist churches in setting up [energy assessments](#)
- Assist churches in exploring solar energy
- Explore opportunities for churches as electric vehicle charging stations
- Promote Zero Waste Churches and encourage congregations to implement

### GREAT EXAMPLES

- [Churches going solar](#)
- [Zero Waste Church](#)
- Weekly green tips

## GOAL 4 Restore the Earth using natural systems

### Strategies

- Conservation of resources
- Restoration of resources
- Improved land management
  - Restore and maintain wildlife habitats
  - Reverse biodiversity decline
  - Increase food security

### GREAT EXAMPLES

- [Advocate, Chapel Hill](#) (Piedmont Patch Project)
- [Christ the King, Charlotte](#) (Edible Landscape)

## GOAL 5 Engage in Environmental Advocacy

### Strategies

- Collaborate with Bishop's Council of Advice on Public Policy (CAPP)
- Continue to participate in advocacy efforts through affiliation with NC Council of Churches, GreenFaith, Episcopal Public Policy Network, NC Interfaith Power & Light, NC Conservation Network, RAFI-USA and Carolina Farm Stewardship Association
- Collaborate with neighboring dioceses to address state environmental concerns
- Identify and address local, state and federal advocacy opportunities

### GREAT EXAMPLES

- Carl Sigel's sponsored bills in the NC General Assembly
  - HB 637: The Compost and Procurement Act
  - HB 798: The Healthy Soils Program