



## **DIOCESAN COUNCIL GOALS FOR 2004**

*(Revised as of 1/31/04)*

### **VISION STATEMENT**

We envision a world in which all people live together in peace and in harmony with all of creation, where all can contribute and the gifts of all are joyfully received, nurtured, and supported, where our diversity is celebrated in community, and every human being is recognized as having eternal significance.

### **MISSION STATEMENT**

We commit ourselves to identify, nurture and support the baptismal ministry of every single member/person of this diocese. The baptismal covenant is our guide and inspiration.

### **VALUES STATEMENT**

*The following statements describe our beliefs and how we value each other.*

*For just as the body is one and has many members, all members of the body, though many, are one body, so it is with Christ. - I Corinthians 12:12*

**We value the interconnected nature of the Church in Northern Michigan. That is what we like about our smallness. It is like an organism, a living body. Among us, all parts of the body can have an intimate connection with all the other parts. We value the web of deep running relationships that is a part of our life together.**

*The Gifts of God for the People of God.*

*Will you strive for justice and peace among all people,  
and respect the dignity of every human being?*

**We value the giftedness of each person. Every one of us has a ministry. We try to support the giftedness of each, even when we cannot always see it. We want to stretch to honor the differences we find among us.**

*For as many of you as were baptized into Christ have put on Christ. There is neither Jew nor Greek, there is neither slave nor free, there is neither male nor female; for you are all one in Christ Jesus. - Galatians 3:27-28*

*No longer do I call you servants, for the servant does not know what his master is doing; but I have called you friends... - John 15:15*

**We minister in collaboration, partnership. We value open and circular forms of leadership that stretch to include. We speak of this quality of our life as an ever widening circle. We aspire to embody unity in our life together, unpretentious and face to face meeting.**

*And he who sat upon the throne said,  
“Behold, I make all things new.” - Revelation 21:5*

*He sat down and called the twelve, and said unto them, “Whoever wants to be first must be last of all and servant of all.” - Mark 9:35*

**We value the independence that allows us to Atry new things.@ Our life together is best when it is about discovery, adventurous. Not always do we find that paths forged by others to meet our needs. We take pride in making our own way together. We make our road by walking.**

*Consider the lilies of the field, how they grow; they neither toil nor spin; yet I tell you, even Solomon in all his glory was not arrayed like one of these. - Matthew 6:28-29*

*Consider your own call, brothers and sisters; not many of you were wise by human standards, not many were powerful, not many were of noble birth. - I Corinthians 1:26*

**We value our casual and informal way of being together. For us, it is a window into the generous provision of God, who is often a surprising presence among us.**

# **STRATEGIC GOALS**

## **1) DISCERNMENT OF GIFTS WITHIN COMMUNITY TRANSFORMATION**

**GOAL: Expand the level of awareness of all in the community of faith of their God- given gifts; deepen commitment to share these gifts within their areas of influence; all within ongoing community transformation.**

### **Objective:**

- Create opportunities for everyone to understand their gifts and feel that they know whom they are, where they are going and have the faith to make a difference in their community.
- Support ongoing community transformation.

### **Strategy:**

- Provide opportunities for all in the community of faith to learn how to discern God's gifts.
- Celebrate the richness associated with diversity and how this component within our community assists us in creating quality of life opportunities for everyone.

### **Action Plan:**

- (1) Personal and Community Transformation: Create programs that are designed to provide insight into the personality and spiritual commitment of the individual/community. Programs that support this action are:
  - LifeCycles
  - MSTYC
  - ECW
  - Diocesan workshops
- (2) Create discernment processes that are beyond the Covenant Group process.
- (3) Provide competency-based regional workshops in such areas as preaching, presiding, diaconate, outreach, etc.
- (4) Create programs that are specifically designed to meet the needs of elders, youth and children.
- (5) Support the development of Spiritual mentors/directors throughout the diocese.
- (6) Continue to encourage Visitors Weekends.

**Champions:** Manuel Padilla & Kevin Thew Forrester

**Report to Council:** April 3, July 24, & October 2

## **2) LEADERSHIP**

**GOAL: We will have discovered and are demonstrating new expressions of shared leadership.**

**Objective:** Our desired result for 2004 is to have a new model for a shared episcopate.

**Strategy:**

Create a “core team” of leaders from within the diocese.

**Action Plan:**

- Reallocate time and energy of our full-time diocesan compensated leaders to spend one day together every 3 weeks.
- Intentional formation of that core team.
- Communicate regularly with the wider diocesan leadership/community what we are doing and discovering.
- Reflect on our experience and document our learning and evaluate and plan our next steps, with special focus on next year's goal-setting workshop.

**Champion:** Rayford Ray

**Report to Council:** July 24

## **3) REINVIGORATE AND EXPAND LEADERSHIP CIRCLE**

**GOAL: Reinvigorate and expand participation in congregation and diocesan leadership teams.**

Some members of our diocesan/regional/congregational leadership groups are exhibiting symptoms of fatigue resulting from over-extension and a narrowing of the leadership circle.

**Objective:**

- Growth in the levels of leadership participation throughout our diocese.
- Reduction in fatigue experienced by our leadership
- Increase in the joy of doing Christ's work.

**Strategy:**

- Offer varied opportunities for congregations and especially members of our leadership groups to nurture inner life, community spiritual life, recreation and wellness.
- Encourage and invite new people to become involved in the “journey.”

**Action Plan:**

COM to coordinate these and other options:

- Study regarding burnout and develop a plan.
- LifeCycles is the norm (use Session VI, has a regular checklist)
- Implement the COM plan for continuing education.
- Fish video.
- MDST/COM “take a temperature” and create a plan for congregations.
- Initiate opportunities for individuals and groups for inner work.
- Sabbaticals built in as a norm for all.
- Do something just for fun at least once a month or season.
- Offer opportunities for physical exercise, diet, etc.
- Develop resource list.

**Champion:** Manuel Padilla

**Report to Council:** June 19 & October 2

**4) WELCOMING ENVIRONMENT**

**GOAL: Congregations/churches in the Diocese of Northern Michigan will be welcoming and accessible to all.**

**Objective:**

Everyone who visits our church's will experience a welcoming environment and will be able to access our facilities, regardless of any physical challenges.

**Strategy:**

- Create barrier-free and welcoming environments within all of our churches.

**Action Plan:**

A. Barrier-free facilities:

- 1) Survey all parishes to raise awareness and identify issues & inventory the state of physical plants around the diocese.
- 2) Brainstorm alternatives relative to architecture, liturgical issues, technological opportunities, and financial considerations.
- 3) Create an implementation plan.

B. Welcoming:

- 1) Externally: building, grounds, signage and advertising needs to be reviewed.
- 2) Internally: arrangements for physical space, signage, acoustics, large print liturgies, etc.
- 3) Personal Interface: greeters, congregations attitude of acceptance of physically challenged, visitors book, follow-up calls, visitor cards and child/handicapped accommodations.

**Champion:** Warren Maki

**Report to Council:** May 8 & October 2

## **5) WORLDWIDE ANGLICAN COMMUNION**

**GOAL: Creating a greater awareness and understanding of our relationship to the worldwide Anglican Communion.**

**Objective:**

Insure that all within our diocese have an understanding of the Anglican Communion and how we can learn and grow from this relationship.

**Strategy:**

Create a communication and experience model that will extend throughout our diocese.

**Action Plan:**

A. Mission Committee

1. Inform and educate about the connections and opportunities within this relationship.
2. Attend, through representatives or delegates, Province V and/or GEM, EPGM.

B. Communicate experiences and opportunities for mission on a regular basis throughout the diocese.

C. Use many vehicles to inform diocese of the scope and membership of the Anglican Communion.

**Champion:** Marion Luckey

**Report to Council:** April 3 & July 24

## **6) FINANCIAL VITALITY/STABILITY**

**GOAL: Establish financial goals and models that will support current and future programs and initiatives.**

**Objective:**

- To be financially secure and able to fund current and future programs, as required.
- Assure that all members of our diocese understand our financial condition and issues/opportunities

**Strategy:**

- Create a financially-based strategy that is clearly understood and directed at assuring that the diocese and the congregations will be positioned to service the needs of our respective communities.

**Action Plans:**

- 1) Clearly communicate our budgeting process, reflect on past performance, and define future issues/opportunities.
- 2) Create a planned giving strategy.
- 3) Outline guidelines and various models for stewardship
- 4) Create an effective process that will support constructive dialog and conversation around financial matters.
- 5) Explore how grants and partnerships may be leveraged to fund programs and strategies.
- 6) Establish a strategy for designated funds.
- 7) Develop guidelines with fiscal accountability

**Champion:** Dick Graybill

**Report to Council:** at each meeting (in the context of the Treasurer's Report)

**7) CONGREGATIONAL INTERDEPENDENCE**

**GOAL:** Create a holistic approach to connect all congregations throughout our diocese.

**Objective:** All members of each church feel they are an important part of the diocese and always feel their opinions and ideas are welcomed and being heard.

**Strategy:**

Develop programs and opportunities for members of all congregations to interact and contribute with other parishes and the diocese.

**Action Plan:**

- 1) Survey all congregations to define this issue in detail. The results would be used to develop a comprehensive plan
- 2) Evaluate geographical boundaries to determine if changes would improve the “connectedness” of the congregations.
- 3) Introduce regional newsletters
- 4) Regionalize workshops and other activities in order to expand learning and create new relationships
- 5) Explore how technology can be deployed to improve communications, i.e. website, UP Chat, digital cameras, etc.

**Champion:** Kevin Thew Forrester (working with the MDST)

**Report to Council:** at each meeting

## STANDARD OPERATIONAL PROCEDURES & POLICIES

### **FINANCIAL**    *(to be finalized by the Finance Committee)*

OBJECTIVE:        develop a proposed budget for the coming year, seeking input from all Committees, regions, and congregations of the diocese, for consideration at the Annual Diocesan Convention in October

PLAN:            at the January meeting, Council will set the amounts for 403b contributions for the Bishop for the coming year

in March, publish the timetable for this budget formation process

at April Council meeting, set the formula to be recommended for Cost of Living salary increases

at its second quarterly meeting, the Trust Association establishes range for Distribution from diocesan portfolio in support of the 2005 operating budget

by June 1st, regions and Committees submit budget requests for coming year; first draft of the proposed budget for the coming year is assembled

at its June meeting, Diocesan Council discusses the first draft of the proposed budget, considers percentage of apportionment, identifies issues and options to be deliberated, and sends it to all regions, congregations (wardens and treasurers), rectors, missioners, and Diocesan Committees for feedback to be received by ??????. The budget circulated will be written in a format designed to be most easily understood by all, and will be accompanied by suggested questions for discussion at regional and congregational meetings. Also at the June Council meeting, Council will decide whether to appoint a Finance Committee to further review the proposed budget prior to the ??July?? Council meeting.

by ??????, all congregations, regions, and Committees submit their feedback concerning the first draft budget

prior to the ?????? Council meeting, the Finance Committee (if appointed) will meet to review input from the various congregations, regions, congregations (wardens and treasurers), rectors, and missioners and prepare recommendations for consideration by Council

at the ?????? meeting of Diocesan Council, the proposed budget is finalized for submission to the Diocesan Convention in October

prior to the October Diocesan Convention, the proposed budget is sent to all regions and congregational delegates for review and discussion

at the October Diocesan Convention, vote is taken on Diocesan Budget for the coming year

at its December meeting, Council will designate a portion of the clergy compensation for the coming year to be housing allowance

at its January meeting, Council will set the amounts for 403b contributions for the Bishop for the coming year.

**OBJECTIVE:** encourage responsible maintenance of physical plants and assets throughout the diocese  
**PLAN:** in January, notify every congregation of the financial resources available from the diocese for property maintenance; congregations encouraged to submit grant requests by March 1; committee to review grant and loan requests and make recommendations to Council at the April meeting and at other times as required

**COMMITTEE:** Dick Graybill, with regional representative for each request

## **COMMUNICATIONS**

**OBJECTIVE:** continue to improve communications on the diocesan level  
**PLAN:** In December (or upon their completion), send copies of Diocesan Council goals and objectives to all wardens, rectors, missionaries, regional conveners, Committees, the *Hiawathaland*, and the web site; after each Council meeting, send minutes to all wardens, rectors, missionaries, and Committee conveners; circulate budget as indicated in Budget Formation process (see above)

**OBJECTIVE:** improve communication between Council & Committees  
**PLAN:** at the November overnight meeting, invite all Committee conveners and any representatives they might invite to reflect upon the previous year, to review the actions of Convention, and to set goals and objectives for the coming year

**OBJECTIVE:** improve communication between Council and regions  
**PLAN:** at each meeting of Diocesan Council, provide for a Calendar Update to allow regional representatives on Council the opportunity to inform other members of Council of important events occurring in regions throughout the diocese

## **DIOCESAN CONVENTION PLANNING**

**OBJECTIVE:** plan for the Annual Diocesan Convention  
**PLAN:** at the November overnight Diocesan Council meeting with Committee representatives, review all actions of the Diocesan Convention just completed and incorporate into goals and objectives for the coming year

at the December Diocesan Council meeting, set date and decide on location of next Diocesan Convention

at the February Diocesan Council meeting, divide up the tasks for each region for planning the next Diocesan Convention(s)

at the April Diocesan Council meeting, set the length of the next Convention

at the May Diocesan Council meeting, set the focus and identify major agenda items to be considered at the next Diocesan Convention

at all meetings of Diocesan Council, hear progress reports from each regional planning group & review convention plans, including report from the Convention agenda planning committee

**OBJECTIVE:** assure carefully considered nominations and informed voting by Convention delegates in all diocesan elections

**PLAN:** at June Council meeting, circulate list of offices for which nominations will be sought at the coming Diocesan Convention; same list to be mailed out with pre-registration materials; at Convention, each office is described in detail and persons being nominated are introduced

## **GOAL SETTING**

**OBJECTIVE:** to set goals and objectives for the coming year, and to use those goals and objectives in agenda planning and annual evaluation of the work of the Diocesan Council and its program committees

**PLAN:** in September, ask Committees to prepare for the November overnight Goal Setting Meeting by considering possible goals and objectives for coming year  
at the October Diocesan Council meeting, review goals & objectives for the current year in light of progress made to date  
utilize the November overnight Diocesan Council meeting with Committee conveners and any representatives they might invite to review the previous year, to consider actions taken by the October Diocesan Convention, and to set five year goals and objectives for the coming year  
at the December Council meeting, shape agenda/timetable for meeting those goals and objectives during the coming year; make assignments and appoint committees and Council contacts for each objective

## **DESIGN TEAMS**

Diocesan Convention Agenda

Linda Vollwerth, Jim Kelsey, & Warren Maki

November 21-22 goal evaluation overnight

*membership to be set at June Council meeting*

*(in 2002: Arlene Gordanier, Bill Hyry, & Kevin Thew Forrester)*

*(in 2003: Cliff Crockford & Gin Wasmiller)*

**DIOCESAN COUNCIL AGENDA PLANNING  
2004**

DECEMBER 13, 2003

set portion of clergy compensation as housing allowance for 2004  
review & refine goals for 2004  
identify committee assignments needed to address goals  
Council agenda planning for 2004  
set date & location of 2004 & 2005 Diocesan Convention

after the meeting:        circulate goals  
                                  notify diocesan committees of Council agenda & assignments

JANUARY 31, 2004

set amount of 403(b) contribution for Bishop for 2004  
complete committee assignments to address goals (as identified in December)  
Report on Goal #6; brainstorm possible names for Finance Committee (Dick Graybill)

after the meeting:        notify all congregations of the financial resources available  
                                  from the diocese for property maintenance

FEBRUARY 28

consider property grant request from St. Mark's, Crystal Falls  
divide up the tasks for each region for planning the next Diocesan Convention  
Report on Goal #6; appoint Finance Committee (Dick Graybill)  
Report on Goals #7 (Kevin Thew Forrester)

after the meeting:        notify regions of task assignments for convention planning  
                                  during March: publish the timetable for the budget formation process

APRIL 3

convention planning: set the length of the 2004 Convention  
set the formula to be recommended for Cost of Living salary increases  
consider property grant requests  
Report on Goal #1 (Manuel Padilla & Kevin Thew Forrester)  
Report on Goal #5 (Marion Luckey)  
Report on Goal #6 (Dick Graybill)  
Report on Goals #7 (Kevin Thew Forrester)

Trust Association establishes range for Distribution from diocesan portfolio in support of the 2005  
operating budget

## MAY 8

report from committee reviewing the building and grounds at 131 E. Ridge St.  
receive report from Trust Association regarding range for Distribution from diocesan portfolio in support of the 2005 operating budget  
set focus & identify major agenda items to be considered at 2004 Diocesan Convention; also consider possible chaplain and other resource people to be invited  
Report on Goal #4 (Warren Maki)  
Report on Goal #6 (Dick Graybill)  
Report on Goals #7 (Kevin Thew Forrester)

by June 1: receive budget requests for 2005 from all regions and Committees & assemble first draft of 2005 budget

## JUNE 19

assess first draft of the 2005 budget, consider % for Apportionment, & identify issues & options  
convention planning, including review of list of offices for which nominations will be sought at the coming Diocesan Convention  
appoint design team for November Overnight Goal Setting meeting  
Report on Goal #3 (Manuel Padilla)  
Report on Goal #6 (Dick Graybill)  
Report on Goals #7 (Kevin Thew Forrester)

after the meeting: circulate draft budget & request feedback from regions, Committees, congregations, and individuals by \_\_\_\_\_ ?  
by \_\_\_\_\_?: receive feedback from regions, Committees, congregations, and individuals on the first draft of the 2005 budget  
between \_\_\_\_ & \_\_\_\_?: Finance Committee meets to review draft budget

## JULY 24

report from Finance Committee (budget planning - 2005 + consider multiple year budgeting; & Report on Goal #6)  
finalize proposed budget for 2005  
convention planning  
appoint committee to review diocesan Committees, to make recommendations at the October meeting regarding designation of 2005 Committees & conveners  
Report on Goal #1 (Manuel Padilla & Kevin Thew Forrester)  
Report on Goal #2 (Rayford Ray)  
Report on Goal #5 (Marion Luckey)  
Report on Goal #6 (Dick Graybill)  
Report on Goals #7 (Kevin Thew Forrester)

after the meeting: circulate proposed 2005 budget to all convention delegates, as well as congregational and regional leaders

(AUGUST 28 - canceled)

OCTOBER 2

designate 2005 Committees and conveners (committee to report recommendations)  
convention planning  
Report on Goal #1 (Manuel Padilla & Kevin Thew Forrester)  
Report on Goal #3 (Manuel Padilla)  
Report on Goal #4 (Warren Maki)  
Report on Goal #6 (Dick Graybill)  
Report on Goals #7 (Kevin Thew Forrester)  
overview of all goals and objectives for 2004 in light of progress made to date

in September:           invite Committee Conveners to November overnight meeting and request  
                                  that their Committees consider goals for 2005

OCTOBER 15-16 (17?) - DIOCESAN CONVENTION

NOVEMBER 12-13 (overnight meeting with Committee representatives)

review 2004 goals & accomplishments to date  
review actions of 2004 Diocesan Convention  
set goals for 2005

DECEMBER 11, 2004

set portion of clergy compensation as housing allowance for 2005  
review & refine goals for 2005  
identify committee assignments needed to address goals  
Council agenda planning for 2005  
set date & location of 2006 & 2007 Diocesan Convention

after the meeting:           circulate goals  
                                  notify diocesan committees of Council agenda & assignments

# APPENDIX - Planning Platform

## INTRODUCTION

On November 14 and 15, 2003, a cross-section of members of the Episcopal Diocese of Northern Michigan gathered to begin the process of developing a long range strategic plan that would assist them in allocating time, talent and resources to support the gifts, needs and opportunities existing within their congregations. This was a holistic view, recognizing that God's work is needed in a variety of ways and locations.

The planning team began with a very macro view of their areas of influence and worked toward specific strategies. **The areas that surfaced as being important were: discernment of gifts, leadership, expansion of participation, welcoming environments, understanding of the worldwide Anglican communion, financial vitality, and geographical connectedness.**

This is a working plan that is designed to be a guide and flexible. It is reasonable to assume that conditions will change, and therefore, this plan is a beginning and a catalyst for new ideas. As new priorities surface, the plan will need to be changed and decisions will be made in reshaping how time and talent are deployed.

The “strategic goals” and the respective outlined strategic programs are a beginning. These initiatives will need to be completed in further detail and “champions” will need to be assigned in order that progress will be realized. The “champion” is not required to do the work, but will have a passion for the “goal” and is willing to provide the leadership necessary to accomplish the respective objectives.

Also included with this plan (*note. This will be created as soon as the plan is finalized*) is a “progress monitoring matrix” that is designed to assist in the management of the programs contained within the plan.

Plans are simply an outline that frame a “journey/” The journey reflects the calling of our continuously creative God, and so is dynamic and evolving. Currently it is felt that this “journey” reflects God's invitation, and we are prepared to make a difference in these strategic areas.

## ACCOMPLISHMENTS

***These are significant successes over the past 12 months.***

- Mutual Ministry
  - LifeCycles
  - New Covenant Groups
- Camp New Day
- Page Center for Spiritual Life
- Expansion of the ecumenical mission
- Advertising campaign on television and public radio
- Website

- Workshops and conferences:
  - preaching
  - children's ministry gathering
  - baptismal conference
  - MSTYC
  - ECW Retreat
- Change in music, re. form and style, and digital systems
- Expanded role of Commission on Ministry
- Broader scope and participation of the budgeting process
- National Coalitions
  - medical insurance for small congregations
  - socially responsible investing
- Visitor's Weekend
- Leadership in Living Stones and Syndicators
- Revised Title III Canons
- International Partnerships (New Zealand, Wales, Scotland)
- General Convention-cohesiveness in the face of controversy
- Diocesan Convention-many things in outreach
- MCAC
- Strong support throughout the diocese
- Dead Saints Society is successful
- Expanded *Hiawathaland* publication

## **PLANNING ASSUMPTIONS**

*These are market conditions that have an impact on the diocese.*

- UP population is constant or declining
- Seasonal populations in congregations
- Age of congregations is increasing
- Exodus of young people from UP
- Financial situation under stress
- Episcopal churches are nationally a small percentages of population, i.e. 1.9%
- There will continue to be individuals that are seeking a spiritual experience and the youth will be attracted to the church
- Across the diocese there is affirmation of mutual ministry
- Today's Episcopal church has high visibility
- The diocese embraces the giftedness of all persons, regardless of sexual-orientation, a gospel-inclusivity which is particularly attractive to youth
- We continue to reach outside of our geographical boundaries
- We embrace strategic alliances in order to leverage our gifts
- We increasingly recognize the sacredness of all creation
- No matter how small we are we will survive
- Predominantly Western European church in the UP
- There is tension between labor in the industrial world and the environment
- Congregations and dioceses support each other
- Pledging is low, however this condition may not be entirely economically driven
- People offer up significant time and talent

- We will continue to have a Missioners and Regions
- Core staff is an extension of the Episcopate
- Effective leadership
- Liturgical renewal is embraced

## **STRENGTHS**

*These are attributes of our diocesan community that will critically support our future strategic direction.*

- Diversity of gifts/experience
- Strong collaborative leadership
- Embrace the gifts of everyone
- Friendship throughout the diocese is real and appreciated
- Appreciation of history together
- High level of communication
- Continue to share beyond borders
- Our Bishop is committed to a participative leadership style and sharing of the episcopate that is evolving and open to change
- We are a Diocese that encourages probing, questioning, exploring and willing to be open to new ideas
- Community of joy
- A real appreciation of the geographical region and it's environment