



Report of Congregational and Synodical Mission

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25 YEARS TOGETHER IN CHRIST

Statement of Purpose

The Congregational and Synodical Mission (CSM) unit of the Evangelical Lutheran Church in America (ELCA) shall foster and facilitate the work of synods, congregations, and partners in encouraging congregations as vital centers for mission and in creating coalitions and networks to promote justice and peace. The constitutional description of this unit appears in continuing resolution 16.12.A10, presented in Section XII of the e-binder and the *Pre-Assembly Report*.

Report of Work 2011–2013

CSM carries the work of five former units of this church and is considered the “domestic mission unit” of the ELCA. The basic flow of its work is toward the grass roots, investing in and accompanying synod systems and relationships to support Word and Sacrament communities as centers for evangelical mission. Critical to this work is building up the faith and discipleship of leaders and planting and renewing ministries which re-root and orient their mission in their communities and the wider world. Within this flow toward the grass roots, CSM is finding its focus through several emerging platforms. These platforms are helping focus the diverse giftedness of the unit to support these synod systems close to the ground:

1. Directors for Evangelical Mission: Local Mission Tables and the Synod’s Missionary Bishop
2. Re-rooting in the Community: Mission Strategy
3. One Global/Domestic Vision for Mission
4. Missional Leadership
5. Public Church Engagement

Undergirding all of these platforms are worship, commitments to multicultural inclusion and giftedness, and inclusion of youth and young adults. These platforms are public manifestations of the font and the table and communities of Jesus gathered around them.

1. Directors for Evangelical Mission: Local Mission Tables and the Synod’s Missionary Bishop

The director for evangelical mission serves as the convener, catalyst, and coach for the synod’s Mission Strategy Table, New/Renewing Table, and Mission Support/Stewardship Table. These tables are meant to be local guiding coalitions of leaders, undergirding the evangelical life of the synod and its congregations and ministry partners. Directors for evangelical mission met with the Conference of Bishops in October 2011 and October 2012. These meetings reaffirmed these central commitments. Currently 55 synods have active Mission Support/Stewardship Tables, and 43 have New/Renewing Tables.

- The New Congregation Program operates with the following priorities.
 1. CSM accompanies synodical leaders in the process of birthing, growing, and maturing new ministries of Word and Sacrament. Its common goal is to equip these new communities to become evangelical centers for mission. There are 342 new ministries under development throughout this church, averaging 40–45 new ministries every year.
 2. CSM assists this church in fulfilling its commitment to be in ministry among marginal communities.
 - a. Of the new ministries, 55 percent or more are among people of color and language other than English.
 - b. Also 20 percent to 25 percent are among people experiencing poverty and marginalization.
 3. The learning and insights of these ministries are shared with leaders throughout this church through training and coaching initiatives. The training initiatives include sharing principles, best practices, and the diverse experiences of resource leaders in the ELCA, as well as with ecumenical partners. One example of this is the availability of networks: Network of Homeless Ministries, New Wine Communities (new ministries that developed from members of congregations that left the ELCA due to 2009 Churchwide Assembly actions), Community Organizing Cohort, Ethnic Ministry Teams, and the Ecumenical Partners in Outreach. The following chart provides a summary of the number of new ministry starts (and their settings) from 2011 to present.

New Congregational Development	2011	2012	2013
Approved	50	55	18 (to date)
Started	47	36	
Synodically Authorized Worshiping Communities	31	20	8
Congregations Under Development	10	10	3
Alternate Worshiping Site	3	3	
Alternate Worshiping Community	1	3	2
Synodically Authorized Worship Community Probe			5
New Wine	14	2	
Ethnic Specific	62 percent	70 percent	61 percent
Among People in Poverty	30 percent	27 percent	11 percent

- In February 2013, six new directors for evangelical mission attended a three-day orientation. These new directors for evangelical mission received peer coaches who will continue to accompany them as they adjust to their roles.
- In spring of 2010, an initiative to grow disciples, strengthen steward leaders, and increase giving in congregations was conceived. This was based on Paul’s writing about the Macedonians in 2 Corinthians 8:1–7. Since that time, 44 synods have become part of the ELCA Macedonia Project. A Rediscover Macedonia website includes theme materials for education, response, and living the mission at www.ELCA.org/Macedonia.

2. Re-rooting in the Community: Mission Strategy

The 2011 Churchwide Assembly asked [CA11.04.21] each congregation to develop a mission strategy. There are many different and contextual approaches to this discernment for mission. CSM and its grassroots collective of directors for evangelical mission creatively began sharing resources and worked together on the development of “Guiding Principles for Mission Strategy.” At the heart of these guiding principles are “The Three Great Listenings” in which mission leaders commit, with as many partners as possible, to listening:

- To God in Scripture, prayer, and witness (spiritual renewal);
- To the community through strategic relational meetings and demographics; and
- To leaders within this church and its partners.

A sampling of significant re-rooting in community efforts follows:

- The formation of the CSM Implementation Team, consisting of people from across this church following the 2011 Churchwide Assembly, focuses attention on the long-term institutional change of making mission planning part of the ongoing life of the ELCA. This team has developed six guiding principles for congregational mission planning and made them available to synods as a customizable tool. In addition, the team has overseen the creation of the www.ELCA.org/MissionPlanning website to share existing congregational mission planning resources from across this church and surveyed congregations through the 2012 Annual Congregational Report to obtain data on which congregations are currently engaged in mission planning activities. The team has also partnered with Research and Evaluation to pilot a Congregational Missional Vitality assessment tool in three synods. *The Mission Table*, a book on the theological and biblical foundations for mission planning, authored by the Rev. Stephen P. Bouman, is a product of the work of this implementation team and will be available through Augsburg Fortress, Publishers.
- CSM identified three locations—the Kansas City Metropolitan area; Racine, Wisconsin; and Portland, Oregon—to partner with local Area Ministry Strategy efforts through providing the coaching and consulting services of an experienced church renewal consultant. A strategy team has also mapped existing and future possibilities for partnering with synods in developing Area Ministry Strategies across this church. In addition, CSM has developed a category description and application process to pilot Area Ministry Strategy as a category for funding in the 2014 Renewal Partnership Support Review Table and crafted a plan for ongoing work including building capacity to lead Area Ministry Strategy efforts across this church and developing a suite of resources to be used by synods, congregations, and ministry partners as they work together to develop Area Ministry Strategies.
- The “Organizing for Mission Cohort”—developers and redevelopers using the principles of community organizing—has convened six semi-annual, three-day gatherings since July 2010. The cohort has grown from five participating ministry sites in 2010 to 25 in 2013. In March 2012 a half-time contract coordinator for the cohort was added.

From the start of the cohort, there has been a preponderance of young adults participating. In the past year, there has been an influx of participation by people of color—up to one-third of the participants at the May 2013 gathering.

- Community Development Services, in collaboration with the Northeastern Iowa Synod, Wartburg College, and the City of Waverly, Iowa, provided a citywide community garden initiative in 2012 resulting in a total of 145 lbs. of produce for distribution to food pantries and food-insecure individuals.

3. One Global/Domestic Vision for Mission

Global/local “Glocal” Events are the main arena for mutual planning, support, and collaboration between Global Mission (GM) and CSM. The theme of immigration and migration will involve close partnership with Lutheran Immigration and Refugee Service (LIRS) and with local mission tables in synods. There is an intense effort toward multicultural and youth inclusion in these events. The unit directors are working toward a unified mission theology to infuse the Glocal Events. The units are also coming together around advocacy, leadership development, the hunger advisory team, and the bi-national context of immigrant ministries. CSM staff, in close partnership with LIRS, presented such workshops as “Talking Together as Christians” on developing cross-cultural conversations.

- A significant “glocal” development has just been launched following a Global Mission/Congregational and Synodical Mission visit to the new nation of South Sudan. With ecumenical support from the Episcopal Church in Sudan, the ELCA will be involved in planting a new Lutheran Communion in South Sudan as part of The Lutheran World Federation (LWF). ELCA missionaries will be Sudanese leaders of new congregations in the ELCA.
- Lutheran Office for World Community (LOWC) staff collaborated with the World Council of Churches’ U.N. Ecumenical Office in planning and participating at an expert consultation in October 2012 that gathered input for a comprehensive advocacy strategy aimed at turning the ecumenical movement into a relevant and trustworthy partner in the discussions on women’s rights—particularly in the context of religious freedom.
- The ELCA Washington Office, with the Episcopal Church Office of Government Relations, planned and implemented a Global Poverty Ready Bench in 2012 which involved ten bishops, including five ELCA bishops, and ELCA World Hunger representatives. The gathering used Sudan and South Sudan as a case study to highlight the connections between hunger, lack of development, and conflict. This work strengthened the Lutheran and Episcopal International Advocacy Bishops Caucus from seven members in 2011 to 15 members (seven ELCA bishops and eight Episcopal bishops) at the end of 2012. During a December 2012 gathering, the bishops met with 14 members of Congress, 18 congressional staff members, leaders from USAID and the State Department, and key activists.
- LOWC supports ecumenical forums with women, relative to annual meetings around the Commission on the Status of Women at the U.N. In 2012, this involved a workshop featuring women from different countries talking about their experiences of violence and the importance of the Violence Against Women Act and related international legislation.
- Similar to other areas of work across the churchwide organization, the advocacy offices are finding ways to build capacity through sponsoring a joint international policy position located in the Washington, D.C., office, discussing plans for a shared national event on hunger and poverty, and proposing two additional state policy offices, jointly supported as state poverty centers with The Episcopal Church.
- The 2007 Churchwide Assembly reaffirmed the action of the 2005 Churchwide Assembly with respect to the *Peace Not Walls* campaign, specifically noting the campaign’s call for economic initiatives by this church and its members. The 2007 action noted, among other things, that such initiatives, in consultation with the Evangelical Lutheran Church in Jordan and the Holy Land, could include purchasing products from Palestinian providers and exploring the feasibility of refusing to buy products produced in Israeli settlements. Staff members have explored the feasibility of refusing to buy settlement-produced products and determined that it is indeed possible to do so.
- The ELCA Washington Office has worked closely with Global Mission to plan and implement an advocacy mission trip on food security systems in Mexico for ELCA World Hunger leaders and others. Guided and informed by the Washington Office, trip participants will attend Ecumenical Advocacy Days in Washington, D.C., to advocate for smart U.S. policies that strengthen food security for vulnerable communities around the world.

4. Missional Leadership

Missional leaders in the ELCA are members of congregations or other recognized ministries of the ELCA who have a missional imagination and a strong desire to shape their practice of ministry within the context in which they live and work. Missional leaders are committed to nurturing this missional imagination through learning, serving, and immersion in the faith

practices of this church. They are also committed to growing and nurturing missional imagination in others. There are lifelong learning networks that include schools, colleges and universities, seminaries, and lay schools across the ELCA.

The Leadership for Mission team in CSM works in partnership with the other CSM teams, directors for evangelical mission, synod leaders, and ELCA educational institutions to accompany faithful, wise, and courageous leaders who are being equipped to serve in God’s mission in the world.

The work of the leadership team includes the areas of disability ministries, the mental illness network, seminaries, schools, colleges and universities, candidacy and support of rostered leaders, the churchwide assignment process, lay schools, faith practices, Book of Faith initiative, the mission developer and redeveloper selection process, support and endorsement of chaplains, clinical educators and pastoral counselors, and misconduct prevention. All of these programmatic areas focus on strengthening the ministries of synods and congregations. Leadership and faith formation have become the principal focus of four revitalized youth and young adult ministries and their partner networks.

Candidacy: During 2012, CSM worked with candidates for rostered ministry in various stages of their formation; 1,491 are in the process leading to ordination. Candidates are as follows:

Ethnicity	Pastors	Associates in Ministry	Diaconal Ministers	Deaconesses	Total
African American/Black	56	4	1	0	61
American Indian/Alaska Native	5	1	0	0	6
Arab/Middle Eastern	3	0	1	0	4
Asian/Pacific Islander	32	1	0	0	33
Latino/Latina	48	4	2	0	54
Multiracial	28	3	0	0	31
Caucasian	1,075	102	95	12	1,284
Did not identify	13	5	2	0	20
Total	1,260	120	101	12	1,493

Assignment: Another important area of CSM’s work with candidates is the churchwide assignment process. Data shows that there are more calls than candidates available for call. Candidates that restrict where they can serve normally wait a longer time for a call in the synod they restrict to.

Year	Graduates Available for Call	Calls available
2010	280	315
2011	262	294
2012	274	285
Total	816	894

Mission Developer and Redeveloper Behavioral Interviews/Screening

All of the numbers below are candidates who have been approved for Mission Development and Redevelopment.

	2010	2011	2012	2013 (April)
African Descent	4	10	7	3
Asian/Pacific Islander	7	4	1	2
American Indian/Alaska Native	1	0	0	0
Latino/Latina	8	7	5	1
Arab Middle Eastern	0	0	0	0
European American	90	79	75	52
Total	110	100	88	58 (April)

- CSM continues to be involved in merger conversations between seminaries and colleges:
 - Lutheran Theological Southern Seminary with Lenoir Rhyne University; and
 - Pacific Lutheran Theological Seminary with California Lutheran University.
- Heartening progress can be reported in the development of an association of ELCA colleges and universities. Two task forces of college presidents will bring reports on issues of identity (What is a Lutheran vision for higher education?) and possible structure to their August 2013 meeting in Pittsburgh. A possible early collaboration for this association would be with Lutheran Services in America (LSA) around internships for college students with Lutheran social ministry organizations.
- CSM staff members organized and hosted the ELCA Youth Gathering with 33,309 participants and 2,000 volunteers (including 500 young adults). The Gathering was held July 18–22, 2012, in New Orleans, Louisiana. The theme, “Citizens with the Saints,” focused on learning to love like Jesus by practicing discipleship through peacemaking that works for justice.
- The advocacy staff engaged youth, chaperones, and other participants at the 2012 Youth Gathering in New Orleans with e-advocacy sign-up, letter-writing, an interactive educational tool on funding priorities in the U.S. budget, and a section encouraging youth to tell their peers (and social media networks) to “speak out.”
- The advocacy staff also hosted two single parents at the ELCA Youth Gathering Advocacy space from Minnesota and West Virginia to tell their stories about poverty and mountaintop mining.
- In March 2013, the directors for evangelical mission from each synod participated in a half-day gathering to review the policies and practices for interviewing candidates interested in becoming mission developers or redevelopers.
- A 20-member Lay Schools of Ministry Table, with broad representation across the ELCA, began its work in early December 2012. Work continues in identifying the places and people involved in preparing lay members for ministry on behalf of this church. Working with an already vibrant cadre of lay schools, this church is moving toward a strong, collaborative network of Lay Schools of Ministry, a vital component in preparing lay evangelists and other non-rostered lay leaders for the needs of the 21st century Lutheran church.
- The Ethnic Specific and Multicultural Ministries Team hosted a Multicultural Summit “One Body, Many Members, Same Goal,” January 11–13, 2013, at the Lutheran Center in Chicago. The summit gathered representatives from the ELCA’s six ethnic associations around these objectives: to develop a joint working agenda for the six ethnic associations, to clarify and strengthen the roles of the six ethnic associations, to sharpen leadership skills through leadership development/formation, to understand the systems of racial inequity, to develop multicultural competency, and to experience multicultural worship. One hundred and sixteen people participated representing the Church Council, churchwide staff (including deployed staff), synod vice presidents, synod staff, the six ethnic associations, and separately incorporated ministries of the ELCA.

5. Public Church Engagement

This platform is focused on bringing together the various efforts of this church to combat hunger and poverty and to work for justice. This is most effective when the worlds of advocacy, direct service, and community organizing come together to help congregations re-root in their communities and be drawn to regional, national, and global public mission. A convergence of this public platform was held in November 2011 around the theme “Jesus and Justice” at Lutheran School of Theology at Chicago. Organizing, social ministry advocacy, and local mission tables created powerful possibilities for synchronicity in public witness. In March 2012 there was a similar event bringing these worlds together in Pennsylvania.

- Ecumenical Advocacy Days—The Washington Office hosted approximately 100 Lutherans and guests at 2012 and 2013 Ecumenical Advocacy Days as part of a larger gathering of Christian advocates on themes of the federal budget (2012) and Food Systems and Security (2013). The Washington Office also provided planning support and 15–20 World Hunger participant scholarships each year.
- Ready Bench Meetings—60 bishops, state policy directors, and national policy staff convened in Washington in November 2011 for approximately 100 meetings with members of Congress and the Administration on the U.S. budget and poverty, a congressional reception, and Ready Bench meetings. These benches also met separately in 2012 on immigration, international development, U.S. hunger and poverty, the environment, and Middle East policy.
- U.S. Budget and Anti-Poverty Advocacy—The ELCA is a charter member of the Circle of Protection, a faith-based working group on deficit reduction, which worked to obtain meetings with the president, the president’s chief economic advisors, and key members of Congress. The group sponsored video shorts on poverty from President Obama and Governor Romney during the 2012 presidential campaign. The Washington Office staff also convened a June meeting for 60 Ohio small town pastors, food service providers, ELCA World Hunger leaders, and hunger grant recipients with U.S. Senator Sherrod Brown’s office (an ELCA member of Congress) at Camp Mowana in Mansfield, Ohio, on anti-hunger and rural development ministries and policy.
- Environmental Advocacy—In spring and summer of 2012, the ELCA e-Advocacy Network generated more than 500 comments to the Environmental Protection Agency regarding a proposed rule to limit carbon emissions from new power plants. This number was extremely high for a single denominational advocacy network. This church continues to work on environmental issues in ecumenical partnerships, working with partners through the National Council of Churches and internationally through the ACT Alliance. The ELCA especially values partnership with Lutherans Restoring Creation and its ability to engage congregations.
- International Policy Advocacy (jointly shared with the Episcopal Church) has focused on maintaining and strengthening funding for U.S. poverty-focused development assistance programs including hunger, nutrition, HIV and AIDS, and other global health issues, and urging smart reforms that would make U.S. food aid more efficient. The work also focuses on restrictions to religious freedom, continued conflict in Sudan/South Sudan, human trafficking and support for increased arms trade treaty regulations.
- The ELCA Washington Office continues to strengthen this church’s call to common communion with The Episcopal Church through its international policy and advocacy portfolio that the two churches share. Presiding Bishops Mark Hanson and Katharine Jefferts Schori issued a joint statement for World AIDS Day (December 2012), as one reflection of this shared ecumenical voice on behalf of the world’s most vulnerable.
- The Corporate Social Responsibility (CSR) program met with 99 corporations around seven major themes. At the request of CSR, Portico Benefit Services co-filed 18 shareholder resolutions. Thirteen of these resolutions were withdrawn in favor of negotiation with the company, a sign of positive impact on the corporation’s practices and policies. Corporate Social Responsibility is a continuing concern for the ELCA. Working with Portico Benefit Services, a review team has been instituted to update screens and issue papers, review items of concern, and keep a wide group of interested parties informed about the working of CSR.
- The ELCA Washington Office is building a monthly newsletter on international aid and development policy to support and develop local ELCA leaders who are engaged activists in fighting global poverty, especially to federal policymakers.
- CSM recently conducted a review of the first year’s Memorandum of Understanding and work plan between the ELCA and LIRS since the change of governance. Their shared work plan for 2013 includes response to over 20,000 unaccompanied minors crossing two borders from Central America this past year, as well as heightened efforts toward comprehensive immigration reform.

- State Public Policy Offices (SPPOs) advocated in state capitols in Arizona, California, Colorado, Illinois, Iowa, Minnesota, Nevada, New Jersey, New Mexico, Oregon, Pennsylvania, Virginia, Washington, and Wisconsin for legislation to alleviate hunger and poverty. During the 2012 legislative sessions, the SPPOs helped secure a number of legislative victories across the country, including a law to authorize drivers' licenses for immigrants in Illinois, halting a predatory "payday" lending bill in Pennsylvania that would have allowed short-term interest rates up to 360 percent APR, and securing \$3 million in New Mexico for a state housing trust fund.
- In February 2013, the ELCA Washington Office worked as a core member of the Circle of Protection to produce a joint letter on fiscal decisions and budget process. It was signed by 100 national faith leaders and is now being used to engage pastors, priests, and bishops across the country to advocate for decisions that will protect programs and opportunities for people in poverty.
- As mentioned above, CSM is investing in new ministries among people experiencing homelessness, poverty, and marginalization in society. Leaders are creating a Network of Homeless Ministries for resourcing, mutual support, and interpreting their work in this church. Their work is increasingly ecumenical, asset-based, sacramental, and oriented to break the cycles of poverty and marginalization. Recent meetings were held in Philadelphia and at the Lutheran Center gathering lay leaders who themselves are experiencing homelessness and poverty.
- The "Stand for Welcome Sunday" worship resource was developed jointly by the CSM worship team and LIRS. This resource and messaging has been featured on the LIRS "Stand for Welcome" advocacy initiative received by more than 1,200 persons via direct email. These messages have urged leaders and congregations to take action for refugees and immigrants.
- CSM worked with LIRS in the creation and distribution of a resource to respond to the particular vulnerability of marginalized newcomers titled: Disaster Preparedness in Migrant Communities: A Manual for First Responders.
- Super Storm Sandy work in New York, New Jersey, and Maryland included working with congregations wanting to host volunteers; \$452,000 to date has been disbursed or committed for recovery efforts. These dollars have been utilized for funding of positions as well as unmet needs. Additional funding from the churchwide organization as well as other partners is anticipated. Lutheran Disaster Response anticipates working in these areas for three to five years.
- The Domestic Hunger program distributed 352 discretionary grants in 2012 to congregations, social ministry organizations, and community organizations across the United States.
- The ELCA, a member of Ecumenical Network for Multicultural Ministries, North America (ENFORMM-NA) was the host for an international, ecumenical consultation at the Lutheran Center, March 25–27, 2013. ENFORMM is an international and ecumenical network of racially and culturally diverse ministries which seek to recognize, celebrate, and empower World Wide Multicultural Ministries in a rapidly changing society. The North American Region of ENFORMM is committed to developing and sharing resources and strategies for the North American context. The March consultation had approximately 50 participants from the Anglican Church of Canada, ELCA, Evangelical Lutheran Church in Canada, Presbyterian Church in Canada, Presbyterian Church-USA, Tyndale Intercultural Ministries, United Church of Canada, and United Church of Christ.
- In November 2012, CSM hosted a 45-participant gathering of the Interfaith Organizing Initiative (IOI). The IOI brings together representatives from denominations, faith-based community organizing networks, seminaries, and foundations to support the field of Congregation-based Community Organizing. IOI's current focus is to increase the exposure of seminarians to the arts and principles of organizing.
- Lutheran Disaster Response worked with the Office of the Presiding Bishop and the Global Mission unit to host a delegation from the LWF as they did their first accompaniment visit following a significant disaster event; three representatives visited New York and New Jersey the end of November and first of December 2012.

Multicultural Ministry Efforts

A goal of this church is the full partnership and participation of African Descent, American Indian and Alaska Native, Arab and Middle Eastern, Asian and Pacific Islander, and Latino people in its life. Work toward the accomplishment of this goal continues. This work takes place in partnership with churchwide staff, regions, synods, congregations, colleges and universities, seminaries, and other institutions related to this church. Each ethnic specific community has unique needs and opportunities and each ethnic specific ministry director works in partnership with their community's rostered leaders and lay leaders to define and meet those needs and opportunities.

The following table presents the number of persons of color or primary language other than English in the ELCA in 1990, 2008, 2009, and 2011. In 2009, at the request of several of the ethnic specific communities in the ELCA, the base for collecting ethnicity was changed from baptized membership to active participants. In 2011, 5.34 percent of active participants in the ELCA were people of color or language other than English. The table shows a significant change caused by the addition of the new category African National/African Caribbean. The 7,562 participants in this category came from other categories in previous years, explaining drops in African American/Black, Latino/Hispanic, and other categories. Arab/Middle Eastern increased in both the number of active participants and percent of the ELCA and all other communities decreased in number but increased in percent. White/Caucasian participants decreased in both number and percent for all years shown, while the subtotal for people of color declined in number but increased in percent between 2009 and 2011.

Number and Percent of Persons of Color or Primary Language Other Than English in the ELCA in 1990, 2008, 2009, and 2011.

	Baptized Members				Active Participants			
	1990		2008		2009		2011	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent
African American/Black	50,336	0.93	52,661	1.14	48,190	1.42	42,194	1.52
African National/African Caribbean	*	*	*	*	*	*	7,562	0.27
American Indian/Alaska Native	5,833	0.11	6,818	0.15	5,849	0.17	4,852	0.17
Arab/Middle Eastern	**	**	2,154	0.05	2,192	0.06	2,272	0.08
Asian/Pacific Islander	20,547	0.37	22,067	0.48	20,824	0.62	19,871	0.72
Latino/Hispanic	23,299	0.42	42,621	0.92	44,028	1.30	38,668	1.39
Multiracial	**	**	18,098	0.39	25,734	0.76	20,438	0.74
Other	3,700	0.07	10,722	0.23	16,919	0.50	12,419	0.45
Subtotal	103,715	1.90	155,141	3.36	163,736	4.83	148,276	5.34
White/Caucasian	5,066,867	95.88	4,470,272	96.46	3,217,509	95.12	2,626,604	94.66
Not Reported	70,157	2.22	8,474	0.18	1,646	0.05	—	—
Total	5,240,739	100.00	4,633,887	100.00	3,383,891	100.00	2,774,880	100.00
	* The option African National/African Caribbean was not used until 2010.							
	** The options of Arab/Middle Eastern and Multiracial were not used in 1990.							

Resource Development

- CSM developed and produced the *Evangelical Lutheran Worship Prayer Book for the Armed Services: For Chaplains and Other Military Personnel*. The first of its kind since World War II, the *Evangelical Lutheran*

Worship Prayer Book for the Armed Services was developed with the contributions and review of chaplains and other service members. This pocket-sized prayer and worship resource is prepared for use by those in the military, families and friends of those in active service, veterans, as well as pastors and congregations of those who serve.

- CSM developed and produced a bilingual setting of *Evangelical Lutheran Worship* Holy Communion texts.

Partnerships in Ministry

Lutheran Immigration and Refugee Service – *see* Appendix A

Lutheran Services in America – *see* Appendix B

Mission Investment Fund (MIF)

- CSM and MIF gather quarterly and partner to provide support for New Wine ministries. New Wine ministries are those that started out of congregations that left the ELCA following the decisions of the 2009 Churchwide Assembly. Together, CSM and MIF have been able to provide in-depth consultations for six ministries with two more on the calendar. These consultations help New Wine ministries move through grief to mission and growth.
- MIF provides funds for new starts each year. In 2011 it was \$1 million; in 2012 it increased to \$1.2 million; and in 2013 it increased again to \$2 million.
- CSM and MIF have agreed to shift primary responsibility for the Stewardship Key Leader (SKL) Program to MIF beginning July 1, 2013. SKL is a fee-based ministry that strengthens congregations by helping them raise funds and experience renewal in both faith and mission. The SKL program primarily assists congregations in raising funds for new building projects and debt reduction. This new arrangement will significantly increase the marketing capacity of the SKL program and help it to reach more congregations, especially those who already have a relationship with the Mission Investment Fund.
- CSM and MIF have agreed that MIF will provide critical accounting and property consultation services for National Lutheran Campus Ministries (NLCM), Inc. NLCM, Inc. assists local campus ministries in the management, purchase, and sale of their facilities. This arrangement builds on the financial and property management expertise of MIF staff and frees CSM staff to focus on the core mission of campus ministry.
- CSM and MIF are working together more closely to support and market the ELCA Mission Builder program. Mission Builders are persons with special construction skills who volunteer their time to assist congregations and other ministries to build or renovate their facilities. Part of this new effort has been to create a stronger working relationship with the Lutheran Disaster Response program. A visible sign of this new relationship has been the significant work being done by Mission Builders to support congregations in Minot and Burlington, N.D., that were affected by severe flooding.

Efforts in World Hunger – *See other reports on this topic in Global Mission and Mission Advancement Reports.*

As a result of the full review of the ELCA World Hunger Program, CSM has been working to strengthen its six domestic areas of ministry. CSM met as a unit to align and reframe the domestic programs funded by ELCA World Hunger. It developed an integrated picture to better understand and facilitate the increased need for funding as well as increasing the effectiveness and impact of the current programs across the work of CSM. The unit has also participated with staff from Mission Advancement and Global Mission in a planning process that will engage congregations and members in hunger and poverty ministries. CSM staff serves on the subcommittees of engagement, fundraising, and impact.

Advocacy

ELCA World Hunger, through its advocacy focus in discretionary grants, supports local groups who connect their community ministries with advocacy and also supports international and national advocacy organizations allied with the ELCA's focus on addressing hunger and poverty. (See "Public Church Engagement" above for advocacy examples.)

ELCA World Hunger also provides grants to an ELCA State Public Policy Network. These offices address hunger and poverty issues in state capitals across the country. This aspect of the advocacy network is unique among mainline denominations. The state policy directors represent the ELCA in coalitions, build networks and work with policy councils. They sponsored nine Lutheran Hill Days in state capitals in 2011–2013 and have been successful in protecting state funding for key social service programs, promoting clean energy expansion, and calling for immigration reform.

Congregation-Based Organizing

The Interfaith Organizing Initiative—eight denominations, five organizing networks, three funding institutions; convening semi-annually for mutual capacity building—has evolved since its establishment 13 years ago. Early in 2013, leadership was transferred from ELCA coordination to shared responsibility among all participating organizations. An annual member dues process was established to enhance the traditional grants received from participating funding institutions. The organization identified and has begun work on the current focus of infusing community organizing principles into theological education.

Domestic Hunger Grants

In 2011 and 2012, the Community Development program provided leadership development and training to congregations and social ministry organizations in Southeastern Pennsylvania, Metropolitan Chicago, and Southwest California synods through the Building Capacity for Sustainable Social Ministries program. The Building Capacity program offers a three module curriculum that assists congregations and social ministry organizations with mapping their assets and using them to operate high quality and vibrant sustainable church-based and non/for profit programs. Additionally, the Community Development program manages the Domestic Hunger Grants Program funded by ELCA World Hunger. Synodical Screening and Allocation Committees along with the Churchwide Screening and Allocation Committee has allocated more than \$2,337,000 over the past three years.

2011 Domestic Hunger Grants Allocations

55 Development Grants	\$ 110,400
30 Organizing Grants	\$ 68,700
267 Relief Grants	<u>\$504,500</u>
2011 Allocations	\$683,600

2012 Domestic Hunger Grants Allocations

13 Advocacy Grants	\$ 44,400
45 Development Grants	\$109,400
34 Organizing Grants	\$100,250
296 Relief Grants	<u>\$612,500</u>
2012 Allocations	\$866,550

2013 Domestic Hunger Grants Allocations

10 Advocacy Grants	\$ 27,500
39 Development Grants	\$ 98,600
23 Organizing Grants	\$ 64,500
279 Relief Grants	<u>\$596,300</u>
2013 Allocations	\$786,900

Lutheran Disaster Response

In 2011, Lutheran Disaster Response (U.S.) provided assistance to those impacted by Red River flooding, Alabama tornadoes, the Joplin (Mo.) tornado, Missouri River flooding, Minot (N.D.) flooding, Hurricane Irene, Tropical Storm Lee, the Bastrop County (Texas) Fire, and the Alaska winter storm.

In 2012, assistance was provided to communities impacted by tornadoes in Alabama, Ohio, and Indiana, wind storms in West Virginia, Colorado wild fires, Duluth (Minn.) area flooding, Tropical Storm Debbie, Hurricane Isaac, and Super Storm Sandy.

Lutheran Disaster Response (U.S.) is not a first responder. It works in the area of long-term recovery with local affiliates and social ministry organizations. A new area of work is in consultation with synods as they assist in the recovery efforts.

Outdoor Ministry

Focus: Educate children, youth, and adults about the causes and cures of world hunger and poverty during their participation in an ELCA-affiliated summer camp program in 2013. Goal: Provide real voices from a global context to

speak about the root causes of hunger and poverty and the various ways that the global church is working with other partners through education, relief, and development programs to end hunger and poverty.

Strategies: Bring 35 young adults from ELCA partner churches to serve as summer camp counselors in at least 30 different camps in 2013.

Engagement: International camp counselors will engage children, youth, and adults in residential camp settings, in congregation-based day camps, and at some ELCA Synod Assemblies and mission events. They will talk about the realities of life in their country and the work of their church in partnership with others.

Intersection: The witness of international camp counselors intersects especially well with the work being done in international advocacy, immigration and refugee work, and Lutheran Disaster Response. Previous counselors have been able to give personal witness to their shared work, especially through the LWF.

Outputs: It's estimated that each of the 35 camp counselors will reach a minimum of 1,000 persons with their story for a total impact of 35,000 contacts during the summer. Depending on the setting in which they work, the numbers could be much higher.

Outcomes/Impact: There is a cumulative impact to this work. When participants in ELCA programs consistently hear about the hunger and poverty work that the ELCA is doing with our global partners, they begin to understand the long-term commitment and impact of that work. Over the past 13 years, the ELCA has hosted over 700 young adult camp counselors from 49 different countries. The impact of their witness is significant.

Major Directions for 2013–2016

Building on these emerging platforms several major directions for the future are coming into view.

1. Any organism that cannot regenerate itself is a dying thing. We are in the midst of a *comprehensive renewal of new starts and congregational renewal ministries* and the systems that support them. The group will seek input from key stakeholders and include its recommendations in a scheduled report to the November Church Council meeting. There will be fewer traditional new starts, and more “mission probes,” as we seek emerging ways to create relationships, small communities of Jesus in the midst of: the cultural disconnect from church structures; immigrant communities and communities of poverty; the emerging generation of young adults; and spiritual hunger and desire to make a difference in the world. ELCA directors for evangelical mission are a growing cohort of shared mission imagination and leadership, with direct connection to what God is doing in synods.

2. The ELCA Church Council has approved a proposal to begin a *two-year study of evangelical leadership in the ELCA*, bringing together the many different leadership conversations and issues:

- The future and sustainability of seminaries. This includes Association for Theological Schools (ATS) changes in requirements and curriculum for seminary education, the possibility of more time spent in the context of local ministry sites, and the growth of distributive learning.
- The formation of lay evangelical leadership, including training in specific leadership needs of a church in mission, and the recognition and support of these lay mission leaders.
- The conversation engaging the three lay rosters of the ELCA toward one roster offering the charism of “diakonia” (service) as the heartbeat of all of the mission of the ELCA.
- A commitment to nurturing leadership among youth, young adults, and ethnic communities.
- Perhaps most important will be working together on a picture of the kind of leadership needed for this church’s mission in our time. What are the most important characteristics of a mission leader today? How can we share this picture across all of the conversations listed above? How will this picture of mission leadership inform a renewal of the candidacy system, including an updated manual. A Candidacy Manual is currently being updated by a CSM Candidacy Team. Consultations for broader input will begin during the spring of 2014. Synod candidacy committees and staff will be consulted during this revision process.
- CSM staff is developing a new process for supporting and endorsing ELCA domestic chaplains (this work was previously done jointly with LCMS).
- The Congregational Centers for Mission Team is re-staffed in the area of Youth and Young Adult Ministry. New Program Directors for Youth Ministry and for Young Adult Ministry began their work in the churchwide organization on March 11, 2013. Conversations are proceeding with The Episcopal Church on a shared Campus Ministry position to begin later this year.

The site for the 2015 Youth Gathering will be in Detroit, Mich.

3. *We are intensifying full communion efforts.* A church which is serious about evangelical outreach will bring its ecumenical commitments and mutual giftedness to the grass roots. With The Episcopal Church we are planning new starts together; we have finished a second year of partnership in the International Advocacy position, and will post a full communion position for Program Director for Campus Ministry. Other partnerships in development include statewide advocacy policy work and several other initiatives. We begin conversations with the United Methodist Church toward full communion implementation in May 2013.

4. *Domestic Hunger Program.* A church which turns its life toward people in poverty, the most vulnerable, the stranger among us, is always a church being renewed and reformed. CSM is in the midst of a renewal of the domestic hunger program as part of an integrated plan throughout the ELCA World Hunger program. We are looking at greater integration of advocacy, community organizing, domestic grants, economic development, disaster response, immigration and refugee ministries, and new and renewed congregations among people in poverty. We are looking to invest in moving people from poverty and hunger. Lutheran Disaster Response is now a global/domestic program.

5. *Evangelical mission is the mission of the whole church.* We are discovering great missional energy and results where mission planning (the Three Great Listenings) is being done together with others. Area Ministry Strategies bring the whole church to the table: ecumenical partners, neighboring congregations, social ministry organizations, colleges, advocacy and the other institutions and allies in mission. Together listening to God, listening to each other (in a spirit of asset-based abundance), and listening to our neighbors in the community, relationships are being formed, new mission probes are begun, and congregations begin to see a path to the future. We see Area Ministry Strategies as an emerging premiere effort of a church in mission together.

The Rev. Stephen P. Bouman, *executive director*

The ELCA's commitment to eradicate poverty and hunger is borne out in services to migrants and refugees in partnership with Lutheran Immigration and Refugee Service (LIRS). As they have for nearly 75 years, LIRS stands and advocates with newcomers as they rebuild their lives in the United States. They protect those fleeing persecution, violence, and hunger.

An immigrant church, the ELCA remembers the struggle and resolve of its ancestors. Lutherans recognize the comfort and strength they gained from a community of Lutherans working and worshiping together. Just as ancestors carved out their own American dream, migrants and refugees today arrive in the United States seeking safety, opportunity, and peace. Often pushed to the margins of communities, newcomers lack U.S. job experience and may speak little English—climbing the steep path out of poverty is too often a generations-long struggle.

In partnership with LIRS, the ELCA confronts the structural barriers that keep newcomers from self-sufficiency and economic stability. With total grants of \$1.26 million in 2011 and 2012, we provide critical core funding for LIRS, as the Lutheran Church has for nearly 75 years. While the federal government funds the majority of their established programs, the ELCA offers the flexibility for LIRS to develop new projects and re-envision old approaches that test and expand the power of relationships, end hunger, and sustain newcomers' success.

Through expert services, LIRS addresses critical needs that include: language barriers, employment, cultural differences, and access to housing, medical and mental health care, transportation, and translation. LIRS also engages congregations to combat the social isolation that perpetuates cycles of hunger and destitution. Recognizing the influence of national systems on economic success, LIRS advances federal funding, public policy, and legislative reforms that position for prosperity. We eradicate the root causes of poverty in three critical ways:

1. *Providing services that help newcomers integrate and achieve economic mobility;*
2. *Supporting relationships to end the isolation that leads to poverty;*
3. *Challenging and changing the unjust systems that inhibit movement out of poverty.*

1. Providing Services for Integration and Movement out of Poverty

Since the 2011 Churchwide Assembly, the ELCA through LIRS has changed lives through ministries of service and justice. We positioned newcomers to thrive, drawing on the strengths of partners connected in local communities to increase integration and ensure that:

- A. **Refugees** arriving in this country received initial services including housing aid, job training, English language classes, cultural orientation, and case management.
- B. **Unaccompanied children** who came to this country found loving, supportive homes either with family in the United States or with foster families to position them to succeed in school, in their social and emotional development, and in their adulthood;
- C. **Newcomers seeking employment** accessed targeted job training services and benefit from connections to employers to find jobs;
- D. **Immigrants impacted by detention** had the legal services, housing, and case management to counteract the impact of detention and rebuild their lives.

A. *Positioning Refugees to Thrive*

Because of our partnership with LIRS, 16,837 people fleeing violence, persecution, and war found security and stability in 2011 and 2012. Together, we will welcome another 10,000 refugees in 2013. Refugees leave their homes, their careers, and their countries. They hope for a better life, but they leave because it is not safe to stay. Most came from three countries: Iraq, Burma, and Bhutan.

Through LIRS, Lutherans walked with newcomers throughout their journey from arrival to integration. Coordinating programs through an expert network of Lutheran social ministry organizations and other partners, we provided the initial care necessary to help refugees get back on their feet: basic food and housing, cultural orientation and case planning, assessment and referral to additional services and benefits including medical and mental health care, Social Security benefits, English language training, and education. Our partners continually assessed refugee needs to offer additional services, when able, to overcome barriers to their success. We also addressed the isolation that inhibits economic

mobility through leadership development and social engagement activities in partnership with Lutheran congregations across the United States. Together, we advanced the ELCA's goals of eradicating the root causes of hunger and poverty.

B. Protecting Vulnerable Children

In the past three years, LIRS expanded services to incredibly vulnerable children. The number of unaccompanied children crossing the border has soared, doubling from 2011 to 2012 and projected to increase to 23,000 in 2013. Many children flee gang violence in their home countries. Others flee famine and food insecurity. All of them face dangerous journeys filled with hunger and fear. Arriving in the United States, they need supportive services, loving families, and secure homes. Through LIRS, the ELCA ensures these children receive the best care possible. Expanding services from 2011 to 2013, LIRS provided short-term foster homes for 78 children in 2012 while seeking to reunite them with family in the United States. Through LIRS we also continued to provide long-term foster care for children resettled from refugee camps and children who could not safely reunite with their families. In 2011 and 2012, we supported 448 children and their foster families. With caring, culturally appropriate homes, these children received the education, health care, and social services they needed to flourish, grow, and thrive. LIRS positions them for success as adults, breaking a cycle that begins with childhood poverty: growing up in poverty can impede cognitive development, the ability to succeed in school, social and emotional well-being, and health.

When children and their families receive this support, they are better positioned to access services available in the community, remain together, and avoid the hunger and homelessness that occur when families fail. Ensuring that family reunifications happen safely, LIRS screened 8,603 family members in 2012 for trafficking and other protection concerns, an increase from the 3,910 families in 2011. In 2012, LIRS also provided intensive support to preserve 324 reunified families and caregivers.

C. Promoting Self-Sufficiency and Economic Opportunity

Because of ministry through LIRS, the ELCA has increased services to refugees and pioneered new approaches to encourage their employment and the self-sufficiency necessary to help them move out of poverty. Over the past three years of partnership with the ELCA, LIRS has equipped their service network to better support job seekers. Strengthening service providers, they also developed a new mentoring project that leverages the transformative power of mentor relationships to improve job preparedness and access. In 2011, they trained 1,227 job developers to meet the particular needs of newcomers. In 2012, they enrolled 4,198 refugees in an employment program to achieve financial self-sufficiency. In 2013, they launched the Mentoring Project. Piloted in Lancaster, Pa., this project studies the impact of one-on-one mentoring for migrant and refugee job seekers whose dreams have been too long deferred.

D. Embracing Immigrants Impacted by Detention

Since 2011, the ELCA has responded courageously and effectively to the growth of unjust immigration detention, partnering with LIRS to launch an innovative model to influence systemic change. Together, we took it upon ourselves to live out Isaiah's call to proclaim freedom for the captives and release from darkness for the prisoners: we created the only national system that accomplishes the administrative enforcement goals served by immigration detention, at a lower cost, while protecting the civil rights, preserving the mental health, and celebrating the human worth of immigrants as members of communities. Each year, 430,000 people are detained—about as many people as live in Atlanta, Ga. LIRS and the ELCA worked to establish an alternative, grounded in relationships and lived out by communities. Confronting the injustice of detention, we address the long-term consequences of imprisonment: diminished earnings, increased family breakup, compromised health, and reduced familial resources.

Developed in 2011 and launched in 2012, our ministry to reduce the unnecessary detention of immigrants who pose no threat to their communities brings together 26 partners in seven cities to care for immigrants impacted by detention in local communities. Building on LIRS's existing legal services to immigrants in detention, these partners work to secure the release of particularly vulnerable immigrants into supportive communities. Connecting with our visitation ministry to walk with immigrants held in detention, the ELCA and LIRS promote a cohesive pipeline of expert services, compassionate care, and community support that accompanies immigrants from detention to integration. Launching the visitation ministry in 2012, LIRS and their partners have already engaged over 200 visitors to over 500 immigrants in detention.

When immigrants are released, the ELCA, LIRS, and their local partners provide comprehensive combinations of accessible local services that promote safety and self-sufficiency: legal advice and representation, housing, food,

education, medical and mental health care, employment skills training, family reunification or preservation services, cultural programs, and spiritual support. In its first year, the project served 85 immigrants released from detention.

2. Increasing Connections to Confront Isolation

Newcomers need more than professional services to overcome the barriers they face. Eradicating poverty requires an approach that creates newcomer empowerment and builds connections among new neighbors and long-time residents. Over the past three years, the ELCA has walked with LIRS on a journey to expand their impact and to ensure that the people we welcome together are fed bodily, socially, and spiritually as celebrated members of communities.

With LIRS, we recognized the need for a longer view of integration as a dynamic, multidirectional process in which newcomers and receiving communities intentionally work together, based on a shared commitment to tolerance and justice, to create a secure, welcoming, vibrant, and cohesive society. We launched Community Conversations in 2011 to provide the opportunity to explore what that process could be through discussions with migrants and refugees, local leaders, service providers, and all those interested in the process of integration. Building on the success of the ELCA's Glocals, the project focuses on convening key voices from the community and facilitating a participatory, open exchange of hopes, fears, challenges, and ideas of how to address them. LIRS trained 50 people from 29 organizations in the art of hosting these discussions, sparking a series of conversations in 10 locations: Atlanta, Ga.; Baltimore, Md.; Chicago, Ill.; Fargo, N.D.; Mankato, Minn.; Minneapolis/St. Paul, Minn.; Philadelphia, Pa.; San Diego, Calif.; Seattle, Wash.; and Tampa, Fla.

As the Community Conversations project comes to an official close in June 2013, LIRS is incorporating the principles of engagement and dialogue in its overarching approach to service. Deeply connected and strengthened by relationships, our ministry can better accompany migrants and refugees along the path to integration, self-sufficiency, and financial security. Exemplified in services like the Mentoring and the Alternatives to Detention projects, this approach builds on engaged communities and impassioned congregations to embrace each person holistically. Cared for and supported, newcomers rebuild their lives and their careers, eradicating their own poverty.

In order to deepen the care and connectedness of newcomers, our partnership with LIRS draws on the power of a network. The stronger we can make this network, the more impact we have on newcomers and their communities. We leverage the unique strengths and perspectives of diverse organizations, nurturing fuller futures by expanding partnerships and developing new approaches. We trained over 900 professionals serving refugees, expanded the resettlement network in two locations, and launched a pilot project to enhance cultural orientation in 2012.

The ELCA has and continues to help LIRS develop new ways to strengthen and connect the network. Deeply aware of the many intersecting ELCA World Hunger issues that run through our work with LIRS, we have sought ways to develop stronger connections among partners and community organizers, advocates and refugee leaders, first responders and congregations. Reflecting the diversity of the ELCA World Hunger goals, our partnership with LIRS advances multiple aspects of our work to eradicate poverty. For example, LIRS worked with Lutheran Disaster Response to equip first responders to serve newcomers with "Disaster Preparedness in Migrant Communities: A Manual for First Responders," released in December 2012.

As we move into 2013, the principles of holistic care, of services grounded in evidence, and of advocacy informed by practice guide a reimagining of the programs and the partnerships LIRS initiates. Implementing a new strategic plan, LIRS is poised to expand and deepen their impact so that newcomers are protected, embraced, and empowered in welcoming communities.

3. Challenging and Changing Unjust Systems

U.S. law and policy hold the power to create or break down systematic barriers to newcomers' integration and prosperity. Through our partnership with LIRS, the ELCA expands our influence to achieve significant policy victories. Our partnership offers a unique place at tables of power where the voice of bishops and refugees, together, effect change. In the past three years, we have stood with communities threatened by regressive reforms, strengthened our leadership in local communities, and changed the national immigration conversation.

The ELCA, with LIRS, has responded quickly and effectively when unjust policies threaten our communities. In 2011, through LIRS's expertise and leadership, the ELCA stood with communities fractured by an onslaught of state laws designed to exclude and expel migrants and refugees in Arizona, Alabama, Georgia, Indiana, South Carolina, and Utah. With LIRS, we worked with bishops in these states to speak publicly against these reforms and to help ELCA congregations respond. At the national level, the ELCA and LIRS supported legal efforts to strike down these laws as

unconstitutional, joining amicus briefs supporting the United States' Supreme Court challenge to Arizona's punitive law. When the refugee resettlement program came under attack in Georgia and New Hampshire in 2011, LIRS and the ELCA helped to change policies and restore funding for the services refugees need.

The ELCA has grown our influence to better lead our communities toward impactful reform in collaboration with LIRS. Equipping local leaders to champion reform, we laid the foundation to eradicate the isolation, injustice, and disenfranchisement that cause poverty. We mobilize congregations through Stand for Welcome Sundays that highlight immigration. In 2012, LIRS hosted a Lutheran Immigration Leadership Summit to convene 40 Lutheran leaders. Through this two-day gathering, bishops, parish pastors, and community leaders shared experiences, engaged in experiential learning, and considered new advocacy partnerships.

Since the 2011 Churchwide Assembly, the ELCA and LIRS have fundamentally shifted the conversation from reactionary, regressive state-based laws to comprehensive immigration reform that ensures the rights and dignity of newcomers. Informing policy makers' opinions, we are in a unique position to shape ongoing debates, change policies, and influence reforms.

Our advocacy within the Administration has already changed enforcement policy. LIRS's 2011 report, "Unlocking Liberty: A Way Forward for U.S. Immigration Detention Policy," shed light on the detention crisis. Since then, the ELCA and LIRS have influenced the enforcement agency to begin assessing each person to determine the need to detain them or not. LIRS is also working in collaboration with the enforcement agency to increase access to community-based alternatives to detention, with a formal memorandum of understanding signed in April 2013. The ELCA receives international recognition and influence through this work. LIRS was one of only three U.S. nonprofits invited to participate in the U.N. High Commissioner for Refugees' Bi-National Roundtable on Alternatives to Detention in 2012.

The ELCA and LIRS have been and remain at the forefront of important legislative victories to create a policy framework that addresses the root causes of poverty among newcomers. Leading up to the November 2012 election, Lutherans and LIRS led the way for the approval of in-state tuition for undocumented students—the so-called Maryland DREAM Act—on a statewide referendum in Maryland. In February, Congress reauthorized the Violence Against Women Act, a piece of legislation with important protections for undocumented immigrants, victims of human trafficking, children, and other vulnerable newcomers. With a comprehensive immigration reform bill introduced in the Senate, Congress is poised to enact sweeping legislation that will position newcomers to thrive. Organizing 40 Lutheran leaders to meet with lawmakers the day before the bill's introduction, the ELCA and LIRS have already played a critical role in the process to ensure the passage of just and humane reform.

As we look forward to the next three years of partnership with LIRS, the ELCA is confident we are moving newcomers out of poverty. Celebrating 75 years of services of justice and mercy in 2014, the next years will mark a critical moment for our partnership. Growing together, realizing the transformative power of deeper connections, we will live out our faith serving and walking with the most vulnerable to eradicate the root causes of hunger and poverty.

Ms. Linda Hartke, *president and chief executive officer*

Overview

Lutheran Services in America (LSA) is the network of more than 300 Lutheran social ministry organizations throughout the United States and Caribbean. Founded by the Evangelical Lutheran Church in America (ELCA), Lutheran Church–Missouri Synod (LCMS), and their affiliated or recognized social ministry organizations, LSA is one of the largest health and human services networks in the country touching millions of lives every year.

As a network built on a common goal and guiding faith, it answers God’s call to love and serve our neighbors, one and all. Collectively, LSA members:

- Serve 1 in 50 Americans every year
- Engage almost 200,000 volunteers each year
- Generate over \$18 billion in combined annual revenue
- Employ almost a quarter of a million people
- Are ranked 25th in the Philanthropy 400

Within those numbers are countless stories of changed lives, compelling stories that reflect our strong truth—**Lutherans serve**.

Lutheran social ministry serves the most vulnerable, including children, youth, families, seniors, the homeless, veterans, people with intellectual and developmental disabilities, refugees, victims of disasters, and others. For example:

- **Lyngblomsten** of St. Paul, Minn., works with 22 congregations to provide respite care for caregivers of those with memory loss.
- **Peace Community Center** in Tacoma, Wash., prepares at-risk students for school from their first day of kindergarten through college graduation.
- Specially trained therapy dogs deployed by **Lutheran Church Charities** of Addison, Ill., made bedside visits to dozens of hospitalized victims of the Boston Marathon bombings.
- **Lutheran Social Services of Wisconsin** provides services for runaway and homeless youth through assessments, life skills training, and counseling.
- **Southeast Ministry**, LSA’s newest member, helps lift people in Southeast Washington, D.C., out of poverty and gain employment by providing GED exams, job training, and supportive services.

LSA brings together Lutheran social ministry in a trusted community of faith and service to:

- Deepen Lutheran identity
- Share critical best practices
- Uncover opportunities for members to improve their sustainability and performance
- Provide access to policymakers on the national level
- Tell the story of how Lutherans respond to God’s call to love and serve our neighbors

LSA has a 20-member Board of Directors with nine members appointed by the two national Lutheran church bodies (six by the ELCA and three by the LCMS), nine members selected by member CEOs, and two at-large members. Two national church liaisons—Ms. Josselyn Bennett for the ELCA and Ms. Dorothy Krans for the LCMS—work closely with LSA and attend our staff meetings.

Accomplishments

Since its founding in 1997, LSA has facilitated trusted relationships among its members and the strong fellowship that they share through their mutual calling to love and serve their neighbors. LSA is the glue that keeps Lutheran social ministry—a community of faith and service—together.

Facilitation of Trusted Relationships and Leadership Development

LSA has facilitated trusted relationships through:

- A **CEO Academy** where new chief executive officers are brought into the Lutheran social ministry network. New and experienced chief executive officers come together in a three-day leadership training session with a theologian-in-residence who sets the context for leadership in a Lutheran social ministry organization, along with executive leadership development. In 2012, LSA had 17 new CEOs in a learning cohort of over 40 people

from 29 organizations. In February 2013, 20 new chief executive officers took advantage of targeted training on leadership in a Lutheran context.

- An **Annual Conference** where almost 400 people come together annually to share faith, training, and advocacy. The April 2013 Annual Conference drew not only member chief executive officers and staff, but people from member boards of directors where we have training in effective board leadership and governance.
- **Twelve networks** where we facilitate relationships and shared work with members who offer similar services (e.g., hospital care) or share functional responsibilities (e.g., human resources and information technology). For example, the **Chaplains Network** produces a *Caring Connections* journal that is provided to more than 700 people. In addition, the **LSA-Disability Network** serves people with intellectual and developmental disabilities. In 2012, the LSA-Disability Network engaged more than 200 people with disabilities, families, congregations, and service providers in discussion about the full inclusion of people with disabilities in the religious life of their communities. At the April 2013 Annual Conference, the LSA-Disability Network drew more than 80 people, including many self-advocates, to its advocacy training that culminated with visits with policymakers on Capitol Hill.

In addition to providing leadership development through the Annual Conference and CEO Academy, LSA offers a three-day **Leadership Academy** for leaders below the chief-executive-officer level. In 2012, 10 organizations each sent more than one person to the Leadership Academy, and in January 2013 more than a dozen organizations sent teams to expand and accelerate their learning.

Advocacy

LSA provides advocacy for its members. Working closely with the ELCA Washington Office, the faith-based offices (e.g., White House, Health and Human Services, and the U.S. Department of Agriculture), Executive and Legislative Branches, and organizations with similar interests (e.g., low-income housing, senior services), LSA advocates on behalf of its members.

LSA organized an LSA Day at the White House in October 2011 that nearly 160 people attended. LSA also invited regional and national offices of the ELCA and the LCMS as well as area pastors, a group of young adults from the Metropolitan Washington, D.C., Synod, and people serving in the Lutheran Volunteer Corps.

Member Support and Consultations

LSA regularly connects members and shares best practices among them. In addition, LSA conducts formal consultations with Lutheran social ministry organizations on a wide range of topics, including improving their board of directors' governance practices, strategic planning, and leadership succession plans. Over the 2011–2013 period, this included consultations with the following members:

- Allegheny Lutheran Social Ministries
- Augustana Care Corporation
- Bethel New Life
- Dakota Boys and Girls Ranch
- Luther Home of Mercy
- Lutheran Metropolitan Ministry
- Lutheran Retirement Ministries of Alamance County, North Carolina
- Lutheran Services Florida
- Lutheran Services of Georgia
- Lutheran Services in Tennessee
- Lutheran Social Services of Northern California
- Lutheran Social Services of South Central Pennsylvania
- Lutheran Social Services of the Southwest
- Tabitha Health Care Services

Collaboration with the ELCA and its Ministries

In addition to ongoing communication with Ms. Josselyn Bennett, the ELCA liaison, the Rev. Stephen Bouman, and ELCA-appointed members of LSA's Board of Directors, LSA supports the ELCA in its Ministry Partnership Reviews of ELCA-affiliated members. LSA supported ELCA reviews in three regions last year which are designed to ensure

opportunities for representatives from social ministry organizations, synods, and this church body to discuss the social ministry organization's effectiveness in meeting its mission, and to evaluate and strengthen the ministry partnership. LSA staff participated with ELCA staff as part of reviews in Ohio, northeast Iowa, and the Minneapolis-St. Paul area.

In addition, LSA regularly supports and works with additional ministries of the ELCA. For example, executives from **Lutheran Outdoor Ministries** joined our CEO Academy in February 2013 to share in leadership development and strengthen Lutheran organizational connections. In addition, participants in the **Lutheran Disaster Response** network participate in the training offered in our volunteer leadership and management sessions at the annual conference.

Finally, LSA greatly appreciates the ongoing financial support of the ELCA through its contributions and grants from endowments. Through this support, for example, LSA has produced a set of best practices in provision of services for seniors, offered a caregiver suite of products to members, and helped identify additional support for members who serve children and families.

Participating at National Tables

As the national network for Lutheran social ministry, LSA participates at many national tables of influence and represents Lutheran social ministry. Current examples include:

- **Long-term Care Finance Reform Task Force** comprised of leading long-term care professionals jointly developing a plan for financing long-term care services and supports—an issue that is critical for two-thirds of our members who serve seniors.
- **National Adolescent Health Care Agenda** with the U.S. Department of Health and Human Services—an issue that is critical for one-third of our members who serve children, youth, and families.
- **Leadership 18**, a group of the largest nonprofits in the country (e.g., American Red Cross, American Cancer Society), where we share collaboration opportunities.
- **Interfaith Roundtable** of faith-based organizations like LSA across many religions (e.g., Catholic, Jewish, Baptist, Episcopal, Mennonite).

Future Direction

This is a time of transition for LSA and our members with new leadership, a new location, and the development of a new strategic plan that will provide an unprecedented level of connection and value to our members. It is also a time of transition in how we sustain the work we do. Difficult economic times, dwindling sources of funding, and growing needs in our communities require that we come together as a network as never before.

Ms. Charlotte Haberaecker joined LSA in August 2012 as the third president and chief executive officer (CEO) of LSA. She embarked on a listening, learning, and engaging tour meeting with over 80 member CEOs, representatives of the ELCA and LCMS, and other key stakeholders such as foundations and the Administration.

She produced an Interim Plan for the next 12–18 months and launched a Strategic Planning Task Force. The Interim Plan involves:

- Helping make critical connections for our members within the broader church community. We believe there are significant opportunities to work with **ELCA colleges and universities**. Lutheran social ministry organizations offer compelling vocations for ELCA college graduates, opportunities for service and meaningful internships, and the opportunity to connect faculty with faith-based laboratories for their research and classroom studies. We plan to actively pursue these connections this year.
- Expanding our knowledge of our members and their needs and telling the **compelling story of Lutheran social ministry**. Lutherans have a long legacy of service. However, it is largely an unknown story even to Lutherans. We believe that our story can inspire others, open doors for greater faith and service, and strengthen the connections between Lutheran social ministry and this church.
- Seeking **funding opportunities** for LSA and our members. For example, by initiating a conversation with the Weinberg Foundation, LSA was able to secure more than half a million dollars for three of our members they did not have access to before.
- Providing a **strong, sustainable foundation for LSA's future**. We moved LSA's headquarters to Washington, D.C., in March 2013 to pursue greater opportunities for our members and consolidate staff dispersed in several locations. We are also investing in our future to build a strong sustainable base of funding to expand our value and relevancy to our members.

LSA launched a Strategic Planning Task Force in March 2013 to develop a clear mission, vision and strategic priorities for the organization. The last strategic plan was done in 2007. The mission, vision, and strategic priorities will be discussed at the August 2013 Board of Directors meeting. Dr. Robert Tuttle, Professor of Law and Religion at George Washington University, and an ELCA-appointed Board of Directors member, is participating on the task force.

This is an exciting time for Lutheran social ministry. As a network built on a common goal and guiding faith, we find strength. Not only in what we do but in why we do. Together we are moving forward in strength because: **We are Lutherans, and Lutherans serve.**

Ms. Charlotte Haberaecker, *president and chief executive officer*