



Always Being Made New: The Campaign for the ELCA

In February 2014 members of the Evangelical Lutheran Church in America (ELCA) embarked on a courageous and unprecedented journey. Through *Always Being Made New: The Campaign for the ELCA*, they committed to investing in the future of this church, deepening relationships and expanding ministries that serve their neighbors and communities in the United States and around the world. ELCA members made the promise to do more, together.

The ELCA is halfway through this journey with less than three years before the campaign's conclusion on Jan. 31, 2019. Since the campaign's launch — and its approval at the 2013 Churchwide Assembly — this church has witnessed amazing generosity and support from its synods, congregations, members and volunteers, leading to incredible growth across the church.

The support of the ELCA's leadership groups, including the Churchwide Assembly and its voting members, is critical to the campaign's success. Thank you for your efforts to tell the story of this church and for encouraging deeper engagement in *The Campaign for the ELCA*. Together, we can do more!

Major work for 2013-2016

❖ **Cash and commitments**

- o As of Feb. 29, 2016, the campaign had received nearly \$82 million in current gifts and gift commitments. This represents 41 percent of the \$198 million goal.
- o These totals include just over \$8.6 million in gifts made through multiyear commitments, a new form of giving launched as part of the campaign.
- o While planned gifts aren't included in the overall financial goal, they are critical to the future sustainability of the campaign's priorities. To date, staff has been notified of \$18 million in planned gifts toward ministries supported by the campaign.
- o Of the \$82 million in current gifts and gift commitments, nearly \$4 million has been given to "Where needed most." In 2015, these gifts were used to kick-start ministries with ELCA global companion churches, as well as here at home with youth and young adults. The nature of these programs requires funding before work may begin, and our partners were able to get started on life-changing ministries with the support of undesignated gifts.
- o To support planned gift commitments toward campaign priorities, the Board of Trustees of the Endowment Fund of the ELCA established the *Always Being Made New* endowment fund. This endowment will support ongoing priorities of the churchwide organization, including congregations, global church, leadership development, and poverty and hunger.
- o Three additional endowments were established to support specific priorities for disability ministries and the International Women Leaders and Youth and Young Adults programs.
- o The ELCA Foundation gift planning staff has grown to 21 and is deployed across the country to assist members in making planned or current gifts to campaign priorities.
- o Since the approval of *The Campaign for the ELCA* in 2013, there has been a significant push to engage leadership groups in this effort. The current level of participation through gifts and commitments is:

Leadership group	Participation rate	Total number of participants*
Campaign Steering Committee	88%	14
Conference of Bishops	95%	62
Church Council	92%	33
Churchwide Administrative Team	100%	7
Churchwide Senior Leadership	90%	37
Bishop's Advisory Council**	55%	6

- * These participation numbers include both pledges and gifts.
- ** The ELCA is working on 100 percent participation. Four of the 11 members have joined the council within the past 12 months.

- o The ELCA continues to receive pledges from congregations that are doing capital campaigns in conjunction with *The Campaign for the ELCA*.

❖ Major gifts

- o *The Campaign for the ELCA* defines a major donor as anyone who gives \$5,000+ over the life of the campaign. The projection is to secure \$60 million of the \$198 million campaign goal from individual donors who give at the \$5,000+ cumulative level. The campaign recently surpassed the \$22 million mark, or 27 percent, of this goal.
- o Since its initiation, the campaign has received nearly 600 current gifts or realized bequests in support of its priorities from major donors. Below is a summary of these gifts.

Gift range	FY13 Donor count	FY13 Total dollars	FY14 Donor count	FY14 Total dollars	FY15 Donor count	FY15 Total dollars
\$5,000- \$9,999	87	\$497,605	117	\$615,950	122	\$736,360
\$10,000- \$49,999	60	\$636,375	60	\$1,159,398	68	\$1,233,488
\$50,000- \$99,999	11	\$730,412	9	\$599,182	7	\$405,879
\$100,000- \$499,999	9	\$1,399,685	12	\$1,594,090	15	\$2,009,780
\$500,000+	2	\$2,219,909	5	\$9,056,546	4	\$3,022,590
Grand Totals*	169	\$5,483,986	203	\$13,025,166	216	\$7,408,097

- o A few noteworthy major gifts include a \$500,000 matching gift to incentivize youth participating in ELCA World Hunger's Walk for Water as part of the 2015 ELCA Youth Gathering to reach the \$1 million mark; two \$500,000 gifts launching two new Young Adults in Global Mission country programs; the early fulfillment of a \$2 million gift allowing crucial work within ELCA New Congregations, Renewing Congregations, International Women Leaders and Young Adults in Global Mission to get underway; as well as a \$100,000 matching gift for the ELCA's 2016 International Women's Day celebration.
- o The Mission Advancement unit has implemented a moves management and metrics program to track outreach that most directly correlates to successful major gift asks and ongoing stewardship of those gifts. The moves management and metrics program encourages team members to meet with donors in person as much as possible, while also focusing on finding where new donors can be matched with ministries most closely aligned with their philanthropic interests and personal passions. One of the hoped-for outcomes of the campaign is that a more developed individual major gift program will be built to create sustainability for this church's many ministries beyond the life of the campaign.
- o In 2015 the campaign team compiled 25 major gift proposals for donors.
- o Working with members of the Campaign Steering Committee, staff conducted a mapping exercise in 2015 to identify key geographical areas for campaign outreach. Approximately 20 areas were selected based on the presence of current congregational and synodical support for the campaign, active churchwide and local

volunteer leadership, a strong donor and prospective donor base, staffing considerations, as well as the presence of other growth opportunities.

❖ **Campaign staffing**

- o In June 2014 the Rev. Ronald T. Glusenkamp accepted the call to become the campaign director. Previously he had served as senior pastor of Bethany Lutheran in Cherry Hills Village, Colo., the largest congregation in the ELCA Rocky Mountain Synod.
- o In addition to the campaign director, staff assigned to support the campaign include a prospect management and research coordinator, managers for donor relations (two), campaign coordinator, campaign communications manager and a major gifts adviser.
- o Each summer the campaign team hosts an intern, who helps with research projects and other tasks.
- o For nine months, Ms. Sarah Brock, a Young Adult in Global Mission (YAGM) who served in Rwanda in 2014-15, assisted the campaign as a representative of the YAGM program and met with synods, congregations and donors. The campaign team looks forward to the possibility of recruiting another returning YAGM this year.

❖ **Campaign Steering Committee**

- o The Campaign Steering Committee consists of 16 volunteers, including the Rev. Brian D. Maas, bishop of the Nebraska Synod, and the Rev. Elizabeth E. Ekdale. Bishop Maas is an important link to the Conference of Bishops, while Ekdale serves as a representative from the Church Council.
- o Campaign co-chairs Ms. MaryAnn and Mr. Loren Anderson continue to lead, encourage and inspire campaign staff and volunteers. The committee convenes in Chicago on a semiannual basis to discuss campaign progress, successes and challenges, as well as plan for the next six months. The committee stays in touch with a monthly newsletter between meetings.
- o Committee member Ms. Jenny Peterson traveled to Cambodia with the Global Church Sponsorship and ELCA World Hunger teams in February 2016. Upon her return, she hosted a donor event on behalf of the campaign and shared her experiences in Cambodia with the group.

❖ **Campaign Communications**

- o A dedicated, comprehensive campaign subsite — ELCA.org/campaign — launched in April 2014 and is updated as information and materials are made available.
- o The campaign case statement serves as an in-depth document, giving information on the campaign's origin, its priorities and goals, as well as how to make a gift. A campaign one-pager is also available and offers a quick overview of the campaign.
- o Mini-case statements for all 10 campaign priorities are available for use by staff, congregations, synods and volunteers.
- o Additional campaign materials include pew envelopes, pledge cards, FAQs, posters, a congregational planning packet, a synod introductory packet, bulletin inserts and more.
- o To continually share the progress of this work, the campaign distributes a dedicated newsletter to approximately 12,000 individuals, including synods, congregations, volunteers, donors and other stakeholders, on a quarterly basis.
- o As the campaign follows an annual themes schedule (2014: ELCA Malaria Campaign, 2015: Congregations, 2016: ELCA World Hunger, 2017: Global Church and 2018: Leadership), materials and special initiatives are created to encourage over-and-above giving to campaign priorities. Most recently, ELCA World Hunger launched a special Lenten initiative, "ELCA World Hunger's 40 Days of Giving," as part of its theme year. This included a 40-day Lenten devotional featuring reflections on hunger and poverty from thought leaders across this church. Planning is in process for the 2017 annual theme year.
- o A selection of campaign materials is available in Spanish, including the case statement, a video from Presiding Bishop Elizabeth A. Eaton and the ELCA New Congregations mini-case statement. The campaign team monitors the use of these items and gauges the demand for other materials in Spanish.
- o The campaign continues to advertise in *Living Lutheran* magazine (formerly *The Lutheran*), *Women of the ELCA's Gather* magazine and *Seeds for the Parish*. In addition to advertisements, the campaign also submits

feature articles to these publications. Recently an article on a global ministries evangelism project, titled “South Sudan: A new church for a new nation,” appeared in *Living Lutheran*.

- o Videos are available to share the work and impact of campaign priorities, including a “What does the ELCA mean to you?” feature video, a campaign message from Presiding Bishop Eaton, Young Adults in Global Mission videos, an ELCA Malaria Campaign celebration video and more.
- o For more urgent and timely announcements, the campaign distributes news releases in conjunction with Strategic Communication’s publications team. As of March 2016, the campaign had distributed 16 news releases.
- o At the conclusion of each campaign year, an annual report is sent to campaign donors, volunteers, ELCA staff, synods, congregations and other ELCA leadership groups. The most recent report was distributed at the beginning of May via mail and email. All reports are available on the campaign website in the resources section.

❖ **Synod engagement and support**

- o In July 2014, each synod bishop received a planning worksheet that included:
 - A five-year giving history to ministries within *The Campaign for the ELCA*.
 - A planning chart for the next five years.
 - Ideas, best practices and suggested plans for campaign strategy and planning.
 - Information on the annual themes.
- o In September 2014 all ELCA congregations received a planning worksheet similar to the one synods received. This worksheet omitted giving history and strongly encouraged congregations to consult with their synods before making their campaign plans.
- o Over the first 12 months of the campaign, staff made it a priority to meet in-person with each synod bishop to learn about synod priorities and discuss *The Campaign for the ELCA*.
- o The campaign director presents information about the campaign to the newly elected synod bishops each year.
- o In addition to simply meeting with synods, bishops and synod councils, campaign staff offer consultations to synods that are planning strategic initiatives for the campaign.
- o The campaign team continually works with synods as they implement their own campaigns in conjunction with *The Campaign for the ELCA* and/or lead efforts with donors and congregations in their region.
- o The campaign has hosted a variety of donor events since its launch. Before, during and after each event, the team works with the synod in the event’s region, as well as the regional gift planner (if applicable), to ensure local current and prospective donors and ELCA stakeholders are invited and that follow-up with each attendee occurs. Presiding Bishop Eaton attends these events as her schedule allows. The campaign director is present at the majority of campaign events.
- o In response to requests from bishops, and when permission is granted by the donor, guidelines were created to notify synods of larger gifts made by members in their region.
- o To align the campaign with mission support, the campaign and mission support directors continually consult and work collaboratively with one another.
- o Each year churchwide representatives provide campaign information and updates at synod assemblies. Campaign information appears in the assembly one-pagers. The campaign director attends a number of synod assemblies as well.
- o Synods now receive a report of campaign gifts from their synod on a monthly basis.

❖ **Program updates**

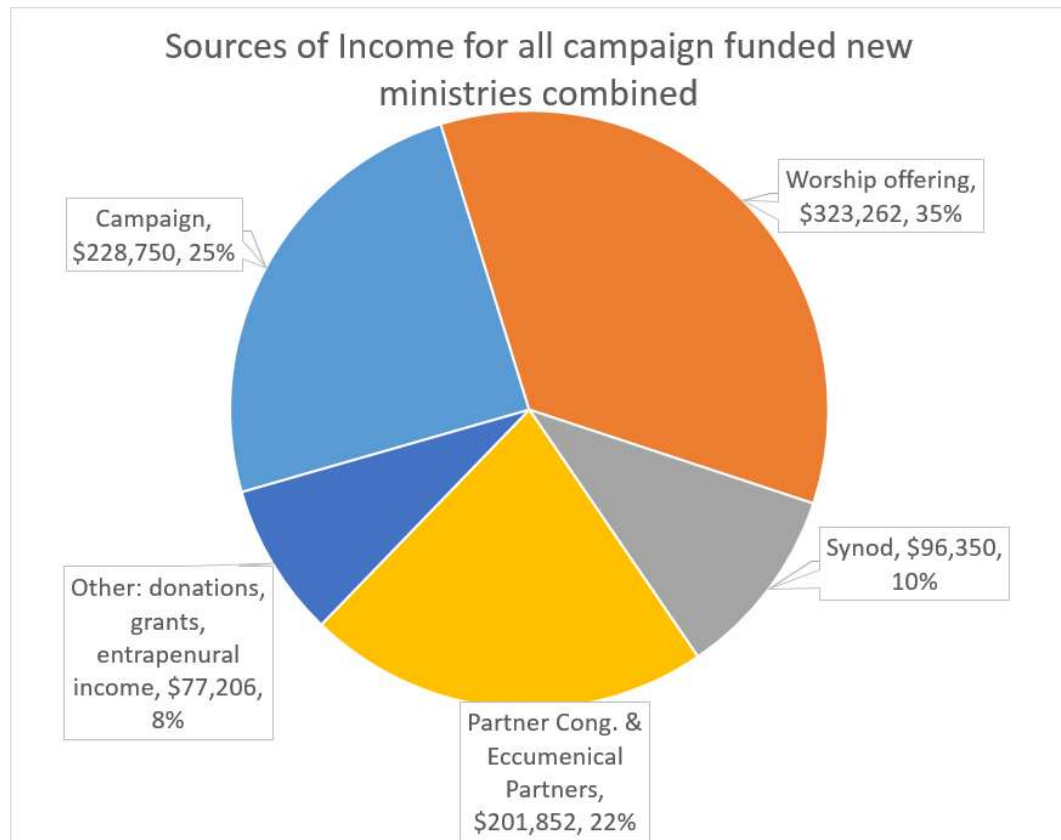
- o Hunger and poverty (*For a full report on these priorities, see Mission Advancement in Section III.*)
 - **ELCA Malaria Campaign**
 - The ELCA Malaria Campaign exceeded its \$15 million goal in September 2015, making it the first ministry within *The Campaign for the ELCA* to reach its goal. The funds in excess of \$15 million enabled a new malaria program to open in Madagascar.
 - Though the fundraising goal is complete, global companions may continue to apply for malaria program funding through ELCA World Hunger. Donors may continue to support malaria programming through ELCA World Hunger.

- **ELCA World Hunger**
 - ELCA World Hunger's total income for 2015 was nearly \$22 million, the most for any single year in its 41-year history. In addition to exceeding the pre-recession income by more than \$500,000, direct giving to ELCA World Hunger grew more than \$1 million between 2014 and 2015.
 - Because of this growth in giving, ELCA World Hunger-supported programs are expanding in the United States (through domestic hunger initiatives) and in nine other countries. Together this church is working for a world in which all are fed.
 - 2016 is the focus year for ELCA World Hunger within the campaign. It kicked off the year with a Lenten challenge titled "ELCA World Hunger's 40 Day of Giving," which included a devotional featuring thought leaders from across the ELCA. With a \$24 million fundraising goal for this year, it's time to be all in together for hunger.
- o Global church
 - **Missionaries and Young Adults in Global Mission** (*For a full report on this priority, see Mission Advancement in Section III.*)
 - Young Adults in Global Mission launched two new country programs — Rwanda in 2014 and Cambodia in 2015 — with two additional programs (one in Australia and one in Senegal) beginning this year.
 - The Young Adults in Global Mission program received 152 applications for the 2016-17 year and plans to send 94 young adults into service, the largest number to date and an increase of 20 from the previous year.
 - **International Women Leaders**
 - The first class of International Women Leaders scholarship recipients, including three women from Malaysia and one each from Mexico, Madagascar and Suriname, began study at ELCA colleges and universities during the 2015-16 academic year. They are studying at Newberry (S.C.) College, Augsburg College, Minneapolis, and Luther College, Decorah, Iowa.
 - More than 45 applications were received for the 2016-17 academic year. Staff anticipates allocating an additional six full-tuition scholarships from these applications in partnership with ELCA colleges and universities.
 - On March 8, the ELCA celebrated International Women's Day through prayer, sharing and giving. All rostered leaders received an email with information about and worship resources for this celebration. In addition, the ELCA received a \$100,000 matching gift from an anonymous donor for any International Women Leaders gifts as part of the International Women's Day initiative. As of April 5, the total raised as part of the match was \$118,013.08. Staff hopes to further this reach and increase support of International Women's Day in the "Global Church" theme year in 2017.
 - International Women Leaders seminars – focused on global Lutheran identity, the role of women in church and society, and women's justice – are occurring semiannually in Wittenberg, Germany. Women from across the global south attend, with the most recent seminar hosting 16 participants, two each from Thailand, Peru, India, Poland, Tanzania, Central African Republic and Palestine, and one each from Serbia and Lithuania.
 - **Global ministries**
 - The campaign's 14 global ministry projects demonstrate the ELCA's long-standing commitment to accompanying evangelism and the growth of Lutheran churches around the world. When funded, these projects will grow additional capacity for global companions to preach and teach the gospel and build the necessary infrastructure for these churches to thrive.
 - Momentum is growing for some global ministry projects, especially the effort in South Sudan that is being funded through the campaign. In November an ELCA delegation traveled to South Sudan for the groundbreaking of a Lutheran center and health clinic, a \$1.2 million project that will serve thousands in the capital city of Juba.
 - Other campaign projects ready to begin and waiting for funding include Senegal and The Gambia, Tanzania, Myanmar, Malaysia, Cambodia and Zambia. Synod support, especially where there is a companion church relationship, will be important in meeting these goals.

o Congregations

■ **ELCA New Congregations**

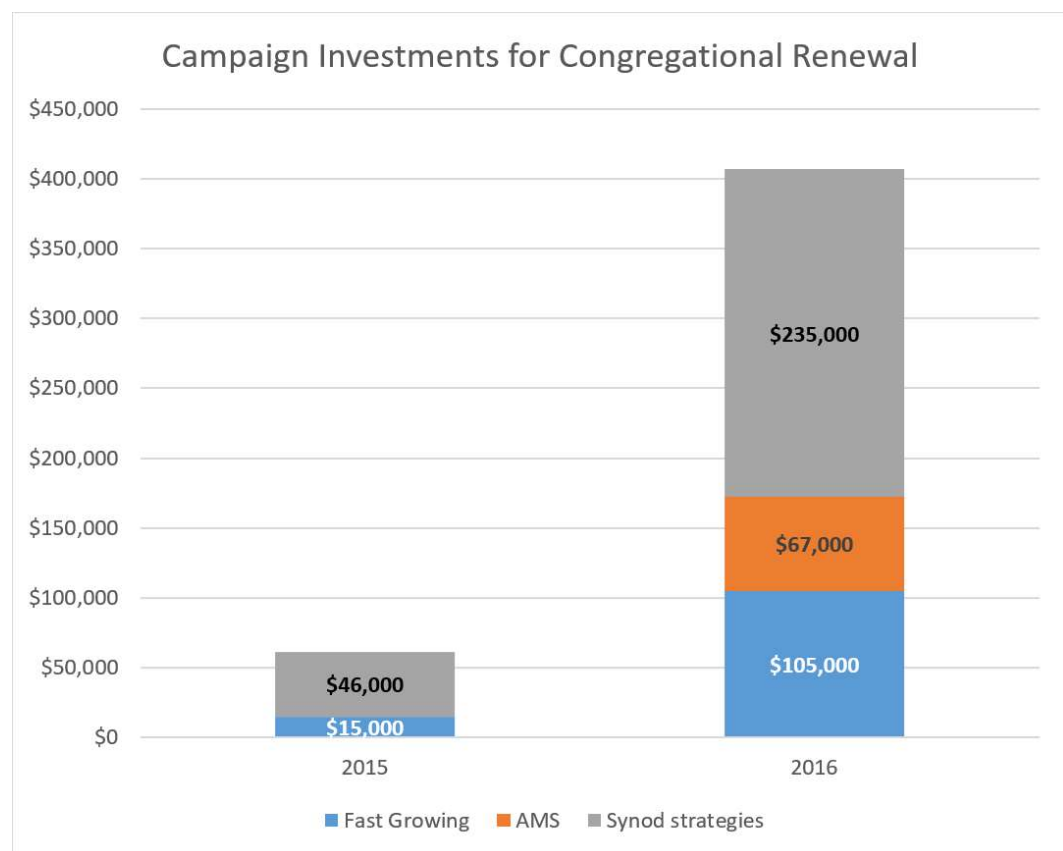
- In total, 62 new ELCA ministries were developed in 2015. For 2016, 22 are already approved, with a goal of beginning 60 by the end of December.
- The ELCA currently has 379 new starts. At least 58 percent are with people of color or multicultural, where English is a second language; 27 percent are in areas experiencing poverty.
- The primary focus for campaign dollars within ELCA New Congregations was on new ministries that had passed the initial exploration phase and showed promise for becoming permanent worshipping communities.
- In 2015 campaign funds supported nine new ministries. Three of these are synodically authorized worshipping communities, five are congregations under development and one is a newly organized congregation. The following chart shows the percentage and dollars that went into funding these ministries. Campaign dollars contributed 25 percent of the funds needed.



■ **Renewing Congregations**

- Last summer the campaign's renewing congregations priority launched a new granting process, which includes a table in charge of reviewing proposals for renewal initiatives and awarding funding three times per calendar year.
- Grants are awarded in three categories:
 - Synod strategies: Renewal grants initiated by the synod to impact a group of its congregations, such as all rural congregations.
 - Fast growth grants: Renewal grants for congregations that are already in the renewal process but growing rapidly and outgrowing their resources. These grants give an infusion of funds for three years to help the congregation employ new staff and acquire other necessary resources to continue its growth.

- Area ministry strategies: Grants for pilot projects affecting congregations clustered in relatively close proximity that are intentionally re-engaging in the community and revitalizing their ministries together.
- The Renewing Congregations grant process accepted its third round of grants in February 2016 with seven requests receiving funds. This included five synodical renewing congregation strategy initiatives and two fast-growth congregation initiatives.
- To date, 17 grants totaling \$622,000 have been allocated. These allocations include 11 synodical renewing congregations strategies initiatives, four fast growth congregations and two area ministry strategies.
- Over the next few years, all congregations receiving dollars from the campaign will be followed to understand how these strategies impact people's connections with God, each other and the world. Impact will be measured systematically by the "Congregational Vitality Survey," average worship attendance, mission support and other qualitative measures.
- The availability of campaign dollars allowed staff to invest more in the promising practices that included accompaniment. The chart below shows campaign investments in 2015 and 2016, including fast growth initiatives, area ministry strategies (AMS) and synod strategies.



■ **Disability ministries**

- The Campaign Table for Disability Ministries was formed to aid in the development of an achievable mission statement for disability ministries. This group, including Sunni Richardson, First Lutheran Church, Lincoln, Neb.; Charlotte Haberaecker, Lutheran Services in America; the Rev. Brian Krause, Trinity Evangelical Lutheran Church, Arcadia, Ohio; the Rev. David deFreese, Mosaic; the Rev. Sarah Flatt, St. John Lutheran Church, Capac, Mich.; and Bill Nolan, KenCrest; played a crucial role in forming a strategic plan and message inviting people to be part of *The Campaign for the ELCA* and support the disability ministries priority.

- Since the campaign began, the disability ministries program has awarded four grants (totaling \$7,000) to the following projects:
 - Definitely-Abled Youth Leadership Event (DAYLE) 2015.
 - Camp Able, Joy Ranch in South Dakota.
 - Mosaic/Wartburg Immersion Program.
 - Summer Institute for the Theology and Disability scholarships.
 - The Disability Ministries Volunteer Table will focus on five areas in 2016: workshop formation, networking, a new grants process, an online database for resources and a quarterly newsletter for those interested or working in disability-related ministries.
 - A Giving Tuesday e-appeal was distributed to nearly 200,000 ELCA members and donors in December 2015 featuring the campaign's congregations priority, including disability ministries. The Giving Tuesday efforts also included social media outreach and promotion.
- o Leadership
- **ELCA Fund for Leaders** (*For a full report on this priority, see Mission Advancement in Section III.*)
 - As of Dec. 31, 2015, the ELCA Fund for Leaders endowment was at \$45.8 million.
 - For the 2015-16 academic year, 235 students received scholarships from the ELCA Fund for Leaders, totaling \$1.63 million in distributed scholarships.
 - **Youth and Young Adults**
 - After launching a new granting process in spring 2015, the Youth and Young Adults program received 85 proposals as part of its first round of allocations. Out of these 85 proposals, the program approved 21 grants with a total funding commitment of nearly \$530,000. These grants represent ministries from across the ELCA, including programs in Los Angeles, Des Moines, the interior Alaska Synod, Philadelphia, Nashville, Northeastern Minnesota Synod and many more.
 - Youth and Young Adults also supports leadership internships with Lutheran Services in America and its affiliated social ministry agencies in partnership with Lutheran colleges, universities and campus ministry agencies.
 - The campaign team is actively reaching out to individual donors with an affinity for youth and young adult ministries, requesting their support in these efforts. Most recently a donor couple made a \$51,000 commitment to fully fund one of these grants, as well as seven Lutheran Services in America internships.
 - A direct mail appeal was distributed to adult chaperones and volunteers of the 2015 Youth Gathering (approximately 7,000 individuals) in November 2015 asking for their support of the youth and young adults priority. A follow-up letter will be sent later this year.