

UNIVERSITY LUTHERAN CHURCH OF HOPE

MISSION RENEWAL  
*AN OVERVIEW OF  
IMPLEMENTATION*

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PREPARED BY –  
THE MISSION RENEWAL TASK FORCE  
MAY 2007

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MINNEAPOLIS, MN 55414

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**AN OVERVIEW OF THE MISSION RENEWAL PROCESS**

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Through the course of establishing the “Room for Fresh Creations” Remodeling Project in the fall of 2005 under the guidance of Kairos, a Christian resource development firm, members of the congregation raised questions and concerns about the mission of University Lutheran Church of Hope (Hope) as a congregation in a rapidly changing urban neighborhood. To address this and to better equip Hope in its strategic planning, Jeff Kjellberg, a Kairos Consultant, proposed that we undergo a mission resource development process. The Board of Commissioners supported this recommendation and appealed to Hope’s Trust Board for financial support. Funding was approved by the Trust Board in January 2006.

In March 2006, the Board of Commissioners established the Mission Renewal Task Force (MRTF) to work under the guidance of Jeff Kjellberg. The MRTF is chaired by Lisa Morse. Task Force members include Sharla Aaseng, Jack Dant, Uli Koester, Elaine Millam, Sonja Peterson, and Marilyn Preus. Over the course of the past year, Joan Campbell, Chris Collin and John Hustad have also served as members of the MRTF. Pastor Craig Shirley and the 2006 and 2007 Congregational Presidents (Garvin Davenport and Karmi Mattson, respectively) have served as liaisons to the staff and the Board of Commissioners.

**The Mission Renewal Task Force Objective**

*To explore and identify primary mission priorities for this congregation through in-depth conversations with leaders and members, formalized survey feedback from the congregation, and guidance from a professional consultant.*

*As a result, we will develop and implement a missional focus for Hope and ensure that its structure, staffing, and financial resources align with these mission priorities.*

The activities of this task force revolve entirely around its obligation to objectively facilitate the elements of the Kairos mission development program committed to by the Board of Commissioners. To achieve the objective stated above, the MRTF is working through a three-stage process:

<u>Phase</u>	<u>Time Frame</u>
I. Congregational Feedback, Surveying, and Reporting	April – September 2006
II. MRTF Sub-Team Activities	October 2006 – May 2007
♦ Worship Sub-Team	
♦ Hope in the World Sub-Team	
♦ Youth Sub-Team (i.e., Dream Team established in May 2006; an ongoing entity at Hope)	
♦ Staffing & Governance Sub-Team	
III. Implementation	June 2007 and beyond

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## PHASE I. OVERVIEW OF KEY CONGREGATIONAL SURVEY FINDINGS

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The Comprehensive Report on Mission Renewal took an in-depth look at how we define ourselves as a congregation in living out our Christian faith. Following is a brief overview of what we learned through this exploration in the first phase of the Mission Renewal process. (Details can be found at [www.ulch.org/MRTF.asp](http://www.ulch.org/MRTF.asp) under the title, *Mission Renewal Phase I Report – August 2006*.)

- **Desire for Membership Growth:** Nine in ten (90%) members surveyed view growth in our membership as a priority for the future.
- **Preference for Diversity of Missions:** Hope has a history of simultaneously having many irons in the fire. The majority of the congregation (65% of those surveyed) expressed no desire to hone in on just a couple mission priorities. This became an important factor as the MRTF gave thought to articulating Hope's mission and values statements to more clearly articulate who we are and why we are here. This was also a significant factor influencing the Staffing and Governance Sub-Team's recommendation for the proposed staffing configuration recommendation as they gave intentional thought to how Hope might align resources to tend to our priorities.
- **Members are looking to laity to own and drive our mission directives; they are primarily looking to staff for support:** The relationship between laity and staff and what this needs to look like to serve Hope well now and into the futures is a key consideration influencing the Staffing & Governance Sub-Team's thinking behind its proposal for a new governance structure.
- **Education is an important ministry to nine in ten members (96%), although when pressed to prioritize a focus for ministry this took a back seat to other preferences** (Worship, Youth, Spiritual Nurturing/Small Groups).
- **Worship provides an opportunity to meet a broader range of spiritual needs.** Members appreciate Hope's ability to provide creative, eclectic experiences in worship within the context of a liturgical format. Those over the age of 50 have a high degree of satisfaction with Hope's approach to worship. However, those under the age of 50, and particularly those with kids – a key demographic group that represent a pipeline of youth into Hope's Children, Youth and Family Ministry – are less likely to experience worship as inspirationally feeding them. Given that growth is a priority, the Worship Sub-Team has focused on how Hope can build upon its strengths to leave members of all ages feeling inspired when they leave the sanctuary on Sunday morning.
- **Youth/Children's/Family Ministries are among the top priorities for Hope members.** As one might expect, this area of ministry is important to households with kids, but it crosses all demographic segments of our congregation – Seniors, for instance, place more priority on this than they do on Seniors Ministry.
- **A key ingredient in spiritually nurturing our faith is our relationships with others and the sense of community we experience at Hope.** Relationship building is a key ingredient for many growing congregations. The Mission Renewal Core Team has taken this into consideration when crafting a new mission/values

statement, and the Staffing & Governance Sub-Team has factored this into its recommendation for aligning resources around Hope's ministry priorities.

- **Members place greater emphasis on what we desire for ourselves when we come to church than what we expect from the church in helping us live out servanthood throughout the week.** Hope is challenged to determine how we strike the right balance between our own inwardly focused needs and those of the broader world in which we live.
  - **Regarding Outreach:** While members surveyed do not place as high a priority on outreach as other things, there is a consistent desire to see us doing a better job of connecting to the surrounding community, and to University students in particular – although there are mixed opinions about how much we should make this an effort and in what way we should go about it. The same can be said for global outreach; many of us feel it is important that we play a role in this, but to what degree and just how we would do that varies.
  - **Regarding Social Justice:** Concern for Social Justice is a distinguished part of Hope's legacy. Over the years, we have changed our focus as pastors have changed and society has changed. Today, there are differing ideas within the congregation as to what "social justice" means and what issues should take priority. As a growth driver for the current times we live in, this raises the question of where we place emphasis on Social Justice.

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## PHASE II. MRTF SUB-TEAM ACTIVITIES

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In response to the Congregational Survey findings and feedback from members in August 2006, the MRTF launched three sub-teams for further exploration of larger priority areas: Worship, Hope in the World, and Staffing and Governance. In addition, given the congregation's interest in Youth Ministry, the MRTF tied into the Dream Team, a group headed by Audrey Keller and working diligently to address needs and opportunities in youth ministry at Hope. Each of these teams was tasked with bringing forward recommendations in different key areas that affect how we minister to each other and how we might minister to those who have not yet had the opportunity to join our community.

The Congregational Survey findings revealed that Personal Spiritual Nurturing and Small Group ministries were a priority for nearly one in four members (23%). The MRTF initially proposed the formation of a Spiritual Nurturing Sub-Team to delve more deeply into what nourishes members spiritually and how we might do a better job of nurturing each our faith. Member feedback voiced at the August Strategic Implementation Workshops expressed a desire for further exploratory focus on Outreach and Social Justice. Following the Workshop sessions, the MRTF reassessed its task force resources and made the decision to back burner the Spiritual Nurturing Sub-Team and establish the Hope in the World Sub-Team. Although there has not been a focused exploration on spiritual nurturing to date, the Staffing & Governance Sub-Team has taken the importance of nurturing spirituality and building relationships into consideration when defining a proposed staffing configuration, and there is certainly ample opportunity to pursue delving into this topic further in the future.

The following outlines each active MRTF sub-team, its team members and its objective for being:

SUB-TEAM	SUB-TEAM MEMBERS	SUB-TEAM OBJECTIVE
<p><b>Worship</b></p> <p>Lisa Morse, MRTF Sub-Team Chair</p>	<p>Louise Bjorkman Matt Fujinaka Becky Halvorson Don Hauge James Hlavka Rebecca Tetlie</p> <p>Past Participation: Ben Tetlie, Chris Collin</p>	<p>To identify elements that make for an inspirational worship experience and identify means for consistently incorporating these elements into Hope's worship.</p>
<p><b>Hope in the World</b></p> <p>Sharla Aaseng, MRTF Sub-Team Chair</p>	<p>Doug Hartmann Karen Jorstad Donna Neste Jo Schroeder</p> <p>Other Contributors: Muffi &amp; Tim Abrahamson James Hlavka Jerie Smith, Lutheran Campus Ministries Norris Waalen</p>	<p>To examine the role that Social Justice and Outreach plays in the congregation; to recommend ways to meet existing needs within our community; to identify the resource and financial implications should Hope prioritize a particular ministry; to recognize, affirm and lift up the many involvements of Hope members in justice and outreach activities they are involved in outside of Hope.</p>
<p><b>Staffing &amp; Governance</b></p> <p>Sonja Peterson, MRTF Sub-Team Chair</p>	<p>Bob Victorin-Vangerud Jill Fedje Merrill Morse Mike Fingerson</p>	<p>To align Hope's paid staff positions with the missional priorities identified in the congregational feedback process (June 2006); to recommend staffing scenario(s) that reflect Hope's missional priorities and which strikes an appropriate balance between financial resources allocated to salaries/benefits and the funding of ministry activities; to recommend a governance structure that aligns with missional priorities and recommended staffing scenarios.</p>
<p><b>Youth</b></p> <p>Jack Dant, MRTF Dream Team Liaison</p>	<p>Audrey Keller Ann Beane Anna Bablitch Carol Shirley Craig Shirley Diane Shallue Jack Dant Joanne Bablitch Jonathan Tetlie Karis Hustad Maddie Kufus Rebecca Tetlie</p> <p>Past Participation: John Hustad</p>	<p>To identify and implement action items related to internal service (service within our community), external service (service to the greater community and world), faith development, community building, staff support/logistics.</p>

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## KEY COMMUNICATIONS

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Over the past year, the activities of the MRTF and its sub-teams have been communicated through a variety of channels:

- Updates to the Board of Commissioners on a monthly basis (April 2006 – present)
- Visitor articles (June 2006 – present)
- Congregational Strategic Implementation Workshops (August 2006)
- Adult Forums (September 2006)
- Annual Meeting (February 2007)
- MRTF's page on Hope's website (<http://www.ulch.org/MRTF.asp>)

Along the way, the congregation and staff have contributed input and feedback into this process:

- One-on-One Interviews (over 30 conducted with members, leaders and staff in June 2006; additional staff interviews conducted in February 2007)
- Focus groups (six representing a cross-section of our membership; conducted in June 2006)
- Congregational Survey (responses from 195 members surveyed in June 2006)
- Renewal Ponderings (presented in the Sunday bulletin and Thursday Epistle between October and December 2006)

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## KEY RESULTS FROM THE MISSION RENEWAL PROCESS

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Since the inception of the MRTF in the spring of 2006, thousands of hours from committed, caring people who share a deep love for Hope and its ministries have contributed to this renewal process. As a result, a number of key learnings and recommendations have emerged:

- Congregations that are most effective in their ministry and draw others to them are very deliberate about enthusiastically communicating who they are and what they are all about. Drawing on the congregational feedback from last summer, delving into all that we know about Hope, and thinking about what would attract others to our congregation, the MRTF Core Team drafted **a mission statement and set of core values that will guide strategic thinking as we go forward.** (See Appendix A)
- Given that growth in membership is a priority for this congregation, Hope will be better equipped in our ministries if we **streamline our governance structure, align our staff, lay and financial resources more deliberately around our focal**

**areas of ministry, and make it easier for laity to engage and contribute to those areas in which members have a passion.**

- **The Worship Sub-Team:** Worship is Hope's most public interface to the outside world. In the spirit of remaining true to our Lutheran theology and heritage while thinking about how we engage first-time worshippers and keep them coming back, the Worship Sub-Team has:
  - Developed an objective for the worship experience at Hope (*To provide an inspirational worship experience that will engage individuals of all ages in their faith journey with God through Jesus Christ.*)
  - Defined core worship values in which to guide worship planning (*meaningful and relevant liturgy, preaching excellence, musical excellence, mission and community in worship, engaging the spiritual gifts of our worshippers.*)
  - Identified a variety of ways in which to live out these values in the worship experience.

The Worship Sub-Team's vision is to build upon Hope's current strengths and expand its worship excellence into new arenas that will engage members and first-time worshippers alike. To this end, there must remain a commitment to:

- Respecting and reinforcing our congregation's Lutheran heritage
- Integrating current topics and issues of today into the sermon message
- Providing high quality musical experiences
- Lifting up the concerns of our members, community, nation and world
- Involving members of all ages in contributing to creation of the worship experience

In taking Hope's worship to new heights, planning needs to ensure that we are intentional about:

- Incorporating a broader range of liturgies
- Connecting the sermon and prayer petitions (message) to our mission
- Providing preaching support to staff by integrating guest preachers into the worship schedule
- Blending different musical styles – traditional and contemporary – into the worship experience
- Integrating more musicians and instruments to enhance liturgy and music sung by the congregation
- Lifting up worshippers' prayer concerns
- Tapping further into the talents and abilities of members of all ages

The Worship Sub-Team is currently evaluating the ideal Sunday Morning worship service schedule, and considering how to make the our two Sunday service formats

distinctively different while meeting the needs of current members as well as those who have not yet had the opportunity to experience Hope.

- **The Hope in the World Sub-Team** examined the role that Social Justice and Outreach play in the congregation and arrived at the following recommendations (for which specific tactics have been defined and are accessible on the Mission Renewal page of Hope’s website) :
  - Do a more deliberate job of enabling people to contribute time, talent and interest in Hope’s Outreach and Social Justice efforts.
  - Communicate more effectively inside and outside of the congregation by the formation of a Publicity Team.
  - Establish a yearly planning team to coordinate with SJ and OR (and other commissions like education and worship) around one to two goals a year that are aligned with Hope’s mission and values.
  - Establish a New Member Nurture Team with experience, knowledge, and expertise in three specific areas: spiritual direction, personal mentoring, and integration into the Hope community.
  
- **The Youth Sub-Team (a.k.a. Dream Team)** is committed to its objective of “establishing an ongoing team of laypersons concerned about the direction of Youth Ministry at University Lutheran Church of Hope and utilizing this team to plan for and coordinate Youth Ministry efforts.” To this end, the activities of this group are aimed at:
  - Faith development to bring Youth into a closer relationship with Christ
  - Building community within our Youth group, as well as the larger community
  - Encouraging an attitude of servanthood to others
  - Building a Youth Ministry that is energetic, Christ-centered and sustaining
  
- **The Staffing & Governance Sub-Team** has proposed a new staffing configuration and has framed out a new governance structure that aligns with the mission priorities emerging from the 2006 Congregational Survey. The team has arrived at its recommendations after an extensive review of the Comprehensive Report on Mission Renewal related to staffing and missional priorities, Hope’s constitution and bylaws, the congregation’s historical staff configurations, a survey and analysis of the staffing configurations of similar-sized, urban churches, interviews with the current staff, and lengthy discussions in S&G Team meetings over the last six months.
  - **Regarding the Staffing Configuration:** The team has intentionally and objectively made recommendations independent of the present staff, i.e., starting from a blank slate. The allocations of staffing are premised on Hope’s current size of membership, desired areas of priority, and financial resources. It is a model that has some flexibility built in around how we meet our mission objectives. Given the nature of a pastor’s call, this model does not result in an immediate change, although there is opportunity to realign the areas of staff

accountabilities according to the recommended focus on the congregation's priorities. (See Appendix B for an overview of staff positions)

- **Regarding Governance:** The S&G Sub-Team looked into how other churches in the metro area govern themselves. In particular, they explored congregations that have gone through governance changes to better meet their ministry needs. Several alternative models for how to structure our governance were taken into consideration. Ultimately, in supporting our mission goals, the S&G Sub-Team has been looking at how Hope can institute a structure that minimizes the potential for burning out laity, which is a factor often associated with the model we currently have in place.

The S&G Sub-Team's proposed model is premised on the following:

- A Board that is focused on long-range strategic planning and attending to the issues of Hope's purpose and mission
- A streamlined governance structure led by a smaller Board
- A task force system enabling more team-focused ministries with shorter term commitments
- Development and utilization of "metrics" or "benchmarks" to ensure more focused ministries, along with a more focused system to help the Board, teams and staff with accountabilities and reviews

For a visual diagram of the current and proposed governance model, see Appendix C.

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## OPPORTUNITIES FOR MEMBER INVOLVEMENT

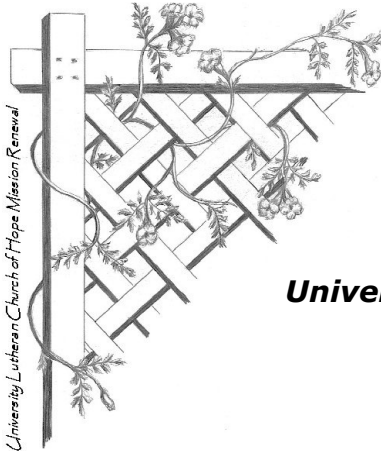
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What are you willing to do personally to help University Lutheran Church of Hope reach out to others and grow?

The following page outlines what we are about as a congregation and how we envision living out our values. Do you have a passion that aligns with our focus for the future? How might we help you take an idea that reinforces our purpose and turn it into a reality?

Our future hinges on enthusiastic involvement from our membership. If you can envision Hope being a presence here in this place several decades from now, let us know you have an interest in making a difference and we will get you involved. Contact President Karmi Mattson at [President@ulch.org](mailto:President@ulch.org) or 612-302-8732.





***Are you looking for HOPE?***

***University Lutheran Church of Hope  
is a dynamic, welcoming community of faith  
centered in God's grace and  
called to demonstrate God's love for the world.***

***Here you will find:***

**INSPIRING WORSHIP**

**NURTURING COMMUNITY**

**CHALLENGING STUDY**

**LIFE-CHANGING SERVICE**

***Where there's HOPE, there's life.***



**We bring *HOPE* to the world through our values:**

**WORSHIP**

We celebrate our Lutheran heritage through liturgy, challenging preaching and vibrant music reflecting many traditions.

**COMMUNITY**

We are an urban spiritual center in a changing University neighborhood, opening our facilities and ministry to groups and individuals outside the congregation.

**RELATIONSHIPS**

We are a diverse community empowered by the love of Christ to care for and support one another as we grow in faith.

**LEARNING**

We are thoughtful believers dedicated to faith formation and mindful inquiry expanding our understanding of how God is at work in our lives.

**SERVICE**

We commit ourselves to Christ's command to love our neighbor through life-changing service to others.

**PROPOSED STAFF CONFIGURATION**

<b>POSITION</b>	<b>TIME ALLOCATION</b>	<b>AREAS OF ACCOUNTABILITY</b>
Lead Pastor	Full Time	<ul style="list-style-type: none"> <li>▪ Facilitate and lead re-vitalized worship</li> <li>▪ Preach <sup>2</sup></li> <li>▪ Participate in teaching Confirmation students</li> <li>▪ Weddings, funerals, misc. pastoral care</li> <li>▪ Teach new members</li> <li>▪ Staff supervision, direction and guidance</li> <li>▪ Support and advise elected lay leadership</li> <li>▪ Vision &amp; Governance Board; Operations Ministry Area; Worship &amp; Music Ministry Area</li> </ul>
Visitation Minister	¼ Time	<ul style="list-style-type: none"> <li>▪ Provide and coordinate pastoral care for hospitalized and homebound members</li> <li>▪ Facilitate Friendly Visitors, Seniors Club</li> <li>▪ Be available for pastoral backup if needed</li> <li>▪ Preaching a few times per year</li> <li>▪ Participate in Staff Meetings</li> <li>▪ Relational Ministries Ministry Area</li> </ul>
Director of Faith Formation & Relational Ministries	¾ Time <sup>1</sup>	<ul style="list-style-type: none"> <li>▪ Educational ministry with children, families, adults</li> <li>▪ Outreach to families with young children</li> <li>▪ Facilitate implementation and management of adult small groups and other means of spiritual nurturing</li> <li>▪ Lead volunteer coordination efforts</li> <li>▪ Outreach to guests</li> <li>▪ Faith Formation Ministry Area; Relational Ministry Area; Hope in the World Ministry Area</li> </ul>
Youth & Young Adult Director	¾ Time <sup>1</sup>	<ul style="list-style-type: none"> <li>▪ Facilitate implementation and management of youth and young adult programs, ages 13-29</li> <li>▪ “Hands on” involvement with youth programs</li> <li>▪ Outreach to and integration of young adults into ULCH</li> <li>▪ Conduct and facilitate Confirmation program</li> <li>▪ Coordinate acolytes and youth in worship</li> <li>▪ Youth / Young Adult Ministry Area; Hope in the World Ministry Area</li> </ul>
Minister of Worship & Music	¾ Time <sup>1</sup>	<ul style="list-style-type: none"> <li>▪ Facilitate re-vitalization of worship</li> <li>▪ Provide traditional and contemporary instrumental, vocal support for liturgy</li> <li>▪ Conduct choirs (Senior, Chapel, Bells)</li> <li>▪ Participate in worship planning</li> <li>▪ Participate as member of staff team ministry</li> <li>▪ Contribute to liturgical education</li> <li>▪ Outreach with public performance opportunities</li> <li>▪ Worship and Music Ministry Area</li> </ul>

<sup>1</sup> Time commitment for this position could be more or less, dependent on the candidate and the areas of accountability assigned.

<sup>2</sup> Assistance in preaching and re-vitalized worship would be provided through a Preaching Support Team.

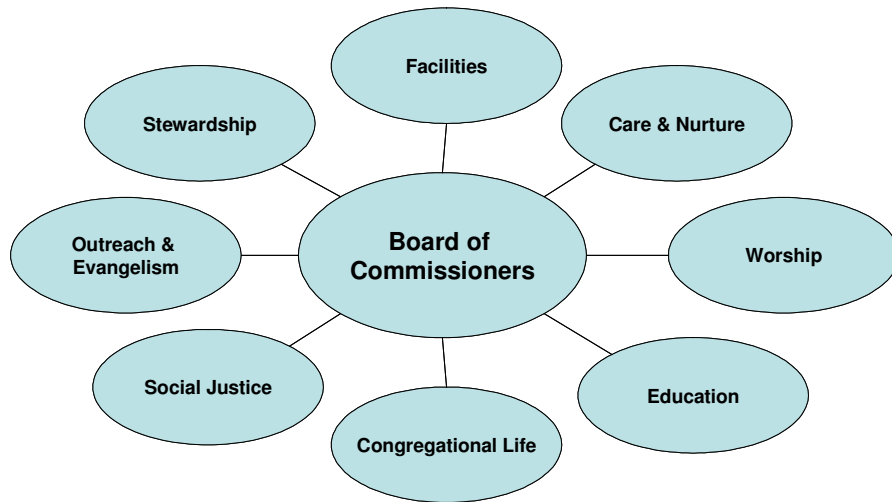
**PROPOSED STAFF CONFIGURATION, *CONTINUED***

<b>POSITION</b>	<b>TIME ALLOCATION</b>	<b>AREAS OF ACCOUNTABILITY</b>
Administrator	Full Time	<ul style="list-style-type: none"> <li>▪ Financial management (bookkeeping, payroll)</li> <li>▪ Personnel management (gov. records, policies)</li> <li>▪ Office management (equipment, supplies)</li> <li>▪ Facilities management (building schedule, operations)</li> <li>▪ Risk management (compliance with law, safety)</li> <li>▪ Act as receptionist</li> <li>▪ Communications management (website, volunteers)</li> <li>▪ Operations Ministry Area; Leadership Development/ Communications Ministry Area</li> <li>▪ Secretary for Vision &amp; Governance Board</li> </ul>
Head Custodian	Full Time	<ul style="list-style-type: none"> <li>▪ General building maintenance</li> <li>▪ Clean sanctuary</li> <li>▪ Lawn care / snow removal</li> <li>▪ Setting up meeting rooms</li> <li>▪ Manage and order maintenance supplies</li> </ul>
Weekend / Evening Custodian	Part Time	<ul style="list-style-type: none"> <li>▪ Custodial duties for Saturdays, Sundays and weekday evening events at ULCH</li> <li>▪ Coordinating schedule and information with Head Custodian</li> </ul>
Aria (Youth) / Handbell Choir Director	Part Time	<ul style="list-style-type: none"> <li>▪ Conduct Aria / Handbell Choirs</li> <li>▪ Recruit choir members</li> <li>▪ Plan practice and performance schedules</li> <li>▪ Communicate effectively with families and members</li> </ul>
Nursery Attendant	Part Time	<ul style="list-style-type: none"> <li>▪ Provide childcare for infants and young children during services, education hour and other events</li> <li>▪ Monitor safety, cleanliness and neatness of nursery during use</li> </ul>

### CURRENT GOVERNANCE MODEL

**Members of the Board**

- President
- Past-President
- Vice President
- Secretary-Treasurer
- 8 Commissioners
- Pastors (ex officio)



### PROPOSED GOVERNANCE MODEL

**Members of the Board**

- President
- Past President
- Vice President
- Treasurer
- 5 Member-at-Large
- Pastor (ex officio)

