



Church of the Brethren

Mission and Ministry Board Strategic Plan 2011-2019

Continuing the work of Jesus. Peacefully. Simply. Together.

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Church of the Brethren

Mission and Ministry Board

Strategic Plan 2010 – 2019

The authors of this document believe that God wishes the Church of the Brethren to become ever more faithful and to live out God's yearnings for our beloved denomination's outreach through a Christ centered and clearly articulated plan of mission and service.

Below we outline our journey toward implementing this God given mandate.

Background

This document builds on the Strategic Planning Framework adopted by the Board in October 2010 and adds sets of Directional Objectives to give substance to the Directional Goals approved in the October meetings.

At its very first meeting as the newly constituted Mission and Ministry Board in October 2008, the Board began the important work of comparing the foundational documents of the two predecessor boards and creating new statements of Vision, Mission and Core Values. This work spanned several meetings and resulted in new foundational statements that were adopted in October 2009.

Steps were also put in motion at the 2009 fall meeting to conduct a comprehensive process leading to a strategic plan to guide the Board and staff throughout the decade ahead. First, a five-year evaluation of the work of the General Secretary resulted in reaffirmation of Stan Noffsinger's gifts for this work and a new call for service at least into mid-decade, to be based around a new strategic plan. And as the Board took action to approve a budget with expense over income for 2010, it did so with the understanding that the General Secretary would lead a strategic planning process that would give the Board greater clarity as it makes future program decisions.

At the Board's following meeting in the spring of 2010 the General Secretary introduced Rick Augsburger of the Konterra Group, who had been contracted to assist the Board and staff in an appreciative inquiry process leading to a new strategic plan. Appreciative inquiry takes the approach of identifying and building on the strengths of the Church of the Brethren and the Board's work rather than starting with a "problem solving" methodology.

The Board named a Strategic Planning Working Group (Andy Hamilton, Frances Townsend, Colleen Michael, Willy Hisey Pierson, Judy Keyser, facilitator Dale Minnich, and convener Stan Noffsinger) to lead the strategic planning process. The plan included close interaction with the Annual Conference Vision Committee to ensure that the Board's planning is closely tied to the wider denominational planning that will emerge on a longer time line.

An appreciative inquiry survey was conducted in April – May, 2010 of representatives of seven stake holder groups (Mission and Ministry Board members, Standing Committee members, District Executives, Executive Staff, Leadership Team, participants in a Young Adult Forum, and the Intercultural Ministries Team. The responses to the seven open ended questions provided a rich trove of ideas and dreams built on the strengths of the denomination and Board. 67 persons (over 50% of those surveyed) responded. Both the raw data and an analysis that

grouped responses by theme were shared with the Vision Committee and the Strategic Planning Working Group (SPWG.) The SPWG met for two days in late June, for an evening during Annual Conference, for another two days on August 23-24 and additionally by phone to process this data and to attempt to discern God's leading for the Board.

The initial recommendations for the Preamble/Prayer and the Directional Goals were shared with the Annual Conference Vision Committee, asking for careful review and receiving their comments in a telephone conference. The recommendations also were shared in the working draft stage with the executive staff, resulting in a number of helpful suggestions.

The recommendations that resulted were the work of the Strategic Planning Working Group out of its very active interaction with key groups of Brethren stake holders and integrating foundational documents approved earlier by the Board.

In October 2010 the Mission and Ministry Board took the following action:

On October 17, 2010 the Strategic Planning Framework was adopted as amended by consensus and will serve as the platform for the next stages of Strategic Planning as outlined in the document.

The proposed Strategic Plan (this document) builds on the October action and moves toward completing its instructions.

Plan Components

This paper includes the following components pointing toward the development of a Strategic Plan that will be ready for consideration by the Mission and Ministry Board in March 2011.

1. **A Preamble Prayer.** Significant data was reviewed that counseled the Mission and Ministry Board about the foundational values and the imbedded style of our work as we attempt to continue the work of Jesus. The Strategic Planning Working Group recognized that we already have Core Values statements that serve us well. Nevertheless, in attempting to communicate more fully the close tie of the set of institutional and programmatic recommendations to the data received and the encouragement to follow our faith, our values and an inherently Brethren way of working, the recommendations are preceded by a Preamble/Prayer.
2. **Directional Goals.** Directional Goals are statements that clearly describe broad, global programmatic aspirations (the "big picture"); they are to act as "beacons" or lights to guide the long-term direction of the organization. Directional Goals describe the major areas of focus that, when acted on in sum over the life of a strategic plan, contribute substantially to the attainment of the organization's mission. Directional Goals as such are not measureable, nor are they clearly actionable in and of themselves. However, they do provide clear guidance with respect to the organization's major priorities and direction, referred to for setting strategies and outcome targets and ultimately for developing action plans. The six directional goals in this document are listed alphabetically and this listing does not offer a preferred order.

3. **Directional Objectives.** These objectives describe programmatic aspirations and foci for the Directional Goal area of the Mission and Ministry Board's work. They are to be measureable and are to facilitate accountability to the General Secretary and Board. The Directional Objectives will be considered by the Board for the first time in March 2011.
4. **Implementation Steps.** This plan outlines the way the organization is fleshing out the Directional Goals through the development of measureable Directional Objectives and describes how the resulting Strategic Plan will be implemented.
5. **Appendix:**

Statements of Vision, Mission and Core Values. These statements that were adopted by the Mission and Ministry Board in October 2009 are included. The alignment of the Directional Goals with these foundational documents is very important.

Identified Strengths of the Brethren/Mission and Ministry Board. This list of strengths is gleaned from the Appreciative Inquiry Survey and the work of the Strategic Planning Working Group and provides additional context for the directional goals proposed.

Preamble/Prayer

*As we envision the next decade
for the Mission and Ministry Board of the Church of the Brethren,
we pray that . . .*

Christ will be at the center of all we do.

We will discern God's yearnings for our ministries by prayerfully gathering around the Word.

We will creatively imagine and live out God's vision for reconciliation and healing.

We will help the Brethren express faith through humble service, simple words, and courageous proclamation.

We will grow into a community that more fully reflects all God's people.

We will embody Jesus' example of servant leadership.

We will provide opportunities for Brethren to be involved in hands-on ministry so that God's transforming energy is released through committed service and support.

Our Brethren dedication to peace, simplicity, and community will undergird all aspects of our life and work.

May the Holy Spirit empower us as we respond to God's yearnings.

Directional Goal: Brethren Voice

Equip the Brethren to speak Christ's peace and love to each other, to neighbors, to ecumenical and interfaith communities, and to national powers.

“. . . to give light to those who sit in darkness, and in the shadow of death, to guide our feet into the way of peace.”

–Luke 1:79

Directional Objectives

Speaking among Brethren

1. Emphasize our understanding of scripture and the way it grounds our voice
 - 1.1. Increase biblical literacy for all ages
 - 1.2. Encourage the communal study of scripture
 - 1.3. Ground our denominational messages in scripture
2. Strengthen Anabaptist and Radical Pietist values
 - 2.1. Increase training and education in the church's peace witness
 - 2.2. Revitalize conscientious objector training and documentation
 - 2.3. Provide materials that form faith through a Brethren lens
 - 2.4. Seek ways to apply Brethren values to today's culture
 - 2.5. Lead efforts to speak peace and love to each other and model another way of living, even in the midst of contentious denominational issues
3. Inform church members about the activities and values of the Church of the Brethren
 - 3.1. Develop guidelines and practices that improve the quality and clarity of the organizational voice
 - 3.2. Employ a range of media suitable for the diversity among the Brethren
4. Cultivate diversity while maintaining a distinctive Brethren "accent"
 - 4.1. Produce resources in the primary languages of sister Church of the Brethren bodies to facilitate a diversity of voices
 - 4.2. Create policy and best practices for new media and social networking
 - 4.3. Explore additional ways to foster thoughtful conversation among Brethren

Speaking to others

5. Communicate broadly through a range of appropriate media
 - 5.1. Maintain an active website that conveys a clear message about who the Brethren are
 - 5.2. Disseminate regular news and information about Brethren activity
 - 5.3. Use social media and other technology to supplement more formal modes of communication
 - 5.4. Collaborate with other organizations to amplify our public voice

6. Equip congregations to speak publicly with a Brethren voice
 - 6.1. Help congregations make use of Brethren news locally and tell their particular stories
 - 6.2. Develop means for members and congregations to speak to governments and their communities

7. Develop new ways of witnessing to Christ's peace
 - 7.1. Build on the energy created by international gatherings of peace churches
 - 7.2. Increase the common voice of the historic peace churches
 - 7.3. Work with other faith communities to define and develop cultures of peace around the world

Directional Objective Team:

Wendy McFadden (chair), Pam Reist (board liaison), Cheryl Brumbaugh-Cayford, Josh Brockway, and Jordan Blevins

Directional Goal: Church Planting

Cultivate a growing movement of emerging mission points and church planting.

“I planted, Apollos watered, but God gave the growth.”

–1 Corinthians 3:6

Themes:

1. How we build a movement and extend the passion for new churches to congregations/districts
2. How we support the planters

Directional Objectives

1. Increase time, attention, and value given to telling the stories of making disciples and new church starts (at denominational, district, congregational, and individual levels)
2. Support the emergence by 2019 of 250 diverse new starts, at least one-third of which are intercultural and urban
3. Develop a diverse and deep network of sources from which to identify potential new planters
4. Build a mature and functional infrastructure for calling and supporting church planters, including a process of assessment, a network of coaches and mentors, and a flexible training system
5. Cultivate a replenishing pool of financial resources with which to enhance the planting network and strategically support new mission points and churches
6. Work toward denominational and district polity, policies, and structures that support the emergence of new churches and the welcome of adopted congregations
7. Rely increasingly upon the expertise, gifts, skills, and understanding of Church of the Brethren leaders for all aspects of the movement (assessing, training, coaching, strategic planning, etc.)

Directional Objective Team:

Jonathan Shively (chair), Wallace Cole (board liaison), Stan Dueck, Ruben Deoleo, and the New Church Development Advisory Committee (Lynda DeVore, David Shumate, Don Mitchell, Steve Gregory, Ray Hileman, and Deb Oskin)

Directional Goal: Congregational Vitality

Strengthen the Brethren as we live into our calling as joyful communities of radical, compassionate disciples.

“And let us consider how to provoke one another to love and good deeds. . . .”

–Hebrews 10:24

Directional Objectives

We are called to cultivate vital and vibrant congregations as communities that gather, call, form, and send disciples.

1. Equip congregations to be *gathering* communities that:
 - 1.1 Invite and welcome new people into their midst
 - 1.2 Replenish and grow numerically and spiritually, reflecting the diversity present within its community/context
 - 1.3 Follow Jesus in a uniquely Brethren manner
 - 1.4 Demonstrate evolving and maturing worship practices
 - 1.5 Provide welcoming spaces for participants to explore questions of life and faith
2. Equip congregations to be *calling* communities that:
 - 2.1 Nurture and invite individuals to make a public confession of faith and commitment to a life of radical, compassionate discipleship
 - 2.2 Utilize intentional processes to identify, nurture, and make the most of the spiritual gifts of all individuals and the congregation as a whole
 - 2.3 Value and nurture its leadership through calling, training, and sustaining them
 - 2.4 Intentionally cultivate skilled leaders, encouraging them to function creatively and strategically
 - 2.5 Value and expect leaders to exhibit holistic health: spiritual, physical, emotional, intellectual, and relational
 - 2.6 Expect leaders to value and pursue learning as a lifelong vocation
3. Equip congregations to be *forming* communities in which:
 - 3.1 Scriptures are studied and come alive as disciples grow in faith and service
 - 3.2 Disciples are shaped by the life and teachings of Jesus
 - 3.3 Spiritual practices and ordinances are taught, cherished, and sustained
 - 3.4 Congregational and ministerial ethics guidelines are normative for community life
4. Equip congregations to be *sending* communities that:
 - 4.1 Empower individuals to participate in God’s mission in the wider world
 - 4.2 Value and partner with new church starts
 - 4.3 Understand and value their role in developing and sending leaders for congregational, district, and denominational mission

Directional Objective Team:

Mary Jo Flory-Steury (chair), Tim Peter (board liaison), Jonathan Shively, Donna Kline, Josh Brockway, and Wendy McFadden

Directional Goal: International Mission

Grow the church of Jesus Christ around the world in partnership with sisters and brothers within the Church of the Brethren and beyond.

“Therefore, as you go, disciple people in all nations. . . .”

–Matthew 28:19 (International Standard Version)

“... so that we may be mutually encouraged by each other’s faith, both yours and mine.”

–Romans 1:12

Directional Objectives

1. Current mission partners
 - 1.1 Support, enhance, and undergird current mission partnerships through mutual and regular visitation, sharing stories, communication, and shared programming
 - 1.2 Support the growth of the church within the local cultural context by periodically evaluating shared vision, developing partnership agreements, and reviewing administrative practices
 - 1.3 Facilitate mutual leadership development through education and training in the Bible, Brethren beliefs, ethics, ordinances, and theology
2. Church of the Brethren constituency
 - 2.1 Develop and nurture passion for and commitment to global missions with districts, congregations, and individuals
 - 2.2 Plan and implement immersion experiences with current mission partners that offer opportunities for relationship building, learning, sharing the gospel message, fellowship and service
 - 2.3 Enhance a deeper understanding of Church of the Brethren global mission philosophy and partnerships
3. Future mission partners
 - 3.1 Seek, be attentive to, and engage in opportunities for the Church of the Brethren to develop new holistic global mission partnerships to grow the body of Christ
 - 3.2 Explore opportunities to work ecumenically with US partners in global mission

Directional Objective Team:

Jay Wittmeyer (chair), Brian Messler (board liaison), Mary Jo Flory-Steury, Zach Wolgemuth, and the Mission Advisory Committee (Carol Spicher Waggy, Bruce Holderreed, Jim Myer, Bob Kettering, Roger Schrock, Carol Mason, Dale Minnich

Directional Goal: Service

Challenge and equip the Brethren to integrate faith and service,
deepening our faith as we respond to human need.

“ . . . let us love, not in word or speech, but in truth and action.”
–1 John 3:18

Directional Objectives

1. Provide opportunities for faith-filled service of varying time commitments in diverse settings
2. Develop a culture of service, challenging all in the church community to engage in a week of service each year and a year of service in one's lifetime
3. Challenge congregations in the US and around the world to address local community needs through service programs
4. Prioritize service ministries in specific areas of human need or a selected geographic region
5. Equip Brethren of all ages to integrate their faith with a lifestyle of service and broadly share their stories
6. Assist individuals, groups, and congregations in raising support for service ministries and volunteers
7. Provide education, advocacy, and opportunities for conscientious objection to war and alternative service in the event of a military draft
8. Seek opportunities to collaborate with related agencies in resource management and program development

Directional Objective Team:

*Roy Winter(chair), David Bollinger (board liaison), Jay Wittmeyer, Dan McFadden, Judy Bezon,
Becky Ullom*

Directional Goal: Sustainability

Assure that the vision for the Mission and Ministry Board is embodied in an organization that is sustainable, flexible, streamlined, and interdependent, and which calls forth committed support from congregations and individuals.

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

Directional Objectives

1. Organizational practices

- 1.1. Understand, develop and demonstrate the behaviors and practices of a learning organization.
- 1.2. Ensure that initiatives and ministries remain relevant and dynamic by assigning time frames, where appropriate, at the end of which an evaluation process determines the continuation of the program or necessary changes.
- 1.3. Engage in periodic review of how effectively the organization’s initiatives and ministries match the vision and mission set forth by the Board.

2. Human resources

- 2.1. Develop an intentional approach to employment practices so that positions (salaried or hourly employees, contractors or volunteers) carry out the organization’s mission effectively and efficiently.
- 2.2. Develop recruitment and retention plans that recognize the essential need for a gifted and committed workforce, reward employees’ competencies and continued growth.
- 2.3. Engage in the periodic review of the organization’s position descriptions, examining the effectiveness of the position within the mission of the Board and the fit of the current person filling the position.

3. Physical resources

- 3.1. Determine the current and future physical needs of Church of the Brethren ministries and take action to align property ownership or occupancy with ministry priorities and available resources
- 3.2. Maintain property in ways that are consistent with the church’s commitment to care for creation.

4. Financial resources

- 4.1. Develop a comprehensive funding plan that includes a philosophical framework, fundraising strategy, financial campaign(s), fee for service revenue, and additional avenues for support.
- 4.2. Define a method of measuring the appropriate proportion of financial resources allocated to program versus administration and fundraising activities, and use this measurement for assessment and clearer reporting.

- 4.3. Review the suitability of the various self-funding ministry models for today's realities and recommend any changes that would improve the effectiveness and viability of those ministries.
- 4.4. Collaborate and/or coordinate with other Brethren organizations in fundraising for partnered ministries such as the Brethren Academy.

5. Information resources

- 5.1. Develop and implement strategies for efficient use of technology that helps the organization fulfill its mission, enhances interactions with the church, and safeguards information
- 5.2. Develop philosophies, expectations and strategies for the preservation of and access to denominational information, records and materials

Directional Objective Team:

LeAnn Wine (chair), Becky Ball Miller (board liaison), Wendy McFadden, Jonathan Shively, Mary Jo Flory-Steury, Roy Winter, and Jay Wittmeyer

Implementation Steps

Note: This section updates the Next Steps section of the October 2010 paper.

- The General Secretary named a Directional Objectives Team for each of the proposed Directional Goals, each chaired by a member of the executive staff with the charge to develop appropriate Directional Objectives that clearly describe programmatic aspirations for the assigned Directional Goal. The Directional Objectives were to focus on results (impact/outcomes) and wherever possible be measurable in ways that encourage accountability and yearly evaluation.
 - Each Directional Objectives Team included one Board member (other than a member of the Executive Committee or the Strategic Planning Working Group) serving as liaison to the team, whose participation in the team process was primarily through phone/webcam meeting technology. The role of the liaison is to serve as a communication link to the Board, to ask questions from a board perspective, to encourage the Team and to support the Team's chair. The Directional Objectives Teams include other persons (mainly staff members) as named by the General Secretary in consultation with the team chair.
 - Directional Objectives Team chairs and assigned board liaisons had an initial meeting on Sunday evening, October 17 to prepare further for their assignments.
 - Directional Objective drafts were presented in time for an initial review by the General Secretary and the Executive Directors prior to their presentation to the Strategic Planning Working Group (SPWG) on February 7-8, 2011. The SPWG proposed refinements that were subsequently reviewed by the executives. Their further refinements were processed by the SPWG and are included as recommendations in this paper.
 - The Directional Objectives are proposed to the Mission and Ministry Board as components of the Strategic Plan during the Board's meeting on March 12-14, 2011.
 - The Directional Objectives focus on the 2011 – 2014 period, but may encompass the entire decade.
 - If a Directional Objectives Team were to become “stuck” and find it difficult to move ahead with the assignment, it was understood that the General Secretary would enter the discussion and give assistance in finding an appropriate way ahead.
- The Strategic Planning Working Group will continue to exercise overview of the strategic planning process until the end of 2011.
- Operationally, the executive staff will implement the strategic plan under the leadership of the General Secretary, including assignments to further develop the approved Directional Objectives into activities and work plans which will be reviewed and updated annually.

- The General Secretary and the executive staff will integrate the management of the approved Directional Objectives and their related programs and activities with other administrative processes of the Board.
- It is intended that nearly all the activities provided for in Mission and Ministry Board program will directly or indirectly support a Directional Goal. Where this is not the case, the executive staff will identify such cases and initiate a conversation including the assigned staff and the General Secretary, looking for possible relationship to the Board's major initiatives and generating appropriate recommendations for consideration of the Board.
- The Executive Committee, working closely with the General Secretary, will consider whether and how adjustments in the focus and number of the executive areas might be made and will bring related recommendations to the Mission and Ministry Board by the 2011 Annual Conference meeting.
- The Mission and Ministry Board will provide a review of related strategic activities annually as reported by the General Secretary and executive staff, and will provide for a major mid-course evaluation of the plan (of both Directional Goals and Directional Objectives) by the end of 2014.

**Action of the Mission and Ministry Board,
March 13, 2011:**

The Strategic Plan, including the newly developed Directional Objectives, was adopted by the Church of the Brethren Mission and Ministry Board, to guide the work of the Board during the decade 2011-2019.

Appendix

Statements of Vision, Mission and Core Values

VISION

The Mission and Ministry Board envisions the Church of the Brethren wholly engaged in the reconciliation of all people to God and to each other.

MISSION

The Mission and Ministry Board is called by the Church of the Brethren to extend the church's witness around the world. It leads out in God's mission, serving as a bridge between the local and the global and creating opportunities for service and partnership.

The Mission and Ministry Board supports congregations in their task to create joyful communities of faith that proclaim the good news of Jesus Christ, cultivate discipleship, respond to human need, and make peace.

The Mission and Ministry Board cares for the whole fabric of the community, building up the Church of the Brethren as a distinctive part of the body of Christ, cherishing its unique heritage, and strengthening its witness.

CORE VALUES

Christ-likeness: Reflecting the love and heart of Jesus.

Servant leadership: Serving the church with both humility and boldness.

Discernment: Seeking the leading of the Holy Spirit through prayer, scripture, and the gathered community.

Community: Cultivating relationships and building up the body of Christ.

Stewardship: Caring for all God's gifts and the resources of the Church of the Brethren.

Simplicity: Living simply so that we have room in our lives for God and for others.

Hospitality: Following Jesus' example of respecting all people and inviting them into his fellowship.

Peacemaking: Acting as instruments of reconciliation and justice.

Identified Strengths

Church of the Brethren Mission and Ministry Board

*Gleaned from the Appreciative Inquiry Survey and the
Work of the Strategic Planning Working Group*

Brethren Voice

- A significant constituency with a special commitment to Peace and Justice ministries.
- Growing capability for using rapidly emerging communication technology in Christ's service.
- A strong desire in ecumenical circles to listen to and to build on the Brethren Voice and to include its distinctive elements in ecumenical statements.

Church Planting

- A significant constituency with a special commitment to planting new churches.
- A strong and accepted leadership role for the biannual church planting conference.
- An understanding that church planting is carried out at the grass roots primarily with congregational and district leadership and that the role of the Mission and Ministry Board is to partner creatively to support these servants on the front lines of new church development.
- A growing appreciation for intercultural opportunities to plant new churches.

Congregational Vitality

- A strong call from across the denomination for assistance from the Mission and Ministry Board in giving leadership to renewed congregational vitality.
- A core of potential leadership for congregational vitality in our districts that can be identified called and equipped to take leadership and initiative in these areas through new District/Mission and Ministry Board partnerships.
- Strong affirmation of the Mission and Ministry Board's recent staff additions in the Congregational Life Ministries area.
- A publishing house that provides excellent Anabaptist based curriculum and identity resources to our churches.
- A Ministry area that is affirmed for its work in updating ministry statements, encouraging and facilitating new pathways for credentialing, advocating for greater acceptance of women in ministry and for focusing on calling, nurturing and training ministerial leadership.
- A growing commitment to inter-cultural opportunities for ministry.

International Mission

- A significant constituency with a special commitment to international mission.
- Strong affirmation of the Mission and Ministry Board's recent staff additions and mission placements in the global mission area.
- The potential constituent support indicated by the recent experience with the Sudan Initiative.

Service

- A widely shared commitment to service in Christ's name—as exemplified in strong support for Brethren Disaster Ministries, Brethren Volunteer Service, work camps, caregiving and hunger ministries.
- Strong affirmation of recent responses to the 2010 earthquake in Haiti that join emergency response, longer-term development, and development of the new Church of the Brethren congregations in that country.
- A widely expressed desire to communicate the love of Christ and our faith in God more clearly through our service ministries.
- The potential to respond in fresh ways to a growing interest in our society in serving others.

Sustainability

- A strong passion for the Church of the Brethren to be a distinctive and effective instrument in God's hands.
- A desire for a new, clear, Christ-centered vision around which to develop our ministries.
- A special appreciation for ministries that are developed relationally, growing out of community (with strong affirmation expressed for Annual Conference, NOAC, NYC, new church development conferences, Mission Alive, young adult forum, intercultural events and other conferences that bring groups with a shared interest together to reflect on and respond to God's call to the Brethren.)
- Broad affirmation of the recent merger of the General Board and the Association of Brethren Caregivers into the Mission and Ministry Board, providing an accepted platform for leading denominational program.
- Current efforts in the denomination to build unity through respectful discussion of differing views on homosexuality—although these are affirmed with considerable anxiety.
- Fiscally responsible actions of the denominational program board in recent years that are largely affirmed, although with some pain about ministry reductions.
- An expressed desire for renewed attention to stewardship of property matters.
- A General Secretary passionate about Brethren values and who is well positioned to give strong leadership across the denomination to a newly articulated mission.
- An executive staff that is committed and eager to lead the Board's work in the next round of strategic objective planning and to make difficult decisions as necessary.
- An excellent and well qualified denominational staff.