



Introduction: Moving from the Land of None to the Land of Grace

The Pacific Northwest is the least church-ed region of the country. Some 63% of the people living in our part of the country are not active in any church. In fact, one in four people in the Pacific Northwest, when asked their religious affiliation, check the box labeled “None” – giving rise to the Pacific Northwest often being called “The None Zone” or “The Land of None.” As Lutheran Christians living in the Pacific Northwest, we believe strongly that God wants every man, woman and child on this planet to experience a life-changing and life-transforming relationship with Jesus Christ. We are convinced that God wants to move people from “The Land of None” to the land of grace – grace experienced in the life, death, resurrection and ascension of Jesus Christ. The Center for Applied Lutheran Leadership is a place to wrestle with the question “What does it mean to be authentically Lutheran in the 21st century in the Pacific Northwest?” -- and then to provide answers and resources for living this out relevantly and effectively. As Lutheran Christians, we bring a distinctive voice to the public discussion of what a life of faith in Jesus really is. As Lutheran Christians, we know and understand the power of paradox – and we’re willing to live with, even embrace the tension caused by this paradox. The following are just a few examples of the power of paradox at work within our Lutheran theology:

- Law and Gospel
- The Two Kingdoms
- Office of the Ministry and the Priesthood of All Believers
- Word and Sacrament
- Simultaneously Sinner and Saint
- Scripture Alone, Grace Alone, and Faith Alone

As Lutheran Christians, we are eager to live passionately our faith in Jesus, demonstrating winsomely, lovingly and effectively in word and action the joy and wonder of God’s grace. We believe we are in a unique and God-gifted position to address meaningfully the spiritual needs of the Pacific Northwest. The Center for Applied Lutheran Leadership is the means by which we can translate our knowledge, passion, and belief into relevant, meaningful and effective mission and ministry for Christ.

The Need: Cultural Context

The Pacific Northwest, long recognized as the nation’s mission field, serves as a bellwether environment for many challenges and opportunities facing the Lutheran Church in the United States. Though some may see the Pacific Northwest as a “canary in a coal mine,” the region has historically been seen more as a fertile laboratory, an incubation chamber for the conception, development and implementation of new models of ministry for a rapidly changing and confusing culture and non-traditional emerging church. The Pacific Northwest is certainly a place to discover what it means to be Lutheran in the 21st century and how to live this out with relevance and effectiveness.



As mentioned in the introduction, it has long been known that the Pacific Northwest is the least churching region of the country with nearly 7.4 million residents within the footprint of the Northwest District reportedly unchurched in 2000 (*Religious Congregations & Membership: 2000*; Glenmary Research Center). Additional research gives us a very powerful portrait of religious life in the Pacific Northwest. In the book *Pacific Northwest: The None Zone* (Alta Mira Press, 2004), co-editors Killen and Silk divide people into three groups to describe religious affiliation in the Pacific Northwest: adherents, identifiers and nones. Adherents are those identified by religious authorities as their regular members. Identifiers are those who identify themselves with a particular denomination even though they do not participate in its activities. Nones are those who identify themselves with no religious tradition. The Pacific Northwest is unique compared to the rest of the United States in that the percentage of adherents is smaller here – 37% -- than any other region in the country. Identifiers make up 38% of the population and, as previously noted in the introduction, nones 25%. Thus in the Pacific Northwest some 63% of the population are not active in any church. In the rest of the United States the situation is roughly the opposite: 63% are active in church and 37% are not. Likewise, in the rest of the United States, the percentage of nones is only 14%. Elsewhere in the United States, denominations are a major influence. However, in the Pacific Northwest denominations have little influence. For Killen and Silk, a critical concept is that people did not come to the Pacific Northwest to replicate their past; rather, they came to create a new life. Of particular interest are the clearly discernable trends among 22 to 30 year olds in the Pacific Northwest. This generation is, on the one hand, very spiritual, but on the other hand very distrustful of traditional denominations and their leadership.

The following summarizes key characteristics of these three groups of people in the Pacific Northwest – characteristics significantly impacting our mission and ministry as Lutherans in this place:

Adherents

- No dominant religious group as in other parts of the United States. The Roman Catholic Church is just 11.3% of the population. Conservative Evangelical churches are just 4.7%.
- The overall population of the Pacific Northwest has grown by 70% since 1970, but the percentage of adherents has not changed.
- People tend to come to church for healing and encouragement, not for forgiveness. People do not join a denomination. They look for a church that teaches and provides what they are looking for.
- Post-denominational churches are thriving in the Pacific Northwest (Pentecostals, community churches, etc.). These churches emphasize a palpable experience of the supernatural and focus their teaching on how to live a meaningful life.

Identifiers

- There is a deep reverence for nature with a heavy focus on environmental issues.
- There is a tendency to “reside more tentatively.” Little thought is given to setting down roots or joining a church.
- Spiritual nurture typically comes in reading a book, attending an event, talking with friends, or going on-line.



- There is a deep-seated hesitancy to make long-term commitments. They may join a four-to-six-week program, but no more.
- Religion is seen as a personal journey, wherever that may take a person. Thus, their spirituality may become very self-centered.
- When they face difficulties and complexities in life, identifiers do not have a tradition or source of wisdom to cope. They may turn to their preferred denomination if they think the church can teach them to live life better.
- There is an appreciation for their spiritual roots, but identifiers – especially youth – consider denominations irrelevant. Spirituality matters a great deal, but they do not see how denominations can effectively help them.

Nones

- This is the fastest growing religious grouping in the United States, from 7% ten years ago to 14% today. The Pacific Northwest's 25% is certainly a bellwether for the rest of the country.
- Overall, this group has rather orthodox religious convictions. Only 1% are atheist or agnostic. Half believe God intervenes in history and almost half pray regularly.
- Nones tend to be well-educated, well-placed in life and independent politically.
- This group leads the battle on environmental issues, which becomes almost a religion.
- Nones have strong ethical convictions and struggle to work out what kind of humanity we want to become.
- Nones are illiterate when it comes to biblical language, theological terminology, religious symbols and church rituals. They express their spirituality in more secular terms.
- Life is a spiritual journey in which we are free to ask questions and pursue options. From their perspective, the church is not providing the spiritual nurture and wisdom they are seeking, so they search beyond religious institutions.
- Nones trust their own experience and the experience of their peers rather than any church tradition. They are "spiritual, but not religious."
- Nones can be reached at crucial points in their lives. Transitional events such as marriage, death, divorce, raising children, etc. are occasions when the church may be valued.
- If they do anything with the church, Nones want it to be face-to-face and something that will make a difference in the world.

The Need: Church Context

Within this rich mission field, pressures and challenges for the entire priesthood of believers abound, perhaps most especially for professional church workers and lay leaders. Numerous surveys of pastors indicate serious issues with job satisfaction and retention. One study found that 30% of pastors feel deeply ambivalent about their ministries, while 20% are living in advance stages of burnout (*Klass, 1999*). While current professional church workers are feeling challenged, more positions are going unfilled with 15-24% of LCMS congregations expected to be without a pastor in 2007 (*Doxology* citing LCMS Council of



Presidents, 2007). In addition, a July 2007 Newsweek article noted that 40% of all ministry work is being done by volunteers. This trend will continue to grow as trained clergy and professional church workers become more scarce and more expensive to employ.

In the research report “Pastors in Transition,” Dean Hoge and Jacqueline Wenger report that pastors and other professional church workers are frustrated by feelings of being blocked in bringing new life to congregations. As a result they report experiencing feelings of loneliness and isolation. They further report exhaustion from what they see as a failure to motivate laity to contribute time and energy. (*Pulpit and Pew Research*, Duke University). The recommendations of this study are two-fold. First, pastors need assistance in developing skills and strategies and this assistance needs to come from somewhere outside their immediate community. Second, lay leaders need to be empowered and educated to help ministries succeed.

While current research is abundant, these findings and recommendations are not new. In the 1993 comprehensive study "Church Membership Initiative" conducted by AAL (now *Thrivent Financial for Lutherans*) it was summarized that addressing declining Lutheran membership is "primarily a congregation issue." It was further reported that clergy are essential to congregations successfully addressing these issues, but it was noted that there were found to be a significant number of demoralized clergy. Finally, this study reported that lay leadership is critical to ministry success in these situations.

While individual and collective church ministry is clearly in need of support and resources, it has also been noted that a distinctively Lutheran perspective and voice is all but missing in the broader public and cultural discourse in the region (and globally). While historical and contemporary Lutheran theology has much to say about issues of critical contemporary import in the region, there are few external invitations and little internal motivation to enter into these conversations.

In a recent look at web-based denominational resources associated with specific denominations, the following results were found:

Denominational News Web-Sites	
Muslim	25,800,000
Catholic	18,900,000
Baptist	4,640,000
Lutheran	1,700,000
<i>Number of sites found for Google inquiry "(Denomination) news."</i>	

Similarly, when looking for denominationally focused opportunities for online discourse around contemporary issues, a distinctively Lutheran voice was found to be significantly under-represented.



Denominational Web-Based Discussions	
Muslim	862,955
Catholic	871,621
Baptist	293,713
Lutheran	84,913
<i>Number of blogs found via Technorati to include denomination's name</i>	

The Response: A Partnership between the Northwest District and Concordia University

Given the emerging cultural and church context facing Lutherans in the Pacific Northwest, the Northwest District of the Lutheran Church-Missouri Synod and Concordia University have determined to partner together to create a new Center for Applied Lutheran Leadership. The mission statements of the Northwest District and Concordia University make this partnership both logical and meaningful. The mission of the Northwest District Ministry Team is to partner with member congregations and their leaders as they nurture disciples to reach the lost. The mission of Concordia University is to prepare leaders to transform society. Therefore, the intended purpose for this Center for Applied Lutheran Leadership is that it create and support a leadership movement, providing a place that identifies, nurtures and supports leaders throughout the priesthood of believers, regardless of vocation, ministry, gifts, gender or age.

This new joint effort builds on a long history of partnership. The Northwest District and Concordia University have worked together to advance the work of the church in the Northwest for over a century. The Northwest District called for the creation of Concordia in 1905 and the partnership has grown ever since. Together these institutions support and advance the work of the church in the Pacific Northwest, equipping lay and professional leaders for the opportunities and challenges of sharing the saving gospel of Jesus Christ.

An existing element of this new partnership is the Leadership Advancement Process (LAP), which offers ministry enhancement courses throughout the year in partnership between the Northwest District and the University. LAP is designed to enable lay persons through the power of the Holy Spirit to be more effective in their ministry for the Kingdom.

The Center for Applied Lutheran Leadership will also be closely connected to and supportive of the Northwest District's "Tracking the Spirit" ministry. "Tracking the Spirit" helps leaders understand the working of the Holy Spirit and the Spirit's leading in defining ministry purpose and strategy. "Tracking the Spirit" helps congregations uncover critical opportunities for growth, which can in turn become rich opportunities for leadership development and mentoring, as well as for resourcing and programming through the Center for Applied Lutheran Leadership.



A third existing element of this new partnership is Concordia University's Missions Chair and Missions Institute, jointly supported by the Northwest District and Concordia University, together with LCMS World Mission. This Missions Chair has campus, regional and international mission responsibilities.

At the 2006 Northwest District Convention, delegates unanimously voted to enhance this partnership significantly by:

- Partnering with Concordia University to establish the Center for Applied Lutheran Leadership.
- Adopting the implementation of the Center for Applied Lutheran Leadership as a special mission emphasis for the 2006-2009 triennium.
- Directing the District President to appoint a task force to implement this resolution.

The Center for Applied Lutheran Leadership

Core to the spiritual, intellectual, and academic mission of the Northwest District and Concordia University and central to our present and future strategic planning activities is this critical question: "What does it mean to be Lutheran in the 21st century in the Pacific Northwest and how do we live this out relevantly and effectively?" Asked another way, "What value do Lutherans bring to the Christian family in the Pacific Northwest and – most importantly – to non-Christians whom we seek to introduce to our Lord Jesus Christ?" These questions are also fundamental to the future of Lutheran institutions, congregations and agencies around the world. The creation of the Center for Applied Lutheran Leadership (CALL) will provide programming, leadership, and partnerships for the active pursuit of relevant and practical answers to these questions by all concerned. The Center will provide a nexus of leaders and resources where Lutheran doctrine, scholarship, and traditions are applied to the needs of people in the pursuit of God's will for His Church.

The Center will:

- Advance the shared mission of the Northwest District and Concordia University to share the Gospel of Jesus Christ effectively so that disciples are made and people come into a life-giving, life-transforming relationship with Jesus.
- Inspire and advance existing and future leaders within the priesthood of believers as they advance their ministries within a contextually authentic Lutheran identity.
- Provide the discourse, resources and models for Lutheran institutions and agencies to continue to explore and express a uniquely and contextually appropriate Lutheran identity.
- Create opportunities to bring Lutheran perspectives, traditions, doctrine and apologetics to bear on religious and social issues of interest and import to the Pacific Northwest (e.g. war, homelessness, poverty, the environment, etc.).
- Provide an active and accessible collection of theological and best practice resources and archives of the Northwest District and Concordia University to document and support applied scholarship and research in support of the mission of the Church.



- Serve as the center for credit course work throughout the Concordia network for Lutheran and other church work students concerning the theology, research and best practices pertaining to Christian leadership.

The Center for Applied Lutheran Leadership: Three Pinnacle Programs

To achieve these visionary goals, it is essential that the Center for Applied Lutheran Leadership be strategically designed and resourced with the highest quality programming, leadership, and partners. The Center must advance and support the critical and immediate needs of the church in the Pacific Northwest while working with strategic partners to create new models of ministry for the emerging church at large. These activities for the center will be organized around three pinnacle programs: Ministry Enhancement, Missions, and Campus Spiritual Life.



Some programming already exists within each of these three pinnacle programs and leadership has stepped forward from a variety of sources. It is safe to say, however, that these activities are dispersed, fragmented and poorly coordinated. The Center for Applied Lutheran Leadership will allow these existing programs to be strengthened through greater coordination and resourcing, as well as to be expanded through new program development, new partnerships, and additional resources.

Leadership Enhancement

Leadership Enhancement will provide resources, programming and partnerships to nurture the leadership gifts within the priesthood of believers throughout the Pacific Northwest that will truly enhance the relevancy and effectiveness of their ministries within congregations, schools and church agencies. The role of the Center for Applied Lutheran Leadership is to enhance and empower these individuals and institutions through targeted education, connection to resources and best-practices, and networking of complementary programming and resources.

Leadership: At the current time there is no focused leadership provided for this important area. The existing programs and services are spread across academic and support departments of Concordia University and various offices and personnel within the Northwest District. The Director of the Center for Applied Lutheran Leadership will provide the overall leadership and vision for the Center and its activities, direct needs assessment and research in the Pacific Northwest, explore partnerships for services,



coordinate existing services of the University and District, coordinate opportunities to bring a distinctively Lutheran perspective to bear on critical issues, and work with partners to find solutions to fill critical gaps in services. This individual will be an administrative employee of Concordia University and will assemble and work with a group of volunteer advisory leaders to achieve these goals.

Programming: At the current time there are a number of successful and innovative programs being provided through Concordia University and the Northwest District, both independently and collaboratively. The foundational collaborative program is the Leadership Advancement Process (LAP), whose mission is developing the priesthood of all believers through four learning tracks. Three learning tracks focus on equipping and empowering the priesthood of believers for effective ministry. One learning track leads to licensure as a lay minister equipped for Word and Service ministry within a congregation of the Northwest District and beyond. A second learning track leads to licensure as a deacon equipped for Word and Sacrament ministry within a congregation of the Northwest District and beyond. Additional support to these learning tracks is provided by university faculty, who provide on-going resources for sermon preparation. A third learning track facilitates programming to nurture and develop leadership skills within congregations. This includes programming such as board member training, strategic planning, needs governance, managing financial resources, charitable gifting, peace-making and reconciliation, etc.). A fourth track focuses on the continuing education needs of professional church workers.

Three resolutions passed at the 2007 Synodical Convention may have significant impact on the Northwest District's Leadership Advancement Process. Resolution 5-01B establishes a Specific Ministry Pastor Program -- a new category of ordained ministry that is tied to a particular location. Resolution 3-11 and 5-02 call for the Board for Pastoral Education and the Council of Presidents to study the situations served by licensed deacons, to determine if there is a continued need for licensed deacons, and to make recommendations to the 2010 Synodical Convention. These resolutions and their implementation are helping the Leadership Advancement Process to reexamine its role in identifying, training and nurturing leadership gifts within the priesthood of believers.

Another critical opportunity within Ministry Enhancement is in the area of worship leadership. Concordia University Portland and Concordia University Austin, through a series of grants funded by Thrivent Financial for Lutherans, jointly completed research on congregational needs in this area of worship leadership. This research revealed the following unmet needs:

- Identifying and attracting worship leaders.
- Identifying worship gifts within the congregation.
- Training and supporting worship leaders, including the ability to identify and evaluate worship materials.
- Training and supporting worship musicians.

The research also showed the greatest need, receptivity and potential for impact residing in congregations with a weekly worship attendance of 150 to 350 people – which fits the majority of congregations within the Northwest District. In addition to the research, a curriculum was created around four core areas:



worship leadership, theology of worship, artistic skills and knowledge, and communications. A business plan for implementing this church worship leadership program was also created. However, to date, nothing has been implemented to meet this critical need with the church. Responsibility for the completed research and project implementation will be assimilated into the planning and programming of the Center for Applied Lutheran Leadership.

Another area of potential programming that would meet significant needs and draw upon academic and applied expertise of Concordia University and the Northwest District relates to various aspects of church management. This includes topics such as needs governance, financial management, charitable gifting, conflict resolution, identification of ministry purpose, defining ministry values, creating a mission-driven ministry structure, etc. A comprehensive assessment of needs as well as an inventory of available resources and services will need to be completed. Many of these resources will be provided through partnerships with existing resources.

Partners: The Center for Applied Lutheran Leadership will seek first to partner with other organizations and agencies in providing programming for Lutheran congregations, professional church workers and lay leaders. Rather than reinventing the wheel, the Center will seek partnerships with such organizations and agencies as the Lutheran Education Association (LEA), the Pastoral Leadership Institution (PLI), the Specific Ministry Placement Program (SMPP), Ambassadors of Reconciliation, the Oswald Hoffman School of Christian Outreach, and others.

A Case Study Example:

There are currently 212 students from all over the United States and Canada enrolled in the ten core Leadership Advancement Process (LAP) courses. Supported by Concordia University faculty, Northwest District staff and others, 117 students are completing all ten courses required to do Word and Sacrament ministry as licensed deacons (Word and Sacrament ministry includes preaching, teaching and administering the sacraments under the mentoring relationship of an ordained pastor); another 32 are completing the courses necessary to do Word and Service ministry as lay ministers in their congregations (Word and Service ministry includes teaching, visitation, assimilation, prison ministry, pregnancy center ministry, and the like); another 16 are completing the prerequisites required for entrance into the Ethnic Immigrant Institute of Theology (EIIT); and another 45 are taking courses to grow in their own personal discipleship journey or to enhance the work they already are doing within their congregations.



Deacon Grossman preaching at Dot Lake, AK

Bruce Grossman is a wonderful example of the impact the LAP program is having on Christ's kingdom. Bruce had been actively serving congregations as a lay leader since the 1970s. Reverend Ken Schauer, then pastor of Our Redeemer Lutheran Church, Chugiak, Alaska encouraged him to become a certified lay assistant (now known as a licensed deacon). He was certified for Word and Sacrament ministry in July, 1996. Bruce, his wife, Dawn, and their four children have worked as a team in ministry at Delta



Tanacross and Dot Lake, Alaska – remote villages some 350 miles northeast of Anchorage. The people they serve are predominantly Athabascan Indians. Bruce and his family often serve other small villages in this part of Alaska as well. For example, every week Bruce carries Word and Sacrament from Delta Junction to a mission village named Tok, over 150 miles away. In the winter, Bruce can drive to some of the villages he serves, but in the summer months it takes a boat ride to get to these villages. Bruce’s wife, Dawn has also established a preschool in Delta Junction which serves over 15 students three days a week. Were it not for this faithful deacon and his family, the people of the remote villages they serve would not have regular opportunity to hear about Jesus and to grow in their faith walk.

Missions

Central to the history and character of Lutheran ministry in the Pacific Northwest is a zeal for missions. This passion not only characterizes regional ministry, but is at the heart of the Great Commission church. It is central to the efforts of the Lutheran Church-Missouri Synod and our Lutheran church partners around the world through the Ablaze movement, which seeks to share the Gospel with one hundred million people by 2017 – the 500th anniversary of the Reformation. Missions will provide resources, programming and partnerships to support local, regional and international mission activities, as well as provide students, lay leaders and professional church workers with opportunities to enhance their skills in establishing and implementing mission activities and events. This mission emphasis will also provide leadership and innovation in critical areas such as outreach to the emerging “None” generation, immigrant peoples, ethnically and economically diverse communities, and other groups.

Leadership: At the current time, many of the missions efforts which will be consolidated within the Center for Applied Lutheran Leadership are being coordinated by the Concordia University Mission Chair. This position, currently filled by Rev. Dr. Herbert Hofer, is funded jointly by Concordia University, the Northwest District, and the LCMS Board for Mission. Each of these three entities reviews and evaluates the funding for this position as part of their annual budgeting process. It is planned for this position to be consolidated within the Center for Applied Lutheran Leadership and for an endowment to be established to ensure the long term funding of this important leadership position.

Programming: There are currently a number of successful, innovative programs provided in this area by the Northwest District and Concordia University. The Missions Institute performs the following functions:

- Assists the Northwest District in thinking through mission issues impacting the ministries of the District.
- Explores best-practice models for doing mission work effectively.
- Explores non-institutional forms of mission outreach.
- Facilitates mission events.
- Provides mission experiences for Concordia University System students.
- Serves as a missions clearing house for university students, congregations and others.



The intention is for the Missions Institute to be folded into the Center for Applied Lutheran Leadership, focusing its energy on being the Center's second pinnacle program.

Another critical component of the Missions pinnacle program is Ethnic Ministries. Currently, this is a District-mandated task force that meets twice a year to ensure funding and support for the Northwest District's ethnic ministries. These ethnic ministries include:

- Hispanic
- Vietnamese
- Ethiopian
- Sudanese
- Korean
- Native American
- Native Alaskan

A critical challenge for Ethnic Ministries is identifying, recruiting and training leaders from within an ethnic community to serve that community with Gospel ministry, using the learning tracks provided by the Leadership Advancement Process. The Ethnic Ministries Task Force also serves as an advocacy group for the various ethnic ministries of the Northwest District. It is also eager to respond to emergent opportunities for ministry within new ethnic groups across the District. Bringing this task force under the umbrella of the Center for Applied Lutheran Leadership underscores the tremendous opportunity to integrate, nurture and grow mission opportunities for Concordia University students and throughout the Northwest District. Equally important to the task of training many ethnic leaders is the task of assisting every Northwest District congregation to assess its unique sphere of influence with ethnic groups in their community and, once assessed, to provide strategic planning and other leadership training in how each congregation can reach out and engage the ethnic groups around them.

An additional mission opportunity is harnessing Concordia University's excellent College of Education as a resource for establishing and growing Lutheran preschools as an outreach strategy within the Northwest District. The LCMS Open Arms model provides an exciting example of what is possible.

There is also a strong perception throughout the Northwest District that congregations have a great desire to enhance their current mission activities. There are ample evidence that those congregations that send "their own" out to the mission field experience a revitalization and sense of renewed ministry focus within the congregation itself. Thus, a third important mission opportunity is helping congregations to create and implement a congregational mission strategy that is aligned with and supportive of their overall strategic plan. Facilitating the creation of congregational mission strategies will help congregations become focused and intentional in their mission efforts as they seek to fulfill the Great Commission in Matthew 28 and live out Christ's mandate in Acts 1:8. One existing resource within the Northwest District is the Pacific Rim Outreach Society (PROS), which works directly with congregations to send volunteer missionaries abroad and provides scholarships for those volunteer missionaries. Another resource used by Concordia University to send students out on short-term mission trips is MOST Ministries. This mission agency, a Registered Service Organization (RSO) of the LCMS, works with



congregations, universities and individuals to send about thirty teams a year to some eighteen countries around the world. There are certainly other mission agencies that will be part of the resourcing ministry of the Center for Applied Lutheran Leadership.

Finally, for the past ten years, Concordia University has been actively involved in the Beautiful Feet Missions Conference. The conference was started in 1997 by two students as a vehicle to bring together students from all ten Concordia Universities and other Lutheran campus ministries who have a heart for missions and want to learn more about how they can get involved in missions. Over the years the conference has continued to grow. Concordia Portland has the privilege of hosting the 2007 conference, which is expected to draw some 250 participants from across the United States. The Beautiful Feet Missions Conference is led and organized by students, for students with a strong focus on getting students excited and involved in becoming missionaries to the people in their communities, their schools, and throughout the world. The conference is meant to encourage and nurture students to fully participate in an active lifestyle of missions. Placing participation under the umbrella of the Center for Applied Lutheran Leadership will ensure this conference continues to be a priority for the university and will provide a more powerful vehicle for encouraging participation in the conference by other Lutheran campus ministries throughout the Northwest District.

Partners: The Center for Applied Lutheran Leadership will develop strategic partnerships with other organizations and agencies to connect congregations and church leaders to the best resources in the area of missions. These partnerships will include the existing relationship with MOST Ministries, a Registered Service Organization (RSO) of the Lutheran Church-Missouri Synod that supports LCMS World Mission missionaries and national church partners around the world through the sending of short-term mission teams.

A Case Study Example: For the past nine years, the Missions Institute of Concordia University has sponsored a fall Mission Fest. Each year speakers from the university community, the Northwest District and other organizations facilitate presentations addressing key aspects of accomplishing God's mission in the Pacific Northwest and throughout the world. Some years the Mission Fest has focused on a single topic; other years several workshops have been presented simultaneously. Always the focus has been on personal involvement in God's mission. Topics for these Mission Fests have included:

- 1999
 - Get Up and Go!
- 2000
 - Personal Spiritual Renewal
 - Being Mission Advocates
 - Mission in Africa
 - Four Life-Changing Prayers
 - Spiritual Renewal in the Congregation



- Mission Development
- Empowered Missions
- Teaching English for Outreach
- 2001
 - Models of Ministry for Outreach
- 2002
 - The Babylonian Captivity of the Mission
- 2003
 - According to our Giftedness
 - “Ablaze!”
 - Missional Outreach through LAP
 - MOST: You too can do!
 - LWML Serves in Guatemala
 - Boat Mission Team
 - Jesus on the Island: A Short-Term Mission Trip to Honduras
 - Igniting a Vision to Go
 - Mission Mexico
 - Canada LAMP Vacation Bible School
 - Lifting High the Cross in Cross-Cultural Ministry
- 2004
 - Pray to the Lord of the Harvest
- 2005
 - LCMS History of Involvement in Immigrant Ministry
- 2006
 - Outreach to the Elderly
- 2007
 - Reaching Out to Mormons

The goal for these Mission Fests is to continue equipping God’s people to be passionately involved in God’s mission of bringing people into a life-changing, life-transforming relationship with Jesus.



2006 Mission Fest: Cliff Pederson presenting “Outreach to the Elderly”



Campus Spiritual Life and Spiritual Formation of Youth

Campus Spiritual Life will provide resources, programming and partnerships to enhance the spiritual and worship life of the Concordia University campus in support of the faculty, staff, students, neighbors, and others engaging the university. Including Campus Spiritual Life within the Center for Applied Lutheran Leadership helps to guarantee the long-term health of the Center by providing both an environment and a ready pool of participants for the Center's activities. In addition, this pinnacle program ensures that the spiritual and worship needs of the campus are intentionally and regularly included in key strategic and administrative discussions and planning processes.

Leadership: Currently the leadership for Campus Spiritual Life is provided by the Pastor and Associate in Ministry of St. Michael Lutheran Church. These roles are dual roles, serving the ministry needs of both the congregation and the university. It is planned for the Campus Pastor position to be consolidated within the Center for Applied Lutheran Leadership and for an endowment to be established to ensure the long term funding of this important leadership position.

Programming: Concordia University's Campus Spiritual Life program is fully integrated with the rest of student leadership on campus. The mission of this program is to enable and empower students to live out their passion for Christ by connecting others to Christ, especially those students who come to campus without a faith relationship with Jesus. The program consists of two student coordinators, ten hall chaplains, and ten ministry chaplains, all mentored by the Campus Pastor and Associate in Ministry. Working closely with their Resident Assistants, Hall Chaplains directly serve the students in their residence halls, acting as a ministry of presence, creating hall activities and bible studies, and inviting their hall members to campus-wide Christian Life Events, such a Wednesday Night Chapel. Ministry Chaplains fulfill a more specific ministry goal, being assigned to one of the following specific campus ministry areas:

- Athletics
- Community Service
- Outreach
- Prayer
- Worship

These chaplains are charged with creating and facilitating events for their specific ministry areas.

Another programming component of the Campus Spiritual Life program is the partnership with Christ at Work. Christ at Work is an organization of Christian professionals who mentor students for transitioning into the world of work and learning how to live out their faith in this world of work.

There is also much evidence to suggest that many Concordia University students are becoming more and more passionate about being connected to other Christians and having the opportunity to do real ministry with those Christians. This includes a special desire to be connected to Christian students on other campuses. Placing Concordia University's Campus Spiritual Life program under the umbrella of



the Center for Applied Lutheran Leadership will enhance the university's ability to connect its students to Christian students elsewhere because of the Center being a partnership between Concordia University and the Northwest District.

In addition, the Center for Applied Lutheran Leadership is interested in moving beyond Campus Spiritual Life to include leadership formation within junior high, high school and university students throughout the Northwest District. The desired outcomes of this effort will be more effective retention of youth, a more viable pool of future leaders focused on outreach on behalf of the Northwest District and the church at large, and an increased number of students choosing professional church work as their vocation.

Partners: The Center for Applied Lutheran Leadership will continue to nurture the partnership between Concordia University and St. Michael Lutheran Church to support the university's Campus Spiritual Life program. In addition, the Center will develop strategic partnerships with other campus ministries, organizations and agencies to connect students, congregations and church leaders in the most meaningful way possible to nurture and grow the faith life of our students and those they come in contact with.

A Case Study Example: Concordia University's Christian Life Ministries reaches out to all students on campus. The mission of this ministry is "to reach out to the Concordia community by living and encouraging authentic lifestyles of faith in Christ." This ministry emphasizes that all activities within the life of the community reflect our Christian life and that we want to touch all areas of campus life – classrooms, residence halls, athletic events, music, and all co-curricular and extra-curricular activities.

Concordia University's Christian Life Ministry coordinators and chaplains envision, encourage, and organize activities, small groups, and worship opportunities to nurture and to reach out with the love of Christ to our campus community and beyond.



Concordia University 2007 Student Chaplains

In addition to an educational institution, we see our campus community also as a mission outpost. At least a third of our on-campus students do not claim to have a connection with Christ. Therefore, in all of our activities we want to build relationships and invite others to meet our Lord and Savior. One on one relationships offer the greatest opportunity to make a witness to what Christ is doing in our lives, both as an institution and also as individuals. As a result of this witness, each year some ten to twelve students receive the gift of Christ in their lives through Baptism and begin a new relationship with their Savior.

This ministry to students through students is possible because of the partnership between Concordia University and St. Michael Lutheran Church, a congregation of the Northwest District. Here again in this



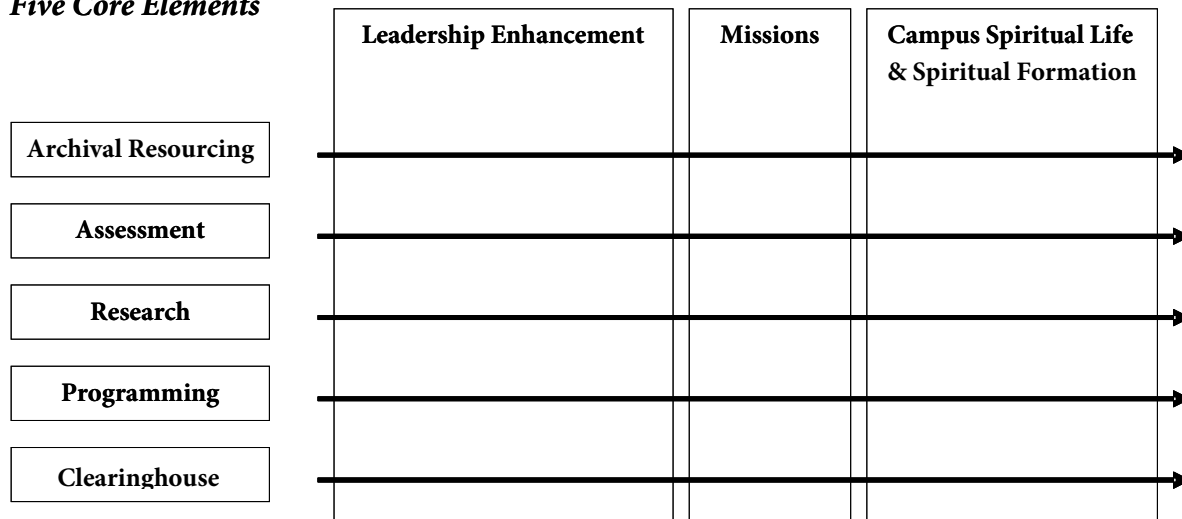
case study example, as has already been demonstrated in the previous two case study examples (the LAP program and the Fall Mission Fest), Concordia University and the Northwest District have a long history of working together to identify issues, do appropriate research, and implement solutions as a resource for congregations and other church organizations. To be sure, congregations and other church organizations must find and implement their own solutions, but the Center for Applied Lutheran Leadership, reflecting a long history of effective partnership between Concordia University and the Northwest District, will certainly provide a meaningful process and be a rich resource for finding and implementing effective and relevant solutions in moving people in the Pacific Northwest from “The Land of None” to the land of grace in Jesus Christ – grace experienced in the life, death, resurrection and ascension of Jesus Christ.

The Center for Applied Lutheran Leadership: Five Core Elements

There are five core elements critical to support the three pinnacle programs of the Center for Applied Lutheran Leadership: Archives, Assessment, Research, Program Delivery, and Resourcing.

Three Pinnacle Programs

Five Core Elements



Archival Resourcing

Plans for the Center for Applied Lutheran Leadership include creating a program to make the archives of the Northwest District and Concordia University more accessible and useful as a living resource to inform current and future plans and strategies. These archives include more than a century of materials, information and research concerning ministry in the Northwest District. The District and Concordia University have committed themselves to a joint archive process to be implemented with the completion of the new library at Concordia.



Assessment

If the Center for Applied Lutheran Leadership is to be effective in achieving its mission, the Center must listen to professional church workers, lay leaders, congregations, university faculty, staff and students, and other church organizations to identify and prioritize felt needs for all three pinnacle programs. This will be done both qualitatively and quantitatively, using interviews, focus groups, surveys and other assessment tools as needed. Appropriate assessment and analysis of the assessment results will identify areas of concern to be researched, as well as identify critical needs for programming and resourcing.

Research

Concordia University and the Northwest District currently respond to occasional requests for a Lutheran perspective on issues of regional interest and importance. The Center for Applied Lutheran Leadership will provide a more robust, proactive, intentional, and strategic approach to these activities. The Center will provide timely and relevant research for all three pinnacle programs. The Center will be a think tank that identifies religious and social issues considered critical in the Pacific Northwest and then crafts Lutheran responses to those critical issues. For example, if the environment is truly a critical issue in the region, then what is a Lutheran theology for stewardship of the earth and how should this be lived out in our congregational and community life? The Center will also explore effective models of ministry in the Pacific Northwest and how these models can be implemented well within a Lutheran framework.

Programming

Concordia University and the Northwest District currently provide through their faculty and staff a variety of planning, in-service, and consulting services for the various educational ministries of the Lutheran congregations in the region. Based upon the results of its assessment and research functions, the Center for Applied Lutheran Leadership will expand these services to provide programming across all three pinnacle programs that truly addresses the critical needs of professional church workers, lay leaders, congregations, university faculty, staff and students, and other church organizations. The goal is to equip and empower leaders, congregations and church organizations for ministry that effectively and relevantly brings people into a living relationship with Jesus Christ and nurtures their life-long faith journey.

Clearinghouse

The Center for Applied Lutheran Leadership will also serve as a clearinghouse and facilitator, linking professional church workers, lay leaders, congregations, university faculty, staff and students, and other church organizations to quality resources helpful for all three pinnacle programs. There is no desire to duplicate effort or reinvent the wheel. If there is an existing resource fully capable of meeting the critical needs identified and defined through the Center's assessment and research functions, then that resource will be communicated to all interested stakeholders.



The Center for Applied Lutheran Leadership: Facilities

The Center for Applied Lutheran Leadership will be housed on the campus of Concordia University. The facilities will be part of the new 75,000 square foot Library/Learning Center and will provide the place out of which the Center’s resources and activities will be delivered and coordinated. These facilities will provide offices for the Center, conference and classroom space for on-campus activities and events, technological infrastructure for delivering resources and programming at a distance, and a modern archive for the cataloging and access of critical historical documents and materials concerning the history of the Northwest District and Concordia University – and the critical lessons to be learned from this history.

The Center for Applied Lutheran Leadership: Project Budget

The overall capital goal for the Library Learning Center is \$15 million. An additional \$7 million in endowment funds is also sought to guarantee long term operational support of programs related to this comprehensive project. The capital and endowment goal for the Center for Applied Lutheran Leadership is \$4.1 million.

Goals for this project include:

CALL Program Endowment	\$1,000,000
Missions Endowment	\$1,000,000
Chaplaincy and Spiritual Life Endowment	\$1,000,000
<u>CALL Offices, Conference Room & Archive</u>	<u>\$1,100,000</u>
Total	\$4,100,000

The Northwest District and Concordia University are actively seeking the partnership of individuals and organizations to make this dream a reality.

Blessings and Opportunities

The overall capital goal for this project is \$15 million. At this time, gifts and pledges to the project total over \$7.5 million. This includes five six-figure gifts from Board members and represents 50% of the overall goal committed. The majority of the funds raised to date have been committed by board members, alumni and long-term friends of the university.

Finally, the Northwest District has established the Center for Applied Lutheran Leadership as its 3-year mission project. This leaves 2½ years to engage Lutheran leaders, congregations, and agencies in the Northwest District in the support and advancement of this project.



Artist rendering of CALL Conference Room in the Concordia University Library Learning Center

*Through the Center for Applied Lutheran Leadership,
the Northwest District and Concordia University will apply a distinctly Lutheran perspective
to address today's opportunities and challenges facing people, the church and society.*