

# **A Strategic Mission and Ministry Plan for The Chapel of the Cross 2013-15**

Growing as Christians

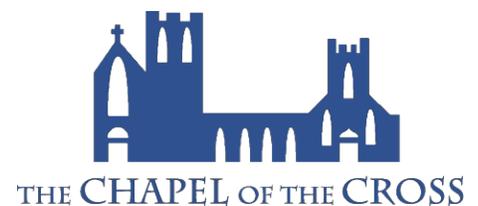
Creating Christian Community

Welcoming All

Sharing our Faith, Values, and Voices

Sustaining our Church

Adopted by the Vestry June 2013



# **A Strategic Mission and Ministry Plan for the Chapel of the Cross 2013-15**

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## I. Context and Summary of the Strategic Plan

The Pew Research Center recently released a report, “Nones’ on the Rise,” that has garnered considerable national attention, largely because it found that for the first time in our nation’s history, the majority of Americans are not Protestants. Since 2007, the percentage of Americans affiliated with the Protestant church has decreased from 53 to 48 percent. The percentage of the population affiliated with Protestant, white mainline churches has dropped from 18 to 15 percent. One out of every five respondents is not affiliated with any church. More than one-third of the respondents in the 18-29 age group are unaffiliated with a church. Only one in 10 of the unaffiliated say they are looking for a religion that is right for them, although 68 percent say they believe in God and 37 percent classify themselves as “spiritual” but not “religious.”

### The Challenge

Diana Butler Bass, author of Christianity after Religion: The End of Church and the Birth of a New Spiritual Awakening and a recent speaker at The Chapel of the Cross, contends that if mainline Protestant churches are to remain viable, they must merge the positive elements of formal religion with the aspects of spirituality that appeal to the unaffiliated – i.e. churches that maintain their rich and beautiful traditions; are less stagnant, self-centered and authoritarian; and provide a more spiritual experience for a more diverse group of participants.

As we look to the future, we must recognize that The Chapel of the Cross is not immune to these national trends. Attendance at our major services averaged 540 in 2006; it peaked at 586 in 2009, and decreased to 544 by 2012. In the last three years, average attendance at the 7:30 a.m., 9 a.m., 11:15 a.m. and 5:15 p.m. services decreased slightly. The only increase in attendance is attributable to the Compline service at 9:30 p.m., which is attended largely by university students. Active membership since 2009 declined from 1,748 to 1,684 in 2011. Pledging units are down two percent from 2009, from 546 to 533. Members aged 60 or over contribute 67 percent of the church’s pledge income and constitute 68 percent of the pledging units.

These statistics reflect a church whose membership and financial support is stagnant at best. If we are to successfully support the upcoming building addition and renovation and to increase the number of people in the community who become involved in the Chapel of the Cross, we must attract new and/or younger members of our community and engage them in the mission of our church while retaining our current parishioners. Our current course has served us well for many decades. Continued adherence to this model, however, will predictably lead to a church with declining and aging membership, a congregation that in no way reflects the demographics of our community and insufficient funds to fulfill our mission and pay off our capital debt. Furthermore, while we are growing, we must increase the sense of community within the parish and strengthen personal relationships.

### Our DNA

The Chapel of the Cross has a proud history and tradition dating back to 1848. It is one of the largest and most respected Episcopal churches in North Carolina. Several years ago when expansion options were being considered, a conscious decision was made to expand on our current site, rather than move to the “suburbs,” because of our unique historical and geographical relationship to the University of North Carolina and to downtown Chapel Hill. This relationship is embedded in our DNA and must not be compromised. Also implicit in this decision was our intent to remain a mainstream church that would serve as a model and beacon for the Diocese - it is who we are and the foundation upon which we must build our future. At the same time, we cannot ignore the forces external to our church that are working against mainstream religion. Our challenge is to embrace our proud tradition and core values while making adaptations that will keep the church growing and vibrant.

## **The Charge**

The Vestry gave the Strategic Planning Committee a relatively narrow charge believing we did not need to engage in deep introspection but rather address 1.) the demographic and financial trends the church faces and 2.) the upcoming transitions that will occur when the church facility expands and when our rector, Stephen Elkins-Williams, retires, currently slated for Pentecost 2015.

## **Defining Who We Are**

After the Strategic Planning Committee received and discussed feedback from more than 400 parishioners, however, we concluded that the road to success in these prescribed areas would require us to reflect on who we are as a church and what we want to become. In essence, we concluded that the desired increases in membership and financial support should not be our primary focus, but rather the natural by-products of a church that is actively engaged in God's work; a church that embraces diversity and welcomes all to its services and activities.

Consequently, the Committee recommends we not assume that we, or others, know what the Chapel of the Cross is and what it stands for. Instead, we propose that the church initiate a period of what we're calling "discernment" to engage in a parish-wide process to re-examine our roots and clearly define our mission, our core values and the beliefs that will drive our future actions and decisions. We believe this discernment process will help to unify our parish and create a clearer identity for The Chapel of the Cross, both for ourselves and for the community we serve.

## **Engagement**

In addition to better defining who we are and what we want to become, the second major theme of this report is "engagement." The Chapel of the Cross must comprise more than a stately edifice, services characterized by beautiful music and traditional liturgy and a relatively small core of actively engaged parishioners. If The Chapel of the Cross is to thrive, the majority of parishioners need to be actively engaged in "faith-in-action" programs, Christian education and the building of a community that can support its members not only in times of crisis but on a daily basis. Engagement is the pathway to the deeper commitment that will naturally result in more involvement in outreach, more pledge revenue and an organization in which others in our community will want to become involved.

## **Overview of the Strategic Plan and Major Recommendations**

The complete report describes the process that the Strategic Planning Committee used to conduct its work. It also includes a vision for the church as well as a description of the challenges and opportunities it will face in the coming years. The specific recommendations are organized around the four essential components of our mission statement and a fifth section that addresses the administration of the church. Each of the five major components of the plan is summarized below:

### **A. Shaping Christian lives through worship, music, education and healing compassion**

The current worship services should remain, basically, intact, but we will experiment with ways to enhance the experience, especially for those unfamiliar with the liturgy or those who would appreciate a wider musical expression of the Anglican communion.

Christian education opportunities should be enhanced both for adults and youth with an effort made to increase access to these offerings. The Christian education program should promote engagement in faith-in-action initiatives and reflection on practical and ethical implications of our faith. It should also take advantage of new spaces and technology associated with the new facilities.

**B. Creating a living embodiment of Christian community with a sense of belonging, fellowship, support and engagement.**

The parish should engage in an inclusive discernment process to reconsider that for which the Chapel of the Cross stands and for which it should be known. This process should lead to rewriting the current mission statement and drafting a new set of core beliefs and values to provide a clearer identity for the Chapel of the Cross. Current service missions (local and global outreach) should be reevaluated in light of this identity and these priorities should drive the allocation of space in the new facilities. This process also will produce a profile and a vision for the parish that can be used to initiate a search for a new rector when the time comes.

As funds become available and/or reorganizations occur, the position of Parish Life Coordinator should be established to promote engagement of current and prospective Chapel of the Cross members in outreach activities, the work of committees, and spiritual life. Our new facilities will provide us with many more opportunities to promote fellowship and a sense of community among the Chapel of the Cross parishioners.

**C. Inviting, welcoming and engaging all who come to the Chapel of the Cross; encouraging diversity and practicing inclusiveness and hospitality.**

The Chapel of the Cross should expand and enhance visibility of the church's presence and programs and warmly welcome visitors to our worship services and those participating in activities and programs. Newcomers should be actively encouraged to engage in the many opportunities that abound at the Chapel of the Cross with follow-up from parishioners and staff, especially the clergy and the Parish Life Coordinator. The parish needs to strengthen its relationship with the Preschool at the Chapel of the Cross as a vital part of its community outreach. The church also needs to extend its service boundaries and take its ministries to the community rather than wait for others to come to us. We also must recognize the growing diversity in our – and other – communities and find ways to make the Chapel of the Cross's ministries attractive to people from all backgrounds.

**D. Sharing our faith, values and voice with the community, university, diocese and beyond and translating them into faith-in-action projects.**

Outreach priorities should facilitate wide and deep engagement of the clergy and parishioners in learning, discerning and working together on community issues that confront and challenge Christians and others. The Chapel of the Cross should adopt projects of significant community impact, with a goal of engaging parishioners on a large-scale basis. Scripture, preaching, teaching and music across all educational programs at The Chapel of the Cross should inform and nurture our faith-in-action choices, our public stances on issues of social justice, and our witness to the University of North Carolina at Chapel Hill. University students should be fully integrated into our faith-in-action programs. Our new facilities should be extensively used to serve our mission by both parishioners and the community.

**E. Sustaining our church by being responsible stewards of our people and staff, facilities and financial resources as we grow and evolve.**

The Committee is pleased with the tremendous improvements that have been made in this area since the position of Chief Administrator was created and filled one year ago; however, there is still work to be done. The church needs to bring in more revenue to support normal inflationary increases and the enhancements and expansions recommended in this report, most especially for the operation of the new addition and the payment of the associated capital debt. The church needs to establish and support a capital fund to meet the extensive facility maintenance needs of our aging home. Databases need to be more accurate and easily accessed to better inform

decision-makers and improve the efficiency of operations. Internal and external communications should be improved to promote greater knowledge, participation and engagement in our ministries. Committees have become too numerous and somewhat disparate; therefore, the committee structure should be reevaluated and reorganized as necessary, and the relationship between committees and the vestry clarified and strengthened. With the advent of a Chief Administrator, the vestry should assume more of a trustee role that (1) focuses on major issues and accountability for implementing the strategic plan and (2) delegates responsibility for implementation to the parish staff and rector.

## **II. The Process**

At its annual organizational meeting on May 12, 2012, the Vestry of The Chapel of the Cross authorized the appointment of a committee to develop recommendations for a three-to-five year Strategic Plan for The Chapel of the Cross. Subsequently, the rector and senior warden recruited parishioners to serve on the committee and issued a charge to the committee.

### **Committee Membership**

The Committee included the following members:

Neil Pedersen, Chair

Heather Benjamin

Lukas Brun

David Dodson

Melody Savage

Nancy Tunnessen

Ted Vaden

Walker Mabe, Chief Administrator

### **Vestry's Charge to the Committee**

The Vestry's charge to the Strategic Planning Committee was as follows:

"The Strategic Planning Committee is charged with developing a three-to-five year strategic plan for the Chapel of the Cross so as to help us grow fully into our mission as we go through a time of change, growth in facilities and transition to a new rector. The Committee is expected to communicate effectively with the Vestry, clergy, staff and other parish leaders; to study the previous planning documents and the work product of the various self-analyses done over the past decade; to consider how we might grow into each of the parts of our mission statement and to report to the Vestry at its October meeting. We seek a clear vision of who we are and what we may become – an action plan with timelines, assignments of responsibilities, points of accountability, budget considerations and other metrics. Growth is assumed and needed – in stewardship, engagement of parishioners, budget and financial resources and as disciples of Jesus in this place. The obvious issues related to the new building, transition to a new rector and the need for growth in financial resources must be addressed."

### **Mission of the Chapel of the Cross**

The Committee's work was guided by the Chapel of the Cross mission statement:

"The Chapel of the Cross welcomes you with an open door. We are: called by tradition and mission to minister in the heart of the university and local community; committed to the sacramental worship of God, engaging the richness and beauty of Anglican liturgy and music; growing as disciples of Jesus through preaching, teaching, service, and fellowship; and bringing Gospel witness to the world."

### **Process Used to Develop the Strategic Plan**

The Committee was cognizant of the tight deadline under which it was operating. The Committee chair was asked to have a strategic plan to present to the Vestry in October, four months after its first meeting on June 20. As a result, the Committee held ten meetings prior to completing its first draft. In-between meetings, Committee members shared drafts of the various components on which they were working in order to be well prepared to discuss these drafts at upcoming meetings. All Committee members were highly engaged throughout the process and made extraordinary efforts to meet their responsibilities.

The Committee, with the assistance of the Chapel of the Cross administration, also constructed and distributed an on-line survey instrument in order to capture parishioners' views concerning the current operations of the church and to solicit ideas for strengthening offerings and membership. In addition to providing an electronic survey link in several parishioner publications, Committee members attended all Sunday services at least twice and services at retirement centers to remind parishioners about the survey. Hard copies were made available to those who did not have access to a computer. As a result of these efforts, approximately 460 survey forms were completed and analyzed. Approximately 200 comments were made on the survey. These comments were particularly helpful to the Committee in formulating its plan.

The Committee presented an initial draft of the Strategic Plan to the Vestry on October 18. Between this meeting and the Vestry's November 15 meeting, the Committee solicited feedback from parishioners through electronic means and face-to-face meetings. On November 15, the Committee received comments from the Vestry to use in finalizing the plan. In response to additional feedback that the Committee received from the Choirmaster, Choir and Outreach Committee, representatives from the Strategic Planning Committee met with these groups. From November through February, the Committee met four more times to revise the report based upon feedback and complete detailed priority and goal plans of action. The Committee completed the final version of the strategic plan by the end of February, 2013.

The Vestry received and discussed the Committee's report at its April 18, 2013 meeting and agreed to discuss its recommendations in depth at the annual Vestry Retreat on May 3 and 4. Several amendments and additions were made in the report's recommendations as a result of those conversations. The final version of the plan presented here was adopted by the Vestry at its June 20, 2013, regular meeting.

### **III. A Vision for The Chapel of the Cross**

In preparing the Strategic Plan, the Committee found it useful to imagine what The Chapel of the Cross would look like after the recommendations of the plan are in place. This vision could be shared with prospective candidates during the rector transition. The following vision for the future of The Chapel of the Cross is written in the present tense to help the reader envision it as a reality in the near future.

The Chapel of the Cross is a vibrant faith community whose values, service missions and purpose reflect the unique identity of a parish where the cross and the world intersect. Our vision is for a parish in which:

- The church has a clear, strong voice and identity and takes a leadership role in service to the local and global communities, to the broader Episcopal church and to the university campus;
- Clergy, lay leadership and parishioners know and care for one another and regularly come together for worship and fellowship;
- Parishioners are prepared to go into the world living the Christian life and practicing faith in action;

- Every individual attending our church feels valued and appreciated and has the opportunity to contribute to a higher calling;
- Newcomers are welcomed and encouraged to engage in aspects of church life that speak to them;
- Worship and liturgy are characterized by a balance of dignity and spirit that incorporates the full spectrum of the Episcopal tradition;
- Christian education is innovative and dynamic, using multiple media and venues to deepen the faith of parishioners and attract newcomers seeking to discover and grow in their faith;
- A newly remodeled and enlarged church facility provides a stimulating physical environment for Christian education, fellowship, worship, prayer, and service to the community and university; and
- The operation and budget of the church align with this vision, such that clergy, program staff and administrative staff work as a team to make disciples, engage parishioners, stimulate stewardship, care for resources and promote outreach.

#### **IV. Challenges and Opportunities Facing The Chapel of the Cross**

The strategic planning process underscored important challenges and opportunities facing The Chapel of the Cross in the near future. While the issues are organized into broad categories, they are deeply interconnected. Our ability to navigate these issues successfully will shape our health and vitality as a parish:

##### **Membership, Growth and Demographics**

**Challenge:** The size of The Chapel of the Cross (1,800 members) permits us to offer a rich menu of worship services and programs, but our size also works against the sense of community and engagement that many parishioners seek. Our size also challenges the efficiency of some of our administrative practices and strains our clergy resources. Poorly managed growth could strain our clergy and administration and confound the sense of belonging that parishioners value.

**Challenge:** As our service area grows and becomes a more diverse community, we will be tested to demonstrate how a mainline, downtown parish can be a spiritual home to current parishioners, seekers, the unchurched, growing but underrepresented racial and ethnic communities and the young adults who will be our future.

**Opportunity:** Growth, managed well, can contribute to sustainability through increased financial resources and enhance our vigor by adding diversity. Our downtown location makes us easily accessible to the university community. Our new facility can be used to project an image of deep hospitality and invitational Christianity to our home community.

##### **Financial Sustainability and Stewardship**

**Challenge:** Our parish is heavily dependent on older parishioners (60 years and older) who provide 67 percent of our pledge income. We must attend to generational shifts in giving patterns and preferences if we hope to sustain the rich array of worship, education, outreach and community activities that define The Chapel of the Cross today.

**Opportunity:** Generosity is often an expression of engagement. The parish survey conducted to inform this strategic plan revealed that a significant percentage of respondents would welcome being invited to serve and contribute more actively to parish life. This involvement could spur higher levels of financial stewardship.

##### **Preaching, Teaching and Christian Formation**

**Challenge:** The task of equipping parishioners to live faithful lives grows more and more daunting as our world becomes more complicated. In addition to ensuring that parishioners

have a firm foundation in the faith, the parish needs to see that we can understand and navigate worldly challenges to faith, justice and morality as they arise. The Chapel of the Cross must also balance being faithfully alert as a parish without becoming politicized.

**Opportunity:** The Chapel of the Cross has a powerful tradition of excellence in preaching, teaching and Christian formation. We can do more to engage our clergy as teachers and to capitalize on the intellectual and experiential assets of parishioners, nearby universities and the wider church so that parishioners and the parish itself become ever more faithful witnesses for love and justice in a troubled world.

## Outreach

**Challenge:** The Chapel of the Cross has a nucleus of members who are actively involved in outreach activities that have a positive impact on those they serve. The Outreach Committee seeks to expand the level of engagement and the number of participants such that most, if not all, of the members of the church are cheerfully and actively engaged in some form of outreach. This personal engagement leads to growth in Christian formation and should be valued more highly than the disbursement of monetary gifts to those served. When limited resources are spread too thinly, we run the risk of not making a sufficiently significant impact on those programs that are our highest priority. The alignment between outreach programs and the church's mission and priorities is not always apparent, especially to those not serving on the Outreach Committee. The Chapel of the Cross is missing evangelism opportunities when its outreach ministry remains unknown.

**Opportunity:** The outreach program has untapped potential to enhance the church's identity and relationship with the community, provide opportunities that will engage all members of the parish and, most importantly, serve fully the mission of showing Christ's love, justice and mercy to the world. The strategic planning process provides an opportunity to assess the current outreach projects and tightly align them with the mission of the church.

## Parish Culture and Parishioner Engagement

**Challenge:** As noted above, many parishioners long for deeper engagement in parish life as lay leaders and volunteers. While we are blessed with a generous and engaged cohort of senior parish leaders, we need to identify and advance the next generation of parish leaders to renew our leadership base.

**Opportunity:** Talent abounds at The Chapel of the Cross. An intentional focus on building a parish culture where people feel connected, called and committed to higher levels of prayer, service and stewardship can pay enormous dividends.

## Worship, Liturgy, and Music

**Challenge:** While a majority of parishioners surveyed express satisfaction with the worship offerings at The Chapel of the Cross, our modes of liturgical and musical expression reflect a narrower cultural continuum than the emerging demographics of our community and of the Anglican Communion worldwide.

**Opportunity:** Our traditions should not foreclose the opportunity to seek and incorporate "new traditions" that are invigorating the Episcopal Church and the Anglican Communion. Our new facilities will allow us to explore a wider continuum of worship and music opportunities to supplement the traditional, corporate worship services that we already offer and for which this church is known.

## New Facilities

**Challenge:** Although our new facilities represent an ambitious investment in our future as a vigorous parish, the church will be stretched financially and parishioners will have to put up with

some inconvenience.

**Opportunity:** Our return on this investment rests on how well we deploy the facilities as a springboard to new levels of faithfulness, service and engagement in all aspects of parish life – from education to worship, from contemplative prayer to community service.

### Rector Transition

**Challenge:** During the upcoming three years we must prepare for the departure of our rector, who has served The Chapel of the Cross for three decades, and for the calling of a new rector.

**Opportunity:** The time of transition provides an opportunity for reflection on and celebration of the legacy that will be left by our rector. In order to prepare for a successful search and transition in leadership, the church will need to engage in a process in which it clarifies its mission, vision, beliefs and values, and then identifies its criteria for a new leader. While the actual process for selecting a new rector is likely to occur beyond the time frame of this strategic plan, the next three years provide an opportunity for preparing and planning for a transition in leadership.

## V. Summary of Priority Areas, Goals and Strategies in the Strategic Plan

### Priority A: Shaping Christian lives through worship, music, education and healing compassion

**Goal 1:** Continue our excellence in Episcopal and Anglican music and liturgy by experimenting with expansions to our program that may help us reach new populations.

**Strategy A:** Based on the recommendations of the discernment process in Priority B, experiment with broader liturgical and musical offerings to reach new populations.

**Strategy B:** Maintain the parish's characteristic dignity and excellence in worship.

**Strategy C:** In addition to our current concert offerings, explore what kind of music programs could be scheduled to signal to the community the type of diverse parish we aspire to be.

**Strategy D:** Affirm and expand the role music and the choirs play in Christian Formation.

**Goal 2:** Implement wide-ranging and innovative program of Christian education for children, youth and adults to encourage a strong basis for living as Christians.

**Strategy A:** Expand Adult Education offerings, drawing on the Adult Formation four-year framework that includes and incorporates topical applications of classic Christian Education.

**Strategy B:** Continue to utilize the Guidelines of Christian Formation for Children and Youth (The Christian Formation Office's Long Range Plan) to deepen the engagement of the parish's children and youth on Sunday mornings.

- a. Take full advantage of new and repurposed classrooms; deploy media.
- b. Update and revise the long range plan yearly.
- c. Provide tools and resources to engage parents in their children's education and development.
  - i. Schedule parent classes once a month.
  - ii. Design parent/child events at times other than Sunday morning.

**Strategy C:** Implement the Vision for Youth Ministry with its emphasis on living the Baptismal Covenant.

- a. Evaluate the program yearly.
- b. Explore youth programs at parishes similar to the Chapel of the Cross for appropriate models and ideas.

**Priority B: Creating a living embodiment of Christian community with a sense of belonging, fellowship, support and engagement**

**Goal 1:** Continue to build our parish around our strong sense of identity and vocation, drawing in new populations to join us in mission.

**Strategy A:** Work to articulate and communicate more clearly the unique identity and vocation of the Chapel of the Cross to those within the parish and throughout the community, and in preparation for the upcoming rector search.

**Strategy B:** Undertake a process of discernment regarding how our parish could reach out to new populations in the community, through methods that may include, but would not be limited to, expanded liturgical offerings, expanded outreach programs, and more extensive/differently targeted communications.

**Strategy C:** Allocate space for the new building based on identity, mission, programs and priorities of parish.

**Goal 2:** Encourage all parishioners to make real and needed contributions through mission, service and/or the operation of the parish.

**Strategy A:** Create the paid position of Parish Life Coordinator to connect volunteers with volunteer opportunities, develop fellowship opportunities and coordinate non-education ministries. Every parishioner will be invited to contribute time and talent and will be connected with an opportunity to do so. Reaffirm through regular recognition and appreciation.

**Strategy B:** Revise and reorganize committee structure to better coordinate their work, make them more accountable and include more non-Vestry participation.

**Strategy C:** Use new facilities strategically to promote the parish's mission and to support regular fellowship outside worship and education.

**Strategy D:** Build smaller communities within the larger parish, organized around shared purpose and/

**Strategy E:** Appoint a committee to develop and recommend a specific plan to the Vestry for accommodating future parking needs for staff and parishioners.

**Strategy F:** Conduct survey of parishioners to determine interest in pastoral care support groups, e.g. divorce, grief etc.

**Priority C: Inviting, welcoming and engaging all who come to the Chapel of the Cross; encouraging diversity and practicing inclusiveness and hospitality.**

**Goal 1:** Invite the community to the Chapel of the Cross services and programs; recognize and warmly greet visitors, deliberately engage them, and ask them to participate in the life of the parish.

**Strategy A:** Evaluate and reorganize newcomer/welcoming/hospitality groups within the Chapel of the Cross to streamline efforts, monitor and control expenditures and ensure effective programs are in place to attract and retain newcomers to the church.

**Strategy B:** Develop a comprehensive program that invites newcomers and

reaches attendees at all services and programs with information targeted to their situation and needs.

**Strategy C:** Strengthen ties with the Preschool at the Chapel of the Cross (PCC) as a vital part of our outreach ministry.

- a. clarify the relationship between PCC and the parish and their modes of mutual support.
- b. strengthen communication between the parish and PCC

**Goal 2:** Embrace diversity in all its forms.

**Strategy A:** In conjunction with the parish discernment process outlined in Priority B, assess the population of the Chapel of the Cross and identify to what additional populations the church needs to reach out. Tailor action items accordingly. Suggestions might include:

- a. Develop ways to meet and include university students, families and staff who visit or are a part of the church.
  - i. Host regular university-focused get-togethers that include students, faculty, staff and anyone associated with campus life.
  - ii. Invite UNC speakers/host discussion groups.
  - iii. Invite UNC population as a group to give to annual/capital campaign.
- b. Strengthen relationship with St. Paul AME.
  - i. Invite St. Paul to participate in more existing programs and include follow-up discussions after events.
  - ii. Invite all parish committees to each and send a representative to cross-worship services.
- c. Strengthen relationship with El Buen Pastor in Durham.

**Strategy B:** Intentionally encourage cross-participation at services and programs among different constituencies within the Chapel of the Cross.

**Priority D: Sharing our faith, values and voice with the community, university, diocese and beyond and translating them into action.**

**Goal 1:** Seek to facilitate wider and deeper engagement of the clergy and parishioners in learning, discerning and working together on issues that confront and challenge Christians and others in our communities.

**Strategy A:** In conjunction with the discernment conducted to achieve Priority B, the Outreach Committee in consultation with the rector will identify programs and projects that will be recommended for support and funding by The Chapel of the Cross. (NOTE: participation and endorsement of the rector is essential to the identification and ongoing success of parish-wide projects.) This effort is aimed at encouraging significant numbers of parishioners to be actively engaged in projects that reflect social justice values of the church. Outreach activities will be structured as follows:

- a. Category I: One or two multi-year, parish-wide projects, such as the ABC Sale, that clearly align with the primary mission of our church, would be recognized in the community as a Chapel of the Cross program, and engage large numbers of parishioners.
- b. Category II: Community-based, large projects in which the Chapel of the Cross contributes funding and/or volunteer time (e.g. IFC, Habitat for Humanity, Project Connect, Faith Connections, Project 5000, Justice

United.)

- c. Category III: Grants that the Chapel of the Cross awards to community organizations.
- d. Category IV: Programs that the Chapel of the Cross supports through announcements, but does not contribute funding or organize volunteers (encourages individual participation.)

**Strategy B:** Both the buildings and parishioners of The Chapel of the Cross are recognized in the community as resources, especially as resources for identified faith-in-action priorities.

**Goal 2:** Bear Christian witness to the University of North Carolina at Chapel Hill more boldly.

**Strategy A:** Develop ways for the parish to embrace and support more fully our ministry to and with the University.

**Strategy B:** Continue efforts to integrate students into the life, services, and mission of the parish.

**Strategy C:** Continue efforts to invite student use of our buildings.

**Goal 3:** Strengthen our prophetic witness on issues of community, state, national, and international concerns.

**Strategy A:** Continue to incorporate exposure to social issues of importance to the community into the Christian Formation program.

**Strategy B:** Coordinate outreach support with issues on which the parish has taken a stance.

**Strategy C:** Develop ways for the parish at large, not just the clergy or vestry, to witness prophetically on issues of concern.

**Priority E: Sustaining our church by being strong stewards of our people and staff, facilities and financial resources as we grow and evolve.**

**Goal 1:** Achieve a solid financial footing for parishioners of the future.

**Strategy A:** Strengthen fundraising and development by offering planned giving and alternatives to traditional stewardship along with education about stewardship, pledging and tithing.

**Strategy B:** Position for next capital campaign and retirement of building debt.

**Strategy C:** Sharpen focus and impact of outreach funding and ABC sale funding.

**Strategy D:** Include stewardship of physical plant in financial planning process.

**Strategy E:** Increase the endowment.

**Goal 2:** Achieve strategic and pastoral goals through administrative systems that undergird the mission and efforts of staff, parish and volunteers.

**Strategy A:** Leverage organizational and communications tools and training to use database, calendar, financial, web, email, social media and fundraising software to highest advantage.

**Strategy B:** Continuously explore new applications and train staff to stay ahead of the curve across all systems.

**Strategy C:** Use systems to support and nurture vibrant parish ministries, new member recruitment and integration of newcomers into the life and work of the parish.

**Goal 3: Attract and develop talented clergy, program staff and administrative staff.**

**Strategy A:** Structure, train for and define staff roles and accountabilities.

**Strategy B:** Adopt benchmarked personnel policies that reflect administrative best practices and recommendations of the Diocese and National Church.

**Strategy C:** Convene a clergy study committee to make recommendations to the Vestry regarding number and structure of clergy needed to meet the goals of the strategic plan.

**Strategy D:** Move to a policy governance organization with Vestry in role of trustee and parish council and staff executing vestry policies.

**Strategy E:** Incorporate into Vestry meetings time to reflect on major issues facing the church, to periodically review and update the strategic plan and to evaluate the effectiveness of committees that report to the Vestry.

**VI. Accountability and Future Monitoring of the Plan**

Accountability ensures that the Strategic Plan becomes a document governing the programmatic and operational activities of the parish. Our intention in writing the strategic plan is to help the Rector, clergy, staff, and all others in leadership positions focus their activities on areas we consider to be in the best interests of the life and longevity of the parish. We have heard during the planning process that previous strategic plans are perceived to have fallen short during their implementation. The Strategic Planning Committee seeks to avoid repeating that failure by consciously inserting accountability mechanisms within the Strategic Plan for its implementation, while recognizing the practical need for its development and refinement as new information and conditions warrant.

Accountability can be divided into two categories: accountability to and accountability for.

“Accountability to” defines who in an organization has the authority to assess and guide the conduct and performance of persons charged with plan implementation. As an Episcopal parish, The Chapel of the Cross recognizes the necessary and proper role of the rector to hold parish clergy and staff accountable for their conduct and performance, including goals and strategies incorporated in the Strategic Plan. The parish’s chief administrator will assist the rector in monitoring and reporting on the progress of the strategic plan for parish operations. “Accountability for” defines the subject domain for which personnel in an organization are held responsible. Given the current structure and organization of The Chapel of the Cross, we recommend that accountability for implementation of the Strategic Plan be structured as follows:

- The rector will have primary responsibility for ensuring that the Strategic Plan is implemented according to the approved timeline and for approving modifications to the timeline.
- The rector may designate the Vestry, or member(s) of the Vestry, to monitor the overall implementation of the Strategic Plan and make recommendations for revisions to the plan.
- The rector and the parish chief administrator will report quarterly to the Vestry, or designated representatives or subcommittee of the Vestry, on the implementation and achievement of goals and strategies in the strategic plan.
- The rector will have primary responsibility for reporting to the Vestry on the activities of the parish clergy and program staff under the rector’s purview, as detailed in the approved organizational chart (Appendix D). The report will include accomplishments and shortfalls in achieving the goals and activities detailed in the Strategic Plan and the suggested remediation for any shortfalls.
- The chief administrator will have primary responsibility for reporting to the Vestry on the activities of the administrative staff under the chief administrator’s purview, as detailed in the approved organizational chart (Appendix D). The report will include accomplishments and

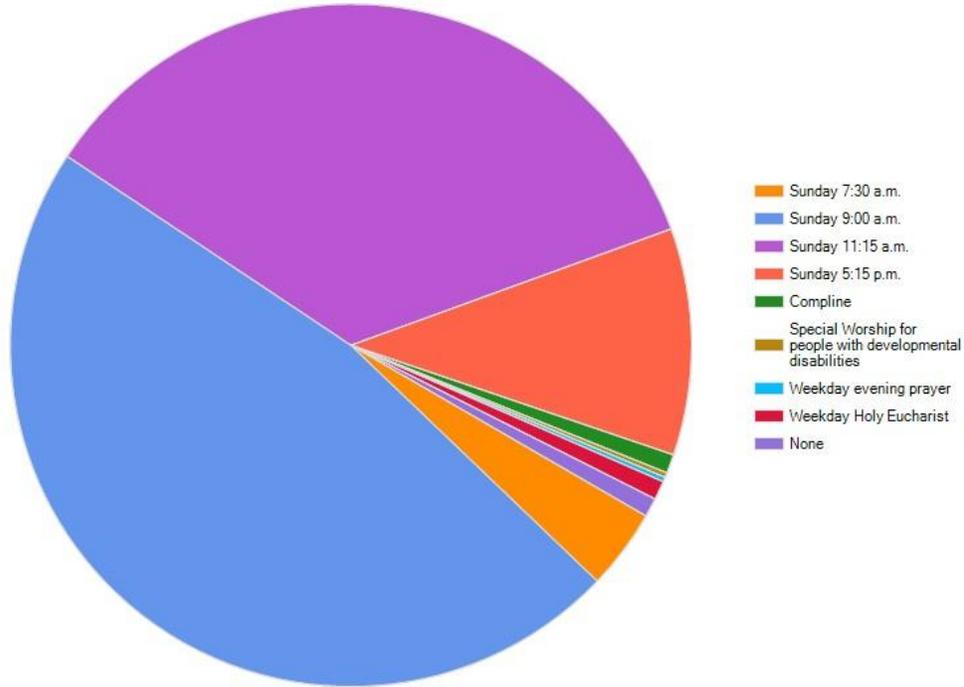
shortfalls in achieving the goals and activities detailed in the Strategic Plan, and the suggested remediation for any shortfalls.

- The senior warden will be responsible for reporting on the implementation of the Strategic Plan annually to the parish.

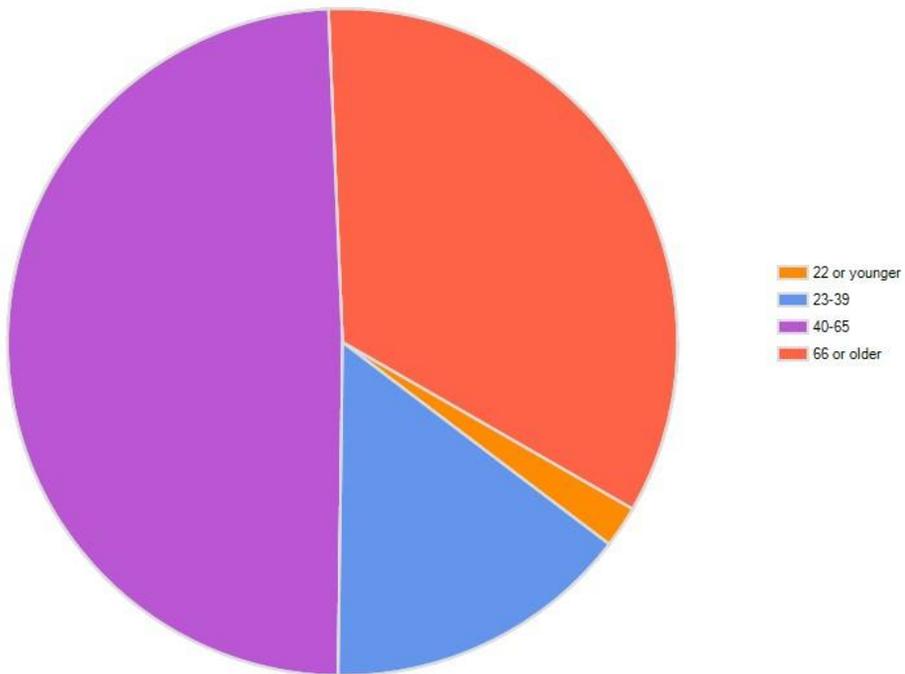
**VII. Appendices**

**Appendix A: Summary of Survey Results**

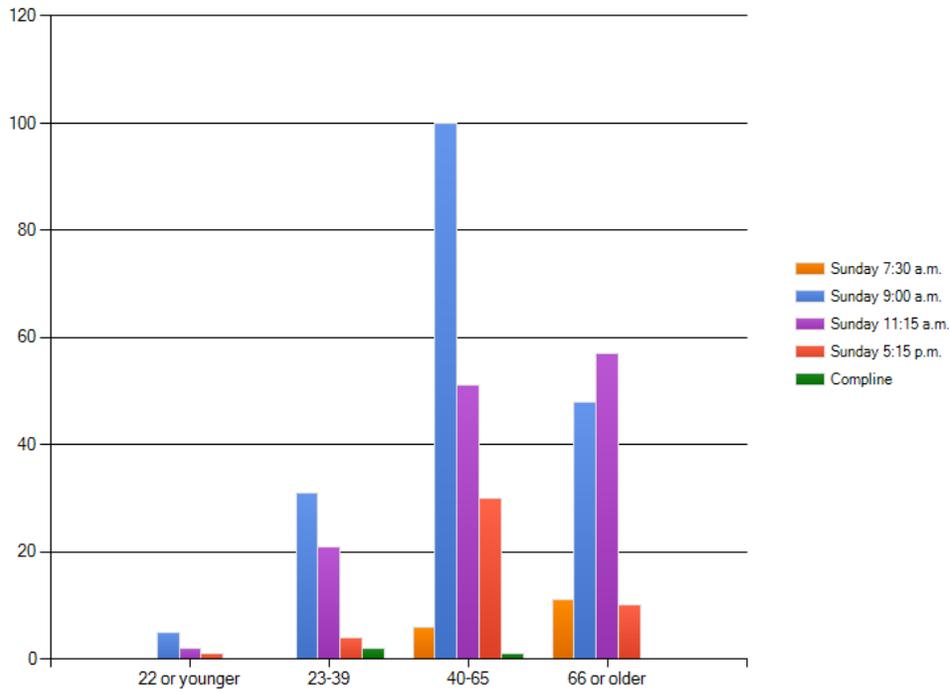
Which worship service do you normally attend?



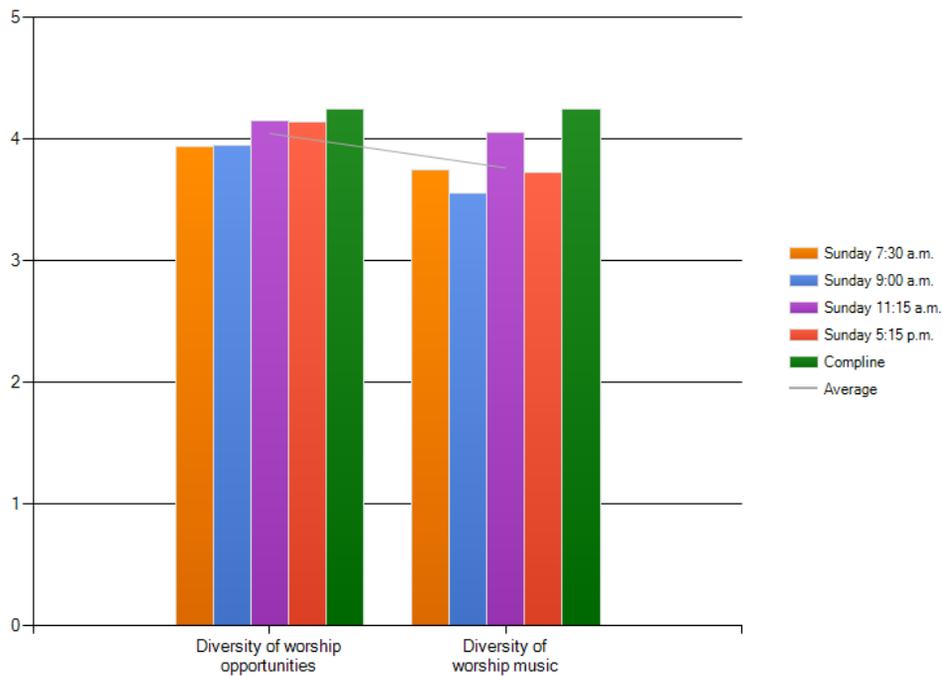
Please tell us which category below includes your age?



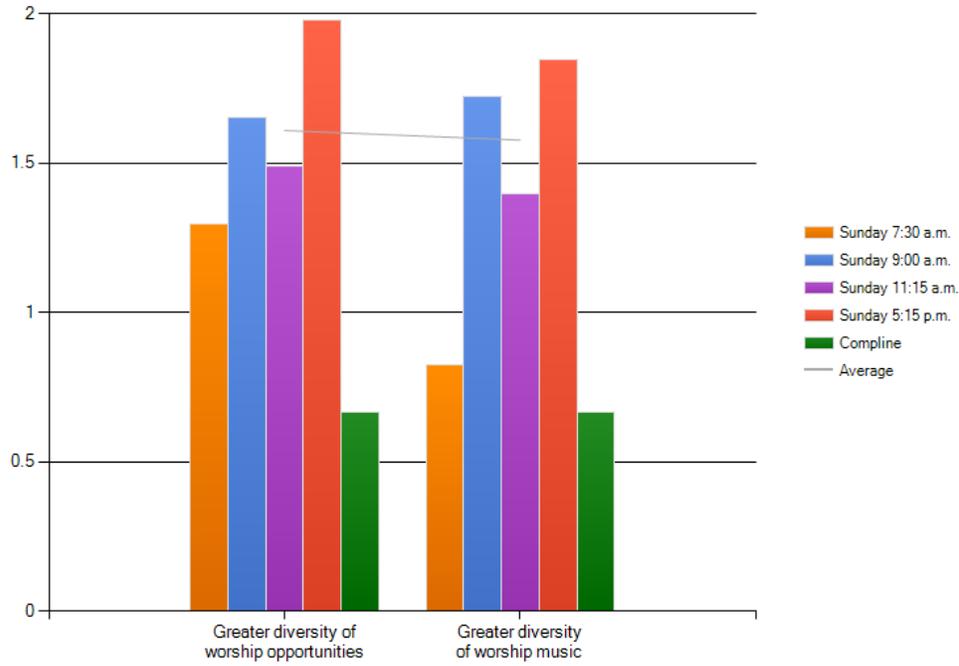
Please tell us which category below includes your age?



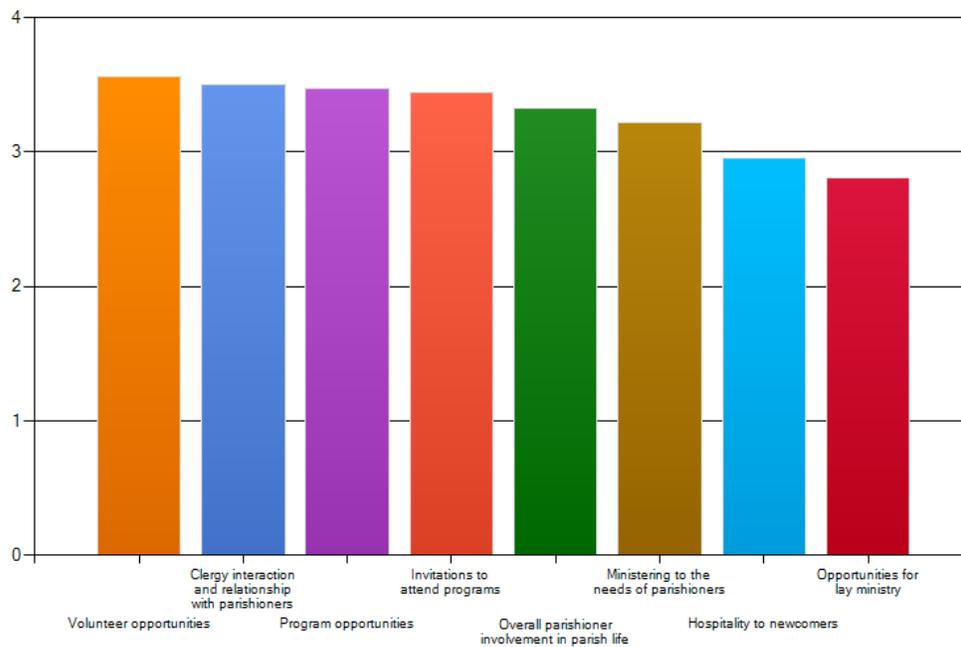
How satisfied are you with worship at the Chapel of the Cross?



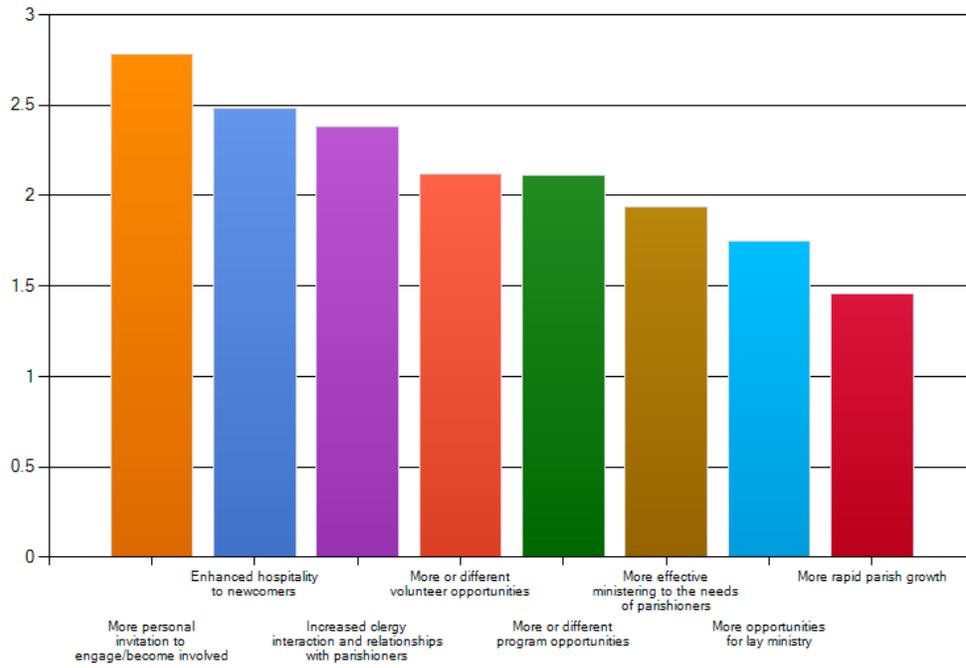
**What changes in worship opportunities do you believe would inspire greater involvement and increased membership in our parish?**



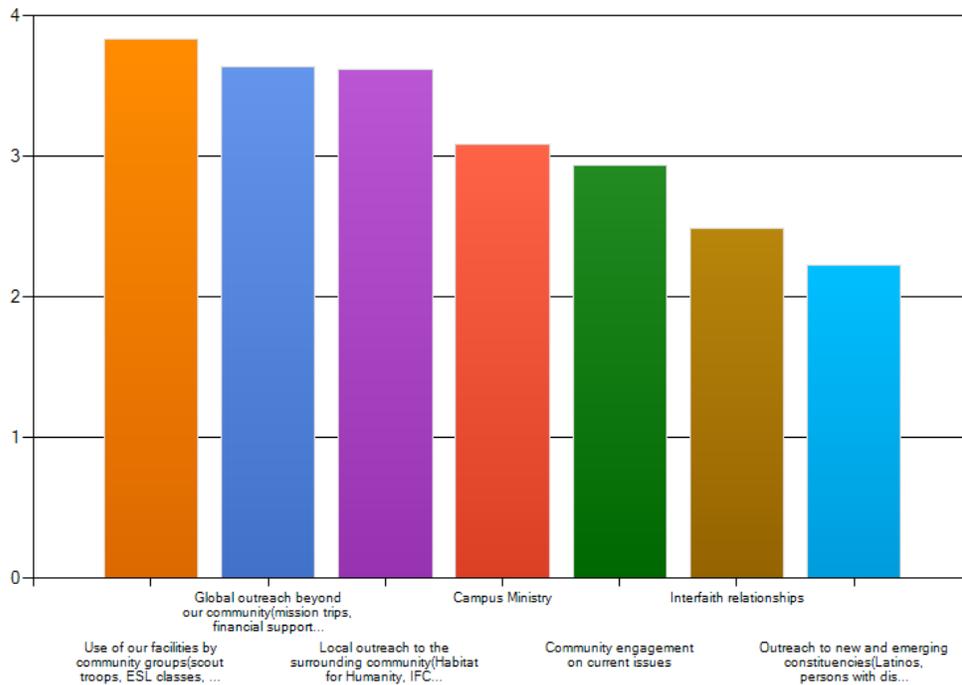
**How satisfied are you with programs and opportunities for involvement at the Chapel of the Cross?**



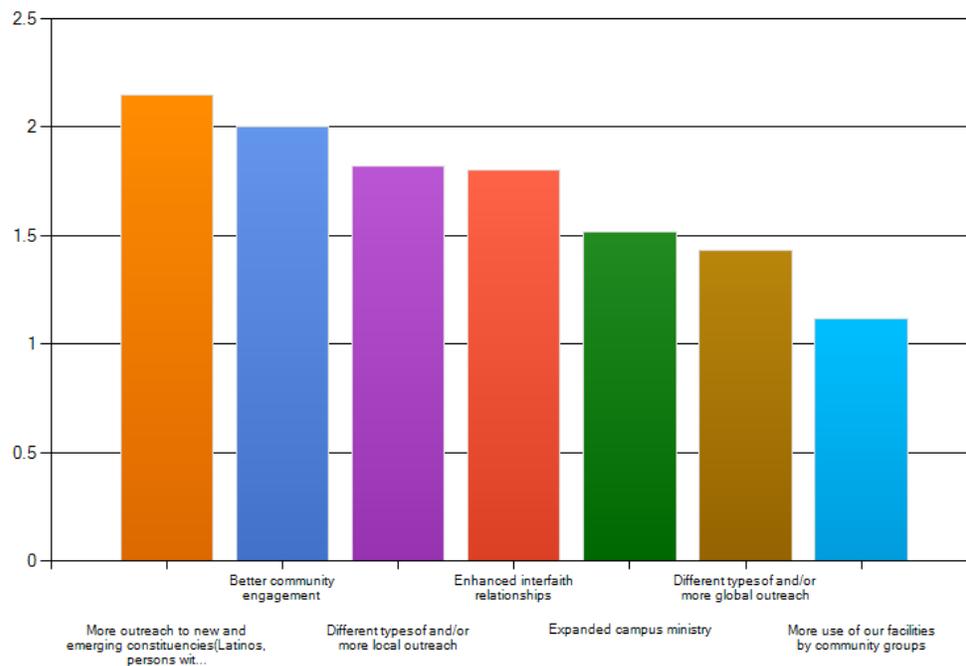
**What changes in programs and volunteer opportunities do you believe would inspire greater involvement and increased membership in our parish?**



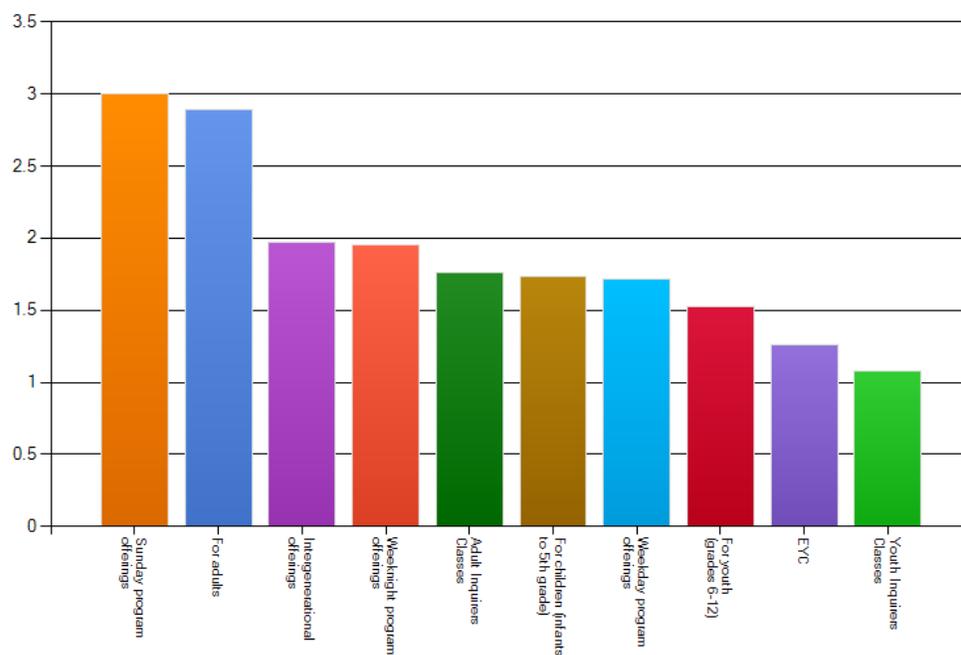
**How satisfied are you with the outreach at the Chapel of the Cross?**



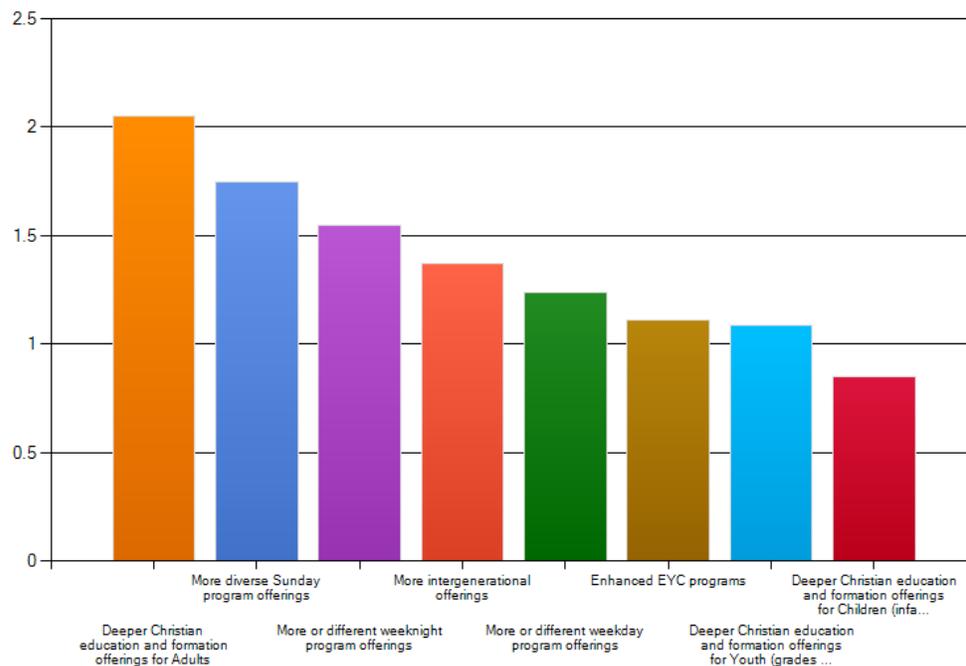
**What changes in local and global outreach do you believe would inspire greater involvement and increased membership in our parish?**



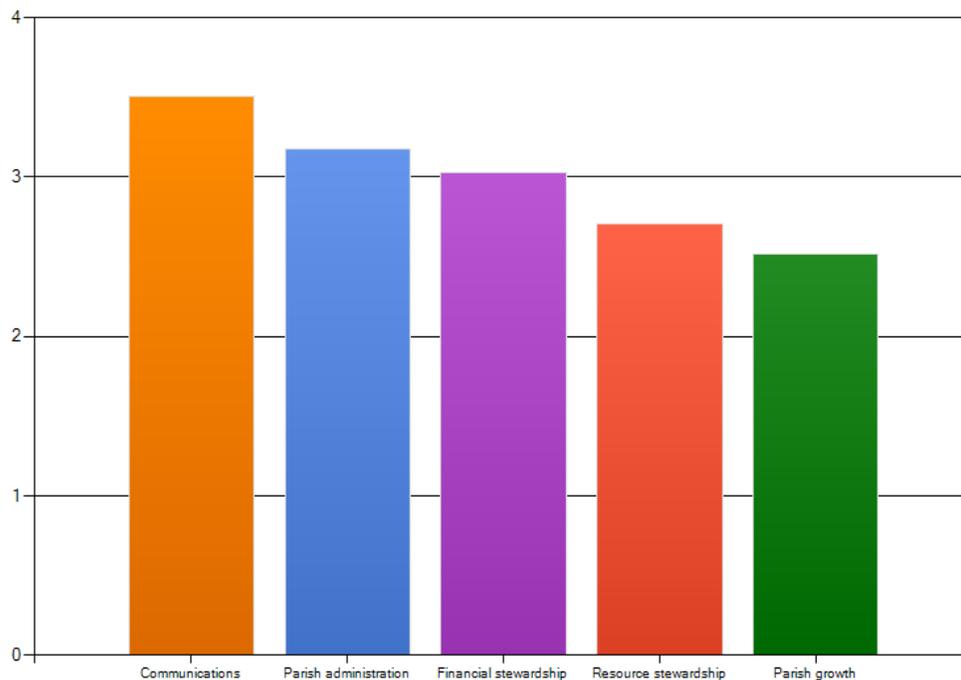
**How satisfied are you with Christian Education and Formation at the Chapel of the Cross?**



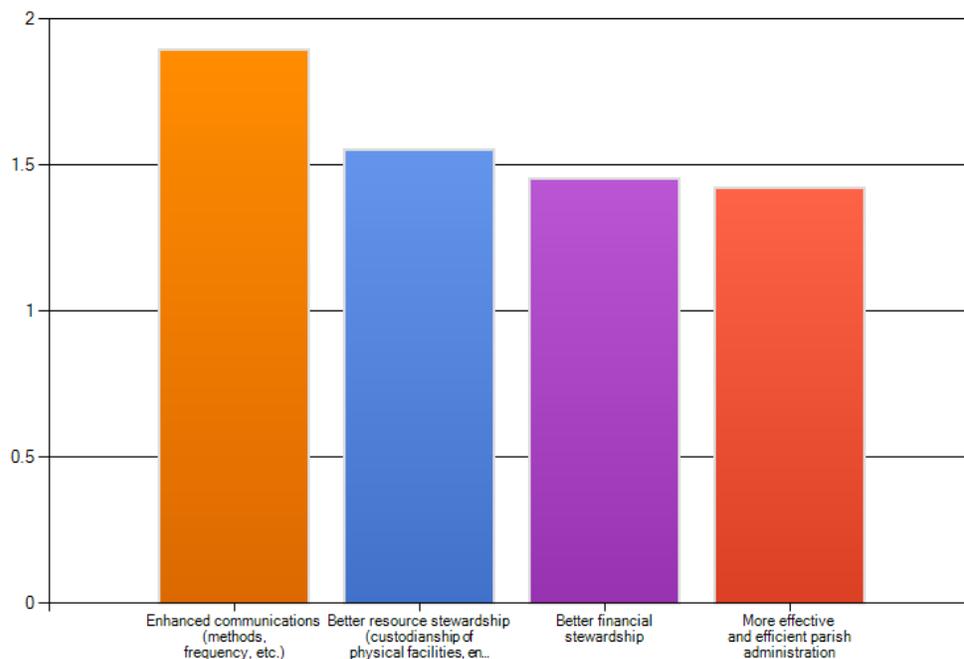
**What changes in Christian Education and Formation do you believe would inspire greater involvement and increased membership in our parish?**



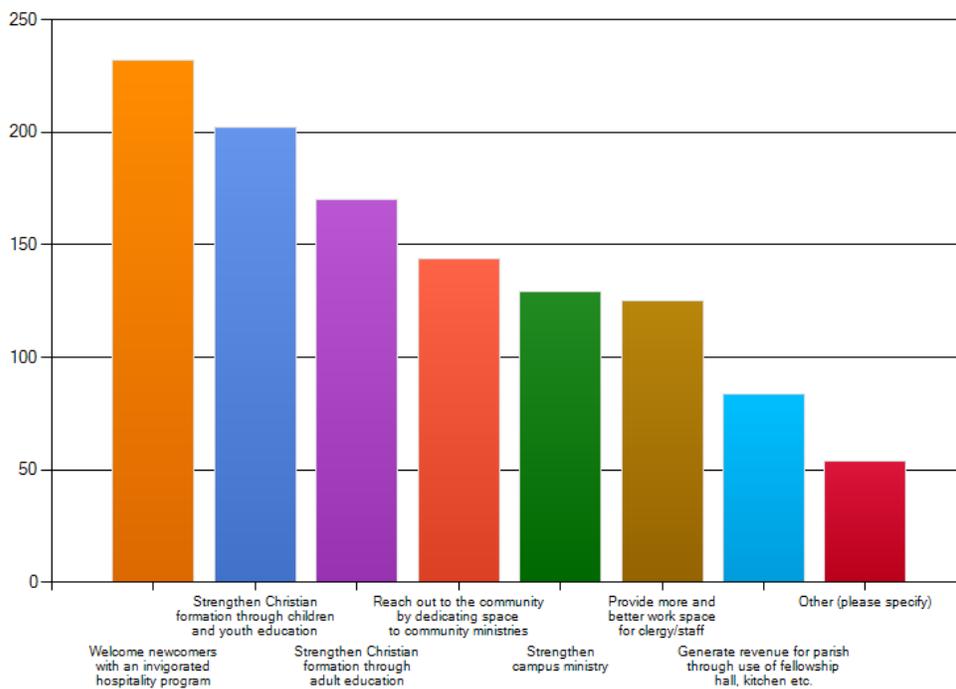
**How satisfied are you with the parish operations at the Chapel of the Cross?**



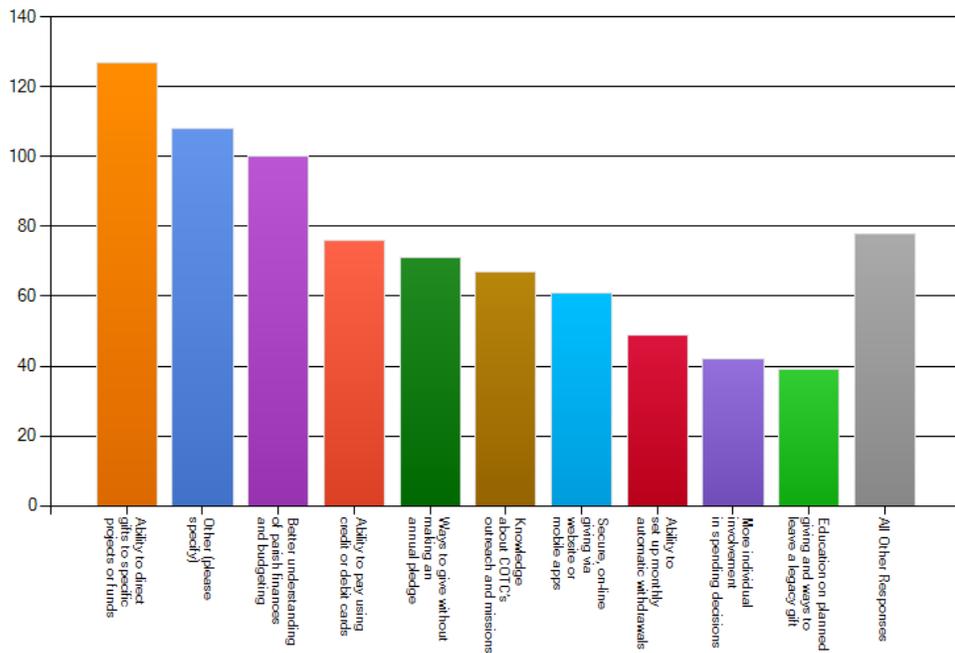
**What changes in the parish operations do you believe would inspire greater involvement and increased membership in our parish?**



**What priorities should guide the use of our new facilities? Please choose only 3**

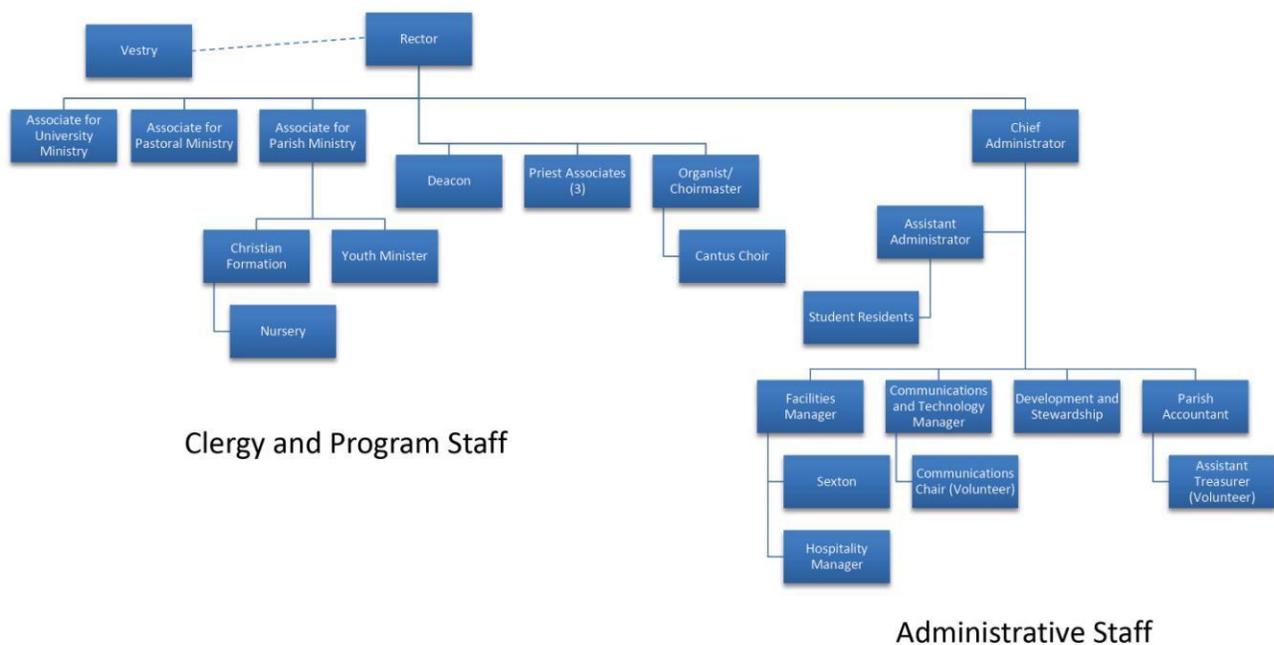


What would help you to increase your personal financial stewardship/support? Check all that apply



Appendix B: Organizational Chart

Chapel of the Cross Organizational Chart



### Appendix C: List of Committees

**ABC Sale** | Mary Sullivan & Reg Carver

**Adult Education** | Katie Baer

**Building & Grounds** | Alan Rimer

**Children & Family Ministry** | Shelby Pohlman

**Environmental Stewardship** | Graham Swift **Finance**

| Joe Ferrell/John Pegram, Treasurer **Global**

**Missions** | Jerry Cotten

**Master Plan Steering** | Terry Eason

**Outreach Ministry** | Terry Johnston **Parish**

**Communications** | Walker Mabe **Personnel** |

Hugh Morrison

**Project Steering/Finance** | Dick Taylor/John McGee

**Spiritual Life** | Tammy Lee

**Stewardship Formation** | Scott Beddingfield

**Strategic Planning** | Neil Pedersen **Technology** |

Peter DeSaix

**Transition** | Nancy Tunnessen

### Appendix D: Attendance Patterns at Worship Services

#### Average Attendance by Year

	7:30 a.m.	9:00 a.m.	11:15 a.m.	5:15 p.m.
2006	38	249	190	63
2007	34	260	187	57
2008	35	274	178	56
2009	35	306	190	55
2010	33	297	196	54
2011	34	287	173	56
2012	34	281	179	50