

Refocusing a Congregation on Its Mission.

The program committee for the conference assigned the topic “Refocusing a Congregation on Its Mission.” In asking me to deliver the paper they referenced similar efforts with which I have been involved over the years. It is on that basis that I make this presentation to the conference. This is not a scholarly sociological study in which different plans are followed and subjected to a system of measurement to determine which shows more success. It is reflection based upon experience and referenced to scriptural principles and to some key understandings to which I have come over the years.

Here is a brief preview of our discussion.

- 1) What is the mission of a congregation?**
- 2) What are Scriptural examples of churches that lost their focus on their mission or that refocused their vision?**
- 3) How do we determine the current focus of a congregation and whether it needs to be changed?**
- 4) How does Christ refocus congregations on their mission?**
- 5) How can the contemporary church adapt the way we bring the word to the contemporary Christian congregation in such special cases?**
- 6) Conclusion: How do these things all work together to serve our Christ-centered ministry?**

- 1) What is the mission of a congregation?

The term “mission” is used once in the New International Version New Testament, and not at all in the KJV. The case where it is used in the NIV is in Acts 12:25 where it is used of Paul and Barnabas and their “mission” to bring financial help to the beleaguered believers in Jerusalem. The Greek there is διακονία and can be translated “ministry,” (KJV) or “service.” When we think of it that way, all Christians individually and collectively are called upon to perform various services according to their station.

When we use the term “mission” in the vernacular, we are drawing from modern management theory and then applying it to the church. According to modern management theory, the mission of an organization is its purpose, its reason for being.¹ Peter Drucker, an influential 20th Century management theorist, maintained that understanding and clearly stating

¹ “Drucker Self-Assessment Tool, accessed 9/4/07 at <http://www.leadertoleader.org/knowledgecenter/sat/mission.html>

the mission of an organization contributed greatly to its success. The mission statement could state the purpose of an organization as it is, or as it is desired to be.

There are a number of well-known accounts of the affect of mission statements. Consider the significance of The Coca-Cola Company describing itself as a company that “refreshes people” instead of “manufacturing carbonated beverages.”² How much of the milk or water you drink comes from The Coca-Cola Company? Another example is Xerox. When their mission statement says that they are a company that intends “to help people find better ways to do great work,”³ it gives insight into the fact that they don’t just make copy machines.

Should we use terminology borrowed from modern management theory to talk about the purpose and work of Christ’s church? Obviously, we ARE doing just that, or this topic wouldn’t have been assigned. It is a practice, however, that should be carried out with some caution. As used in management theory, the term implies that the mission of an organization is not only discovered or revealed, but molded. In fact, the ability to change the mission of an organization is valuable in an environment where continued profitability depends upon the ability to adapt. That is how Smith-Corona, the typewriter manufacture was able to become one of the larger manufacturers of small arms during World War II.

It is just such an attitude that has changed the mission of some church bodies so as to make them social service agencies or political pressure groups. We want none of that.

On the other hand there are a couple of other aspects of the terms “mission” and “mission statement” that can be useful. In the first place there is the process of writing a mission statement. The process of writing a mission statement is not just to craft a classy slogan, it is to so carefully examine the purpose of the organization that nothing is taken for granted. Those involved in the process go beyond presumption to a real examination of the purpose of the organization.

In the second place, there is the clarity of purpose that is communicated by the mission statement. A well-written mission statement states the purpose of an organization in a way that is difficult to misunderstand or dismiss, and it serves as a measure of whether the activity of the organization is actually devoted to its purpose.

² Mission statement of The Coca-Cola Company, accessed 9/4/07 at <http://www.thecoca-colacompany.com/ourcompany/index.html>

³ Mission statement of Xerox Corporation, accessed 9/7/07 at <http://www.xerox.com/go/xrx/template/019d.jsp?view=Factbook&id=XAG>

Can the terminology of “mission” be sanctified and applied to our work as Christian congregations? The answer is, “Yes, but carefully.”

a) What is the mission of all congregations?

Rather than *devise* our mission and our mission statements as businesses and other organizations do, in Christian congregations we *discover* our mission and express our mission statements accordingly. Of course we discover our mission in the Scriptures where Christ the Lord of the church speaks to us, and as pastors we have the responsibility to see to it that God’s word guides us in an activity that can have broad ramifications.

Without using the terminology, the Scriptures do lay out the purpose, the “mission” for which Christ Himself gathers believers together. In the following references we see a variation on the constant theme of the use of word and sacrament and the body of Christ zealous to do good works.

- **Make Disciples through Baptism and the Gospel** Matthew 28:19-20
- ¹⁹Therefore go and make disciples of all nations, baptizing them in the name of the Father and of the Son and of the Holy Spirit, ²⁰and teaching them to obey everything I have commanded you. And surely I am with you always, to the very end of the age.”
- **Feed the Flock on the Word** Acts 20:28 ²⁸Keep watch over yourselves and all the flock of which the Holy Spirit has made you overseers. Be shepherds of the church of God, which he bought with his own blood.
- **Exercise Church Discipline According to Christ’s Word** Matthew 18:15-20
¹⁵“If your brother sins against you, go and show him his fault, just between the two of you. If he listens to you, you have won your brother over. ¹⁶But if he will not listen, take one or two others along, so that ‘every matter may be established by the testimony of two or three witnesses.’ ¹⁷If he refuses to listen to them, tell it to the church; and if he refuses to listen even to the church, treat him as you would a pagan or a tax collector.
¹⁸“I tell you the truth, whatever you bind on earth will be bound in heaven, and whatever you loose on earth will be loosed in heaven.
¹⁹“Again, I tell you that if two of you on earth agree about anything you ask for, it will be done for you by my Father in heaven. ²⁰For where two or three come together in my name, there am I with them.”
- **Preach the Gospel and Administer the Sacraments** Acts 2:42 ⁴²And they continued steadfastly in the apostles’ doctrine and fellowship, in the breaking of bread, and in prayers.
- **Maintain Unity through the Word** 1 Corinthians 1:10 ¹⁰Now I plead with you, brethren, by the name of our Lord Jesus Christ, that you all speak the same thing, and *that* there be no divisions among you, but *that* you be perfectly joined together in the same mind and in the same judgment.

- **Send out Missionaries** Acts 13:2-3 ²While they were worshiping the Lord and fasting, the Holy Spirit said, “Set apart for me Barnabas and Saul for the work to which I have called them.” ³So after they had fasted and prayed, they placed their hands on them and sent them off.
- **Build Up Christians through the Word** Ephesians 4:11-13 ¹¹It was he who gave some to be apostles, some to be prophets, some to be evangelists, and some to be pastors and teachers, ¹²to prepare God’s people for works of service, so that the body of Christ may be built up ¹³until we all reach unity in the faith and in the knowledge of the Son of God and become mature, attaining to the whole measure of the fullness of Christ.
- **Remain Faithful to the Confession of Christ’s Word** Galatians 3:1-3 ¹You foolish Galatians! Who has bewitched you? Before your very eyes Jesus Christ was clearly portrayed as crucified. ²I would like to learn just one thing from you: Did you receive the Spirit by observing the law, or by believing what you heard? ³Are you so foolish? After beginning with the Spirit, are you now trying to attain your goal by human effort?
- **Glorify Christ** Ephesians 1:11-12 ¹¹In him we were also chosen, having been predestined according to the plan of him who works out everything in conformity with the purpose of his will, ¹²in order that we, who were the first to hope in Christ, might be for the praise of his glory.
- **Gather Together around the Word To Uphold the Gospel and To Encourage One Another in Faith and Love** Hebrews 10:22-25 ²²let us draw near to God with a sincere heart in full assurance of faith, having our hearts sprinkled to cleanse us from a guilty conscience and having our bodies washed with pure water. ²³Let us hold unswervingly to the hope we profess, for he who promised is faithful. ²⁴And let us consider how we may spur one another on toward love and good deeds. ²⁵Let us not give up meeting together, as some are in the habit of doing, but let us encourage one another—and all the more as you see the Day approaching.
- **Serve in Purity of Life** Titus 2:11-14 ¹¹For the grace of God that brings salvation has appeared to all men. ¹²It teaches us to say “No” to ungodliness and worldly passions, and to live self-controlled, upright and godly lives in this present age, ¹³while we wait for the blessed hope—the glorious appearing of our great God and Savior, Jesus Christ, ¹⁴who gave himself for us to redeem us from all wickedness and to purify for himself a people that are his very own, eager to do what is good.
- **Work Together in Good Works** 2 Corinthians 8:7 ⁷But just as you excel in everything—in faith, in speech, in knowledge, in complete earnestness and in your love for us—see that you also excel in this grace of giving.

From this we can put together a general statement of the mission of a congregation, namely that the mission of a Christian congregation is to gather together in unity around the means of grace to be built up in faith and good works and to work together to spread the good news. This could be amplified significantly (in which case it would be an expression of our

mission, but not a mission statement) or it could be condensed to something like, “Serving Christ in faith and one another in love,” or “To know Christ and to make Christ known.”

b) What is the mission of a congregation in particular circumstances?

While our mission is given to us by our Lord, the particular circumstances of a congregation may serve to focus on one or another aspect of the mission Christ has given us. One way this is done is by understanding the relationship between our *mission* and our *vision*. While the mission of a congregation will not change, a vision statement serves to address the immediate challenges we face in carrying out our mission. It is a statement of what we intend, by God’s grace, to *do* about our mission. We may intend to open a school or build a new sanctuary in order to “know Christ and make Christ known.” We may agree together to break out of our groups of friends and relatives before and after services in order to make visitors feel welcome. We may agree to study the liturgy together to better understand how it helps us to know Christ.

c) What is the significance of the role of law and gospel in the mission of a congregation, especially when we believe a refocusing is called for?

Because a mission and vision statement is an expression of what we should be and do it is inherently an expression of the law. The reason we may want to refocus the congregation on its mission and vision is not to motivate the people, but for the sake of clarity, as God’s people desire to do His will. It may also be for reproof or for correction because a congregation has lost its focus on its mission.

2) What are Scriptural examples of congregations that lost their focus on their mission?

a) What do we see in Acts?

The book of the Acts of the Apostles is very instructive in that we see the church constant in its mission, but with its vision frequently undergoing revision. Jesus had told the Apostles “This is what is written: The Christ will suffer and rise from the dead on the third day, and repentance and forgiveness of sins will be preached in his name to all nations, beginning at Jerusalem.” (Luke 24:46-47) He also laid out the general plan of the mission campaign, “But you will receive power when the Holy Spirit comes on you; and you will be my witnesses in Jerusalem, and in all Judea and Samaria, and to the ends of the earth.” (Acts 1:8)

So it was that the church in general and the apostles in particular were faithful to the mission Christ had set before them. “They devoted themselves to the apostles’ teaching and to

the fellowship, to the breaking of bread and to prayer." (Acts 2:42) "Day after day, in the temple courts and from house to house, they never stopped teaching and proclaiming the good news that Jesus is the Christ." (Acts 5:42)

When circumstances and personalities began to distract the church from their mission a refocusing occurred, at least once in a very shocking way. Remember in Acts 4 we hear that the church held property in common. Unfortunately, for Ananias and Saphira the focus shifted from service in Christ to a search for personal fame. When they met their deaths, "Great fear seized the whole church and all who heard about these events." (Acts 5:11)

In the next chapter we hear specifically that the time and effort of the disciples was shifting away from preaching and teaching to other things. The apostles decided to address the issue, "So the Twelve gathered all the disciples together and said, 'It would not be right for us to neglect the ministry of the word of God in order to wait on tables. Brothers, choose seven men from among you who are known to be full of the Spirit and wisdom. We will turn this responsibility over to them.'" (Acts 6:2-3) Their refocusing of their vision permitted the twelve to be occupied more fully in the word, "So the word of God spread. The number of disciples in Jerusalem increased rapidly, and a large number of priests became obedient to the faith." (Acts 6:7)

While the church was faithful to its mission, its vision changed appropriately over time from reaching out to their fellow Jews to reaching out to the whole world. The church of Acts 6 is centered in Jerusalem and on the Jews. Even the "Grecian widows" mentioned were probably Hellenistic Jews. Things begin to change in chapter 8, when we learn, "On that day [the day of Stephen's martyrdom] a great persecution broke out against the church at Jerusalem, and all except the apostles were scattered throughout Judea and Samaria." (Acts 8:1) We get a hint of further change when the Lord instructs Ananias to go to Saul; when Ananias hesitates, Jesus tells him, "But the Lord said to Ananias, 'Go! This man is my chosen instrument to carry my name before the Gentiles and their kings and before the people of Israel.'" (Acts 9:15)

Soon after this, Peter is visited by the vision of the unclean animals and by Cornelius, causing Peter to declare, "...I now realize how true it is that God does not show favoritism but accepts men from every nation who fear him and do what is right." (Acts 10:34-35) Peter was called upon to explain his offensive fellowship with gentiles before the church in Jerusalem. He told them what had happened and "When they heard this, they had no further objections and

praised God, saying, ‘So then, God has granted even the Gentiles repentance unto life.’” (Acts 11:18)

Eventually, in chapter 13, we find that the church selects Paul and Barnabas specifically to bring the gospel to the gentile regions, going first to the Jews in the synagogues and then to the gentiles. "While they were worshiping the Lord and fasting, the Holy Spirit said, ‘Set apart for me Barnabas and Saul for the work to which I have called them.’ So after they had fasted and prayed, they placed their hands on them and sent them off." (Acts 13:2-3)

If I may editorialize here a little bit, allow me to point out how difficult it was for the early church to speak to those who were “other.” Likewise I frequently hear from young people who have come through our institutions express dismay at not being prepared to engage people outside the pale of Midwestern quasi-Christianity. We also have a hard time speaking, witnessing to, engaging, those on “the outside” of our comfortable little world.

So we see a great change in the vision of the church in the way it will carry out the mission of “teaching and proclaiming the good news that Jesus is the Christ.” (Acts 5:42) It goes from meeting in the temple courts in Jerusalem preaching to Jews to engaging with gentiles in the capitals of their own culture and civilization.

b) What do the epistles to the churches show?

The epistles of Paul to the churches provide additional examples of congregations who adjusted their mission and vision. For the sake of time we will consider only Corinth, the churches of Galatia, and Thessalonica, and then only in broad strokes.

i) Corinth?

The church in Corinth had so many problems that saying that it had need of “refocusing on its mission” could only be an understatement. Contention, licentiousness, rebellion and disbelief afflicted the church. Luther said of them, “Things got so wild and disorderly that everyone wanted to be the expert and do the teaching and make what he pleased of the gospel, the sacrament, and faith. Meanwhile they let the main thing drop—namely, that Christ is our salvation, righteousness, and redemption—as if they had long since outgrown it.” (LW 35:381)⁴

Between the two epistles, however, much improved. Christian discipline was begun, to be completed when the excommunicated person was reinstated. Many of the people became

⁴ As quoted in Hoeber, R. G. (1997, c1986). *Concordia self-study Bible*. "Lutheran edition of the NIV study Bible" --Foreword. (electronic ed.) (1 Co 1:1). St. Louis: Concordia Pub. House.

reconciled to one another and to Paul. Finally the gospel, the sacrament, and faith came to be better appreciated. It can be instructive to us to consider this in terms of a refocusing on the mission and vision that Christ set before them through His apostle.

ii) Galatia?

In the Galatian churches seemingly sincere Christians had come from Judea and were teaching that the way to Christianity was only through Judaism and the observance of circumcision and other ceremonial laws. This really raises the question of the mission of the church. Is it to proclaim the full and free salvation of Christ, or is it to establish a code of behavior? By mingling the law and the gospel, the people had lost sight of the unconditional gospel and were focusing upon the outward adherence to the Mosaic Law.

iii) Thessalonica?

The church in Thessalonica was suffering persecution. Think of all the temptations to lose sight of the mission of the church! Nevertheless, the church remained steadfast in the faith. That still didn't stop Paul from writing to reassure them that Christ would rescue, reward, perfect, resurrect, and sanctify all who trust in God's grace. Particularly it appears that he corrected a misunderstanding of the resurrection under which they were suffering, assuring them that those who had died before Christ's return were not lost to them, but would be reunited with them on the last day.

c) What do the letters show that were written to the churches in the Revelation of St. John?

Of particular interest in the matter of refocusing a congregation is the group of letters to the seven churches of Asia Minor addressed in Revelation 2-3. In the letters that the Lord of the Church directed to these congregations Christ addressed ways in which these churches had lost their focus, and even when not, He lends encouragement and direction. Surely every pastor in reading these letters has asked himself if the reproof or the encouragement or the direction that Jesus brings applies to his own congregation.

i) Ephesus

Jesus said, "Yet I hold this against you: You have forsaken your first love. Remember the height from which you have fallen! Repent and do the things you did at first. If you do not repent, I will come to you and remove your lampstand from its place." (Revelation 2:4-5)

How easy it is for our attention to drift from our call to faithfully proclaim God's word and to administer the sacraments! Ephesus was a major congregation and was prospering by

human measure. What had distracted the church from its first love, which would presumably be Christ and His gospel? What would John have felt as he wrote this, having had (it is thought) a very strong connection with Ephesus prior to his exile? To lose our first love is enough to endanger our lampstand, that is to endanger our mission of being the light of the world.

ii) Smyrna

Jesus said, "Do not be afraid of what you are about to suffer. I tell you, the devil will put some of you in prison to test you, and you will suffer persecution for ten days. Be faithful, even to the point of death, and I will give you the crown of life." (Revelation 2:10)

Jesus leveled no criticism at the church at Smyrna and had praise for the church at Philadelphia. Nevertheless He offered encouragement and direction to the church at Smyrna in the famous words just quoted. This reminds us that when we are focused on our mission and are diligent to be faithful in word and sacrament, we are still to resist the siren's songs that would lead us into more "practical" or "popular" directions.

iii) Pergamum

Jesus said, "Nevertheless, I have a few things against you: You have people there who hold to the teaching of Balaam, who taught Balak to entice the Israelites to sin by eating food sacrificed to idols and by committing sexual immorality. Likewise you also have those who hold to the teaching of the Nicolaitans. Repent therefore! Otherwise, I will soon come to you and will fight against them with the sword of my mouth." (Revelation 2:14-16)

Balaam told the pagan women how to lead the Israelite men into sexual immorality and worship of their idols. The Nicolaitans were an heretical sect that justified compromising with the pagan world and engaging in pagan practices in the name of religious liberty; they hoped to avoid the condemnation that came from the pagan world when the Christians refused to take part in the immoral pagan practices. We could say that in Pergamum the spirit of compromise had diverted many from their focus on the truth.

iv) Thyatira

Jesus said, "Nevertheless, I have this against you: You tolerate that woman Jezebel, who calls herself a prophetess. By her teaching she misleads my servants into sexual immorality and the eating of food sacrificed to idols." (Revelation 2:20) ... "Now I say to the rest of you in Thyatira, to you who do not hold to her teaching and have not learned Satan's so-called deep secrets (I will

not impose any other burden on you): Only hold on to what you have until I come." (Revelation 2:24-25)

Our Lord found fault with the church in Thyatira for their toleration of a woman who is epithetically called Jezebel. It appears that there was immorality within the congregation that was promoted by some and tolerated by others, possibly in the name of being more spiritual and initiated people. Yet there were some who were not tolerant, and who opposed the iniquity. Jesus tells them to "hold on."

v) Sardis

Jesus said, "To the angel of the church in Sardis write: 'These are the words of him who holds the seven spirits of God and the seven stars. I know your deeds; you have a reputation of being alive, but you are dead. Wake up! Strengthen what remains and is about to die, for I have not found your deeds complete in the sight of my God. Remember, therefore, what you have received and heard; obey it, and repent. But if you do not wake up, I will come like a thief, and you will not know at what time I will come to you.'" (Revelation 3:1-3)

In his letter to Timothy, Paul warns that in the latter days there will be those, "having a form of godliness but denying its power. Have nothing to do with them." (2 Timothy 3:5) We also remember the words of James, "In the same way, faith by itself, if it is not accompanied by action, is dead." (James 2:17) There are those who have the appearance of spiritual life in their congregation, but who are really dead. The "nominal Christian" of today, appearing around the church and the word only to be "hatched, matched and dispatched," might be a good example of what Jesus is talking about. Recently we acknowledged a number of people at St. Timothy to have "excluded themselves from the Christian congregation." It was pointed out to me that in a nearby church this would never have been done, they would have remained members, just "inactive," yet with every expectation of Christian burial, or communion when they turned up in ten years at a relative's first communion. Surely the indifferent and the complacent, the Christians in name only will be most sorrowful when Jesus returns "like a thief" and finds no faith in them.

Jesus goes on to acknowledge that there are some who have not "soiled their clothes," and will remain in the book of life.

vi) Philadelphia

Jesus said, "I am coming soon. Hold on to what you have, so that no one will take your crown." (Revelation 3:11)

As with the faithful members of the church at Thyatira, when Jesus praises the church in Philadelphia for having endured patiently He tells them to "hold on." As with the church as Smyrna, the concern is not that the church should refocus on its mission, but that it doesn't change. When things are not going well in the church by outward appearances it may be that we have lost our way. It may also be that it is a time of sowing rather than reaping, so that we are really called to hold on to the truth and the precious gospel that we have.

vii) Laodicea

Jesus said, "I know your deeds, that you are neither cold nor hot. I wish you were either one or the other! So, because you are lukewarm—neither hot nor cold—I am about to spit you out of my mouth. You say, 'I am rich; I have acquired wealth and do not need a thing.' But you do not realize that you are wretched, pitiful, poor, blind and naked." (Revelation 3:15-17)

In the ruins of Laodicea you can still see the city fountain. Because it was fed by the hot springs of Hierapolis which were then piped across from the opposite side of the Lycos river, the fountain in the heart of the city gushed forth lukewarm water. You can still see the pipes plugged with carbonates that precipitated as the water cooled. The city was very wealthy – so much so that they rejected "federal aid" from Rome when an earthquake nearly destroyed the city.

Jesus used these characteristics of the city to convey their spiritual poverty and complacency. They did not hate their sin and desire the riches of Christ's righteousness. They did not acknowledge their blindness and desire the salve of God's word that would heal their blindness. The horrors of sin and the riches of God's grace were not to them the terror and the joy that they should have been. So also today churches grow dull to the reality of the cosmic battle in which we are engaged.

3) How do we determine the current focus of a congregation and whether it needs to be changed?

We can see from the foregoing examples that even though the church has one mission, this mission is carried out according to a vision more attuned to the time and place in which we serve. In addition, we can see that congregations may lose focus as they face different challenges, deceptions, and temptations.

So what shall we do? Are we to consider whether our congregation has lost its focus? Paul gave us one example. He left the elders of Ephesus a stiff charge when he summoned them to Miletus on his way to Jerusalem. He said,

"Now I know that none of you among whom I have gone about preaching the kingdom will ever see me again. Therefore, I declare to you today that I am innocent of the blood of all men. For I have not hesitated to proclaim to you the whole will of God. Keep watch over yourselves and all the flock of which the Holy Spirit has made you overseers. Be shepherds of the church of God, which he bought with his own blood. I know that after I leave, savage wolves will come in among you and will not spare the flock. Even from your own number men will arise and distort the truth in order to draw away disciples after them. So be on your guard! Remember that for three years I never stopped warning each of you night and day with tears." (Acts 20:25-31)

As shepherds of the church of God, we have an obligation to be sure that we are preaching the whole counsel of God to our people and to preach the message of sin and grace relevantly, pointing out *our* sin and *our* forgiveness as a congregation. It would be nice if we could be sure that just because we are, well, *us*, that we could be sure that we are guiding and leading and focusing upon the true mission that Christ has given to His church. However, we too are but dust; we too need to continually evaluate our work according to the unchanging word of the Lord of the church, our true shepherd.

We do well to examine our congregation and the spiritual climate in which we live and work so that we can determine if we are focused on our mission and have a vision to carry it out.

a) What can we learn from the reputation of a congregation in the community?

It isn't a matter of whether the church is liked, after all, because we surely do not want to be like the Nicolaitans, but we can get an idea of what we are actually doing as a congregation when we hear a consistent assessment of our church. I was aware of one church for example that had a terrible reputation in the community. As one knowledgeable member of the community put it, "I'm sure they love Jesus, but they don't seem to like anybody else." It seems the church was so concerned about neighbors using the basketball hoops and the jungle gym that they ran everybody off. Is that our main mission as Christians, to keep the neighbors off the playground?

b) What can we learn from regular visitation with our members?

As most of us know, there is no substitute for being in the homes of our members. Maybe even more important is being with them at the social occasions that they don't think of as a "pastoral visit." It is amazing what pastors can learn about the real spiritual condition of their

people from unguarded comments. Don't be surprised at the confused state of our teens who will say that fornication is wrong, but that it's ok to have sex with your boy/girl friend, or that God created the earth and the world but that *homo erectus* is an ancestor of *homo sapiens*. Don't be surprised if a leader in your women's group is surprised that we are opposed to women pastors or homosexual marriage. Don't be surprised because after all, they are often more likely than we are to be influenced by the consensus of the major opinion-molders. The church and Christ's word may for them be just one source of their values and opinions, especially when we don't address such issues in our teaching and preaching.

- c) What can we learn from the local newspapers, schools, churches, and other indicators of the spiritual climate in which our people live and work?

It is not uncommon for pastors to have family and friends that are deeply involved in the church. Do we have any idea of the spiritual climate in which the other people live? We may make fun of evolution without realizing the profound intellectual appeal that the local science teacher has in dealing with our teenagers. It is important that as a congregation we preach God's word faithfully, not only as it pertains to the issues with which we grew up, as it pertains to the Jezebels and the Nicolaitans of our own day.

In addition to regular visitation, it may also be helpful to stay abreast of local current events. It is often there that we can begin to gage the spiritual climate in which our people are living.

- d) What can we learn from a dispassionate reflection upon our congregation?

Sometimes it is good to take a two- or three-week vacation and come back with as much cancelled as possible. Throw away all the to-do lists before you leave, and when you get back, try to look at the congregation as you did when you first arrived. Try to throw out assumptions and previous conclusions. It may be that they have grown according to our strengths and failed to grow where we ourselves are weak as a shepherd.

- e) What can we learn from a visit by our circuit visitor?

A circuit visitor or consultant may provide insight, possibly because people will tell him things they won't tell you. He may also have had more or different experiences. I remember Ron Heins came to Bethany, Port Orchard as part of the parish management office from WELS while we were planning to move and rebuild. Our planning horizon was the completion of the new building. He recommended that we get to work planning how we were going to make use

of the new sanctuary as part of the mission and vision of the congregation. It helped to keep our focus on word and sacrament rather than on bricks and mortar.

f) What can we learn from prayer requests?

Another thing, often done in connection with an every-member visit, is the collection of prayer requests. What people put on prayer requests, especially if anonymous, is often at a deeper level of communication than what we talk about over coffee. This can help us measure the actual focus of our congregation as well.

g) What can we learn from mission statements, constitutions, annual plans and other documents?

Because our people love our Lord, sometimes the process of writing a mission or vision statement will be sufficiently self-revelatory for our people to see where their focus has shifted from what it should be. Because we do turn to the word as a guide for our mission and vision (or should!) the process may help the leadership of the congregation particularly refocus and lead the congregation accordingly.

4) How does Christ refocus congregations on their mission?

a) How does Jesus refocus the congregations of Revelation in Asia Minor?

b) How is the word of Christ delivered to the congregations of Revelation?

The short answer is that He sent them a letter. This is significant, because it means that Jesus continues to rule and govern His church through His holy word. If we look at the following examples, we see this. In the example of the Colossians, we see that it was the intent of Christ through His apostle to have the letter read throughout the other churches as well.

★ "Paul, called to be an apostle of Christ Jesus by the will of God, and our brother Sosthenes, To the church of God in Corinth, to those sanctified in Christ Jesus and called to be holy, together with all those everywhere who call on the name of our Lord Jesus Christ—their Lord and ours:" (1 Corinthians 1:1-2)

★ "Paul, an apostle—sent not from men nor by man, but by Jesus Christ and God the Father, who raised him from the dead— and all the brothers with me, To the churches in Galatia: Grace and peace to you from God our Father and the Lord Jesus Christ," (Galatians 1:1-3)

★ " Paul, Silas and Timothy, To the church of the Thessalonians in God the Father and the Lord Jesus Christ: Grace and peace to you." (1 Thessalonians 1:1)

- ★ "“Write, therefore, what you have seen, what is now and what will take place later. The mystery of the seven stars that you saw in my right hand and of the seven golden lampstands is this: The seven stars are the angels of the seven churches, and the seven lampstands are the seven churches. “To the angel of the church in Ephesus write: These are the words of him who holds the seven stars in his right hand and walks among the seven golden lampstands:” (Revelation 1:19-2:1)
- ★ " Paul, an apostle of Christ Jesus by the will of God, and Timothy our brother, To the holy and faithful brothers in Christ at Colosse: Grace and peace to you from God our Father." (Colossians 1:1-2) ... "After this letter has been read to you, see that it is also read in the church of the Laodiceans and that you in turn read the letter from Laodicea." (Colossians 4:16)

It would seem that a number of factors worked together to make this a very effective means to reach all the members of the congregation with the entire message that Christ and His apostle wanted them to hear. I may place more emphasis on these factors than they deserve, but consider the following circumstances that made the communication of the complete message to all the members of a congregation easier, in a sense, even than now in an age of communication.

- ★ The existence of persecution made complacency and indifference to the message less of an issue.
- ★ The regular worship would include practically every member of the congregation each week.
- ★ The worship practices, which may have included the reading of one or more complete letters during an individual service, as well as the repeated reading of a complete letter or book of the Bible over time permitted a more thorough exposure to the message of God’s word.
- ★ The more didactic style of preaching, as well as much longer time devoted to preaching enabled a more thorough instillation of the word of God in the people.
- ★ The relative paucity of communication of any kind made it easier to learn and digest the communication that was received.
- ★ The people were trained to learn by listening. Even the existence of structures such as the *odea* tell us that gathering groups to pass on information orally was common.

5) How can the contemporary church adapt the way we bring the word to the contemporary Christian congregation in such special cases?

This is a key element of this presentation.

If we want to communicate crucial information to everyone in our congregation, how would we do so? Putting it another way, if we want to communicate God's word regarding the mission and vision of the congregation in its completeness to everyone in the congregation with a proper balance of law and gospel, how would we do it? Let's look at some of the challenges.

a) What characterizes the contemporary congregation?

The sainted pastor Adolf Loeb explained to me once how he was able to minister to a flock of 800-1000 souls as a solo pastor in Detroit during the early 20th century. I had asked him how he took care of all the counseling, discipline, meetings, etc. He told me that all of his members lived within an area within which he could easily walk. Attendance was 90% or greater, and on his weekly walk to the sick he would knock on the doors of those who hadn't attended and he would find out if they were sick or off visiting relatives, etc. Just his expression of concern was an important element in encouraging regular attendance. On the same rounds he would perhaps "splain a few things" to the drunk or the otherwise erring member. There were no mixed marriages.

Of course, by the time he explained all this to me, this had changed, and perhaps his retrospectoscope had rose-colored lenses. Nevertheless the contrast with today is instructive.

i) Irregular in attendance.

To have more than 40% of one's flock in church each Sunday is considered unusual, as is more than 60% over the space of a few weeks. Imagine Paul's letters to the Corinthians or John's to the Ephesians reaching less than half of the intended audience.

ii) Difficult to communicate with thoroughly

With only twenty minutes per week, the thorough development of many matters is difficult. With so little time it is difficult to deal with anything in a context complete enough to allow the proper division of law and gospel. If we develop a matter of Scriptural teaching over a number of weeks, the likelihood is that some at least will get only pieces of it.

iii) Communication overload

Sending a letter to people's homes with an extensive discourse on an important matter will often result in the important matter being swept along in the flood of information, largely

unread and unconsidered. One of my members compared taking just the most important and relevant information from the flood that invades our consciousness through all the media to “trying to take a sip from a fire hose.”

iv) Mixed marriages.

In many of our churches dealing with our members as families is complicate by the fact that they are mixed households, with one member churched and others not, or one in our church, others in another.

v) Competing authority.

We also have to face the fact that “thus saith the Lord” has been consciously or unconsciously reduced to “the pastor’s opinion is...” or “the synod says...” Instead we have the competing authorities of personal feelings and social and sociological consensus.

vi) Sanctified.

vii) In need of the gospel.

viii) Guided by the law.

Nevertheless, God’s people are sanctified. As Christians they do have a new nature, they do seek to do right, and they do want to hear their Shepherd’s voice. While they need the clear warnings of the law to navigate the murk of our relativist culture, they especially need the constant light and comfort of the gospel through which the Holy Spirit creates and builds up their faith. We do too. Our people are also eager to do the Lord’s work and are eager to be guided in their life by God’s law, for they truly trust Him as their Lord and guide. It is a tribute to the power of the Holy Spirit working through the word that so many do attend upon God’s word and count everything rubbish compared to the surpassing joy of knowing Him.

The remaining portion of this presentation will suggest some possible means by which God’s word can be brought to the whole congregation so as to refocus on the mission Christ has given His church in the particular circumstances in which the congregation is placed.

b) How is the word regarding the mission and vision of the congregation brought in its completeness to everyone in the congregation with a proper balance of law and gospel?

You may be surprised that whatever the name you may give it, we are speaking of the “congregational campaign.” Such a congregational campaign is nothing more or less than a series of activities designed and undertaken to thoroughly teach a particular Biblical concept to every member of a congregation amidst a balanced message of law and gospel. This is not to

displace the divine service, nor are we looking for some unscriptural style to contain biblical substance. It is no different from the early church gathering at Jerusalem to discuss the absorption of gentiles into the church, or congregations holding special forums to address the crisis in the Synodical Conference.

i) What is the object of the campaign?

I am aware of congregations who made it a point to have a “campaign” every year. They not only enjoyed the congregational banquet at the end, in which they met in good spirits and Christian fellowship, they believed that a year could hardly go by without matters arising of which God’s people should be aware. That may be. In any case, it is a pastoral responsibility to teach the whole counsel of God through preaching and teaching, and there are certainly matters which arise that call for particular consideration in the light of God’s word.

I mentioned ways in which a pastor might gage the focus of his people on the mission and vision that Christ sets before us. A faithful pastor is always inclined to ...

- (1) LISTEN
 - (2) Observe
 - (3) Visit
 - (4) Receive a visit or consultation from a visitation pastor.
 - (5) Prayer Requests tell us what may be on the hearts of our people.
 - (6) Observe our frustrations – matters which we sense but which have not yet risen to the level of conscious consideration may become clearer with prayerful review of Scripture.
 - (7) Possibly make use of a retreat of some sort. (Another result of the communication age)
 - (8) Ponder Scripture as the standard for all.
- ii) In order to teach faithfully, we may recognize a matter which God’s people are especially to be taught in the present instance, the matter in which they have lost focus on the mission or vision of the church, or in which we believe their focus should be clarified.
- (1) Stewardship of time, talent, and treasure.
 - (2) Removing the great cloud of disapproval by a thorough teaching of the division of law and gospel, with emphasis upon the gospel.

- (3) The importance, ways and means of personal evangelism.
- (4) The roles God has given us as men and women. This particularly begs for a thorough treatment and understanding.
- (5) The importance of church attendance and the study of God's word personally and in the congregation.
- (6) The meaning of the liturgy.
- (7) The biblical doctrine of vocation.
- (8) Biblical wisdom regarding marriage and family.
- (9) The teaching of Scripture about the importance of the predominance of the gospel.
- (10) The teaching of Scripture regarding a particular issue about which many have been led astray.
- (11) The application of Scripture to opportunities which have presented themselves to the congregation (strategic planning).
- (12) A capital plan, such as building a building.

iii) Engage the Leadership with the entire message of the word.

We may begin by pulling together the leaders of the congregation in a regular or annual planning session. We may review an existing mission statement or write one anew. It is not unusual to examine our vision statement as the ways and means of carrying out the mission change from time to time. If there is going to be a special emphasis or

Example: A congregation's leaders recognize that as a group their focus is more on the law than the gospel, so church has become a burden, rather than a joy. As a result all they "share" in lieu of the gospel is a condemnatory attitude toward those outside the church.

The leaders decide to look at the mission of the congregation and learn that "Sharing the Joy" of the gospel is in stark contrast to "Expressing Disapproval" toward people not like us.

"campaign" it is a good thing to gather or appoint a steering committee for this purpose. This may be a separate committee of congregational leaders, or it may eventually grow into the "campaign committee" that eventually involves everyone possible in the congregation. As you look at the possible list of activities, you can easily see that a large number of people will be involved.

An important element at this time is a commitment from the congregation leaders. If it is a financial campaign, there will be an expectation of financial support from the leaders before the campaign progresses. By the same token, if it is a matter of congregational focus, the leadership will make a commitment of some sort to address it personally. For example, in one congregation of which I am aware, the men agreed to set the example of regular attendance for their families. In another case, the men confessed their sin of constant criticism and intend, with God's help, to be less judgmental of their brothers and sisters in the faith.

Example: The leadership commits to personally underwriting the cost of a campaign to reemphasize the gospel and the joy that we have in Christ. In addition the campaign will explain how we go about "Sharing the Joy" of the gospel.

- (1) Mission Statement
 - (2) Vision Statement
 - (3) Commitment
 - (4) Steering Committee
- iv) Engage the entire congregation with the entire message of the word.

Beginning with the leadership, the effort is made through various events and activities in which teaching occur to focus every member on the word of God.

- (1) Remember, the purpose of the campaign is to thoroughly teach a particular Biblical concept to every member of a congregation amidst a balanced message of law and gospel.
- (2) There are enough activities that everyone in the congregation will have a role in the campaign, which will last about 14 weeks.

An overall plan is needed that will involve every member in giving attention to the word. It should be planned out well in advance. If, for example, the "campaign" were to run for 14 weeks, August through November, the meetings of the leadership will begin the previous spring, and the plan will be drawn up well before August.

It is extremely helpful to have a consultant available before the process begins. You may have a circuit visitor who has been through it, or do it yourself, but experience has shown that effectiveness increases when someone is able to devote substantial time to planning and execution. I have been blessed with two memorable consultants over the years, with expenses ranging from about \$2500 for advice on meeting the pastoral needs of a larger congregation to

\$16,000 for a major capital campaign. Fees, like everything else have cone up and capital consultants will often be \$50,000 or more.

While we tend to think of consultants as instruments of the church growth movement, I must say that in both cases the consultants were extremely important in keeping our efforts word-based and word-focused. A consultant is important as a tutor, a mentor, a guide, and a disciplinarian – and he goes away afterwards.

Any major effort to communicate with the congregation as a whole will assemble a number of “features,” each of which serves a particular purpose in advancing the message. Everything receives *at least* three conspicuous announcements, usually in church, by mail, over the phone and by email.

(3) Kickoff Sunday

This is a Sunday chosen for usual high attendance (e.g. not Labor Day weekend) with special mention in the bulletin, during the service (depending on the theme) and with announcements after the service. The theme and logo are revealed for the first time outside the committee. There may be a banner as well other visuals to emphasize the beginning of the effort.

(4) Every member visit to introduce the campaign and to elicit prayer requests.

The purpose of the every member visit is to articulate the particular message of the Scriptures. It is not to “raise money” or “encourage action.” In general the visit will focus

Example: During the every member visit, volunteers express a simple gospel message, dwell upon the hope that it brings, and assure the family of Christ’s redeeming love. That love is also expressed in the willingness of God’s people to intercede for one another.

on the redeeming love of Christ for us and that He expresses this love through His word within the Christian congregation. It will also collect information, particularly prayer requests, matters for which the individual or family desire prayers. These prayer requests may be used by the pastor and/or elders in regular prayers for the people or compiled and used in a “prayer vigil.”

Often it is helpful to leave a memento of some kind behind, such as suggested prayers, a copy of Luther’s little letter on prayer, a “Where to Go in the Bible When...” card, etc.

(5) Special Campaign Newsletter – 3-5 issues.

This isn’t your regular newsletter. It is special to the campaign, has a different look and feel, and is, if possible, of a much higher professional finish and appearance. It (1) reports on

what has happened, (2) announces what is coming in the campaign, (3) teaches the Biblical message, and (4) informs the people.

(6) Prayer Vigil

For 24 hours the church is open, with the prayer requests compiled and available. Each hour or half-hour a different person acts as host to greet people. God's people willingly intercede for one another and for the church, and the prayer of the righteous "avails much." The people also learn what is meaningful and important to their fellow Christians and according to God's word.

(7) Special sermon series.

(8) Special Bible Class Series

With an extra effort to encourage attendance, special sermons and Bible classes are ways in which we directly teach the Scriptural truth upon which we need to focus or refocus as a congregation. Relevant material may be included in the bulletin and is surely included in handouts for the Bible class. Bible classes may be the same days as the sermons or offset on the calendars to reach the most, most fully.

This is also the time to be thorough. Because we will have our audience more fully than at other times, we can be sure that law and gospel are properly divided.

(9) "Story Time" after services makes connection with individuals

Don't call these testimonials. These are personal stories from members, often leaders, of the congregation that illustrate the particular point at hand. They are an example that underscores the importance of the message regarding re-focusing.

Example: In an effort focusing on "Sharing the Joy" of the gospel, a member told how she was "shipped off to Grandma's" each summer and "dropped off at VBS" to get her out of the house. It was at the VBS in the Lutheran church where she first heard the gospel. It was that word that gave her hope and joy until she was old enough to seek out baptism on her own.

(10) Campaign Brochure is summary of all-congregation instruction.

(a) A complete expression of what you want to teach.

(b) Presented to everyone in the congregation once by mail and then in a personal and meaningful way at the all-church banquet.

The campaign booklet makes the complete case for what we are doing, as well as providing an historical perspective for the congregation and the particular efforts. The booklet

must be complete, well-written, graphically effective, and professional-looking, so that if it were the only piece of information someone received, they would have the whole story.

(11) All-church banquet and children's party.

The all-church banquet is intended for everyone of confirmation age and above. Everything is done to make it possible for everyone to attend. For babysitting, request help from a local congregation to host the children at the church for a pizza party and child care activity. The banquet should be off-site and not require any preparation or cleanup on the part of the members. It is at no cost to those who attend. It may be paid for as part of the capital budget or by special gifts. One congregation I know has it as part of their regular budget and it has become a traditional high point in their year.

At the banquet, every method of communication appropriate to the message is utilized, including skits, singing, multi-media, and of course the campaign booklet. Appropriate entertainment is often an important part of the event, which is typically upbeat in every way possible.

(12) A Commitment to action will take into account each person's gifts and vocation.

The purpose of the commitment is for each person to individually address the mission of the congregation. The commitment is obvious in a financial campaign, because it tells us whether we can go ahead and "build the tower" or not. Typically the commitment cards are distributed with the campaign booklet at the banquet and picked up personally by volunteers.

When we talk about refocusing a congregation on its mission, people may commit to an idea and an action. E.g., "Believing that it is the mission of a Christian congregation to preach the gospel in its truth and purity, so that the gospel predominates, I commit to evaluating my own words and actions to that end and ..." -OR- "Firmly believing that it is the mission of every congregation to faithfully preach the gospel and administer the sacraments, and that this is best accomplished in a new and more accessible facility, I commit to a gift of ..."

(13) Concluding Celebration

There is a concluding celebration in church just as there was a kickoff. It will certainly reflect what has been learned. If it is a financial campaign there will be an announcement of the results. Often such campaigns end the Sunday before Thanksgiving for obvious reasons. In any

case, the purpose is to give glory to God for all that He does and has done in bringing us His gifts.

(14) Following up.

Having gone through such a major effort together, what has been learned becomes a matter of common experience and shared history. It can serve as a reminder. (Imagine in Laodicea: “Hey, Simon, remember that letter we got about being neither cold nor hot? Let’s take a stand here.”) Like all Christian instruction, the important thing is that we sow the seed. The increase is something we leave in the Lord’s hands. Even after a major capital campaign, the most important thing that the objects of that campaign will have heard is that the Lord is gracious.

6) Conclusion

Although a number of strategies have been discussed in this brief time, the main point I want to pass along is that each pastor comes to know his flock and the wolves that surround it. We need to be attuned to the way that we as a flock focus on the mission and vision that Christ has given us over against the world in which we live, and guide that vision by the proper application of God’s word. To the extent that we have presented strategies, they are strategies to proclaim that word faithfully.

✘ **S.D.G** ✘

Rev. Edward Bryant
St. Michael and All Angels
Presented to the ELS General Pastoral Conference
October 2-4, 2007

Appendix Sample Campaign Time-Line

August 2003 <i>SHARING THE JOY</i>																																																																																																																																																												
Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday																																																																																																																																																						
<table border="1" style="font-size: small;"> <tr><td>S</td><td>M</td><td>T</td><td>W</td><td>T</td><td>F</td><td>S</td></tr> <tr><td></td><td>1</td><td>2</td><td>3</td><td>4</td><td>5</td><td></td></tr> <tr><td>6</td><td>7</td><td>8</td><td>9</td><td>10</td><td>11</td><td>12</td></tr> <tr><td>13</td><td>14</td><td>15</td><td>16</td><td>17</td><td>18</td><td>19</td></tr> <tr><td>20</td><td>21</td><td>22</td><td>23</td><td>24</td><td>25</td><td>26</td></tr> <tr><td>27</td><td>28</td><td>29</td><td>30</td><td>31</td><td></td><td></td></tr> </table>		S	M	T	W	T	F	S		1	2	3	4	5		6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31			<table border="1" style="font-size: small;"> <tr><td>S</td><td>M</td><td>T</td><td>W</td><td>T</td><td>F</td><td>S</td></tr> <tr><td></td><td>1</td><td>2</td><td>3</td><td>4</td><td>5</td><td>6</td></tr> <tr><td>7</td><td>8</td><td>9</td><td>10</td><td>11</td><td>12</td><td>13</td></tr> <tr><td>14</td><td>15</td><td>16</td><td>17</td><td>18</td><td>19</td><td>20</td></tr> <tr><td>21</td><td>22</td><td>23</td><td>24</td><td>25</td><td>26</td><td>27</td></tr> <tr><td>28</td><td>29</td><td>30</td><td></td><td></td><td></td><td></td></tr> </table>		S	M	T	W	T	F	S		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30					<table border="1" style="font-size: small;"> <tr><td>S</td><td>M</td><td>T</td><td>W</td><td>T</td><td>F</td><td>S</td></tr> <tr><td></td><td></td><td></td><td></td><td></td><td></td><td>1</td></tr> <tr><td></td><td></td><td></td><td></td><td></td><td></td><td>2</td></tr> </table>		S	M	T	W	T	F	S							1							2	<table border="1" style="font-size: small;"> <tr><td>S</td><td>M</td><td>T</td><td>W</td><td>T</td><td>F</td><td>S</td></tr> <tr><td></td><td></td><td></td><td></td><td></td><td></td><td>1</td></tr> <tr><td></td><td></td><td></td><td></td><td></td><td></td><td>2</td></tr> </table>		S	M	T	W	T	F	S							1							2	<table border="1" style="font-size: small;"> <tr><td>S</td><td>M</td><td>T</td><td>W</td><td>T</td><td>F</td><td>S</td></tr> <tr><td></td><td></td><td></td><td></td><td></td><td></td><td>1</td></tr> <tr><td></td><td></td><td></td><td></td><td></td><td></td><td>2</td></tr> </table>		S	M	T	W	T	F	S							1							2
S	M	T	W	T	F	S																																																																																																																																																						
	1	2	3	4	5																																																																																																																																																							
6	7	8	9	10	11	12																																																																																																																																																						
13	14	15	16	17	18	19																																																																																																																																																						
20	21	22	23	24	25	26																																																																																																																																																						
27	28	29	30	31																																																																																																																																																								
S	M	T	W	T	F	S																																																																																																																																																						
	1	2	3	4	5	6																																																																																																																																																						
7	8	9	10	11	12	13																																																																																																																																																						
14	15	16	17	18	19	20																																																																																																																																																						
21	22	23	24	25	26	27																																																																																																																																																						
28	29	30																																																																																																																																																										
S	M	T	W	T	F	S																																																																																																																																																						
						1																																																																																																																																																						
						2																																																																																																																																																						
S	M	T	W	T	F	S																																																																																																																																																						
						1																																																																																																																																																						
						2																																																																																																																																																						
S	M	T	W	T	F	S																																																																																																																																																						
						1																																																																																																																																																						
						2																																																																																																																																																						
3	4	5 6:30 PM Meet to establish Mission		6	7	8	9																																																																																																																																																					
10 Saint Lawrence, Martyr	11	12	13	14	15 Saint Mary, Mother of Our Lord	16																																																																																																																																																						
17	18	19 6:30 PM Confirm Mission; Plan Objectives		20	21	22	23																																																																																																																																																					
24 Saint Bartholomew, Apostle	25	26	27 Campaign Training Introduce Campaign		28	29	30																																																																																																																																																					
31	Leadership Recruitment																																																																																																																																																											
Leadership Recruitment																																																																																																																																																												

Printed by Calendar Creator for Windows on 8/26/2003

September 2003 <i>SHARING THE JOY</i>																																																																																																																																																																													
Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday																																																																																																																																																																							
	1 Labor Day	2 Begin Recruiting Home Visit Captains Recruit Promo & Materials Captains		3	4 7:00 PM Bible Study Cpts 7:45 PM Home Visits Cpts Promo/Matls Cpts																																																																																																																																																																								
	Leadership Recruitment		5	6	7	8																																																																																																																																																																							
7	8 6:30 PM Recruitment Calls for home visitors 8:00 PM Bible Study Host/Capt Training		9 Prayer Vigil Captains Recruited by now		10 Chair & Pres ID Advance Cpts Print Bible Study Invitations	11 Visitation Materials Complete - Table Tent, Bible Class Card																																																																																																																																																																							
12	13 Mail Bible Study Invitations		14 10:00 AM Steering Comm 11:00 AM Full Comm 12:50 PM Prayer Vigil Cpts 1:00 PM Banquet Comm CHECKUP MEETING		15	16	17																																																																																																																																																																						
18 Holy Cross Day	19	20 Post Card from Pastor RE: Home Visits		21	22 Print Bible Studies																																																																																																																																																																								
BIBLE STUDY INVITE FOLLOWUP CALLS																																																																																																																																																																													
23 BANNER UP BIBLE STUDY 1 PRAYER VIGIL SIGNUPS		24 CAMPAIGN BROCHURE TO PRINTER Dessert Potluck & Bible Study 1		25 6:30 PM Home Visits Training 8:30 PM Home Visits Training Autumn begins		26	27																																																																																																																																																																						
28 12:00 PM Steering Comm 1:00 PM Prayer Vigil Hour Hosts BIBLE STUDY 2 CHECKUP MTG		29 Dessert Potluck & Bible Study 2 Saint Michael and All Angels		30		HOME VISITS																																																																																																																																																																							
31		HOME VISITS		HOME VISITS		HOME VISITS																																																																																																																																																																							
<table border="1" style="font-size: small;"> <tr><td>S</td><td>M</td><td>T</td><td>W</td><td>T</td><td>F</td><td>S</td></tr> <tr><td></td><td></td><td></td><td></td><td></td><td></td><td>1</td></tr> <tr><td></td><td></td><td></td><td></td><td></td><td></td><td>2</td></tr> <tr><td>3</td><td>4</td><td>5</td><td>6</td><td>7</td><td>8</td><td>9</td></tr> <tr><td>10</td><td>11</td><td>12</td><td>13</td><td>14</td><td>15</td><td>16</td></tr> <tr><td>17</td><td>18</td><td>19</td><td>20</td><td>21</td><td>22</td><td>23</td></tr> <tr><td>24</td><td>25</td><td>26</td><td>27</td><td>28</td><td>29</td><td>30</td></tr> <tr><td>31</td><td></td><td></td><td></td><td></td><td></td><td></td></tr> </table>		S	M	T	W	T	F	S							1							2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31							<table border="1" style="font-size: small;"> <tr><td>S</td><td>M</td><td>T</td><td>W</td><td>T</td><td>F</td><td>S</td></tr> <tr><td></td><td></td><td></td><td></td><td></td><td></td><td>1</td></tr> <tr><td></td><td></td><td></td><td></td><td></td><td></td><td>2</td></tr> <tr><td>3</td><td>4</td><td>5</td><td>6</td><td>7</td><td>8</td><td>9</td></tr> <tr><td>10</td><td>11</td><td>12</td><td>13</td><td>14</td><td>15</td><td>16</td></tr> <tr><td>17</td><td>18</td><td>19</td><td>20</td><td>21</td><td>22</td><td>23</td></tr> <tr><td>24</td><td>25</td><td>26</td><td>27</td><td>28</td><td>29</td><td>30</td></tr> <tr><td>31</td><td></td><td></td><td></td><td></td><td></td><td></td></tr> </table>		S	M	T	W	T	F	S							1							2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31							<table border="1" style="font-size: small;"> <tr><td>S</td><td>M</td><td>T</td><td>W</td><td>T</td><td>F</td><td>S</td></tr> <tr><td></td><td></td><td></td><td></td><td></td><td></td><td>1</td></tr> <tr><td></td><td></td><td></td><td></td><td></td><td></td><td>2</td></tr> <tr><td>3</td><td>4</td><td>5</td><td>6</td><td>7</td><td>8</td><td>9</td></tr> <tr><td>10</td><td>11</td><td>12</td><td>13</td><td>14</td><td>15</td><td>16</td></tr> <tr><td>17</td><td>18</td><td>19</td><td>20</td><td>21</td><td>22</td><td>23</td></tr> <tr><td>24</td><td>25</td><td>26</td><td>27</td><td>28</td><td>29</td><td>30</td></tr> <tr><td>31</td><td></td><td></td><td></td><td></td><td></td><td></td></tr> </table>		S	M	T	W	T	F	S							1							2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31						
S	M	T	W	T	F	S																																																																																																																																																																							
						1																																																																																																																																																																							
						2																																																																																																																																																																							
3	4	5	6	7	8	9																																																																																																																																																																							
10	11	12	13	14	15	16																																																																																																																																																																							
17	18	19	20	21	22	23																																																																																																																																																																							
24	25	26	27	28	29	30																																																																																																																																																																							
31																																																																																																																																																																													
S	M	T	W	T	F	S																																																																																																																																																																							
						1																																																																																																																																																																							
						2																																																																																																																																																																							
3	4	5	6	7	8	9																																																																																																																																																																							
10	11	12	13	14	15	16																																																																																																																																																																							
17	18	19	20	21	22	23																																																																																																																																																																							
24	25	26	27	28	29	30																																																																																																																																																																							
31																																																																																																																																																																													
S	M	T	W	T	F	S																																																																																																																																																																							
						1																																																																																																																																																																							
						2																																																																																																																																																																							
3	4	5	6	7	8	9																																																																																																																																																																							
10	11	12	13	14	15	16																																																																																																																																																																							
17	18	19	20	21	22	23																																																																																																																																																																							
24	25	26	27	28	29	30																																																																																																																																																																							
31																																																																																																																																																																													

Printed on 9/23/2003 REVISION 2

October 2003

SHARING THE JOY

	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday																																																																																										
	<table border="1" style="font-size: 8px;"> <tr><td>S</td><td>M</td><td>T</td><td>W</td><td>T</td><td>F</td><td>S</td></tr> <tr><td>1</td><td>2</td><td>3</td><td>4</td><td>5</td><td>6</td><td></td></tr> <tr><td>7</td><td>8</td><td>9</td><td>10</td><td>11</td><td>12</td><td>13</td></tr> <tr><td>14</td><td>15</td><td>16</td><td>17</td><td>18</td><td>19</td><td>20</td></tr> <tr><td>21</td><td>22</td><td>23</td><td>24</td><td>25</td><td>26</td><td>27</td></tr> <tr><td>28</td><td>29</td><td>30</td><td></td><td></td><td></td><td></td></tr> </table>	S	M	T	W	T	F	S	1	2	3	4	5	6		7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30					<table border="1" style="font-size: 8px;"> <tr><td>S</td><td>M</td><td>T</td><td>W</td><td>T</td><td>F</td><td>S</td></tr> <tr><td></td><td></td><td></td><td></td><td></td><td></td><td>1</td></tr> <tr><td>2</td><td>3</td><td>4</td><td>5</td><td>6</td><td>7</td><td>8</td></tr> <tr><td>9</td><td>10</td><td>11</td><td>12</td><td>13</td><td>14</td><td>15</td></tr> <tr><td>16</td><td>17</td><td>18</td><td>19</td><td>20</td><td>21</td><td>22</td></tr> <tr><td>23</td><td>24</td><td>25</td><td>26</td><td>27</td><td>28</td><td>29</td></tr> <tr><td>30</td><td></td><td></td><td></td><td></td><td></td><td></td></tr> </table>	S	M	T	W	T	F	S							1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30							1 Commitment Visit Captains Recruited	2	3	4
S	M	T	W	T	F	S																																																																																											
1	2	3	4	5	6																																																																																												
7	8	9	10	11	12	13																																																																																											
14	15	16	17	18	19	20																																																																																											
21	22	23	24	25	26	27																																																																																											
28	29	30																																																																																															
S	M	T	W	T	F	S																																																																																											
						1																																																																																											
2	3	4	5	6	7	8																																																																																											
9	10	11	12	13	14	15																																																																																											
16	17	18	19	20	21	22																																																																																											
23	24	25	26	27	28	29																																																																																											
30																																																																																																	
	HOME VISITS																																																																																																
6	6	7	8	9	10	11																																																																																											
7	HOME VISITS			PRAYER VIGIL																																																																																													
	12 Advance Gifts Dinner <i>Brunch</i>	13 CAMPAIGN BROCHURE MAILED Columbus Day (Observed)	14 NEWSLETTER 1 COMPLETE	15 CHECKUP MEETING Steering, Promo/Matts, BANQUET, COMM VISITS	16	17	18 Saint Luke, Evangelist																																																																																										
8	19 CHECKUP MTG Pastor's Story SHARING THE VISION SUNDAY 1 Steering, Recruitment Calls for Comm Visits	20 NEWSLETTER 1 MAILED	21 NEWSLETTER 2 COMPLETE	22	23	24	25																																																																																										
9	26 Chair/Pres Story Daylight Savings Time Ends SHARING THE VISION SUNDAY 2	27 NEWSLETTER 2 MAILED	28 NEWSLETTER 3 COMPLETE Saints Simon and Jude, Apostles	29	30	31 Halloween Reformation Day																																																																																											
10	Banquet Table Hosts Calls																																																																																																

Printed on 9/23/2003 REVISION 2

November 2003

SHARING THE JOY

	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday																																																																																														
	<table border="1" style="font-size: 8px;"> <tr><td>S</td><td>M</td><td>T</td><td>W</td><td>T</td><td>F</td><td>S</td></tr> <tr><td>1</td><td>2</td><td>3</td><td>4</td><td>5</td><td>6</td><td></td></tr> <tr><td>7</td><td>8</td><td>9</td><td>10</td><td>11</td><td>12</td><td>13</td></tr> <tr><td>14</td><td>15</td><td>16</td><td>17</td><td>18</td><td>19</td><td>20</td></tr> <tr><td>21</td><td>22</td><td>23</td><td>24</td><td>25</td><td>26</td><td>27</td></tr> <tr><td>28</td><td>29</td><td>30</td><td>31</td><td></td><td></td><td></td></tr> </table>	S	M	T	W	T	F	S	1	2	3	4	5	6		7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31				<table border="1" style="font-size: 8px;"> <tr><td>S</td><td>M</td><td>T</td><td>W</td><td>T</td><td>F</td><td>S</td></tr> <tr><td></td><td></td><td></td><td></td><td></td><td></td><td>1</td></tr> <tr><td>2</td><td>3</td><td>4</td><td>5</td><td>6</td><td>7</td><td>8</td></tr> <tr><td>9</td><td>10</td><td>11</td><td>12</td><td>13</td><td>14</td><td>15</td></tr> <tr><td>16</td><td>17</td><td>18</td><td>19</td><td>20</td><td>21</td><td>22</td></tr> <tr><td>23</td><td>24</td><td>25</td><td>26</td><td>27</td><td>28</td><td>29</td></tr> <tr><td>30</td><td></td><td></td><td></td><td></td><td></td><td></td></tr> </table>	S	M	T	W	T	F	S							1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30							1 All Saints' Day	2	3	4	5	6	7	8 Banquet Table Hosts Calls
S	M	T	W	T	F	S																																																																																															
1	2	3	4	5	6																																																																																																
7	8	9	10	11	12	13																																																																																															
14	15	16	17	18	19	20																																																																																															
21	22	23	24	25	26	27																																																																																															
28	29	30	31																																																																																																		
S	M	T	W	T	F	S																																																																																															
						1																																																																																															
2	3	4	5	6	7	8																																																																																															
9	10	11	12	13	14	15																																																																																															
16	17	18	19	20	21	22																																																																																															
23	24	25	26	27	28	29																																																																																															
30																																																																																																					
	2 2 Leader Stories SHARING THE VISION SUNDAY 3	3 Advance Gifts Dinner NEWSLETTER 3 MAILED	4 Election Day	5 7:00 PM Train for Comm Visits	6	7	8																																																																																														
12	9 Comm. Visits Explained in Church	10	11 Veterans Day	12	13	14	15 ALL CHURCH BANQUET																																																																																														
13	COMMITMENT VISITS																																																																																																				
14	16 <i>both days</i>	17	18	19	20	21	22																																																																																														
	COMMITMENT VISITS																																																																																																				
	23 CELEBRATION SUNDAY Feast of Christ the King	24	25	26	27 Thanksgiving	28	29																																																																																														
	30 First Sunday of Advent Saint Andrew, Apostle																																																																																																				

Printed on 9/23/2003 REVISION 2