



The Congregation at Duke Chapel

Strategic Plan 2020

Deepening Connections

Presented for Approval at the Congregation Annual Meeting
June 14, 2020



The Congregation Picnic - September 2018

PURPOSE

The Visioning Team was chartered by the Congregation Council, which is responsible for the strategic direction and oversight of the Congregation under the Congregation's bylaws. Starting with the current mission statement and the report from the 2015 discernment team, the vision team solicited input from Congregation members, Council members, committee members, and Congregation staff.

The Visioning Team worked prayerfully and collaboratively over a period of eight months to develop an aspirational yet attainable strategic plan for the Congregation's ministries, which includes active participation in Chapel worship services throughout the year. The strategic plan is intended to be a "road map" as the Congregation continues its life and work in this unique place.

Above all, the Congregation is encouraged to listen to each other and for the Holy Spirit present in our midst that we might discern which new things God intends and equips us to do. The Council, committee chairs, and staff are encouraged to hold the ideals and goals of the plan close to their hearts so as to live and work together creatively, collaboratively, and faithfully.

WHY DO WE NEED A STRATEGIC PLAN?

The Word of God in Proverbs 29:18 warns, *"Where there is no vision, the people perish."* (KJV) As a congregation committed to the transforming love of God as revealed through Jesus Christ, we must continually challenge ourselves to be present and engaged with each other, our neighbors at Duke and in Durham, and ultimately, God.

VISIONING PROCESS & TIMELINE

JUNE, JULY, AUGUST 2019

Council President Craig DeAlmeida activated the Visioning Team, led by Vice President Brady Surles and advised by Robin Barefoot. Members of the Visioning Team included Pastor Carol Gregg, Drew Middleton, Janell Lovelace, Mel Snyder, and Pastoral Assistant Michael Larbi.

A first exercise was conducted through the Council and committees to get feedback on current ministries and activities of the Congregation. The Visioning Team used the existing Mission Statement to formulate a mission and a vision statement. A second exercise of “holy dreaming” was prepared by the Visioning Team for distribution to the full Congregation membership.

SEPTEMBER 2019

Feedback about current ministries received through the first exercise was reviewed and integrated. A third exercise was prepared to solicit input from Council members about the mission and vision statements.

DREAM cards were circulated to members to solicit ideas for the Congregation’s preferred future. Three DREAM meetings were held to encourage participation. An initial meeting with Chapel leadership offered context about the visioning underway to set the stage for dialogue with the Council.

OCTOBER, NOVEMBER, DECEMBER 2019

The Visioning Team collected and considered the DREAM feedback. A prototype for the strategic plan was prepared and reviewed by the Visioning Team.

Dean Luke Powery, Asst. Dean Bruce Puckett, Director of Development Amanda Hughes and Director of Chapel Music Zeb Highben attended the November Council meeting to discuss the priorities, hopes, and common goals of both entities.

JANUARY, FEBRUARY, MARCH, APRIL 2020

The Visioning Team presented drafts of the strategic plan to Council for feedback. Resources needed, tracking and feedback were considered. A final strategic plan was presented for the Council to approve and recommend to the Congregation at its annual meeting in June.

Mission & Outreach Committee



OUR MISSION

Believing that God reaches out to us with love and forgiveness,
we seek to grow together in faith through worship, study, service, and our life together.

Chapel WORSHIP

*Altar Guild + Ushers
Docents + Lectors
Offering Counters
Welcome Ministry
Communion Servers
Nursery
Choir*

Christian EDUCATION

*Adult Forum
Bible Studies
Book Groups
Youth Ministry
Godly Play
Retreats
Wee Praise*

Community SERVICE

*Local Agency Grants
Back Pew Collections
Service Projects
Missionary Support
Zoe Empowers
Shelter Dinners
Lenten Service Trips*

Life TOGETHER

*Calling Ministry
Congregational Care
Fellowship Events
Quilters + Knitters
Prayer Ministry
Growing Thru Grief
Visitation Ministry*

The following are examples only and not intended to be a complete list.

OUR VISION

To embody Christ's compassion and holiness.

MISSION

Believing that God reaches out to us with love and forgiveness,
we seek to grow together in faith through worship, study, service, and life together.

VISION

To embody Christ's compassion and holiness.

OUR ESSENTIAL COMMITMENTS

PLACE

Covenant With the Chapel

The “great towering church” in the center of Duke’s campus is our spiritual home and our joy. The Dean and staff of the Chapel are our most important partners with whom we commit to a mutual covenant. Our faithful service together will advance the mission of both the Chapel and the Congregation and will deepen our devotion to God.

PEOPLE

Wholly Participatory Membership

We believe in the “priesthood of all believers” and that in our baptisms, we are called to actively grow in faith and discipleship. As an intergenerational community, we empower each other and all people to live out the good news of Jesus Christ through service in His name and by loving our neighbors.

*Nominations & Leadership Development
Congregational Care*

RESOURCES

Faithful Stewardship of Gifts

We celebrate the cheerful givers and generous gifts in our midst - gifts of time, talent, and treasure – prompted by the Holy Spirit. We are prudent with and respectful of everyone’s contributions. These collective resources are prayerfully used by the Congregation for building up the Kingdom of God.

Finance & Stewardship Committee

PROCESS

Sound Organizational Governance

Acknowledging that ministry can be organic and unpredictable, we believe in transparent and thoughtful systems to guide our work. We evaluate and reform rules and structures to promote efficiency and be responsive to the Spirit.

*Administrative Committee
Staff-Parish Relations Committee*

MISSION

Believing that God reaches out to us with love and forgiveness,
we seek to grow together in faith through worship, study, service, and life together.

VISION

To embody Christ's compassion and holiness.

ESSENTIAL COMMITMENTS

Covenant Relationship
With the Chapel

Wholly Participatory
Membership

Faithful Stewardship
of Gifts

Sound Organizational
Governance

OUR ASPIRATION

To deepen our connections with God, our neighbors, and each other.

Maintaining Strong Foundations

The Congregation will continue to support Chapel worship services actively and effectively. To do so, we will

- Faithfully perform key roles during worship services as ushers, altar guild members, offering counters, lectors, communion servers, docents, choir members, and nursery attendants
- Recruit volunteers and effectively coordinate with worship leaders for seamless and beautiful worship services
- Align our study and life together with the worship themes of the Chapel throughout the liturgical year
- Petition for intercession through the prayer ministry tradition of the Congregation

Deepening Connections

The Congregation will enhance its support of Chapel worship services. To do so, we will

- Encourage regular and faithful worship attendance
- Strengthen our ministry of welcome and hospitality to greet and engage our Duke and Durham neighbors when they are gathered as the worshipping community at Chapel services
- Participate in regular dialogue with Chapel leadership for continuous improvement of our support of worship

WE WILL. . .Worship the LORD with gladness; come before him with joyful songs. Know that the LORD is God. It is he who made us and we are his; we are his people, the sheep of his pasture.

Psalm 100:2-3 (NIV)

**Maintaining
Strong
Foundations**

The Congregation will continue to provide year-round Christian Education opportunities for all ages. To do so, we will

- Hold classes for children, youth, young adults, and adults
- Engage in book discussion groups and adult forums
- Organize retreats and educational offerings aligned with worship themes of the Chapel
- Continue to offer new member classes that promote discipleship, form connections with existing members, and encourage engagement with Congregation activities

**Deepening
Connections**

The Congregation will encourage the deepening of individual and communal discipleship. To do so, we will

- Develop small groups to strengthen our intentional individual and collective discipleship
- Make the Congregation's educational offerings readily visible to the individuals who gather in the Chapel for Sunday morning worship services
- Highlight and promote attendance at events hosted or convened by the Chapel, the Divinity School, and the University that complement the mission of the Congregation

WE WILL. . . Equip the saints for the work of ministry, build up the body of Christ, and grow in the grace and knowledge of our Lord and Savior Jesus Christ.

Ephesians 4:12 and 2 Peter 3:18 (ESV)

**Maintaining
Strong
Foundations**

The Congregation will continue to serve our neighbors at Duke, in Durham and beyond. To do so, we will

- Provide generous financial grants for select agencies in Durham
- Follow our financial gifts with hands-on service projects
- Empower vulnerable populations through local and global ministries designed to equip and strengthen individuals, families, and communities
- Continue to increase our giving of time, skills and finances to missions

**Deepening
Connections**

The Congregation will strengthen and extend our service to neighbors. To do so, we will

- Investigate creative ways to welcome, befriend and nurture University students
- Build opportunities for University students to be engaged and employed in the ministries of the Congregation
- Engage in regular dialogue with Chapel staff and outreach to religious life chaplains to identify synergies and improve collaboration which will amplify our collective impact in the community
- Commit to intentional learning about current social issues to ignite our commitment to new or renewed ministries

WE WILL. . . Act justly, love mercy, and walk humbly with God.

Micah 6:8 (NIV)

Maintaining Strong Foundations

The Congregation will continue to form and strengthen connections among members. To do so, we will

- Provide a pastoral presence from cradle to grave for members of the Congregation
- Organize regular all-church fellowship events in various kinds, times, and locations as well as active participation in Chapel events and services beyond Sunday morning worship
- Facilitate small groups for experiential discipleship and life together
- Provide prayer, meals, visits, and care to those who are ill or homebound
- Support the active presence of the Pastor at Council and Chapel leadership meetings

Deepening Connections

The Congregation will deepen supportive and meaningful relationships within the Chapel community. To do so, we will

- Ensure a strong pastoral care ministry and nurture an atmosphere of empathy, humility, respect, and inclusivity which recognizes the gifts and contributions of members
- Innovate additional creative ways to demonstrate gratitude to volunteers throughout the year
- Exemplify a common life as people who are one in Christ while respecting differences in opinion, background or culture
- Develop greater connectivity to Duke and the Durham community through social technology

WE WILL. . . Be the Body of Christ rooted and grounded in love, so that we may have genuine mutual love.

Ephesians 3:17, 1 Peter 1:22 (NRSV)

The Congregation at Duke Chapel is in a wholly unique context. As the lively worshipping body within the Chapel, itself an icon of the global research university that is Duke, the Congregation lives its witness to the glory of God as revealed in the life, death, and resurrection of Jesus Christ. We are present for each other, for Duke, and for the community in this place. It is befitting then that the Congregation's strategic plan align with the strategic goals of the Chapel and the University. Our lives and ministries do not occur in a void, but in dynamic relationship with these two vital partners.

Duke University Chapel's Strategic Commitments

- ❖ **Student Engagement** - engaging students of all faiths and none
- ❖ **Christian Worship** – being a vibrant ecumenical Christian presence on campus and beyond
- ❖ **Sacred Music and the Arts** – sustaining deep traditions of sacred music as well as an emerging program of visual and performing arts
- ❖ **Community Engagement** - faithful witness on affordable housing, mass incarceration, gun violence and other emerging concerns

Duke University's Strategic Framework

Duke WILL . . .

- ❖ Empower the brightest and boldest thinkers to solve the world's most pressing challenges
- ❖ Transform teaching and discovery for the 21st century
- ❖ Build a renewed campus community that promotes growth among our students, faculty, staff, and visitors
- ❖ Forge purposeful partnerships with our neighbors in the region
- ❖ Engage a global network of alumni and friends

Recognizing that the Council of the Congregation has the authority and responsibility to implement this Strategic Plan, through activities and ministries directed by the Council and participated in by the Congregation membership at large, the Visioning Team offered two parting thoughts.

First, it is hoped that the Council will adopt an annual retreat or other practice to ensure a meaningful transition of “institutional knowledge” from outgoing to incoming Council and Committee leadership to adequately celebrate accomplishments of strategic goals reached and identify continued areas for growth. Toward this end, it is hoped the Council will find ways to offer training and leadership development opportunities to new and current volunteer leaders.

Second, it is hoped that the Council will embrace opportunities for regular discussion with Chapel leadership to exchange ideas and nourish synergies within the Chapel-Congregation relationship. These could include annual participation by Chapel leadership at a Council meeting, participation by Congregation ministers or other staff in parts of the Chapel Advisory Board meetings, and one-on-one meetings of the Council President and Chapel Dean or Assistant Dean.

~~The Visioning Team
April 8, 2020