

**To Invite, Nurture, and Send:
Weaving A Tapestry of Great Potential
2009-2012**

**St. Paul's United Methodist Church
109 McAllister Street
State College, Pennsylvania 16801**

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Introduction

Strategic planning is a comprehensive process that provides a template, a map, or a “Tapestry” that portrays the future as seen through a particular organization’s prism. It is a leadership tool that describes or reinforces the mission, vision, and core values on which a particular strategic plan rests. In the case of St. Paul’s United Methodist Church, the plan reflects the Biblical and theological foundations and mandates revealed to it coupled with the core directions that will undergird the congregation and support the actions upon which the clergy, staff, lay leadership team, members, and constituents will base their commitments to God, to Jesus Christ, and the Holy Spirit.

This plan is dynamic in that it calls for an expanding awareness of God at work in our individual and corporate lives. The plan provides three strategic directions related intimately to the mission of the church to invite, nurture, and send persons into the world as faithful disciples of Christ for the sake of the Kingdom. These directions include program development with six specific initiatives, the campus ministry programs, and the Pre-school. St. Paul’s interest in the well being and faithfulness of others roots the plan in the Biblical story and the Wesleyan Tradition. We make the bold claim that God is with us and at work in and through us.

The plan requires, and expects, further scrutiny of the congregation’s potential, longevity, and growth. It anticipates amendments as new information occurs, discoveries are made, clarified, and utilized over time. The plan is focused on the empowerment of the congregation to seek God in prayer, to adore God in worship, to equip and nurture one another as Disciples of Jesus Christ, to serve one another and others wherever we can, and to give witness to God’s grace at work in the world.

The plan is substantial and focuses attention as well upon the spiritual and temporal work essential and expected in order to greatly support the growing impact of the church here and around the world. It provides for the administrative services, leadership development, the immediate and long term vitality and sustainability of the church, the building of effective networks for ministry, and the development of sacred spaces within and through which the ministries of the congregation may be creatively achieved.

The strategic plan ensures that the theology and practices of the congregation are consistent with the Book of Discipline of the United Methodist Church and that its challenges reach beyond the congregation to accomplish our mandate to make disciples of Jesus Christ, to do no harm, to accomplish all the good we can, and to stay in love with God.

Within the six strategic directions are the individual initiatives supporting each direction, and a current listing of the primary goals, projects, or priorities relevant to each initiative. The six directions themselves and the development of the work areas and goals are the result of the “roundtable groups” and various committees within the congregation, as well as several consultations beyond the congregation. The emphasis here has been to keep the plan at the highest level possible, encouraging the work areas of the church to explore their tasks and opportunities as thoroughly as possible, identify their major initiatives in relation to the six strategic directions, and discuss the resources essential to implement the plan within their respective areas.

The St. Paul’s plan also assumes that the internal dialogue essential for the completion of the plan will be accomplished through faithful disciples who have identified their spiritual gifts and passion for certain projects or programs and then devote their time, talent, gifts, witness, and service accordingly. At the

same time a smaller number of persons with administrative gifts and temperament will populate those sections of the plan devoted to the fiduciary work essential for effectiveness and in response to the presence of the Holy Spirit as well.

This plan is changeable as new opportunities arise to serve Christ. It is intended to honor God in this place and around the world. The most profound work we can do and continue to discern will be that which celebrates God's amazing love, builds up the Body of Christ, and reaches out to those who have yet to know the glory of God through Jesus Christ. Our passion is the Gospel of Christ, our work is to invite—nurture—send, and our joy is the tapestry of many disciples of Jesus Christ, with their wide-ranging spiritual gifts, woven together in the power of the Risen Christ. These professions are embedded in the mission, vision, and core values statements that follow.

St. Paul's United Methodist Church is dedicated to working collaboratively within the Central Pennsylvania Conference of the United Methodist Church, the larger church, and our ecumenical partners. The congregation is eager to proclaim the Christian faith and equally enthusiastic about the partnerships and networks essential to help others through acts of mercy and compassion, and to do that alongside our neighboring churches and covenant groups. Likewise, the congregation has a history of collaboration with our interfaith partners and intends to maintain and continue to elevate those relationships.

Further, we recognize the importance of the Pennsylvania State University and the influence Penn State has upon the region. Our intentions are to work to build the best and most meaningful way forward in support of campus ministries, faculty, staff, and administrators wherever we share common values or common cause. The weaving of a tapestry of such potential is vital to the mission of the church in the world, makes possible the realization of the fuller use of the spiritual gifts within all of our constituents and partners, and reaches around the world for the sake of Christ and God's beloved people everywhere.

Commitments and Plan Assumptions: The Golden Strands

In addition to its dedication to its *mission, vision, and values*, St. Paul's UMC continues to honor and work within the framework of many long standing commitments and operating assumptions adopted by the congregation. Three of the most profound of these include the great and historic movements of the Christian faith, our membership vows, Holy Sacraments and Sacred Rites. Historically the Christian faith, through the guidance of the Holy Spirit, has maintained an emphasis upon [1] the private and public worship of God, [2], nurture and spiritual growth, [3] building the prayerful and healing community of the faithful, and [4] the deployment of its people into the world for evangelization, mission, and the pursuit of justice.

While United Methodists, with their brothers and sisters in other Christian traditions, share allegiance to these great movements, United Methodists each make a public declaration of their faith in Christ as Savior and Lord of their lives, dedicate their lives to resist evil in every form, and seek to grow toward the full measure of the stature of Christ in pursuit of what John Wesley called, Christian Perfection. United Methodists vow to uphold the church with prayer, active participation, gifts, service to and beyond the church, and to witness publicly to their faith in Christ.

Further, United Methodists organize themselves in conjunction with other United Methodist congregations in a connectional system and seek to enable each constituent and member to fulfill their vows, to celebrate and enjoy Christian discipleship, to value the liturgies, Sacraments, and various forms of worship essential for the life of the church. As a result, St. Paul's Church seeks to collaborate with others in the development and implementation of relevant policies, practices, consultations, counseling, partnerships, and planning to achieve the greatest possible impact locally and around the world. United Methodists are collegial, collaborative, and "connectional" in polity and practice. United Methodists are committed to "do no harm, to do all the good they can, and to stay in love with God." –John Wesley. United Methodists pray earnestly and seek the Spirit of the Lord for their wisdom, direction, and the pursuit of the Sacred.

Establishing and Supporting Small Groups for Faith Development and Service

Since the founding of Methodism itself by John and Charles Wesley, the power of participation in a small group has been a primary "method" of enlisting persons for discipleship, accountability, study, worship, witnessing, and service. At St. Paul's numerous groups are dedicated to study and prayer, or to various forms of ministry or fellowship. In every case, whatever the specific purpose of the group, we seek the presence of the Holy Spirit, the wisdom to follow Christ, and the joy of assisting one another in the journey to holiness of life and faith. It is the intention of St. Paul's Church to continue this historic practice of establishing and supporting small groups for the sake of the Gospel of Christ, congregational vitality, and the mission of the Church in the world.

Natural Church Development

In the spring of 2006 the Administrative Council of the congregation approved the utilization of Natural Church Development, a program designed to help churches discover their current health and implement plans to improve their vitality. NCD has consistently found eight common quality characteristics in healthy and growing congregations around the world. St. Paul's is committed to annually measure these eight characteristics and discern ways to improve the lowest minimum factor as well as continue to strengthen the others as part of our strategic plan and benchmarking. The NCD characteristics and results are found

in the supplemental material of the plan. The NCD Team at St. Paul’s does meet periodically to discuss the impact of our programs, policies, and structures with regard to the on-going enrichment of the congregation.

Igniting Ministries

Igniting Ministries is the national campaign of the United Methodist Church through the United Methodist Commission on Communications in Nashville, TN. The program is vital to the development of “Christian hospitality” in every United Methodist Church, and supports the efforts of local congregations in enlistment, outreach, marketing, and public relationships. The United Methodist Church is encouraging every congregation to develop effective, timely, consistent, and relevant messages that appeal to the un-churched populations in our culture. Various training programs and insights are shared with the congregations across the country, including resources for use in the media that can be adapted to radio, television, print, and on line technologies. The Communications Team at St. Paul’s uses “Igniting Ministries” and related materials to assist in reaching out to the people of Centre County and beyond.

The Centre Vision

The Centre Vision is a project of the State College District of the Central Pennsylvania Conference and is designed to expand the impact of the area United Methodist congregations, to become more visible in the public arena, and to focus on marketing, public relations, evangelism, mission, and education. The program is under the direction of the State College District Superintendent and involves representatives from various congregations and a network of leaders in support of the projects. The Centre Vision truly thrusts the United Methodist Church into a more noteworthy public environment and will continue to develop other strategies over time.

The Mission, Vision, and Values of St. Paul's United Methodist Church

Mission

At St. Paul's United Methodist Church we affirm that God has undertaken the redemption of the world through Jesus Christ, God's own Beloved Son. The birth, life, death and resurrection of Christ, coupled with the power of Pentecost, formed the early Church and provided the living vessel into which God's mission and holy purposes would be poured. In short, it is God who has the mission which God entrusts to the Church.

At St. Paul's we claim that God employs the church to call others into the Kingdom, to nurture them toward Christian maturity, and to send them into the world to witness to the Gospel in word and deed.

Vision

The vision of St. Paul's is an affirmation and dynamic expression of God's mission in our particular setting. The vision impacts our local and global expressions of the Gospel, invites people into Christian discipleship, then equips and sends them into the world as agents of Christ's love. Our vision maintains our commitment to the United Methodist Church and to the Ecumenical Community as together we reach out to the world for the sake of Christ and the redemption of the world.

St. Paul's United Methodist Church is called to be a welcoming and inclusive community in Christ, equipping and empowering persons to serve as Christ's hands feet, and heart in the world.

Core Values

As a United Methodist congregation we cherish experiences of faith in Jesus Christ, studies in the Biblical Tradition, and our unique contribution to the larger church in the Wesleyan Tradition. The Rules of our "Societies" guide the life and work of each member of the congregation so that we would first "do no harm," "do all the good we can," and strive to "stay in love with God." Therefore, we follow the way of Jesus Christ through the witness of the Holy Spirit and seek to embody the following:

- We value a focus on the power and priority of personal and corporate prayer as an expression of our love for and our dependence upon God.
- We value worship and will honor God by celebrating God's presence in our daily lives individually and as a community
- We value outreach and will serve in the world beyond our walls through the work of our hands, faith sharing, and financial support. We will share and serve with enthusiasm, energy, and joy in response to the love of God and the grace of Jesus Christ.
- We value servant leadership and will demonstrate humility, accountability, and genuine care for people, while encouraging and empowering others to use their spiritual gifts in the Body of Christ.

- We value empowerment and will foster the discovery of each person's gifts, passion, and calling from God. We will creatively provide the resources necessary to enable individuals and congregations to grow in faith, to be effective in ministry, and to equip others to reach their full potential in Christ.
- We value community and will provide an open and hospitable place where all people are honored. We will be an intentionally loving, nurturing, and healing community in Christ that seeks to meet the spiritual, physical, emotional, and social needs of one another.
- We value relevance and will seek to [discover] and follow God's will in a changing world.

The test of these values is directly related to the program life of the congregation, funding, and action items designed to fulfill the expectations of the mission and vision. If the values are kept explicit in the life of the congregation, then the mission and vision will most likely be accomplished with far reaching implications and joy to the glory of God.

Six Strategic Directions

The Strategic Directions of St. Paul's United Methodist Church, taken together, represent the *core strategies* for the future of St. Paul's United Methodist Church throughout the plan period, 2009-2012. The core strategies are the result of a long season of prayer, seeking God's will, and yearning for the guidance of the Holy Spirit. Each of the core strategies is accompanied by a set of initiatives, each with their primary goals and objectives that will lead to action plans implemented by the program and administrative work areas of the congregation. These action plans will ensure the implementation of the goals and objectives, consistent with the mission, vision, and values of the congregation and the United Methodist Church.

Strategic Direction I: Develop and Implement a comprehensive and dynamic program plan relevant to the life, contexts, and ministries of St. Paul's United Methodist Church.

The program plans of St. Paul's United Methodist Church are rooted in the Biblical tradition and the heritage of United Methodism and encompass the methods used at St. Paul's to invite, nurture, and send Christian disciples into the world as witnesses to the Gospel. As such, the program plans will integrate persons into an inclusive, welcoming community of faithful Christian disciples, who will carry out the mandates of the Gospel in the lives and across the world.

Strategic Direction II: Shaping, Integrating, Expanding and Sustaining Campus Ministries at St. Paul's United Methodist Church

This direction honors the historic commitment of the congregation and represents the significant steps essential to strengthen and further develop these ministries, to identify new and emerging opportunities, and to prepare college students for their future. As such these plans support and encourage the continuing work of the Wesley Student Fellowship with a focus on making and equipping disciples of Jesus Christ, leadership development, building and strengthening the community of United Methodist students at Pennsylvania State University and other student participants, while establishing a deeper relationship between the congregation, the students, and the University community. This strategic direction also includes support for those students from the congregation attending other colleges or universities, as well as those students affiliated with St. Paul's who are not currently involved in the Wesley Student Fellowship. This strategic direction also implies that the congregation will more deeply explore its own Constitution and especially define the meaning of The Wesley Foundation or work to rewrite its Constitution in light of the emerging campus ministries.

Strategic Direction III: Shaping and Sustaining the Future of the St. Paul's Christian Pre-school—A Ministry to Children and Their Families

St. Paul's Christian Pre-School is an integral part of the ministry and mission of St. Paul's United Methodist Church and is rooted in the commitment of the congregation to serve children and their families within and outside of the congregation. This strategic direction represents the determination of the church to provide a safe and accessible program of child-care and Christian Education consistent with the educational objectives of the congregation in compliance with current standards and the objectives of the United Methodist Church for children and their families.

Strategic Direction IV: Linking Spirituality and Ministry in Organizing and Deploying the People of St. Paul’s United Methodist Church to Fulfill its Mission, Vision, and Values Locally and Across the World

Spiritual Administration links the sacred practices, ministries, and required polices of the congregation directly to the mission, vision, and values of the church. Spirituality and administration are yoked in order to empower every member and constituent, to deploy them within the ministries of the congregation or across the world, and provide the structures and resources essential for the greatest possible impact and effectiveness. This strategic direction explores the ways in which the congregation will meet the needs and expectations of its constituents and comply with the mandates of the United Methodist Church and its fiduciary responsibility.

Strategic Direction V: Develop and Implement Plans, Policies, and Practices that Provide for the Long Term Viability of the Congregation

Having realized the key location and potential within and through the congregation and its vast network of partners, this strategic direction provides for the comprehensive steps and decisions essential to maintain the vitality and growth of the congregation over time. As such, the long term viability of St. Paul’s Church will anchor the church in its context and provide for the facilities, financial planning, flexibility, and leadership essential to realize the vision entrusted to the congregation for the future. This strategic direction, like the others, requires a commitment to networking within the congregation to assure that the objectives are being accomplished in the most collaborative and collegial approach.

Strategic Direction VI: To Identify, Create, and Utilize Connectional Ecumenical, and Community Networks in Fulfillment of the Mission, Vision, and Values of St. Paul’s United Methodist Church

Strategic Direction Six affirms and capitalizes upon the networks and partnerships so readily available to St. Paul’s Church. Congregations do not exist in a vacuum, but are surrounded with partnerships already being developed and additional opportunities for expansion and greater impact. While St. Paul’s has already created partnerships in support of the mission of the church, we recognize that both within United Methodist, the Ecumenical and Interfaith Communities and in the private or public sector, there are ample resources to assist in the achievement of the mission and vision of St. Paul’s. This strategic direction will enable the further empowerment and deployment of laity and work area participants in pursuit of mission, evangelization, and the pursuit of justice.

Strategic Directions with Initiatives

Strategic directions and *initiatives* outline the significant goals, projects, or priorities within each direction. These significant components will be further defined in action plans by work area or agency, including a timetable for completion, individuals or groups responsible for these tasks, and related elements. Note that the budget for 2009-2012 will be based upon these various components along with a comprehensive staffing and facilities plan as is deemed appropriate. The church structure will be developed in conjunction with the plan and will be consistent with the Book of Discipline of the United Methodist Church.

Strategic Direction I: Dynamic Program Development for Mission and Ministry [MC]

Strategic Initiative A: Comprehensive Planning for Membership Cultivation and Development

“Christ constitutes the church as His body by the power of the Holy Spirit [1Cor. 12:13.27]

Planning for Membership Cultivation and Development includes the ongoing identification, orientation, and equipping of new members to take their places in the Body of Christ. This initiative involves clear and substantive linkages with new members from first encounter forward, spiritual gifts assessment and coaching relationships to guide new members in their integration into the St. Paul’s community, and supporting them in finding a meaningful role in service, outreach, and evangelization.

The church draws new people into itself as it seeks to remain faithful to its commission to proclaim and exemplify the Gospel. Baptism is the sacrament of initiation and incorporation into the Body of Christ. Following Baptism, the church provides the nurture that makes possible a comprehensive and life-long process of growing in grace. Becoming a professing member requires the answer of faith of the baptized person made visible in a service of profession Christian faith and confirmation using the vows of the Baptism Covenant. ---The Book of Discipline, 2004, Para. 216.1

Goals and Objectives:

MC #1	Comprehensive Membership Cultivation Plan: In the Winter, 2008-2009, the <i>Membership Committee</i> will refine and implement a comprehensive plan for <i>membership cultivation</i> in conjunction with the other program areas of the congregation. The plan will provide opportunities for outreach beginning with “first contact” in order to “welcome the stranger”, then invite, nurture, and deploy these persons into various ministries in fulfillment of their Baptism, membership vows, and consistent with their spiritual gifts and temperament.	Membership Committee, Staff, and Networking
MC #2	Hospitality Program and Welcome Center: Foremost, the Membership Committee will assist in establishing the congregational forms of hospitality aimed at welcoming our members, constituents, and seekers through a new hospitality center served by volunteers, and providing the appropriate first contact materials and fellowship necessary for follow-up and enlistment.	Membership; Worship; Hospitality; Trustees

	<p>Recommendation MC#2: Establish the “Welcome Center” in the current Wesley Lounge for use on Sunday mornings to receive members and guests. This space will be available through the week to support the on-going programs of the congregation. It is understood that no major renovations will be necessary, but that cosmetic work will be essential.</p>	\$500.00, MC#2
MC #3	<p>Orientation Program: Develop and implement an <i>orientation program</i> under the leadership of the pastor[s] to meet with guests and visitors, providing an overview of the life of St. Paul’s Church and guiding these persons toward our programs and opportunities for service with in and beyond the congregation. The orientation program will be offered at least monthly and will include pertinent materials to provide an overview of the life and ministries of St. Paul’s United Methodist Church.</p>	Staff; Membership; Education
MC #4	<p>Membership Classes: Continue the <i>membership classes</i> at St. Paul’s Church at least quarterly and invite visitors and constituents into membership of the congregation. These membership classes will be developed in consultation with the Pastors of the congregation, staff members, and the Membership Committee. These classes may be four to six weeks at the discretion of the team and may be provided in times and places most applicable for the class and season.</p>	Membership, Education, Spiritual Gifts, Worship +2
MC #5	<p>Constituency Records: Continue the process of maintaining an updated <i>Constituency Record</i>, including the names, addresses, and contact information for each constituent. These persons will be invited periodically into membership classes and other activities of the congregation and will be provided resources, pastoral care, and support essential for their spiritual journeys. Note: Constituents may participate in spiritual gifts inventories and serve with in and beyond the congregation consistent with the <u>Book of Discipline of the United Methodist Church</u></p>	Membership Staff
MC #6	<p>Membership Records: The Membership Committee, through the Membership Secretary [Staff], will maintain active and accurate records of each member including Baptized members, Confirmed members, Associate and Affiliate members, and track their level of activity according the standing rules of the Central Pennsylvania Conference and the United Methodist Church. Reports of membership activity will be made to the Church Council at each meeting and to the Charge or Church Conference annually.</p>	MC, Staff
MC #7	<p>Records and Policies: The Membership Committee, through the Membership Secretary, will maintain active and accurate records of baptisms, attendance, weddings, and funerals, and will provide files suitable to maintain these records and other official documents deemed appropriate for the congregation and the denomination. The Membership Committee will review the policies, practices, and procedures related to baptisms, weddings, and funerals and work collaboratively with the Worship Committee and others in support of these policies, practices, and procedures.</p>	Membership, Worship, Pastoral and Administrative Staff

MC #8	<p>Spiritual Gifts Inventories for New Member Prospects: During the Membership Class new member prospects will participate in a spiritual gifts inventory in order to identify the most advantageous ways in which these persons may be equipped and deployed in Christian service. A <i>database of persons with their spiritual gifts</i> will be maintained and may be used by the Lay Leadership Team in recruiting for standing and/or ad hoc groups, teams, committees, boards, or commissions. This same list may be used in recruitment for small group planning and leadership, teaching, care giving, and other programs or events.</p>	MC, Spiritual Gifts Team, Worship+2. \$
MC #9	<p>Dr. Patricia Brown: In 2009 through the Comprehensive Membership Plan, St. Paul's Church will invite Rev. Dr. Patricia Brown to assist the congregation in the development of our spiritual gifts programs through a retreat or comparable event. Dr. Brown will also be invited to participate as a consultant for the Membership Committee as needed.</p>	Membership, Spiritual Gifts, Staff \$
MC #10	<p>Disciplinary Requirements and Membership: The Membership Committee will maintain a roster of active, partially active, and disinterested members and report these lists at least annually to the Church Conference. Disinterested members may be removed by the action of the Church Conference after these persons have been contacted within the guidelines of the 2004 Book of Discipline of the United Methodist Church.</p>	Church Council. Membership. Staff
MC #11	<p>New Member Contact and Recruitment: The Membership Committee and Staff will expand the capacity of the congregation to enlist new people into the life of the church by exploring new ways to identify visitors, program participants and guests, seek dialogue with persons who have expressed an interest in the church, and provide the "Bread of Life" and contact with those within the immediate Center Region. Additionally, contact with visitors or guests outside the Centre Region will take place within 48 hours of notice that these persons were present on Sunday AM.</p> <p>Recommendation MC #11: By spring, 2009, the Membership Committee will develop a similar plan to contact visitors or guests who have participated in events at St. Paul's other than Sunday AM and submit this plan to the Church Council and implementation.</p>	Staff, Volunteers
MC #12	<p>Membership Retention: The Membership Committee, in conjunction with the Church Council, will explore an active program of <i>membership retention</i> in order to maintain contact and build relationships with both local and non-local members. This retention plan will include an assessment of the current ways in which we communicate with our members and identify new ways to maintain involvement in fulfillment of our membership vows and commitments.</p> <p>Recommendation MC #10: The Membership Committee will recommend the plan/strategy at the April meeting, 2009, of the Church Council in compliance with the <u>Book of Discipline</u> of the United Methodist Church. This strategy will be implemented beginning May 1st, 2009 in anticipation of the 2009 Church Conference and</p>	Membership; Communications; Church Council; Lay Leaders; Staff

	throughout the plan period.
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Strategic Initiative B: Christian Education [CE]

“Do not be conformed to this world but be ye transformed by the renewing of your minds, so that you may discern what is the will of God, what is good and acceptable and perfect.” –Romans 12:2

Christian Education is an integral part of a lifelong relationship with God and strengthens our relationship with one another. Participation in the Christian Education program at St. Paul’s helps people become faithful Disciples of Christ, to grow in their faith, to experience Christ personally and deeply, and be sent into the world as those who carry the Gospel to the world. By reading and studying the Scriptures, being involved in classes or small groups, we learn to live our faith in true community. John and Charles Wesley established such “bands and classes” to enable the early Methodists to accomplish these ends and to fulfill the Scriptures. The content and processes of Christian Education at St. Paul’s include curricula that follow the Wesleyan Tradition, are Biblically based, liturgically sound, 21st Century in scope and relevance, and are supported by the use of technology and new methods of learning delivered in multiple ways.

Goals and Objectives:

CE #1	<p>Christian Education Programming: Beginning in the fall, 2008, and continuing through May 2009, the Christian Education Committee will develop, recruit leaders and teachers, and prepare a Christian Education program suitable to fulfill the mission, vision, and values of the congregation. The plan will be presented to the Church Council as early July 2009. The emphasis will be upon inviting persons into the life of St. Paul’s Church through the Christian Education programs for all ages, including scouting, and will focus attention upon nurturing these persons in Christian growth, and assisting them in pursuit of their greatest usefulness to Christ and the Church.</p>	<p>Christian Education Membership \$</p>
CE #2	<p>Education Tracks and Units: Basing Christian Education upon a three-pronged model of basic Christian Education, Formation, and Deployment, Christian Education at St. Paul’s will develop a process of “tracks” or units to assist students in their spiritual development. A curriculum will be developed to interpret the basics of the Christian faith, faith development and formation, and outreach emphases of the program. These tracks may be integral to the Church School program and be supplemented with elective courses throughout the year and through the week. Planning for this approach will begin in 2009 and may be implemented in 2010.</p>	<p>Pastor as Education; Christian Education; Membership. \$</p>
CE #3	<p>Sunday Church School: Christian Education at St. Paul’s will include a comprehensive Church School program for each age level from pre-school to Adults. The curriculum will be developed in support of the mission, vision, and values of the United Methodist Church and in support of the objectives of St. Paul’s Church. Small group development and <i>through the week</i> classes will be considered a part of the curriculum.</p>	<p>CE Staff, Membership,</p>

CE #4	<p>Library Planning: Throughout the fall, 2008 and through May, 2009, the Christian Education Committee will work with a newly established <i>Library Team</i> to plan for the future of the St. Paul's Library and Resource Center. The Team will determine the most advantageous way to enrich, enlarge, promote, and utilize the Church Library and Resource Center in support of the Mission, Vision, and Values of St. Paul's UMC.</p>	<p>Christian Education; Library Team; Staff; Discovery Place; Consulting Specialist, \$</p>
CE #5	<p>Technology and Learning—Computer Lab: In order to integrate technology and learning at St. Paul's the Christian Education Committee will collaborate with related program agencies in and outside the church to develop a computer lab and learning center to be used in Christian Education for all ages. The computer lab will be ready for use in the winter quarter, 2010, in order to expand the curriculum and access to greater resources in support of each person's growth in Christ.</p>	<p>Media Team; Christian Education; Networking \$</p>
CE #6	<p>Leadership Development—Teachers: In August, 2009, the Christian Education Committee will introduce a program of leadership development and training in order to strengthen the preparation of teachers for the benefit and experience of students in the Church School, other elective programs, and small group activity. This program will be developed in conjunction with the Central Pennsylvania Conference of the United Methodist Church, other educational partners, and offered to teachers and leaders of area United Methodist congregations in conjunction with the Centre Vision.</p>	<p>Christian Education; Conference Staff \$</p>
CE #7	<p>New Small Groups for Education: The Christian Education Committee, in conjunction with the Lay Leaders and Church Staff, will explore the development of new small groups in the congregation in order to expand the number of effective small groups, nurture persons toward deeper faith, and equip their constituents for faithful Christian discipleship and experiences. An implementation plan will be developed and presented to the Education Committee in the spring quarter, 2009.</p>	<p>Lay Leaders; Christian Education; Church Staff</p>
CE #8	<p>Retreat Ministries: St. Paul's United Methodist Church will continue to provide gender or group specific retreats and related events or activities throughout the plan period. These retreat ministries provide opportunities for smaller affinity groups to work and learn together in the fulfillment of the mission of the church and their personal faith development. These retreats are generally off campus events. In 2009 the Christian Education Committee will plan a men's retreat, a women's retreat, and marriage enrichment events in collaboration with other program units within the congregation and other partnerships.</p>	<p>Christian Education; Health Ministries; Women's and Men's groups; Pre-marriage planning team. \$</p>
CE #9	<p>Bible Study and Topical Elective Programs: The Christian Education Committee will plan and implement Bible study and elective programs throughout the plan period 2009-2012. These <i>through the week</i> activities will include additional events led by the pastors and other persons dedicated to small group development and electives in faith development, Wesleyan studies, mission education, and evangelization. In 2009, at least</p>	<p>Christian Education; Mission and Justice; Health Ministries, Pastors, and others in</p>

	quarterly or as warranted, Bible Studies will be led on Monday evenings by the Pastor[s] in addition to issues forums slated monthly to begin in the spring and fall of 2009. Additional issues forums will be developed by the Christian Education Committee on an annual basis.	the network \$
CE#10	New Membership Training Programs: In conjunction with the Membership Committee, the Christian Education Committee will provide <i>assistance</i> to develop and implement the curriculum for <u>at least four</u> membership training programs annually and to include such topics as basic Christian studies, Wesleyan studies, Spiritual Formation and Spiritual Gifts Inventory, Ministries at St. Paul's UMC, Stewardship Education, and Worship+2 Enlistment.	Membership Committee, Christian Education, Pastors \$
CE #11	Coaching for Spiritual Growth: The Christian Education Committee, in conjunction with other partners, will establish a pattern of "coaching" for spiritual formation including a partnership with United Methodist seminaries and the Center for Spiritual Formation in order to enable participants to deepen their faith and paths of Christian Discipleship. The Committee may provide resources, coaching, and referral services.	The Pastors; Christian Education; The Center for Spiritual Formation
CE #12	Council for Christian Arts: In the winter 2008 and through the first quarter, 2009, St. Paul's United Methodist Church will establish Council for the Christian Arts [Arts Council] in order to teach, equip, and support others in interpreting and experiencing the Christian Faith through the arts. In conjunction with the Worship Committee, the Arts Council will support the Sunday AM worship services and special events as requested. [See Strategic Direction IV: Spiritual Administration]	Drama Team; Music, Worship Committee; Christian Education; Pastors, Trustees \$
CE #13	Becoming a Teaching Congregation: Throughout the plan period St. Paul's United Methodist Church will further explore and develop its commitment to be a "teaching congregation" in conjunction with United Theological Seminary in Dayton, Ohio. The seminary's commitment to Church renewal, laity education, and clergy re-tooling links St. Paul's Church to an expanding number of key locations across the country in order to form partnerships with the agencies of the <i>Institute for Applied Theology</i> at the school, the faculty, with an emphasis upon worship, health ministries, children's ministry, various adult educational options, technology and learning, travel, and an emerging "Scholar in Residence Program." The Christian Education Committee will negotiate the terms and contracts of the alliance.	Christian Education, Mission, Worship, Health Ministries, Campus Ministries, and Staff \$
CE #14	Travel and Learn Educational Opportunities: In 2010, St. Paul's United Methodist Church will participate with others in planning a trip to the Oberammergau Passion Play. This program is part of the commitment of the Christian Education Committee to a "travel and learn" approach for various age groups. The Passion Play trip will be undertaken in conjunction with Educational Opportunities through a consultant with the Central Pennsylvania Annual Conference. Details of the trip and plans will be forthcoming in '09 and will be managed by a trip subcommittee. Similarly other travel and learn programs will be specified and planned.	Educational Opportunities; Christian Education; Staff \$

<p>CE #15</p>	<p>Christian Family Life Emphasis: In conjunction with our age level ministries, worship, and health ministries programs, The Christian Education Committee will explore and develop a new emphasis on Christian Family Life in order to strengthen families and promote opportunities for deepening their relationships and growing together in Christ. In pursuit of this objective, a conversation will be developed between program groups of the congregation and a <u>focus group on family ministries</u> at the earliest opportunity in 2009. A report with recommendations will be shared with the Church Council as early as the May, 2009 Council meeting.</p>	<p>Health Ministries; Church School; Worship; Youth Ministries; Staff, \$</p>
<p>CE #16</p>	<p>Child Advocacy and Abuse Prevention: In serving as child advocates, and in conjunction with the Central Pennsylvania Annual Conference of the United Methodist Church, and the State College District, St. Paul's UMC will participate in the <i>Child Abuse Prevention Initiative</i> that will be beneficial to St. Paul's Church and serve as a model for other congregations and agencies of the Conference. The <i>Initiative</i> assists children, teachers, and family members in learning about healthy and safe relationships and provides appropriate training and resources. The Christian Education Committee may enter into other child advocacy initiatives and partnership as deemed necessary or appropriate throughout the plan period.</p>	<p>Christian Education, Child Advocacy, Pre- school, the Network, and Centre Vision \$</p>
<p>CE #17</p>	<p>Safe Sanctuaries: The Christian Education Committee will continue its emphasis, programs, and training in support of the <i>Safe Sanctuaries Policy</i> and commitment of the congregation. The Safe Sanctuaries program is designed to equip leaders with regard to healthy and safe relationships within church programs, related agencies or groups, and our environment. The program extends to events on and off campus and provides safeguards and strategies for the congregation and its partnerships. In 2009 a minimum of four training events will be scheduled, one per quarter, and others as needed, and may include trainees from other congregations, groups, and child care providers. The Safe Sanctuaries program requires Pennsylvania State clearances and compliance with various policies for all persons working with children and youth.</p>	<p>Christian Education; Health Ministries; Youth Ministries; Church School; Scouting, and others. \$</p>

Strategic Initiative C: Congregational Based Health Ministries [HM]

“Jesus went about all the cities and villages, teaching, preaching, and healing every infirmity. When he saw the crowds, he had compassion for them, because they were like sheep without a shepherd.” --see Matthew 9:35-36

The work of the Congregational Based Health Ministries Team is to support and assist members of St. Paul's United Methodist Church, our many constituents, program partners, and the larger community in promoting health, healing, and wholeness, after the example of Christ. The team envisions that its responsibility is to nurture the Body of Christ along the continuum of wellness for the healing and well being of the church and the community. The team anticipates collaboration with program agencies within and outside the congregation in order to accomplish its objectives and achieve the greatest possible impact for Christ. *The continuum of wellness* is understood to include the spiritual, physical, familial, and social wholeness represented in Christ's own preaching and teaching for the healing, restoration, reconciliation, and hope explicit in the Gospel of Christ and is consistent with the ministries of the Wesley's and the Wesleyan tradition.

Goals and Objectives:

HM #1	<p>Health Ministries Team: In the fall, 2008, the congregation will establish a Health Ministries Team and explore the development of the health ministries program, 2009-2012. The Team will meet at least quarterly. In addition to its most immediate planning and services, the Team will conduct research in 2008-2009 and utilize the research data and assessment tools available to identify the health and wellness needs of the congregation's members and constituents. This data will in large measure be used to determine more specific health ministries and wellness programs for the plan period. The Health Ministries program will include a "continuum of wellness" that utilizes all the spiritual and health ministries resources necessary to prepare and implement the plans</p>	<p>Health Ministries; Membership; Staff; Intern</p>
HM #2	<p>Student Interns and Grants: In 2008-2009 the Health Ministries Team will utilize the additional services of a student intern from Penn State University in conjunction with the Central Pennsylvania Conference program on Enlistment. Grant support from the State College District, UMC, will underwrite the costs of the intern who will participate fully in the research components of the Health Ministries Team.</p>	<p>State College District Superintendent; Staff; Health Ministries; Membership</p>
HM #3	<p>Parish Nurse Program: Throughout the plan period, 2009-2012, the Health Ministries Team will continue and support the Parish Nurse Program. A key objective will be the coordination and expansion of the program of volunteers used to assist the Parish Nurse and Pastors in outreach services to include shut-in visitation, blood pressure screenings, health counseling, coaching, and linkages to spiritual and medical resources.</p>	<p>Worship, Referral Services and networking; Prayer Team; Staff</p>
HM #4	<p>Visitation Program through Volunteers: In 2009 the Health Ministries Team and staff will continue to recruit, equip, and deploy members and constituents of St. Paul's Church who are dedicated to visitation to those within and beyond the congregation who are in need of care and support. The visitation teams will include hospital visitation, shut-in and nursing home visitors, and those recovering from trauma of various kinds. The visitation teams will respond to referrals and make requests for follow up visits from the Pastoral staff as is helpful.</p>	<p>Health Ministries, Staff.</p>
HM #5	<p>Health Education and Prevention: Beginning in 2009, the Health Ministries Team and staff will develop a plan and network for health education and prevention in conjunction with the health partners of the church and community. This health education and prevention program will include but not be limited to the Heinrich Center for Wellness Education and the Church, the Health Ministries Team of the Central PA Conference, and area agencies and other congregations. The program will be supervised by the Director of Health Ministries at St. Paul's. These programs will also be applicable to the work of the St. Paul's Christian Pre-school children and their families, the Wesley Student Fellowship, and other program areas of the Church</p>	<p>Health Ministries: Christian Education; Staff; Related Agencies and Networks</p>
HM #6	<p>Health, Healing, and Wholeness—Networking: In the further development of the Health Ministries program</p>	<p>Health Ministries Staff</p>

	work area, the Health Ministries Staff will work with other staff persons internally to determine the most effective ways to network for the greatest usefulness and impact of the programs. Linkages with worship, for example, will include liturgical events for intercessory prayer, anointing, and healing services and health related mission projects locally or globally. Other linkages with Christian Education, Membership Cultivation, Youth Ministries, etc., are likely to include meaningful activity and planning. The Health Ministries Team will interpret these linkages and possibilities to the Church Council in their periodic reports to the Council with action plans as well.	and Team. Program Staff.
HM #7	Health Ministries Alliances: In addition to the internal networking which is essential for an effective strategy, the Health Ministries Team and staff are discussing alliances with other congregations and agencies to capitalize on the effectiveness and potential of these relationships. Linking the congregation to these ministries is an imperative including a range of activity from prayer and healing ministries to a full range of referral services and interventions. This networking capability is a priority for the team and will come to fruition after a period of inquiry and research.	Health Ministries Community programs and services, UMC Congregations, Centre Vision
HM #8	Counseling and Referral Services: Beginning in the fall, 2008, and continuing in 2009, the St. Paul's Health Ministries programs will include a coordinated strategy for counseling and referrals services as these concerns arise through various programs. This process will also include a "crisis response" for persons in immediate need for prayer, support, and quick action. Recommendation HM #8: In order to accomplish our objectives in HM #8, The Health Ministries Team will secure, on retainer, the services of a Psychologist who will assist, upon request, in evaluating certain circumstances that require skills or interventions beyond the capability of the current staff. These coordinated services will include support for the pastoral staff in counseling relationships, requests from the Pre-school for appropriate observations or referrals, and any related event or activity of the congregation through which referrals may be made.	SPRC, Pre-school, Wesley Student Fellowship Staff, Program Staff, Pastors \$ REC. HM #8: \$12,000 annually or as negotiated but not to exceed a cap of \$12,000 annually.
HM #9	Grief Ministries and Support: Beginning immediately and continuing through the plan period, the Health Ministries Team will develop a program for grief care and support services . The program will include existing services such as Life After Loss and related programs. Grief services programs will require training to equip gifted persons who desire to work in this field of Christian service.	Membership; Health Ministries; Pastoral Staff; Visitation Teams \$
HM #10	Restorative Ministries and Small Groups: In providing health related and restorative ministries, the Health Ministries Team will begin to explore the development of small groups and/or restorative ministries to assist others in recovery and new beginnings. Such restorative groups may include but not be limited to grief groups, drug and alcohol recovery, divorce recovery, short term classes, and similar activity. The Health Ministries Team will be responsible for identifying where such ministries are occurring in the region and make	Health Ministries Team and Staff

	determinations about the potential of St. Paul's to move forward in these critical areas or to collaborate with and support existing ministries in the region.	
HM #11	Networking with Program Units: In the fall, 2008, and continuing through the plan period, the Health Ministries Team and staff will undertake a coordinated effort to network internally with other program agencies including the Wesley Student Fellowship and the Pre-school. While this work has already begun, the liaison functions will require significant attention with recommendations for ways in which the units of the congregation may work collaboratively in support of their constituents.	Health Ministries, Program Units, Staff and Consultants. \$
HM #12	Connectional and Ecumenical Partnerships: United Methodist Health Ministries are unfolding across the denomination and ecumenically. The Health Ministries staff and team will participate in those connectional and related activities that serve as resources to the team and enrich the work of others. The Director of Congregational Based Health Ministries will be a member of the Central PA Conference Health Ministries unit and seek to achieve and maintain the standards of the United Methodist Church for Health Ministries. Note: The Director will serve as an advocate for emerging health related issues in the Centre Region, the Annual Conference, and similar work with related program units.	Director, Health Ministries; Central PA Conference; Regional Partnerships \$
HM #13	Emergency Response Plan: In order to establish an Emergency Response Plan for St. Paul's United Methodist Church, The staff and members of the Health Ministries Team will participate in the development and implementation of an Emergency Response Plan for St. Paul's. The plan will include consultation with other program and administrative agencies of the congregation and require consultation with other regional agencies including Life Link, the Fire Company, and Disaster Response Plans from the State College Borough and Centre County as applicable. The ERP will be completed as soon as possible in 2008-2009 and reported to the Church Council and the Congregation.	Health Ministries; Staff; related agencies and Units; Trustees;
HM #14	Mental Health Ministries and Persons with Limiting Conditions: Beginning in the spring, 2009, the Health Ministries Team will define and undertake an initiative related to "The Caring Community," in support of the those persons or families who are faced with mental health issues or who care for their children or other family members facing mental health issues or limiting conditions. This initiative will impact our work in family ministries, worship, Christian Education, recreation, and much more. Recommendations from this work area will be reported to the Health Ministries Team and to the Church Council for any necessary action items beyond the scope of any particular program or administrative unit.	Church Council; program and admin. teams; Staff. Health Ministries.

Strategic Initiative D: Worship, Preaching, and The Arts [WC]

“I will bless the Lord at all times; his praise shall continually be in my mouth. My soul makes its boast in the Lord; let the afflicted hear and be glad. O magnify the Lord with me, and let us exalt his name together.” –Psalm 34:1-3

Worship is the most visible expression of Christian Discipleship, as congregations gather to express their joy in the Gospel of Christ and the proclamation of God’s Word. Planning for worship, prayer, and devotional life is an important part of the Worship Committee’s responsibility. Increasingly such planning includes exploration of ways to enrich worship through music and the arts, graphics, video, power point presentations, artifacts, and fabric. United Methodists encourage every member and constituent to remain faithful to the private and public worship of God as a sign of devotion and the fulfillment of the vow they make to uphold the church with their prayers and enthusiastic participation.

WC #1	<p>Worship, Preaching, and the Arts: Throughout the plan period, 2009-2012, the Worship Committee at St. Paul’s United Methodist Church will work closely with the Pastors, hospitality team, musicians, artists, and technicians to ensure that worship is relevant, dynamic, welcoming, and consistent with the traditions of the church, and that the Sacraments are administered in keeping with the history and theology of the Church. The Worship Committee will meet quarterly to assist in planning and evaluation. The Worship Committee will submit its budget to the Finance Committee and Staff prior to the start of each fiscal year as determined by the Church Council.</p>	<p>Worship, Arts Council, Music Department, Media, Pastors, staff. Communion Stewards; Ushers and Greeters, Hospitality Center Volunteers</p>
WC #2	<p>Worship Planning Team: In order to fulfill its mandates, the Worship Committee will support the continuing work of the <i>Worship Planning Team</i> and provide the resources essential to fulfill its assignments. Planning for Worship will be undertaken in advance of each of the Christian Seasons of the Church Year, beginning with Advent and concluding with the “Christ the King celebration”. <i>The Worship Planning Team</i> will report to the Worship Committee in anticipation of resources and events appropriate for each respective season. It is anticipated that the Worship Committee will assist in finding additional resources to develop the corporate worship life of St. Paul’s Church.</p>	<p>\$</p>
WC #3	<p>Worship Attendance Goal: The Worship Committee will set worship attendance goals for each year of the strategic plan using a base line of 665, the average attendance in the principal worship services for 2007. It is the goal of the committee that worship attendance increase by at least 10% annually over the plan period or 1000 per week by the end of 2012. Worship attendance will be monitored monthly by the church staff and reported to the committee and the Church Council as is deemed helpful. Worship attendance pads will continue to be used to monitor the attendance of visitors, members, and constituents. The Committee will seek guidance and resources in order to reach the worship attendance goal over the plan period.</p>	<p>Worship; Staff; Pastors</p>

WC #4	<p>Promoting Personal and Corporate Worship Participation: In conjunction with other program partners, the Worship Committee will provide opportunities, events, and resources to assist individuals, groups, clusters, and classes to worship more frequently and deeply. Worship materials will be provided for the Christian seasons as available, especially in Advent and Lent.</p>	Trustees; Worship; Staff; Christian Education; Health Ministries
WC #4-A	<p>Frank Chapel: In support of worship and devotional life, the Worship Committee will determine the best use of the Frank Chapel, and seek ways to make the Chapel accessible throughout the week for the congregation and the community. This effort is to be coordinated with the church calendar, staff, and maintained on the church calendar.</p>	
WC #5	<p>Frequency, Style, and Times of Worship: By the Church Council meeting in May, 2009, the Worship Committee will make a determination regarding the nature, times, and frequency of worship at St. Paul’s Church. Currently the congregation may attend one of three worship services on Sunday morning, including the early morning Holy Communion service. In order to accomplish this objective, the Worship Committee will establish <i>a worship focus group</i> to explore the opportunities for expanding worship, changing the nature of the services themselves, and capitalizing on the space and resources available. In particular the Worship Committee has been asked numerous times to address the development of a more “contemporary” worship for the congregation. The Committee will report its findings and recommendations to the Council with implementation as early as September, 2009.</p>	Worship; staff; Prayer Team; Worship Focus Group; Worship Planning Team.
WC #6	<p>Healing Services with Holy Communion: In order to provide a systematic approach to the healing ministries of the Church, the congregation will be invited to participate in the on-going monthly prayer, praise, and healing services which include Holy Communion and anointing with oil in the Christian tradition. These services may be expanded to include additional mid-week experiences, while healing and anointing services are anticipated periodically on Sunday mornings as is deemed helpful and appropriate.</p>	Praise Team; Worship; Pastors; Prayer Team; Music; Health Ministry Team
WC #7	<p>Baptism and Wedding Guidelines: The Worship Committee will continue to develop and evaluate the policies and procedures used for Baptisms and Weddings at St. Paul’s Church. These Policies and Procedures will be presented to the Church Council for ratification at the first Church Council meeting in 2009 following the completion of such policies. Such policies and procedures will be administered by the Pastors and staff, with reports and recommendations made to the Worship Committee as is necessary. A record of all baptisms and weddings will be maintained in the Membership Office.</p>	Church Council; Pastors; Ad Hoc Committee; Worship; Membership
WC #8	<p>Networking with the Wesley Student Fellowship: In support of the Wesley Student Fellowship, the Worship Committee of the congregation will explore the relationship between the Sunday evening worship service provided by the WSF and the Worship Committee of the congregation in order to accomplish both promotion</p>	Wesley Student Fellowship; Worship Committee; Praise

	and integration. Members of the congregation and the Worship Committee are encouraged to attend the Sunday evening service and to support the student ministries.	Teams; Pastors
WC #9	Annual Stewardship Campaign: The Worship Committee, in conjunction with the stewardship groups of the congregation, will assist in planning the annual Stewardship Campaign , generally in October and November of each year. Worship services in that period will include the special emphases, technology, and resources essential to meet the established financial objectives of the congregation as well as creating a commitment to spiritual gifts and Worship+2 programs.	Membership; Worship; Stewardship Education; Pastor; Staff
WC #10	Caring for Sacred Spaces and Artifacts: The Worship Committee will work collaboratively throughout the plan period in order to maintain the worship life of the church and continually seek to improve the sacred spaces used for worship. Sanctuary improvements, sound systems and technology upgrades, carpeting and flooring, stained glass, and the liturgical arts are among matters for consideration as worship is evaluated and enriched. Recommendations for changes to the sanctuary or related matters will be made to the Board of Trustees for consideration as is applicable. A maintenance program and contracts for the church organ and piano will be continued along with any related matters. Timetables for any replacement items will be considered by the Committee with recommendations as needed.	Trustees; Worship Committee; Staff \$
WC #11	Coordinating Sanctuary Use: St. Paul's United Methodist Church is a popular location for use by groups within and outside the congregation. The Worship Committee will anticipate the use of the sanctuary throughout the Church Year and seek to accommodate those groups or events consistent with the mission, vision, and values of the congregation. The Worship Committee will utilize the services of the Church Staff to avoid conflicts of interest or schedule.	Policies and Procedures; Worship; Education; Staff
WC #12	Worship Evaluation: Throughout the plan period, The Worship Committee will maintain a program of worship evaluation and provide feedback at least annually to the Church Council, SPRC, the Natural Church Development Team, the Staff, and other groups or persons as necessary. The Worship evaluation forms returned to the Membership Office will be maintained for use by the Committee and Pastors.	
WC #13	Sacramental Theology and Interpretation: In conjunction with the Christian Education Committee and Membership Committee, the pastors or other leaders will provide leadership in teaching and interpreting the sacramental life of the Church. These classes or opportunities will be integrated into the educational components of the congregation and may be developed as elective classes, small group experiences, or online learning.	
WC #14	Networking with Program Agencies: In the first quarter, 2009, the Worship Committee will identify	Worship; Program and

	networking opportunities within the congregation to link liturgical acts to otherwise isolated events in the life of the congregation. Such linkages will be pursued with Health Ministries, Mission and Justice, Education, Youth Ministries, Membership, the Endowment Committee, Staff Parish Relations Committee, the Stewardship Program, and other related groups or matters. Liturgical events will be placed within the liturgical calendar to honor and commission those who are serving Christ in a variety of ways and stations. Such liturgical events will be referred to the <i>Worship Planning Team</i> and coordinated with the <i>worship arts, technology, and the Christian Year</i> .	Administrative Agencies, Worship Planning Team; Staff
WC #15	Magisterial Event Planning: The Worship Committee will participate with others in planning special magisterial events such as church anniversaries or Episcopal visits, dedication services for facilities, etc., and link these to other related agencies and resources. Sub-committees shall be formed to oversee the planning of these events with reports to the Worship Committee as are deemed appropriate. Funding for these magisterial events shall be placed in the Worship Committee Program Budget or allocation.	Worship, Archives and History, Program and Administrative Agencies \$
WC #16	Worship Related Staff Assessments: Beginning in the fall, 2008 and continuing through the plan period, the Worship Committee will participate in the assessment of worship related program staff in consultation with the SPRC. The Committee will use worship evaluation feedback to assist the staff in responding to stated needs or opportunities and share these matters with SPRC.	Worship Committee, SPRC, Staff
WC #17	Baptism Quilts: Continuing in 2009-2012, the worship committee will promote the use of the Baptism Quilts and encourage the continuing display of the quilts in the sanctuary or other locations with a clearer purpose, and encourage families of candidates to provide information that will lead to additional quilt patches.	
WC #18	Altar Guild: In order to accomplish a more effective approach to worship and liturgy, and to focus attention upon worship preparation throughout the Christian Year, the Worship Committee will establish an “ Altar Guild ” in 2009 to undertake the care and preparation of the chancel appointments and worship resources. The Altar Guild will participate in chancel preparations for Sunday worship and other special events in the sanctuary. The maintenance of altar appointments will be the responsibility of the Altar Guild.	\$ New
WC #19	Academy for Worship and Sacred Music: In consultation with Tony Leach at PSU, and with the support of other interested persons in the region, the Worship Committee will discuss the possibilities of establishing a continuing education program at St. Paul’s to focus on Worship and Sacred Music. Recommendations for such a program would be presented to the Church Council as early as 2010.	Worship Committee; consultants; Teaching Church Network, UTS.

Strategic Initiative E: Youth Ministries [YM]

“Then I said, Ah, Lord God! Behold, I do not know how to speak for I am only a youth. But the Lord said to me, ‘Do not say I am only a youth, for to all to whom I send you, you shall go, and whatever I command you, you shall speak, for I am with you, says the Lord.’” --Jeremiah 1:6-8

Youth Ministries at St. Paul’s provide multiple opportunities for middle school and high school youth to find a deeper relationship with God through worship, prayer, music, Bible study, and fellowship with other Christian young people. Further, students have opportunities to participate on mission and service projects on the local, regional, and national levels. In such contexts, students learn to show God’s love in a practical way, as the “hands, feet, and heart” of Christ in the world. To carry forth the goals for youth ministry, students are also exposed to Christian education, confirmation classes, fund raising, recreation, and fellowship with others.

<p>YM #1</p>	<p>Youth Ministries Programs and Leadership: Continuing the current practice throughout the plan period, the <i>Youth Ministries</i> program at St. Paul’s United Methodist Church, under the leadership of the Director and youth ministries leadership team, will include the cultivation of relationships within the St. Paul’s community with a specific focus on middle school and high school youth. The Director of Youth Ministries at St. Paul’s is a “youth missionary” functioning in a collaborative way with other State College congregations and capitalizing on the Director’s strategic placement within the State College School District. All of these relationships are intended to foster a sense of unity and the singular purpose of reaching young people in the Centre Region with the Gospel of Christ. Reports of the Youth Ministries Program will be presented to the SPRC, the Church Council at their regularly scheduled meetings, and to the Administrative Staff of St. Paul’s as needed.</p>	<p>Director, Youth Ministries Team, Program Units, Networking \$</p>
<p>YM #2</p>	<p>Youth Missions and Service Projects: In fulfillment of the Mission of St. Paul’s to “call, nurture, and send...” the youth ministries program at St. Paul’s will provide opportunities annually for young people to participate in mission and service projects on the local, regional, or national levels, with the purpose of showing God’s love in a practical way, and serving as the “hands, feet, and heart” of Christ in the world. These projects and opportunities will be planned through the youth ministries leadership team and coordinated with other program units of the congregation.</p>	<p>Youth Ministries Team and Staff; Program and Administrative Units; Networking \$</p>
<p>YM #3</p>	<p>Youth Ministries and Education: Since Christian Education is the foundation for faith development and Christian Discipleship, students in the youth programs are given opportunity to explore the Scriptures and other scholarly material in a way that encourages deeper thought and self-examination. The youth ministries program will provide monthly small group studies and activities in order to produce independently thinking believers</p>	<p>Small Group Leaders, Youth Ministry Team, Staff \$</p>

	who have ownership of their faith, a profound knowledge of who Christ is, and how Christ's sacrifice is relevant for today.	
YM #4	Confirmation Training: In support of the Comprehensive Membership Plan of the congregation the youth ministries program will sponsor Confirmation Class as an opportunity for young people to more deeply explore their faith, discover their role in the Body of Christ and the congregation, and result in Confirmation and Church Membership. Confirmation Classes are offered on Sunday mornings and include a Confirmation trip and retreat annually. The Confirmands will participate in the Spiritual Gifts Inventory provided by the spiritual gifts team with appropriate follow up, interpretation, and deployment.	Director, Staff, Pastors, Network, Christian Education, Membership
YM #5	Spiritual Growth and Nurture: The Youth Ministries program at St. Paul's will support the spiritual growth of the students as a primary emphasis. The spiritual growth of young people will be supported and nurtured through worship, prayer, music, Bible Study, and fellowship with other Christian students at the youth ministry meetings, weekly. The youth team will participate in building relationships with the students and provide personal and group "coaching" in a way that helps young people deepen their faith.	Youth Leaders and Team; Director
YM #6	Fund Raising: As a regular part of the youth ministry program, the youth will participate periodically in fund raising activities in order for all of the participants in the program to take advantage of events, trips, or retreats. These fund raising activities throughout the year are done to support the youth ministries budget and to minimize the financial impact on young people and their families.	Youth Leaders, Youth, Youth Ministries Team, Director, Staff
YM #7	Building the Christian Community: The Youth Ministries program at St. Paul's UMC will focus attention upon building the Christian community including fellowship, recreation, and related activity in addition to the worship, Bible Study, prayer, and outreach necessary for Christian formation. Recreation provides opportunities for the students to build relationships, establish life-long friendships, and enrich the Body of Christ throughout their lifetimes.	Youth Ministries Team and Leaders
YM #8	Networking and Integration: The Youth Ministries Team will participate in the networking functions of the congregation and provide input to the Lay Leadership Team regarding those young people who may be gifted and interested in leadership in the congregation itself. This activity will be coordinated by the Director in consultation with the Church Staff and the Lay Leadership Team at least in conjunction with Church Conference preparations annually.	Lay Leadership; Youth Ministries Director; Church Council
YM #9	Student Intern Program and Grant: In conjunction with the Centre Vision and the State College District of the Central PA Conference, the Youth Ministries program will participate in the student intern program and seek a person[s] who may have skills and a passion for youth ministries at St. Paul's Church.	Grant

Strategic Initiative F: Mission, Outreach, and the Pursuit of Justice

“Therefore go and make disciples of all nations, baptizing them in the name of the Father and of the Son and of the Holy Spirit, and teaching them to obey everything I have commanded you. And surely I am with you always, to the very end of the age.” --Matthew 28: 19-20

The St. Paul’s Mission and Justice Ministry has a strong history of mission involvement in local, regional, national and international mission service. The purpose of the team is to encourage and assist the congregation to participate in mission service through prayer, financial support, participation in specific projects, and networking with groups within and outside of St. Paul’s. Additionally, the new Mission and Justice Ministry Team will work collaboratively with Christian Education and other program committees and organizations to increase the visibility of mission projects, to help people discern where God is calling them to serve in mission, to help the St. Paul’s congregation be aware of the many physical and spiritual needs locally, nationally, and globally, and the roles that St. Paul’s members can play to address such needs as disciples of Jesus Christ.

M&J #1	Mission Education and Service Opportunities: It is the work of the Missions and Justice Team to support and encourage the entire church family in its mission “to the ends of the earth” as Christ’s Disciples by establishing <i>mission education and service opportunities</i> directed toward the entire congregation, the Mission and Justice Team, and those involved in mission and outreach throughout the plan period, 2009-2012. The Mission and Justice Team will meet at least quarterly to pursue this work.	Mission and Justice; Christian Education; Staff \$
M&J #2	Enlistment and Participation: It is the goal of the Mission and Justice Team to encourage the involvement of the entire congregation in support of the outreach of the congregation through prayer, financial support, and participation in service or mission projects. <i>Networking</i> within the congregation will be an essential component of this plan and linked appropriately, including the Spiritual Gifts and interest inventories. Staff persons assigned to the program units of the congregation will ensure that networking takes place among various representatives and liaisons.	Worship; Mission Moment Planning; Staff; Liaison, Pastors; Program Units \$
M&J #3	Visibility and Promotion: The Mission and Justice Team at St. Paul’s will promote and increase the visibility of all the mission programs through study, newsletter articles, mission moments, and commissioning those who are deployed to service projects locally, nationally, or globally. Promotion of the projects, events, and programs will be coordinated through the office staff and referred to the Communications Team for media considerations including radio, TV, and print media.	Mission & Justice; Communications Team; Administrative Staff; Program Units

M&J #4	<p>Collaboration and Coordination: The Mission and Justice Team will continue to expand its <i>networking capability</i> by linking with the Worship Committee and the Pastors for Educational and Worship opportunities. The networking functions of the Mission and Justice Team will also extend to United Methodist Women, United Methodist Men, Church and Society, Church School Classes, Wesley Student Fellowship, CORPS, and similar groups within the congregation engaged in mission and outreach in order to coordinate the efforts. Networking opportunities are also to be explored with community based programs such as CVIM and others.</p>	<p>Program Units; Mission and Justice; Communications; Media Team</p>
M&J #5	<p>Identifying and Managing Resources: Throughout the plan period the Missions and Justice Team will seek the resources essential for an effective program of mission education, interpretation, enlistment, and deployment. The Team will work collaboratively to identify the people, finances, technology, media plan, and physical space allocations necessary to accommodate the plan.</p> <p>M&J #5 Recommendation: It is the recommendation of the Mission and Justice Team that the Staff Parish Relationship Committee consider the employment of a Mission and Justice Staff Member in order to coordinate and direct the considerable and growing portfolio of the congregation in this work area. This matter is referred for the development of the St. Paul's Staffing Plan and considered as early as possible.</p>	<p>Mission and Justice; Trustees; Needs Assessment Group; Communications; SPRC; Web Master \$</p>
M&J #6	<p>Mission Education and Interpretation: It is the goal of the Mission and Justice Team to create a comprehensive approach to mission education and interpretation in order to interpret to the congregation the many physical and spiritual needs within our local, regional, national, and global communities, and to identify and provide opportunities to serve as Disciples of Jesus Christ in helping to meet these needs. <i>The Mission Education and Interpretation Plan</i> will be addressed through the work of the Team and presented to the Church Council in the spring, 2009 and implemented through the remainder of the plan period.</p>	<p>Mission and Justice; Communications; Staff \$</p>
M&J #7	<p>Openness to New Mission Opportunities: The Mission and Justice Team will continue to maintain a list of active mission projects undertaken and/or supported by the St. Paul's United Methodist Church [See Booklet II for a list of projects]. It is the goal of the Mission and Justice Team to maintain openness to new opportunities and mission projects and identify specific projects for support through prayer, discernment, and passion.</p>	<p>Mission and Justice Team \$</p>
M&J #8	<p>Planning Mission Trips: The Mission and Justice Team will continue to promote, encourage, provide, and support mission trips and related opportunities in local, regional, national, and international areas and for all age groups. Such mission trips will be coordinated to the fullest extent possible with other groups within or outside the congregation as is deemed applicable.</p>	
M&J #9	<p>Scholarships and Grants: Throughout the plan period the Mission and Justice Team will support the development of scholarships and grants related to mission and justice issues to include, but not be limited to</p>	<p>\$ Mission Team Grant</p>

	Mission Team members, Nicaragua Students, Seminary Students in Spain, and grants related to local, regional, national, international projects such as the Shoe Bank, Interfaith Mission, Clinics, Community Development, Disaster Response, and more. [See Booklet II for a list of projects and grants]	and Scholarship Allocations
M&J #10	<p>Tithing for Missions and Benevolent Guidelines: It is the goal of the Mission and Justice Team to increase the mission grants allocation of the congregation by 10% annually in order to support the expanding list of projects and allocations and to develop guidelines for fundraising and the distribution of such funds.</p> <p>M&J #10-A Recommendation—Individual Mission Trip Support: With regard to mission trips, it is the goal of the Mission and Justice Team that 20% of the trip costs for St. Paul’s mission trip members will be funded through the operating budget in order to enable the greatest number of persons to travel and participate. Note that considerable funding comes from outside of the congregation for such trips. Additional funding should be accomplished over time by developing an endowment program, direct gifts, and Grantsmanship.</p> <p>M&J #10-B Recommendation—Future Budget Goals: It is the goal of the Mission and Justice Team that the 2009 Mission Budget for Grants, etc., be set at \$35,000; in 2010, that the operating budget include a sum suitable to underwrite at least a half time position in Mission and Justice [\$30,000]; and that the 2011 budget include a number suitable to operate Building #4 as the St. Paul’s Outreach Center [\$100,000].</p>	<p>§ Church Council; Finance Committee; Endowment Committee; Staff</p>
M&J #11	<p>Identify and Work at Justice Issues: The Mission and Justice Team will be responsible to identify specific justice issues and work toward reconciling them whether they may be local, regional, national, or international. In ministries related to prisons or affordable housing, for example, the team recognizes that there are underlying justice or systemic issues involved. St. Paul’s Church will be guided to address these systemic matters through the work of the team and the identification of program partners in the church and community.</p> <p>“For those who take the teachings of the Bible seriously, there can be no doubt that the call to seek justice is fundamental to our devotional life as Christians. The weight of the Biblical material is overwhelming. This massive Biblical material has been marginalized in most churches over the last hundred years...”</p> <p style="text-align: right;">--<i>Just Courage</i>, Carl A. Haugen., President, International Justice Mission.</p>	
M&J #12	<p>Outreach Center, Renovations, and Utilization: Of importance to the Mission and Justice Team is the renovation and utilization of Building #4 as the St. Paul’s Community Outreach Center in 2011. The Outreach Center would house and operate the mission and outreach services of the congregation to include but not be limited to the Shoe Bank, sorting mission supplies, staging for disaster response supplies for Mission Central, a Soup Kitchen, Counseling and Referral Services, and shelter. In fulfilling this objective, Building #4 will become a key resource for St. Paul’s in local and regional outreach programs and services.</p>	<p>§ Mission and Justice Team; SPRC; Trustees; Needs Assessment Group</p>

M&J #13	<p>Denominational, Conference, and District Benevolent Goals: The actions of the General and Annual Conferences of the United Methodist Church establish certain benevolent goals, special Sundays, and general recommendations. The Mission and Justice Team will make determinations annually, upon receipt of these goals and recommendations, the extent to which St. Paul's Church will promote and seek funding for these areas of mission, justice, and outreach.</p>	<p>Mission and Justice; Worship; Mission Moments; Interpretation and Related Materials</p>
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Strategic Direction II: Shaping, Integrating, Expanding, and Sustaining Campus Ministries at St. Paul's United Methodist Church

Strategic Initiative A: The Wesley Student Fellowship

“Let no one despise your youth, but set the believers an example in speech and conduct, in love, in faith, in purity...attend to the public reading of scripture, to preaching, to teaching.” --1 Timothy 4:12-13

The mission of the *Wesley Student Fellowship* [WSF] is to offer Jesus Christ to the Penn State Community, to train and equip disciples, and to serve in mission. The vision of the WSF is that by 2012 the WSF at Penn State University will become a vital ministry relevant to college students equipping them to become Disciples of Jesus Christ through worship, Bible study fellowship, and mission. Within the United Methodist connection the Wesley Student Fellowship will be recognized nationally as one of the premier campus ministries in the United Methodist Church.

Goals and Objectives: Wesley Student Fellowship Program Plan

WSF #1	<p>Outreach and Service to WSF Participants: The Wesley Student Fellowship will provide <i>outreach and service to the current and future members</i> of the Wesley Student Fellowship at Penn State through regularly scheduled Bible Studies, Sunday evening worship with a goal of 100 in worship over time, the development of a drama team for worship and travel with the Praise Team, as many as 50 students participating in the spring break mission trip annually, and providing students with resources to share their faith with others and inviting them to the WSF and the Wesley Center at St. Paul's.</p>	<p>WSF Leadership Team; Staff; Wesley Foundation Advisory Board.</p>
WSF #2	<p>Outreach and Service to the Community: The Wesley Student Fellowship will provide <i>outreach and service to the State College Community, Local Churches, the Annual Conference, and beyond</i> by deploying the Praise Team {W.E.P.T} and the Drama Team, operating the Abba Java Coffee House Ministry, hosting events and concerts, assigning students as speakers to supporting congregations and potential supporting congregations, and developing relationships over the plan period with students at Penn State Branch Campuses. Evaluation of these events will be reported to the Leadership Team of the WSF, the Wesley Foundation Advisory Board, and administrative agencies of the St. Paul's Church.</p>	<p>WSF Leadership Team, Director, St. Paul's Staff, Wesley Foundation Advisory Board, Administrative Teams</p>
WSF #3	<p>Integration of the WSF Program with St. Paul's Church: Integration and interaction with the congregation</p>	<p>WSF, Pastors,</p>

	at St. Paul's United Methodist Church will be the result of the work of the WSF and the congregation through the involvement of students in worship leadership, invitations to congregational events and activities, inviting students to serve as lay liturgists, participation in the choir or other program activities, and generating new ways to be involved. The WSF and the Wesley Foundation Advisory Board will discuss the integration and involvement of students at the regularly scheduled meetings of the Wesley Foundation Advisory Board. It will be the work of the Wesley Foundation Advisory Board to determine the most effective ways for the congregation to engage the students. Such a plan is anticipated no later than August 2009.	Program Units; Staff; Wesley Foundation Advisory Board; Lay Leadership
WSF #4	Global Mission Trips: The Wesley Student Fellowship will maintain its commitment to outreach and service to "the world" by offering an international mission trip every two years during spring break. These mission trips will be funded in part by the students and in part by the fund raising or gifts generated by the WSF, the congregation, or other donors. Reports of the mission trips are made to the congregation during Sunday AM worship following the completion of the trip.	Worship; Pastors; WSF and Staff
WSF # 5	International Bible Study and Technology: The Wesley Student Fellowship will seek to participate in some form of international Bible Study via simulcast during the plan period. The technology and events are unfolding rapidly, making the possibility of such participation more likely and within easy reach.	WSF, Staff
WSF #6	International Partnership: The Wesley Student Fellowship will seek to develop and implement an international ministry relationship and form a partnership for sponsoring the ministry.	WSF, Staff, Wesley Foundation Advisory Board
Goals and Objectives: Wesley Student Fellowship—Facilities and Fiscal Plans		
WSF #7	Wesley Center Space Use Study: Beginning in the summer 2008 and continuing in 2009, the Wesley Student Fellowship will work with the Needs Assessment Group of the St. Paul's Church to determine the options essential for space use in the Wesley Center during the interim period of research on behalf of the Board of Trustees of the congregation. The results of the Needs Assessment with the WSF will be reported to the Church Conference on November 16, 2008 with implications throughout the plan period or until such time as the congregation determines to renovate or re-build the current Wesley Center facility. Three distinct options have been presented for consideration	Needs Assessment Group; Wesley Foundation; WSF; Staff
WSF #8	Funding the Wesley Student Fellowship and Ministries: The Wesley Student Fellowship Leadership Team will work with the congregation to determine the financial resources to be allocated to the WSF through the Wesley Foundation Advisory Board and consultations with the appropriate Church agencies. The financial support of the WSF will require ten supporting congregations at \$2000/each; ten supporting congregations at	Director, WSF; WSF Leadership Team; Finance; Staff; Church Council; Wesley

	\$1000/each; alumni and friends giving up to \$10,000 annually; promotional materials including a DVD and print media; and grant-writing in support of the program from the Central PA Conference, the Fund for Theological Education, and other granting agencies.	Foundation Advisory Board
WSF #9	<p>Staffing the Wesley Student Fellowship Programs: The WSF and Wesley Foundation Advisory Board are considering the importance of staffing for the future of the Wesley Student Fellowship and campus ministries. In order to achieve the optimum, the Wesley Student Fellowship, with the support of the Advisory Board, make the following recommendation:</p> <p>WSF #9 Recommendation—Student Intern: The Wesley Student Fellowship recommends that the position of Administrative Assistant be moved to fulltime from part-time or that two part time persons be employed; and that 4 paid peer ministers be added to the staff through Grantsmanship; and that the WSF would benefit from a Seminary Intern from one of the United Methodist Seminaries or a student intern from the Central PA Conference Enlistment Program of the Conference Board of Ministry.</p>	

Strategic Initiative B: Other Campus Ministries and Program Development

This initiative focuses attention upon the campus ministries programs at St. Paul’s United Methodist Church that support the Wesley Student Fellowship and those other students who attend St. Paul’s Church who are students at Penn State University and other institutions of higher learning locally or across the country. The Campus Ministries Team at St. Paul’s is responsible for this larger expression of outreach to students while building networks locally with programs other than the Wesley Student Fellowship wherever possible in order to reach and support as many students as possible.

CM #1	<p>Campus Ministries Program: The Campus Ministries Team at St. Paul’s United Methodist Church will continue to reach to students at Penn State University, those participating in the Wesley Student Fellowship, and other institutions of higher learning with encouragement and services in support of the students throughout the year. The Campus Ministry Team will provide a liaison to the Wesley Student Fellowship and report to the Church Council at the invitation of the Council Chairperson.</p>	Wesley Student Fellowship; Staff, Church Council \$
CM #2	<p>Sunday Luncheon Programs: The Campus Ministries Team will continue to support students through the provision of Sunday Luncheons for college and university students and others following the 10:45AM worship service at St. Paul’s. The luncheon is funded by St. Paul’s United Methodist Church through the program budget and provides opportunities for the students and the congregation to engage in dialogue and mutual support.</p>	\$ Campus Ministries Team; Staff
CM #3	<p>Support for Returning Students: Each year, in anticipation of students entering Penn State University or returning to PSU, the Campus Ministries Team will provide “welcome back” gifts for those who attend St.</p>	Worship, Campus Ministries Team,

	Paul's Church. These gifts are used to express our commitment and support for the students and pursue their interests in the Gospel and St. Paul's Church. As students provide information to the congregation a database is kept in the Wesley Student Fellowship offices for further contact and support.	Wesley Student Fellowship; Staff
CM #4	Care Packages for Finals Week: During finals week each semester, the Campus Ministries Team will provide "care packages" and make these available at St. Paul's Church for those who are attending. Similar "care packages" are forwarded to students from St. Paul's Church who are attending other schools, colleges, or universities as well. Additional contact with these students is made through the year in support of their academic work and keeping them connected to the church. The devotional guide, "Alive Now" is also distributed to students here and those outside the immediate area.	Campus Ministries Team
CM #5	Kappa Phi Program and Support: The Campus Ministries Team and the congregation will continue to support Kappa Phi by providing in-kind contributions of space, utilities, and services. Kappa Phi and the congregation continue to maintain a long term relationship with one another and have maintained a covenant of mutual support. Kappa Phi students also participate in the life of the congregation and take part in programs and activities of the Wesley Student Fellowship as opportunities present themselves.	Campus Ministries Team; Staff
CM #6	Student Participation and Projects: Throughout the course of the academic year, Penn State students seek the services of the staff and participate in the programs of St. Paul's Church and the Wesley Foundation. It is the goal of the Campus Ministries Team and the congregation to work individually with students in providing resources and opportunities for academic projects, and to provide resources helpful to students for counseling and referral services upon request.	Campus Ministries Team; Wesley Student Fellowship; Pastors; Staff
CM #7	Campus Ministries and Space Use: As part of our campus ministries program, the congregation assists to provide space as needed for various individuals, campus groups, or approved events upon request. The facilities of the congregation are made available through the event planning process at St. Paul's.	Event Planning; Staff
CM #8	The Future of the Wesley Foundation: In 2009 St. Paul's United Methodist Church will seek to clarify the work of the <u>Wesley Foundation</u> and determine the most effective and supportive methods of expanding campus ministries through the congregation. In order to achieve this objective, a team of people representative of the congregation and its various program and administrative units will be invited to review the By-Laws of the Corporation and make any necessary recommendations to the Corporation Meeting in January 2010 or to a special meeting of the Corporation in 2009 as determined by the officers of the corporation.	Trustees; Campus Ministries Team; Church Council; Wesley Foundation; Staff; Principals.

Strategic Direction III: Shaping, Integrating, and Sustaining the Future of the St. Paul’s Christian Pre-School—A Ministry to Children and Their Families

“Let the children come to me, do not hinder them, for of these is the Kingdom of God.” --Jesus of Nazareth

The primary mission of St. Paul’s Christian Preschool is to nurture these potential Disciples of Jesus Christ by laying a groundwork which exposes the children to Christian concepts and positive models of Christian behavior; to prepare the children for later success, as healthy, whole individuals including, but not limited to, academic preparation for kindergarten, social skills, and simple play; to create and maintain a safe, nurturing, stimulating environment; to acknowledge, incorporate, and communicate regarding parental concerns regarding all aspects of the program and especially security; and to achieve a high level of quality in all aspects of the St. Paul’s Christian Preschool.

Goals and Objectives

PS #1	Integrated Christian Curriculum: Beginning in the fall 2008 and continuing until December 2009, the St. Paul’s Christian Preschool staff will work to create an integrated curriculum blending Christian Education with the emergent and creative curriculum associated with the applicable Preschool standards.	
PS #2	Parent Involvement, Resources, and Communications: Throughout 2009 the Preschool will work to more fully improve and integrate parents and families into the life of the congregation family fellowship activities, electronic newsletters, and the establishment of a lending library in conjunction with the St. Paul’s UMC Library and Resource Center	Christian Education Library; Preschool Advisory Council; Staff
PS #3	Home Visitation Program: In 2009 the Preschool will develop and sustain a “Home Visits Program” in which teachers will periodically visit with students and families in their homes. This visitation program enriches the learning environment and builds a stronger relationship between the staff, children, and their families.	Preschool Advisory Council and Staff
PS #4	Preschool Computers for Children: By June 2009 the Preschool will have installed two computers for the use of children in each classroom, created a computer system for use by teachers and aides, and a video monitoring system in each classroom providing access administrators, staff, and parents full access.	Preschool Staff and Advisory Board; Budget \$
PS #5	Compliance to Standards: Throughout the plan period and as mandated, the St. Paul’s Christian Preschool will comply with the standards applicable for certification include the Department of Public Welfare, the Department of Education, NAEYC, and others as applicable. Compliance with various standards implies certain regulations and programs essential for on-going certification, teacher certifications, space allocations, and grant-making.	Staff; Advisory Council, Church Council; Trustees

PS #6	Compliance with Safe Sanctuaries Standards: In conjunction with the St. Paul's United Methodist Church, and throughout the plan period, the Preschool will comply with and enhance participation in the Safe Sanctuaries Policies of the Congregation and the United Methodist Church.	Staff, Christian Education
PS #7	Playground Development to Meet Standards: By the end of the plan period, 2012, the Preschool Advisory Council and the congregation will provide leadership and support in the development of a safe, adequate, and developmentally appropriate playground as required by standards and regulations.	Board of Trustees, Church Council, Preschool Council
PS #8	Policies, Procedures, and Operating Plans: By December 2009, and in conjunction with the Preschool Advisory Council and in compliance to the standards and regulations, the Preschool will have completed and implemented policies, procedures and operating plans suitable to meet and/or exceed the standards for such plans. Additionally, these plans will include and development and implementation of a budgeting process and reporting practices suitable for the St. Paul's United Methodist Church Conference and useful in future planning and business practices.	Advisory Council, Finance, Church Council, Staff
PS #9	Staff Development and Assessment Plan: By the end of 2010, the Preschool will have prepared a comprehensive staff development and assessment program in conjunction with the Advisory Council and the Staff Parish Committee of the St. Paul's Church. This plan will include credentials, certifications, degree requirements, staff numbers and compensation packages with salary ranges, and a thorough program of orientation to United Methodism and to St. Paul's Church.	Advisory Council; Staff; Christian Education, Pastors; SPRC
PS #10	Maximizing Enrollment and Business Planning: In order to fund and sustain the long term viability of the Preschool, the Advisory Council, program, and administrative units of St. Paul's Church will develop and implement a plan to maximize enrollment and become financially self-sustaining to the extent that the business plan of the Preschool would include advertising and marketing, emergency funding, scholarship assistance, an endowment fund and program, and a grants and gifts program. This objective is to be achieved by the end of the plan period or earlier in 2012.	Advisory Council; Staff; Church Council; SPRC; Finance; Keystone Stars and Consulting Specialists
PS #11	Integration into the Life of St. Paul's Church: In order to integrate the Preschool more fully into the life of the congregation, the Staff and Advisory Council of the Preschool, and the staff of the congregation will develop and implement a plan to include collaboration with the program and administrative units of the congregation and new ways to incorporate the congregation's life and work, staff, and events into the operation of the Preschool on a regular basis. This plan will include but not be limited to partnerships with the Wesley Student Fellowship, Kappa Phi, worship, mission, education, health, scouting, and the church library. The plan is to be fully functional by the end of the calendar year, 2011, but systematic steps are to be taken annually.	Advisory Council, Preschool and Church Staff, Program and Administrative Units

<p>PS #12</p>	<p>Networking in the Community: In order to integrate the Preschool more fully into the life of the community and to enrich the quality of the Preschool program, a plan to integrate and develop networking in the community will be completed and functional by January 2011. This integration plan will include but not be limited to partnerships with the Schlow Library, Kiwanis, Rotary and other service clubs, Penn State University departments or colleges, ecumenical organizations, and the United Methodist Churches.</p>	<p>Staff and Advisory Council,</p>
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Strategic Direction IV: Spirituality and Church Administration: The Form and Function of Church Renewal

“So those who received Peter’s word were baptized, and there were added that day about three thousand souls. And they devoted themselves to the apostles’ teaching, fellowship, to the breaking of bread, and to prayers.” -Acts 2:41-42

In this strategic direction the spiritual life of the church and its administrative work are drawn together and closely linked. The work of the local church administratively is clearly toward the ministry of the congregation. Spiritual administration is the way in which a congregation organizes its life, garners the necessary resources, and deploys its people in order to fulfill its most ultimate purposes while meeting its fiduciary responsibilities to the church, and to those mandated laws or regulations. Spiritual administration provides the plans, organization, education, worship, and opportunities for every member and constituent to become a well informed, faithful, and effective Disciple of Jesus Christ.

Goals and Objectives

<p>SA #1</p>	<p>Organizational Design and Operating Plan: By the April meeting of the Church Council, 2009, the Senior Pastor, in conjunction with the Staff Parish Committee and other units of the congregation, will recommend a modified organizational design and operating plan suitable to fulfill the mission, vision, and values of the congregation as expressed in the strategic plan, “Invite, Nurture, and Send...” The organizational design and operating plans will focus upon the spiritual dynamics essential for an effective integration of faith and works. The plan will provide for the on-going development of the <i>program and administrative agencies</i> of the church and assure compliance with the congregation’s commitments to the United Methodist Church, its own vision for the future, <u>The Book of Discipline</u> of the United Methodist Church, and those laws and regulations that govern the work congregation as an incorporated agency in the Commonwealth. As amended, the approved organizational design and operating plans will be shared with the congregation at the first opportunity.</p>	<p>SPRC; Church Council; Trustees; Program Agencies; Principals; Administrative Agencies</p>
<p>SA #2</p>	<p>Leadership Development: Beginning in January, 2009, and continuing throughout the plan period, leadership development <i>orientation and educational programs</i> will be provided to equip the leaders of the congregation in the work of spirituality and administration. The orientation and equipping programs for elected or appointed leaders will take place in conjunction with the installation of leaders in January of each year and may continue periodically as determined by the Lay Leadership Team in consultation with the Church Council and staff.</p>	<p>Lay Leadership; Church Council; Staff; Membership; Education; Pastors</p>

SA #3	<p>Archives and History: By Church Conference, 2009, the Church Council will have act to adopt a plan for the development and expansion of the St. Paul's Center for Archives and History. The plan will include recommendations for space use, the proper storage of artifacts and collected papers, the creation of a working data base, and administrative spaces for the Church Historian/Archivist. Such plans will also be recommended to the Board of Trustees and any group consideration renovations or new construction at St. Paul's.</p>	Staff; Archives and History; Trustees; Church Council.
SA #3	<p>The Principals--Coordination, Networking, and Integration: In 2007 <u>the "Principals"</u> meeting was established to assist in the coordination and networking essential for St. Paul's Church. Continuing in 2008 and through the plan period, the <u>Principals</u> will continue to meet to provide coordination, networking, and assist in the integration of programs and action items explicit in the strategic plan, assist in networking for emerging ministries, and help in preparing action items for the Church Council. The <u>Principals</u> will also aid the staff in identifying issues for discussion or consideration as the congregation addresses its future. The <u>Principals</u> consist of the chairpersons of program and administrative units of the congregation, staff participation, and representatives of ad hoc or various task groups as needed.</p>	Church Conference, Staff; Church Council.
SA #4	<p>Financial Planning and Protocols: In the fall 2008 and continuing in 2009 the Committee on Finance will review, amend, and implement financial plans and policies in support of the congregation's mission, vision, and values through the financial functions and responsibilities entrusted to the committee. Such plans are consistent with the Discipline of the United Methodist Church and currently include a cash reserve policy, debt reduction strategy, budget allocation policies, and a contingency spending plan.</p>	Church Council; Program and Administrative Agencies; Audit Committee
SA #5	<p>Finance Department: In 2009 the Finance Committee will collaborate with the Church Council and other units of the congregation to discuss and recommend a <i>Finance Department</i> for St. Paul's United Methodist Church with the approval of the Church Conference in November, 2009, and will include sections on accounting services, human resources, facilities management, and fund raising. The plan will include any necessary proposal for staff considerations and projected costs. The plan will comply with the Book of Discipline of the United Methodist Church and be implemented in January, 2010 if approved.</p>	\$ Church Council; Church Conference; Program and Admin. Units.
SA #6	<p>Develop and Implement a Staffing Plan: In 2009 the Staff Parish Relations Committee will design and recommend a plan for staff training, spiritual life, team building, certifications, assessment, and succession in conjunction with the Church Council and present this plan to the Council no later than the August, 2009. The plan will address the work of the paid employees, full or part time, and result in new and effective models for supervision and professional development in order to fulfill the mission, vision, and values of St. Paul's Church.</p>	SPRC; Church Council
SA #7	<p>Hospitality and Food Service: Hospitality and Food service will be provided for the life and ministries of the congregation through a <u>Hospitality and Food Service Network</u>. These volunteers provide hospitality and food</p>	Hospitality Team; Program Planning by

	related services on Sunday mornings as well as support for weekday activities. These services permeate nearly every work area of the congregation and support the entire congregation, various special events, or activities in conjunction with the agencies that do planning and programming. In conjunction with other agencies, the Hospitality Team will assist in the development and provision of services the St. Paul's Welcome Center as applicable.	unit. Staff and Pastors Maintenance Staff; Welcome Center
SA #8	Marketing and Public Relations: Throughout the plan period, the <i>Communications Committee</i> will continue to provide support and coordination for marketing and public relations on behalf of the congregation and its program units. Like the Hospitality Team, the Communications Team will discuss and recommend the best use of the congregation's resources and promote the use of new and emerging technologies in order to communicate effectively with the greatest number of persons for Christ and the Church.	Communications; Church Council; Program Units; Networking; Partnerships
SA #9	Research and Development: While St. Paul's United Methodist Church is conscious of its environment, the Administrative and Program units of the congregation will continue to gather and discuss information and demographics essential for amendments to the strategic plan and the development of new ministries and mission opportunities. This <i>research and development function</i> will rest largely with the staff and the <i>Principals</i> , along with consulting partners, with recommendations to the appropriate agency for consideration.	The Principals; Staff; Church Council; Program and Administrative Units.
SA #10	Strategic Planning Team: With the support of the Church Conference, the Strategic Planning Team will continue to meet in 2009 to monitor progress on the Strategic Plan, evaluate data and benchmarking, and make periodic reports to the Church Council and Staff. Major amendments or shifts in direction would be reported to the Church Council for consideration and support.	Strategic Planning Team; Staff; Church Council

Strategic Direction V: Providing for the Long Term Vitality of the Congregation [LTV]

“Bring the full tithes into the storehouse, that there may be food in my house; and thereby put me to the test, says the Lord of hosts, if I will not open the windows of heaven for you and pour down for you an over-flowing blessing.” Malachi 3:10

In addition to the more immediate program and administrative development of the congregation, strategic planning provides for the long term viability of the congregation. As the congregation fulfills its mission, vision, and values it is figuratively anchoring the church in a set of conditions, programs, procedures, expectations, and facilities that must be thoughtfully and prayerfully considered in terms of the longevity and viability of the congregation. The Board of Trustees of the congregation has that challenge as one of its major responsibilities in conjunction with the other program and administrative units of the church. With regard to the long term viability of St. Paul's there are two major emphases: First, the maintenance of the current four buildings and future renovations or new construction. The second major consideration are those matters related to the fiscal and fiduciary responsibilities of the congregation over time and the establishment of a strong base of support in pursuit of the mission and mandates of the Gospel of Christ.

Goals and Objectives:

LTV #1	<p>Facilities, Policies and Protocols: The <i>Board of Trustees</i>, in conjunction with the Church Council and other units of the congregation, will provide a <i>building maintenance program</i> and assist in generating and determining the assets essential for both the immediate and the long term maintenance and upgrading of the church buildings and property. The Board of Trustees will function within the <u>Book of Discipline of the United Methodist Church</u> and may authorize and recommend actions essential for the renovation or new construction to the Church Council and Church Conference as mandated by the <u>Book of Discipline</u>.</p> <p>Facilities Use Policies: In consultation with other units of the congregation, the <i>Board of Trustees</i> will establish and recommend to the Church Council the <i>policies, procedures, and protocols</i> for effective use of the church facilities by the congregation and those outside the congregation as deemed appropriate to the mission, vision, and values of the congregation and their related program partners or agencies.</p>	Board of Trustees; Finance Committee; Church Council; Needs Assessment Group; Networking with Program Units; Staff and Pastors
LTV 1-A		
LTV #2	<p>Emergency Response Plan: In conjunction with other units of the congregation and the church staff, the <i>Board of Trustees</i> will provide an emergency response plan suitable to accommodate any perceived disaster or problem that could encumber the congregation and its programs. The <i>Board of Trustees</i> will be responsible to plan for or delegate the training programs associated with the plan and provide the equipment essential for emergencies. The Emergency Response Plan will also allow for any necessary media conversations and provide the training for these conversations or events.</p>	Life Link; Alpha Fire Company; Program and Administrative Units
LTV #3	<p>Management of Assets: In compliance with the <u>Book of Discipline of the United Methodist Church</u> and various state or local laws, the <i>Board of Trustees</i> shall develop, implement, and evaluate its plans for managing the assets of the congregation and report these plans to the Church Council and Church Conference. Assets management may include real property, art, artifacts, cash, stocks, and any other assets entrusted to the congregation. The value of these assets shall be reported to the congregation annually at the Church Conference along with any applicable considerations for safeguarding them as is deemed essential.</p>	Board of Trustees; Church Conference and Council; Chancellor; Staff; Principals and Network
LTV #4	<p>Growing the Unrestricted Endowment: In support of the expanding ministries of the St. Paul's United Methodist Church, the <i>Board of Trustees</i> will plan for and implement a strategy of <i>planned giving and bequests</i> in order to increase the unrestricted endowment portfolio of the congregation. The program of planned giving and endowment growth will be recommended to the Church Council and will continue systematically through 2012. While no particular financial goal has been established, the Board of Trustees realizes the value and impact of unrestricted funds and would seek the support of the congregation and its giving units in this project.</p>	Pastors; Board of Trustees; Church Council; Endowment Growth Task Force
LTV #4	<p>The Restricted Endowment Fund: In consideration of the programs and outreach of the congregation, The Board of Trustees at St. Paul's Church will welcome and carefully manage the <u>restricted endowment funds</u></p>	Board of Trustees; Church Council; the

	entrusted to the congregation. Restricted or designated gifts are designed to support a particular program, event, scholarship, or project well into the future.	Investment and Endowment Committees
LTV #5	Distribution of Unrestricted Bequests: In the fall, 2008, the <i>Board of Trustees</i> received and affirmed a policy and procedure for the distribution of unrestricted bequests. This policy is to be presented to the Church Conference on November 16 th , and if affirmed will be implemented immediately. The policy is located in the appendix to the strategic plan and is available for discussion and action.	Board of Trustees; Church Conference; Church Council. Networking
LTV #6	Capital Campaigns and Debt Service: In support of the congregation's long term facilities planning, the Board of Trustees will continue to support and collaborate with the Church Council and its agencies in the support and preparation of any capital campaigns essential to fulfill the <u>current debt service</u> of the congregation and any future capital considerations. Such capital campaigns and projects will be reported to the Church Council and the Church Conference in compliance with <u>The Discipline of the United Methodist Church</u> and the State College District of the Central PA Conference.	Program and Admin. Units; State College District, UMC, Staff and Pastors
LTV #7	Integration and Networking: It is the plan of St. Paul's United Methodist Church to continue the internal networking essential to integrate the programs and activities of the congregation in such a way that the facilities and resources of the congregation will be used to support the fullest possible impact of the mission, vision, and values of St. Paul's Church locally and connectionally. This networking will provide ways for the program and administrative units of the congregation, and its partners, to prepare and share spaces essential for the greatest outreach and impact for the sake of the Gospel of Christ. The Board of Trustees will consider the use of new and emerging technologies and the impact of these technologies on space use, and related matters.	Program and Administrative Units; Office Staff; Event Planning; Church Council; Strategic Planning Team; Principals

Strategic Direction VI: Identifying and Creating Connectional, Ecumenical, and Community Networks [NTW]

“In the wilderness prepare the way of the Lord; make straight in the desert a highway for our God. Every valley shall be lifted up, and every mountain and hill be made low; the uneven ground shall become level, and the rough places a plain. And the glory of the Lord shall be revealed, and all flesh shall see it together.” --Isaiah 40:3-5

Local congregations do not exist in a vacuum, but they flourish in networks, communities, and in connection with others. Strategic Direction #6 provides for the many opportunities for St. Paul's to participate in programs infused throughout the connectional structure of the United Methodist Church and interactions with other religious groups and agencies. Networking, ecumenical and interfaith conversations and community partnerships each assume the creation of alliances of various intensity and purpose. Such relationships increase our usefulness to Christ and the Church, while providing opportunities for congregants to employ their spiritual gifts and grace in fulfilling their discipleship.

Goals and Objectives:

<p>NTW #1</p>	<p>United Methodist Networking Opportunities: In order to achieve the mission, vision, and values of the congregation, the staff and the program and administrative units of the church will discuss and form alliances with appropriate agencies of the United Methodist Church at the District, Conference, and General Church levels as deemed necessary and mutually beneficial. Alliances already in place, such as missionary support, will be evaluated and supported as deemed essential to the larger mission of the church. These alliances may be local, regional, national, or international. A report of these UM alliances and projects will be made annually to the Church Conference and may be presented as deemed appropriate throughout the church year.</p>	<p>Program and Administrative Units; Staff \$; Grant Writing</p>
<p>NTW #2</p>	<p>Local Ecumenical and Interfaith Alliances: In support of the mission, vision, and values of St. Paul's the congregation may form local and ecumenical alliances in order to address the mission, justice, advocacy, or educational issues germane to the region. These alliances may include existing agencies, such as the Interfaith Mission, but may extend to other agencies as opportunities arise. A report of these partnerships will be made annually to the Church Conference and may be presented as deemed appropriate throughout the church year.</p>	<p>Program and Administrative Units; Staff; \$; Grant Writing</p>
<p>NTW #3</p>	<p>Exploring and Developing Community Based Alliances: As is the case with sectarian alliances, St. Paul's Church may elect to form partnerships with agencies in the private or public sector to accomplish the mission of the church. Such alliances would include, but not be limited to Penn State University, civic organizations, area Foundations, or social service agencies wherever possible and appropriate. These partnerships, like others, may provide income through grants and special programs or opportunities for grant-making by the congregation in support of mutually held values.</p>	<p>Staff; Program and Administrative Units; Pastors \$</p>

Performance Measures

Performance measures are proposed metrics to be realized as the congregation moves forward toward the achievement of its strategic directions and initiatives. These measures are intended to assist the congregation and its leadership teams to celebrate all that God is accomplishing through the congregation and to take the next steps essential to fulfill its largest purposes.

Natural Church Development Measures:¹

1. Empowering Leadership
2. Gift based Ministry
3. Passionate Spirituality
4. Effective Structures
5. Inspiring Worship Services
6. Holistic Small Groups
7. Need-Oriented Evangelism
8. Loving Relationships

Statistical Benchmarks

1. Membership Data
2. Small Group Development
3. Congregational Giving
4. Weekly Worship Attendance
5. Support of Benevolences
6. Church School Attendance
7. St. Paul's Christian Pre-school Enrollment
8. Wesley Student Fellowship Involvement
9. Endowment Growth
10. Investment Portfolio and Planned Giving Results

¹ Natural Church Development is an international research project measuring the effectiveness of more than 10,000 congregation world wide. Details on each of these benchmarks are available through the Natural Church Development Team at St. Paul's United Methodist Church. Information is provided in the plan appendix that will be helpful as well. Other benchmarking may be developed for the use of the program and administrative agencies pursuant to their action items and programs.