



Diocese of New England
Orthodox Church in America

Strategic Plan Update WHY, SWOT, Core Values, Mission, Vision and Wildly Important Goals

“For everyone to whom much is given, from him much will be required.”
Luke 12:48

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Stewardship
Calling

Helping people and parishes discover and live their stewardship callings so that they may have a good account before the awesome judgment seat of Christ

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Ministries Task Force - OCA Diocese of New England
This is the working page of the Ministries Task Force
Download the Preliminary Draft detailed Ministries task force meeting on 9-12-20 here: [MINISTRIES TASK FORCE](#)

Task Force Meeting Backup Materials:
[MINISTRIES-TEAM-WORK-PLAN](#)

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Send questions to: Bill@stewardshipcalling.com



Statement of WHY

To guide and support the New England parishes so that they help people glorify God by growing in life, faith and spiritual understanding.



Final Strengths



- ~ **Laity**
- ~ **Financial Stability**
- ~ **Dogma, Traditions & Liturgical Practices**
- ~ **Clergy**



Final Weaknesses



- ~ **Clergy Needs (Too Few, Wellness, Overstretched, Bi-vocation)**
- ~ **Insufficient Diocese Staff & Support and Insufficient Parish Support**
- ~ **Lack of a Consensus Diocese Vision and Plan (and Resistance To Change)**
- ~ **Parish Misalignment & Density, Small Number and Small Size of Parishes & Great Distances**
- ~ **Stagnant Growth**
- ~ **Stewardship of Time, Talents and Treasures**



Final Opportunities



- ~ **Greater Numbers of People to Serve, including seekers, “nones”, youth and emerging adults, immigrants, poor and others living in New England**
- ~ **Technology / Social Media & Communications**



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Final Threats



- ~ **Secularism, Hostility to Religion & Changing Culture**
- ~ **Economy / Economic Stress & Other External Disruptions and Crises**



Christ-Centered Core Values

- ~ **Love**
- ~ **Education**
- ~ **Stewardship**
- ~ **Evangelization**
- ~ **Glorification of God**
- ~ **Faithfulness to Sacred Tradition**



Mission Statement

The mission of the Diocese of New England of the Orthodox Church in America is to **proclaim the Gospel of Jesus Christ, to assist parishes and individuals to live the fullness of the Orthodox faith, and to reach out and care for others in God's love.**



Vision Statements



During the next 3 years, the OCA Diocese of New England will revitalize itself and support its parishes and institutions by:

Developing and staffing a Diocesan office

Increasing outreach, evangelization and missions

Optimizing comprehensive communication

Creating a vocational program

Expanding education

Supporting our Bishop and clergy more fully

Encouraging a Christ-centered life for all



Preliminary DWIGs and TWIGs



Ministries

**Outreach &
Evangelism**

Stewardship

**Religious
Education**

**Parish Ministry
& Liturgical Life
Engagement**

**Youth &
Emerging Adults**

**Leadership
Development**

Missions

Operations

**Vocation
Recruitment &
Development**

**Parish Health
Assessment &
Restructuring
Optimization**

Communications

**Hierarch Selection
and Support with
Restructured
Office and Staff**



Which Of The 11 Are Currently Actionable And Can Have the Greatest Impact on the Diocese and its Parishes?



(the few things that can change everything)

Ministries

Outreach & Evangelism

Stewardship

Religious Education

Parish Ministry & Liturgical Life Engagement

Youth & Emerging Adults

Leadership Development

Missions

Operations

Vocation Recruitment & Development

Parish Health Assessment & Restructuring Optimization

Communications

Hierarch Selection and Support with Restructured Office and Staff



Ministries Team – WIG 1



Parish Ministry & Liturgical Life Engagement

- ~ **WIG wording = from X to Y by when**
- ~ **X = “define, research & develop an effective Parish Ministry & Liturgical Life Engagement Program and train the parish trainers”**
- ~ **Y = “deliver the Parish Ministry & Liturgical Life Engagement Program to at least 14 of the Diocese parishes”**
- ~ **BY = “all within 24 months from start”**



Ministries Wildly Important Goal i



Develop and implement an effective Parish Ministry & Liturgical Life Management Program in at least 14 (~50%) of the Diocese parishes within 24 months.



Prelim Lag Measures WIG 1



- **LAG 1:** Define, research the most effective Parish Ministry & Liturgical Life Programs (the “Engagement Program”) within 2 months
- **LAG 2:** Develop the most effective Engagement Program within 4 months
- **LAG 3:** Recruit and train the parish trainers within 2 months
- **LAG 4:** Recruit, deliver and implement the Engagement Program in at least 14 of the Diocese parishes within 12 months
- **LAG 5:** Compile the results of the Engagement Program and provide a report within 4 months

Ministries WIG1:

“Develop and implement an effective Parish Ministry & Liturgical Life Engagement Program in at least 14 of the Diocese parishes within 24 months.”



Prelim Lead Measures WIG 1



- **LEAD 1:**
 - A: recruit team**
 - B: define “parish ministry engagement” and “liturgical life engagement” and develop process plan**
 - C: ID at least 5 similar Engagement Programs to consider**
- **LEAD 2:**
 - A: evaluate Engagement Programs for effectiveness / validity**
 - B: modify Engagement Program for use in our diocese**
 - C: finalize Engagement Program**
- **LEAD 3:**
 - A: identify number and names of potential trainers**
 - B: develop training program**
 - C: implement training program**
- **LEAD 4:**
 - A: identify & recruit at least 14 parishes of various characteristics to implement the Engagement Program**
 - B: assign trainers to respective parishes**
 - C: schedule and implement an Engagement Program training for all 14 parishes**
- **LEAD 5:**
 - A: obtain data from parish Engagement Program implementation assessments**
 - B: compile all data**
 - C: finalize and deliver Engagement Program report**
- **LAG 1:** Define, research the most effective Parish Ministry & Liturgical Life Program (the “Engagement Program”) within 2 months
- **LAG 2:** Develop the most effective Engagement Program within 4 months
- **LAG 3:** Recruit and train the parish trainers within 2 months
- **LAG 4:** Recruit, deliver and implement the Engagement Program in at least 14 of the Diocese parishes within 12 months
- **LAG 5:** Compile the results of the Engagement Program and provide a report within 4 months



Ministries Wildly Important Goal i



Develop and complete an effective Parish Ministry & Liturgical Life Engagement Program in at least 14 (~50%) of the Diocese parishes within 24 months.



Ministries Wildly Important Goal 1 Action Plan



Key Actions Necessary To Achieve Strategic WIG 1	Responsible Party	Deadline Timetable	Completion Confirmation Test
1. Form Diocese of New England Wildly Important Goal Team 1 (Ministry Team 1).	Strategic Planning Team and Goal co-Captains	Prior to Start Date	Ministry Team 1 team members agree to serve
<u>LAG 1: Research the most effective parish ministry engagement and liturgical life engagement program within 2 months</u>			
2. Define “parish ministry engagement” and “liturgical life engagement” and research and develop and roll out process plan and how success will be determined.	Ministry Team 1	1 month after start date	Definitions and process plan are completed
3. Identify at least 5 Parish Ministry & Liturgical Life Programs (an “Engagement Program”) to evaluate and consider from both inside and outside the Orthodox ecosystem).	Ministry Team 1	1 month after step 2	At least 5 Engagement Programs are identified for study
<u>LAG 2: Develop the most effective Engagement Program within 4 months</u>			
4. Evaluate and study all Parish Engagement Programs to determine their effectiveness and validity to DNE parishes based on criteria of success determined in step 2.	Ministry Team 1	2 months after step 3	Evaluation of alternative Engagement Programs is completed
5. Modify as necessary and finalize the creation of official DNE Engagement Program for use.	Ministry Team 1	2 months after step 4	Engagement Program is finalized



Ministries Wildly Important Goal 1 Action Plan



Key Actions Necessary To Achieve <u>Strategic WIG 1</u>	Responsible <u>Party</u>	Deadline <u>Timetable</u>	Completion <u>Confirmation Test</u>
<u>LAG 3: Recruit and train the parish trainers within 2 months</u>			
6. Identify the number and names of potential trainers (“Trainers”) who can teach the Engagement Program in the parishes and recruit trainers.	Ministry Team 1	1 month after step 5	Trainers are recruited
7. Develop training program for Trainers and train the Trainers selected in step 6.	Ministry Team 1	1 month after step 6	Trainers are trained in training program
<u>LAG 4: Recruit, deliver and complete the Engagement Program training in at least 14 of the Parishes within 12 months</u>			
8. Provide notice of availability of Engagement Program to all parishes and recruit at least 14 parishes of all types and geographies and various demographics and characteristics (the “Parishes”).	Trainers and Ministry Team 1	3 months after step 7	At least 14 DNE Parishes agree to implement the Engagement Program
9. Schedule and train all Parishes on the Engagement Program.	Trainers	9 months after step 8	Engagement Program is implemented in all 14 Parishes



Ministries Wildly Important Goal 1 Action Plan



Key Actions Necessary To Achieve <u>Strategic WIG 1</u>	Responsible <u>Party</u>	Deadline <u>Timetable</u>	Completion <u>Confirmation Test</u>
<u>LAG 5: Compile the results of the Parish Engagement Program assessment and provide a report within 4 months</u>			
10. Obtain and compile data from all Parish Engagement Program implementations.	Trainers and Ministry Team 1	3 month after step 9	Parish Engagement Program implementation assessments are compiled
11. Finalize and deliver comprehensive Parish Engagement Program implementation assessment report to Hierarch and DNE Diocese Council.	Ministry Team 1	1 month after step 10	Parish Engagement Program implementation assessment report is completed and delivered



Ministries Wildly Important

Goal 1

Compelling Scoreboard



Lead Measure Action	Deadline Date	Status: Percent Complete and Date
1. Form Ministry Team 1		
2. Develop Process Plan		
3. Research Engagement Programs		
4. Evaluate Engagement Programs		
5. Finalize Diocese Engagement Program		
6. Identify Trainers		
7. Train Trainers		
8. Recruit 14 Parishes		
9. Implement Engagement Program		
10. Obtain Date From Engagement Plan Implementation		
11. Deliver Comprehensive Parish Engagement Program Implementation Assessment Report		



Ministries Team – WIG 2



Leadership Development

- ~ **WIG wording = from X to Y by when**
- ~ **X = “research & develop an effective leadership training program and train the parish trainers”**
- ~ **Y = “deliver the leadership training program to at least 21 (≈75%) of the Diocese parishes”**
- ~ **BY = “all within 24 months from start”**



Ministries Wildly Important Goal 2



Develop and implement an effective Leadership Training Program in at least 21 ($\approx 75\%$) of the Diocese parishes within 24 months.



Prelim Lag Measures WIG 2



- **LAG 1:** Research the most effective leadership training program (the “Leadership Training Program”) within 2 months
- **LAG 2:** Develop the most effective Leadership Training Program within 4 months
- **LAG 3:** Recruit and train the parish trainers within 2 months
- **LAG 4:** Recruit, deliver and implement the Leadership Training Program in at least 21 of the Diocese parishes within 14 months
- **LAG 5:** Compile the results of the Leadership Training Program and provide a report within 2 months

Ministries WIG2:

“Develop and implement an effective Leadership Training Program in at least 21 of the Diocese parishes within 24 months.”



Prelim Lead Measures WIG 2



- **LEAD 1:**

- A: recruit team

- B: develop process plan

- C: ID at least 5 Leadership Programs to consider

- **LEAD 2:**

- A: evaluate leadership training programs for effectiveness / validity

- B: modify leadership training programs for utilization in our diocese

- C: finalize “Leadership Training Program”

- **LEAD 3:**

- A: identify number and names of potential trainers

- B: develop training program

- C: implement training program

- **LEAD 4:**

- A: identify & recruit at least 21 parishes of various characteristics to implement the Leadership Training Program

- B: assign trainers to respective parishes

- C: schedule and complete a parish implementation of the Leadership Training Program in all 21 parishes

- **LEAD 5:**

- A: obtain data from Leadership Training Program assessments

- B: compile all data

- C: finalize and deliver Leadership Program report

- **LAG 1:** Research the most effective Leadership Program within 2 months

- **LAG 2:** Develop the most effective Leadership Program within 4 months

- **LAG 3:** Recruit and train the parish trainers within 2 months

- **LAG 4:** Recruit, deliver and implement the Leadership Program in at least 21 of the Diocese parishes within 14 months

- **LAG 5:** Compile the results of the Leadership Training Program and provide a report within 2 months



Ministries Wildly Important Goal 2



Develop and implement an effective Leadership Training Program in at least 21 ($\approx 75\%$) of the Diocese parishes within 24 months.



Ministries Wildly Important Goal 2 Action Plan



Key Actions Necessary To Achieve Strategic WIG 2	Responsible Party	Deadline Timetable	Completion Confirmation Test
1. Form Diocese of New England Wildly Important Goal Team 2 (Ministry Team 2).	Strategic Planning Team and Goal co-Captains	Prior to Start Date	Ministry Team 2 team members agree to serve
<u>LAG 1: Research the most effective parish Leadership Training Program within 2 months</u>			
2. Develop and roll out process plan and how success will be determined.	Ministry Team 2	1 month after start date	Process plan completed
3. Identify at least 5 Parish leadership training programs to evaluate and consider from both inside and outside the Orthodox ecosystem).	Ministry Team 2	1 month after step 2	At least 5 leadership training programs are identified for study
<u>LAG 2: Develop the most effective Leadership Training Program within 4 months</u>			
4. Evaluate and study all Parish leadership training programs to determine their effectiveness and validity to DNE parishes based on criteria of success determined in step 2.	Ministry Team 2	2 months after step 3	Evaluation of alternative leadership training programs is completed
5. Modify as necessary and finalize the creation of official DNE “Leadership Training Program” for use.	Ministry Team 2	2 months after step 4	Leadership Training Program is finalized



Ministries Wildly Important Goal 2 Action Plan



Key Actions Necessary To Achieve Strategic WIG 2	Responsible Party	Deadline Timetable	Completion Confirmation Test
<u>LAG 3: Recruit and train the parish trainers within 2 months</u>			
6. Identify the number and names of potential trainers (“Trainers”) who can teach the Leadership Training Program in the parishes and recruit trainers.	Ministry Team 2	1 month after step 5	Trainers are recruited
7. Develop training program for Trainers and train the Trainers selected in step 6.	Ministry Team 2	1 month after step 6	Trainers are trained in training program
<u>LAG 4: Recruit, deliver and complete the Engagement Program training in at least 21 of the Parishes within 12 months</u>			
8. Provide notice of availability of Leadership Training Program to all parishes and recruit at least 21 parishes of all types and geographies and various demographics and characteristics (the “Parishes”).	Trainers and Ministry Team 2	3 months after step 7	At least 21 DNE Parishes agree to implement the Leadership Training Program
9. Schedule and train all Parishes on the Leadership Training Program.	Trainers	9 months after step 8	Leadership Training Program is implemented in all 21 Parishes



Ministries Wildly Important Goal 2 Action Plan



Key Actions Necessary To Achieve <u>Strategic WIG 2</u>	Responsible <u>Party</u>	Deadline <u>Timetable</u>	Completion <u>Confirmation Test</u>
<u>LAG 5: Compile the results of the Parish Leadership Training Program assessment and provide a report within 4 months</u>			
10. Obtain and compile data from all Parish Leadership Training Program implementations.	Trainers and Ministry Team 2	3 month after step 9	Parish Leadership Training Program implementation assessments are compiled
11. Finalize and deliver comprehensive Parish Leadership Training Program implementation assessment report to Hierarch and DNE Diocese Council.	Ministry Team 2	1 month after step 10	Parish Leadership Training Program implementation assessment report is completed and delivered



Ministries Wildly Important

Goal 2

Compelling Scoreboard



Lead Measure Action	Deadline Date	Status: Percent Complete and Date
1. Form Ministry Team 1		
2. Develop Process Plan		
3. Research Leadership Training Programs		
4. Evaluate Leadership Training Programs		
5. Finalize Diocese Leadership Training Program		
6. Identify Trainers		
7. Train Trainers		
8. Recruit 21 Parishes		
9. Implement Leadership Training Program		
10. Obtain Date From Engagement Plan Implementation		
11. Deliver Comprehensive Parish Leadership Training Program Implementation Assessment Report		



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Compelling Scoreboard



Lead Measure Action	Deadline Date	Status Percent Complete and Date
1		
2		
3		
4		
5		
6		
7		
8		
9		
10		