

BLACK METHODISTS FOR CHURCH RENEWAL, INC.

ORGANIZATIONAL STRATEGIC PLAN

(2014 – 2017)

INTRODUCTION AND HISTORY OF ORGANIZATION

National Black Methodists for Church Renewal, Inc. is a 501©3 non profit Church organization. It has been in operation since 1968. Its inception grew out the segregated body of Methodism, The Central Jurisdiction, which was being dissolved. The Methodist Church and the Evangelical United Brethren were moving toward merger. National Black Methodists for Church Renewal, Inc. (BMCR) was formed to advocate for the interests and inclusivity of Blacks in the General Church structures as well as to serve as the spiritual agitating conscience of the whole Church.

Another focus of BMCR was to provide education and training for its constituency so as to have the skills and knowledge to accept the opportunities of service in a newly integrated Church. Nor was the education and training limited to the Black populations of the Church but extended to those who were sincere in their desire to understand racism and injustice and to recognize the indicators and the systemic modes of oppression in the Church and society in general.

The organization operates nationally with five Jurisdictional organizations, whose boundaries parallel the United Methodist Church Jurisdictional boundaries, and with a large number of local or conference caucuses.

Governance is provided through elected officers and a Board of Directors representative of all five jurisdictions.

Through its advocacy focus and collaborative efforts, BMCR, -was instrumental in the General Conference, the governing body of The United Methodist Church, in establishing the Commission on Religion and Race which serves as the official advocacy organization for racial justice in the Church.

Among other significant accomplishments of the organization through the years has been to:

- Advocate for the establishment of the Black College Fund to support the historical Black Colleges related to The United Methodist Church
- Advocate for the establishment of Black Community Developers, an urban mission development
- Succeed in having the General Conference to order the General Boards and Agencies of the Church to report its progress of twelve years of the missional priority, Ethic Minority Local Church
- Submit and had approved a proposal giving birth to Strengthening the Black Church for the 21st Century and continues to partner with this program entity and PATH1 around congregational development and vitality initiatives
- Advocate at General Conference for the establishment of Africa University in Old Mutare, Zimbabwe with financial support provided by The Africa University Fund.
- Advocate for the collection and preservation of historical records and documents related to Black/African American United Methodists and the establishment of the African American Methodist Heritage Center.

- Maintain a system of Leadership education and training at its Annual Meetings
- Sponsor major events for congregational teams, Black Pentecost; David L. White Laity Academy and Youth Harambee events for young people
- Sustain financial support for the Bishop Melvin G. Talbert Leadership Institute and its fellows
- Support and promote Jurisdictional and local caucus training and celebratory events

In the March 2013 Annual meeting, the Board of Directors presented a Transition and Restructure Plan that the General Membership approved unanimously. This plan is the next step in the Transition and Restructure process, which intends to set BMCR on a path to sustainability in the areas of advocacy, membership development and fiscal vitality. The scope of this plan encompasses the short-term activities and emphasis needed to accomplish long-term vitality.

Strategic Analysis: The Strategic Planning Task Force identified five (5) strategic directions after engaging in a process of naming current realities, visioning and brainstorming of possibilities. The Task Force used in-person interviews, young adult focus group and solicited general feedback from current and former Board members, while also utilizing information gained from consultant feedback to determine strategic goals for BMCR. A SWOT Analysis of the organization was also employed in the early stages of the process to determine Strengths (history, values, and “Brand”), Weaknesses (lack of clearly stated goals, less connection with history, and lack of relevance among young people), Opportunities (state of the black family/community, globalization); and Threats (globalization, church closures, reduction in “denominational” loyalty, relevance in black community).

The feedback and reflection upon information received throughout the planning process revealed 5 Strategic Goals to assist BMCR with moving toward fulfillment of its mission by emphasizing and organizing the Caucuses work in the areas of Structure/Governance, Advocacy, Leadership Development, Constituency Engagement/Membership Outreach, Fund Development/Financial Stability. In each of the Strategic Directives, we identified 5 Strategic Goals with corresponding strategies to accomplish our Strategic Goals:

Strategic Goal 1: Redefine and strengthen the operating structure

Strategic Goal 2: Engage in advocacy work

Strategic Goal 3: Cultivate and develop prophetic and spiritual leaders

Strategic Goal 4: Maintain sustainable membership levels

Strategic Goal 5: Operate as a financially solvent organization

The strategies proposed are consistent with the needs of the organizations constituency target, vision, mission and core values and will advance the work of BMCR for years to come.

I. CONSTITUENCY TARGET, VISION, MISSION, CORE VALUES

OUR CONSTITUENCY TARGET

(Our market share for a viable advocacy force)

Currently there are approximately 450,000 African American members of The United Methodist Church in United States based- Annual Conferences of The United Methodist Church. Approximately 2,400 African American congregations exist but African Americans are scattered among all congregations. Membership figures are estimated because of the way membership is calculated by the General Council on Finance administration whose responsibility among other charges maintains the Church's memberships. There are a large and growing number of African members as well. These are Haitian, Ghanaian, Nigerian, and the Caribbean who are United Methodists and suffer similar injustices which are not being addressed.

OUR MISSION

(Our reason for being)

The mission of Black Methodists for Church Renewal is to raise up prophetic and spiritual leaders who will be advocates for the unique needs of Blacks in The United Methodist Church.

OUR VISION

(The result of our work made visible in fulfilling our mission)
A renewed transformed united body of Christ on mission in the world

OUR CORE VALUES

(Core beliefs which shape and form our organization's culture and behaviors)

- We value commitment to the developing of spiritual and prophetic leaders.
- We value our legacy; the history, the persons, the events which shaped and formed our foundation.
- We value our Wesleyan heritage of vital piety and social holiness.
- We value connectivity and relationships.
- We value inclusiveness.

II.

OUR STRATEGIC DIRECTIONS 2014-2017

Strategic Goals are the broad directions in which the organization will move forward in fulfilling its mission and advancing its vision.

Objectives are the measurable anticipated results generated from specific and energetic actions, behaviors, and or finance for each identified goal. They can be process or outcome objectives.

Strategies are specific and identified steps/tasks taken to get results for each objective identified.

Due Date (TimeLine) is the anticipated benchmark when each strategy will be completed.

Responsible Party (ies) are the persons, groups, etc. that must oversee and implement each strategy.

Evaluation Measures identifies what tools/evidence will be used to measure accomplishment of identified strategy to assure the organization is on target or whether intervention is necessary.

Projected Cost is the anticipated expenditures (if any) for each strategy and is used to itemize cost per goal and to provide budget line items for the grant request.

STRATEGIC DIRECTION: STRUCTURE AND GOVERNANCE

Strategic Goal 1: Redefine and strengthen the operating structure of the organization to align with activities with our vision, mission, values, goals and action plans completed by April 2014

Objectives	Strategies	Due Date/ Timeline	Responsible Party (ies)	Evaluation Measures/Evidence	Projected Costs
<i>1. To revise the Constitution and ByLaws so they are aligned with current practices and direction</i>	Review various versions of constitutions and bylaws to (re)craft new ones for adoption.	August 2013	Constitution/Bylaws Committee	Distribution of old version	
	Review the adopted values, mission, and vision statements in every Board, General, Jurisdictional and Local caucus meeting.	October 2013	Board of Directors	Written review comments documented	
	Announce pending changes to constitution and bylaws at each Jurisdictional meeting	December 2013	Board Chair	Written draft provided at meeting	
	Request and retrieve feedback on new documents from general membership	January 2014		51% of feedback received from membership	
	Send final recommendations to Board of Directors for approval	February 2014	Constitution/Bylaws Committee	Final written documents	

	Submit final documents for General Membership approval	March 2014	Constitution/Bylaws Committee	Approval of document in meeting minutes	
2. To develop an covenantal agreement of accountability	Develop a self assessment and corporate accountability index for each Board Member and Affiliate entity using industry-informed tools.	July 2014	Executive Committee and Consultant	Self assessment tool developed	
	Require Board members to submit self-accountability index prior to each board meeting.	Semi-Annually	Executive Committee	100 % of members submit index tool	
	Ensure each Board members are actively engaged in a Standing Committee	Every Board meeting	Board Chair and Nominations Committee	Document the number of members in each Standing Committee	
	Monitor financial responsibilities of each Board Member	Every Board meeting	Treasurer	Status report to each member of financial obligation status	
3. To strengthen the connectional relationship of the General to Jurisdiction, to Conference/Local caucuses of Black Methodists	Require submission of each Jurisdiction, Conference and local caucuses Constitution and Bylaws	December 2014	Constitution/Bylaws Committee	Retain copies on file in Office	
	Develop policies for chartering and de-chartering of caucuses	December 2015	Constitution/Bylaws Committee and Membership Committee	Procedure developed	
	Monitor compliance of Constitution and Bylaws of every caucus	Annually	Constitution/Bylaws Committee	Status report to Board of Directors	
4. Develop, implement and maintain a system of communications with BMCR's diverse	Include the Communications Committee as a Standing Committee within the Board	March 2014	Constitution/Bylaws Committee	Revised documents	
	Include Chair of	March 2014	Constitution/Bylaws	Revised documents	

<i>constituencies, membership, and potential members</i>	Communications Committee on Executive Committee		Committee		
	Redesign organization's website with links to various social media sites and outlets	September 2014	Communications Committee	New web presence	
	Hire a communications consultant to assist Board with developing a Communications and Marketing Plan	January 2015	Executive Committee and Communications Committee	Contract	
	Create Communications Protocol Manual for use at every level of the organization	January 2016	Communications Committee	Policy manual	
	Establish a Communications Coordinator in each Jurisdiction who will serve on the General organizations Communications Committee	September 2014	Constitution/Bylaws Committee and Communications Committee	Revised documents	
<i>5. Implement and monitor all Strategic Directions to achieve the Strategic Goals as prescribed in the Strategic Plan</i>	Hire Office Staff with Project Management skill set to oversee implementation and coordination of the Plan	June 2014	Personnel Committee and Executive Committee	Contract	85,000

STRATEGIC DIRECTION: *ADVOCACY*

Strategic Goal 2: To engage the caucus in advocacy issues effecting both the internal workings as well as the general community.

Objectives	Strategies	Due Date/ Timeline	Responsible Party (ies)	Evaluation Measures/Evidence	Projected Costs
<i>1. Collaborate with the General and Conference Commissions on Religion and Race in developing educational materials for confronting, exposing and addressing discrimination</i>	Engage organization such as Community Change, Inc. to assist with development of curriculum for use within a faith based organization	May 2014	Advocacy Committee	Curriculum developed	2,000
	Train the Board of Directors	March 2014	Executive	Training occurs	1,000

	using the curriculum developed by GCORR assigned trainer		Committee		
	Identify at least 1 individual in each Jurisdiction to serve as Chair of each Jurisdictions Advocacy Council	April 2014	Advocacy Committee	Document recruitment of individuals	
	Train at least 100 individuals using the Community Change curriculum	April 2014	Advocacy Committee	Document participation with pre-post interviews	
	Retain an Advocacy Consultant to assist with monitoring and notifying the Board of advocacy needs	March 2014	Executive Committee	Contract established	3,000
	Form Advocacy Councils in each Jurisdiction to identify and respond to advocacy needs in each jurisdiction	October 2014	Advocacy Committee	Documentation submitted with roster of participants	
2. Develop a system of communicating issues within Annual Conference, Caucuses and the black community	Retain an Advocacy Consultant to assist with monitoring and notifying the Board of advocacy needs	March 2014	Executive Committee	Contract established	
3. Develop print, electronic and Internet media to distribute timely information about issues of discrimination, injustice and inequality with the Black community.	Engage marketing and communications specialist to assist with messaging and maintaining connections with news/info outlets	December 2014	Executive Committee and Communications Committee	Contract established	2,000
	Evaluate current communications system	January 2014	Communications Committee	Survey and Interview data tabulated	
	Review strategies used to recruit monitors and observers	March 2015	Advocacy Committee	Status report submitted	

STRATEGIC DIRECTION: *LEADERSHIP DEVELOPMENT*

Strategic Goal 3: Create and cultivate a leadership culture for the development of prophetic and spiritual leaders.

Objectives	Strategies	Due Date/ Timeline	Responsible Party (ies)	Evaluation Measures/Evidence	Projected Costs
<i>1. Enact programs for learning and skill development so that individuals and caucuses will lead effectively</i>	Set quadrennial themes for the organization to be supported at every level of the organization	October 2014	Board of Directors	Post themes on website	
	Evaluate General Meeting to determine if outcomes were met and determine follow-up and corrective actions	July 2014	Program Committee	Tabulated report submitted to Board of Directors	
	Include an element of Organizational Effectiveness training in every General Meeting	March 2014	Program Committee	Training offered	
	Include an element of Organizational Effectiveness training in every Jurisdictional Meeting	November 2014	Program Committee	Training offered	
	Share Advocacy Report in every meeting	Annually	Advocacy Committee	Report submitted	
<i>2. Cultivate a culture that promotes development of prophetic and spiritual leaders under the age of 40</i>	Host Youth Harambee events in each Jurisdiction	Bi-Annually	Program Committee	Participant evaluations	5,000
	Form a task force to determine issues facing young adults	April 2014	Board Chair	Focus Groups and Participant Evaluations	1,500
	Develop programs in response to the findings of the young adult task force	September 2014	Program Committee	Reports submitted to Board	
	Establish criteria for youth and young adult Board Members	December 2014	Constitution/Bylaws Committee	Revised documents	
	Create a web-based forum for black seminarians to dialogue about issues	March 2015	Communications Committee	Established platform	

3. Develop opportunities for intergenerational interactions	Establish a mentor-mentee relationship program between First Generation / Founding members of BMCR and black seminarians	March 2015	Membership Committee	Listing of partnerships	
	Create a Clergy Circle to allow clergy to discuss issues specific to their needs during General or Jurisdictional meetings	March 2016	Program Committee	Meeting Agenda	
	Increase participation in David White Laity Academy to include at least 3 persons under age 40 from each Jurisdiction	September 2015	Program Committee	Demographic information	Utilize Endowment Funds for this purpose

STRATEGIC DIRECTION: CONSTITUENCY ENGAGEMENT/MEMBERSHIP OUTREACH

Strategic Goal 4: The organization will maintain sustainable membership levels.

Objectives	Strategies	Due Date/ Timeline	Responsible Party (ies)	Evaluation Measures/Evidence	Projected Costs
1. Initiate a membership campaign involving all members of BMCR	Hire a consultant to help the Board establish a membership outreach and retention program	September 2014	Executive Committee	Contract	3,000
	Purchase web-based membership database software	September 2014	Office Staff	Database printouts	1,000
	Collaborate with other Racial Ethnic Caucuses to provide Young Peoples Events	September 2015	Special Task Force	Program materials	
	Engage Young People in Advocacy Work thru Youth Harambe Program	July 2015	Program Committee and Advocacy Committee	Program materials	

2. Cultivate and increase Life, Century and Hoosier memberships by 100 members in each category by 2017	Develop incentives for those who have pledged to be Life, Century, and Hoosier members to complete their commitments	January 2015	Membership Committee	Program materials	
	Generate a list of potential Life, Century and Hoosier Members to cultivate	July 2014	Executive Committee	List printouts	
	Communicate via social media to all black seminarians encouraging them to join BMCR	September 2014	Communications Committee and Membership Committee	Web presence	
	Include strategies for membership cultivation in membership outreach and retention plan	January 2015	Consultant and Membership Committee	Documentation of plan	
	Send hand-written letters to individuals who pledged to become Life, Century or Hoosier Members to express appreciation	July 2014	Membership Committee and Executive Committee	Letters on file	
3. Increase number of partner congregations by at least 20 before 2017	Develop tiers for Partner Congregation membership so that every congregation has an opportunity to become a partner within 5 years	March 2015	Membership Committee	Policy statement	
	Communicate with current partner congregations expressing appreciation for their support	March 2014	Executive Committee and Office Staff	Letters written and Phone log	
	Generate a list of potential partner congregations for cultivation	December 2014	Executive Committee	List generated	
	Highlight partner congregations and their leaders in materials, website and inclusion in Meetings	March 2016	Program Committee and Office Staff	Documentation of program participants	

	Utilize pastors and laity from potential partner congregations during General and Jurisdictional meetings as liturgists / presenters	March 2015	Program Committee	Documentation of program participants	
4. Increase college student and seminarian memberships by 10 per year	Institute a Seminarians membership category and rate for General organization	March 2015	Membership Committee	Registration materials and social media presence	
	Institute a Student Membership category and rate for General organization	March 2015	Membership Committee	Registration materials and social media presence	
	Include seminarians and college students in speaking roles and leadership of General meetings	March 2015	Program Committee	Documentation of program participants	
5. Implement new programs of ministry specific to the needs of the organization's constituents	Maintain and enhance the Harambe Program by making advocacy and leadership development the focal points of the programs	July 2015	Program Committee and Advocacy Committee	Documentation of curriculum	
	Explore feasibility of programs to assist the large black and brown prison population	December 2015	Special Task Force	Documentation of contacts and progress	
	Revive the David L White Laity Academy to train at least 10 "unengaged" laity per jurisdiction per event	July 2016	Special Task Force	Documentation of contacts and progress	
6. Expand BMCR membership (intentionally) to include all Black people	Identify at least 10 leaders and members of African and Afro-Caribbean congregations and invite them to attend General and Jurisdictional meetings each year	September 2014	Executive Committee and Program Committee	Documentation of contacts	
	Form a Task Force to study	January 2015	Board Chair and	Report submitted to	1,500

	areas of common needs and interests among Black people from all continents		Special Task Force	Board	
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STRATEGIC DIRECTION: *FUND DEVELOPMENT/FINANCIALY STABILITY*

Strategic Goal 5: BMCR will operate as a financially solvent organization by December 2016.

Objectives	Strategies	Due Date/ Timeline	Responsible Party (ies)	Evaluation Measures/Evidence	Projected Costs
<i>1. Ensure all Board Members remit financial contributions annually</i>	Update financial criteria for service as a Board Member	September 2014	Finance Committee	Board Manual update	
	Draft consequences for non-compliant Board Members	September 2014	Finance Committee	Board Manual update	
	Train Board members to give-or-get donations	March 2014	Program Committee	Board Manual update	
	Educate each Board Member to assist in securing at least \$2000/year in contributions	March 2015	Board of Directors	Board Manual update	
<i>2. Assist each Jurisdiction to become financially solvent and support the General Organization</i>	Provide training in program development and program evaluation at Jurisdictional Meetings	September 2014	Program Committee	Document training curriculum	
	Develop specific guidelines for Jurisdictions in the area of membership engagement and retention	September 2015	Membership Committee	Document training curriculum	
	Provide specific giving requirements for each Jurisdiction to be in good standing with the General organization	March 2015	Finance Committee and Executive Committee	Updated documents	
	Partner with Jurisdiction hosting General Meeting to share in proceeds from Ad Sales, Vendors and Banquet	March 2015	Program Committee and Finance Committee	Updated documents	

3. Increase Endowment by \$30,000 per year and annual operating income by \$50,000 per year	Explore possibility of professional fundraiser to assist in raising net revenue for General Meeting from \$15k to \$40k per meeting	July 2014	Finance Committee and Program Committee	Contract secured	
	Identify at least 15 prospective funding sources beyond the United Methodist Church annually	September 2014	Office Staff and Finance Committee	Documented source list	
	Submit at least 5 funding proposals to non-UMC agencies per year for program costs	January 2015	Office Staff and Finance Committee	Applications submitted	
	Submit at least 5 funding proposals to UMC agencies per year for program and/or operations	January 2015	Office Staff and Finance Committee	Applications submitted	
	Collaborate with community and civic organizations (NAACP, Urban League, UNCF, etc) to provide services to members and access to BMCR constituents	March 2015	Program Committee and Finance Committee	Memorandum of Understanding	
	Increase member registration at General Meeting by 20 new individuals each year	March 2015	Program Committee and Executive Committee	Participant List	
	Include all partner organizations in the General Meeting program for greatest exposure	March 2015	Program Committee	Participant List	
	Develop a standard proposal to submit to various funding sources	September 2014	Office Staff	Document source	
4. Cultivate and increase Life, Century and Hoosier memberships by 100 members in each category	Develop incentives for those who have pledged to be Life, Century, and Hoosier members to complete their	January 2015	Membership Committee	Program materials	

<i>by 2017</i>	commitments				
	Generate a list of potential Life, Century and Hoosier Members to cultivate	July 2014	Executive Committee	List printouts	
	Communicate via social media to all black seminarians encouraging them to join BMCR	September 2014	Communications Committee and Membership Committee	Web presence	
	Include strategies for membership cultivation in membership outreach and retention plan	January 2015	Consultant and Membership Committee	Documentation of plan	
	Send hand-written letters to individuals who pledged to become Life, Century or Hoosier Members to express appreciation	July 2014	Membership Committee and Executive Committee	Letters on file	
5. Increase number of partner congregations by at least 20 before 2017	Develop tiers for Partner Congregation membership so that every congregation has an opportunity to become a partner within 5 years	March 2015	Membership Committee	Policy statement	
	Communicate with current partner congregations expressing appreciation for their support	March 2014	Executive Committee and Office Staff	Letters written and Phone log	
	Generate a list of potential partner congregations for cultivation	December 2014	Executive Committee	List generated	
	Highlight partner congregations and their leaders within printed materials, website and inclusion in Meetings	March 2016	Program Committee and Office Staff	Documentation of program participants	
	Utilize pastors and laity from potential partner congregations during	March 2015	Program Committee	Documentation of program participants	

	General and Jurisdictional meetings as liturgists / presenters				
6. Increase college student and seminarian memberships by 10 per year	Institute a Seminarians membership category and rate for General organization	March 2015	Membership Committee	Registration materials and social media presence	
	Institute a Student Membership category and rate for General organization	March 2015	Membership Committee	Registration materials and social media presence	
	Include seminarians and college students in speaking roles and leadership of General meetings	March 2015	Program Committee	Documentation of program participants	
7. Explore expansion of membership to include all members of the African Diaspora	Compile a database of black clergy and laity in any/all United Methodist congregations so that they may learn of the work and ministry of BMCR	December 2014	Office Staff	Database compiled	
	Extend special invitations to black members of non-black congregations and black clergy in cross-racial appointments to consider becoming members of BMCR	January 2015	Executive Committee and Membership Committee	Invitations	
	Solicit funds to underwrite the costs associated with the Africana Dinner at General Conference	July 2015	Office Staff and Fund Developer	Commitment letters	Consultant fees
	Host the Africana Dinner at General Conference at no cost to the organization	April 2016	Office Staff and Program Committee	Commitment letters	
8. Increase in-kind contributions of goods and services	Explore relationship with local vocational schools, colleges and universities to place interns in the office for	December 2014	Office Staff and Executive Committee	Commitment letters	

	clerical and program positions				
	Request print, graphic and media services from hotels and businesses to underwrite the cost of the General Meetings	September 2014	Office Staff and Program Committee	Commitment letters	
	Solicit local businesses and organizations to sponsor meals and other aspects of the General meeting and programs	September 2014	Office Staff and Program Committee	Commitment letters	