

### Mission and Vision

Mennonite Mission Network exists to lead, mobilize and equip the church to participate in holistic witness to Jesus Christ in a broken world. We envision every congregation and all parts of the church being fully engaged in mission — across the street, all through the marketplaces and around the world.

### Values

Christ-centeredness • Collaboration • Belonging • Innovation • Anti-racism

## Strategic Priorities and Leadership Goals

1 Organizational Vitality	2 Stakeholder Involvement	3 Peace, Justice and DEI*	4 Mission Participation	5 Congregational Transformation	6 Leadership Development	7 Financial Sustainability
<ul style="list-style-type: none"> <li>Creating healthy organizational culture and renewed identity.</li> </ul>	<ul style="list-style-type: none"> <li>Improve external and internal communications to inform and inspire constituents to engage the agency.</li> </ul>	<ul style="list-style-type: none"> <li>Increase collaborations to achieve peace, justice, and antiracism objectives.</li> <li>Develop new mission education materials and opportunities.</li> </ul> <p><small>* Diversity, Equity, Inclusion</small></p>	<ul style="list-style-type: none"> <li>Increase and diversify constituent engagement.</li> <li>Revitalize opportunities that respond to the needs of racial ethnic constituents.</li> </ul>	<ul style="list-style-type: none"> <li>Create and enhance current training and resource materials for church planting, revitalization and discipleship.</li> </ul>	<ul style="list-style-type: none"> <li>Cultivate and increase opportunities for professional and leadership development.</li> <li>Increase positive and productive participation in cross functional teams to support initiatives.</li> </ul>	<ul style="list-style-type: none"> <li>Achieve consistent outreach to individuals and congregations to maximize invitations to provide financial support.</li> <li>Ensure effective use of organizational funds through ongoing review of rightsize spending and income avenues.</li> <li>Increase awareness and understanding of organizational financial statements.</li> </ul>

## Ventures Initiatives

Constituent Engagement	Global Partnerships	Training and Resources
<ul style="list-style-type: none"> <li>Create opportunities for fellowship and intergenerational connections — i.e. 'An Evening doing Peace &amp; Justice' — where churches host local community nights speaking out on gun violence, anti-oppression, and climate justice through the eyes of God.</li> <li>Invite more youth and young adult constituency to learn about Mission Network and the opportunities in mission and service.</li> <li>Strengthen relationships with racial/ethnic groups, such as <i>Iglesia Menonita Hispana</i>; African American Mennonite Association; African, Belizean &amp; Caribbean Mennonite Mission Association; Network of Asian Churches; Indonesian and Native American constituents.</li> <li>Open our group trips/experiences to constituents beyond MC USA which will open collaboration with Mission Network and offer resources to youth outside our denomination.</li> </ul>	<ul style="list-style-type: none"> <li>Support indigenous Anabaptist churches and communities in Latin America in preserving their culture and impact in their local communities.</li> <li>Partner with Anabaptist Network in South Africa and Eastern Mennonite University Summer Peacebuilding Institute in supporting South African congregations as peace advocates.</li> <li>Support immigrants and those affected by migration in collaboration with our global partners.</li> <li>Build on the Civil Rights and Borderlands learning experiences in North America to broaden participation and transformative impact on church life.</li> </ul>	<ul style="list-style-type: none"> <li>Design an overall concept for offering a broader and more accessible array of mission education, discipleship, urban ministries, and church planting content through the Mission Network website, providing it to IT/MarCom for development by January 2023.</li> <li>Provide formal learning programs on a national and international level that receive evaluation scores of 80% or higher on the questions:             <ol style="list-style-type: none"> <li>This training/event met my expectations.</li> <li>I can use what I learned through this experience.</li> </ol> </li> </ul>



# 2022-2023 Strategic Planning

## Making an Impact

### Mission and Vision

Mennonite Mission Network exists to lead, mobilize and equip the church to participate in holistic witness to Jesus Christ in a broken world. We envision every congregation and all parts of the church being fully engaged in mission — across the street, all through the marketplaces and around the world.

### Values

Christ-centeredness • Collaboration • Belonging • Innovation • Anti-racism

## Operations Initiatives

Information Technology	Human Resources	Finance
<ul style="list-style-type: none"> <li>Standardize and promote the use of MennoDocs.</li> <li>Review and streamline Helpdesk system.</li> <li>Create new information technology (IT) service performance score.</li> <li>Promote IT training =&gt; Bits &amp; Bytes print and live.</li> <li>Work with other departments to find and support technology tools for new initiatives.</li> <li>Promote Webinar Team coordination and effective use.</li> <li>Find additional IT related cost savings where possible while maximizing IT value.</li> </ul>	<ul style="list-style-type: none"> <li>Develop and implement a code of conduct and revised/renewed employee policies/handbook.</li> <li>Develop baseline measures for employee satisfaction and engagement.</li> <li>Create anonymous digital suggestion box.</li> <li>Fully integrate benefits with Paycor for smoother benefit enrollments and open enrollment process.</li> <li>Develop and implement a standardized employee performance evaluation/review process.</li> <li>Develop accountability and transparency measures within HR processes to support DEI goals.</li> </ul>	<ul style="list-style-type: none"> <li>Review current external travel/expense vendors.</li> <li>Ensure that all invoices and related payments do not charge sales tax due to our tax-exempt status.</li> <li>Review organizational insurance coverage annually.</li> <li>Increase staff awareness for use of Financial Edge for tracking budget vs actuals.</li> <li>Create consistent guidelines and expectations for charging expenses to various expense accounts.</li> <li>Review 5-year financial plan on a quarterly basis with executive team.</li> </ul>

## Advancement Initiatives

Development	Marketing and Communications
<ul style="list-style-type: none"> <li>Increase Giving Tuesday campaign donations.</li> <li>Fully develop revenue generating spring campaign that targets former mission workers and service volunteers of Mission Network.</li> <li>Develop strategy to cultivate renewed congregational giving to reverse donation level decline. Collaborate with Ventures to engage congregations.</li> <li>Reorganize team and territories to integrate ministry support teams (MST) lead and former "Church Relations Team" functions into the Development department.</li> <li>Review and redesign MST approach.</li> <li>Develop agency-wide process for pursuing grants and increasing grants received beyond the Showalter Foundation.</li> <li>Diversify Individual donor and congregation contacts and reach among BIPOC communities; particular emphasis on Hispanic constituents.</li> </ul>	<ul style="list-style-type: none"> <li>Update and market <i>Shared Voices</i> (guide to coverage of cultural diversity and gender diversity) as a peace and justice resource for staff, agency colleagues and church members engaged in communication.</li> <li>Review all current Marketing and Communications (Marcom) communication products as part of assessing and as part of responding to Marcom product survey and Mennonite Church USA (MC USA) denomination-wide survey regarding view of Mission Network.</li> <li>Review and implement anti-racism solutions per Widerstand, Roots of Justice, etc.</li> <li>Develop and maintain national media contact list in collaboration with MC USA Executive Board communications team and other MC USA agency communications departments.</li> <li>Utilize Peace Pins and other branding products in conjunction with Development campaigns</li> <li>Clearly brand Mission Network as a mission agency that serves Anabaptist or like-minded churches whether they are members of MC USA or not.</li> </ul>