

Summary and Synthesis of Responses from the “Vision Tool”

Mission	Collegiate:	9 responses
Or	B2G:	2 responses (combined into one)
Ministry	CDM:	1 response
	Community:	1 response
	Hispanic:	1 response

Envisioning Our Future

We asked staff to begin describing what the Navigators would look like if we were ethnically diverse in a manner consistent with our Core Calling, Values and Vision.

We first asked them to review:

1) The affirmation statement signed by the NLT on November 17, 2004.

We, the NLT, affirm that it is our intent by faith to lead the US Navigators to become a national ministry that embraces, empowers, engages and employs ethnic minority men and women at every level of the organization. We want to see ethnic minority men and women serving in empowered roles from national leadership to local ministry making their unique contribution to whom we (Navigators) are and who we are becoming. We also want to see an empowered presence of ethnic minority men and women at the US Headquarters Building, and throughout our Public Ministries. We want to see gifted people of color serving in a full range of roles as field staff and employees who together help the US Navigators fulfill our Core Calling.

2) Our third national Strategic Focus Item, which expresses this commitment:

“Strategically advance our ministry into the diverse cultures that comprise our country”

3) The Navigators Board of Directors’ statement (February, 2001) in support of the direction we are moving:

“Recognizing our biblical mandate to make disciples among all peoples, we as a Board unanimously and enthusiastically affirm the direction and the initiatives of the U.S. Leadership for the embracing, empowering and engaging of the ethnic minorities in our great task of advancing the Gospel to all the peoples of our culture.”

We then asked them to respond to the following questions:

1. What would you say is your "Desired Future" regarding ethnic diversity in your ministry? What would your ministry look like if it were ethnically diverse?
2. What would your entity look like if it were ethnically diverse?
3. What would the Navigators look like if we were ethnically diverse?
4. Any brief comments on what would help you get there?
5. Would you share what you feel the following Navigator ministry areas would look like if they were ethnically diverse in a manner consistent with our Core Calling? **Please respond to as many or few of the following areas you would like to; you needn’t respond to every item.**

Glen Eyrie	US Headquarters Building
Eagle Lake	Public Image of the Navigators (Web- Nav Home page, brochures, videos, etc.)
NavPress	

6. Are there any policies or systems of the Navigators that you feel need to be changed?

In reading the responses, one of the reviewers stated,

The focus of the responses seemed to reflect how we want The Navigators organization to look and act. This is only part of the vision – the internal part. Another important aspect is what our missional efforts will look like. We are actually trying to advance the gospel into the ethnic peoples of the nation. We are missing statements in our vision that sound something like this:

- We have developed the capacity to launch and sustain new ethnic initiatives
- We have developed funding strategies that are actually funding ethnic staff in mission
- The ethnic-specific ministries reflect the demographics of the area or mission of which they are a part
- We have active partnerships with other ethnic-focused ministries that share our Calling

This is a very helpful insight, and we will be doing some additional work together regarding the vision at the National Leadership Council. However, for where we are now prior to the NLC, the responses we received were helpful in giving us a place to start and pointing us toward where we need to trust God in our future.

Our thanks go to all who have taken their time to give us this valuable input!

Sincerely,

Chuck Broughton
for the NLC Assessment Team

The following page is a synthesis of the responses we received. The supporting documents are summarized in the appendix on pp. 4-9. Because the appendix summarizes the actual responses, some geographical references are included.

In the interest of brevity, some terms/words are abbreviated. The following glossary will assist you.

\$	=	Financial	HTC	=	High Trust Culture
AfAm	=	African American	IC	=	Inter-cultural
AsAm	=	Asian American	NLT	=	National Leadership Team
CS	=	Colorado Springs	NPC	=	National Personnel Committee
EL	=	Eagle Lake	SOP	=	Standard Operating Procedure
GE	=	Glen Eyrie	TRM	=	Thriving, Reproducing Ministry
HQ	=	Headquarters	UEM	=	United Ethnic Mission

“Vision” Synthesis

Common thoughts incorporated into bullet points:

We envision the future of The Navigators organization and Missions and Ministries to be described as:

- reflecting the ethnic populations where they are located
- having a much greater awareness, sensitivity, and cultural relevance to ethnic diversity, resulting in:
 - 1) a much greater participation of people from various ethnic backgrounds not being neglected, “left behind,” or needing to go elsewhere
 - 2) ethnic diversity being openly valued and celebrated and ethnic issues being explored as standard procedure, with increased input from people of color
 - 3) much better thinking, planning, decision-making, “policies,” etc. for ethnic ministry and staff to be embraced, engaged, and empowered
 - 4) appropriate and effective funding and fundraising for ethnic staff and ministries
- having ethnic laborers and staff at every level of ministry and organizational leadership, with all leaders sharing the passion and responsibility for ethnic diversity and how it fits into our Calling/CORE
- intentionally building meaningful and ongoing relationships between Anglo and ethnic staff, resulting in mutual learning, better communication, effective partnering in a safe environment, and Christlike humility and love in our relationships
- having an increasing understanding of the Scriptures with regard to the Biblical issues of ethnic diversity (e.g., unity and diversity, justice, reconciliation, etc.), resulting in appropriate personal, ministry, and organizational steps of obedience
- providing more, better, and regular training to staff on issues related to ethnic diversity and our Calling, fostering ongoing learning and application

Ideas for:

Glen Eyrie:

Hire more people of color; make GE more affordable; market GE to ethnic audiences/churches/organizations

Eagle Lake:

Make EL more affordable; intentionally recruit diverse participants; market EL to ethnic audiences/churches/organizations; partner with ethnic churches/youth groups to give financial assistance

NavPress:

Publish ethnic authors writing about ethnic issues; incorporate ethnic photos, images, tools; send mailings to key ethnic pastors

US HQ:

Reflect demographics of US, not just CS; host national ethnic partners in building

Public Image:

Incorporate more ethnic photos, images, tools; send mailings to key ethnic pastors; become less “white”

Policies/Systems:

Be more creative in empowering minorities to succeed; funding strategies need major overhaul; provide more intercultural training and development; too few ethnic staff in “white” gatherings; ministering “where you are” does not promote relating to diverse people; recruiting procedures, career planning, annual personal, ministry, and organizational reviews (with regard to ethnic issues)

Appendix: Summary of Responses on Vision

	Ministry - Ethnic Diversity	Entity – Ethnic Diversity	Navigators - Ethnic Diversity	Comments on what would help to get there		Glen Eyrie	Eagle Lake	NavPress	US HQ Building	Public Image	Policies or Systems Changed
Collegiate Mission (1)	Reflect the ethnic diversity of the campus	More AsAm, AfAm, Hispanic staff Conferences would have ethnic mix Staff and students would have real friends from different ethnic backgrounds	Multiply what I have said by the number of entities we have Ethnic entities have help insulate us from one another	Ethnic staff come to UW or UM and help – workshops at a staff conference is not enough		Too expensive for most AfAm and Hispanic students	Also too expensive, but inner city outreach is going well	X	X	X	We are currently working on this pretty hard nationally
Collegiate Mission (2)	Friends of different ethnic groups engaged together to reach others of diverse backgrounds Mutual growth, learning and inclusive	Cultural relevance, sensitivity, and diversity embedded in thinking and decision-making All leadership at all levels share responsibility for celebration of diversity for the richness added to Body and broader view of Kingdom	Ethnic, cultural, socioeconomic sensitivity so that Gospel isn't hindered or people neglected Cultural blinders addressed with humility Ethnic challenges explored as SOP Partners sharing in SAFE environment	Intentionality from colleagues and leaders to pursue meaningful relationships, mutual learning, and communication Humility with our own perceived reality		CR,S&D in thinking & d-making Market GE to ethnic conferences & organizations Get feedback on appealing to ethnics	Intentional recruiting of diverse participants Get word out better to ethnic audiences Partner w/ ethnic churches to give \$ aid	Incorporating ethnic photos, images, tools Conduct mailings to key ethnic pastors	X	Same as NavPress	Hearts require adjustment
Collegiate Mission (3)	Many ethnic friends in the ministry who have forgotten they are different	Entity would look: A lot less homogeneous Messy Difficult to measure More Biblical	Same as previous box	Make a new friend		X (Never thought about HQ matters)	X	X	X	X	X

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Collegiate Mission (4)	Students from different ethnic backgrounds Utilize city’s diversity in the ministry	Reflect culture of the campuses in US and abroad	Reflecting US and world cultures	Personal face-to-face dialogue		X	X	X	Reflect demographics of US rather than just CS	Looks good - diverse	Not that I’m aware of
Collegiate Mission (5)	Reaching the “nations” in US – look at why Navs attract/keep mainly while students Give more time to cultural issues and activities Co-sponsor events with ethnic groups Do more social action projects	Ethnic staff workers Percentage of ethnics in group should match the school Ethnic diversity sets a tone of acceptance and openness	Navs would understand how others receive/ worship God Break down cultural barriers Tear down pride and superiority See diversity as a reflection of God’s infinite nature	Nav Nights about “nations” Honduras trip Mentoring relationships More activities that appeal to ethnics Invite people of varied cultural backgrounds		Hire diverse staff	X	Ethnic authors writing about ethnic issues	X	Website is sterile. Edge Corps video features only whites	X
Collegiate Mission (6)	Thriving AfAm ministry at CSU	Hispanics becoming key laborers – some joining Edge Corps	More ethnic staff Crossing Catholic/ Hispanic lines in CO and NM	Pray for key laborers who can cross ethnic boundaries		X	1-2 weeks of camp to ethnic parts of Denver, CS, Albuquerque	X	X	X	X
Collegiate Mission (7)	Reflect ethnic diversity of campus Activities would represent interests of all ethnic groups	Same as previous box	Reflect the diversity of the nation	Ethnic minorities involved in ministry – will have to come from elsewhere		X	X	X	X	X	X

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Collegiate Mission (8)	More diversity on staff team would help draw more ethnic students to ministry	Example – we would have more than 5 (out of 50) non-white Edge Corps	More ethnic representation on the NLT	Prayer and humility		More people of color Make GE more affordable	X – Not informed	X – Not informed	Same as the Glen	Gotten more diverse, but still tends to focus more on “Anglo” mainstream ministries	X
Collegiate Mission (9)	An ethnic mix of staff and students where we are would mean Caucasians, Asian-Americans and Hispanics	We would be less white, more Asian-American and Hispanic	It would change from the field level: one life at a time. To paraphrase Daws, “Where is your man (person of color)?”	Finances, finances, finances! Better co-operation with the ethnic entities		X	X	X	X	If we all take steps at the field level, we will change our image	A lot of talk with little action Be practical Select key areas/regions/cities to major on and put resources behind it

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B2G (1)	<p>Larger ethnic population</p> <p>Households/communities saved</p> <p>TRM's on historically Black Colleges</p>	<p>Diverse worship, prayer & community service</p> <p>Different world views in Bible study</p> <p>B2G reflect ethnic environments</p> <p>B2G championing resources, mentoring, and voice for gospel into diversity</p> <p>Singles of different ethnicities living together</p>	<p>Nav staff reflects US ethnic population</p> <p>More ethnic leaders on NLT, Region & Metro LT's</p> <p>Majority of Nav staff embrace that they cannot fully know God without meaningful fellowship w/brothers & sisters of other ethnicities</p>	<p>A shared compelling issue</p> <p>Theological understanding of justice and reconciliation</p> <p>Focus on urban core as place to live</p> <p>Promote HTC and communities of grace</p> <p>Training for staff in ethnic diversity</p>		<p>Sell GE – not user-friendly to urban ethnic ministries</p> <p>See GE as a “home”</p> <p>Host ethnic gatherings and give them access</p>	<p>Expose urban youth to EL</p> <p>Make it more affordable</p>	<p>Publish some books/ studies that deal with culture and ethnic diversity</p>	<p>Move US HQ to an urban setting</p> <p>Host some national ethnic partners in building</p>	<p>Does good job of showing where we want to go</p> <p>→</p> <p><u>Barriers:</u></p> <p>Most white staff think no IC issues in Navs</p> <p>Lack of understanding of US ethnic histories</p> <p>Ethnic-related issues often an after-thought – ethnic staff need to be in on ground floor of planning</p>	<p>Funding strategies hard for ethnic staff who aren't connected w/white evangelical culture</p> <p>Promote Calling/ CORE</p> <p>“Where you are” ministry does not promote IC lifestyle</p> <p>More IC training and staff development</p> <p>Too few ethnic staff in “white” gatherings</p>

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Church Discipleship Ministry (1)	NLT and Board Statements	Diversity will greatly enlarge CDM church audience – Mutual learning	People of color at all leadership and ministry levels	<p>UEM needs fundraising team</p> <p>Ethnic staff in every Mission/Ministry and in leadership</p> <p>Commitment to diversity must be responsibility of every Nat'l Leader/ Mission</p> <p>Attractive & integrated process</p> <p>Life/Ministry Plans for every ethnic staff</p>		X	X	X	X	X	X
Community Mission (1)	<p>More reflective of population at large</p> <p>Ministry teams include ethnics who would be reaching into their communities</p> <p>Ethnic staff and stake-holders at every level of leadership in the Mission</p>	<p>Ethnic diversity a part of planning, budgeting, financing</p> <p>Ethnic members of Leadership Teams & some Metro leaders</p> <p>Ethnic-focused ministries will exist</p> <p>Ethnic ministry would be part of annual review process</p> <p>Mutual learning</p>	<p>We would measure part of our success by the success of other ethnicities in our ministry</p> <p>All would be benefiting from broad inter-cultural understanding that would enhance our understanding of God's vision for His whole creation</p>	<p>Focused efforts in funding ethnic staff</p> <p>NPC help find people for key roles</p> <p>Integration of ethnic leaders into current ministries</p> <p>More input from ethnics on key ministry issues</p>		<p>Ethnic Programming</p> <p>Ethnic recruiting for conferences</p>	Urban youth programs/ streams	<p>Publications on ethnic topics: Justice Poverty</p> <p>Ethnic authors</p>	Staffing to be representative of the general community	<p>Real pictures, not promotional pictures</p> <p>Tell real story, don't overpromote</p>	<p>Staff training and development</p> <p>Recruiting</p> <p>Funding</p> <p>Career planning</p> <p>Annual review: Nat'l or Regional or Metro</p>

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Hispanic Ministry (1)	Embracing, engaging, and empowering – resourcing and training so they have skills to lead and funds to do what they are called to do	Diversity is easier to experience in a diverse and multi-ethnic city. Targeting key cities will facilitate diversity.	Anglos would not be so prevalent and overpowering. More minorities could have greater presence and influence on Nav culture	“Empowering the ‘nationals’ to reach the ‘nationals’ – Intentional recruiting, training, and resourcing		X	X	Recruit minority writers to communicate Biblical values through their eyes	X	X	Still not thinking creatively about how to empower minorities to succeed

