

# MOSAIC STRATEGIC PLAN

Overview  
2025-2027

# Forging the Path Ahead

## INTRODUCTION

Since its formation in 2020, the Mosaic Mennonite Conference has grown and diversified significantly, aligning well with its vision to embody the reconciling love of Jesus in our broken and beautiful world and leaning into its intercultural, formational, and missional priorities. The growth and changes have caused some discomfort and unrest. At Fall assembly 2022, the Mosaic delegates decided to embark on a two-year strategic planning process to clarify relationships and find the best path forward.

In 2023, the Mosaic Mennonite Conference created the Pathway Steering Team to work with Grovider, a knowledge management consulting firm. They launched a listening tour, reflected on the feedback, aligned it with existing priorities, and began developing a two-year strategic plan. The following details outline the content of that plan.

## KEY PILLARS

Based on the listening tour findings, several key themes emerged. Five of these themes were so pervasive and significant that it was decided to elevate them in the strategic planning process and refer to them as "pillars." These pillars—Clarity/Identity, Communication, Leadership Development, Reconciliation, and Relationship-Building—will be integral to and interwoven with Mosaic's three priority areas: Missional, Formational, and Intercultural. By combining and addressing both the pillars and priorities, the planning and implementation teams aim to:

- Ensure Mosaic's priority areas are central to the work, enabling aligned teams to find their place and purpose in the plan.
- Keep the main themes (now referred to as "pillars") top of mind and fully addressed.
- Focus on and collaborate around both the priorities and the themes, leading to shared outcomes and a new direction for Mosaic as a whole.

Understanding the purpose and intent of this design will help the team process, internalize, and implement the strategic plan effectively, achieving the desired results.

## INTENTIONAL DESIGN

In addition to understanding the foundations of the strategic plan, it's important to recognize the intentional design of the three-year process. Since leaders shape the direction, culture, and vision of an organization, it is crucial that they are the first to engage in learning and organizational initiatives. With this in mind, most activities in the strategic plan begin with a focus on the leaders—their perspective, alignment, and **development**. As these leaders lay the groundwork, they will then share and implement the next steps with local leaders and others. Some initiatives may move directly from the leadership level to the congregants, depending on the activity's design and intent. Regardless of the purpose or desired outcome, it is essential that the work is informed by congregants, yet is initiated by leaders for monitoring progress and impact.

## VOICES ON THE MARGINS

One of the key pieces of feedback from the listening tour was the importance of hearing from "voices on the margin." While the plan includes several initiatives to address this, it is crucial for leadership to identify who these marginalized individuals are (and who they may become), why their voices have been unheard, and how to improve and increase their presence, perspective, and influence. The activities in this plan offer a solid starting point, but there must be a commitment to making this an integral part of Mosaic's identity and operations.

## CHRIST CENTERED

Throughout the collaborative process with the Mosaic Planning Teams, the importance of being Christ-centered in all aspects of the work was consistently emphasized. Team members frequently referenced Mark Baker's book, *\*Centered-Set Church\**, which explains that in a centered-set approach, the focus is on Jesus as the center. People are not defined by boundaries but by their orientation and movement toward the center—toward Christ. With this understanding, the feedback was processed, and this plan was designed to better position Mosaic to focus on and align with Christ, who is at the heart of the church and all its work.

## THE PLAN

Now that the key components of the strategic planning process have been outlined, let's dive into the plan's content. The next several pages detail the primary activities to be implemented over the next three years. These activities have been aligned with the five pillars and the anchor statements, which represent the team's ultimate vision for each area of work. They are also organized by the year in which they will be completed. [A detailed plan of activities across all pillars and the three-year timeline can be found here: [Mosaic Three Yr Strat Plan.](#)]



# Clarity and Identity

*We are a Mosaic formed by many different members and united in our commitment to following Jesus together, listening to the Holy Spirit, and building on our Anabaptist heritage as radical reformers. We seek to live out our missional, formation, and intercultural priorities.*

## YEAR 1



In year one, under the Clarity/Identity pillar, Mosaic will focus on creating and establishing guidelines to enhance members' and CRM teams' understanding and embodiment of Mosaic's core values, mission, and brand identity. These guidelines will serve as a foundational tool to ensure consistent representation of Mosaic's essence in all interactions and initiatives.

Additionally, Mosaic will establish three Identity Groups dedicated to deepening and broadening this understanding. The first year will be focused on planning, recruiting, and training leaders for these groups, with initial ideas including the creation of a Mosaic Cookbook, collaboration with Mennonite Historians of Eastern PA, establishing a Theology Circle, and developing a team of Spiritual Interpreters.

## YEAR 2

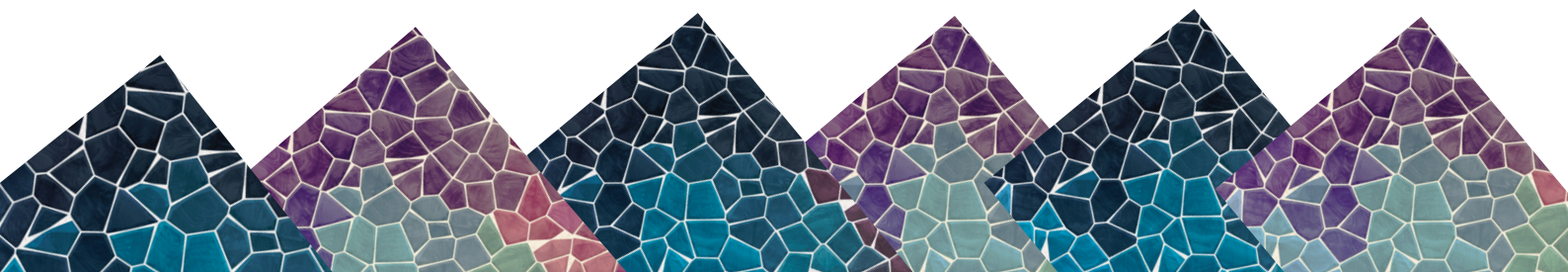


In year two of the Clarity/Identity pillar, two key initiatives will be launched. The Vibrant Mosaic Program for Congregational Leaders will be developed and implemented to equip leaders with the skills and knowledge to embody Mosaic values and effectively support others in embracing these values and addressing key priorities. Simultaneously, a new cohort of Mosaic Identity Groups will be established to foster a deeper understanding of Mosaic's identity. These groups will be continuously monitored and evaluated to ensure alignment with Mosaic's values and objectives, with adjustments made as needed for ongoing improvement.

## YEAR 3



In years one and two, the effectiveness of Clarity and Identity initiatives will be assessed by reviewing and analyzing data to ensure alignment with original objectives. Successful initiatives will be identified for continuation, with necessary adjustments made for optimal implementation. Successes will be documented and shared, and effective programs will be scaled to further achieve intended goals.



# Communication

*Conference Board and Staff consistently use two-way communication modes that cultivate love, trust, accountability, and belonging within and outside of Mosaic.*

## YEAR 1

In year one the team will focus on establishing transparent, two-way communication platform that facilitates open dialogue and keeps members informed about key issues, like conflicts or church departures. This platform will encourage active participation, promote openness and trust, and help address concerns and clarify situations. Additionally, the Ministerial Committee and Board will improve conference-wide communication by regularly reporting their activities in Mosaic News and making these reports accessible after each meeting.



## YEAR 2

To enhance communication at Mosaic, several initiatives will be implemented, including the launch of "Mosaic Connect," a user-friendly online platform designed to facilitate dialogue between church leadership and congregants. This platform will feature forums, discussion boards, surveys, polls, and a suggestion box to encourage active participation and feedback. Additionally, the two-way communication channel will be assessed and refined to ensure transparency through regular Committee Activity Reports. The Ministerial Committee and Board will also contribute to conference-wide communication by reporting their activities in Mosaic News after each meeting, with reports made available for review.



## YEAR 3

In year three, Mosaic will focus on strengthening its communication by modifying the two-way communication channel based on feedback gathered. The effectiveness of year one and year two communication initiatives will be monitored by reflecting on data, impact, and alignment with original goals. This will help determine which initiatives to continue, with necessary adjustments made for improvement.



# Leadership Development

*We cultivate and equip lay, clergy, and organizational leaders to shape and steward God's call in our communities, congregations, and conference-related ministries as we live out our formational, intercultural, and missional priorities together.*

## Year 1

In year one, the Leadership Development Initiatives will focus on launching the Vibrant Mosaic Program to integrate missional, formational, and intercultural priorities into congregational life, starting with intercultural leaders. Additionally, key principles of reconciliation will be developed and implemented to promote forgiveness, restorative practices, and peaceful conflict resolution within Mennonite communities. The Leaders of Color Program will provide tailored resources, mentorship, and networking opportunities to support and empower leaders of color, enhancing their leadership skills and cultural competency. Finally, the Mosaic Board will create a values-aligned decision-making framework, informed by feedback and best practices from similar organizations, to ensure clarity and effectiveness in leadership decisions.

## Year 2

In Year Two, Mosaic will expand the Vibrant Mosaic Program to include Formational and other congregational leaders, incorporating a coaching component to enhance participant development. Additionally, the team will pilot various decision-making frameworks, closely monitoring their effectiveness in real-world scenarios and gathering feedback. Insights from this pilot will be used to refine and improve the frameworks for broader application.

## Year 3

Leaders will prioritize using the decision-making framework, carefully assessing its effectiveness in various situations. Based on their evaluations, they will make necessary modifications to enhance its support for their goals. This ongoing refinement aims to ensure the framework remains a valuable tool for effective leadership and decision-making.



# Relationship Building

*We prioritize equitable distribution of power, voice, and resources as we build authentic relationships through gracious and transformational dialogue, storytelling, service, celebration, and prayer. Even in matters of variance, we notice and marvel at how the Holy Spirit is working and leading in our ever-growing community.*

## Year 1

In year one, the Relationship-Building pillar will focus on planning and preparing for Peace Circles, Storytelling Gatherings, and Table Fellowship. Congregants and local pastors will be identified to lead these initiatives, leveraging the grassroots element to enhance their impact. A convening will be held for leaders to align on ideal outcomes, receive necessary training, and establish strategies. Planning will include determining the frequency, focus, and participants for each activity. Additionally, timelines and participation guidelines will be communicated in preparation for the launch, and leaders will receive Peace Circle training and practice.

## Year 2

In year two, the Relationship-Building initiatives, including Peace Circles, Storytelling Gatherings, and Table Fellowship, will be launched. These activities will be hosted at various churches to promote communication, reconciliation, and discussions about both shared experiences and differences.

## Year 3

In year three, the Relationship-Building initiatives, including Peace Circles, Storytelling Gatherings, and Table Fellowship, will continue at various churches to foster communication, reconciliation, and discussions on shared and differing experiences. The impact and effectiveness of these initiatives will be monitored, with adjustments made as needed. Additionally, the effectiveness of year one and year two Relationship-Building and Reconciliation initiatives will be reviewed, reflecting on data and alignment with original goals to determine which activities should continue and how they can be improved.

# Reconciliation

*We tear down dividing walls, repair what has been broken, and honor differences with curiosity and humility as we transform into the full breadth of the mosaic that God has called us to be.*

## Year 1

In year one, several key initiatives will be launched to strengthen reconciliation and relationship-building within Mosaic. The Vibrant Mosaic Program will plan and launch Nations & Generations Retreats for Leaders of Color, focusing on creating a supportive retreat experience tailored to their needs. Alongside this, Peace Circle training will be provided to leaders and facilitators to prepare them for Storytelling Gatherings and Table Fellowship events, aimed at fostering communication and reconciliation.

The Voices on the Margins initiative will create a process to ensure underrepresented groups have a voice in Mosaic life. Additionally, resources on intercultural communication and conflict will be reviewed, developed, and distributed among congregations, with a plan for regular feedback on their effectiveness.

A commitment to diversity will be solidified through the convening of a Nominating Committee to support diversity on the Mosaic Board, committees, and staff, with processes in place for ongoing reflection and dialogue. Lastly, a comprehensive reconciliation training program will be designed and implemented for church leaders, focusing on conflict resolution, communication, and mediation skills.

## Year 2

In year two, Mosaic will implement a Conflict Resolution Protocol by forming a dedicated team to identify and address conflicts, piloting the process, and refining it for full implementation. Alongside this, Reconciliation Training will be launched, focusing on securing resources, rolling out training, and initiating a reconciliation process to resolve conflicts. Both initiatives will be continuously assessed and improved. Additionally, Mosaic will monitor its commitment to diversity by regularly reflecting on experiences, engaging in open dialogues, and seeking solutions that align with its core values. These efforts aim to strengthen communication, reconciliation, and inclusion across the organization.

## Year 3

The team should implement the final elements of the conflict resolution protocol, as planned for quarter one of year two. This includes providing structured guidance and support to local church leaders in managing conflicts. As the implementation progresses, gather insights and feedback, and regularly reflect on and modify the approach to ensure the initiative is effective and impactful.





# THANK YOU

HOW GOOD AND PLEASANT IT IS WHEN GOD'S PEOPLE  
LIVE TOGETHER IN UNITY. PSALMS 133:1 (NIV)