



REACH the WORLD

STRATEGIC PLAN 2015-2020

REACH UP TO GOD · REACH IN WITH GOD · REACH OUT WITH GOD



SEVENTH-DAY ADVENTIST[®] CHURCH

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ABBREVIATIONS

- AC** Annual Council of the General Conference Executive Committee
- AH** Ellen G. White, *The Adventist Home*
- CH** Ellen G. White, *Counsels on Health*
- DA** Ellen G. White, *The Desire of Ages*
- Ed.** Ellen G. White, *Education*
- FB** Fundamental Belief (from the Statement of Fundamental Beliefs)
- KPI** Key Performance Indicator
- MENA** Middle East and North Africa Union
- MH** Ellen G. White, *The Ministry of Healing*



General Conference President's Introduction

God's strategic plan to "reach the world" was unveiled after the fall of our first parents, Adam and Eve. Lovingly, Christ Himself explained to them the plan of salvation and some of its key performance indicators (KPIs), including His coming to earth as a man, dying as a sacrifice for humanity, and rising again. This divine strategic plan was formulated before the creation of the world, and after the fall it was explained and implemented.

Before His ascension, Christ's final words to His disciples reminded them to "reach the world," making "disciples of all the nations, baptizing them in the name of the Father and of the Son and of the Holy Spirit, teaching them to observe all things that I have commanded you" (Matthew 28:19, 20, NKJV).

The Great Commission of Christ has been a guiding light for His people through the centuries and serves as the foundation of this Strategic Plan, 2015–2020, for His remnant church to reach the world with the Three Angels' Messages and the wonderful news of Christ's soon return.

This Strategic Plan focuses on the mission statement of the Seventh-day Adventist Church and our identity and implementation of our mission. By examining the strategic issues that emerged from global research carried out from 2011 to 2013, specific objectives and KPIs were developed to provide vision and direction in carrying out the church's special mission.

I pray that this document and plan will be an important and useful tool for the entire church as we work unitedly under the guidance of the Holy Spirit to "reach the world" for Christ.

Ted N. C. Wilson, president
Seventh-day Adventist Church



Mission Statement of the Seventh-day Adventist Church

Our Mission

The mission of the Seventh-day Adventist Church is to call all people to become disciples of Jesus Christ, to proclaim the everlasting gospel embraced in the three angels' messages [Revelation 14:6–12], and to prepare the world for Christ's soon return.

Our Method

Guided by the Bible and the Holy Spirit, Seventh-day Adventists pursue this mission through Christlike living, communicating, discipling, teaching, healing, and serving.

Our Vision

In harmony with the Bible's revelations, Seventh-day Adventists see as the climax of God's plan the restoration of all His creation to full harmony with His perfect will and righteousness.

Our Identity

The Seventh-day Adventist Church sees itself as the remnant church of end-time Bible prophecy. Members of the church, individually and collectively, understand their special role as ambassadors of God's kingdom and as messengers of the soon return of Jesus Christ. Seventh-day Adventists have enlisted as coworkers with God in His mission of reclaiming the

world from the power and presence of evil, as part of the Great Controversy between Christ and Satan.

Therefore, every aspect of a church member's life is influenced by the conviction that we live in the last days described in Bible prophecy and the return of Jesus Christ is imminent. Seventh-day Adventists are called by God to live in this world. Every action of the Christian life is done "in the name of Jesus" and to advance His kingdom.

Implementation of Our Mission

Seventh-day Adventists affirm the Bible as God's infallible revelation of His will, accepting its authority in the life of the church and of each believer, and its foundational role for faith and doctrine. Seventh-day Adventists believe that the Holy Spirit is the power that transforms lives and equips people with abilities to advance God's kingdom in this world.

Called by God, guided by the Bible, and empowered by the Holy Spirit, Seventh-day Adventists, wherever we live in the world, devote ourselves to:

1. **Christlike living**—Illustrating the lordship of Jesus in our lives by moral, ethical, and social behaviors that are consistent with the teachings and example of Jesus.

2. **Christlike communicating**—Realizing that all are called to active witness, we share through personal conversation, preaching, publishing, and the arts, the Bible’s message about God and the hope and salvation offered through the life, ministry, atoning death, resurrection, and high priestly ministry of Jesus Christ.
3. **Christlike discipling**—Affirming the vital importance of continued spiritual growth and development among all who accept Jesus as Lord and Savior, we nurture and instruct each other in righteous living, provide training for effective witness, and encourage responsive obedience to God’s will.
4. **Christlike teaching**—Acknowledging that development of mind and character is essential to God’s redemptive plan, we promote the growth of a mature understanding of and relationship to God, His Word, and the created universe.
5. **Christlike healing**—Affirming the biblical principles of the well-being of the whole person, we



make healthful living and the healing of the sick a priority and, through our ministry to the poor and oppressed, cooperate with the Creator in His compassionate work of restoration.

6. **Christlike serving**—Following the example of Jesus, we commit ourselves to humble service, ministering to individuals and populations most affected by poverty, tragedy, hopelessness, and disease.



REACH the **WORLD**

STRATEGIC ISSUES

Strategic Issues Emerging From Global Research, 2011–2013

Note: Over a two-year period, beginning in 2011, five major research projects took place globally. Almost 41,000 church members and nearly 1,000 former church members were interviewed or received and completed questionnaires about their beliefs, attitudes, experiences in the church, and spiritual-life practices. These included 4,260 pastors, almost 1,200 young people (recent graduates of Adventist colleges and universities in North America), and over 35,000 other church members. This unprecedented survey of the world church was carried out to provide a basis for strategic planning. In addition, each division and each General Conference department provided its assessment of the strategic priorities facing them in their part of the world or line of work, and each division proposed items that need to be addressed by the denomination as a whole. Finally, research undertaken for and presented at two global conferences held at the world headquarters (“It’s Time: Refocusing Adventist Urban Mission for the 21st Century” and “Summit on Nurture and Retention: Discipling, Retaining and Reclaiming”) was taken into account. This global analysis highlighted a number of positives as well as a number of areas of concern; the most important are summarized here. The Strategic Plan is founded on this research.

1. Sabbath School emerges as a powerful positive in church life around the world. The adult Sabbath School lessons are well liked and regarded as spiritually beneficial in Africa, Latin America, and Asia; Sabbath School teachers are regarded highly by church members around the world and so, too, is the overall experience of Sabbath School. It is a strength on which the church should build (including in the area of nurture and retention; see 3, 4 below).
2. Less than half of all Seventh-day Adventists worldwide have experienced any denominational education, and many pastors have had limited Adventist education. This may be a factor in less-than-satisfactory retention and a rising variety of views concerning key doctrines (see 4, 7, and 8 below). Although the percentage of church members who have attended Adventist educational institutions partly reflects rapid church growth rather than a lack of commitment



to denominational education, this means there is a growing need for education for the children of the many new and recent converts. There is also a need for pastors to receive a thorough and distinctively Adventist training and to have opportunities for continuing education.

3. Many local churches lack robust mechanisms for member care—especially for those who are at risk of leaving the church. Local churches need pastors to equip elders and members collectively to provide pastoral care for each other. This need emerges from studies of former members, from surveys of pastors and church members, and also from denominational statistics. While the number of church members has grown significantly over the past fifty years, in the same period, four out of ten of all members have left. There is an evident





STRATEGIC ISSUES

need for comprehensive member-care strategies to enhance the experience in the local church family and thus improve membership retention patterns.


4. As well as improving retention rates, there is also a need to instill lifelong commitment to membership in the Seventh-day Adventist Church. Research indicates that in many areas of the world discipleship programs should be greatly strengthened, with baptism being seen as the beginning of a life as a fruitful disciple of Jesus Christ.
5. Secular thinking and entertainment are affecting Adventist beliefs and practices, especially in the Western world, but increasingly in other parts of the world as well. This was evident from the survey of church members throughout the world and was a stated concern in several divisions' appraisals of strategic priorities. Church members urgently need help in wisely and biblically evaluating contemporary social trends
6. There is a decline in most divisions of personal commitment to participation in vital personal, familial, and corporate spiritual practices—especially in personal Bible study and family worship. Yet frequent, regular personal and familial prayer, Bible study, and worship are foundations of the church, and ought to be strongly encouraged.



7. Belief that witches' powers are real and can legitimately be used by Adventists is relatively high in several divisions. Furthermore, significant numbers of Adventists believe that evil spirits have power even over Christians or accept that spirits of the dead can communicate with and control the living. While the survey of church members showed that acceptance of the Adventist doctrine of the state of the dead is high, it is significantly lower than belief in other distinctive doctrines (e.g., the seventh-day Sabbath). The issue of "dual allegiance" should continue to be addressed in relevant regions, while education about the Bible's teachings on the state of the dead should be undertaken globally.
8. There is also a significant degree of variation in belief in other landmark Adventist doctrines, including the imminence of Christ's second coming, the Sanctuary doctrine, and Creation as described in Scripture. Uncertainty and dissent are low but evident; even pastors are reporting doubts, though not to the same extent as church members. Instruction in doctrine should not be restricted to baptismal candidates; active discipleship (see 4) should ideally include lifelong learning about the biblical basis for Adventist doctrines and how they give a fuller understanding of Christ and salvation.
9. It is encouraging to note that belief in Ellen White's prophetic gift is very strong all around the world. However, the proportion of church members who report regularly reading her writings is very



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low; the proportion that reports reading her daily is less, in every division, than the proportion that has *never* read her writings. The data suggests that reasons for low reading rates include problems with distribution and, in some parts of the world, illiteracy. Ellen White's writings need to be made available more widely to church members in their own languages.

10. Adventist media's impact within the church is varied; despite some successes, its influence is limited in many areas. Although it is probably a significant factor in bringing people into the denomination, it makes less of an impact on those already in the church. Relatively low proportions of members report Adventist broadcast, print, and digital media as being significant influences on their lives. The issue in some areas is difficulty in accessing media, more than problems with its content. However, a very large percentage of young people gave low ratings to Adventist social media. Denominational media has unrealized potential for impacting current Seventh-day Adventists.
11. The spread of mobile devices, especially smartphones, making access to the Internet ever more widely available, provides extraordinary opportunities both for widening evangelism and witness and for responding to the issues identified above: promoting and enriching Bible study, disseminating Ellen White's writings, and energizing and equipping church members for service.



12. Research shows that, while actual tithe amounts continue to increase, faithfulness in tithing is decreasing. However, relatively few church members have serious doubts about either Adventist teachings on tithing or the way the church uses tithes. The research indicates that the easier it is to return tithe, the more likely members are to do so; and that those who regard tithing as part of their relationship with Christ are more likely to be faithful in returning tithes.

13. There are two ongoing major missional challenges to this movement. First, the countries of the “10/40 Window”—the heartland of the great world religions, which in many cases face economic and/or political challenges and have restrictions on religious liberty. Second, the limited Adventist presence in large urban areas, especially in North Africa, Europe, the Middle East, and Asia. The challenge of the 10/40 Window was recognized by the denomination in 1989 and 1990; the needs of large cities were the focus in 2013 of the “It’s Time” conference and an Annual Council resolution. Yet if the challenges are to be met, the worldwide Seventh-day Adventist Church needs to deploy more financial and personnel resources in the 10/40 Window and in large urban areas around the world.





REACH the **WORLD**

THEOLOGICAL
FOUNDATIONS

The Reach of Grace

“God was in Christ reconciling the world to Himself” (2 Corinthians 5:19, NKJV).

The Seventh-day Adventist Church is a worldwide community of believers created by the grace and initiative of God through the life, death, resurrection, and continuing heavenly ministry of Jesus Christ. The mission that called our community into being began with the redemptive act of God; it was pursued by God in human history through gifts given by the Holy Spirit; and it continues as we participate in the divine plan to reconcile to Himself all persons estranged by sin.

Believing itself to be the end-time church of Bible prophecy, the global Seventh-day Adventist Church joins in God’s mission by proclaiming and enacting the three angels’ messages of Revelation 14:6–12. The foundational understanding of the church’s remnant identity arising from this passage causes us to covenant with God and each other to live in a faithful community that proclaims the priority of worshipping Christ as Creator (verse 7) as Earth approaches its end. We uphold the Bible as the inspired Word of God and teach people of all nations that salvation through faith in Him is the only way human beings will ever be judged righteous. As we have “learned Christ” so we follow after Him in discipleship, separating ourselves from false forms of worship and ungodly practices



We promote ongoing spiritual development that trains and discipless us for meaningful lives of witness in the world.

so that our lives bring Him glory. The urgency of our proclamation and discipling results from learning the compassion that caused the Father, Son, and Spirit to engage in Their reconciling mission from “the foundation of the world” (Ephesians 1:4).

Seventh-day Adventists continually seek to build up the remnant church as a community that worships Jesus faithfully as the Creator (Revelation 14:7) on His appointed day, the seventh-day Sabbath. We encourage each other to know God and glorify Him through personal spiritual practices taught in the Word of God, including prayer, meditation, and Bible study. This includes a commitment to lifelong learning as we gather around the Word of God for communal study and also participate in a global system of Christian education. In so doing, we “reach up to God” in loving response to the salvation offered through Jesus Christ.

Seventh-day Adventists also seek to nurture and edify members of all ages through spiritual education in both the truths of Scripture and the habits of Christian lifestyle. This wholistic understanding brings

all aspects of human life under the control of Christ, as we rely on His grace and power to keep His commandments (Revelation 14:12). We promote ongoing spiritual development that trains and discipless us for meaningful lives of witness in the world. By these means, we “reach in with God” to care for each other and encourage growth in each other as we patiently wait for Christ’s appearing.

Seventh-day Adventists participate in the message of the third angel of Revelation 14 through multiple forms of witness by which we invite persons of all ethnicities and all nations to forsake lives of sin and falsehood and join God’s end-time people (Revelation 14:9–12). Because “the love of Christ compels us” (2 Corinthians 5:14, NKJV), we commit ourselves to announcing the imminence of Christ’s second coming through public and private acts that echo the reconciling mission of God in Christ. Our lives promote spiritual and social reconciliation, incarnating the good news of Jesus through deeds of caring that meet human needs for health, justice, and peace. We “reach out with God” as we participate in His persistent mission of love and grace.

OVERVIEW



REACH the **WORLD**

OBJECTIVES



REACH UP TO GOD

- 1.** To involve Adventist members in daily Bible study
- 2.** To engage all members in doctrinal study, as essential for spiritual maturity
- 3.** To make all members better acquainted with Ellen White's counsel and prophetic ministry
- 4.** To increase the engagement of church members in biblically authentic spiritual practices
- 5.** To foster among pastors, teachers, members, and students in denominational institutions, greater appreciation for and insight from a study of Scripture that uses the historical-grammatical method and historicist approach to interpretation, including the understanding of prophecy
- 6.** To encourage church members to adopt regular patterns of worship



REACH IN WITH GOD

- 7.** To enhance unity and community among church members
- 8.** To nurture believers in lives of discipleship and to involve them in service
- 9.** To increase the engagement of young people in the life of the church
- 10.** To affirm the administrative role of pastors in organizational leadership
- 11.** To improve leadership practices in order to enhance the credibility of, and trust in, the church organization, its operations, and mission initiatives



REACH OUT WITH GOD

- 12.** To enhance Adventist outreach and presence across the 10/40 Window
- 13.** To enhance Adventist outreach and presence in large urban areas worldwide
- 14.** To make planting new groups of believers a priority in all parts of the world
- 15.** To substantially reorient our understanding and methods of mission
- 16.** To engage all church members, pastors, and leaders in full partnership
- 17.** To increase the involvement of young people in the mission of the church
- 18.** To encourage local churches to take the initiative in communicating the three angels' messages and carrying out the mission of the Seventh-day Adventist Church
- 19.** To raise the profile of mission to non-Christian religions and belief systems
- 20.** To strengthen the world church's global resources for mission
- 21.** To optimize communication plans and methodologies so as to empower the work and witness of the church

Reach the World

REACH UP TO GOD

ACTS 2:42, 47



I. Because biblical understanding is so central to our spiritual life and mission:

OBJECTIVE: To involve Adventist members in regular Bible study

KPIs Significant increases in the numbers of church members regularly engaging in:

- A.** Individual Bible study, by which God speaks to us in meaningful relationship
- B.** Bible study in family worship
- C.** Small groups

II. Because biblical doctrines express universal truth, and because research shows that Adventist understanding of doctrines needs attention:

OBJECTIVE: To engage all members in doctrinal study, as essential for spiritual maturity

KPIs Significant increase in the understanding and acceptance of the church's Fundamental Beliefs, and in particular of:

- A.** Salvation by faith (FB 10)
- B.** State of the dead and the power of prayer over

witchcraft and spiritualism (FB 26, FB 11)

- C.** The church (FB 12, FB 14)
- D.** Second Coming (FB 25)
- E.** Creation (FB 6)
- F.** Sanctuary/Investigative Judgment (FB 24)
- G.** The nature of the Fundamental Beliefs as a whole as Bible-centered doctrines that reflect a loving, gracious God

KPI Improved understanding of and commitment to principles of healthful living (FB 22)

KPI Increased provision and widespread use of Bible study aids on mobile devices and social media

III. Because Ellen White's writings help us to understand the Bible better and provide practical and inspired counsel to the church:

OBJECTIVE: To make all members better acquainted with Ellen White's counsel and prophetic ministry

KPI Increased personal study of her writings

KPI Better understanding of the process of her inspiration

KPI Faithful applications of her counsel for the twenty-first century

- KPI** Increased availability of her writings in local languages
- KPI** Significantly increased availability via mobile devices and on social media of her writings and of information about her impact and ministry
- KPI** More effective use of social media to promote Ellen White's writings

IV. Because specific practices nurture and enhance biblical spirituality and safeguard against secularism, dual allegiance, and superficial religiosity, which research shows are growing problems in the church:

OBJECTIVE: To increase the engagement of church members in biblically authentic spiritual practices

- KPIs** Significant increase in numbers of church members reporting regular engagement in:
 - A.** Prayer
 - B.** Meditation upon the life of Jesus and biblical themes (DA 82, 83, 207)

V. Because the teaching of the Bible should have "our freshest thought, our best methods, and our most earnest effort" (Ed. 186):

OBJECTIVE: To foster among pastors, teachers, members, and students in denominational institutions, greater appreciation for and insight from a study of Scripture that uses the historical-grammatical method and historicist approach to interpretation, including the understanding of prophecy

- KPI** Teaching that inspires students to study more deeply as shown through a systematic examination of how Bible is taught in Adventist schools
- KPI** College Bible classes that successfully build confidence in the Bible as divine revelation, trust in God, and commitment to His mission
- KPI** Seminary and post-seminary training that ensures pastors demonstrate biblical scholarship that is faithful to the unique Seventh-day Adventist understanding of the message and mission of the remnant church
- KPI** A Bible study curriculum, inclusive of the Sabbath School, that is strategically designed to educate all ages, at successive intervals, in the teachings of the Seventh-day Adventist Church

VI. Because true worship is a central element in our relationship with God, is highlighted in the three angels' messages, and is an essential requirement for church growth:

OBJECTIVE: To encourage church members to adopt regular patterns of worship

- KPIs** Significant increase in numbers of church members reporting regular engagement in:
 - A.** Personal worship
 - B.** Family worship
 - C.** Corporate worship (Sabbath School and church)

Reach the World

REACH IN WITH GOD

ACTS 2:44-46



VII. Because the church is called to be a spiritual community characterized by love and mutual forbearance, reflecting God's love and presence:

OBJECTIVE: To enhance unity and community among church members

- KPI** Unity and mutual submission among individuals and people groups
- KPI** Reclamation of former and inactive members
- KPI** Pastor-church officer cooperation and teamwork
- KPI** Cross-cultural understanding and respect
- KPI** Implementation of comprehensive, widespread, and practical training in conflict resolution and reconciliation throughout the worldwide church

VIII. Because our Christ-given mission is to create communities of faithful disciples:

OBJECTIVE: To nurture believers in lives of discipleship and to involve them in service

- KPI** Church members express lifelong commitment to the church and personal, prayerful involvement in its mission
- KPI** Evidence of increased church-member involvement in service in the church and community
- KPI** Each division and union has a designated Nurture and Retention coordinator and a Nurture and Retention committee
- KPI** Widespread adoption of Seventh-day Adventist membership software to improve records of local church membership
- KPI** Improved retention rates of audited membership
- KPI** General Conference departments collaborating with one another and in consultation with division leaders in creating materials that meet expressed needs in the areas of nurture, retention, and discipling
- KPI** Each division holds conferences on nurture, retention, and discipling
- KPI** Evidence that church members around the world recognize the need for, and support the roles of, organizational structure for the accomplishment of mission

IX. Because the nurture of young people, with "mighty truths handed down . . . from generation to generation," is "a sacred trust" (AH 501):

OBJECTIVE: To increase the engagement of young people in the life of the church

KPI All denominational organizations, including local churches, involve young people in decision-making forums, in the implementation of programs, and in preparation for leadership roles

X. Because of the vital importance of pastors in administration and mission:

OBJECTIVE: To affirm the administrative role of pastors in organizational leadership

KPI Church leaders at all levels include pastors as an integral part of organizational administration

KPI Pastors are appropriately qualified for their roles

KPI Church members see their pastor as helping them to use their time and talents in creative ministry

XI. Because the unity of the church requires effective, spiritual leadership and is affected by church members' perception of the competence and accountability of leaders:

OBJECTIVE: To improve leadership practices in order to enhance the credibility of, and trust in, the church organization, its operations, and mission initiatives

KPI The denomination uses a specific orientation process for executive officers of all units of denominational structure

KPI Every church entity uses a specific orientation process for governing board and executive committee members

KPI All newly elected leaders will complete leadership training, conducted by a higher level of organization

KPI Administrators and pastors annually complete job-related continuing education

KPI Church membership surveys indicate increased confidence in all levels of leadership



Reach the World

REACH OUT WITH GOD

ACTS 2:43, 47



XII. Because the worldwide Seventh-day Adventist Church still has yet to make a deep impact in most countries of the 10/40 Window:

OBJECTIVE: To enhance Adventist outreach and presence across the 10/40 Window

- KPI** Church planters operating in each country of the 10/40 Window where there is currently no Seventh-day Adventist presence
- KPI** Each conference, mission, and region in the 10/40 Window has a five-year plan for achieving a 20 percent increase (over five years) in the number of new groups of believers
- KPI** Partnerships created between selected institutions and mission initiatives in the 10/40 Window

XIII. Because Adventists are not yet “doing the work that should have been done in these long-neglected cities” (CH 547), in which more than half of the world’s population now lives:

OBJECTIVE: To enhance Adventist outreach and presence in large urban areas worldwide

- KPI** Twenty percent increase, over five years, in total audited membership in urban areas of one million people or more
- KPI** At least one Center of Influence for every 250,000 people in each urban area of one million people or more
- KPI** Improved ratio of membership to population in all urban areas of one million people or more
- KPI** Improved ratio of worshipping groups to population in all urban areas of one million people or more



- KPI** Institutions actively assisting with mission initiatives in urban areas of one million people or more
- KPI** Interdivisional sponsorship and support functioning for ministry in 100 of the most unentered urban areas of one million people or more
- KPI** Regular reports being made at General Conference, division, and union midyear and yearend meetings on progress in reaching the objectives of the “It’s Time” document (2013 AC)

XIV. Because planting new groups of believers has proven its effectiveness as a means of fulfilling the Great Commission:

OBJECTIVE: To make planting new groups of believers a priority in all parts of the world

- KPI** Each conference, mission, and region outside the 10/40 Window has a five-year plan for achieving a 30 percent increase (over five years) in the number of new groups of believers

XV. Because mission is more than an event and “Christ’s method . . . in reaching the people” (MH 143) needs to be more widely known and followed:

OBJECTIVE: To substantially reorient our understanding and methods of mission

- KPI** Every denominational organizational unit has initiated and implemented comprehensive train-



ing of pastors and church members in Christ’s method of outreach

- KPI** All General Conference departments promote use of Christ’s method and produce materials training members in its use

XVI. Because every church member needs to be aware of, and committed to, helping meet global and local mission opportunities and needs, through personal involvement, prayer, and giving:

OBJECTIVE: To engage all church members, pastors, and leaders in full partnership

- KPI** Each division’s world mission offerings have increased at a rate comparable to the rate of increase in tithes

REACH OUT WITH GOD



KPI In light of the doctrine of spiritual gifts (FB 17), leaders at every level are involving lay members to a significant degree in mission planning and mission activities

KPI Increase in number of church members prayerfully participating in outreach

KPI Increase in church membership

XVII. Because of the importance of transmitting mission commitment and responsibility to succeeding generations:

OBJECTIVE: To increase the involvement of young people in the mission of the church

KPI Youth departments at every level are working in collaboration with young people to develop wholistic mission initiatives, based on Christ's

method, which are created, planned, and implemented by young people

KPI Increased resources at every level for ministry by youth

KPI Mission-focused social media and mobile device applications designed and widely used by young people

XVIII. Because of the local church's importance as a beacon to its community, its central role in organizational structure, and its primary responsibility for recognizing and responding to mission opportunities in the community:

OBJECTIVE: To encourage local churches to take the initiative in communicating the three angels' messages and carrying out the mission of the Seventh-day Adventist Church

KPI Every local church has a plan, developed in consultation with its conference/mission, to reach its community using Christ's method

KPI Every local church demonstrates initiative in addressing the variety of mission opportunities in its territory, drawing on the spiritual gifts of all members

XIX. Because of the need to reach greater numbers of people from non-Christian religions and belief systems:

OBJECTIVE: To raise the profile of mission to non-Christian religions and belief systems

- KPI** Global Mission Centers report to Annual Council each year on approaches to, and progress in, reaching world religions and belief systems
- KPI** Global Mission Center directors' reports to Annual Council are widely publicized by denominational media

XX. Because the availability and consumption of resources are not well aligned with mission needs:

OBJECTIVE: To strengthen the world church's global resources for mission

- KPI** Every organization has systematically reviewed and aligned resources in light of the worldwide mission priorities of the denomination
- KPI** All General Conference departments have increased the availability of their time and resources to territories in the 10/40 Window, having done so, as much as possible, in response to multi-year plans provided by divisions and MENA
- KPI** The General Conference appropriations committee has carried out a study and made recommendations to Annual Council of ways to allocate more appropriations to the 10/40 Window and to large urban areas
- KPI** Increase of 20 percent in international personnel serving in the 10/40 Window
- KPI** Increase of 50 percent in volunteers serving in the 10/40 Window

XXI. Because of the power of communication channels and messaging in facilitating the global mission of the church:

OBJECTIVE: To optimize communication plans and methodologies so as to empower the work and witness of the church

- KPI** All organizations and church members understand strategic mission priorities of the General Conference, their division, union, local conference/mission, institutions, and local church
- KPI** Every organization has a communication plan by which members and organizations in its territory will understand mission priorities and know how they can participate in them
- KPI** All board members, administrators, and employees of institutions understand and embrace their roles in denominational structure and mission



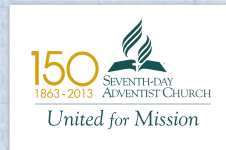
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The Seventh-day Adventist Church's strategic plans are addressed by a variety of programs and initiatives.



REACH the WORLD



Comprehensive medical ministry

How will **you** get involved and help to Reach the World?

Evaluation

In order to assess the impact of this Strategic Plan and to shape future strategic planning, research will be commissioned in the 2015–2020 quinquennium that will measure, wherever possible, the extent to which stated KPIs have been achieved. The attainment of many of the KPIs listed previously will be measured by surveys of church members and some denominational employees. It is important that instruments for such research projects are aligned, as much as possible, with the objectives and KPIs of this Strategic Plan.

In addition to surveys of attitudes, perceptions, practices, and beliefs, the divisions and General Conference departments should each make their own assessment of the degree to which they have achieved the objectives of the Strategic Plan and the extent to which KPIs have or have not been reached. This qualitative data will be added to the large-scale human-subject research outlined above.

It is envisaged that this process of research and evaluation will be a key foundation for strategic planning for the 2020–2025 quinquennium.

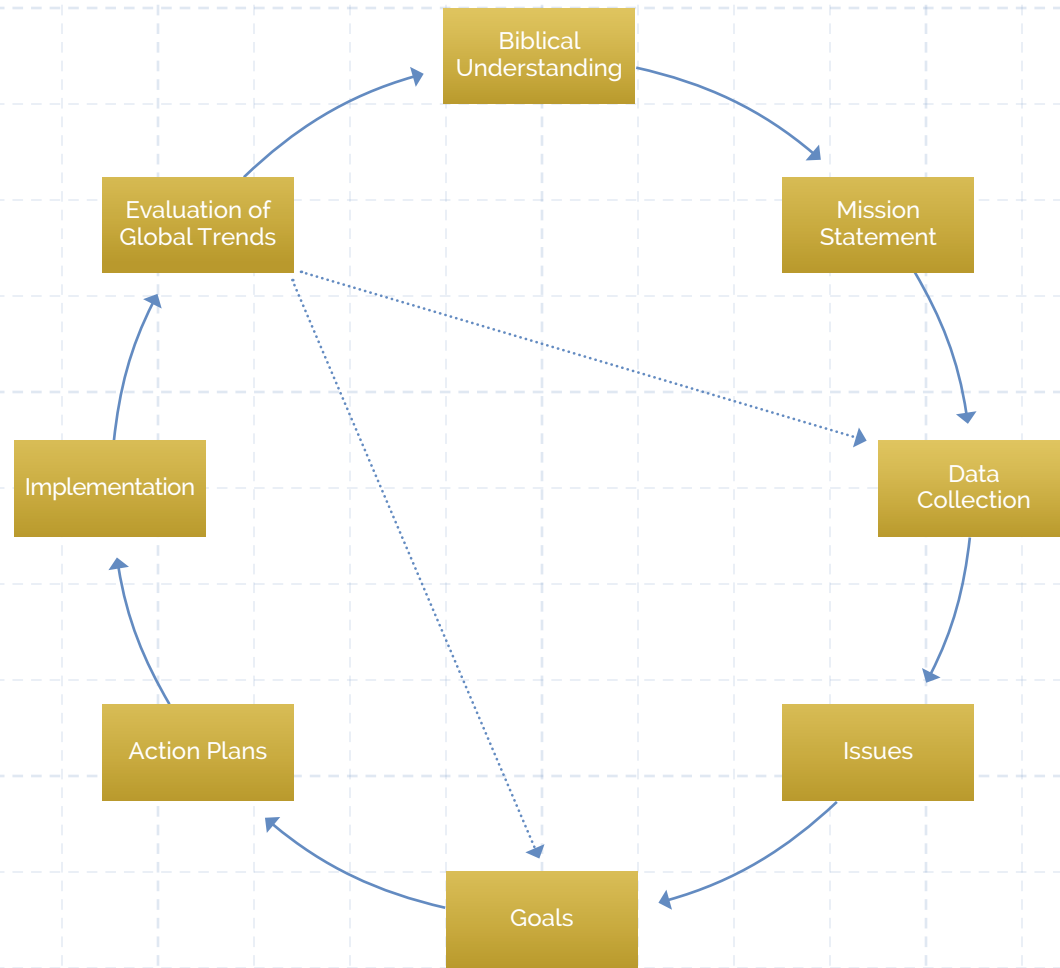
Appendix

Reach the World: Planning and implementation—conceptual overview



Appendix

Strategic planning cycle for the global church





SEVENTH-DAY ADVENTIST® CHURCH

General Conference of Seventh-day Adventists®
12501 Old Columbia Pike
Silver Spring, MD 20904

www.adventist.org
www.adventistmission.org
www.adventistarchives.org