



STRATEGIC FOCUS 2020-2025



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## ABBREVIATIONS

**AWR**—Adventist World Radio

**BMTE**—Board of Ministerial and Theological Education

**FB**—Fundamental Belief

**GC**—General Conference

**IBMTE**—International Board of Ministerial and Theological Education

**KPI**—Key Performance Indicator

**TMI**—Total Member Involvement

## INTRODUCTION

*I Will Go* involves all church members in reaching the world, inspiring and equipping them to use their God-given spiritual gifts in witness and service for Christ.

**“The home missionary work will be farther advanced in every way when a more liberal, self-denying, self-sacrificing spirit is manifested for the prosperity of foreign missions; for the prosperity of the home work depends largely, under God, upon the reflex influence of the evangelical work done in countries afar off. It is in working actively to supply the necessities of the cause of God that we bring our souls in touch with the Source of all power.”**

—Ellen G. White,  
*Testimonies for  
the Church* 6:27



THE DOCUMENT YOU HOLD IN YOUR HANDS COULD BE EXTREMELY VALUABLE. OR IT COULD BE WORTHLESS, BARELY WORTH THE PAPER IT'S PRINTED ON. YOU ARE THE ONE WHO WILL DETERMINE THE VALUE.

As a continuation of the Reach the World strategic plan, the *I Will Go* initiative offers something for the whole church—local churches, missions, conferences, unions, divisions, the General Conference, and institutions. It's a tool to help the Church be more focused and effective in performing critical tasks.

This strategic plan is rooted in the Great Commission found in Matthew 28, which calls Jesus' followers to go and make disciples of all nations. The details of the plan reflect data collected from Adventist members through several research studies. This information identifies areas that can help us, as Seventh-day Adventists, grow spiritually and become more effective in our mission to the world.

The lists in the *I Will Go* strategic plan may seem daunting at first, but please use this booklet as a workbook:

- 1. Prayerfully read the main objectives.**
- 2. Consider the Key Performance Indicators (KPIs). Who is responsible for each outcome? Whether you are a local church member or a church employee, all have a role to play. Which KPIs relate directly to you and your situation? What can you and others in your sphere of influence do to help reach these KPIs?**

This document is more than a strategic plan. It's a mission-focused tool based on real data and the Great Commission. Its value will be determined as the Church works together as a worldwide team of brothers and sisters, under the power of the Holy Spirit.

# MISSION STATEMENT OF THE SEVENTH-DAY ADVENTIST CHURCH

## OUR MISSION

Make disciples of Jesus Christ who live as His loving witnesses and proclaim to all people the everlasting gospel of the Three Angels' Messages in preparation for His soon return (Matt 28:18-20, Acts 1:8, Rev 14:6-12).

## OUR METHOD

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

## OUR VISION

In harmony with Bible revelation, 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.





# STRATEGIC PLAN OBJECTIVES

The *I Will Go* strategic plan outlines 10 objectives, divided into the categories of Mission, Spiritual Growth, and Leadership. Under the guidance of the Holy Spirit, the Church will work together to fulfill these objectives. As you read them, prayerfully consider your role in helping the Church grow and fulfill its mission to proclaim the gospel to the ends of the earth.

## MISSION OBJECTIVES

1. To revive the concept of worldwide mission and sacrifice for mission as a way of life involving not only pastors, but every church member, young and old, in the joy of witnessing for Christ and making disciples
2. To strengthen and diversify Adventist outreach in large cities, across the 10/40 Window, among unreached and under-reached people groups, and to non-Christian religions
3. To make developing resources for mission to non-Christian religions and belief systems a high priority
4. To strengthen Seventh-day Adventist institutions in upholding freedom, wholistic health, and hope through Jesus, and restoring in people the image of God

## SPIRITUAL GROWTH OBJECTIVES

5. To disciple individuals and families into Spirit-filled lives
6. To increase accession, retention, reclamation, and participation of children, youth, and young adults
7. To help youth and young adults place God first and exemplify a biblical worldview

## LEADERSHIP OBJECTIVES

8. To strengthen the discipleship role of pastors, teachers, and other frontline workers and provide them with regular growth opportunities
9. To align world church resources with strategic objectives
10. To enhance the transparency, accountability, and credibility of denominational organization, operations, and mission initiatives

## HOLY SPIRIT OBJECTIVES

*To be defined as the Holy Spirit leads*





## MISSION OBJECTIVES & KPIs

### OBJECTIVE 1

**To revive the concept of worldwide mission and sacrifice for mission as a way of life involving not only pastors, but every church member, young and old, in the joy of witnessing for Christ and making disciples**

#### KEY PERFORMANCE INDICATORS (KPIs)

**KPI 1.1** Increased number of church members participating in both personal and public evangelistic outreach initiatives with a goal of Total Member Involvement (TMI)

*Responsible Parties:* \_\_\_\_\_

**KPI 1.2** Frontline missionaries speak at major camp meetings and at other large church gatherings

*Responsible Parties:* \_\_\_\_\_

**KPI 1.3** Each division holds annual mission rallies for church members, involving local administrators; GC officers, departmental directors and associate directors; officers and departmental directors from other divisions; and frontline workers from both their own and other divisions

*Responsible Parties:* \_\_\_\_\_

- KPI 1.4** Create and make available age-appropriate mission-focused morning devotional books aimed at each grade level of elementary education  
*Responsible Parties:* \_\_\_\_\_
- KPI 1.5** GC Education, Children’s Ministries, Health Ministries, Youth Ministries, and Office of Adventist Mission collaborate in producing readings on mission for Adventist children and teenagers, made available in print, braille, audiobooks, and digital media, as appropriate and as budgets allow  
*Responsible Parties:* \_\_\_\_\_
- KPI 1.6** GC-funded periodicals include at least one story from the 10/40 Window or large urban areas in every issue  
*Responsible Parties:* \_\_\_\_\_
- KPI 1.7** Improved retention rates of audited membership globally  
*Responsible Parties:* \_\_\_\_\_

## OBJECTIVE 2

**To strengthen and diversify Adventist outreach in large cities, across the 10/40 Window, among unreached and under-reached people groups, and to non-Christian religions**

### KEY PERFORMANCE INDICATORS (KPIs)

- KPI 2.1** A worshipping group is established in each country of the 10/40 Window where there currently is no Seventh-day Adventist presence  
*Responsible Parties:* \_\_\_\_\_
- KPI 2.2** Each conference, mission, and region in the 10/40 Window achieves a demonstrable increase in the number of new believers  
*Responsible Parties:* \_\_\_\_\_
- KPI 2.3** Demonstrable increase in total members and congregations in all urban areas of one million people or more  
*Responsible Parties:* \_\_\_\_\_

- KPI 2.4** At least one Center of Influence operates in each urban area of one million people or more  
*Responsible Parties:* \_\_\_\_\_
- KPI 2.5** GC departments facilitate, initiate, and liaise between interdivisional mission projects, with active support from division and union officers  
*Responsible Parties:* \_\_\_\_\_
- KPI 2.6** Each division, with the assistance of the Office of Adventist Mission, identifies and acknowledges all major unreached or under-reached majority populations in evangelized countries in their territories, and reports annually to the Global Mission Issues Committee on efforts to reach them  
*Responsible Parties:* \_\_\_\_\_
- KPI 2.7** Each division identifies all significant immigrant/refugee populations in their territories, has initiatives in place to reach them, and reports annually to the Global Mission Issues Committee on progress in reaching them  
*Responsible Parties:* \_\_\_\_\_
- KPI 2.8** Each GC department has programs in place responding to global trends in immigration  
*Responsible Parties:* \_\_\_\_\_
- KPI 2.9** Each conference and mission outside the 10/40 Window has a five-year plan to achieve a measurable and significant increase (e.g., 30% over five years) in the number of newly planted worshipping groups  
*Responsible Parties:* \_\_\_\_\_
- KPI 2.10** Each conference and mission has a five-year plan to increase the number of Adventist primary and secondary schools  
*Responsible Parties:* \_\_\_\_\_
- KPI 2.11** Division presidents report regularly to the GC Executive Committee on progress in achieving KPIs relating to Objective no. 2  
*Responsible Parties:* \_\_\_\_\_

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## OBJECTIVE 3

### To make developing resources for mission to non-Christian religions and belief systems a high priority

#### KEY PERFORMANCE INDICATORS (KPIs)

**KPI 3.1** Each division, in cooperation with its organizational units and with the assistance of the Global Mission Centers and GC Public Affairs and Religious Liberty, undertakes interfaith dialogs

*Responsible Parties:* \_\_\_\_\_

**KPI 3.2** Global Mission Center directors present progress reports on dialogs to the 2023 and 2025 meetings of the Global Mission Issues Committee

*Responsible Parties:* \_\_\_\_\_

**KPI 3.3** Global Mission Centers report yearly to Annual Council on approaches to, and progress in, reaching world religions and belief systems

*Responsible Parties:* \_\_\_\_\_

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## OBJECTIVE 4

### To strengthen Seventh-day Adventist institutions in upholding freedom, wholistic health, and hope through Jesus, and restoring in people the image of God

#### KEY PERFORMANCE INDICATORS (KPIs)

**KPI 4.1** Mission initiatives in the 10/40 Window and large urban areas receive assistance from institutions elsewhere in the world

*Responsible Parties:* \_\_\_\_\_

**KPI 4.2** Adventist tertiary institutions increase the proportion of missiologists teaching mission, all of whom are faithful to biblical missional principles, Adventist educated, and endorsed by IBMTE

*Responsible Parties:* \_\_\_\_\_

**KPI 4.3** Each institution reports to its board or governing committee on how it will achieve selected objectives and KPIs of the *I Will Go* plan

*Responsible Parties:* \_\_\_\_\_

## SPIRITUAL GROWTH OBJECTIVES & KPIs



### OBJECTIVE 5

**To disciple individuals and families into Spirit-filled lives**

#### KEY PERFORMANCE INDICATORS (KPIs)

**KPI 5.1** Significant increase in numbers of church members regularly praying, studying the Bible, using the Sabbath School Bible Study Guides, reading the writings of Ellen White and engaging in other personal devotions

*Responsible Parties:* \_\_\_\_\_

**KPI 5.2** Significant increase in numbers of church members and unbaptized children and youth regularly attending divine service and Sabbath School  
*Responsible Parties:* \_\_\_\_\_

**KPI 5.3** Significant increase in acceptance and practice of the church's distinctive beliefs, especially: Creation (FB 6); Salvation by faith (FB 10); State of the dead and power of prayer over witchcraft and spiritualism (FB 26, FB 11); Remnant Church (FB 12, FB 14); Principles of healthful living (FB 22); The Sanctuary/Investigative Judgment (FB 24); Second Coming (FB 25); and the nature of the Fundamental Beliefs as a whole as Bible-centered doctrines that reflect a loving, gracious God  
*Responsible Parties:* \_\_\_\_\_

**KPI 5.4** Increased number of people using Adventist social media when studying the Bible, to learn about Ellen White and read her writings, in personal devotions, and to promote mission  
*Responsible Parties:* \_\_\_\_\_

**KPI 5.5** Increased number of local churches and individuals using Hope Channel, AWR, *Adventist World*, and other official church publications and media  
*Responsible Parties:* \_\_\_\_\_

**KPI 5.6** Increased number of church members and church school students participating in corporate prayer initiatives  
*Responsible Parties:* \_\_\_\_\_

**KPI 5.7** Evidence of better understanding of the prophetic role of Ellen White and the process of inspiration  
*Responsible Parties:* \_\_\_\_\_

**KPI 5.8** Increased availability in local languages of Ellen White's writings in print, braille, and audiobooks as well as on websites, mobile devices, and social media  
*Responsible Parties:* \_\_\_\_\_

**KPI 5.9** Increased number of children from Adventist homes and churches attending Adventist schools  
*Responsible Parties:* \_\_\_\_\_

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## OBJECTIVE 6

### To increase accession, retention, reclamation, and participation of children, youth, and young adults

#### KEY PERFORMANCE INDICATORS (KPIs)

**KPI 6.1** Increased church member involvement in fellowship and service, both in the church and in the local community

*Responsible Parties:* \_\_\_\_\_

**KPI 6.2** Evidence of greater unity and community among church members, of reduced conflict in local churches, and of an active commitment to zero tolerance of physical, emotional, and sexual abuse.

*Responsible Parties:* \_\_\_\_\_

**KPI 6.3** Evidence of new members being nurtured through active discipleship programs

*Responsible Parties:* \_\_\_\_\_

**KPI 6.4** Significant increase in number of church members regularly engaging in family worships

*Responsible Parties:* \_\_\_\_\_

**KPI 6.5** All members and yet-to-be-baptized young people embrace and practice stewardship principles regarding time, spiritual gifts, and tithes and offerings

*Responsible Parties:* \_\_\_\_\_

**KPI 6.6** Church members exhibit cross-cultural understanding and respect for all people

*Responsible Parties:* \_\_\_\_\_

**KPI 6.7** Evidence that local churches and Adventist schools are responding to the opportunities that mass migration offers for ministry, and that immigrants are being integrated into local Adventist communities

*Responsible Parties:* \_\_\_\_\_



**KPI 6.8** Improved retention rates of young adults, youth, and unbaptized children, based on the collection of specific statistics on those groups  
*Responsible Parties:* \_\_\_\_\_

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## OBJECTIVE 7

### To help youth and young adults place God first and exemplify a biblical worldview

#### KEY PERFORMANCE INDICATORS (KPIs)

**KPI 7.1** Bible classes teach the historical-grammatical method, historicist approach to the study of prophecies, confidence in the Bible as divine revelation, trust in God, and commitment to His mission  
*Responsible Parties:* \_\_\_\_\_

**KPI 7.2** Youth and young adults embrace the belief (FB 22) that the body is the temple of the Holy Spirit, abstaining from alcohol, tobacco, recreational use of drugs and other high-risk behaviors, and embrace church teachings (FB 23) on marriage, and demonstrate sexual purity  
*Responsible Parties:* \_\_\_\_\_

**KPI 7.3** Increased ethical and responsible use of media platforms by students  
*Responsible Parties:* \_\_\_\_\_



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## OBJECTIVE 8

**To strengthen the discipleship role of pastors, teachers, and other frontline workers and provide them with regular growth opportunities**

### KEY PERFORMANCE INDICATORS (KPIs)

**KPI 8.1** Evidence that most pastors and teachers feel supported by church members and by conference administrators, continue to feel called to ministry, and are engaging in continuing education and development

*Responsible Parties:* \_\_\_\_\_

**KPI 8.2** Pastors with limited Seventh-day Adventist education are working to complete course work necessary to meet their local BMTE requirements

*Responsible Parties:* \_\_\_\_\_

**KPI 8.3** Opportunities are given to frontline workers to deepen their passion for and broaden their experience of mission

*Responsible Parties:* \_\_\_\_\_

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## OBJECTIVE 9

### To align world church resources with strategic objectives

#### KEY PERFORMANCE INDICATORS (KPIs)

**KPI 9.1** Every organization systematically reviews and aligns resources in light of the worldwide mission priorities

*Responsible Parties:* \_\_\_\_\_

**KPI 9.2** All GC departments increase the availability of their time and resources to the 10/40 Window, large urban areas, and unreached people groups, and GC Treasury presents a report on departmental use of time and resources to the 2023 Spring Meeting of the GC Mission Board

*Responsible Parties:* \_\_\_\_\_

**KPI 9.3** Increased proportion of international service personnel, volunteers, and Global Mission pioneers serving in the 10/40 Window, in large urban areas, and among unreached people groups

*Responsible Parties:* \_\_\_\_\_

**KPI 9.4** The GC Treasury appropriations review team recommends to Annual Council ways to allocate more appropriations to the 10/40 Window, large urban areas, and unreached people groups

*Responsible Parties:* \_\_\_\_\_

**KPI 9.5** The General Conference has, and its entities are working toward, an integrated media plan that maximizes the potential of technology

*Responsible Parties:* \_\_\_\_\_

**KPI 9.6** GC Stewardship Ministries, in consultation with division counterparts, develops and implements a well-defined strategy for achieving

increases in tithes and offerings in each organizational unit that reflect changes in membership and inflation

*Responsible Parties:* \_\_\_\_\_

**KPI 9.7** Each division has a Stewardship Ministries director who has no other responsibilities in his/her portfolio

*Responsible Parties:* \_\_\_\_\_

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## OBJECTIVE 10

### To enhance the transparency, accountability, and credibility of denominational organization, operations, and mission initiatives

#### KEY PERFORMANCE INDICATORS (KPIs)

**KPI 10.1** Widespread adoption of approved membership software to enhance accuracy and accountability of records of local church membership

*Responsible Parties:* \_\_\_\_\_

**KPI 10.2** An orientation process for officers and executive committee members of all units of denominational structure is developed and widely implemented

*Responsible Parties:* \_\_\_\_\_

**KPI 10.3** Evidence that pastors and church leaders demonstrate the highest standards of integrity and ethical behavior in interpersonal relations and finances

*Responsible Parties:* \_\_\_\_\_

**KPI 10.4** Divisions annually report progress in achieving the objectives and KPIs of the *I Will Go* plan: both via an online form, with standardized summative information, and by a presentation at each Annual Council

*Responsible Parties:* \_\_\_\_\_

**KPI 10.5** Quinquennial reports of GC departments, institutions, and agencies to Annual Council focus on their contribution to achieving the objectives and KPIs of the *I Will Go* plan

*Responsible Parties:* \_\_\_\_\_

## EVALUATION

In order to assess the impact of the Church's strategic plan and to shape future strategic planning, research will be commissioned in the 2020–2025 quinquennium which will measure, wherever possible, the extent to which stated Key Performance Indicators (KPIs) have been achieved.

The attainment of many of the KPIs listed 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 2025-2030 quinquennium.



# STRATEGIC PLANNING CYCLE FOR THE GLOBAL CHURCH

## Conceptual Overview of *I Will Go*: Planning & Implementation



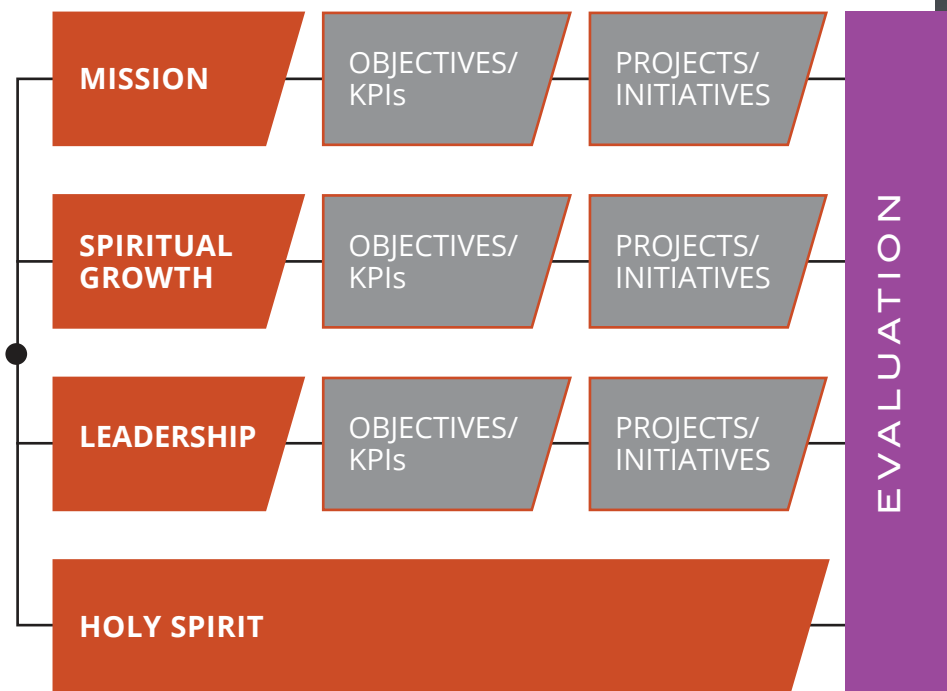
MISSION  
STATEMENT

RESEARCH

ISSUES/NEEDS

DIVISIONS AND  
GC DEPARTMENT  
INPUT

**I WILL GO**  
Strategic  
Focus





# STRATEGIC PLANNING CYCLE FOR THE GLOBAL CHURCH

## Strategic Planning Process





STRATEGIC FOCUS 2020-2025

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