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Office of
Archives, Statistics,
and Research

2018
MISSION-EFFECTIVENESS EVALUATION MANUAL

GOSPEL of the Kingdom will be preached in the WHOLE WORLD as a testimony to all nations, and then the END will COME

General Conference Office of Archives,
Statistics, and Research

Mission-Effectiveness
Evaluation Manual

First Edition
2018

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Abbreviations

ASTR   Office of Archives, Statistics, and Research

CSS   Critical Self-Study

FPWG   Future Plans Working Group Committee

GC   General Conference of Seventh-day Adventists

RFP   Request for Proposals

SKI   Statement of Key Indicators

MOU   Memorandum of Understanding

Dear Colleagues,

In 2011, the executive officers of the General Conference tasked the Office of Archives, Statistics, and Research (ASTR) with evaluating the mission effectiveness of major denominational entities and programs, especially those where the bulk of funding comes from the world budget. During 2012-13, ASTR developed a standard process for undertaking mission-effectiveness evaluations, codified in two documents, as an aid to transparency and professionalism.

The first was the Handbook of Evaluation, which was produced to be shared with entities or programs undergoing evaluation, and with divisions wanting a model for conducting evaluations of entities that come under their oversight. The second is this manual. Whereas the Handbook is aimed outwards, the manual is aimed inwards: it is intended to place on record, for future GC evaluators (or evaluators at other levels of denominational structure) the detailed procedures developed to ensure evaluations were professional, transparent, fair, and robust. The ASTR research and evaluation team expects that the manual will be regularly revised and updated.

I pay tribute to Galina Stele, who developed much of the procedure for evaluation and wrote the first draft of this Manual; Kate Filkoski, who helped with design; and other members of ASTR, especially Gisele Tchamba and Lisa Rasmussen, who assisted with proof reading and in developing and putting into place mission-effectiveness evaluation.

Your brother in Christ,

David Trim, PhD

Note: The actual process for evaluation described hereinafter was approved by the Future Plans Working Group (2012), acting under the authority delegated to it by the General Conference Administrative Committee.

Research and Evaluation Vision Statement

To build a culture of self-assessment and external, research-based evaluation among Seventh-day Adventist entities, in order to enhance the mission effectiveness of each entity, and the overall harmonious and efficient operation of the global Adventist Church as "God's appointed agency for the salvation of men" (EGW, Acts of Apostles, 9).

Research and Evaluation Mission Statement

To assist the Seventh-day Adventist Church in analyzing, evaluating, and enhancing the mission-effectiveness of its agencies, programs, and ministries.

God will work for us
when we are ready to do
what we can and should
do on our part.

Ellen G. White
The Southern Watchman,
March 15, 1904

Introduction: Objectives, Philosophy, and Biblical View of Mission-Effectiveness Evaluation

1. Philosophy and Objectives

The General Conference of Seventh-day Adventists has commissioned the Office of Archives, Statistics, and Research (ASTR) to conduct and coordinate research in different areas of church life and ministry. Church leadership recognizes a need for professional research into the operations of organizations and programs to determine the effectiveness of initiatives established to fulfill specific purposes within the overall mission of the church.

Evaluating the mission effectiveness of church programs, agencies, and organizations is based on the philosophy that all denominational entities are vital parts of the global Seventh-day Adventist Church. They share common beliefs, a common mission, and the same confidence in the Second Coming of Jesus. Each organization, agency, or program should be able to demonstrate that its use of resources and its scope of activity achieve the purposes for which it was established. Further, all plans, programs, and objectives should be in harmony with the mission of the worldwide Seventh-day Adventist Church. Since the performance of any one denominational entity inevitably has an impact on the functioning and resources of the whole, it is in the interest of the whole church that the effectiveness of organizations and programs be reviewed from time to time and that the results of such reviews be factored into future planning.

The objectives of evaluating mission effectiveness are to:

> **It is in the interest of the whole church that the effectiveness of organizations and programs be reviewed from time to time and that the results of such reviews be factored into future planning.**

- Improve the effectiveness of mission to those outside the Seventh-day Adventist Church
- Enhance pastoral ministry to, and discipling of, church members
- Assist denominational organizations and denominationally-funded programs to achieve optimal efficiency
- Perform data analysis, identifying strengths and weaknesses of denominational entities or programs in relation to their mission objectives
- Provide an informed basis for global strategic planning and integrated evangelism
- Understand current trends, facts, and growth potential in church life and ministry
- Motivate necessary changes

Based on assignments determined by General Conference administration, ASTR will

evaluate the effectiveness of denominational organizations and programs in meeting their mission and contributing to the wider mission of the Seventh-day Adventist Church. These evaluations are not intended to result in structural or departmental changes. They will focus on the specific purpose of each organization or program in the context of the Church's mission; the core values of unity, growth and quality; and the Church's code of ethics. Each denominational agency or organization going through the process of evaluation is expected to cooperate with the Research and Evaluation Team, submit a Statement of Key Indicators (SKI) and a Critical Self-Study (CSS) document, and to assist any contracted research team. Preferably, each denominational entity should carry out its own process of self-evaluation on an ongoing basis. This should result in continual improvement of its performance and fulfillment of its mission.

2. Definitions and Perceptions

According to a common business definition, evaluation is a "rigorous analysis of completed or ongoing activities that determine or support management accountability, effectiveness, and efficiency."[1] According to the Merriam–Webster dictionary, to evaluate is "to determine or fix the value of" (someone or something) or "to determine the significance, worth, or condition of" (someone or something) "usually by careful appraisal and study." A specialist in evaluation has stated that "the evaluation process identifies relevant values or standards that apply to what is being evaluated, performs empirical investigation using techniques from the social sciences, and then integrates conclusions with the standards into an overall evaluation or set of evaluations." [2]

Preferably, each denominational entity should carry out its own process of self-evaluation on an ongoing basis. This should result in continual improvement of its performance and fulfillment of its mission.

Each of us meets evaluation quite often in our everyday life: we have medical check-ups and we have tests run on vehicles and various appliances in our homes to ensure they are working properly. However, when it comes to the church setting, we tend to pay more attention to assessing the accuracy of financial accounts than the effectiveness of programs, ministries, or organizations. We work hard on projects and frequently desire that all our efforts, time and energy put into mission activities be recognized and called successful without having been evaluated. In addition, sometimes we even actively resist evaluation in church work. Why? In part because:

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[1] http://www.businessdictionary.com/definition/evaluation.html

[2] http://www.merriam-webster.com/dictionary/evaluate; https://www.scribd.com/document/304260274/4-Michael-Scriven-on-the-Differences-Between-Evaluation-and-Social-Science-Research

- We view it as a threat to our self-esteem and even our reputation. We take it personally, as an attack that will destroy our good image and everything we have achieved.
- We subconsciously connect it with the school experience, where grades were not always objective but labeled us as losers or winners. And naturally we don't want to be losers.
- We connect it with divine judgment, and, of course, we don't want to be judged.
- We may be afraid that we will hear the words that King Belshazzar saw on the wall: "You have been weighed on the scales and found wanting;" and we might fear that the next phrase will be "Your kingdom is divided and given to [others] . . ." (Dan. 5:27-28).[3]
- We have had limited experience with evaluations that had positive outcomes.
- We are uncertain how evaluation will be done.
- We are tired of reports.
- We perceive it as a secular tool for businesses, rather than a biblical approach appropriate to the church.
- We are not comfortable with the thought of exposing our weaknesses, and fear that negative results, made public, would tarnish the image and reputation of the organization.

3. Biblical Concepts and Principles for Evaluating Mission Effectiveness

Some obvious questions arise: Is evaluation a concept present in the Bible? Does God want His church to evaluate its decisions, strategies, and activities? Is mission-effectiveness evaluation necessary for healthy church life and ministry? Let us consider some basic biblical concepts and principles for evaluation.

A. Biblical Concepts of Evaluation
There are three biblical concepts that imply evaluation: good stewardship and appraisal; spiritual growth; and accountability.

1) Good stewardship and appraisal
- God's first assessment is found in the a count of creation. After each day God gave a summative appraisal that all things He created were good and at the end of the creation week the report of His evaluation was "it was very good" (Gen. 1: 31)
- Adam and Eve were appointed as God's appointed stewards of the garden of Eden and the whole earth (Gen. 1:26-28; 2:15)

There are three biblical concepts that imply evaluation: good stewardship and appraisal; spiritual growth; and accountability.

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[3] All Scripture quotations, unless otherwise indicated, are taken from the Holy Bible, New International Version.

- The shepherd and the flock; including the image of the good shepherd, the unfaithful shepherds of Israel, and the parable of the lost sheep (Ps. 23; Ezek. 34; Luke 15:1-7)
- The master and two (faithful and unfaithful) servants (Matt. 24:45-51)
- The parable of the tower builder and his calculations before beginning his building project (Luke 14:28-29)
- The parable of the talents and three servants (Matt. 25:14-30, esp. 19, 21, 23, 27)

We can conclude that good stewards, or good and faithful servants, are those who are wise enough to do regular appraisals, helping their flocks or investments to increase. Such good stewards will hear the words of the Master, "Well done, good and faithful servant! You have been faithful with a few things; I will put you in charge of many things. Come and share your master's happiness!" (Matt. 25:21). So, to be a good and faithful servant means to make appraisals and evaluation.

2) Spiritual growth

- Jesus in His childhood "grew in wisdom and stature, and in favor with God and man" (Luke 2:52)
- Paul's call to us is that we should "grow to become in every respect the mature body of him who is the head, that is, Christ" (Eph. 4:15), "until we all reach unity … and become mature, attaining to the whole measure of the fullness of Christ" (Eph. 4:13), and bear the fruit of the Spirit (Gal. 5:22-26)
- The parable of the unfruitful fig tree gives us Jesus' assessment of the situation when there is no fruit (Luke 13:6-9; Mk. 11:20)
- Paul's evaluation of the spiritual condition or growth of some believers, "Brothers and sisters, I could not address you as people who live by the Spirit but as people who are still worldly—mere infants in Christ. I gave you milk, not solid food, for you were not yet ready for it. Indeed, you are still not ready." (1 Cor. 3:1-2)

In addition to the idea that God expects every believer and every church community to experience spiritual growth and bear good fruit, God expects progress in church ministries and desires that they, too, bear good fruit.

3) Accountability

- God's questions to Adam and Eve: "Where are you?" "What is this you have done?" (Gen. 3: 8-13); His enquiry to Cain: "Where is your brother Abel?" "What have you done?" (Gen. 4:9-10)
- The parable of the talents (Mt. 25:14-30): "the master returned and settled accounts with them" (25:19); "You should have put my money on deposit with the bankers, so that when I returned I would have received it back with interest." (25:27)
- Reports of Jesus' disciples after their missionary journey: "The apostles gathered around Jesus and reported to him all they had done and taught." (Mk. 6:30)
- Accountability on the Day of Judgment: "God is going to judge everything we do,

whether good or bad, even things done in secret" (Eccl 12:14). "And all were judged according to what they had done" (Rev 20:13).

It is notable that in the Old Testament, those who did not want to be punished on the day of final Judgment had to be regularly reconciled with God on the Day of Atonement. The idea of regular evaluation is present.

B. Biblical Principles for Evaluating Mission Strategies

Mission-effectiveness evaluation should not be viewed as a separate exercise after a mission project is complete, but rather as a necessary component in a mission initiative, one of several different links in a chain. This chain of mission enterprise (see below) should start with vision and mission and then include: assessment of the existing situation; assessment of the resources; creating a strategy; the actions to carry it out; evaluation of the results; and modification of the strategy, if any changes are needed.

Figure 1. Mission Enterprise Chain

| Vision | Mission | Assessment of the situation | Assessment of the resources | Strategy | Action | Evaluation of the situation | Modified strategy |

1) Biblical examples of assessing the existing situation and resources
a) Assessing the situation. Before we develop a strategy or implement it, we need to make an evaluation of the situation:
- Twelve spies sent by Moses to explore the land of Canaan following God's order with detailed instructions of what to investigate (Num. 13:1-17)
- Two spies sent to Jericho: "Go, look over the land," he said, "especially Jericho" (Joshua 2:1)
- Spies sent to reconnoiter the region around Ai (Joshua 7:2)
- God inspiring Gideon to go into the enemy camp at night to see and to listen (Judges 7:9-10)
- Nehemiah's night-time inspection of the walls of Jerusalem (Nehemiah 3)

b) Assessing resources. Next comes evaluation of the resources:
- God's question to Moses from the burning bush: "What do you have in your hand?" (Ex. 4:2)
- Jesus' question to the disciples facing the hungry crowd: "How many loaves do you have? . . . Go and see" (Mk. 6:38)
- Elisha's question to the widow: "What do you have in your house?" (2 Kings 4:2)
- God's order to count the people of Israel (Num. 3:40; 4:1)
- God's advice to Gideon to count and limit his army (Judges 7:1-7)
- Resource evaluation is implicit in the description of the church as the Body of Christ (1 Cor. 12:12-31; Eph. 1:23; 4:11-13)

2) Biblical examples of evaluating results and modifying strategy
a) Evaluating the results. After strategy and action we need to evaluate results:
- Reports of the 12 disciples to Jesus (Mk. 6:30)
- Reports of 72 disciples to Jesus (Luke 10:17)

- The parable of four kinds of soil and results (Mk. 4:1-20)
- The disciples and the boy with the evil spirit: "Why could not we drive it out?" (Mk. 9:28)
- Peter's report of the baptism by the Holy Spirit of Cornelius' household (Acts 10-11)
- Christ's evaluation of the seven churches (Rev. 2; 3)

Results should also be evaluated in light of relevant vision and mission statements: if we don't tie evaluation to mission statements, we can repeat the mistake of the 10 unbelieving spies whose evaluation of the situation in Canaan led God's people into a strategy that contradicted the mission and vision they received from God. And sadly it was corrected only after 40 years of wandering in the desert. Evaluation always has to be checked against the vision and mission we have chosen—and then against the vision and mission of God.

b) Modifying strategy. Evaluation of results may result in modified strategy:
- Recommitment, modified strategy, and victory over the town of Ai (Joshua 7; 8)
- The apostles' evaluations of the causes of conflict led them to a new strategy of member care by deacons (Acts 6:1-7)
- Jerusalem council—significantly different approach to Gentiles (Acts 15)
- Letters to the seven churches from Revelation of Jesus (Rev. 2: 3)—great need of changes

In sum, the concept of evaluation is present in the Bible. We have to be faithful stewards and regularly evaluate our activities and mission strategies. However, according to biblical examples, the challenges faced by God's people were almost always greater than were their resources. But for God, the main point was always a commitment to the task and a willingness to move forward in accord with His will and direction. God's promise is, "'Not by might nor by power, but by my Spirit,' says the Lord Almighty" (Zech. 4:6).

Our ideas are altogether too narrow. God calls for continual advancement in the work of diffusing light. We must study improved ways and means of reaching the people. We need to hear with ears of faith the mighty Captain of the Lord's host saying, 'Go forward.' We must act, and God will not fail us. He will do his part, when we in faith do ours.

Ellen G. White,
"Appeals to Our Missions," *in Historical Sketches of the Foreign Missions of the Seventh-day Adventists,* 289-290.

Overview of Evaluation Process

Figure 2. Stages of Evaluating Mission-Effectiveness

I. Preparing for Evaluation:
Planning of evaluation, analysis of previous research, meeting with the GC officer liaison and director of the organization/ program to be evaluated.

Responsible: ASTR

II. Initiating Process of Evaluation:
Informing organization/ program's management team about evaluation process; agreeing with the responsibility for completing the Statement of Key Indicators; consultations between organization/program's management team and ASTR.

Responsible: ASTR and organization/program

III. Doing Evaluation:

Writing Critical Self-Study; internal and external research; series of consultations between organization/ program's management team and ASTR, external research report(s).

Responsible: organization/ program, external research team(s), and ASTR

IV. Concluding Evaluation:
Analysis of research findings and reports; Preliminary and Final Reports by ASTR identifying key issues; organization/ program's Response to GC Executive Officers.
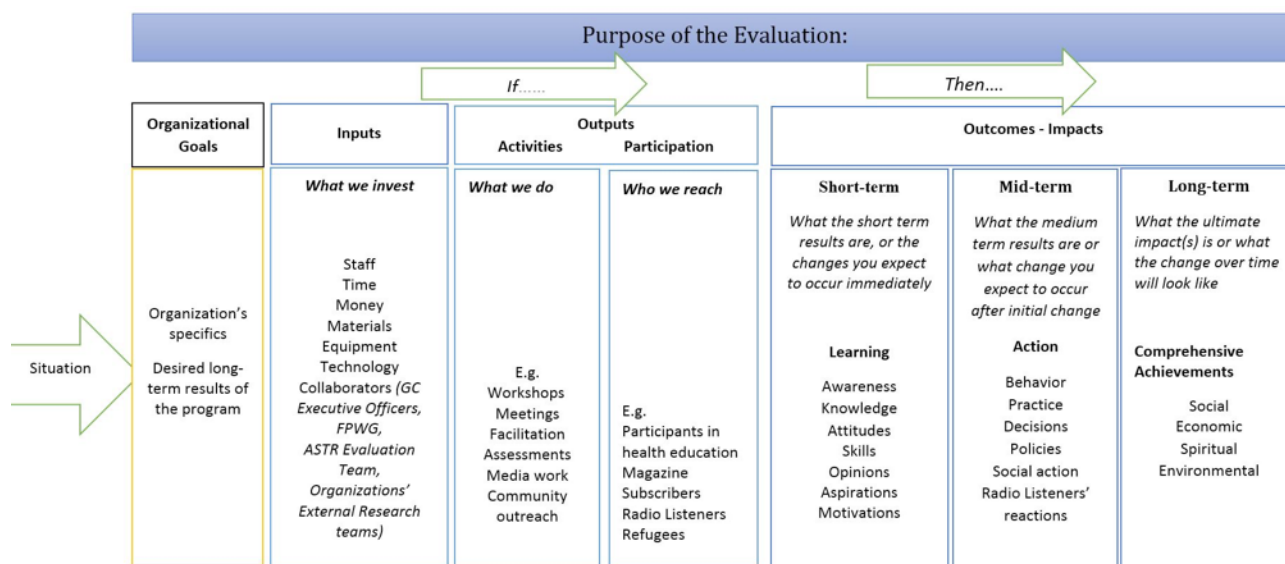
Responsible: ASTR and organization/program

Figure 3. Steps of Evaluation for Monitoring Organization's Programs

These steps are necessary components of any evaluation process done by external researchers or the organization itself. The first step of evaluation includes planning for needed resources, activities during the process, and desired outcomes of evaluation (see Figure 4).

Figure 4. Logic Model[4]

Purpose of the Evaluation:						
		If...... →		Then.... →		
Organizational Goals	**Inputs**	**Outputs** Activities	**Outputs** Participation	**Outcomes - Impacts**		
	What we invest	*What we do*	*Who we reach*	**Short-term**	**Mid-term**	**Long-term**
Organization's specifics Desired long-term results of the program	Staff Time Money Materials Equipment Technology Collaborators (GC Executive Officers, FPWG, ASTR Evaluation Team, Organizations' External Research teams)	E.g. Workshops Meetings Facilitation Assessments Media work Community outreach	E.g. Participants in health education Magazine Subscribers Radio Listeners Refugees	*What the short term results are, or the changes you expect to occur immediately* **Learning** Awareness Knowledge Attitudes Skills Opinions Aspirations Motivations	*What the medium term results are or what change you expect to occur after initial change* **Action** Behavior Practice Decisions Policies Social action Radio Listeners' reactions	*What the ultimate impact(s) is or what the change over time will look like* **Comprehensive Achievements** Social Economic Spiritual Environmental

(Situation →)

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[4] For further information on evaluation process, such as Logic Model, look at sources on evaluation, e.g., Six Steps to Effective Evaluation at https://www.webarchive.org.uk/wayback/archive/20140616010354/http://www.jisc.ac.uk/ media/documents/ programmes/digitisation/SixStepsHandbook.pdf

Stage I: Preparing for Evaluation

1. Process of Evaluation: Main Points of Stage I

Stage I is about preparing to launch the evaluation. It starts with the assignment from GC administration or request from another organization and concludes with a meeting with the head of the organization under evaluation. The period between these two major points is a preparation time for the evaluation team. In order to successfully accomplish the main goals of this stage, the evaluation team should:

- Clearly understand the steps of the coming process (see pp. 32, 33).
- Establish and clearly formulate the objectives. It could be necessary to connect with those who assigned the evaluation and clarify all necessary details and goals. Ideally, objectives should be supplied in written form, or a written list of objectives agreed to after an interview or discussion.
- Schedule an appointment with the director or president of the organization after he or she has been notified in writing of the upcoming evaluation by the FPWG chair.
- Obtain all possible information about this church entity or program from previous research, evaluations or publications.
- Meet with the GC liaison for the organization after the FPWG chair sends the notification.
- Send a letter about the upcoming evaluation and a Mission-Effectiveness Evaluation Handbook to the head of the organization prior to the scheduled meeting.
- Explain the process of evaluation and required material to the director or president of the organization via a meeting (see p.18).
- Logic Model (see Figure 4, p.14) can be very useful in this stage of evaluation planning. It can give a visual representation of what evaluation can achieve if when inputs and activities are well utilized as intended. It can be called a road map that all interested stakeholders can follow during the evaluation process to achieve desired outcomes and impacts. This road map can be developed together with the director of organization/program and later discussed with the organization's senior management team. It can help achieve consensus during evaluation planning and process. Statements like "If" and "Then" are used to describe the activities that take place to produce a certain outcome as described in the Figure 4.

2. Ethical Code

Members of the Research and Evaluation Team, committed to the overall mission of the Seventh-day Adventist Church, should maintain the highest standards of Christian and professional conduct and competence in their ministry. Their decisions and actions must be based on biblical principles and reflect the following:

- Genuine concern for the mission effectiveness of the organization being evaluated
- Unbiased respect for every employee of the organization, regardless of their position, gender, or ethnicity
- Respectful acknowledgement of the contribution of former and current leadership to the development and progress of the organization
- Respectful and collegial attitude during meetings and discussions
- Sensitivity and availability, when help, information or clarifications are needed
- Willingness to assist the organization under evaluation in every step of the process
- Integrity and objectivity in decision-making, research analysis, relationships, and financial management
- Professional confidentiality
- Transparency and accountability
- Overall goal – to bring glory to God and enhance the mission of the SDA church

But to pray in Christ's name means much.
It means that we are to accept His character,
manifest His spirit, and work His works.

Ellen G. White,
Review and Herald
July 14, 1910

3. Guidelines: Analysis of Previous Research

It is vital to establish whether the organization being evaluated has been formally evaluated or assessed previously; or whether any research studies have been carried out on the organization whether in whole or in part.

Previous Evaluation

The reports of any formal evaluation or assessment should be taken into account in any mission-effectiveness evaluation, which should be seen as a continuation of the evaluation process. Although the objectives may differ for each period of assessment, it is very likely that there will still be some important issues to investigate. Weaknesses highlighted in the previous report(s), recommendations made by GC administration or the organization's board (if any), and the response(s) of the organization to any stated concerns, commendations or recommendations should be checked so far as they pertain to the subject of progress of mission effectiveness.

Previous research or evaluation reports should be addressed and included in CSS of the organization (see p. 24), although it would be helpful for the Research and Evaluation Team to know about them earlier.

Previous Research

In addition, it is highly desirable to identify and obtain copies of any previous studies of the organization or program. Such research will provide a valuable source of information for the Research and Evaluation Team as well as a reference against which to compare data of the current research. Previous research could take the form of scholarly statistical reports, internal surveys, evaluation reports, and published articles about the organization, its administration, operations, or impact.

In the absence of any known research the Research and Evaluation Team should make its own search for any valuable information about organization's mission, progress, and planned and perceived impact. No doubt, this information will be broadened and even corrected in the process, especially after the SKI and CSS are received. However, it is important to have at least some background knowledge of the organization prior to the first meeting with its leadership. It is also important to ask the organization to inform the Research and Evaluation Team about any known research.

4. Meeting with the Director of the Organization/Program to be Evaluated

Prior to the Meeting

Prior to the first meeting of ASTR with the director/president of the organization/program to be evaluated the following should take place:
- ASTR should be officially informed by the GC EO about the evaluation assignment or evaluation request
- List of objectives should be received in writing from GC administration or the body that has requested evaluation
- A notifying letter should be sent to the director of the organization/program and its GC liaison by the chair of the FPWG
- Meetings with the GC liaison should take place to inform him/her about the goals and intended process of evaluation
- Meeting with the director/president of the organization to be evaluated should be scheduled. Some members of the organization's senior management team can be also present upon request by the head of the organization
- Mission-Effectiveness Evaluation Handbook should be sent to the organization
- Previous evaluations, if any, should be analyzed and reviewed

During the Meeting

- Meeting should start and finish with prayer
- The atmosphere of the meeting should be one of mutual respect, support, and cooperation
- Research and Evaluation Team should be presented
- The main purpose of the meeting is to inform leadership of the organization/program of the stages of evaluation and directions the ASTR team will be moving and to identify areas where active assistance is needed
- Mission-effectiveness evaluation process should be explained based on the Hand book sent prior to the meeting
- Special attention should be given to the stages of the process, SKI, and CSS
- Review of previous evaluations may be presented, or inquiries made about previous research
- The role and the responsibilities of the organization/program under evaluation should be defined
- Initial deadlines should be discussed, determined, and agreed upon
- Time and date of Consultation #1 between ASTR director and the director/president and senior management team of the organization/program should be agreed and scheduled (unless the organization team members are present at this meeting)

The Evaluation Team should be willing to answer or clarify any questions or issues, and help the organization adequately perform its role in this process.

After the Meeting

After the meeting a letter of gratitude and appreciation should be sent to the head of the organization/program with the confirmed dates of the Consultation #1, submission of the SKI and other deadlines discussed during the meeting. The director/president of the organization and his team should be assured that ASTR will be sharing with them all valuable information received during the process.

Stage II: Initiating Process of Evaluation

1. Process of Evaluation: Main Points of Stage II

There is no abrupt ending and beginning of each stage; stages interconnect with each other, like links of a chain. However, every stage has its particular goals. The main points of Stage II are:

- The focal point of activities moves from ASTR to the organization under evaluation.
- The director/president of the organization (after meeting with the ASTR director) informs the senior management team about the mission-effectiveness evaluation, its stages, and assignments to be completed during the process.
- A date for submission of SKI to ASTR is decided and responsibilities for gathering facts and writing the SKI are delegated among team members.
- Consultation #1 between ASTR and the organization's director and its management team takes place, where the date for submission of SKI is agreed on by both parties, issues are clarified, and questions are asked and answered.
- It should be made clear to the organization that the SKI data is needed for the Research and Evaluation Team to issue a RFP for external researchers and to decide on research methodologies, main objectives, and scope of the research. Contracted external researchers will use the SKI data to develop the research instrument. Thus, the next stage of the evaluation depends on timely and complete submission of the SKI.
- Stage II helps the management team of the organization be better informed about the process of evaluation and to be united around the common goal of successfully completing it. Writing the SKI sharpens their knowledge about the vision and mission of their organization and desired outcome of their ministry. It prepares them for the Stage III task of writing a CSS. Stage II largely sets the tone for future collaboration and the relationship between ASTR and the organization. If successful, mutual understanding and trust is established, and the process has a better chance to go smoothly and effectively.
- Ideally, a contact person for ASTR is designated during this stage. He or she will contribute to success of the process by providing timely information, clarification, and needed data or documents for the Research and Evaluation Team. This person serves as a liaison between the organization under evaluation and its branches and ASTR.

2. Consultation(s) with Organization/Program's Management Team

The Research and Evaluation Team should plan on holding all four of the consultations between ASTR and organization's management team, listed in Table 1. Step-by-Step Outline of Evaluation Process (pp. 32, 33) and should make every effort for each of these meetings to take place. The main purpose of these meetings is to provide information about the upcoming stages of evaluation, discuss needed actions, exchange ideas, clarify issues, set dates for receiving needed data/documents, inform about external research, receive feedback from the organization's senior management team, and make plans to facilitate further progress. Although each consultation is likely to serve most of these purposes, there are specific tasks for each of them:

- Consultation #1: Stages of the process of evaluation; SKI and the date of its submission; contact person for Research and Evaluation Team
- Consultation #2: Guidelines for CSS and the date of its submission. The CSS is intended to give a more complete picture of the achievements and trends of the organization as seen by its administration and management team. List of indicative research questions in RFP discussed.
- Consultation #3: Review of the draft research instrument. Information about the early states of external research; how the organization can assist in gathering information or data from its international branches (if any), sending links to any online surveys, and facilitating the response rate to surveys, whether online or paper
- Consultation #4: Draft of final report, previously sent to the administration of the organization, discussed and conclusions clarified

The actual number of full consultations will depend on the need of the organization or ASTR and should be worked out by mutual agreement. There will certainly be additional interactions and/or short meetings between the ASTR team and the head of the organization or senior members of the management team. The number of meetings could vary from situation to situation and largely depend on the need of the organization under evaluation. The lead evaluator should be flexible on numbers of smaller or less formal meetings, but should ideally aim to hold all four full consultations. The exchange of ideas between ASTR and the organization under evaluation will include its participation and feedback in instrument, interview, or focus group question development and stated objectives and areas of the research.

3. Guidelines for Statement of Key Indicators

The SKI will include a summary of standard data about your organization/program (Part i) and a list of mission-effectiveness success/failure indicators (Part ii).

Please provide the following information. A lack of the requested records or documents should be identified, as should any practical difficulties you foresee in meeting this request.

Part i. Basic Data and Information

1. Brief description of your organization/program and scope of its activities
2. Concise history: important dates, names, and major developments
3. Vision Statement
4. Mission Statement (if applicable). Please give your current mission statement, including reference to the committee or board that approved it and the date. Please list all previous mission statements (and the years adopted), if your organization/program has had several mission statements.
5. A Statement of Philosophy (objectives and values can be included) with an indication of whether it has been approved by a committee or board and, if so, the date
6. A strategic or master plan (for at least five years) for your organization/program with short-range goals. Plans for physical plant (if applicable), increase of staff, future programs and projects, and financial resources may be included.
7. Governance, Organization, and Administration. The following should be included (a diagram may be used as well):
     a) Governance structure and organizational chart for your organization or ministry
     b) Relationship of your agency to other church entities and organizations (GC, Board of Trustees, counterparts in the divisions)
     c) Process by which decisions are made and communicated to the staff
     d) List of administrative staff and their responsibilities
8. Describe your current financial situation:
     a) Sources of income and the percentage that each type of income is in relation to total income, for the last three years, to be supplied as both table and chart
     b) Major expense categories and the percentage that each type is in relation to total expense, for the last three years, to be supplied as both table and chart
     c) Copies of current budget and latest audited financial statement
     d) Other important information, including brief statement of rationale for current budget
9. Staff: numbers of full–time, part–time, and contract workers
10. Publications and Media Production: a list and a brief description of all institutional publications, media productions, websites or other institutional information available through the Internet (if applicable)
11. Advertising: examples of marketing and advertising material used (if applicable)
12. Feedback system: explain the ways through which your organization receives feedback from your stakeholders and describe communication channels with them.

Part ii.   Mission-Effectiveness Success/Failure Indicators

1. List three to five key success/failure criteria for your organization's goals.
2. Identify areas on which you would like to have data.

The SKI attached form in the Handbook Appendix can be used as a check list during preparation of the Statement.

Stage III: Doing Evaluation

1. Process of Evaluation: Main Points of Stage III

Stage III centers on the research activities in the process of evaluation, where all parties—ASTR, external researchers, and the organization under evaluation—are heavily involved in data gathering and research. It will likely be the longest stage in the evaluation process as it encompasses the main body of the research activities:

- Development of RFP by the Research and Evaluation Team and its circulation among potential external researchers. There may be a need to develop several RFPs to target different demographic groups or to investigate different areas.
- Consultation #2 with the senior management team of the organization under evaluation (see pp. 20, 32) on the CSS and the list of indicative research questions included in RFP
- Approval of a research proposal and contract(s) with the team(s) of external researchers
- Development of the research instrument including revision(s) as needed
- Consultation #3 with the senior management team of the organization under evaluation (see pp. 20, 33) and their input into survey development or the list of interview and focus group questions
- Approval of the research instrument by FPWG
- Gathering data: consultations and correspondence with the organization under evaluation, the external researchers, and church organizational units or institutions involved in the research to facilitate a desirable response rate
- Production of CSS by the organization under evaluation and submission to ASTR
- Monitoring of incoming results of the research to ensure a balanced approach in data gathering. In some cases, the time for this stage may be prolonged and methodologies may be changed to assure balanced demographics and objective results.
- Receiving preliminary research report(s) from the team(s) of contracted researchers and requesting clarifications or additional research on correlations, if needed.
- Receiving final research report(s) from the team(s) of external researchers.

2. Guidelines for Critical Self-Study

The CSS provides an opportunity for the organization/program/ministry to be an active participant in the evaluation research process, and to conduct its own analysis of its activities, resources, and outcomes. Information gathering and analysis should cover the specified time period unless otherwise stated. This self-study helps the management team to investigate strengths, weaknesses, areas for potential growth and improvement. It should be based on available facts, statistics, and (where applicable) previous research.

The CSS may also contain a response to any previous evaluation(s). In this case, there should be an indication of what has been implemented and accomplished in response to the recommendations and concerns.

It is important to note that the CSS enables the Research and Evaluation Team to see areas of excellence and areas for improvement through the eyes of insiders. Thus, it provides a crucially important basis for evaluating effectiveness, as well as fostering a self-critical quality-assurance process within the organization.

Critical Self-Study Outline
Critical Self-Study for _____ _____
                              (name of organization/program)   (period of time specified)

Part i. Response to the Previous Research and/or Evaluation
This part may include:
1. Summary of the organization's response(s) to the recommendations and concerns in the Final Report of any previous evaluation (if applicable)
2. Summary of the organization's response(s) to reports on previous research studies, or to relevant committee or board actions (if applicable)

Part ii. Mission Statement and Target Audience
Please fill in the table below with your answers:
1. Divide the whole history of your organization/program/ministry by time periods, label them, and fill in the table.
2. Write down your mission statement for each of these time periods. If your mission statement has never changed please specify this.
3. Based on the mission statement specify your target audience for every time period. If it had/has several target groups, list them in priority order.
4. If the audience actually reached by your organization/program/ministry is different from the target group, please list in the next column the audience reached for each time period.
5. Have there been any significant changes of target audiences between time periods? Were there any inconsistencies between mission statements and target audiences? What are the reasons? (Use the last column for your comments, and explanations).

CSS Table 1. Mission Statement(s) and Target Audience(s)[5]

Time period	Name of the period	Mission statement and audience according to mission statement (in priority order, if several)	Audience actually reached (in priority order, if several)	Comments

[5] All tables are given as samples; the organization may modify and adjust them according to its specific situation and ministry.

Part iii. Feedback Evaluation. Awareness of your Programs/Products/Services and their Relevance to Different People Groups
a) Your programs/products/services and potential audience

Fill in the table below with your answers to the following questions:

1. What do you produce for your audience? Give a list of your programs/products/services for the last 12 months. Specify what age/social/other groups you plan to reach with the respective programs/products/services.

2. To what extent are your potential Adventist and non-Adventist audiences aware of each of your programs/products/services? Please answer this question on the basis of your present analysis, observation, and feedback from your audience during the last 12 months. Please use **a) Aware, b) Somewhat aware, c) Unaware** or **d) Do not know** for your answer in the last column.

CSS Table 2. Programs/Products/Services and Target Groups' Awareness

Programs/Products/Services	SDA Target Groups	Non-SDA Target Groups	Target Group Awareness
Programs (please list below main programs):			
Products (list below all products, e.g., journals, newsletters, calendars, etc.):			
Services (list below main services, e.g. websites, Bible lessons, etc.):			

3. Through what means do people learn about your organization/program/ministry or its programs/products/services? Please list them in priority order.

b) Relevance of your programs and services to different people groups

Please fill in the tables below and answer questions using available statistics for the specified period. If the statistics are available only for last year or the current year, please specify in your answer/table.

1. Give annual totals and daily and monthly averages for calls/letters/visits/times, etc. Please enlarge the list, change the table or give additional information if needed.

CSS Table 3. Calls/Letters/Visits

Year									
	Per day (average)	Per month (average)	Per year (total)	Per day (average)	Per month (average)	Per year (total)	Per day (average)	Per month (average)	Per year (total)
Telephone calls									
Letters									
Email									
Website Visits									
Page Views									
Time spent on site									

2. Give statistics for responses received from your audience by telephone, email, letters, websites, social media (Facebook, Twitter, etc.) or other means for your daily and weekly programs/services (if applicable). List each major program/service separately in the first column. Please enlarge the list, change the table, or give additional information if needed. If your programming is too complex or varied to make this analysis practicable, please let ASTR know.

CSS Table 4. Responses to Your Programs/Services

Programs	Average number per week				
Daily Programs:	Telephone calls	Emails	Letters	Web responses	Other
Weekly Programs:					

3. Give available statistics (percentages) for age/gender/SDA-membership/other characteristics of people who gave their feedback to your organization/program/ministry during specified period (each year separately, if possible).
4. Analyze the satisfaction of these groups with your programs/services.
5. What proportion of the people who gave feedback perceive(d) your daily and weekly programs as relevant or helpful?
6. What kind of programs/services were/are the most popular in this period (list each year separately, if possible)? Please explain your answer.
7. At what time of the day/week/year did/do your programs/services have the most responses/visits in the period specified (list each year separately, if possible)?
8. To what extent were/are the needs of non-believers and believers addressed in your programs/services in this period?
9. What age/social/other groups from these audiences were/are neglected in this period?

Part iv. Global Impact (Countries/Languages) and Accessibility

Please fill in Table 5 in response to the following questions with a division-by-division breakdown for each year of the specified period, if possible:

1. In what divisions does your organization/program/ministry have its local centers/programs/services?
2. How many countries does your organization/program/ministry impact?
3. How many languages are used by your organization/program/ministry and its local centers/branches/counterparts?
4. What means are used by your organization/program/ministry to impact your audience?
5. What obstacles prevent easy access to your organization/program/ministry?

CSS Table 5. Global Impact and Accessibility

Divisions	Countries	Languages	Means used to impact	Obstacles

Part v. Follow-up System (if applicable)

Please answer the following questions based on available statistics for a period to be specified, each year separately, if possible:

1. What kind of follow-up system did/does your organization have in relation to the feedback received from your audience?
2. What kind of follow-up system was/is there to assist those who were/are interested in Bible studies?
3. What kind of Bible studies did/does your organization/program/ministry offer (if any)? Please list URLs of websites, where appropriate.
4. How many people were/are involved in Bible studies during that period of time?
5. How many people had/have completed Bible courses during the given period?

Part vi. Governance

Looking at the governance system of your organization/program/ministry (SKI Facts, #7, #9), please answer the following questions:

1. Could changes be made in the governance structure or system of planning, decision-making, decision-implementation, assessment, accountability, frequency of committees and staff meetings, etc., to make the ministry of your organization/program/ministry more effective? If yes, please specify and explain why/how.
2. How many people are involved in the ministry? Does the size of the staff help or hinder the ministry? In what ways?
3. What kind of challenges does your organization/program/ministry have in managing local centers/branches in divisions?

Part vii. Fundraising

Please specify and answer separately for each year of the given period.

1. What were/are the annual goals of fundraising for your organization/program/ministry?
2. How much did/does your organization/program/ministry receive through donations every year?
3. What was/is the ratio of responses to fundraising newsletters (print and/or electronic) sent by your organization/program/ministry?
4. How many donors did/does your organization/program/ministry have? Put in a table or graph.
5. What kind of fundraising strategies did/does your organization/program/ministry use to accomplish the goal?

NOTE: Parts viii and ix could be a product of joint efforts by the president/director and his/her senior management team. Answers and conclusions could be based on a group discussion.

Part viii. SWOT Analysis

In this part please give a brief analysis of your current situation, using the SWOT approach: Strengths, Weaknesses, Opportunities, and Threats/challenges.

1. What strengths and advantages does your organization/program/ministry currently have?
2. What weaknesses in strategy, approach, activities, or structure do you see?
3. What opportunities exist for your organization/program/ministry?
4. What kind of threats, challenges, and obstacles does your organization/program/ministry face?

5. Where do you expect your organization/program/ministry to be in five years, if it keeps going as it is now?
6. How can your organization/program/ministry enhance its effectiveness?

(Define the characteristics of a great program/company/organization similar to yours, discuss them from various points of view, take into consideration the strengths, weaknesses, opportunities and challenges of your organization/program/ministry, and come up with your analysis.)

Part ix. Conclusion

The conclusion of the Critical Self-Study should address the main points of this analysis in one-paragraph summaries for each of following questions:
1. What has already been done by the organization/program/ministry in the past?
2. How is the organization/program/ministry doing now?
3. Where should it be in the future?
4. What should the organization/program/ministry do/change/increase?

3. Request for Proposals, External Researchers, and Process of Evaluation

To proceed with an evaluation assignment, ASTR issues an RFP and sends it to researchers who have the potential to address the goals and challenges of the current task. The RFP is intended to generate research that meets the objectives for evaluation set by GC administration and/or by the organization's own board or leadership. It is based on the organization's SKI. Depending on the complexity of the organization, the data received through the SKI, and the evaluation objectives, ASTR may prepare several RFPs, each focusing on particular objectives, certain demographics, or certain types of research.

An RFP usually consists of a brief description of the evaluation assignment, a description of the organization, research objectives or expected outcomes, scope of research and target audience(s), indicative list of potential questions, list of available data, limitations, and requirements, proposed timeframe and budget, and a list of items that should be included in research proposal (see RFP sample and a Research Proposal Template in Appendices A-B, pp. 34-36).

In response to ASTR's RFP, external researchers send proposals for review; after review, a research team is selected to carry out the specified research. Typically, where one RFP is issued, ASTR will contract with only one research team; where several RFPs have been issued, ASTR may contract with one research team or several teams.

ASTR works with different institutions and signs contracts with the parent institution of the research team though the principal investigator will sign the contract as well. To regulate collaboration between ASTR and its chief institutional research partners, on the matter of research, ASTR developed a Memorandum of Understanding (MOU), which helps both parties to fulfill their roles (see MOU sample in Appendix C, p. 37). Additionally a separate contact will be signed for each research project.

Contracted researchers are responsible for developing, implementing, and analyzing surveys. They work closely with ASTR in deciding on research methodology and formulating research instruments and/or focus group(s)/interview frameworks. ASTR shares drafts of the research instruments with the organization and encourages their contribution and participation. The FPWG also contributes to the development of each research instrument and must approve its final form. All information and data collected during external research is confidential, which means that the identity of the participants will remain anonymous. Data may be released for public dissemination if ASTR and the FPWG approve it (as per terms that will be stated in the RFP and contract).

Researchers should also meet the research requirements of their institutions and obtain IRB approval. External researchers bring a high level of professionalism, quality, and objectivity to mission-effectiveness evaluation, and ASTR greatly values their contribution and partnership.

ASTR will update the organization under evaluation throughout all stages of external research and data gathering. Participation and close collaboration of all three parties (ASTR, external research team(s), and evaluated organization) is absolutely necessary to achieve a high-quality outcome in the process of evaluation. To make it happen, the Research and Evaluation Team is called to create an atmosphere of mutual respect, trust, transparency, and professionalism.

Stage IV: Concluding Evaluation

1. Process of Evaluation: Main Points of Stage IV

Stage IV is the final stage in mission-effectiveness evaluation. It concludes the process with the following actions:

- Synthesis by ASTR of external research findings and data presented in the CSS
- Preliminary Report by ASTR shared with GC EO and/or other administrators who requested the evaluation
- Preliminary Report by ASTR reviewed by FPWG
- Draft of Final Report by ASTR presented to the senior management of the evaluated organization
- Consultation #4 between ASTR and organization's senior management team (see pp. 20, 33) on ASTR's draft of Final Report
- Final Report presented to GC OE, FPWG, the organization under evaluation, and its board or oversight committee
- Organization's Response

2. Analysis of Findings and Final Report

The process of evaluation will result in a written Final Report by ASTR. When the CSS and the final report(s) from external researchers are received, the process of evaluation enters its last stage, in which the Research and Evaluation Team forms a synthesis of analysis based on the CSS and external research findings. The Preliminary Report by ASTR will be reviewed by the GC EO and the FPWG.

ASTR will share external research report(s) and ASTR's draft Final Report with the leadership of the organization under evaluation. Feedback from the organization's senior management team is expected before the Final Report is submitted to GC EO or the officers of the church entity that requested the evaluation. The Final Report by ASTR will also go to the senior management of the evaluated organization with a copy to its board or oversight committee, and to FPWG.

The organization is expected to write a formal Response addressing the key issues identified in ASTR's Final Report. It should focus on those issues which could enhance the organization's mission effectiveness. The preliminary Response should first be reviewed by the organization's board or oversight committee, and the final Response should be submitted to the GC EO with a copy to ASTR. The final Response may become a plan for the organization's improvement and an important tool for its strategic planning. All data presented in the reports written during the process of evaluation, such as external research reports(s), CSS, ASTR's Final Report, and the organization's Response, are historic records of the organization's development and vital evidence for the next mission-effectiveness evaluation.

Evaluation Process and Ideal Progress

A step-by-step outline of the evaluation process follows; it shows in detail all stages, as followed by ASTR, including what is expected after the evaluation process is completed.

Table 1. Step-by-Step Outline of Evaluation Process

	#	Action	Person(s) Responsible	Date for Completion
Stage I	1.	Assignment of evaluation of organization/program to ASTR	GC Executive Officers	Several months before the evaluation process begins
	2.	Notification of evaluation sent to the director/president of the organization/program to be evaluated, its GC Vice–President (or other officer) liaison, and its governing board (if applicable)	Chair of FPWG	In advance of the first meeting of ASTR director and director/president of the organization being evaluated
	3.	Director/president of organization/program contacted and a meeting with ASTR director (and Evaluation assistant) scheduled	ASTR director	About a month before meeting of ASTR director with director/president of organization/program
	4.	Mission-Effectiveness Evaluation Handbook sent to the director/president of the organization/program	ASTR Evaluation manager	In advance of meeting in Step 5
	5.	Meeting of director/president of organization/program with ASTR director (and Evaluation assistant)	ASTR director	According to schedule
Stage II	6.	Consultation #1 between ASTR and the director/president and senior management team to acquaint them with the process	ASTR director and/or Evaluation manager	Several days after the first meeting with director/president of organization/program
	7.	Specific dates for submission of SKI to be agreed	ASTR director/Evaluation manager	During the meeting of Step 6
	8.	Preparation of SKI of the organization/program to commence	Director/president of the organization/program	When documentation received or after Consultation #1
	9.	SKI to be submitted to ASTR	Director/president of the organization/program	Ideally, four weeks after Step 4
Stage III	10.	Request for Proposals (RFP) for research completed and circulated to potential research teams	ASTR Evaluation manager	Within one month after receiving SKI from organization/program
	11.	Consultation #2 between senior management team of organization/program and ASTR. Guidelines for CSS explained. List of indicative research questions in RFP is shared	ASTR director and/or Evaluation manager	After SKI is submitted

	12.	Proposals to be vetted and external research team(s) selected by ASTR	ASTR Evaluation manager	Within eight weeks after RFP issued
	13.	External research proposal(s) to be approved	FPWG Committee	Within one month after proposals are received
	14.	Development of research instruments	External researchers	After proposal(s) is (are) approved
	15.	Research instrument(s) approved	FPWG Committee	After surveys are developed and revised with the input of organization
Stage III cont.	16.	Consultation #3 between senior management team of organization/ program and ASTR	ASTR Evaluation manager	After draft research instrument is recieved
	17.	External research begins	External researchers	After surveys are developed and approved
	18.	CSS of the organization/program submitted to ASTR	Director of the organization /program or designee	After CSS is completed
	19.	Written report(s) of external research submitted to ASTR	External Researchers	After external research is completed
	20.	External research reports shared with organization/program	ASTR	After external research reports are submitted to ASTR
	21.	Preliminary Report by ASTR presented to Executive Officers	ASTR director and Evaluation manager	After external research is completed
	22.	Preliminary Report by ASTR to be reviewed by FPWG	FPWG Committee	After Preliminary Report is submitted to Executive Officers
	23.	Draft of Final Report by ASTR to be completed and presented to organization/program's senior management team for review	ASTR director and Evaluation manager	After Preliminary Report is reviewed by GC Executive Officers and FPWG
Stage IV	24.	Consultation #4 between senior management team of organization/program and ASTR, to discuss the draft of Final Report	ASTR director and Evaluation manager	Within one week after draft of Final Report is sent to the organization
	25.	Final Report by ASTR submitted to GC Executive Officers, FPWG, organization/program and its board or oversight committee	ASTR director and Evaluation manager	After draft of Final Report is reviewed by organization/program and discussed with ASTR
	26.	Organization/program's senior management team drafts preliminary Response and submits to its board or oversight committee	Director/president of the organization/program	Within one month after Step 25
	27.	Final Response of organization /program to be submitted to GC Executive Officers, with copy to ASTR	Director/president of the organization/program	Within three months after Final Report is received

Appendix A

Sample Request for Proposals
Office of Archives, Statistics, and Research
Request for Proposals

_____ (name of organization) **Evaluation**

_____ (date)

The General Conference of Seventh-day Adventists (GC) requests proposals for undertaking research evaluating _____ (name of organization).

The General Conference is evaluating church entities and programs for which it provides significant funding. _____ (name of organization) is one such organization, and the Office of Archives, Statistics, and Research (ASTR) has been assigned to carry out research as a basis for evaluating _____ (name of organization) mission effectiveness. By this Request for Proposals (RFP) ASTR invites researchers to submit proposals for this project.

I. Brief Description of the Organization to be Evaluated

II. Research objectives

III. Scope and target audiences

IV. Indicative list of potential questions for research instrument/focus groups/interview

V. List of data
Additional information on _____ (name of organization) could be supplied by _____ (name of organization) or ASTR if needed for research or survey development. In such cases, this should be included in the research proposal.

VI. Limitations and requirements
The survey should be anonymous.
All the findings of the research should be submitted directly to ASTR. Researchers will require prior written permission from ASTR to publish any results or share them with any other organization.

VII. Time frame and budget
A proposal should be submitted to ASTR by _____ (date).
Successful proposal will be selected and approved _____ (date).
Draft instrument should be received by_____ (date).
Draft report should be received by _____ (date).
The final report should be submitted by _____ (date).
Budget should be included in the research proposal.

VIII. Proposal (see a Proposal Template attached)
Please email any queries or copies of proposals to _____ at research@gc.adventist.org.

Appendix B

Research Proposal Template

Research Project Title

Title of your institutional home, full address, contact details

Submitted to

The General Conference Office of Archives, Statistics, and Research

12501 Old Columbia Pike
Silver Spring, MD
20904-6600 USA
research@gc.adventist.org

Date

Principal Investigator(s):
First and last name(s), title(s), current position(s), contact information

Team members:
First and last name(s), title(s), current position(s), contact information

Research Project Title

I. Brief description of the proposed project

II. Geographical scope/Target audience(s)

III. Purpose/objectives of the proposed research

VI. Methodology
How will you achieve the objectives and investigate the target audience?

V. Potential problems and challenges

VI. Necessary documents/data you need to receive from ASTR or other organizations

VII. Project time frame
Include different stages of the research

VIII. Proposed budget

IX. Key Performance Indicators
Associated with limitations, time frame, and budget

X. Skills/expertise of the researchers
CVs should be included

XI. Literature review

Appendix C

Memorandum of Understanding (Sample)

This Memorandum of Understanding (MOU) between the Office of Archives, Statistics, and Research (ASTR) of the General Conference of Seventh-day Adventists (GC) and _____ University, is for the purpose of facilitating research of common interest.

I. General purpose
ASTR seeks partners to undertake quantitative and qualitative research that will aid the Seventh-day Adventist Church in evaluating and improving (a) outreach to the unchurched and irreligious, (b) ministry to members globally, and (c) internal administration and operations. ASTR recognizes that _____ University has the resources to carry out high-quality research, along with faculty who have experience of and expertise in the desired types of research, and who are committed to the mission of the Seventh-day Adventist Church. It is the general purpose of this MOU to set out the parameters by which ASTR and _____ University will collaborate to conduct these types of research.

II. Research objectives
Objectives for research funded by ASTR are to:
- Improve the effectiveness of mission to those outside the Seventh-day Adventist Church
- Enhance the quality of pastoral ministry to, and discipling of, church members
- Assist denominational entities and denominationally funded programs in achieving their mission objectives
- Provide an informed basis for global strategic planning
- Understand current trends, facts, and growth potential
- Foster the highest and most rigorous professional standards among Adventist researchers working in relevant areas

III. Types of research supported
(1) Scope
Generally, only projects that examine two or more of the denomination's world divisions will be funded. Funding for research focused on just one division should initially be sought from that division.
(2) Primary priorities:
a) Analysis of the quality of services and resources delivered by GC departments, agencies, and institutions.
b) Attempts to identify: (1) needs for different and/or new programs, and (2) insights for improving delivery of existing key programs.
(3) Secondary priorities:
c) Consideration of the extent and significance of global variations in Adventist mission and ministry
d) Investigation of Adventists' beliefs, perceptions and practices (general research, in contrast to focused research for (a) above)
e) Analysis of the dynamics of denominational outreach to various people groups.
(4) Methodologies:
Quantitative and qualitative approaches are both equally welcome; while ASTR is especially interested in rigorous human–source research, it will also fund historical and purely statistical analysis which has the potential to meet ASTR's research objectives. Research does not have to be applied; it can be theoretical, though the former is likely to be given priority over the latter.

IV. Mechanisms for supporting research

ASTR will both:

(i) Specify research that the GC needs (chiefly applied research, intended to enable rigorous evaluation of the quality and mission–effectiveness of denominational programs), and issue periodic Requests for Proposals (RFP) from researchers or research teams to carry out the specified research.

(ii) Support initiatives by existing _____ University faculty and postgraduate students, utilizing the existing (if any) grant application process to select faculty research projects with potential to meet the research objectives specified above.

V. Qualifying for ASTR funding

ASTR welcomes applications either in response to an RFP, or for Faculty Research Grants, from all _____ University affiliated researchers whose research has potential to meet ASTR's research objectives. ASTR encourages interdisciplinary and inter-institutional research teams and/or networks, as these are especially likely to produce findings that meet the stated objectives. Research teams may include non-Adventists, but in that case the research team must be based at _____ University and led by church members, and a rationale must be given for including non-Adventists.

VI. Applying for ASTR funding

_____ University faculty may apply using two tracks:

1) When ASTR issues an RFP, a copy will be sent to the Office of the _____ University Vice-President for Academic Administration Or: Assistant Vice President for Faculty Development & Research, which will distribute it to _____ University faculty.

RFP will specify:
a. Subject of research
b. Research objectives
c. Preferred time frame for completion of the study
d. Desired research outcomes
e. How outcomes are intended to be used, including any limitations on dissemination,
f. When funding decision will be reached.

Proposals in response to RFP should identify and specify:
(i) Research methodology, including a literature review to place the research in context
(ii) Overall timeframe, including key stages and expected completion dates;
(iii) Relevant experience and expertise of principal and co-investigators and key research team members;
(iv) budget, timeline for payments, and associated Key Performance Indicators;
(v) proposed modes of dissemination of results.

Grants from ASTR further to successful responses to RFP will typically, albeit not invariably, be substantial.

2) Alternatively, applications for institutional funding within _____ University can request consideration for funding by ASTR. This can either be a request for matching funding or, if a detailed case is made, a request for ASTR funding to exceed institutional funding limits. Such rewards are likely to be relatively small grants.

    Review of such applications by ASTR will be coordinated with _____ University's internal review process for faculty research funding applications. However, ASTR and _____ University review processes will be independent, in that ASTR and _____ University will each review applications to determine separate and joint interest. While it is expected that there will be projects of joint interest, ASTR may fund faculty research grant applications that _____ University does not fund and _____ University may fund faculty requests, even those that focus on GC research objectives, that ASTR chooses not to fund. Funding will be coordinated through the _____ University Vice President for Budget and Finance Or: Assistant Vice President for Faculty Development & Research, who will set up a funded account for handling GC funds and meeting ASTR reporting requirements.

3) Both proposals responding to ASTR RFP and internal funding requests shall be initially submitted to _____ University's chair of the Academic Research Committee, for coordination and approval.

VII. Acknowledging funding

Where ASTR funding is awarded, and scholarly publication of findings is permitted, any publications deriving from ASTR–funded research must be pre-submitted to ASTR and acknowledge the source of funding, unless ASTR stipulates otherwise.

VIII. Termination of MOU

This Memorandum of Understanding may be terminated by either party with a 30-day notice.

Signature   Date   Signature   Date

_____   _____
Director of Archives, Statistics, and Research
General Conference of Seventh-day Adventists   President
                                                   _____University

Appendix D

Timetables for Mission-Effectiveness Evaluation: Stages I-IV

Table 2.1 Timetable for Mission Effectiveness Evaluation: Stages I-II
Approximate timeframe: 1.5 months

Steps	Letter from Chair of FPWG sent to the Director/President of organization, GC Liaison, and organization's board	Meeting between ASTR Director and GC Liaison	Schedule meeting between ASTR Director, Research Manager, and Director/President of organization	ASTR Mission-Effectiveness Evaluation Handbook sent to organization	Meeting of ASTR Director, Research Manager, and Director/President of organization, tentative dates for submission of SKI agreed	Meeting of Director/President of organization with his or her Associates/management team—informing them about process, delegating responsibilities for completing SKI	Consultation #1 between ASTR and organization; specific dates for submission of SKI agreed	SKI submitted to ASTR
Time	Within two weeks from the beginning of the process of evaluation		Within four weeks after the meeting with GC liaison					One month after Handbook is sent
Date of completion								

Table 2.2 Timetable for Mission Effectiveness Evaluation: Stage III
Approximate timeframe: 10-11 months

Steps	Consultation #2 between ASTR and organization; writing of CSS begins	RFP developed and circulated	Proposals vetted, external research team(s) selected	Research instrument developed by external researchers, reviewed by ASTR and organization	Research instrument reviewed and approved by FPWG	Consultation #3 between ASTR and organization	Data gathering	CSS submitted to ASTR	Report by external researchers submitted
Time	Within one month after receiving SKI	Within two months after RFP is issued	Within three months after proposal is approved			Within 3-4 months after research instrument is approved			One month after data gathering is completed
Dates of completion									

Table 2.3. Timetable for Mission Effectiveness Evaluation: Stage IV

Approximate timeframe: 5-6 months

Steps	Writing of ASTR Report	Preliminary Report by ASTR presented to EO	Preliminary Report by ASTR reviewed by FPWG	Draft Final Report by ASTR presented to organization	Consultation #4 between ASTR and organization	Final Report by ASTR submitted to EO, FPWG, organization and its board	Response by organization submitted to its board	Response by organization submitted to GC EO, with copy to ASTR
Time	Within 2-3 months after final report from external researchers is received			Within one month after review of Preliminary Report by EO and FPWG		Within one month after Consultation #4	Within one month after Final Report is received	Within three months after Final Report is received
Dates of completion								

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General Conference of Seventh-day Adventists
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