



# The 2015-2020 World Church Strategic Plan

Communications Department  
Advisory

2016



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





- *Reach the World* has three facets:
  - *Reach Up to God*
  - *Reach In with God*
  - *Reach Out with God*
- All of the plan's objectives and key performance indicators are grouped under one of these three headings



# The Structure of the Plan

- Based on an unprecedented survey of the world field, church leaders identified 13 “strategic issues” and 21 areas of concern—where the church could be doing better
- These became 21 **Objectives**
- From these, in turn, 81 **Key Performance Indicators (KPIs)** were established





# Structure: Objectives and KPIs

- The 21 groups of objectives each consist of:
- A preliminary affirmation of **why** each of these aspects of *Reach Up*, *Reach In* and *Reach Out* is important or action is needed
- Then the **Objective** itself is stated
- Finally, one or more **KPIs**, associated with the **Objective**, are specified





# What is a “KPI”?

- A metric used to evaluate factors that are crucial to the success of an organization.
- For businesses, **KPIs** might be net revenue or a customer loyalty metric; for governments, unemployment rates or interest rates; for a healthcare charity, the number of patients treated, waiting times, or mortality rates.



# What is a “KPI”?

- Simply put: A **KPI** is a measurable value that demonstrates how effectively an organization is achieving key objectives.
- Organizations use **KPIs** to assess their success at meeting targets or goals





# What are the *Reach the World* KPIs?

- The 81 “Key Performance Indicators” in the current strategic plan are **outcomes**: mostly *measurable* outcomes
- If the desired outcomes are achieved, then we have met our objectives
- It is crucial to measure the KPIs so that we know whether we achieved our objectives





Objectives and KPIs were based on quantitative and qualitative research, carried out around the world; and statistical analysis



# Quantitative: five major research projects

These involved 41,000 interviews or completed questionnaires from all around the world





- i. 4,260 pastors, drawn from all divisions and 93% of unions, were surveyed on their experiences and perceptions of ministry
- ii. More than 26,000 church members, from all six continents and nine divisions, were surveyed on their beliefs, attitudes, experiences in the local church, spiritual-life practices, and their demographics
  - They answered 187 questions





- iii. Survey of 1,150 current students and recent graduates (aged 20-30) of Adventist colleges and universities in North America
- iv. Some 1,700 former members were interviewed about how they came to leave our ranks
- v. Separate study of tithing beliefs and behaviors based on detailed research in Australia, Kenya, Brazil, the UK and California, included surveys of another 9,000 church members





# Qualitative research: analysis by global church leaders



- Reports on recent trends, and projections for future trends, based on experience in the previous quinquennium
- Submitted by:
  - All thirteen world divisions, plus MENA
  - All fifteen GC departments plus AWR & Hope Channel





# Result: *Reach the World*

Reach Up to God  
Reach In with God  
Reach Out with God



# Relevant “Strategic Issues”

- Adventist media’s impact within the church is varied; despite some successes, its influence is limited in many areas. Although it is probably a significant factor in bringing people into the denomination, it makes less of an impact on those already in the church. Relatively low proportions of members report Adventist broadcast, print and digital media as being a





# Relevant “Strategic Issues”

- [cont.] significant influence on their lives. The issue in some areas is difficulty in accessing media, more than problems with its content. However, a very high percentage of young people gave low ratings to Adventist social media. Denominational media has unrealized potential for impacting current Seventh-day Adventists.





# Relevant “Strategic Issues”

- The spread of mobile devices, especially smart phones, making access to the internet ever more widely available, provides extraordinary opportunities both for widening evangelism and witness, and for responding to issues identified above: promoting and enriching Bible study, disseminating Ellen White’s writings, and energizing and equipping church members for service.





REACH UP TO GOD

1. To involve Adventist members in daily Bible study
2. To engage all members in doctrinal study, as essential for spiritual maturity
3. To make all members better acquainted with Ellen White's counsel and prophetic ministry
4. To increase the engagement of church members in biblically authentic spiritual practices



The top of the slide features a dark blue background with several light blue silhouettes of hands reaching upwards. A yellow banner with a slight 3D effect is positioned across the middle of this section, containing the text "REACH UP TO GOD" in black, uppercase letters.

REACH UP TO GOD

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

6. To encourage church members to adopt regular patterns of worship





7. To enhance unity and community among church members
8. To nurture believers in lives of discipleship and to involve them in service
9. To increase the engagement of young people in the life of the church





10. To affirm the administrative role of pastors in organizational leadership

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





REACH OUT WITH GOD

12. To enhance Adventist outreach and presence across the 10/40 Window
13. To enhance Adventist outreach and presence in large urban areas worldwide
14. To make planting new groups of believers a priority in all parts of the world
15. To substantially reorient our understanding and methods of mission





REACH OUT WITH GOD

16. To engage all church members, pastors, and leaders in full partnership
17. To increase the involvement of young people in the mission of the church
18. To encourage local churches to take the initiative in communicating the three angels' messages and carrying out the mission of the Seventh-day Adventist Church





REACH OUT WITH GOD

19. To raise the profile of mission to non-Christian religions and belief systems
20. To strengthen world-church global resources for mission
21. To optimize communication plans and methodologies so as to empower the work and witness of the church



Objectives and KPIs relevant to  
the Communications Department  
at every level of church structure





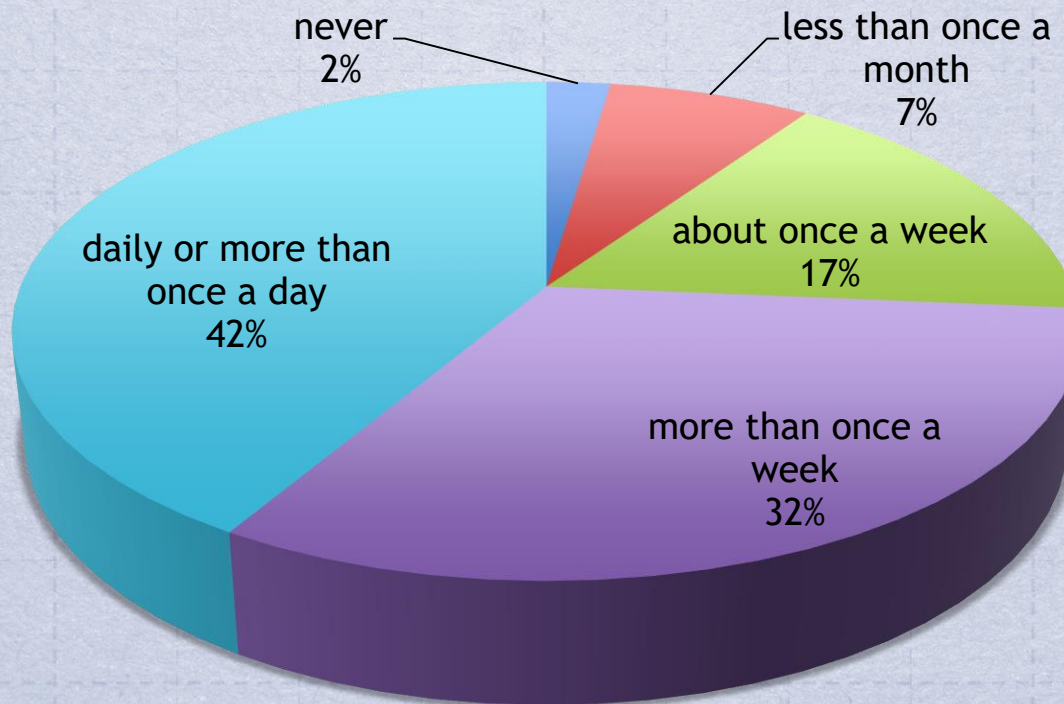
REACH UP TO GOD

*2. Because Biblical doctrines express universal truth & because research shows that Adventist understanding of doctrines needs attention*

- **OBJECTIVE:** To engage all members in doctrinal study, as essential for spiritual maturity
- **Relevant KPI:** Increased provision & widespread use of Bible study aids on mobile devices and social media

REACH UP TO GOD

Question: “How often do you read the Bible?”







REACH UP TO GOD

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

- **OBJECTIVE:** To make all members better acquainted with Ellen White's counsel and prophetic ministry
- **Relevant KPI:** Significantly increased availability via mobile devices and on social media of her writings, and of information about her impact and ministry





REACH UP TO GOD

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

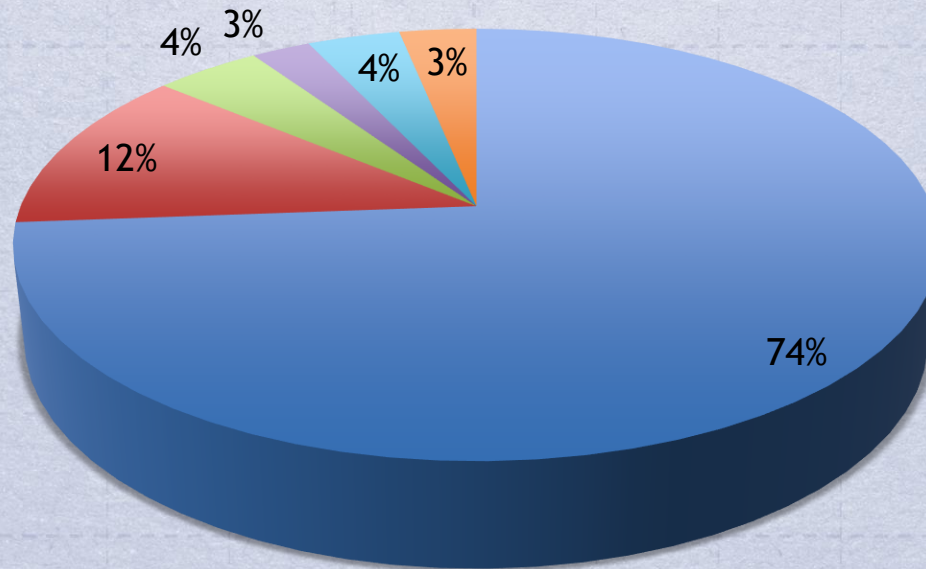
- **OBJECTIVE:** To make all members better acquainted with Ellen White's counsel and prophetic ministry
- **Relevant KPI:** More effective use of social media to promote Ellen White's writings



REACH UP TO GOD

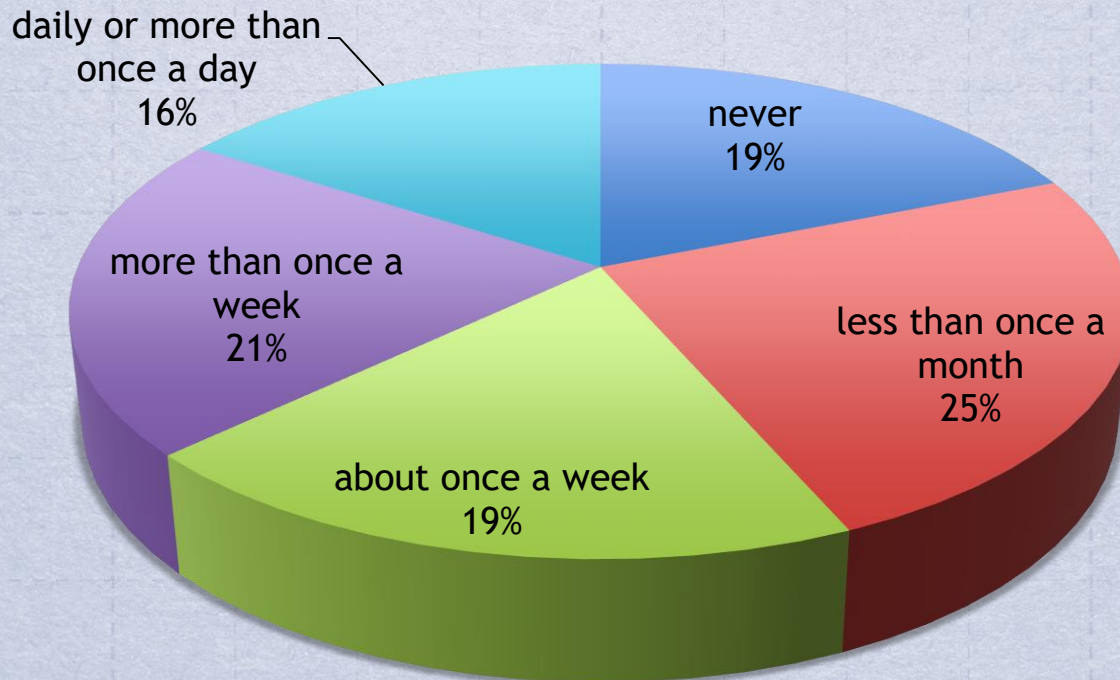
# Confidence in Ellen White's prophetic gift...

- I embrace it wholeheartedly
- I have some questions about it
- I don't accept it
- I accept it because the church teaches it
- I have major doubts about it
- Not important to me



REACH UP TO GOD

## But very limited reading of Ellen White



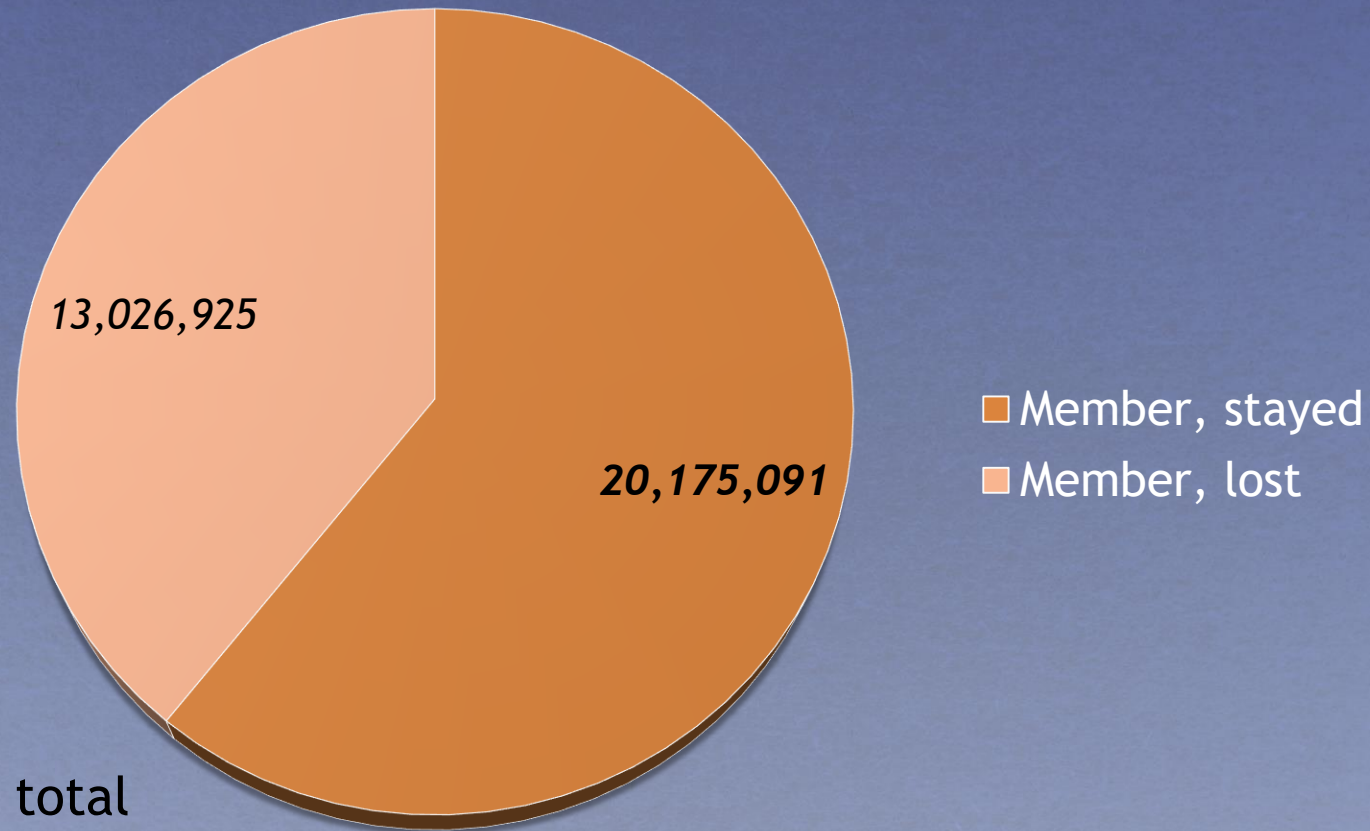




8. *Because our Christ-given mission is to create communities of faithful disciples:*

- **OBJECTIVE:** To nurture believers in a life of discipleship and to involve them in service
- **Relevant KPI:** General Conference Departments collaborating with one another and . . . division leaders in creating materials that meet expressed needs in the areas of nurture, retention and discipling

# Global membership and loss, 1965-2014



In the last 50 years a total of **33,202,016** people have been members of the Seventh-day Adventist Church

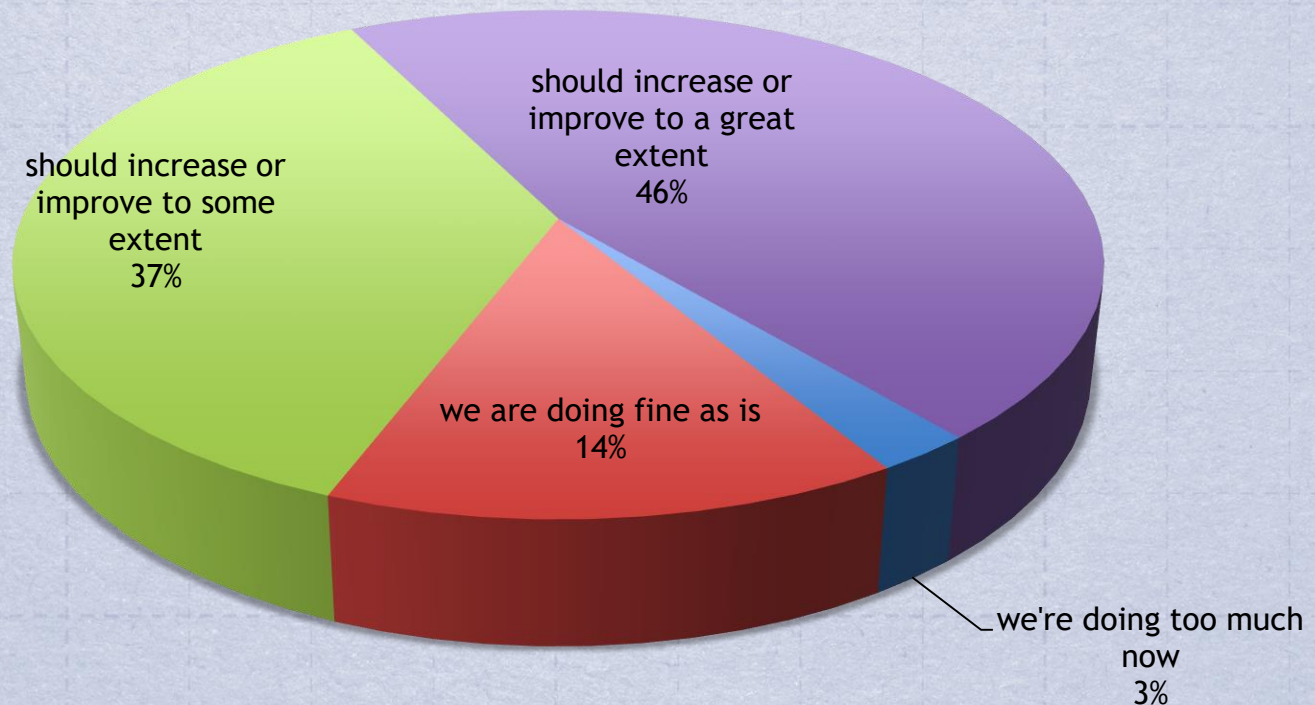
Net loss rate =  
**39.25%**





REACH IN WITH GOD

**Question:** “Overall, to what extent do you think the congregation needs to increase or improve its efforts in caring and nurture?”





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

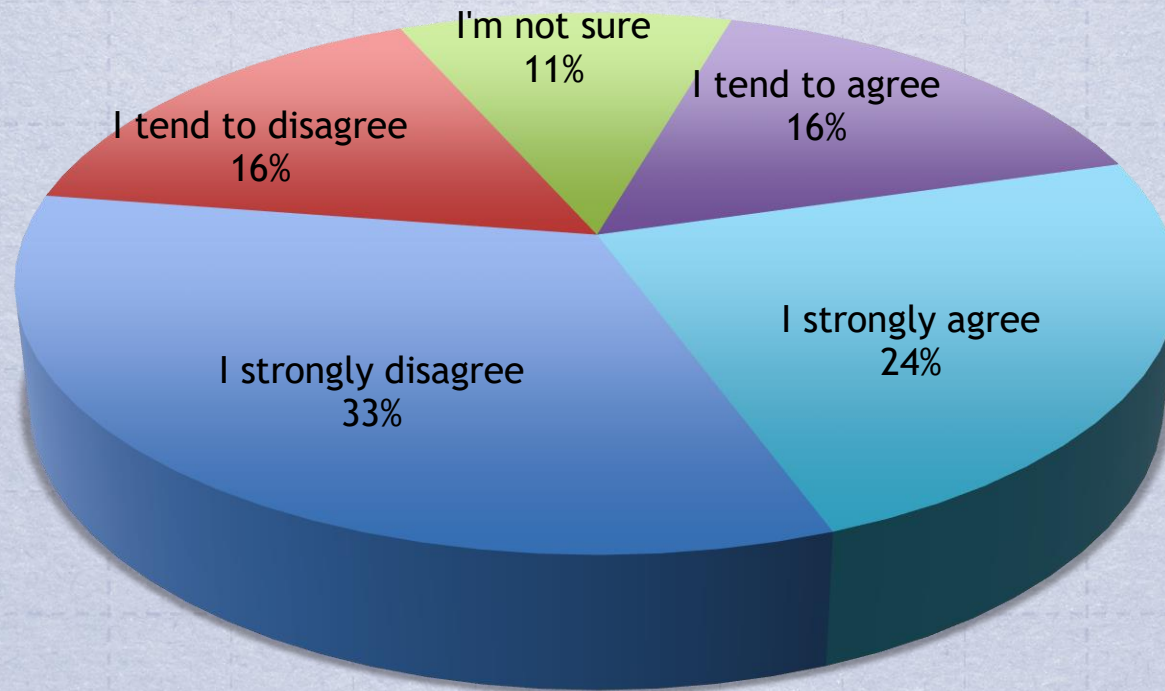
- **OBJECTIVE:** To nurture believers in a life of discipleship **and to involve them in service**
- **Relevant KPI:** General Conference Departments collaborating with one another and . . . division leaders in creating materials that meet expressed needs in the areas of nurture, retention and discipling





REACH IN WITH GOD

Question statement: “Although I am religious, I don’t let it affect my daily life”





REACH IN WITH GOD

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

- **OBJECTIVE:** To increase the engagement of young people in the life of the church
- **KPI:** All denominational organizations, including local churches, involve young people in decision-making forums, in the implementation of programs, and in preparation for leadership roles

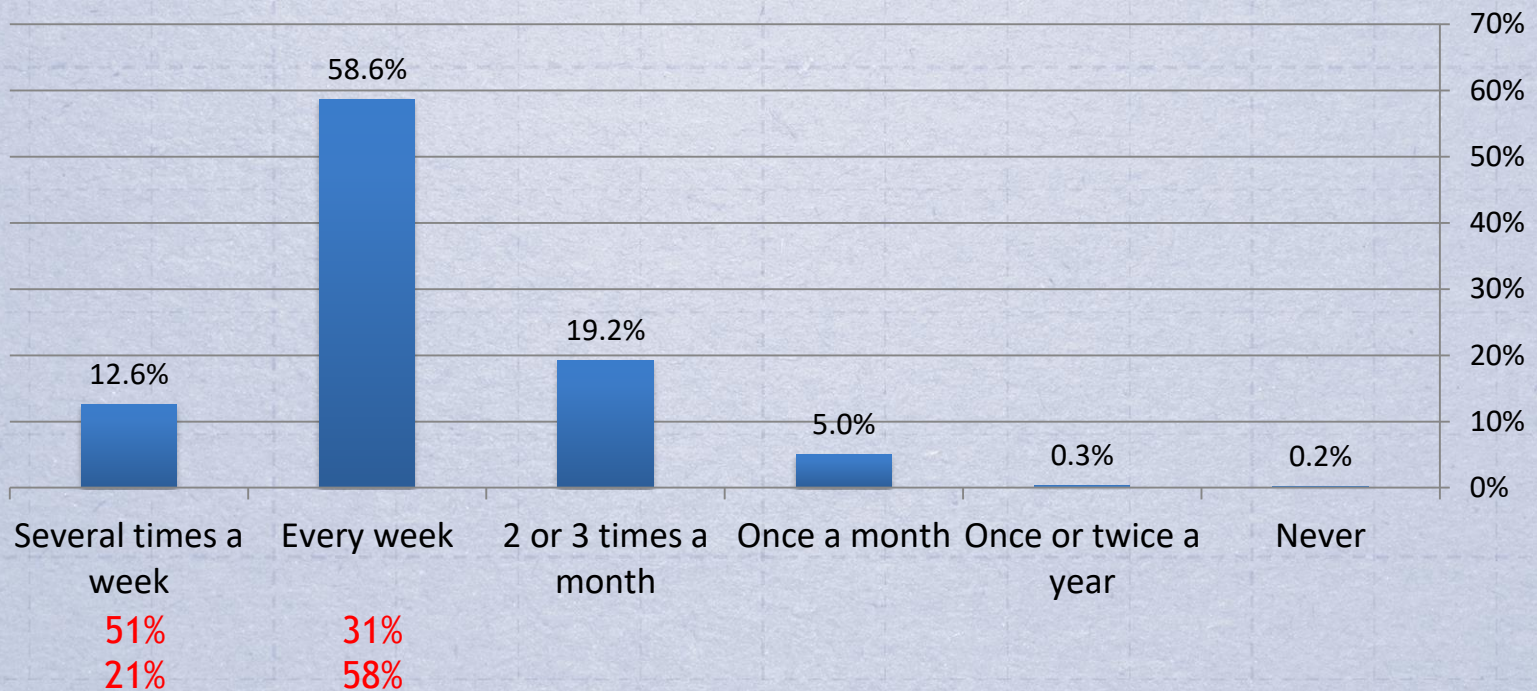




REACH IN WITH GOD

# NAD students and recent alumni survey

Aside from weddings and funerals, how often do you attend religious services?







REACH OUT WITH GOD

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

- **OBJECTIVE:** To substantially reorient our understanding and methods of mission
- **Relevant KPI:** All General Conference departments are promoting use of Christ’s method and producing materials training members in its use





REACH OUT WITH GOD

## Christ's Method

“Christ’s method alone will give true success in reaching the people. The Saviour mingled with men as one who desired their good. He showed His sympathy for them, ministered to their needs, and won their confidence. Then He bade them, ‘Follow Me.’”

Ellen G. White, *Ministry of Healing*, 143





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

- **OBJECTIVE:** To increase the involvement of young people in the mission of the church
- **Relevant KPI:** Mission-focused social media and mobile device applications designed and widely used by young people





REACH OUT WITH GOD

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

- **OBJECTIVE:** To optimize communication plans and methodologies to empower the work and witness of the church





REACH OUT WITH GOD

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

- **OBJECTIVE:** To optimize communication plans and methodologies to empower the work and witness of the church
- **Relevant KPI:** Every organization has a communication plan by which members and organizations in its territory will understand mission priorities and know how they can participate in them





- New research will take place in 2017 to test the KPIs
- *Departments are vital if the World Church is to meet the Objectives and KPIs we have collectively agreed*
- **Organize around issues rather than programs**