



The 2015-2020 World Church Strategic Plan

The “what” and the “why”:
Structure, Objectives, KPIs—
and the reasons they were adopted



- *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, and spiritual-life practices



- 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 Hope Channel and AWR



Result: *Reach the World*

Reach Up to God

Reach In with God

Reach Out with God



Planning for how to implement the plan—achieve the objectives and attain the KPIs—should focus on **issues** rather than programs



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.

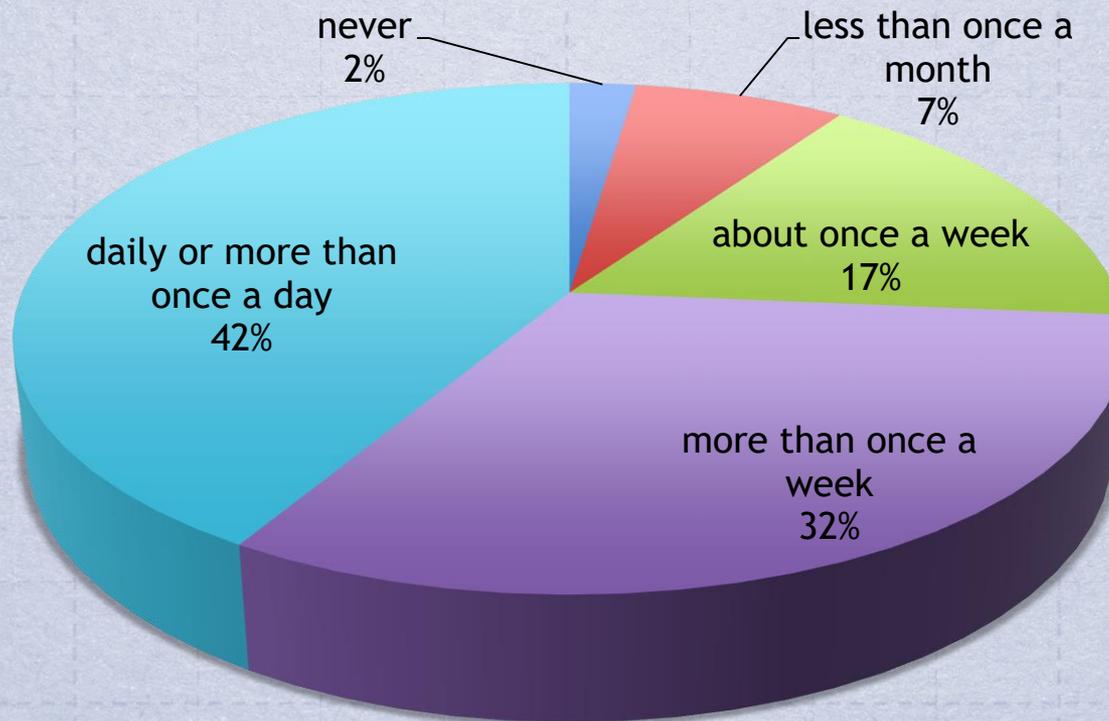


Relevant “Strategic Issues”

- 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



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

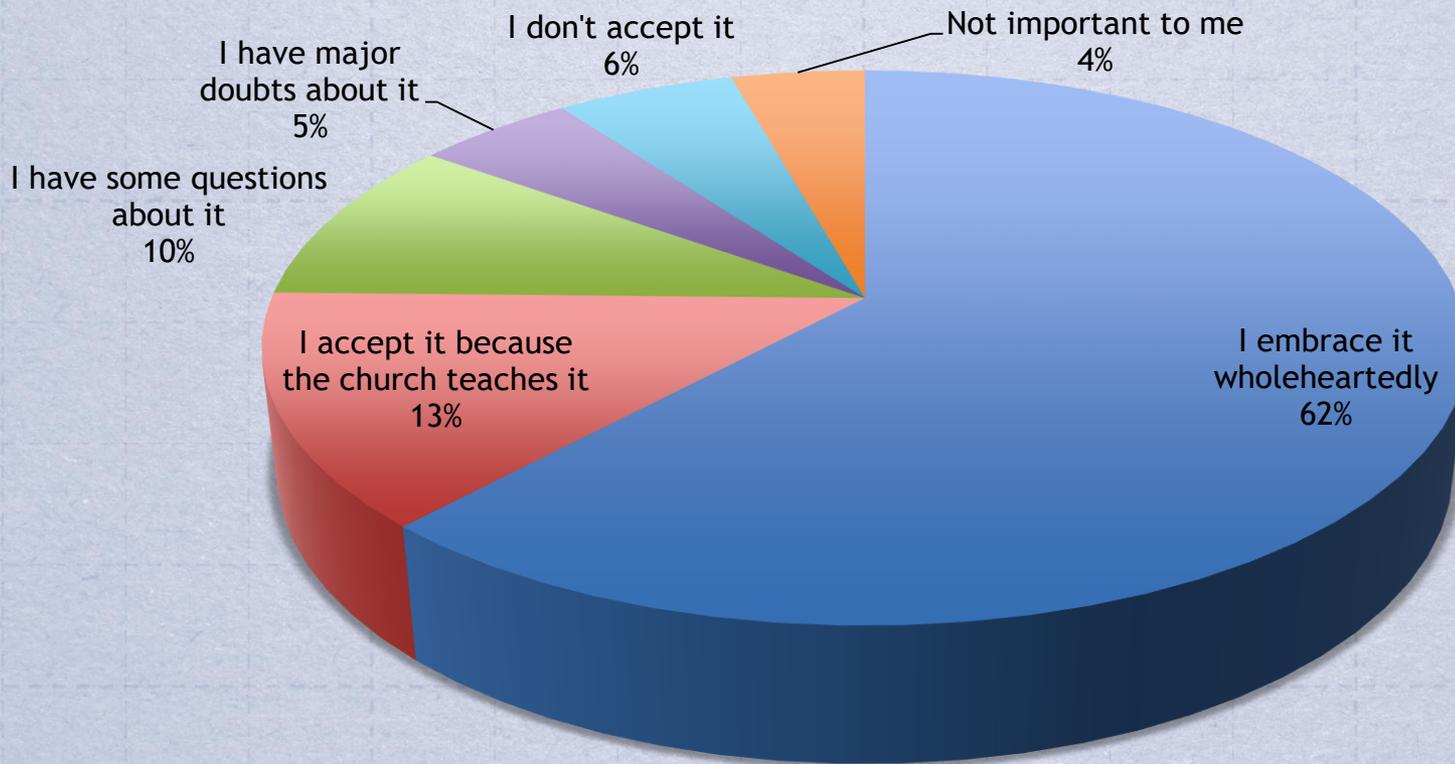


REACH UP TO GOD

2. To engage all members in doctrinal study, as essential for spiritual maturity
- There are disturbing levels of dissent or doubt, globally, over several Fundamental Beliefs
 - For example . . .

REACH UP TO GOD

Uncertainty about the Sanctuary Doctrine and the Investigative Judgment

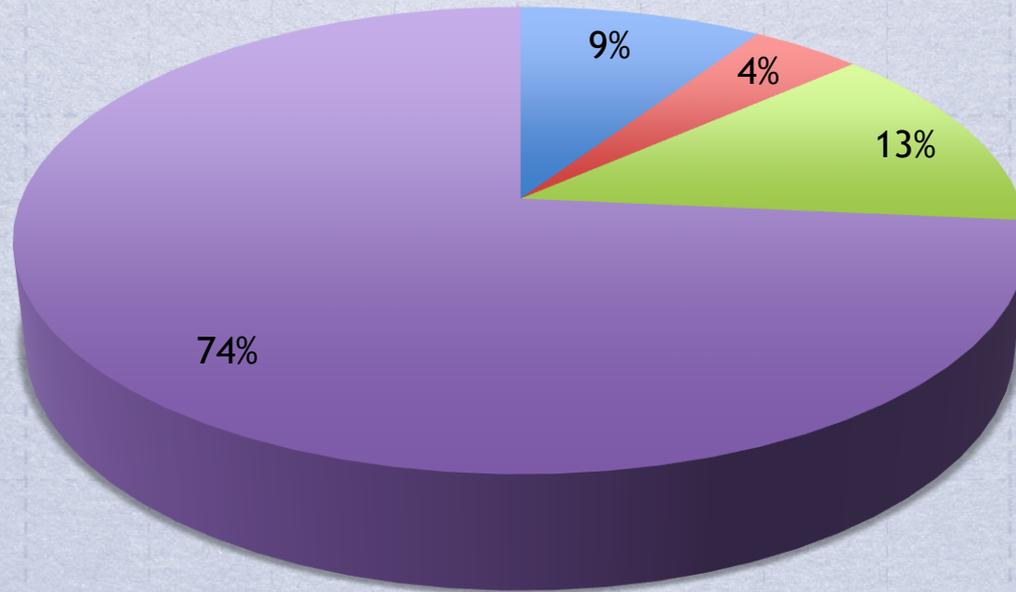


REACH UP TO GOD

Uncertainty about the creation week as described in Genesis 1-2

Less than $\frac{3}{4}$ strongly agree

Total “disagrees” = 17%

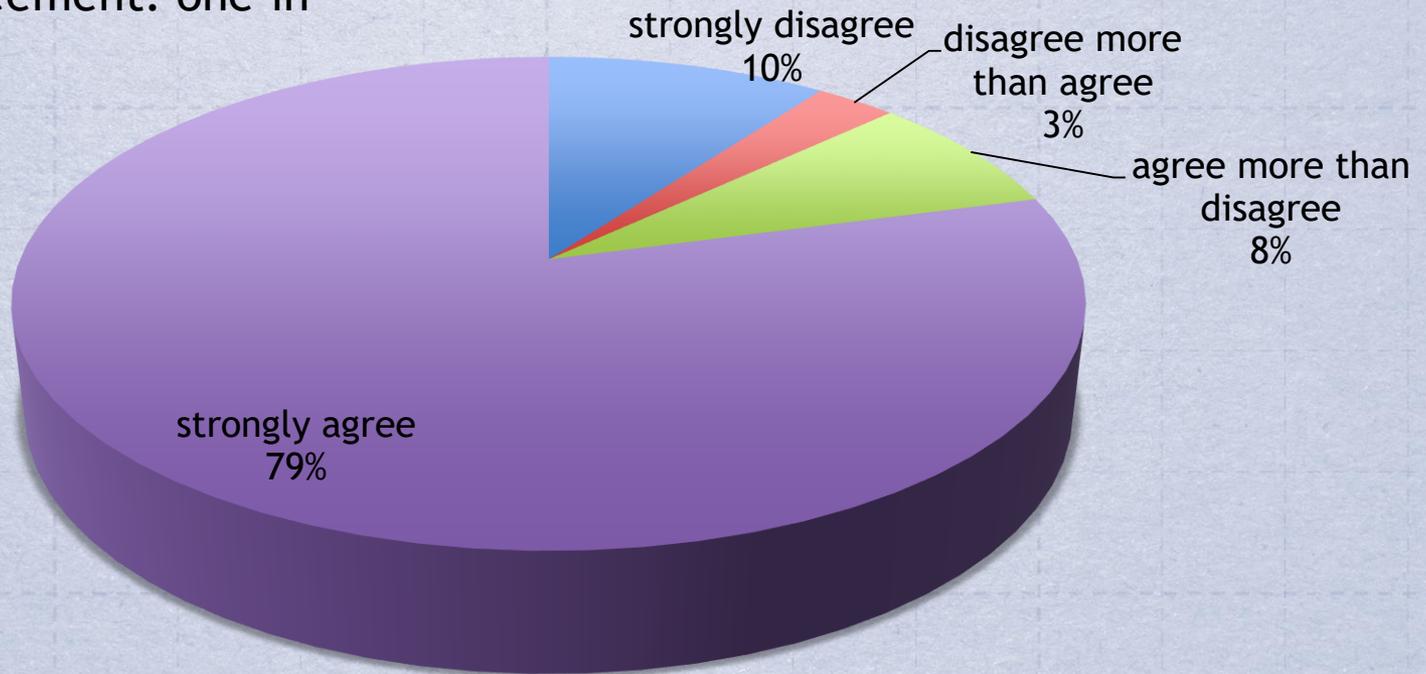


■ Strongly disagree ■ Disagree more than agree ■ Agree more than disagree ■ Strongly agree

REACH UP TO GOD

Uncertainty about the Adventist doctrine of the state of the dead

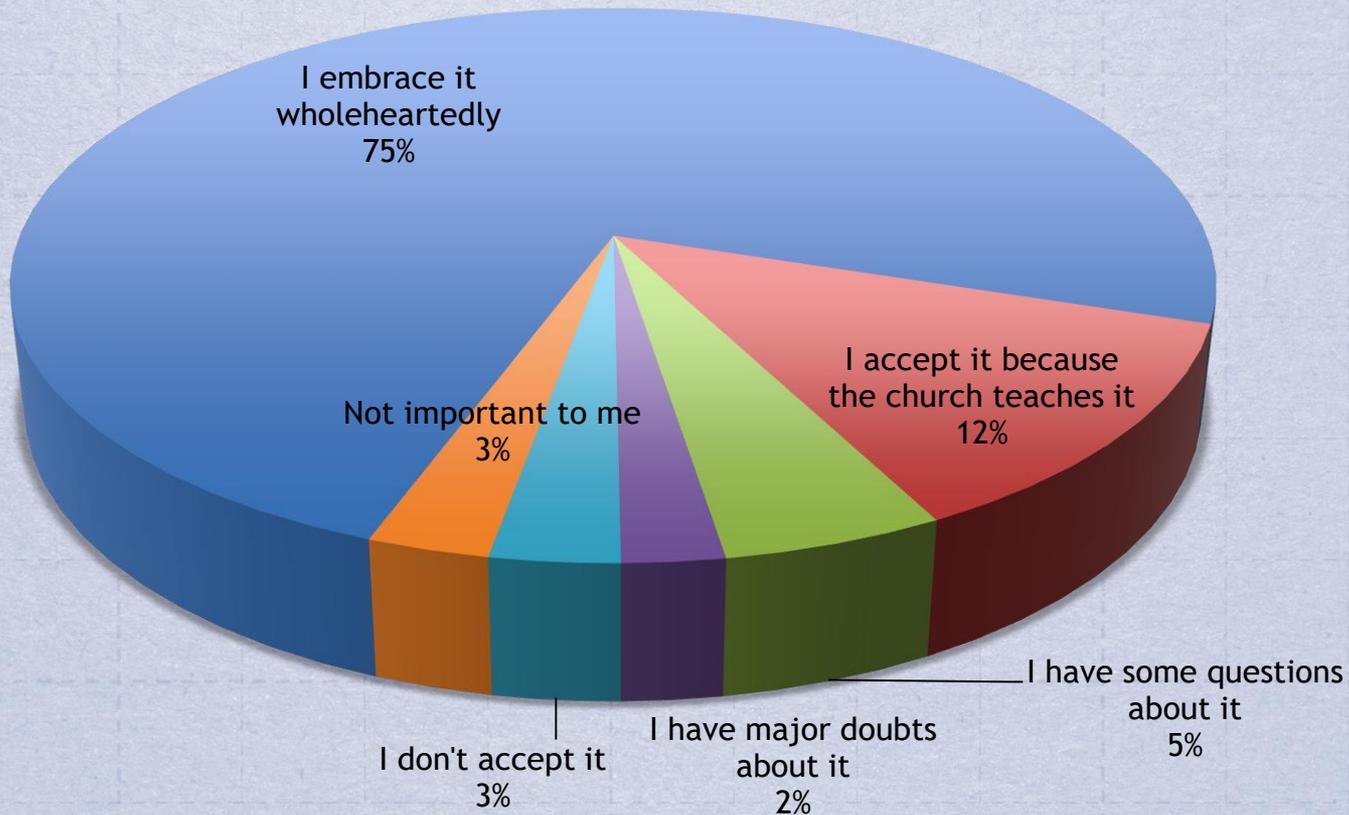
Strong agreement below 80%
Strong disagreement: one in ten





REACH UP TO GOD

Apathy about Adventist teaching on healthy living





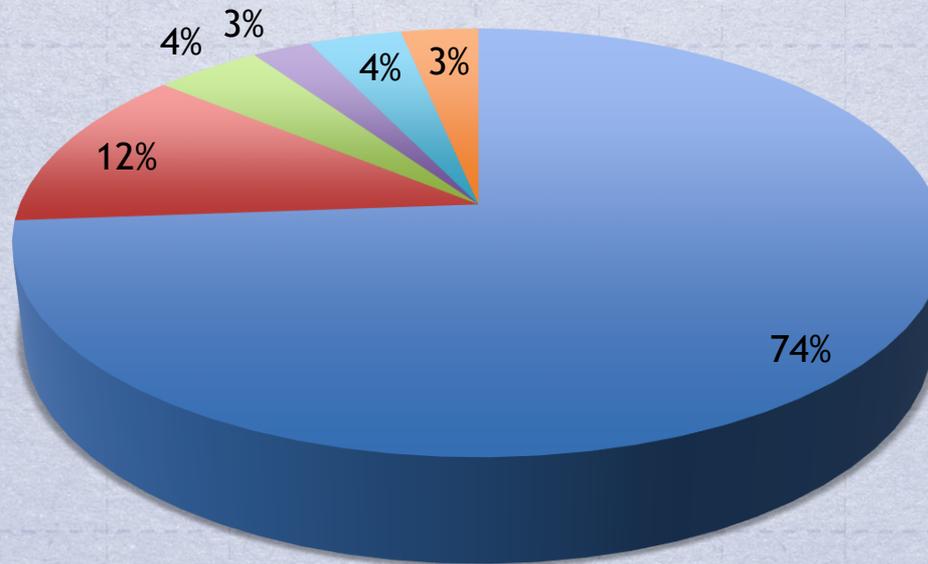
REACH UP TO GOD

3. To make all members better acquainted with Ellen White's counsel and prophetic ministry
- In surveys church members report high levels of belief in Ellen White – but they also reveal that they rarely read her writings

REACH UP TO GOD

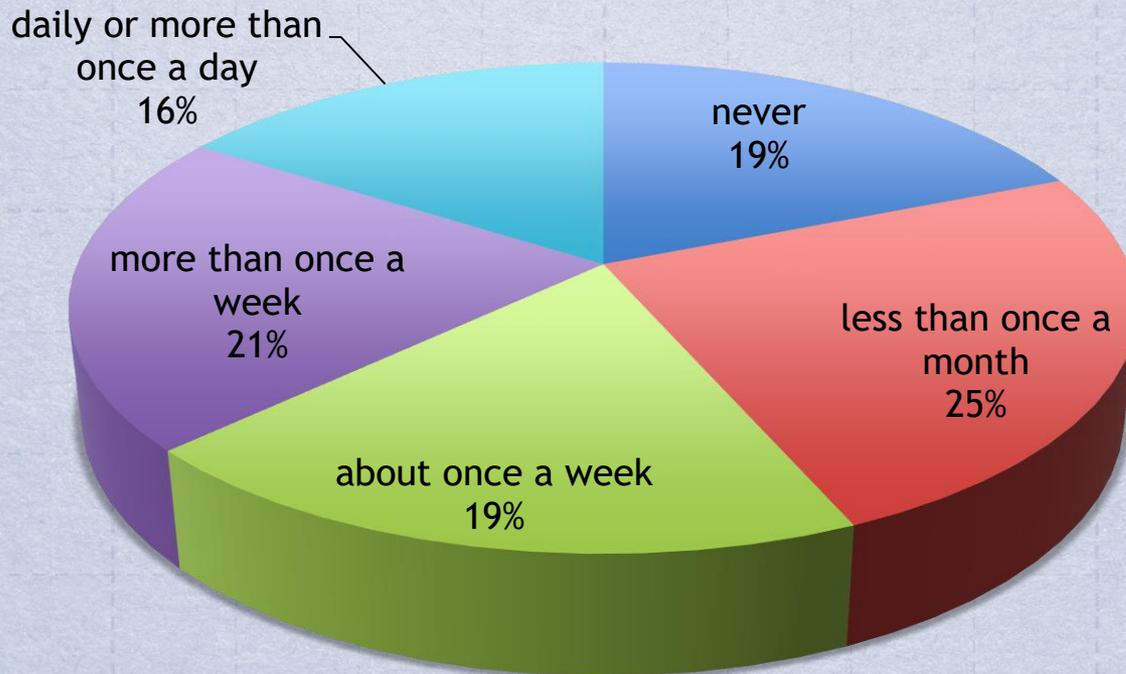
Confidence in Ellen White's prophetic gift

- 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

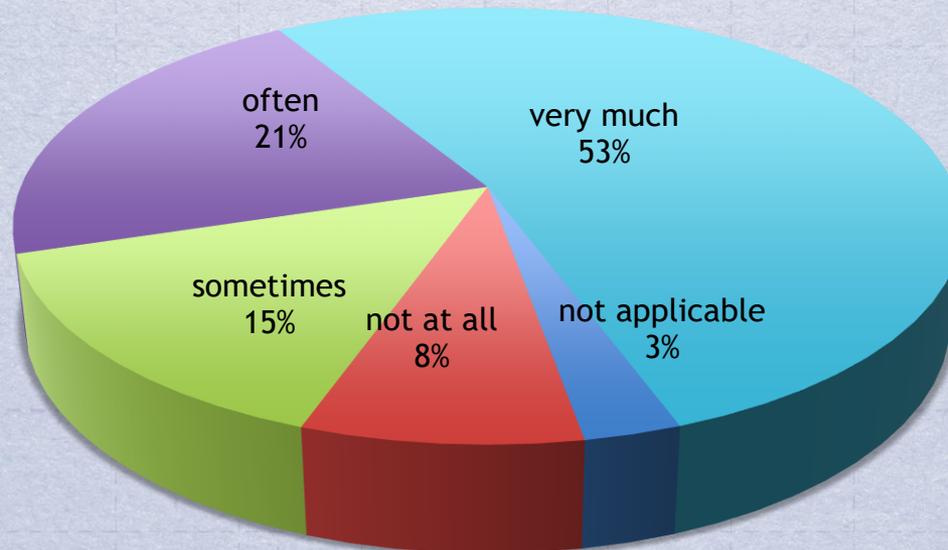




REACH UP TO GOD

4. To increase the engagement of church members in biblically authentic spiritual practices

Question: “How much has personal Bible study and prayer helped you develop your relationship with God?”



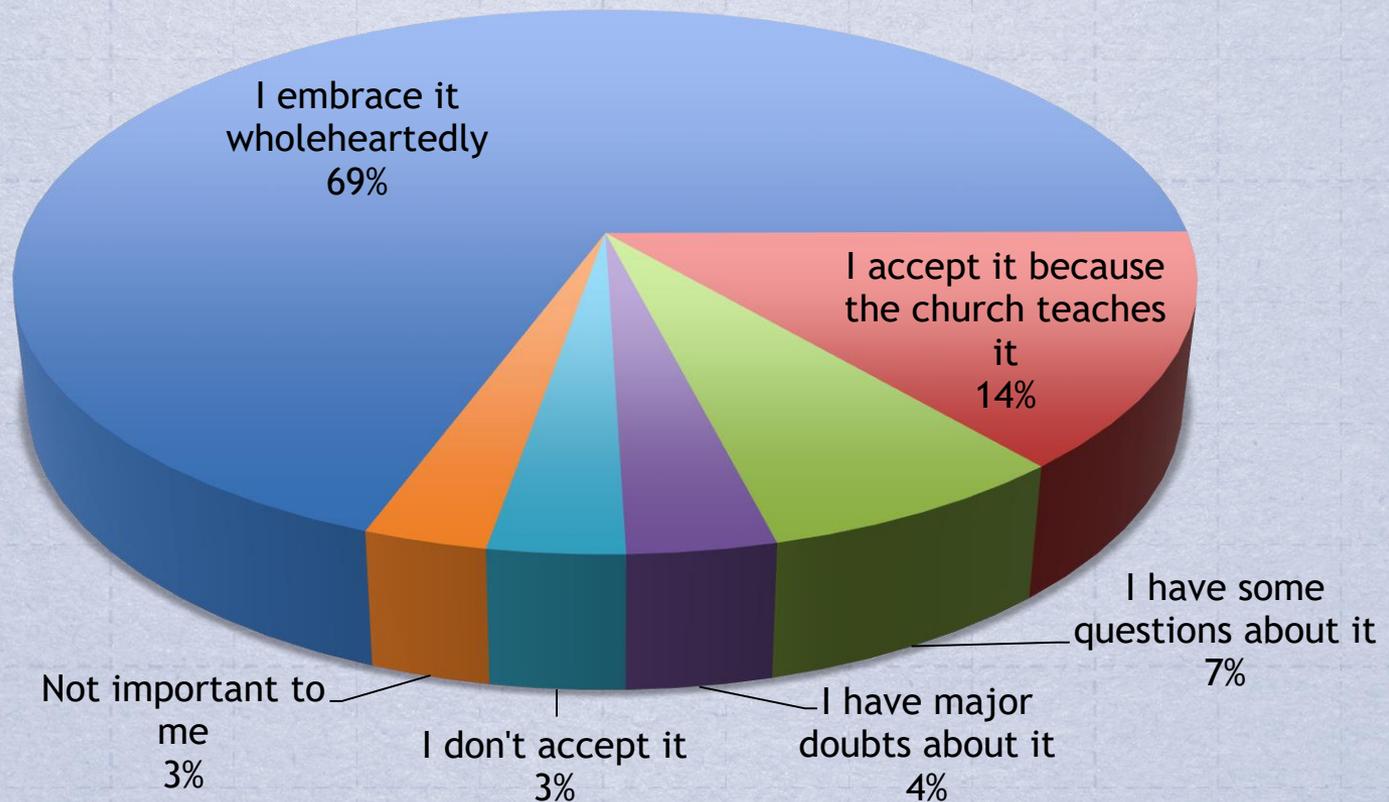


REACH UP TO GOD

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

REACH UP TO GOD

Indifference to the Church's interpretation of end-time prophecies





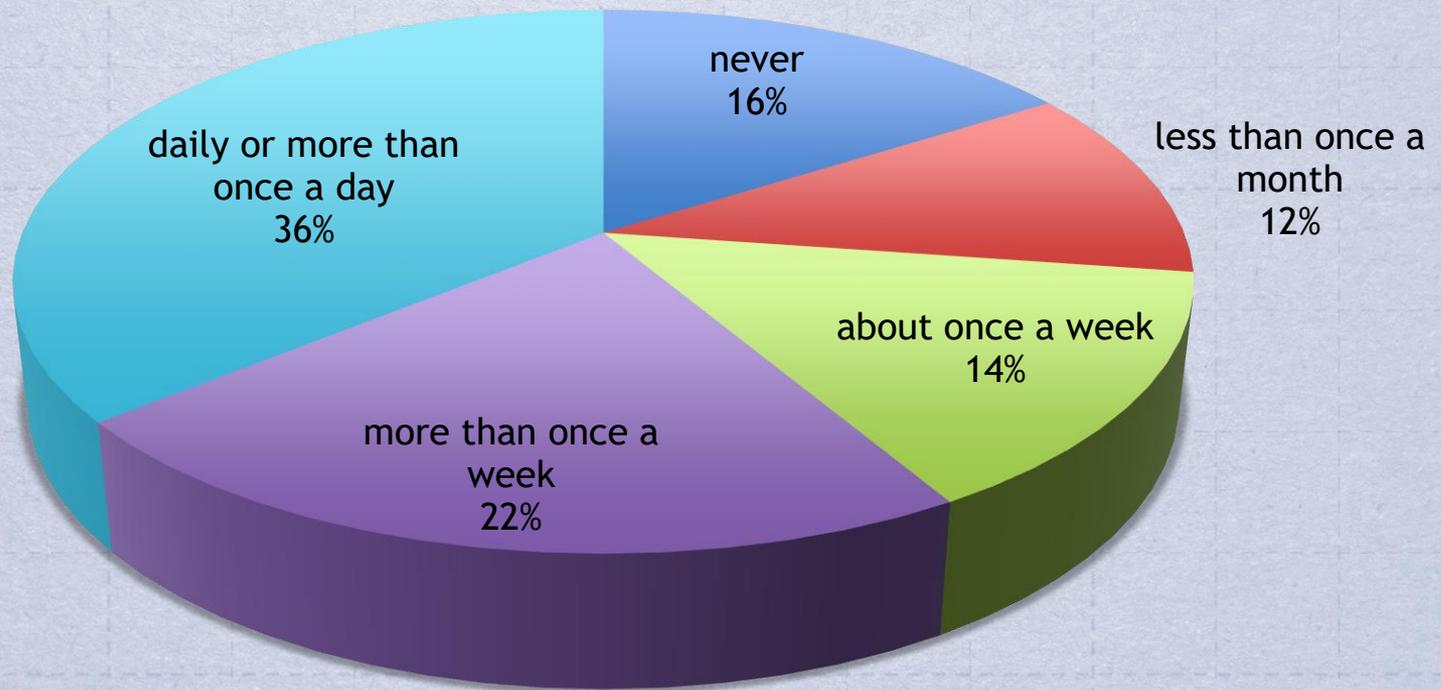
REACH UP TO GOD

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

- There is a decline in most divisions of personal commitment to participation in vital personal, familial, and corporate, spiritual practices –especially personal Bible study and family worship.

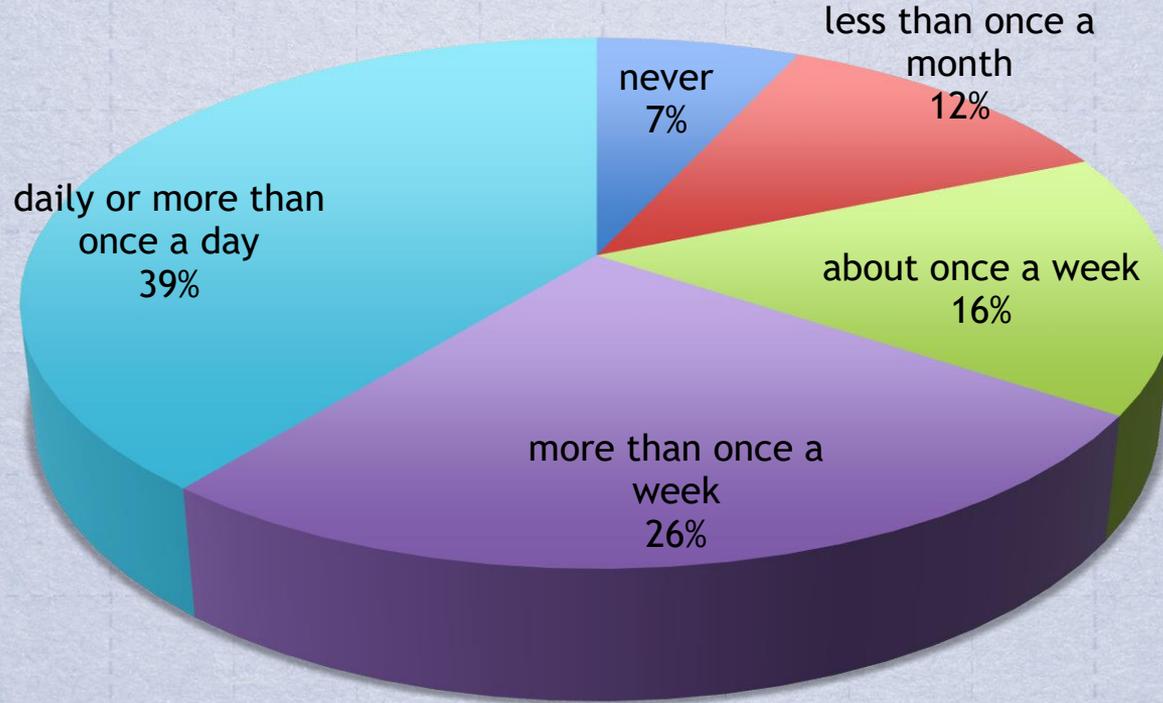
REACH UP TO GOD

Decline in family worship

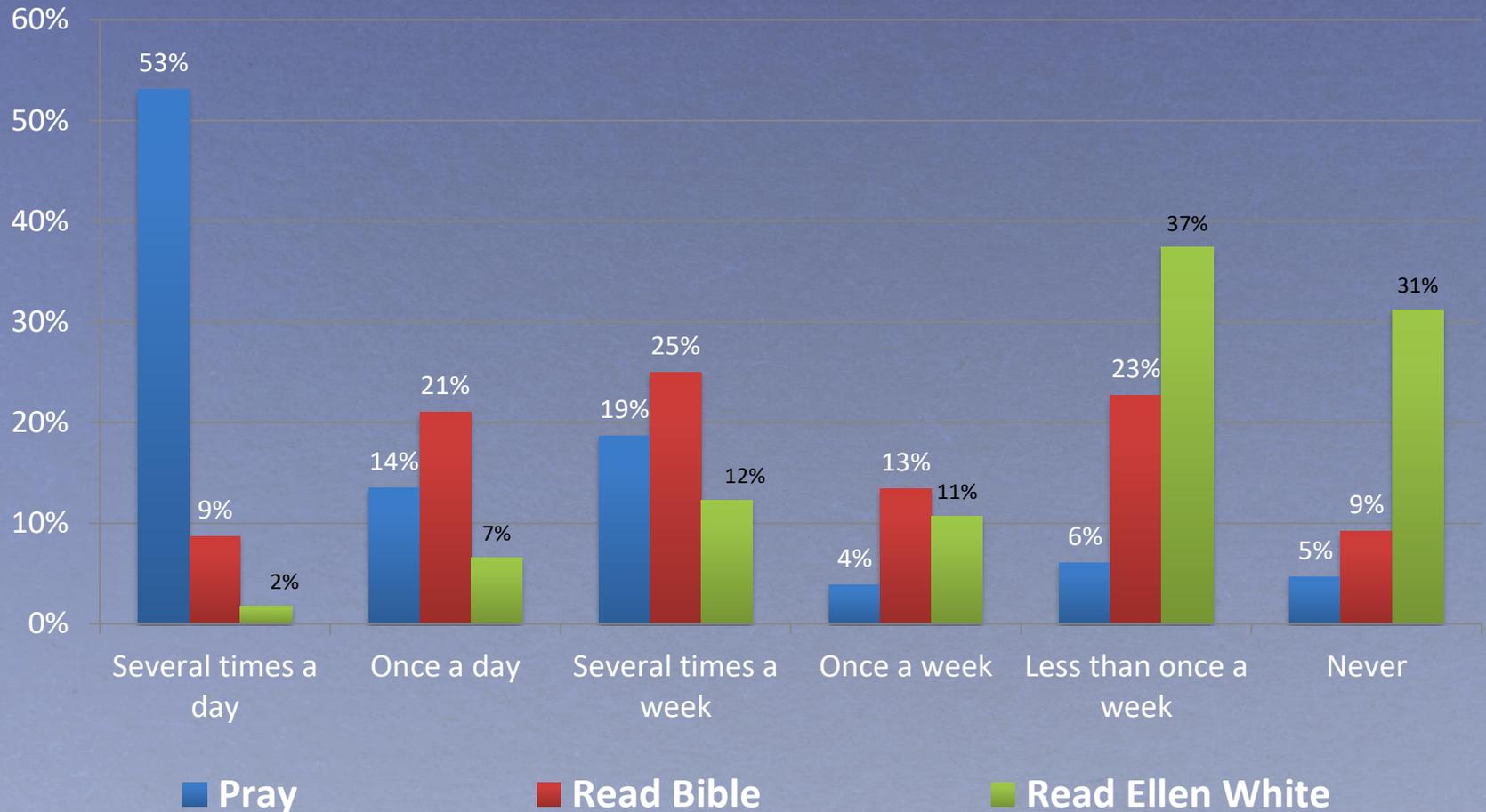


REACH UP TO GOD

Low incidence of personal worship



Devotional practices among current and recent college/university students





REACH UP TO GOD

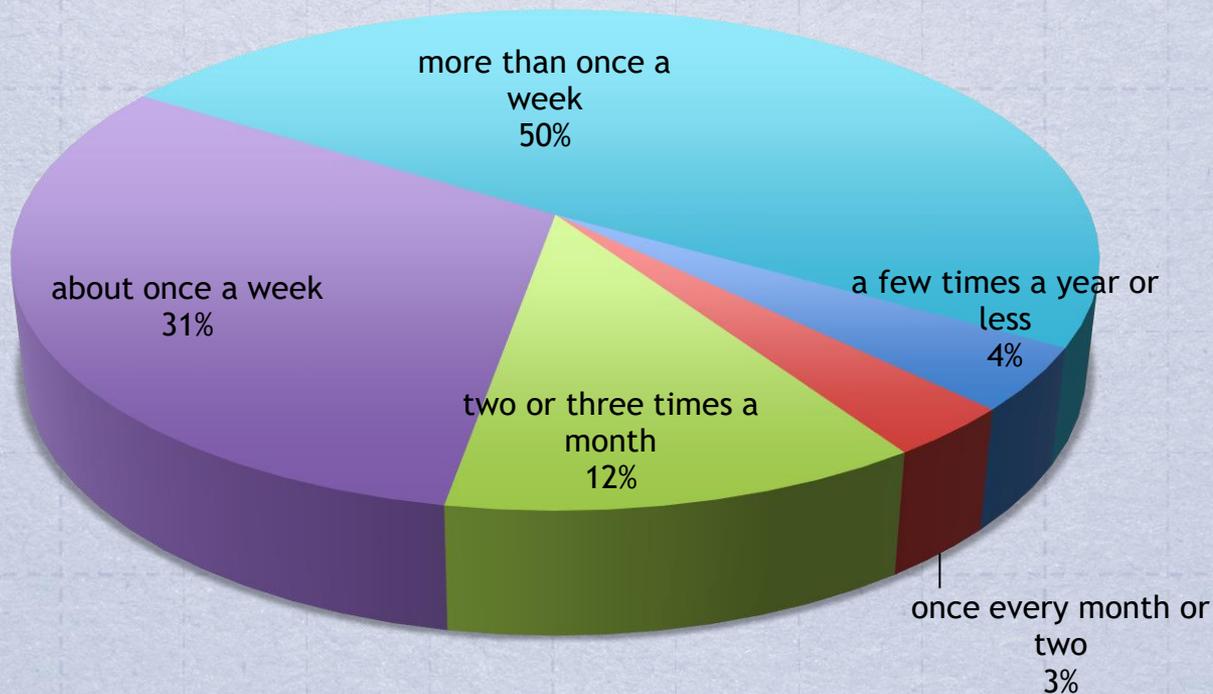
Declining participation in corporate worship

- Survey question about church attendance shows that almost one in five church members **don't** attend weekly
- Also reveals that only half our members attend meetings other than on Sabbath: i.e., points to the decline of the once-regular weekly prayer meeting . . .

REACH UP TO GOD

Declining participation in prayer meeting, etc.

Question: “How often do you attend worship services at your church?”

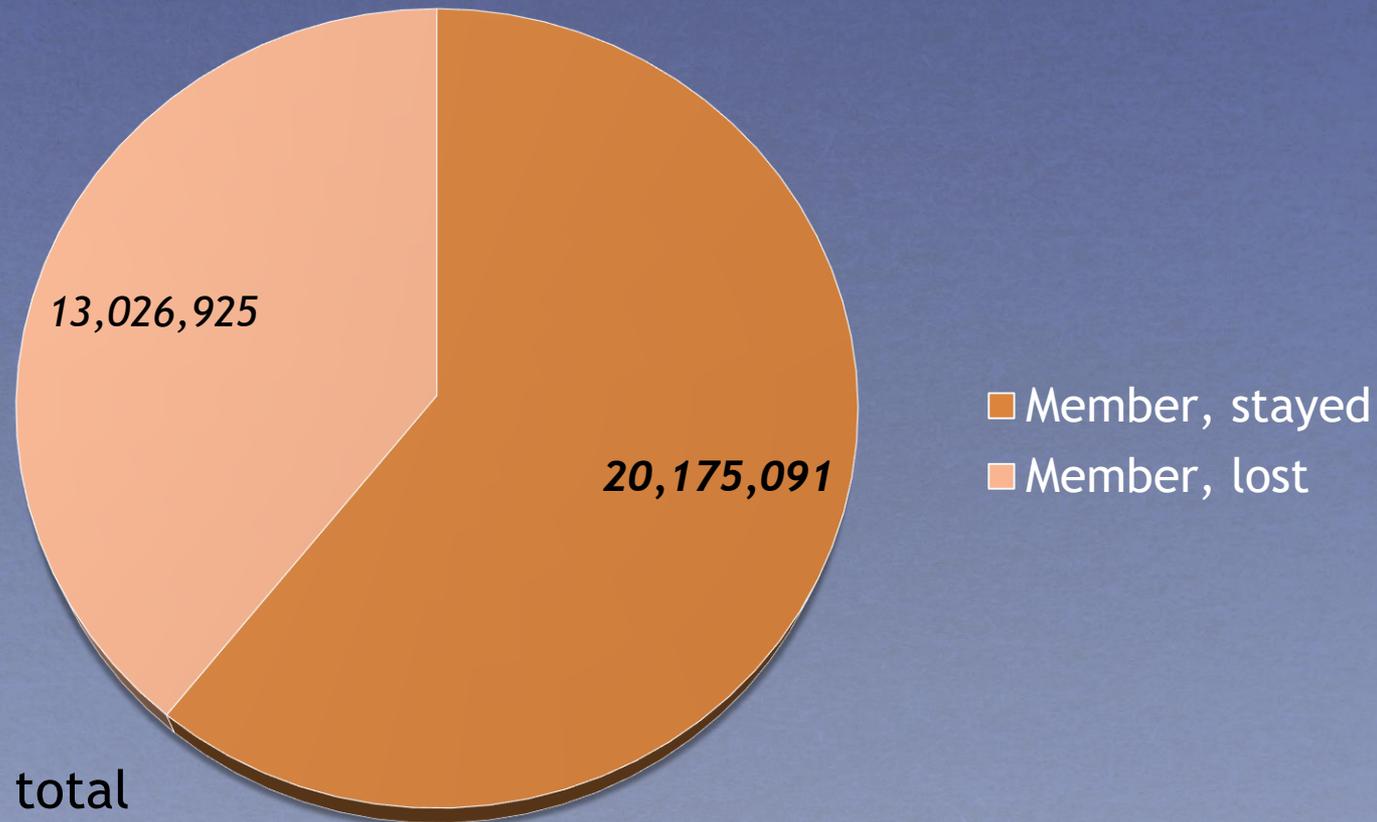




7. To enhance unity and community among church members

- Surveys of former members show that the major cause of appallingly high loss rates is conflict (of various kinds)
- These surveys also indicate an absence in many local churches of strong support for members suffering stressful life situations or experiencing conflict

Global membership and loss, 1965-2014



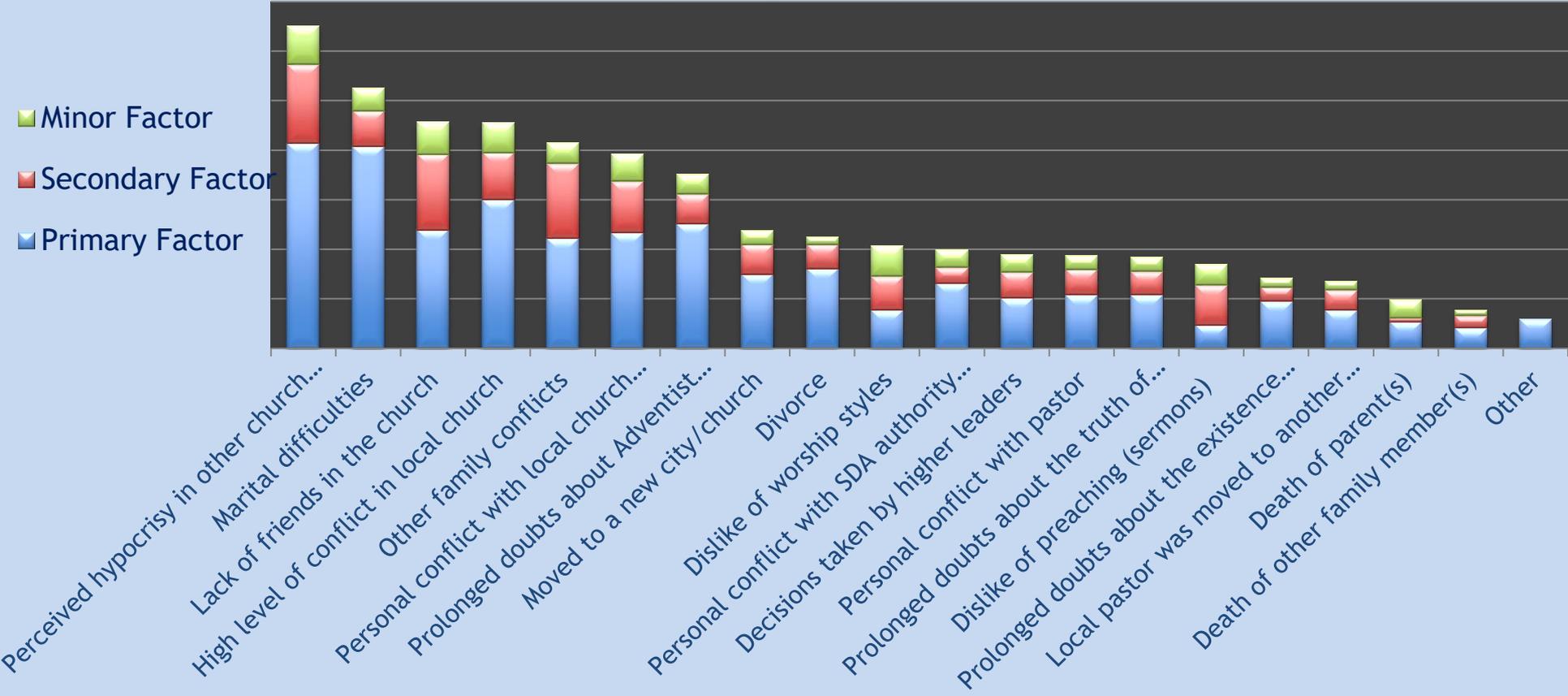
In the last 50 years a total of **33,202,016** people have been members of the Seventh-day Adventist Church

Net loss rate =
39.25%



REACH IN WITH GOD

What event triggered your decision to leave? (weighted)





REACH IN WITH GOD

Most Important Reasons Why Members Decided to Stop Attending Church

- 28% No big issue; I just drifted away
- 25% Lack of compassion for the hurting
- 19% Moral failure on my part
- 18% I did not fit in
- 14% Too much focus on minor issues
- 13% Conflict in the congregation
- 12% Moral failures of members
- 11% Moral failures of leaders
- 11% Pressure from family or friends
- 10% Race, ethnic or tribal issues



REACH IN WITH GOD

Church Survey of Former Members: “What happened when you stopped attending church?”

- **40%** No one contacted me
- 19% A church member came to visit me
- 17% A local elder came to visit me
- 15% A local church member contacted me by phone
- 10% An Adventist relative made contact
- 9% The pastor came to visit me
- 6% The pastor contacted me by phone or email
- 3% An Adventist, not a local member contacted me
- 2% I received a letter in the mail

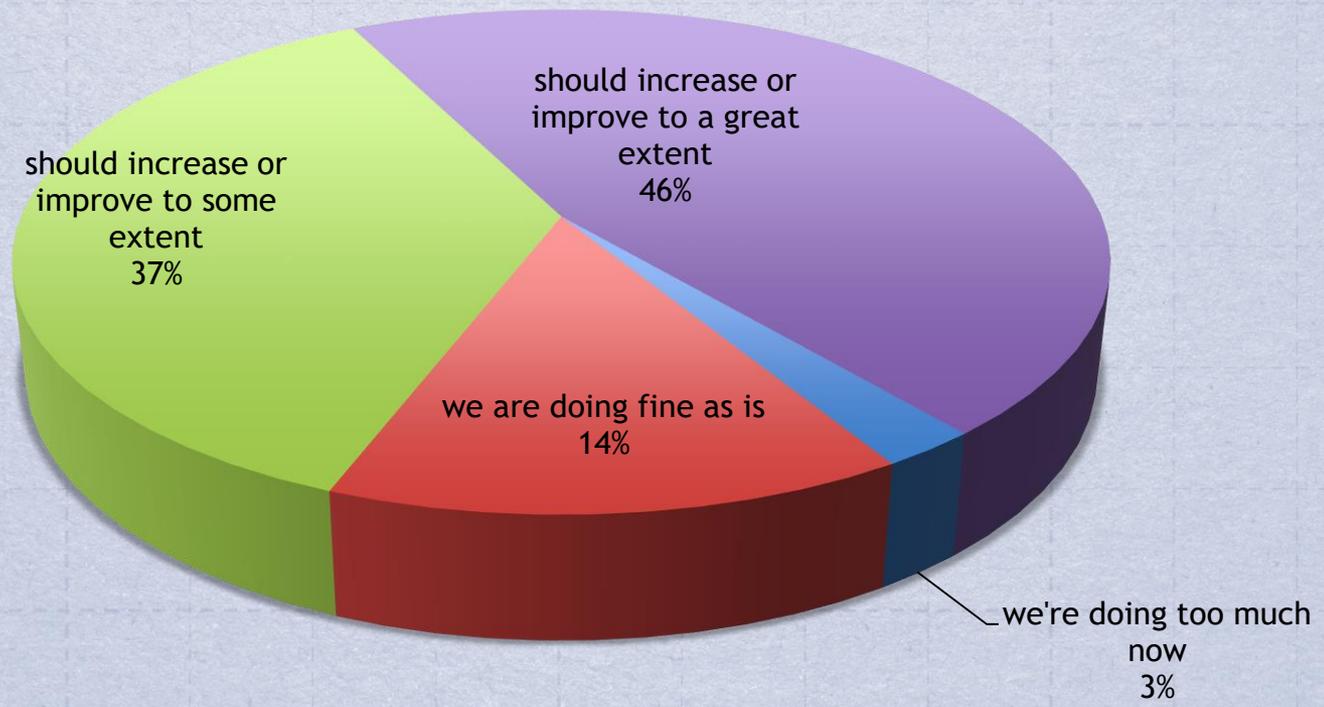


8. To nurture believers in lives of discipleship and to involve them in service

- As well as the data from the surveys of former members, the survey of current members reveals that many feel their local church should do better in caring for its members
- There could be a much stronger ethos of service



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

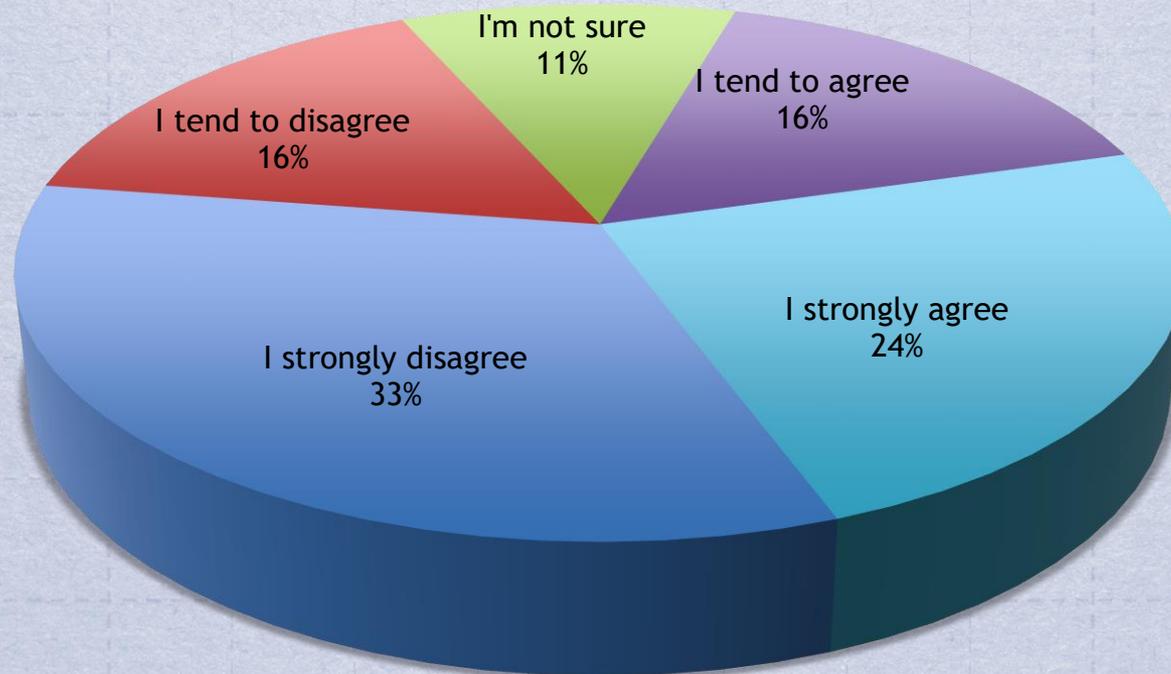




REACH IN WITH GOD

Adherence doesn't lead to service

Question statement: "Although I am religious, I don't let it affect my daily life"





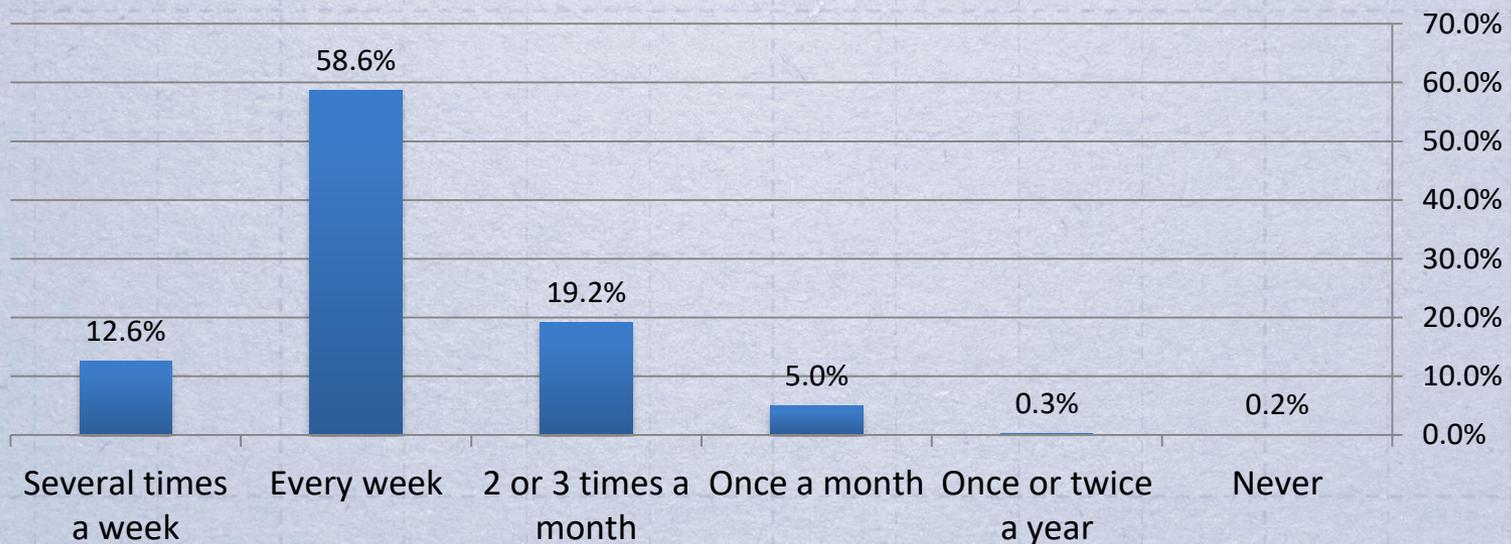
9. To increase the engagement of young people in the life of the church

- Country-specific research suggests youth retention is very low in western countries
- In general, there is a need to ensure our youth continue in the Adventist Church



NAD students and recent alumni survey

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





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

- The global survey of pastors shows that many pastors feel uninformed and undervalued by administrators
- The survey of church members revealed that a significant minority of them see their pastors as hard to approach and out of touch



2007 Pastor's Survey

- 21% strongly disagreed with the statement “I believe that my conference leaders listen to me”; only 33% strongly agreed
- Only 43% said they were “regularly informed on decisions of my local conference/mission” with 12% stating that they were “never” informed

2013 Pastor's Survey (% Strongly Agree)





Church Member's Survey

- In some divisions nearly 50% of church members answered “Rarely/Never True” to the question “Pastor is easy to talk with”
- And over one quarter answered “Often true” to the question “Pastor is out of touch with our local church needs”



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

- Qualitative analysis suggested a need for more leadership training for administrators and board members, and mandatory continuing education and professional development for pastors and administrators



REACH OUT WITH GOD

12. To enhance Adventist outreach and presence across the 10/40 Window

- This objective and associated KPIs derive from analysis of denominational statistics and world demographics;
- And from qualitative analysis by World Church leaders



13. To enhance Adventist outreach and presence in large urban areas worldwide

- This is also based on analysis of denominational statistics
- It additionally derives from research carried out for the 2013 “It’s Time” conference . . .



REACH OUT WITH GOD

The Adventist World and Big Cities

- As of June 30, 2013:
- Global Population = 7,134 billion
- Church Members = 17,994,120
- Population to Members Ratio = **396.4 to 1**
- Global Urban Population = 1,704,240,000 (approx. estimated)
- Urban Church Members = 3,111,801 (estimated)
- Global Urban Population to Members Ratio = **547.7 to 1**



REACH OUT WITH GOD

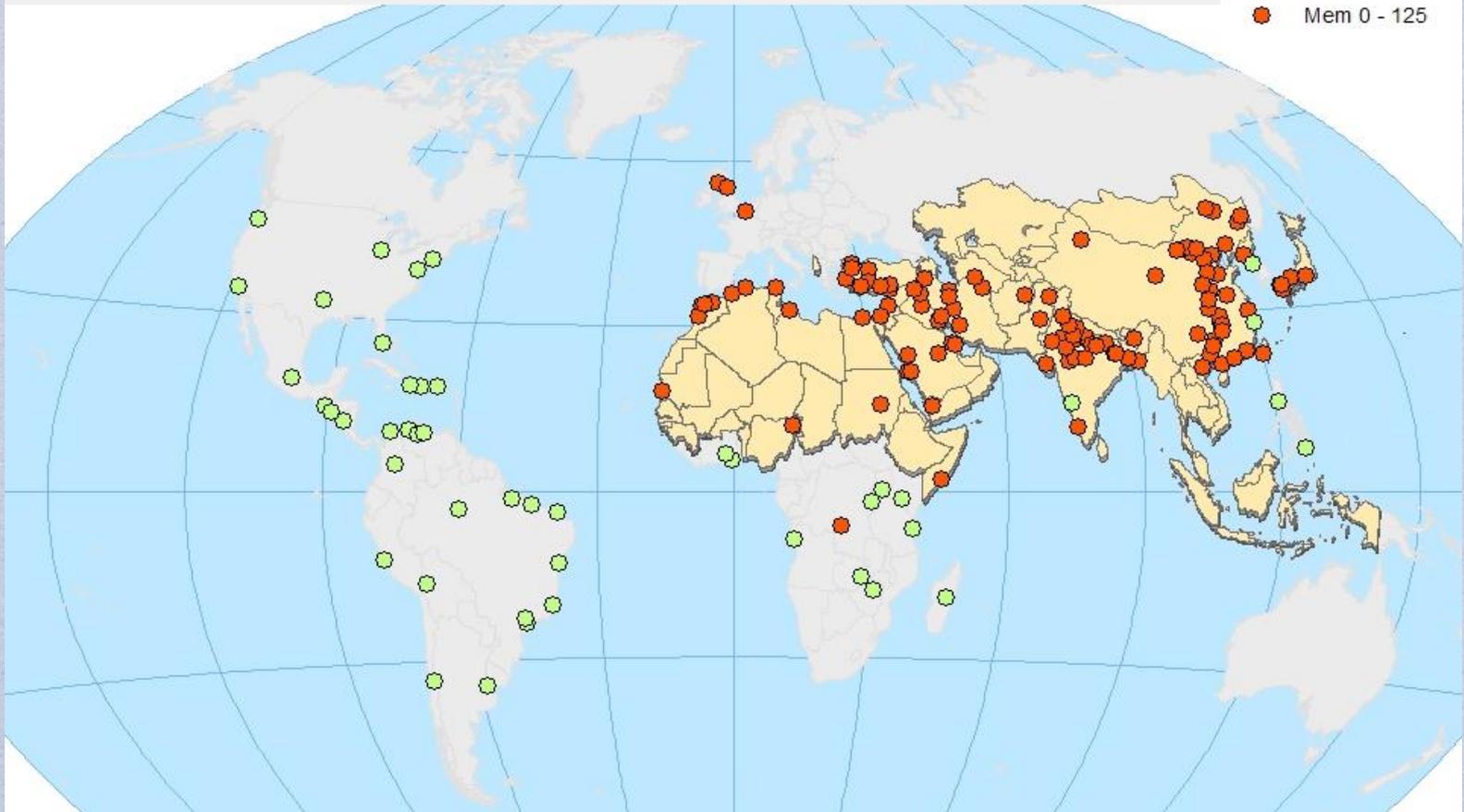
67 Countries in 1040 Window



We are especially weak in big cities in the 10/40 Window and Europe

Cities by SDA Membership

- Mem 20K & Up
- Mem 0 - 125





14-17: These “Reach Out” objectives largely derive from the qualitative research:

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 (emphasis on “Christ’s method” of outreach)



14-17: These “Reach Out” objectives largely derive from the qualitative research:

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 [see slides on youth under “Reach In...”]

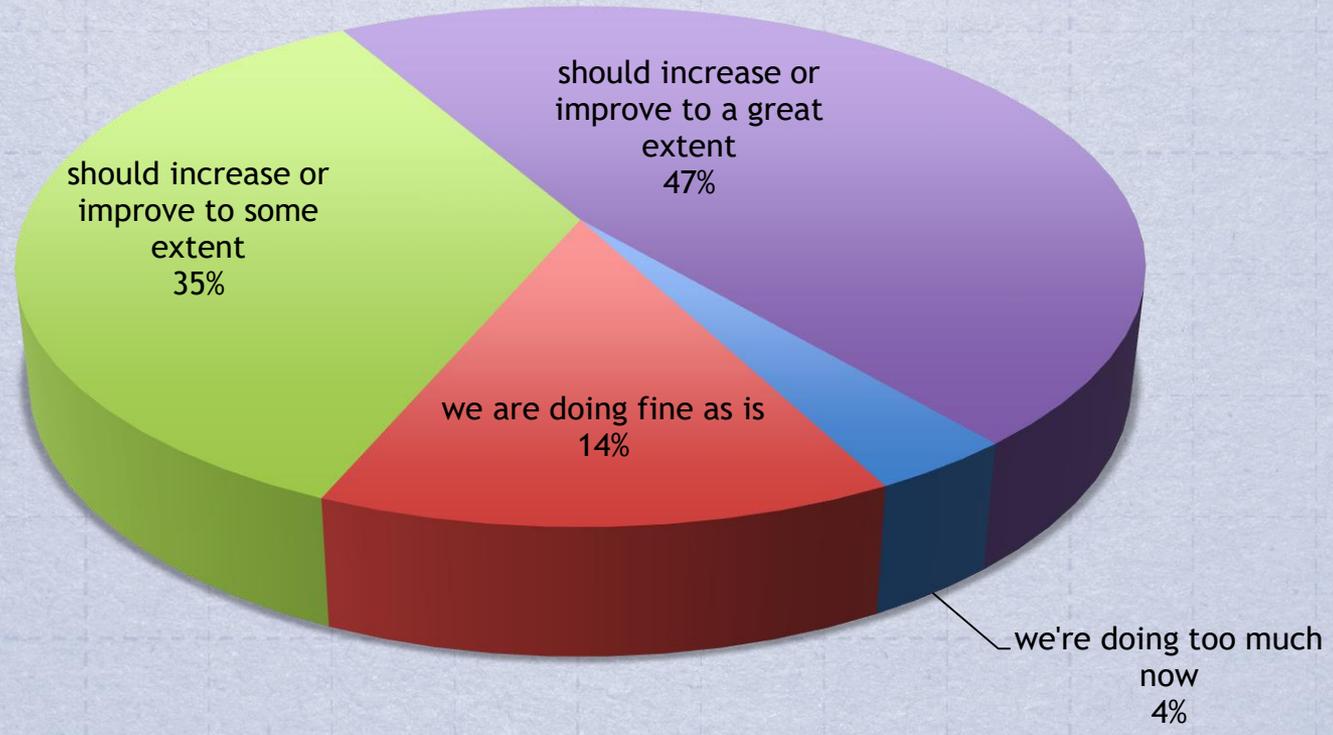


18. To encourage local churches to take the initiative in . . . carrying out the mission of the Seventh-day Adventist Church

- This derives partly from qualitative analysis but also from the church member's survey
- Many members feel their local church should be doing more in the area of outreach



Question: “Overall to what extent do you think the congregation needs to increase or improve its efforts in outreach?”





19-21: These “Reach Out” objectives largely derive from the qualitative research

19. To raise the profile of mission to non-Christian religions and belief systems

20. To strengthen . . . global resources for mission

21. To optimize communication plans and methodologies so as to empower the work and witness of the church [see next slides]



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
- **Especially important for Hope Channel!**



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 that we collectively agreed on, in the Reach the World plan*
- Plan around **issues**, not programs