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ABBREVIATIONS

ADRA—Adventist Development and Relief Agency

AWR—Adventist World Radio

BMTE—Board of Ministerial and Theological Education

FB—Fundamental Belief

GC—General Conference

IBMTE—International Board of Ministerial and Theological Education

KPI—Key Performance Indicator

TMI—Total Member Involvement

INTRODUCTION

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



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

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

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

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

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

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

MISSION STATEMENT OF THE SEVENTH-DAY ADVENTIST CHURCH

OUR MISSION

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

OUR METHOD

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

OUR VISION

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





STRATEGIC PLAN OBJECTIVES

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

MISSION OBJECTIVES

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

SPIRITUAL OBJECTIVES

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



LEADERSHIP OBJECTIVES

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

HOLY SPIRIT OBJECTIVES

To be defined as the Holy Spirit leads



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

KEY PERFORMANCE INDICATORS (KPIs)

	and public evangelistic outreach initiatives with a goal of Total Member Involvement (TMI)
	Responsible Parties:
KPI 1.2	Frontline missionaries speak at major camp meetings and at other large church gatherings
	Responsible Parties:
KPI 1.3	Each division holds annual mission rallies for church members, involving

local administrators; GC officers, departmental directors and associate

Increased number of church members participating in both personal

KPI 1.1

KPI 1.4	Create and make available age-appropriate mission-focused morning devotional books aimed at each grade level of elementary education
	Responsible Parties:
KPI 1.5	GC Education, Children's Ministries, Health Ministries, Youth Ministries, and Office of Adventist Mission collaborate in producing readings on mission for Adventist children and teenagers, made available in print, braille, audiobooks, and digital media, as appropriate and as budgets allow
	Responsible Parties:
KPI 1.6	GC-funded periodicals include at least one story from the 10/40 Window or large urban areas in every issue
	Responsible Parties:
KPI 1.7	Improved retention rates of audited membership globally
	Responsible Parties:
OBJ	ECTIVE 2
across	ngthen and diversify Adventist outreach in large cities, the 10/40 Window, among unreached and under-reached groups, and to non-Christian religions
KEYF	PERFORMANCE INDICATORS (KPIs)
KPI 2.1	A worshipping group is established in each country of the 10/40 Window where there currently is no Seventh-day Adventist presence
	Responsible Parties:
KPI 2.2	Each conference, mission, and region in the 10/40 Window achieves a demonstrable increase in the number of new believers
	Responsible Parties:
KPI 2.3	Demonstrable increase in total members and congregations in all urban areas of one million people or more

Responsible Parties:

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

OBJECTIVE 3

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

KEY PERFORMANCE INDICATORS (KPIs)		
KPI 3.1	Each division, in cooperation with its organizational units and with the assistance of the Global Mission Centers and GC Public Affairs and Religious Liberty, undertakes interfaith dialogs	
	Responsible Parties:	
KPI 3.2	Global Mission Center directors present progress reports on dialogs to the 2023 and 2025 meetings of the Global Mission Issues Committee	
	Responsible Parties:	
KPI 3.3	Global Mission Centers report yearly to Annual Council on approaches to, and progress in, reaching world religions and belief systems	
	Responsible Parties:	
OBJI	ECTIVE 4	
freedo	ngthen Seventh-day Adventist institutions in upholding m, wholistic health, and hope through Jesus, and restoring ble the image of God	
KEY P	ERFORMANCE INDICATORS (KPIs)	
KPI 4.1	Mission initiatives in the 10/40 Window and large urban areas receive assistance from institutions elsewhere in the world	
	Responsible Parties:	
KPI 4.2	Adventist tertiary institutions increase the proportion of missiologists teaching mission, all of whom are faithful to biblical missional	

principles, Adventist educated, and endorsed by IBMTE

Responsible Parties: _

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

Responsible Parties: _____

SPIRITUAL GROWTH OBJECTIVES & KPIs



OBJECTIVE 5

To disciple individuals and families into spirit-filled lives

KEY PERFORMANCE INDICATORS (KPIs)

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

Responsible Parties: _	

KPI 5.2	Significant increase in numbers of church members and unbaptized children and youth regularly attending divine service and Sabbath School
	Responsible Parties:
KPI 5.3	Significant increase in acceptance and practice of the church's distinctive beliefs, especially: Creation (FB 6); Salvation by faith (FB 10); State of the dead and power of prayer over witchcraft and spiritualism (FB 26, FB 11); Remnant Church (FB 12, FB 14); Principles of healthful living (FB 22); The Sanctuary/Investigative Judgment (FB 24); Second Coming (FB 25); and the nature of the Fundamental Beliefs as a whole as Bible-centered doctrines that reflect a loving, gracious God
	Responsible Parties:
KPI 5.4	Increased number of people using Adventist social media when studying the Bible, to learn about Ellen White and read her writings, in personal devotions, and to promote mission
	Responsible Parties:
KPI 5.5	Increased number of local churches and individuals using Hope Channel, AWR, <i>Adventist World</i> , and other official church publications and media
	Responsible Parties:
KPI 5.6	Increased number of church members and church school students participating in corporate prayer initiatives
	Responsible Parties:
KPI 5.7	Evidence of better understanding of the prophetic role of Ellen White and the process of inspiration
	Responsible Parties:
KPI 5.8	Increased availability in local languages of Ellen White's writings in print, braille and audiobooks, on websites, mobile devices, and social media
	Responsible Parties:
KPI 5.9	Increased number of children from Adventist homes and churches attending Adventist schools
	Responsible Parties:

OBJECTIVE 6

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

KEY PERFORMANCE INDICATORS (KPIs)

KPI 6.1	Increased church member involvement in fellowship and service, both in the church and in the local community
	Responsible Parties:
KPI 6.2	Evidence of greater unity and community among church members, of reduced conflict in local churches, and of an active commitment to zero tolerance of physical, emotional, and sexual abuse.
	Responsible Parties:
KPI 6.3	Evidence of new members being nurtured through active discipleship programs
	Responsible Parties:
KPI 6.4	Significant increase in number of church members regularly engaging in family worships
	Responsible Parties:
KPI 6.5	All members and yet-to-be-baptized young people embrace and practice stewardship principles regarding time, spiritual gifts, and tithes and offerings
	Responsible Parties:
KPI 6.6	Church members exhibit cross-cultural understanding and respect for all people
	Responsible Parties:
KPI 6.7	Evidence that local churches and Adventist schools are responding to the opportunities that mass migration offers for ministry, and that immigrants are being integrated into local Adventist communities
	Responsible Parties:

KPI 6.8 Improved retention rates of young adults, youth, and unbaptized children, based on the collection of specific statistics on those groups

Responsible Parties: _____

OBJECTIVE 7

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

KEY PERFORMANCE INDICATORS (KPIs)

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

Responsible Parties: _

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

Responsible Parties: _____

KPI 7.3 Increased ethical and responsible use of media platforms by students



LEADERSHIP OBJECTIVES & KPIS



OBJECTIVE 8

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

KEY PERFORMANCE INDICATORS (KPIs)

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

Responsible Parties: _____

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

Responsib	le Parties:	
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KPI 8.3	Opportunities are given to frontline workers to deepen their passion for and broaden their experience of mission	
	Responsible Parties:	
ОВЈ	ECTIVE 9	
To alig	n world church resources with strategic objectives	
KEYF	PERFORMANCE INDICATORS (KPIs)	
KPI 9.1	Every organization systematically reviews and aligns resources in light of the worldwide mission priorities	
	Responsible Parties:	
KPI 9.2	All GC departments increase the availability of their time and resources to the 10/40 Window, large urban areas, and unreached people groups, and GC Treasury presents a report on departmental use of time and resources to the 2023 Spring Meeting of the GC Mission Board	
	Responsible Parties:	
KPI 9.3	Increased proportion of international service personnel, volunteers, and Global Mission pioneers serving in the 10/40 Window, in large urban areas, and among unreached people groups	
	Responsible Parties:	
KPI 9.4	The GC Treasury appropriations review team recommends to Annual Council ways to allocate more appropriations to the 10/40 Window, large urban areas, and unreached people groups	
	Responsible Parties:	
KPI 9.5	The General Conference has, and its entities are working toward, an integrated media plan that maximizes the potential of technology	
	Responsible Parties:	
KPI 9.6	GC Stewardship Ministries, in consultation with division counterparts, develops and implements a well-defined strategy for achieving	

	increases in tithe and offerings in each organizational unit that reflect changes in membership and inflation
	Responsible Parties:
KPI 9.7	Each division has a Stewardship Ministries director who has no other responsibilities in his/her portfolio
	Responsible Parties:
OBJ	ECTIVE 10
	ance the transparency, accountability, and credibility of inational organization, operations, and mission initiatives
KEY P	ERFORMANCE INDICATORS (KPIs)
KPI 10.1	Widespread adoption of approved membership software to enhance accuracy and accountability of records of local church membership
	Responsible Parties:
KPI 10.2	An orientation process for officers and executive committee members of all units of denominational structure is developed and widely implemented
	Responsible Parties:
KPI 10.3	Evidence that pastors and church leaders demonstrate the highest standards of integrity and ethical behavior in interpersonal relations and finances
	Responsible Parties:
KPI 10.4	Divisions annually report progress in achieving the objectives and KPIs of the <i>I Will Go</i> plan: both via an online form, with standardized summative information, and by a presentation at each Annual Council
	Responsible Parties:
KPI 10.5	Quinquennial reports of GC departments, institutions, and agencies to Annual Council focus on their contribution to achieving the objectives and KPIs of the <i>I Will Go</i> plan
	Responsible Parties:



Responsible Parties:

3.	Members and organizations know the integrated media plan and
	actively use it as a part of their personal witness

Responsible Parties:

4.	Mission-focused social media, Bible study and other mobile applica	itions
	are designed and widely used by young people	

Responsible Parties:

5. Every post-secondary educational institution holds annual mission rallies

Responsible Parties: _

6.	Divisions share best practices in working for immigrants with impacted territories
	Responsible Parties:
7.	Church administrators work cooperatively with ADRA to provide services to refugees
	Responsible Parties:
8.	Departments at divisions and unions demonstrate that they have programs in place responding to global trends in immigration
	Responsible Parties:
9.	Partnerships are created between selected institutions and mission initiatives in the 10/40 Window
	Responsible Parties:
10.	Church organizations from other divisions actively assist in mission initiatives in the 10/40 Window and large urban areas
	Responsible Parties:
11.	Increased involvement of church members and students in Adventist schools in reading of Adventist literature
	Responsible Parties:
12.	Increased training of church members in "Christ's method alone" missional methodology
	Responsible Parties:
13.	Increased implementation of the Comprehensive Health Ministry approach to mission
	Responsible Parties:
14.	Division and union officers initiate and facilitate interdivisional mission projects
	Responsible Parties:
15.	Increased involvement of church members in distributing Adventist literature
	Responsible Parties:

	resources of Public Affairs and Religious Liberty and ADRA
	Responsible Parties:
17.	Departments at every level and institutions/agencies work in collaboration with young people who create, plan, and implement mission initiatives *Responsible Parties:
18.	All denominational organizations, including local churches, involve young people in decision-making forums, in implementation of programs, and in preparation for leadership roles *Responsible Parties:
19.	All organizations and church members understand strategic mission priorities of the General Conference, their division, union, local conference/mission, institutions, and local church *Responsible Parties:
	responsible rardes.
CI	
SI	PIRITUAL GROWTH
	PIRITUAL GROWTH Enhanced profile for Sabbath School and increased group study of the Adult Bible Study Guide in Adventist churches
	Enhanced profile for Sabbath School and increased group study of the
20.	Enhanced profile for Sabbath School and increased group study of the Adult Bible Study Guide in Adventist churches *Responsible Parties:** Each union strongly promotes Ten Days of Prayer and initiates programs for prayer for revival, reformation, and repentance
20.	Enhanced profile for Sabbath School and increased group study of the Adult Bible Study Guide in Adventist churches *Responsible Parties:** Each union strongly promotes Ten Days of Prayer and initiates
20. 21.	Enhanced profile for Sabbath School and increased group study of the Adult Bible Study Guide in Adventist churches *Responsible Parties:** Each union strongly promotes Ten Days of Prayer and initiates programs for prayer for revival, reformation, and repentance
20. 21.	Enhanced profile for Sabbath School and increased group study of the Adult Bible Study Guide in Adventist churches *Responsible Parties:** Each union strongly promotes Ten Days of Prayer and initiates programs for prayer for revival, reformation, and repentance *Responsible Parties:** Each division and union has a designated Nurture and Retention
20. 21. 22.	Enhanced profile for Sabbath School and increased group study of the Adult Bible Study Guide in Adventist churches *Responsible Parties:** Each union strongly promotes Ten Days of Prayer and initiates programs for prayer for revival, reformation, and repentance *Responsible Parties:** Each division and union has a designated Nurture and Retention coordinator and a Nurture and Retention committee
20. 21. 22.	Enhanced profile for Sabbath School and increased group study of the Adult Bible Study Guide in Adventist churches *Responsible Parties:** Each union strongly promotes Ten Days of Prayer and initiates programs for prayer for revival, reformation, and repentance *Responsible Parties:** Each division and union has a designated Nurture and Retention coordinator and a Nurture and Retention committee *Responsible Parties:** Each division holds a conference on discipling, nurture, retention, and

16. Development of positive relationships in the community, drawing on the

24.	Every union adopts an active discipleship program and prepares materials that meet expressed needs in the areas of discipling, nurture, and retention
	Responsible Parties:
25.	Widespread implementation of unions' discipleship programs by local churches
	Responsible Parties:
26.	Each local church has a designated Nurture and Retention coordinator
	Responsible Parties:
27.	Training in conflict resolution and reconciliation is provided for pastors and local church members
	Responsible Parties:
28.	The role of families as the basic unit of the church and society is affirmed and strengthened
	Responsible Parties:
29.	Increased systematic training and development of talents and spiritual gifts of children and youth
	Responsible Parties:
30.	Teaching that inspires students to study the Bible and is consistent with Fundamental Beliefs
	Responsible Parties:
31.	Intentional collaboration, allocation of resources, and involvement of young people in the mission of the church locally and globally
	Responsible Parties:
32.	Evidence of successful fostering of youth resilience for physical, mental, emotional, and social well-being
	Responsible Parties:
33.	Increased number of local churches and individuals using Hope Channel, AWR and regional church publications
	Responsible Parties:

LEADERSHIP

34.	All pastors engage in continuing education that nurtures their sense of calling and commitment to mission
	Responsible Parties:
35.	Pastors are trained to be trainers, thus facilitating total member involvement
	Responsible Parties:
36.	Pastors value, support, and promote Adventist Education
	Responsible Parties:
37.	Every organization systematically reviews and aligns resources in light of the worldwide mission priorities
	Responsible Parties:
38.	Pastors receive seminary and post-seminary training that ensures they are biblically grounded and faithfully nurturing members
	Responsible Parties:
39.	Administrators actively and intentionally lead church members around the world to recognize the need for, and support the roles of, organizational structure for the accomplishment of mission
	Responsible Parties:
40.	All board members, administrators, and employees of institutions/ agencies understand and embrace their roles in denominational structure and mission
	Responsible Parties:
41.	Training in conflict resolution and reconciliation is implemented among union and conference administrators
	Responsible Parties:
42.	All newly elected leaders complete leadership training, conducted by a higher level of organization
	Responsible Parties:

43.	 Church entities demonstrate self-reliance, commitment to the world Church, and financial integrity 	
	Responsible Parties:	
THA	PIS MEASURED BY THE GC AT REQUIRE A DIVISION HEADQUARTERS TO BE DIRECTLY ENGAGED TH AND TO MEASURE	
44.	Division and union officers support GC departments in initiating and facilitating interdivisional mission projects	
	Responsible Parties:	
45.	Each division, with the assistance of the GC Office of Adventist Mission, identifies and acknowledges the major unreached or under-reached majority populations that are within evangelized countries in their territories, and has initiatives in place to reach these significant populations	
	Responsible Parties:	
46.	Each division identifies any significant immigrant/refugee populations within evangelized countries in their territories and has initiatives in place to reach these populations	
	Responsible Parties:	
47.	Every denominational organization systematically reviews and aligns resources in light of the worldwide mission priorities	
	Responsible Parties:	
48.	Administrative entities provide the opportunities to pastors and frontline workers necessary to achieve the KPIs associated with Objective no. 7.	
	Responsible Parties:	
49.	Every church institution (division, union, or conference/mission) provides orientation for members of governing boards and executive committees	
	Responsible Parties:	

EVALUATION

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

The attainment of many of the KPIs listed will be measured by surveys of church members, and some denominational employees. It is important that instruments for such research projects are aligned, as much as possible, with the objectives and KPIs of this strategic plan.

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

It is envisaged that this process of research and evaluation will be a key foundation for strategic planning for the 2025-2030 quinquennium.

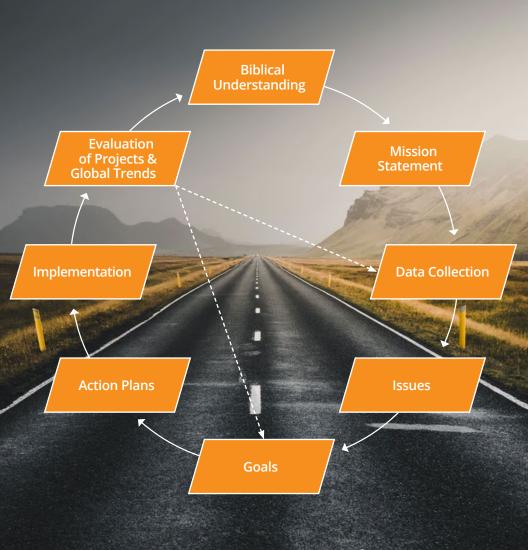


STRATEGIC PLANNING CYCLE FOR THE GLOBAL CHURCH Conceptual Overview of I Will Go: **Planning & Implementation RESEARCH** I WILL GO **MISSION ISSUES/NEEDS** Strategic Plan STATEMENT **DIVISIONS AND GC DEPARTMENT INPUT**



STRATEGIC PLANNING CYCLE FOR THE GLOBAL CHURCH

Strategic Planning Process







2020-2025

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