

# 2020 VISION



Church of God of Prophecy  
Cleveland, Tennessee

## **Strategic Plan – Executive Summary**

"Glorifying God through prayer, the harvest, and leadership development."

## OVERVIEW

The purpose of this document is to cast vision for the Church of God of Prophecy around the world and invite its members (including all levels of leadership and corporate expression) into the process of discerning God's direction for this global movement over the next decade.

*Proverbs 29:18 "Where there is no vision, the people perish: but he that keepeth the law, happy is he."*

These words demonstrate the need to map out strategic plans. Strategic planning has always been viewed with skepticism by some who find formal planning a formidable exercise. There is also a view that planning is not biblical. However, the Bible does teach planning both implicitly and explicitly. For example, while studying creation, it is obvious that God worked with a master plan.

Bishop R. E. Howard accepted the helm as General Overseer in 2006 as the fifth man to do so in the history of this Church. From the beginning of his leadership, a broad table of decision-making has been used. The strategic planning process has been no different as General Presbyters, the Administrative Committee, and International Office leadership joined together to seek God for an impartation of His vision for this Church.

For the past four years, this broad table of leadership has dedicated time, study, and prayer toward hearing a fresh Word from God – His direction and focus for this Church. This document is an attempt to capture the results of this process thus far.

The plurality of leadership of this wonderful Church feels that God's Harvest Call continues to be our central mandate. The call has not been rescinded nor fulfilled to date. With this burden of heart, this Strategic Plan is presented to remind us of this critical call and help us to focus all we do toward its completion. We will build upon the successes of the past and pursue the future through divine Vision.

## CORE VALUES

Core values are operating philosophies or principles that guide an organization's internal conduct as well as its relationship with the external world.



This quote should be familiar to many:

“Many things clamor for our attention, consequently, it is easy to become distracted from what is important. We confess that much of the time the harvest of souls for whom Jesus died has not been our priority. Now in repentance for having allowed distractions to divert our minds from souls who are perishing, we resolve to turn from all that is trivial to our primary task of getting this glorious gospel to a lost world. By God's grace we hereby commit ourselves to be a correctly focused people, engaged in

the harvest, into which Jesus has sent us. His promise is, 'I am with you always ...'<sup>1</sup>

We have been strongly convinced that God has called this movement to make the harvest the primary priority of all that we do. Clearly God has called us, along with every other gospel-believing body that will hear, to set aside all distractions and lesser priorities so that we all may pour our energies and resources into the harvest of the world in this special time.

"What is God doing?" it is believed that He is up to something in the world – that He has accelerated His activity by sending the Holy Spirit down on all nations and activating a great advance of His gospel on every continent.

So "What is He saying to us?" We hear God saying, "come with Me, Harvest with Me, work with Me as I open fields for reaping."

"Where should we go from here?" Lay aside all that does not contribute to this great gospel surge and pour all your energies into following Him in this special day. We hear the seeds of this thinking in Bishop Murray's introductory comments.

"How should we proceed toward that goal?" By reviewing all we do now in the light of God's activity in the world, His call to us, and how we can move with Him.

Over the course of the review process, three immediate core values were discerned that demand priority.

**Prayer** is the element which ought to form the foundation for all that we do as the Body of Christ. Therefore it touches everything, informs all activities, empowers all ministry and service, and permeates our work from beginning to end.

**Harvest** has been the call heard consistently since 1994, which was really only a re-alignment to our call when this movement was birthed. Those efforts should be even more closely defined toward harvest.

**Leadership Development** is the third value of priority. In Harvest-rich locations, leadership development is essential so that the fields God has prepared can be penetrated even further. In Harvest-challenged locations, the key to progress in reaching the lost is to develop pastors and leaders that can hear the voice of the Master Reaper and move forward with His inspiration and guidance. So in either environment, developing leaders is the key that must receive priority. The model of Jesus certainly affirms this. His ministry here on earth did not focus on His ability to reach massive numbers of people. He realized that the greatest work He could do was to develop twelve solid leaders that could in turn develop others, spreading the leadership strength and so multiplying harvest impact in time.

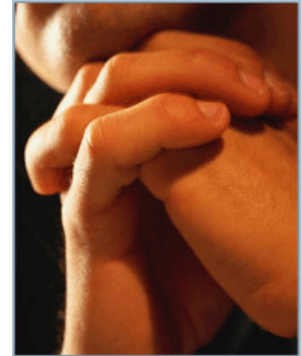
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<sup>1</sup> General Overseer Billy Murray, "Turning to the Harvest" brochure, 1994.

These core values are central to our being, actions, ministries, and relationships. Alignment of our activities and functions at all levels with these values is crucial. In a limited financial environment realignment is challenging because it means discerning how to use all resources to support most effectively these values. This may mean narrowing the focus of some ministries, redefining others, eliminating others and creating others.

## PRAYER

There are two profound statements made by Christ describing prayer. Jesus said, *“Men ought always to pray and not to faint,”*<sup>2</sup> and he also said, *“It is written, my house is the house of prayer.”*<sup>3</sup> These two quotes from the Lord are well known and well worn, but let’s take a fresh look at them. They continue to reveal the most rudimentary key to Christian life and Christian activity in this world.



From Luke 19, verse 46, Jesus declares a truth about His house. Nowhere else in scripture will we find Jesus giving a definition of His house. This is the only place where Jesus provides insight, or paints a picture for the coming church of what His house is going to look like. This is His declaration about His house. With this as the framework for the words of Christ our curiosity rises. What is the only descriptive that Christ would use for His house? *“My house is the house of prayer.”*<sup>4</sup>

We are hereby challenging all levels of leadership to make prayer a core value and to insure its continuance through specific prayer-goals and objectives.

## HARVEST

Most people who are aware of the ministries of the Church of God of Prophecy will say that the call to the Harvest has been the impetus that God has used to bend and reform this ministry over the last twenty years. Some point back to God’s call to repentance that moved through our churches, and really all around western Christianity in the mid-eighties, as the beginning of the Harvest Call. Most would point to the Assembly of 1994 as the critical turning point where God spoke to us to “Turn to the Harvest,” joining a world-wide call He was giving through those years. The list of adaptations, shifts, and reformations that this body has experienced since then would be too large to mention here. We can only summarize to report that this church is much more aligned with God’s Harvest priority today that she was twenty years ago. One simple result of that has been a growth



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<sup>2</sup> Luke 18:1

<sup>3</sup> Matthew 21:13

<sup>4</sup> Matthew 21:13

in our worldwide ministry so that today we are four times larger than we were in 1994. We give God the glory as He has honored our attempts to respond to His call.

Today the plural leadership of this wonderful family of ministries feels God's Harvest Call continues to be our central mandate. It has not been rescinded nor fulfilled to date. With this burden of heart, the document you now read has been created – a strategic plan toward our vision. And, the central element of that vision is to reap the great harvest of God. May each local church be so consumed with this passion that they will align every activity to the harvest and focus every resource on reaching the Lost.

As we consider this Harvest Core Value, God has elevated four areas that should not be overlooked:

- Nurture Strong Local Churches
- Plant New Churches
- Young Harvest Call
- Mission Participation

### **Nurture Strong Local Churches**

Growth happens at the local church level. Converts are baptized, members are received, communion is observed, and discipleship takes place – all at the local church level. However goes the local church, so goes this great movement.

The New Testament repeatedly emphasizes the importance of the local church. In fact, it was the pattern of Paul's ministry to establish local congregations in the cities where he preached the gospel. Hebrews 10:24-25 commands every believer to be a part of such a local body and reveals why this is necessary.

*“And let us consider how to stimulate one another to love and good deeds, not forsaking our own assembling together, as is the habit of some, but encouraging one another; and all the more, as you see the day drawing near.”<sup>5</sup>*

It is only in the local body to which one is committed that there can be the level of intimacy that is required for carefully stimulating fellow-believers *“to love and good deeds.”* And it is only in this setting that we can encourage one another.

Congregations and their pastor must be fostered, nourished, and encouraged. Without sustaining strong, vibrant, local churches, our future will be in question. We are challenging leadership at all levels to find new and effective ways to nurture strong local churches, and pursue specific goals and objectives.

The Next Billion movement says (about winning the next billion souls), “If we plant twice as

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<sup>5</sup> Hebrews 10:24-25

many churches there will be no need to worry about winning one billion, they will be won as we plant churches.”

## **Plant New Churches**

Church planting is Biblical. (Refer to Acts 1:8; Acts 11:19-30, 13:1-3, 14:21-23). The first verses of Acts 13 mention five leaders from the church at Antioch who started nine churches and literally changed their world. It is interesting to observe that these five men were very different. They came from diverse backgrounds, of education and training, ethnicity, experience, economic status, religious traditions, and lifestyles. Church planting is a Biblical practice that started with the disciples of the first century.

Church planting is a typical Church of God of Prophecy action. Even when church planting wasn't a popular term, the Church of God of Prophecy was planting churches. More than a denomination, it can be said that the Church of God of Prophecy is a church planting movement. Church planting has been in our DNA since the beginning. This is how the church gained presence in over 130 nations that plant an average of two churches daily.

When the great commission says “*Go ye into all the world and make disciples of all nations,*”<sup>6</sup> it literally demands that we go and plant bodies of believers, communities of faith, where lost and bound people can be healed, delivered, restored and empowered as ambassadors of Christ. Church planting is the unique ministry that did all of this throughout Christian history.

The apostle Paul said, “*My one ambition is to proclaim the gospel where the name of Christ is not known, lest I build on someone else's foundation.*”<sup>7</sup> The New Testament church was very aggressive in planting churches.

We are challenging leadership at all levels to plant new churches and establish specific goals and objectives to accomplish this.

## **Young Harvest Call**

Pastors, most often in the deep center of their hearts are change agents. They are hungry to lead a congregation into vibrant change that will bring great harvesting, bring great ministry, and bring great community revival and impact. Of course as pastors pray and strive for this, many get distracted by other demands and expectations, yet the desire for deep and genuine change never goes away for a God called pastor.

Pastors that are hungry for revival (deep change), remember that revival through the ages has nearly always included the young (Youth and Children). Most often revival begins with the young because they are more willing to respond, they have less fear of man or other's expectations, and

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<sup>6</sup> Mark 16:15

<sup>7</sup> Romans 15:20

they can be more sensitive to the fear of God, conviction, and His call to them. Youth by nature are more spiritually ready, even seeking spiritual solutions without as much baggage toward religious involvement.

Pastors that want to make disciples that will join in changing a community should not overlook the young. Youth and Children are willing to learn, and grow, and to be taught, and to try new experiences. While it may be hard to find those in the ranks of adults ready to leave their nets and follow in discipleship, the number of young ones ready and willing to join a cause is high. Remember, they may be the spark plug that will ignite the fire for your entire congregation to join. Church leader, as you read this strategy, God may remind you of the secret key to dynamic change and ministry you have been searching for. A plurality of leaders in the Church of God of Prophecy feel God is speaking to us to reach out more effectively to the “Young Harvest” now.

### **Mission Participation**

A margin is the blank border of a printed page. When something is marginal it is neither central nor significant. Evangelism that spreads the message of God’s eternal rescue from wherever believers in Christ are, to the farthest places and people of the world is the opposite of marginal; it is at the center of divine significance. God wants every person, everywhere, to be reached with His life-altering message of salvation. Our vision of what God desires for human beings is not limited by personality, geography, nationality, language, culture, race, education, income, or religion; its scope is universal; its reach is global; its intent is world-encompassing; its perspective is personal, its purpose is transformational.

Participation in mission is at the core of biblical faithfulness. We believe that following Christ today means embracing a Christ-centered approach to evangelism that sees Jesus as the model for our evangelistic ministry. Emboldened by the continuing experience of His personal and powerful presence we proclaim Him to all people with the Spirit’s anointing, the Father’s express approval, in spoken words and acts of mercy and power.

Participation in mission is informed by the reality of billions who are still lost from our Father’s house. These precious objects of God’s love are on every continent, including North America and Western Europe, and in every nation-rich, but often poor, living in wealthy nations but often in extremely impoverished ones, suffering from injustice, corruption, and indifference. Our missionary passion calls us to proclaim Christ and speak up against oppression perpetrated on individual levels as well as through the structures of society.

Multi faceted mission involvement is essential to the growth of strong healthy churches. Individual members of growing congregations see evangelism and witness as biblical imperatives that impact their lifestyles outside the four walls of their buildings. Congregational leaders mobilize the members to pray for missionaries and the global spreading of the message of Jesus. They make special efforts to support the sharing of the Good News of Christ in their neighborhood and around the globe. These members make time to take the message of God’s love to people in other parts of the world from Los Angeles to Nicaragua, Indonesia, New Zealand, Congo Brazzaville, Armenia, Peru, Dominica, and on and on... These members know missionaries

personally and they see themselves as missionaries living purposefully, generously, and sacrificially so Jesus will be known everywhere.

“As fire is to burning, so missions is to the church.”

## LEADERSHIP DEVELOPMENT

*“Study to shew thyself approved unto God, a workman that needeth not to be ashamed, rightly dividing the word of truth.”<sup>8</sup>*



It has been said, “The church is the hope of the world, and leaders are the hope of the church.”<sup>9</sup> Satan does not want churches to develop leaders because of the positive impact such a process will have in promoting God’s kingdom over Satan’s.

The plurality of leadership in the Church of God of Prophecy has declared that developing leadership is one of our Core Values. We believers have a mandate from heaven to lead change that will transform culture and build God’s great Kingdom. God calls leaders to rise up and carry this out among His people.

Simply put, leadership development is an effort that enhances the learner’s capacity to lead people. Leading is setting direction based on vision and guiding others to follow that direction. A critical skill for leaders is the ability to manage their own learning.

*“You know that those who are regarded as rulers of the Gentiles lord it over them, and their high officials exercise authority over them. Not so among you ...”<sup>10</sup>*

“Power offers an easy substitute for the hard task of love. It seems easier to be God than to love God, easier to control people than to love people, easier to own life than to love life.”<sup>11</sup>

The transition toward plurality of leadership has taken a stronger surge in recent years. As has been mentioned in this document in several places, a larger table of leadership continues to expand. There is a very strong unctio felt by the leaders of this church to not only instill the concept of leadership plurality at the International level, but to advocate the use of this concept throughout this organization at all levels in all nations. This is becoming the very core of who we are.

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<sup>8</sup> 2 Timothy 2:15

<sup>9</sup> Bill Hybels

<sup>10</sup> Mark 10:42-43

<sup>11</sup> Henri J. M. Nouwen

For example, while the General Overseer works in conjunction with the General Presbyters to provide leadership, inspiration, vision, and governance, yet he remains the leader among leaders. In doing so, all members of the General Presbytery and International Presbyter should show deference in relevant matters. A General Presbyter with the Regional/National/State Overseers under his jurisdiction, sit together for discussion and counsel on regional/national/state issues or any area-wide matters that may be referred to them or about which they may be consulted as a body. The regional/national/state overseers in their respective jurisdictions in communication with their General Presbyter and the pastoral bishops in their respective region, must consult for purposes of recruitment, licensure, discipline and restoration of ministers with their Ministerial Review Boards as recommended by the Assembly. It is just as imperative that plurality of leadership function at the local church level. Plurality is clearly seen from the NT example: Acts 6:1-7; 15:1-6; 20:16-20. They led the congregation into vital and effective ministry to their community.

We are challenging every level of the Church of God of Prophecy to develop leaders more effectively. Ask God what part you can play in this great challenge.

### **Pastor Passionate**

The key factor to realizing vision is the pastor. He or she is the central figure in God's divine plan to evangelize the world, build His Kingdom, and demonstrate His glory over all. It is the pastor that God has chosen to play the prominent role in moving this great and noble task forward. Therefore, our commitment is to be a church that is pastor-passionate. We as leaders have been gripped with the awareness that we must raise the intensity level of our service to pastors. We want to become more pastor-passionate than ever before.

The nature of the service provided by pastors and their families is unique. God has entrusted to them one of the most precious of assignments – the spiritual well-being of His flock. When a pastor becomes ineffective, the very souls of his or her parishioners are endangered. When eternity is in the balance, we should all be concerned.

God has instructed us to recognize His servants. *"The elders who direct the affairs of the church well are worthy of double honor, especially those whose work is preaching and teaching."*<sup>12</sup>

Pastors are in the heart of God, and we want to place them in the heart of this ministry network as well. We will give special attention to pastors everywhere, and we are challenging every level of leadership in this Church to find new ways to encourage, reinforce and care for pastors.

### **VISION**

Many times we fail, not because we're afraid, nor because of peer pressure, nor because of anything other than the fact that we lose sight of



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<sup>12</sup> 1 Timothy 5:17

the goal.

The vision that God has placed in our hearts:

**"The Church of God of Prophecy will be a Christ-exalting, Holiness, Spirit-filled, all-nations, disciple-making, church-planting movement with a passion for Christian union."**

Proverbs 29:18 *"Where there is no vision, the people perish: but he that keepeth the law, happy is he."*

Staying where we are can become comfortable. We can lose sight of the need. Do you see the needs that are around you? This is a hemorrhaging and hurting world. There are broken hearts and fractured families. Do you see the brokenness of humanity? People are looking for meaning and value.

A visionary person sees the need and feels the need. There is no such thing as emotionless vision. Once vision is caught, there is passion!

"... Christ-exalting, Holiness, Spirit-filled, all-nations, disciple-making, church-planting movement with a passion for Christian union."

### **Vision Components**

Christ Exalting – In all that we do may Jesus Christ be seen. He is the Head of the Body and therefore must be preeminent in all things. Today we affirm our desire for Christ to be seen more perfectly through this family of ministry.

Holiness People – This body was a part of the "holiness movement" before we were Pentecostal. We were born out of the sweeping holiness camp meeting revival of North America. The call to holiness is deep in our roots and intended to be a component of our destiny. We renew our surrender to God's grace and the cleansing of His blood, so that we may be like Him.

Spirit Filled – The prophetic promise of God that "*in the last days He would pour out His Spirit over all the earth*"<sup>13</sup> has been and continues to be a central part of the DNA of this global family, the Church of God of Prophecy. We declare our entire dependence on the Holy Spirit who has been given to lead and empower the Church of Jesus Christ.

All Nations – By God's design this international ministry has from its early days held to the ideal that God's church would be composed of every "*kindred, and tongue, and people, and nation.*"<sup>14</sup> They have to the best of their limited ability attempted to fashion this church along those lines,

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<sup>13</sup> Joel 2:28, Acts 2:17

<sup>14</sup> Revelation 5:9, etc.

even before multi-cultural was acceptable. Today we celebrate multi-cultural diversity in every level of leadership in this international body, and covenant to continue such a rich heritage.

Disciple Making – Through more than one century of ministry this family network has been committed to the biblical call to make disciples in accordance with the Great Commission of Christ. Today we understand the strength of making disciples will determine our strength in evangelization.

Church Planting Movement – The term *saturation church planting* has become recognized by missiologists today as an activity that greatly contributes to the spread of the gospel around the world. This ministry has reflected this ideal consistently in practice all through her existence. Today, we aim to multiply our efforts to invest in planting churches in every place we find opportunity.

Christian Union Seed – The title “Christian Union” at Camp Creek signified a determined understanding among our forefathers that there could be a unity above and beyond religious creeds of the day, which God would use to glorify His name in the earth. Today we intend to cooperate with all that exalt the name of Christ and His great Gospel.

We believe that God is challenging us to become a Christ-exalting, Holiness, Spirit-filled, all-nations, disciple-making, church-planting movement with a passion for Christian union. We challenge you to catch this vision with us.

## **MISSION**

We feel God is calling us to His mission as He placed these specific calls on our hearts:

***“Empowered by the Holy Spirit, through prayer, we will plant churches and equip leaders to carry out the biblical mandate to make genuine disciples of all the peoples of the world, to the glory of Christ our Lord, Head of the church.”***



This mission flows directly from our three Core Values and affirms them in its callings.

HARVEST – The mission of the Church of God of Prophecy is articulated in the New Testament commands of Jesus Christ to the early church: “*And Jesus came and spake unto them saying, All power is given unto me in heaven and in earth. Go ye therefore, and teach all nations, baptizing them in the name of the Father, and of the Son, and of the Holy Ghost: Teaching them to observe all things whatsoever I have commanded you: and, lo, I am with you always, even unto the end of the world. Amen*” (Matthew 28:18-20).

This passage of Scripture, affectionately known as the great commission, has been characterized as Christ’s last command before ascending to heaven. (Acts 1:9; Hebrews 7:25). His last command, is our first concern, and all of our resources and energies will be focused on the

completion of the task He has given to all believers.

PRAYER – Jesus said, *“Ye have not chosen me, but I have chosen you, and ordained you, that ye should go and bring forth fruit, and that your fruit should remain: that whatsoever ye shall ask of the Father in my name, he may give it you”* (John 15:16). This truth not only reminds us that we are called to the divine purpose of reaching the world for Jesus Christ, but also inextricably connects prayer with the completion of this task.

He further reminds us, *“I am the vine, ye are the branches. He that abideth in me, and I in him, the same bringeth forth much fruit: for without me ye can do nothing”* (John 15:5). Recognizing our utter lack of ability apart from His Presence and Power, the Church of God of Prophecy is deeply committed to prayer as a spiritual discipline.

LEADERSHIP DEVELOPMENT – Writing to a young pastor Timothy, the apostle Paul gave instruction concerning the core value of leadership development; *“Thou therefore, my son, be strong in the grace that is in Christ Jesus. And the things that thou hast heard of me among many witnesses, the same commit thou to faithful men, who shall be able to teach others also”* (2 Timothy 2:1-2).

This pattern, of training faithful leaders is an integral part to the success of fulfilling the great commission.<sup>15</sup> As each generation passes the mantle of leadership to the next, it is imperative that they receive the best possible preparation to bring completion to the mission. With this understanding, we are committed to raising up succeeding generations in the most holy faith, utilizing every means available.

Along with the rapid expansion of modern technology, we will apply these new technologies along with proven methods of learning to develop educational models that will systematically and consistently equip the men and women of the Church of God of Prophecy to preach, teach and model biblical truths to our existing churches, and emphasize the planting of new churches in every nation of the world.

## **Mission Components**

Gospel Spreading – Today we recognize that we have been called back to our earliest roots, to proclaim the Gospel to every man, woman, boy, and girl. This is our central mandate. Today we build on the call of God to turn to the harvest, placing the Gospel once more at the heart of our vision.

Missionary Motivated – From the first minute of the Assembly of this movement the writer described how “strong men wept” when they thought of the lost people of the world dying without the knowledge of Jesus Christ. Today we renew our covenant to carry the gospel to the ends of the earth together.

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<sup>15</sup> Matthew 28:28-20

Prayer Empowered – From our birth in the mountains of North Carolina this church realized that prayer was an essential element in her life and ministry, without which nothing of eternal significance could be accomplished. Today we commit anew to pursue the empowering presence and person of the Holy Spirit.

Leadership Equipping – From age to age in the history of this body the understanding has developed consistently that to reach the lost and build the kingdom of our King we must develop leaders on every continent. Today we realize leadership development is the key to greater harvest effectiveness.

Bible Based – Again from the earliest records of this work and its leaders, the foundation of the Bible has been one of the clearest and most highly prized values of this movement. Today we renew our covenant to walk in the light of God's Word.

Enabled by the Holy Spirit – *“But ye shall receive power, after that the Holy Ghost is come upon you: and ye shall be witnesses unto me both in Jerusalem, and in all Judaea, and in Samaria, and unto the uttermost part of the earth” (Acts 1:8).*

Jesus made it clear that the baptism in the Holy Spirit would enable His followers to complete the mandate to reach the world with the Gospel. Recognizing that our own strength is insufficient, we trust fully in the working of the Holy Spirit among us. We embrace His guidance, and empowerment, and unashamedly confess our commitment to be people of the Pentecostal blessing, and by His help we will be a kingdom oriented movement, working with believers around the world in the spirit of Christian unity.

Will you join us on this mission?

## **FOUNDATIONS**

Our church is blessed that those before us have honored and preserved the thoughts of our founders and of our founding moments. Wilfred McClay wrote that a founding is a unique moment that carries authority over the future of a movement. A founding moment is an ongoing guide and even a presence in the life of a movement.



Our foundations force us to think more deeply about who and what we are today. And certainly what is good in the past cannot be passed along mechanically to the next generation. Each rediscovers those things for themselves. McClay shares that often crisis causes individuals and movements to renew themselves. Arnold Toynbee said the dynamic of challenge and response is the chief source of civilization's greatness and renewal. He said civilizations die from suicide rather than murder, meaning they lack the will to respond vigorously to challenges that would otherwise make them stronger.

As in many God-called and God-graced movements, the Church of God of Prophecy has a rich heritage from which to draw strength and guidance to set our sail and forge ahead toward our

destiny. From our foundations we give serious consideration to past acts of the will, promises, covenants, resolutions, and sacrifices, which express resolve and binding principles that rise above the considerations of the moment. Founding moments give a movement anchor points in the drifting tide of change, a compass in the shifting winds of what is in vogue.

As the Church of God of Prophecy looks strategically into this new century and this amazing season of Harvest, our founding moments provide wonderful reminders of our callings and destiny as a people. We draw from these to strategically aim for God's purposes planted within this body from those cold days in January in the mountains of North Carolina more than 100 years ago.

We feel strongly that our foundation stones, or God given DNA that can be seen in our heritage, form the base of God's destiny for this movement. For this reason these twelve callings have been woven into our vision and mission. These stones form our identity and propel us toward our destiny:

- Christ Exalting
- Holiness
- Spirit Filled
- All Nations
- Disciple Making
- Church Planting
- Christian Union
- Gospel Spreading
- Missionary Movement
- Bible Based
- Leadership Equipping
- Prayer Empowered

## **PLAN CONCEPT**



The International Office has made a commitment among the members of the Administrative Committee and the General Presbyters that we will work annually through the Values, Vision, and Mission to plan strategically. Our desire is that all of our resources would be focused effectively toward these central callings so that little or nothing is wasted on lesser activities. We believe these things form the heart of God's will for this movement and we want to commit to them through strategic planning each year.

It is the intention of the leaders at the International Office that we will return from this Assembly to follow through with the stages of our strategic planning that remain, i.e., setting goals and objectives, designing strategies, choosing what to measure, and naming bench marks to help us determine our progress. In the months to come we aim to involve each ministry and service area of the International Office in this process at some level so that we can effectively do what we feel is most vital as God's call. to us. We are excited to believe that our efforts will use resources more effectively and our ministries will bless this family of ministries as we work to attain our callings.

We the plural leadership of the Church of God of Prophecy, challenge Continental Areas, Nations, Regions, States, and Local Churches to join us in embracing our common values of Prayer, Harvest, and Leadership Development. We invite leaders on every level to align your ministries and efforts toward these values and our God given Vision and Mission. We invite leaders to pray through these pages and to reflect about their own local ministry context. We believe God will inspire leaders at all levels to begin to think seriously and strategically about your own ministry moving with us at the International Office to become more missional and intentional.

A diagram is included in this material that shows the beginning of the process of strategic planning. There you will find the Values, Vision and Mission. At the International Office we will be prayerfully and strategically filling out the columns from the middle toward the right side of the page with goals, strategies, and more for ministry. This chart is a simple guide to walk along a strategic planning path. It may be that you as a leader will feel impressed to begin to walk the ministries of your leadership through these steps.

The passion for us as General Presbyters and leaders has been a motivation from God to help bring our work into focus with the Core Values, Vision, and Mission that we know God has spoken into our hearts. We also feel it is our responsibility as leaders to share these values with you so that you may be challenged to align the ministry of your leadership with these calls also. Just as God called this entire movement, as well as many others, back in 1994 to “Turn to the Harvest,” we believe God is calling us to embrace these three values and make them the priority of all of our work.

## **GOALS & OBJECTIVES**

Goals are what we do in order to fulfill our vision. They are simply more detailed and defining steps that specify the actions that need to be taken in each nation, region, or state if the vision is going to come into fruition.



An objective is a specific step or milestone which enables you to reach a certain goal. Setting objectives involves a continuous process of research, decision-making, evaluating, and assessing where you are in your quest to reach the goals that you have set. Knowledge of yourself and your local church/district/state/region/nation is a vital starting point in setting objectives.

It is left to each nation/region/state/district/local church to systematically work through the process of setting goals and objectives for your particular area. A very important thought to keep in mind as you work through this process is that it may take some time to actually put your goals and objectives in writing, but the time it takes will be rewarded greatly when you begin the actual implementation.

## **STRATEGIES AND METRICS**

Strategies and metrics will be developed later by the International Offices, each Area, nation/state/region, district and local church.



## **BENCHMARK MEASURES**

As a noun, the word benchmark is defined as a “standard or point of reference against which things may be compared or assessed.”

Benchmarking is often described as a method of developing requirements and the setting of goals to assure the best possible performance.



The first step in implementation is the necessity to determine what is to be measured. This is perhaps the most critical issue of the entire process. Every ministry must be reviewed to determine its compliance with the core values of prayer, leadership development and harvesting (outreach/church planting) efforts.

The benchmarking process encompasses five particular stages of development:

1. Planning
  - a. Identify areas to be benchmarked. Examples would be;
    - i. Worship attendance
    - ii. Membership
    - iii. Financial budgeting
  - b. Determine what method will be used to collect data;
    - i. Monthly, Quarterly, annual reports
    - ii. Comparison to other church/groups with similar ministry philosophy
2. Analysis
  - a. After gathering data, a comparison should be made of different time periods, e.g., monthly, quarterly, annually with like-kind time periods in both the recent and distant past.
  - b. Projections should be made for improvement in each area studied, setting desired goals, in realistic, attainable measured increments.
3. Integration
  - a. Results of analysis should then be communicated with the constituency.
  - b. Every method of communication possible should be utilized to focus the constituency on the goals, with regular updates of progress toward implementation of our core values.
4. Action
  - a. Develop action plans to implement changes to any program or ministry that do not support the core values of prayer, leadership development and harvest. This may mean the creation of new ministries, or the cessation of existing ministries which are not in alignment.
  - b. Monitor benchmarks previously identified to insure progress, with regular updates to our constituency.
  - c. Recalibrate benchmarks to insure the progress of the implementation of core values at all levels (local/translocal).
5. Maturity
  - a. The goals previously set are realized.
  - b. Core values are fully implemented, and the process is repeated.

Benchmark measures will be developed specifically by the International Offices, each Area, nation/state/region, district and local church.

## **FUNDING THE PLAN**



Strategic planning and budgeting are integral components of realizing the vision. The strategic plan charts direction, while the budget provides resources to implement the plan. A strategic plan neither grounded in fiscal reality nor linked to the budget would be only a dream. On the other hand, resource allocation without strategic thinking would be shortsighted and unresponsive to future conditions.

Planning and budgeting are interactive. Assumptions about available resources affect what can be achieved in the plan; the plan also sets priorities for resource allocations. Since funding continues to be limited, strategic planning can help as we strive to “do more with less” while remaining focused on results.

We are realigning funding at the International level in keeping with our Vision, Mission, and Core Values. We encourage the same process at every level. Unless our funding follows our priorities, they are really not priorities at all.

## **IMPLEMENTATION**

We challenge you to catch the Vision and apply yourself to the Mission. Allow God to direct you as you discern God’s specific goals and objectives for your ministry or leadership area. The International Offices, each Area, nation/state/region, district and local church will next seek God and discern His heart for our specific goals and objectives. Strategies and metrics will be developed as a next step.

