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THE ANNUAL REPORT OF THE
NORTH AMERICAN DIVISION
STRATEGIC PLAN

OCTOBER 2017

2020 VISION



Seventh-day
Adventist[®] Church

NORTH AMERICAN DIVISION
— HEADQUARTERS —

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FROM THE NAD PRESIDENT...

To My NAD Colleagues:

Every great accomplishment in human history has involved a collaborative strategy, with committed men and women working hand in hand. As never before, the significance and urgency of our mission demands that we be strategic in the way we work together.

According to one source, barely a third of strategic plans ever get fully used. For this reason we wish to approach strategy in a different way. We would emphasize:

1. Choice versus coercion. A collaborative strategy depends upon mutual desire rather than control or even committee vote. Collaboration can occur without sacrificing individual choice. Each entity can be creative even as it finds ways to connect with the wider team.

2. Beyond strategic planning. Most strategic plans neglect execution. After the plan is done, many are filed away and forgotten. As good stewards, our approach emphasizes implementation and impact, and that includes accountability for results.

3. Strategy for all. Our expansive NAD Executive Committee sets strategy for this vast territory. The NAD Office will cooperate. In addition, we invite unions, conferences, churches, and institutions to join us—not from compulsion or obligation but for the incredible power of united effort in reaching our entire territory for God.

Our mission as a church is to reach every person of every background and language group with Hope and Wholeness. Let us join together in the final thrust of God's gospel outreach on planet earth.

Maranatha!

Dan Jackson, President
North American Division of the
Seventh-day Adventist Church



PERSPECTIVE

At Year-end meetings 2016, the NAD Executive Committee approved a strategic plan for the North American Division. The report, ***2020 Vision: Advancing Mission in the North American Division***, spelled out the NAD's vision. Each year, an annual report such as this one delivers an update of the NAD's Strategic Plan as it adapts to the challenges of a constantly changing world.

In this year's report we are putting a clear and consistent emphasis on the collaborative efforts of all of us at the North American Division to tell a cohesive story that reflects our joint effort. Our intent is to emphasize the ways we support our churches and other church organizations in delivering a contemporary mission to North America. In this report, we are doing this not only by describing the ways in which administrative leadership is leading out in this, but also through the specific vision each department and ministry of the church in North America sees as its role in this broad collaborative effort.

You will find three major parts to this report, organized to emphasize the larger collaboration that contributes to the North America Division mission:

- **Part One** is a report from North American Division leadership that casts a vision for our entire Division territory from now to the year 2020. Three strategic imperatives are designated as top priorities followed by six other missional initiatives.
- **Part Two** consists of reports from nearly 50 NAD sponsored entities and offices—each spelling out its mission, top visionary goals, major activities, and assessment criteria.
- **Part Three** briefly describes entities within Division territory with but with separate governing boards. Although not governed directly by the NAD, they partner with the Division in advancing mission and ministry. These include Adventist laymen’s organizations, Adventist higher education, Adventist health systems, and union and local conferences.

The North American Division is a component part of its parent body, the General Conference of Seventh-day Adventists.

PART ONE

NAD VISIONCAST

2020 VISION

A DIVISION COMES OF AGE

Collaboration means different things in different times. In the early days of the Church, North America was so closely identified with the General Conference that even budgeting for North America was done by the parent body. The GC's Vice President for North America had neither budgetary responsibility nor an executive committee to give guidance.

As early as 1978 a recommendation was made to create a separate North American Division similar to other divisions. The proposal was turned down. The change came at the 1985 General Conference session when delegates finally voted the North American Division as a distinct entity. But even this change was incremental. Although the North American Division has developed more autonomy over its programs, policies, and administration, challenges for true autonomy remain. Though the Division was organized as a separate entity, there was little space for NAD office workers in the Takoma Park building. Some employees even set up temporary offices in the hallways.

In 1989 the General Conference moved into its new building and the NAD came along with it. The move to a new building in Silver Spring, Maryland allowed the NAD to have its own area within the building in exchange for a sizable rental fee. Incremental changes continued in 1990 when the NAD implemented a separate accounting structure. And in 1991 the Division had its first Year-end meeting as a wholly separate entity, just like the other 10 divisions.

Yet, from that time until now, the Division has remained at home with its parent while its sibling divisions have enjoyed homes of their own. However, on September 18, 2017 a new era was born when the North American Division, with the support of the General Conference, finally moved into its own home.

The North American Division is truly a mission field. In its new headquarters building, the Division will aggressively plan for the work within its territory even as it continues its strong support of the world Church.



What this means to the members of the North American Division and all the ministry organizations that collaborate to support our broader mission is that a renewed focus on becoming more strategic will be emerging. We will be working arm-in-arm to advance the Adventist mission in North America. We fully recognize that each conference and union has its own mission statement, as do most departments and ministries, so we also want to emphasize that we will be ramping up our efforts to support you in achieving the specific mission you've identified.

This story, then, is not only about a Division coming of age, but also our ability to find new levels of collaboration and effectiveness. For us to collaborate well, there are three areas of focus that make our combined strategies effective: mission awareness, mission alignment, and mission accountability. These are all parts of the story we will be working the next few years to tell. That means that advancing the Adventist mission is not just about what we intend to do, but also what we can actually put in place and then measure, so that we can continually adapt to meet changing circumstances and deliver the promise of the Adventist mission in North America.

THREE STRATEGIC IMPERATIVES BY 2020

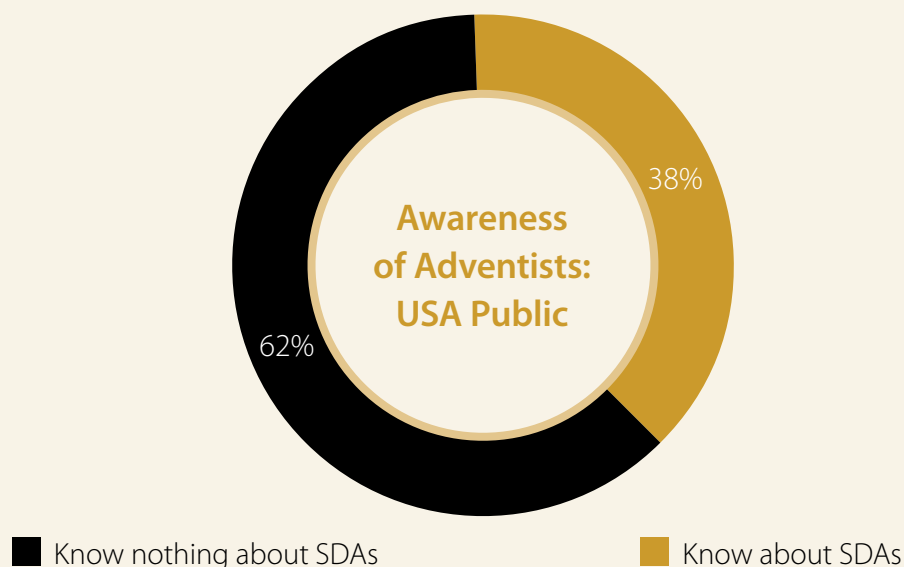
The administration of the North American Division has set the following Top Three Priorities for the NAD Office leading up to the year 2020. These are not the only areas we will emphasize, of course; but they are the ones that will receive the highest level of attention.

STRATEGIC IMPERATIVE NUMBER ONE: COMMUNICATION

Communicating more effectively with the more than 300 million residents in this great Division: During the 2016 presidential campaign, Donald Trump made this comment about Seventh-day Adventists in an interview with George Stephanopoulos: “I know nothing about it. Really.”

And he’s not alone. In a national poll conducted by the Barna organization, 62 percent of the American public say they know NOTHING about the Seventh-day Adventist Church.

In an earlier, similar survey, respondents who DID know about the church were asked to give their perceptions. Slightly more respondents expressed negative rather than positive observations.

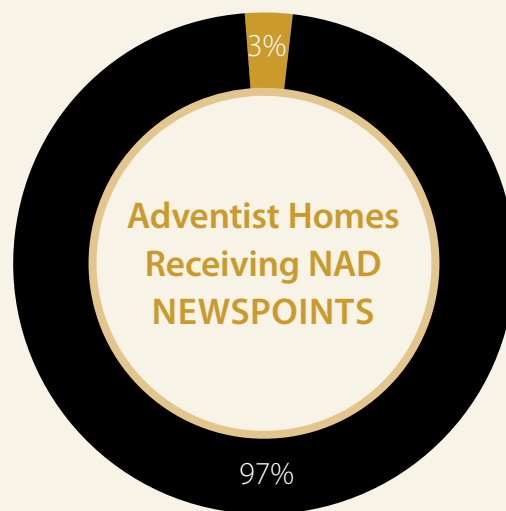


It is significant that the positive comments fail to mention our impressive health care organizations. Could it be that Adventists are failing to communicate the rich resources given our Church to share with the world? Apart from our health message, what would happen if the NAD public realized that:

- The Church's co-founder, Ellen G. White, is the most prolific and translated American author? In 2014, *Smithsonian* magazine named White one of the 100 Most Significant Americans of All Time.
- In 2011, the Seventh-day Adventist Church was recognized as the fastest-growing Christian denomination in North America, according to *USA Today*.
- The Seventh-day Adventist Church is the most racially diverse religious group in the United States, according to the Pew Research Center in its 2014 Religious Landscape Study.



Communicating more effectively with the 1.2 million members of our Division. North American Division NEWSPOINTS is the official communication from the NAD Office to our constituent members across the Division. The following graph indicates the proportion of homes subscribing to NEWSPOINTS as compared to the total estimated number of homes in our Division.



■ Don't receive NAD news

■ Receive NAD news

When people fail to receive responsible communication from an entity, they tend to fill in the blanks with misinformation. In fact, certain periodicals and web-based blogs seem to thrive on disseminating information about the Seventh-day Adventist Church within the North American Division that is not only negative but also erroneous. This does disservice to the incredibly good things happening within our borders.

Between now and 2020, the NAD Office plans to increase the percentage of regular subscribers to official NAD publications by at least twenty-fold. Communication is a key building block to the collaboration needed in order to advance mission in our territory.

STRATEGIC IMPERATIVE NUMBER TWO: YOUTH

Engaging the next generation of youth and young adults in church life and work: The North American Division asked 336 of its conference, union, and division leaders what they considered to be the most urgent issues facing the church. *Far and away the TOP concern mentioned by these leaders was youth loss, at 66 percent.* The second most urgent concern was for Adventist education, at 45 percent. No other single concern was mentioned by more than a third of the Adventist leaders—not evolution, ordination, finance or sexuality.

Church leadership is concerned about youth loss for good reason. A number of studies have been conducted on Adventist youth and young adults and all the evidence points basically in the same direction. Unless countermeasures are taken soon, the church runs the risk of dying from within. For example, in the Connections study of 1,153 college youth, sponsored by Southern Adventist University, less than half believed in the gift of prophecy of Ellen White, the pre-advent judgment, and Seventh-day Adventism as the remnant church. Half believed practicing homosexuals should be accepted as church members and 21 percent accepted them as church leaders.



Opportunities for Positive Change: Youth and Sabbath School departments have worked independently for far too long. NAD Youth and Sabbath School departments pledge to work together to address the challenges previously mentioned. We offer three opportunities that we feel will make a difference as we approach the year 2020.

1. Value and Purpose

Need: Administrators need to identify children and youth Sabbath School directors at unions and conferences who can help insure (1) that beginner through junior Sabbath School classes continue their essential functions; (2) that earliteen and youth Sabbath School classes receive far more attention (presently they are like “orphans”); and (3) that the following four Sabbath School functions receive continued emphasis: fellowship and nurture, Bible study, world missions, and community outreach.

2. Leader Training

Need: There is a need to collaborate at all administrative levels in order to make Sabbath school leader training an imperative at the local church.

3. Administrative Restructure

Need: There is a need for administrators to identify children and youth Sabbath School school directors at union conference levels where there are none.

STRATEGIC IMPERATIVE NUMBER THREE: LEADERSHIP

Helping pastors and church administrators accomplish excellence in leadership: One area of common agreement among church leaders is the need for leadership development, with 87 percent agreeing with this need for administrators, and a similar percentage, 86 percent, agreeing with the need for leadership development for pastors. Only 13 percent of the respondents felt that the Church presently has a strong system in place for addressing this.

75 percent of the participants felt the need to nurture a pool of exceptionally promising young persons for leadership. Also strong was the proportion (84 percent) who felt the need for better strategic planning in forecasting the future needs of pastors within the Church.

“Generally,” says Ellen White, “the church rises no higher than the pastor.” When pastors are left to themselves, without support, the entire church pays for it in various ways—power struggles, legal issues, sagging finances, and much time wasted patching up poor pastoral performance. The Church seems to be one of the last organizations in society to get on board with leadership development!

The North American Division has decided to set up the most advanced system of leadership development of any Church denomination. One component of that development has been The Feedback Loop. The Feedback Loop consists of (1) a **congregational profile**; (2) an **annual pastoral performance assessment**; and (3) a **pastoral coaching and growth plan**.

“Everyone has both hidden strengths and blind spots,” says ministerial department head, Dr. Ivan Williams. “Something called ‘**360 Feedback**’ allows the pastor to receive anonymous feedback from associates acquainted with the pastor and get information from a supportive coach on how to improve.”



The Feedback Loop

Pastoral Development for Leadership Excellence

Most 360 systems are far too expensive for any one conference to own or lease. By collaborating, the NAD was able to hire an Adventist software firm to customize NAD's own 360 Feedback for conferences to use with minimal charge. Hosted by the Adventist Learning Community (ALC), The Feedback Loop contains all the tools needed to move pastors toward great performance!

Administrators need development as much or more so than pastors, according to survey results from a study of Adventist leaders in 2015. The NAD is building a system for administrator development that is similar but not identical to that of the NAD pastors. The **Administrator Feedback Loop** is scheduled for piloting in 2017 and 2018.

OTHER NAD MISSIONAL INITIATIVES

TO BE ACCOMPLISHED BY 2020

1. Transformational Evangelism

Currently within the North American Division there are more than 50 urban areas that are home to a population of at least one million people. New methods and attitudes must be developed to reach the populations of these ever-growing cities. Traditional forms of outreach must be enhanced so that new relationships can be developed in these challenging environments. Outreach to these communities must be viewed as a process, a lifestyle, and not as an event.

Goal: To change the culture of the local congregation and the culture of its community using “Christ’s method alone” (*The Ministry of Healing*, 143).

Action Plans: (1) To develop pilot project congregations throughout the Division in each conference over the next five years to measure the success of the systematic approach to outreach. (2) To fund the development of Life Hope Centers throughout the North American Division.



2. Engaging the Next Generation

Goal: To find inclusive ways of integrating young adults into the ministry of the Church in the North American Division.

Action Plans: (1) We are developing Young Adult Ministry resources and trainings that are accessible online through our department websites, our social media platforms, Adventist Learning Community, and Advent Source. (2) In collaboration with union and conference Public Campus Ministry leaders we are developing Adventist Christian Fellowship (ACF) student groups and supporting structures on every major campus in conference territory throughout the NAD. (3) We are establishing networking relationships with Union and Conference Youth and Young Adult Ministries Directors, their administrators, and their church pastors in the Growing Young Adventists initiative that helps the local church engage and involve young adults in the life of their church.



3. Women in Ministry

Increasing the number of women in pastoral positions is a significant and strategic part of the Division's mission goal. Within the next eight years approximately 50 percent of our current pastoral leadership will be in a position to retire. This initiative, which falls well within the policies of the General Conference, seeks to proactively add to the human resource needs of the North American Division. Currently more than 150 women pastors are employed—up from 107 at the beginning of the quinquennium.

Goals: (1) To double the number of female pastors between 2015 and 2020. (2) To educate our membership in terms of the effectiveness of women pastors.

Action Plans: We have developed partnerships with local conferences and unions to partner in employing 20 new female pastors per year for the next five years.



4. Emerging Immigrant Population

In recent years the North American Division territory has experienced an escalation in the number of persons from immigrant or refugee groups. This represents a tremendous challenge and opportunity to reach the world as it comes to live here.

Goal: To develop methods and ministries to reach each cultural group that arrives in our territory.

Action Plans: We have developed a network for working with each of these groups. We have employed the services of a leader for refugee and immigrant ministries. As an example, our director is currently supervising the development of 25 Hmong congregations within the Division through this building block.



5. Stewardship

A great divide exists amongst our members between their faith and their finances. In addition, the debt in North American homes has reached an all-time high. If we are to accomplish our mission of sharing the message of Hope and Wholeness, we must bridge this divide and help members understand that how they manage their finances impacts their souls and the effectiveness of God's work.

Goal: To inspire and equip members to experience the joy of delivering the message of Hope and Wholeness through their faith and their finances.

Action Plans: (1) To offer training to leaders and members in the concept of stewardship as (whole) life management, (2) to partner with Adventist educational entities to offer stewardship curriculum for all age levels, and (3) to develop practical resources, including a children's movie, a television program, and an interactive, hands-on family finance seminar.



6. Social Media—Employment in Social Media, Big Data Analysis

The use of social media has changed how the church communicates not only with its members, but with the world in general. As society becomes more secular, new outreach methods must be utilized to reach populations that would never set foot in a typical Seventh-day Adventist church.

Goal: To provide access to and understanding of the potential of big data usage to our churches, conferences, and unions so that these tools can be used effectively in our work.

Action Plans: To extend the services of the Office of Social media to unions and conferences in collaboration with a big data scientist/engineer.



PART TWO

NAD ENTITIES AND OFFICES

2020
VISION

COLLABORATION FOR MISSION

What we've described so far in this report on the 2020 mission represents the broader strategies the North American Division leadership has committed to putting in place. But in an even larger sense, administration has also put in place entities and offices of many kinds that are trusted to articulate individual visions of service that complement the broader story. These entities and offices do not operate independently; however, because they address segments of our larger effort, they typically work with networks of volunteers at all levels, sharing together a set of somewhat distinctive tactical approaches.

As a consequence, we have invited each of the departments and ministries operating in the North American Division territory to tell their own story of mission engagement. In some ways you will find them similar; in others you may find language that is distinctively inspiring. But it is together that the broad collaboration they represent can be seen.

To aid in this storytelling, we've clustered these outreach efforts into what seemed to be logical categories. Some were obvious, while others may have required a bit of a stretch to fit them into a category.

Administration

The administration category, for purposes of this Report, consists of senior leadership as represented by the officers and vice-presidents of the organization.

Administrative Services

A number of administrative services within the North American, included within this category, vitally support the mission and operation of the church.

Church Ministries

These services are primarily directed toward the congregational ministries within the NAD rather than the administrative operations of the church.

Media Ministries

The proclamation of the good news within our Division territory is facilitated by a diverse set of NAD ministries using mass media to reach the world.

NAD Affiliate Entities

These supporting organizations operate largely off-campus in location but are joined in the spirit of advancing mission within our Division.



ADMINISTRATION



Presidential

Leader Dan Jackson

Area of Responsibility North American Division

What is the mission (purpose) of YOUR office/department/ministry? The mission of my office is to ensure that the ministry direction of the NAD is focused upon our mission: to reach our territory with the Christ-centered message of Hope and Wholeness.

Vision #1 To increase the awareness of the NAD, its ministry and mission throughout our division territory.

Vision #1 Major Activities (1) Ensure the development of the *Adventist Journey* magazine. (2) Work extensively with the NAD Communication Department to provide sufficient resources and personnel to accomplish this task.

Vision #1 Who and How Measured The aim is to change the awareness and thinking of the 1.2 million members within our division. It will be measured by the feedback from our members and increased involvement in NAD PROGRAMS.

Vision #2 To establish the literature ministry (LM) focus within the NAD.

Vision #2 Major Activities (1) Intensify the selection process to establish a Literature Ministries director. (2) To bring the NAD entities (PPPA, AdventSource, Seminars Unlimited) to “the table” in the development of a “master plan,” which will include electronic and paper delivery of relevant materials.

Vision #2 Who and How Measured LM should impact first a generation of our young people in our universities and local churches. The key indicator will be the involvement of people.

Vision #3 To continue to work with our colleges, universities, academies, healthcare institutions, unions, conferences, and local churches in the development of the “Grand Collaboration” of strategic ministry throughout the NAD.

Vision #3 Major Activities (1) Host, in the first half of 2018, a Strategic Planning conference with representatives of each group. (2) Continue meeting with the health care group and interface with AACU.

Vision #3 Who and How Measured The breadth of the NAD ministry perspective would be significantly broadened so the impact of our mission would involve more of our members and therefore our communities. Presence and involvement will be indicators.

Secretariat

Leader Alex Bryant

Area of Responsibility Secretariat

What is the mission (purpose) of YOUR office/department/ministry? To help Adventist leaders within North America in interpreting, understanding, and applying Secretariat administrative operations, policies, human relations, international service employee resources, and volunteer mission service to reach their local communities and the world with the Seventh-day Adventists' distinctive message of Hope and Wholeness.

Vision #1 To provide training and support for union and local conference secretaries.

Vision #1 Major Activities (1) Secretariat review. (2) Workshop on contemporary issues.

Vision #1 Who and How Measured **Who:** Union and local conference leadership, through modeling best practices learned, can demonstrate to employees and local church leaders how to best meet the needs of their communities and share the gospel. **How:** Visible enhanced or new outreach to the community, and increased membership via baptisms and/or professions of faith.

Vision #2 Make all forms and functions of Secretariat electronic.

Vision #2 Major Activities (1) Use of Laserfiche to go fully digital. (2) Full use of Novus Agenda to handle agenda items for various committees.

Vision #2 Who and How Measured **Who:** Internal and external customers with access to Secretariat forms and documents. **How:** Inquiring of internal and external customers whether they are getting what they need from Secretariat.

Vision #3 To be the go-to place for all membership information and utilize all social platforms in communicating statistical analysis of NAD.

Vision #3 Major Activities eAdventist team in analyzing the data for conferences and general public • All social platforms plus traditional approaches including conference clerk's newsletter

Vision #3 Who and How Measured **Who:** Same as #2 above. **How:** Same as #2 above.

Treasury

Leader Tom Evans

Area of Responsibility Treasury

What is the mission (purpose) of YOUR office/department/ministry? Our mission is to guide the use of resources, serving our office and the field as they reach North America and the world with the Christ-centered, Seventh-day Adventist message of Hope and Wholeness!

Vision #1 Minimize paper processing and storage of Treasury work.

Vision #1 Major Activities (1) Paperless processing of expense reports. (2) Paperless storage of check and receipt backup. (3) Paperless archiving/scanning of 7 years of storage.

Vision #1 Who and How Measured Leaders in the NAD, streamlined processes and reporting • Reduced office space and filing storage • Treasury team efficiency, automation

Vision #2 Treasury orientation program.

Vision #2 Major Activities Develop regular treasurer orientation meetings for new treasurers.

Vision #2 Who and How Measured New treasurers will be provided with tools and education to help them and the church to succeed in the mission as stated above.

Vision #3 Accomplish move to 9705 Patuxent Woods Rd. and develop processes and policies including maintenance, custodial, security, other facilities management, and capital amortization and funding.

Vision #3 Major Activities (1) Regular facilities management committee. (2) Life safety and business risk committee. (3) Contracts as needed for security, custodial and grounds.

Vision #3 Who and How Measured Leadership and the field will be blessed with this new facility's efficient and effective use. The building will reflect our work as stated in the mission above.

Church Ministries

Leader Debra Brill

Area of Responsibility Church Ministries

What is the mission (purpose) of YOUR office/department/ministry? To advocate for ministries and ensure NAD directors develop resources that support union and conference leaders to reach North America with Hope and Wholeness.

Vision #1 Strengthen recognition by church administrators that ministry to the Next Generation of Youth is vital to mission and will contribute to member growth, retention and a lifetime engagement in the Gospel Commission.

Vision #1 Major Activities (1) Introduce new teen Sabbath School Bible study print and online resources. (2) Partner with unions to train conference trainers to teach local church teen Sabbath School and youth leaders.

Vision #1 Who and How Measured Teens and youth leaders will be revitalized by relevant content and methods. Churches will establish youth programs where none existed before.

Vision #2 Coordinate an interdisciplinary collaboration for awareness and education for pastors and church leaders in all areas of abuse.

Vision #2 Major Activities (1) Host an annual 2-day pastoral summit on abuse. (2) Manage engagement of ministries to include ministerial, adults, family, health, chaplaincy, children's, community service, stewardship, women, youth and others to plan and execute the annual event.

Vision #2 Who and How Measured Pastors will learn risks and become advocates for abused people when they learn the threats of abuse and become intentional about solutions that lead churches to become healing communities.

Vision #3 Plan the Church Ministries Convention that coordinates all division ministries' professional leadership training for North American Division conference and union leaders.

Vision #3 Major Activities (1) Integrate all ministries leaders including resource and institutional providers to update, educate and inspire the network of departmental ministries. (2) Provide a forum to cast vision for the North American Division, renew relationships and inspire excellence.

Vision #3 Who and How Measured Conference and union ministry leaders will have new ideas and tools to better serve local churches and volunteers.

Education

Leader Larry Blackmer

Area of Responsibility Education

What is the mission (purpose) of YOUR office/department/ministry? Our mission is to enable learners to develop a life of faith in God, to use their knowledge, skills, and understandings to serve God and humanity.

Vision #1 To act on as many as possible of the eight recommendations made by the NAD Education Taskforce and approved by NAD 2016 Year-end Meeting.

Vision #1 Major Activities (1) Develop a prioritized list for ADMIN. (2) Present the list to ADMIN. (3) ADMIN develop an action plan.

Vision #1 Who and How Measured SDA educational system, vote at least four of the eight recommendations.

Vision #2 Develop a new higher education committee—CHENAD.

Vision #2 Major Activities (1) Develop a TOR. (2) Have TOR voted by ADMIN and AACU. (3) Implement by Jan 1, 2018.

Vision #2 Who and How Measured ACU and NADHEC, implementation by Jan. 1, 2018.

Vision #3 A completely revised Journey to Excellence strategic plan.

Vision #3 Major Activities (1) Develop subject area, school-wide, teacher and leadership standards and have them voted by UDOEC. (2) Do ongoing training and in-service on using data for organizational change. (3) NADOE use the data to develop and implement J2E plan.

Vision #3 Who and How Measured The system will have clearer direction • Implementation at the union, conference, and school level

Leadership

Leader Alvin M. Kibble

Area of Responsibility Leadership, Big Data, Publishing, and Public Affairs and Religious Liberty

What is the mission (purpose) of YOUR office/department/ministry? To provide leadership for each assigned ministry area, including leadership training, big data, publishing, and religious liberty, creating a sense of ownership, collaboration, and sharpened mission focus.

Vision #1 To bring the benefits of big data to bear on achieving the NAD mission.

Vision #1 Major Activities To engage the services of a big data scientist/engineer • To revisit our “NMASA” type multi-faceted social media dashboard • To help the new Office of Social Media become an important resource for the NAD • To extend the services of the Office of Social Media to unions and conferences.

Vision #1 Who and How Measured Will be measured by increased utilization of big data in the pursuit of mission by division, unions and conferences.

Vision #2 To build a leadership team of “peak performers” who will lead us into missional excellence.

Vision #2 Major Activities Establish a Christ-centered high-performance culture within NAD • Initiate and complete the 360 Executive Training, Coaching Development • Complete and publish the Administrators Feedback Loop • Implement an online curriculum of classes in key leadership areas

Vision #2 Who and How Measured Uniting entire leadership team around a common goal • Developing assessment and coaching tools • Identifying and creating accessible leadership resources

Vision #3 To re-design a Publishing ministry that will engage our members in utilizing literature for sharing the gospel with our neighbors.

Vision #3 Major Activities Hire a full-time Publishing director • Obtain consulting assistance from NAD and other marketing experts • Catch the attention of (young) members to serve in literature evangelism, appoint Summit Committee

Vision #3 Who and How Measured The entire North American Division. The increase in pieces of literature distributed and the number of ways and applications in which it is done.

Vision #4 To proclaim and defend the God-given right of religious freedom.

Vision #4 Major Activities Increase *Liberty* subscriptions by 200 percent (125,000) • Establish NARLA chapters on all college campuses • Increase PARL chapters with a greater consciousness of social justice and holistic needs of people.

Vision #4 Who and How Measured More engaged pastors, members, young adults • Increased awareness of government and civic leaders and of the Seventh-day Adventist Church as interested in human need.

Media Ministries

Leader Gordon Pifher

Area of Responsibility NAD Media

What is the mission (purpose) of YOUR office/department/ministry? Collaborate with our NAD entities to create and implement relevant, effective, and dynamic media and evangelism using media that is designed to reach everyone in the North American Division with the Christ-centered message of Hope and Wholeness.

Vision #1 We are collaborating with union and conference leadership to provide evangelism events, training and resources that are effectively utilized by a majority of the 6,500 churches in our Division.

Vision #1 Major Activities (1) Multiple major population-center outreach events designed to bring new interests and potential members to the local church. (2) Training events conducted by our media ministries: It Is Written, Voice of Prophecy, Jesus 101, Breath of Life, La Voz, Faith for Today and Jesus 101. (3) Bible schools and Bible study materials coordinated by NAD Media ministries with a focus on those who do NOT have a biblical picture of God.

Vision #1 Who and How Measured Regular reporting of those utilizing the local church resources with an attempt to identify the age and background, to determine the focus of our media evangelism.

Vision #2 Bring Adventist media professionals and media want-to-bes together for continuing education, resource sharing, and collaboration with a focus to share our message of hope and wholeness with those who do NOT have a Biblical picture of God.

Vision #2 Major Activities (1) Annual Adventist Radio Convention. (2) Annual Adventist Television Convention (3) Annual Internet Media Convention. (4) Close collaboration with LifeTalk Radio and Hope Channel North America and our Adventist universities in this process.

Vision #2 Who and How Measured Utilization of media professionals to establish a media strategy with measurable outcomes • An emphasis on using social media to provide measurement and marketing of our media resources to a younger demographic.

Vision #3 Establish and evaluate the system of media metrics that will provide stewardship guidance for what to discard, enhance or replace in our overall media strategy.

Vision #3 Major Activities Meeting with union and conference boards to provide effective reporting from the media strategic planning committee and to receive input from these leadership boards and committees on media effectiveness.

Vision #3 Who and How Measured Simply by constant focus on a measurement model that includes number of persons viewing and listening, follow-up resources being utilized, effective value to the local church.

Multi-ethnic Ministries

Leader R. Ernest Castillo

Area of Responsibility Multi-ethnic Ministries

What is the mission (purpose) of YOUR office/department/ministry? Our mission is to reach everyone of every nation, tongue, and people within the North American Division with the Christ-centered message of Hope and Wholeness.

Vision #1 Help each of the ministries to grow by 10 percent of their present membership.

Vision #1 Major Activities (1) Small group ministries. (2) Church planting. (3) Provide \$1 million in funding through regular budgets, donations, and special appropriations.

Vision #1 Who and How Measured There will be membership growth not only in numbers, but in putting church members to work in Kingdom growth.

Vision #2 Provide a special web-page, where each ministry will have a link where programs, events, materials, etc. can be programmed.

Vision #2 Major Activities (1) Provide funding for a project such as this. (2) Request each ministry to provide their programs, events, materials, etc.

Vision #2 Who and How Measured **Who:** This will be accessible to thousands of individuals. **How:** Only when we get to our Heavenly Home, will this be able to be measured.

Vision #3 Provide a study to help each ministry to cut by 50 percent–75 percent of their tithe that is going to their home division so that that portion of the tithe will stay here in the North American Division.

Vision #3 Major Activities Get NAD Treasury to provide a simple Power-point presentation to help each ministry under how the tithe dollar is used here in the Division.

Vision #3 Who and How Measured **How:** Simply by tithe increases.

Strategy and Research

Leader Paul Brantley

Area of Responsibility Strategy and Research

What is the mission (purpose) of YOUR office/department/ministry? To help the NAD develop a collaborative strategy for reaching our territory with Hope and Wholeness through mission-awareness, mission-alignment, and mission accountability.

Vision #1 A comprehensive strategy aligned across all 49 NAD entities—all focused on advancing our mission.

Vision #1 Major Activities Annual 2020 Strategic Plan reports at each Year-end meeting that tracks the NAD's progress in mission awareness, mission alignment, and mission accountability.

Vision #1 Who and How Measured **How:** By percent of offices participating in the 2020 Vision survey • By percent of increase in the use of mission statement elements by NAD entities • By percent of Increase in strategic collaboration among NAD offices

Vision #2 Completion of a suite of user-friendly resources to be used by strategic church leaders in local churches, conference and union offices, and at the NAD.

Vision #2 Major Activities Completion of the mission-driven system of resources that include the textbook *Mission-Driven Church*, Introductory toolkits (church and conference), Habit score-cards, Good ideas and web enhancement • Easy presentations for local church leaders • Video and training modules • An exemplary church voluntary accreditation system, and a marketing and distribution system through AdventSource and PPPA

Vision #2 Who and How Measured Unions, conferences, and churches will be changed as evidenced by: Completion, dissemination and use of the entire mission-driven library • Increase in Habit Scorecard percentages • Feedback from end users with effectiveness ratings exceeding 4 points on a 5-point scale

Vision #3 A much more robust research function for the NAD that helps the Division and each entity identify effectiveness from our office as well as around the field.

Vision #3 Major Activities Design and deployment of *EXCELLENCE!*, an online e-newsletter • A research strategy based on good data • Greater collaboration between the NAD office and the field in the use of data

Vision #3 Who and How Measured Positive feedback from readers as reflected in online analytics and qualitative feedback.



ADMINISTRATIVE SERVICES



ADMINISTRATIVE SERVICES

Accounting

Leader C. Michael Park

Area of Responsibility Accounting and Payroll Software in Treasury

What is the mission (purpose) of YOUR office/department/ministry? Our mission is to standardize the field in accounting and payroll with increased efficiency, effectiveness, using current technology. (By reducing accounting and payroll program costs, audit cost, and other administrative costs, we are helping organizations at all levels to have more funds available to achieve their mission.)

Vision #1 Build web-based local church and school programs and implement them in the field.

Vision #1 Major Activities (1) Form an NAD development team and build Church Treasury System and School Treasury System. (2) Prepare private Cloud in NAD to host all churches and schools. (3) Train conference auditors, church/school treasurers, and implement the programs.

Vision #1 Who and How Measured **Who:** church and school treasurers, conference auditors, conference treasurer.

Vision #2 Rebuild the accounting program for academies, conferences, unions, division, and other Institutions.

Vision #2 Major Activities (1) Build a new program by NAD development team. (2) Migrate data from AASI.NET and convert all sites. (3) Train users.

Vision #2 Who and How Measured **Who:** Treasury staff at academies, conferences, unions, division, and other institutions. **How:** Implementation status.

Vision #3 Build NAD's own payroll and Human Resource program.

Vision #3 Major Activities (1) Build a new program by NAD development team. (2) Migrate data from APS and APS.NET and convert all sites. (3) Train users.

Vision #3 Who and How Measured **Who:** Treasury staff at academies, conferences, unions, division, and other institutions. **How:** Implementation status.

ADMINISTRATIVE SERVICES

Adventist Chaplaincy Ministries

Leader	Paul Anderson
Area of Responsibility	Adventist Chaplaincy Ministries
What is the mission (purpose) of YOUR office/department/ministry?	ACM supports chaplains as they actively engage in a threefold mission: (1) To reach out to the unreached with the gospel, in their spheres of ministry. (2) Invite their people to become disciples of Jesus Christ and/or disciple makers. (3) Guide their people into the family of believers whose lives have been saved and transformed by God's grace.
Vision #1	To increase the cadre of endorsed chaplains in NAD to 700+ and normalize throughout the division and its institutions that the profession of chaplaincy is a legitimate pastoral specialty and not a ministry of laity.
Vision #1 Major Activities	Visiting the union and conference presidents and secretaries to build corporate relationships and awareness of ACM.
Vision #1 Who and How Measured	Building collegial relationships through shared experiences, anecdotes and consultations, the leaders of the church will have a better perspective on the pastors who are chaplains and the chaplains will gain a protocol and process that validates their work as Adventist ministers.
Vision #2	Leaders at major SDA institutions will embrace the value of hiring fully qualified and endorsed chaplains to serve in their institutions.
Vision #2 Major Activities	Consultations and advisories that highlight the role and support of chaplains as well as demonstrating that there are vulnerabilities to the organization when they employ chaplains who are not qualified for endorsement and Board Certification.
Vision #2 Who and How Measured	We will see that more chaplains are being endorsed by ACM and subsequently hired as professional ministry specialists and celebrate the enhanced quality of ministry that is being provided across the Division.
Vision #3	ACM director and assistant directors as adjunct professors at the Seminary and other locations offering degree programs for chaplaincy ministry. ACM-sponsored courses on Adventist Learning Community.
Vision #3 Major Activities	As the assistant directors teach at the Seminary their courses will be refined and subsequently recorded for distribution on ALC.
Vision #3 Who and How Measured	The standard of measurement will be the catalog of courses available on ALC and how many students have attempted and completed those courses. ACM director will monitor.

ADMINISTRATIVE SERVICES

Adventist Colleges Abroad

Leader Sandra Esteves

Area of Responsibility Adventist Colleges Abroad

What is the mission (purpose) of YOUR office/department/ministry?

Adventist Colleges Abroad (ACA) is a non-profit corporation of the Seventh-day Adventist Church in North America established for the purpose of serving NAD universities and colleges by enhancing international education within the Adventist network of education. The primary purpose of ACA is to provide specifically designed educational opportunities for NAD students in an international setting. In doing so, ACA contributes to the mission of the Adventist Church and supports the philosophy of Adventist education as follows: it assists students in acquiring language skills, cross-cultural sensitivity, a global outlook on life and a sense of responsibility for and mission to other peoples of the world.

Vision #1 Improving ACA’s promotional tools.

Vision #1
Major Activities

(1) New website. **(2)** Use of social media. **(3)** More effective presentation of ACA’s programs at NAD universities and colleges.

Vision #1
Who and How Measured

More students will know about our programs • Students’ acknowledgement of ACA at NAD campuses and increase in enrollment numbers

Vision #2 Increase foreign language offerings—more languages.

Vision #2
Major Activities

Establish agreements with other SDA foreign language programs

Vision #2
Who and How Measured

Students will have at their disposal more choices • Increase in enrollment numbers

Vision #3 To offer more scholarships so that financial constraints will not prevent any students from studying abroad.

Vision #3
Major Activities

Find donors for ACA scholarships.

Vision #3
Who and How Measured

Who: More students will benefit from this. **How:** Increase in ACA enrollment.

ADMINISTRATIVE SERVICES

Communication

Leader Daniel Weber

Area of Responsibility NAD Communication

What is the mission (purpose) of YOUR office/department/ministry? The mission of the NAD Communication Department is to tell the “story” of the North American Division to everyone living in the United States, Canada, Bermuda, and Guam/Micronesia.

Vision #1 Find new ways of sharing the good news of what is happening in our churches and schools in the NAD. This includes launching a new NAD magazine where we can share inspirational stories with the more than 450,000 Adventist homes in North America.

Vision #1 Major Activities Create a 24-page monthly magazine focusing on stories, newly created resources, and news from around the NAD.

Vision #1 Who and How Measured The membership of the NAD will have a better idea of how they can join us in our mission and be inspired for mission and want to participate in becoming active members of the local communities outside of their church walls.

Vision #2 Establish lasting relationships with secular and religious reporters outside our traditional church press.

Vision #2 Major Activities Provide a positive view of the Seventh-day Adventist Church to secular society and we share stories of our schools, health care institutions and churches.

Vision #2 Who and How Measured Through positive stories about the Church, we will build relationships with people who can help shape public perception about who we are and what we believe in.

Vision #3 Our third goal is to provide mentoring opportunities to the many Adventist young adults studying in the fields of communication, training the future communication leaders of the church.

Vision #3 Major Activities Increase the internship opportunities available to communication students in the NAD. Many smaller conferences have a hard time hiring a full-time communication professional, but through our internship program, we are able to provide them service.

Vision #3 Who and How Measured These future communication leaders will help to shape the future of the church as we strive to keep up with the latest communication methods and opportunities available. It is only through modern communication that we will be able to connect with our younger members and also provide current tools to reach out to our local communities.

ADMINISTRATIVE SERVICES

Human Relations

Leader Carolyn R. Forrest

Area of Responsibility Office of Human Relations, Interdivision/International Service Employee Resources and Archives and Statistics Office

What is the mission (purpose) of YOUR office/department/ministry? Our mission is to provide guidance and resources for division, union, and mission leadership in the areas of human relations, interdivision/international service employees, and archives and statistics.

Vision #1 **Revise the NAD Locally Funded Employee Administrative ToolKit, post online, and complete training for all union and local conference secretariat leaders.**

Vision #1 Major Activities **(1)** Keeping the LFE Admin Tool Kit resource before secretariat leaders. **(2)** Continuing to dialogue with secretariat leaders about the importance and need for diversity/inclusion and how we get there.

Vision #1 Who and How Measured **Who:** Conference employees whose pay and benefits are funded by local churches and schools.

Vision #2 **Draft Interdivision/International Service Employee process for Guam/Micronesia for calls, employment of pastors and others, and use of employee benefits; complete Assignment or Return; learn and participate in the annual Deferred Medical Appointment program by Loma Linda University and the Southern Union Conference meeting for dental students.**

Vision #2 Major Activities **(1)** Ongoing dialogue with GMM leaders about the importance and need for specific processes, which will reduce the time for the call/employment process. **(2)** Attending the LLU medical students and SUC dental students' annual meetings.

Vision #2 Who and How Measured **Who:** Future interests (potential applicants) wishing to serve in missions with GMM. **How:** Same as #1 above, plus how quickly Secretariat can fill an open call.

Vision #3 **Outline policy and processes for the NAD Secretariat Archives, Statistics and Research office.**

Vision #3 Major Activities Continuing consultation with the General Conference Archives, Statistics and Research Office.

Vision #3 Who and How Measured **Who:** Both internal and external customers or colleagues with access to NAD history. **How:** If we have the information requested readily available.

ADMINISTRATIVE SERVICES
Human Resource Services

Leader Orna K. Garnett

Area of Responsibility Human Resource Services

What is the mission (purpose) of YOUR office/ department/ministry? Our mission is to support individual and organizational potential within the North American Division headquarters located in Maryland. We honor this commitment by maintaining a Christ-centered and professional environment that attracts, develops and retains our diverse workforce.

Vision #1 To promote a healthier workforce.

Vision #1 Major Activities Aim for 70 percent participation in the Accelerate Healthcare Plan.

Vision #1 Who and How Measured **Who:** All Staff.

Vision #2 To have NAD leaders who are better equipped to supervise and manage staff.

Vision #2 Major Activities Prepare an electronic manager’s manual • Maintain ongoing annual trainings for managers

Vision #2 Who and How Measured **Who:** All directors, VPs, officers who manage staff.

Vision #3 To foster a culture where policies and procedures are understood and readily available to all staff.

Vision #3 Major Activities Update and republish online the NAD Employee handbook • Hold an annual Employee handbook review meeting for NAD staff to discuss its content

Vision #3 Who and How Measured **Who:** All staff.

Information Technology Services

Leader David Greene

Area of Responsibility Information Technology Services

What is the mission (purpose) of YOUR office/ department/ministry? To support the mission of the North American Division by developing, deploying and supporting technology.

Vision #1 Develop effective technology leaders.

Vision #1 Major Activities Recommend regularly meeting with IT staff across the NAD, focusing on collaboration to accomplish mission. Harness the power of technology volunteers to accomplish mission. Connect local technology activities to global initiatives by inviting GC and non-NAD technology leaders to meetings, and by creating an online platform to share opportunities.

Vision #1 Who and How Measured More than 10 IT leaders will be collaborating across conference and union boundaries in 3–5 new projects related to the mission of NAD. More than 30 volunteers will be participating in projects related to the mission of NAD. All technologists in NAD will be aware of division and global IT opportunities and initiatives.

Vision #2 Engage the next generation of youth to use their knowledge of technology to accomplish the mission of NAD.

Vision #2 Major Activities Engage skilled Adventist college students in internships or short-term jobs working for the church. Invite skilled Adventist youth to join volunteer-supported technology projects. Have at least one NAD-focused SONscreen-like awards event for mobile apps written by youth that support church activities.

Vision #2 Who and How Measured At least 30 additional Adventist youth (under 25) will be volunteering or employed each year in new activities listed above.

Vision #3 Help local and conference leaders be more effective through assistive mobile and web applications.

Vision #3 Major Activities Develop an eAdventist mobile application to help pastors and elders when visiting church members and those with an interest in the church. Extend the AdventistGiving and AdventistSchoolPay websites and mobile applications to more efficiently support collection of tithe, offerings, tuition, and fees. Organize the multiple church interest management systems in use through NAD.

Vision #3 Who and How Measured More than 100 pastors and local church leaders will be using mobile apps to support visitation. AdventistGiving and/or AdventistSchoolPay will be integrated into at least 1/3 of the church management system. New payment methods and features are regularly being developed for AdventistGiving. Developers of all widely used church interest management systems are able to share interests outside their systems.

ADMINISTRATIVE SERVICES

Ministerial Association

Leader Ivan Williams

Area of Responsibility NAD Ministerial Association

What is the mission (purpose) of YOUR office/department/ministry? Our mission is to empower the ministerial community in leading churches to reach their world for Christ with Hope and Wholeness.

Vision #1 Embed 7 Core Qualities in the four stages of the ministerial journey, including undergraduate, graduate (Seminary), internship development towards ordination/commissioning, and continuing education.

Vision #1 Major Activities (1) Complete student learning outcomes with School of Religion faculty chairs/deans and AU Theological Seminary faculty and conference ministerial directors. (2) Work with union/conference ministerial directors to develop a checklist towards the ordination/commissioning of pastors. (3) Identify pastor-relevant needs and discover field experts to teach continuing education courses with the Adventist Learning Community.

Vision #1 Who and How Measured Pastor development will be more synergized and collaborative across North America. Pastors will be more effective with baseline Spirit-driven minimum qualities for ministry.

Vision #2 To engage our members and clergy in reaching, retaining and reclaiming the members through the ministry of compassion and our message of Hope and Wholeness.

Vision #2 Major Activities (1) To support local conferences in planting over 1,000 churches by the year 2021. (2) To provide missional support to local conferences through the establishment of a division-wide ministry and resources for volunteer lay pastors. (3) To encourage a movement of compassion as a way of life for each Adventist member in North America.

Vision #2 Who and How Measured This will impact local churches and communities, with newly established congregations ministering in areas where no Adventist presence existed.

Vision #3 To formalize the orientation, leadership development, and training for newly elected and current ministerial directors.

Vision #3 Major Activities Establish an annual systematic leadership development program for ministerial directors • Providing 100 percent to ministerial directors to take the PXT leadership assessment • Creating a high school/academy annual “welcome to ministry” recruiting practice for young future pastors

Vision #3 Who and How Measured Ministerial directors will be oriented into their conference roles with clarity and purpose, extensively validated through feedback on critical thinking skills, leadership behavioral traits and personal interests.

Public Affairs and Religious Liberty

Leader Orlan Johnson

Area of Responsibility NAD PARL

What is the mission (purpose) of YOUR office/ department/ministry? Our mission is to proclaim and defend the God-given gift of religious freedom which is integral to our prophetic role as Seventh-day Adventists and primary evangelistic efforts.

Vision #1 Create two to three effective ambassador programs to educate lay people on how to be involved in their local communities and utilize local ministers and other lay persons to expand relationships.

Vision #1 Major Activities Periodic meetings with PARL directors • Participate in union PARL rallies and assist in sending out information • Planning Religious Liberty Summit in the NAD.

Vision #1 Who and How Measured Allow leadership of the NAD to know what is happening in our local communities and what political relationships currently exist. Change assessed in the increase number of contacts made each year.

Vision #2 Continue to assist in the creation of NARLA chapters at each of our colleges and universities; engage faculty to be sponsors; and increase chapters by at least two each year.

Vision #2 Major Activities Identifying the appropriate faculty sponsors of student-led organizations for NARLA Chapters • Maintain contacts with the NAD publishing groups • Planning a NAD conference for SDA attorneys.

Vision #2 Who and How Measured Adventist students become engaged in religious liberty issues. Measured by number of clubs and club members and their continuities after students graduate. Add two or three to the five chapters up and running.

Vision #3 Increase the visibility and improve relationships of NAD officials with state and federal public officials and increase activities with GC PARL.

Vision #3 Major Activities NAD president and others invited to perform invocations at the Senate and House of Representatives. Have protocol luncheons for newly elected officials • Meetings with chief executives of counties, states, and provinces in conjunction with GC PARL.

Vision #3 Who and How Measured Establishment of positive relationships with key legislators • Measure the number of pastors and lay persons getting involved • Change assessed by raw number of events attended, and sessions officiated by Adventist church leaders.

Philanthropic Services for Institutions

Leader Lilya Wagner

Area of Responsibility Philanthropic Services for Institutions

What is the mission (purpose) of YOUR office/department/ministry? PSI serves all subsectors of the North American Division, providing counsel, materials, training, on-site visits, and communication in all forms, with the purpose of helping organizations develop their projects and programs and secure necessary funding.

Vision #1 To ensure that all subsectors in the NAD have become aware of PSI, the ways in which we can help all organizations in the NAD, and communicate with a mix of media and strategies.

Vision #1 Major Activities Continue to develop resources such as Successful Fundraising handbooks and webinars that are customized for subsectors of the NAD • Conduct a major survey to see where the gaps are • Be conscious of responsiveness to all constituents in a timely, appropriate and helpful manner

Vision #1 Who and How Measured PSI's service outreach will continue to increase each year and be able to prove success in raising funds, managing their resources with excellent stewardship, and follow the standard principles, adapting them to their situations.

Vision #2 To continue to add to PSI's store of knowledge in terms of resources and people and match the right strategies to the right organizations.

Vision #2 Major Activities Continue to keep up to date through all professional development activities and changing trends and practices • Add to existing consulting and training resources such as handbooks, store of information, and training available through avenues such as webinars and on-site training • Continue to utilize and refine assessment, evaluation and information sharing strategies

Vision #2 Who and How Measured PSI will continue to track carefully its outreach in terms of clients served, in what ways, with what results, and will follow up with clients to ensure change has occurred and how PSI can help further.

Vision #3 PSI will add to its team in terms of in-house professionals and consultants who can aid NAD organizations and their missions.

Vision #3 Major Activities PSI's team will continue to develop professionally to serve constituents in the best ways possible, in addition to carrying out heavy workloads on behalf of NAD clients.

Vision #3 Who and How Measured Organizations that need to and want to do fundraising will increasingly be successful, including funds raised, decisions to not engage in a campaign until ready, increased knowledge and responsible management of resources.

ADMINISTRATIVE SERVICES

Retirement

Leader Raymond Jimenez

Area of Responsibility Retirement

What is the mission (purpose) of YOUR office/department/ministry?

Our mission is to provide opportunities for participants to receive retirement benefits by working with employers, providing tools to guide employees toward adequate retirement resources, processing and granting benefits and advocating on behalf of retirees.

Vision #1 **Income adequacy for retirees. To provide maximum opportunity and promotion of careful and prudent retirement preparation for all employees.**

Vision #1
Major Activities

(1) Increase participant contributions for retirement income adequacy. **(2)** Help participants realize a holistic approach to financial wellness in preparing for retirement. **(3)** Provide participants with a solid core of investments and guidance through the selection process.

Vision #1
Who and How Measured

Who: Participants. **How:** Measured by TPA Reporting on participation and contribution rates, REC, website and call-center visits.

Vision #2 **Provide effective and timely communication with leadership, employers, employees, retirees with special focus on young employees.**

Vision #2
Major Activities

(1) Keep NAD leadership informed of current challenges and opportunities providing employers with resources and tools. **(2)** Provide focused information, resources and tools for participants to transition into retirement. **(3)** Provide relevant strategies for retirees in managing health and finance.

Vision #2
Who and How Measured

Who: Leadership, employers, participants, retirees. **How:** Measured by meetings with leadership and employers and surveys with participants and retirees.

Vision #3 **Maintain long-term stability of Legacy Pension Plans.**

Vision #3
Major Activities

(1) Focus on investment goals and opportunities to match cash flows for the upcoming demographic bubble. **(2)** Monitor funding of the Legacy Plans and explore increased funding as well as alternative funding methods.

Vision #3
Who and How Measured

Who: Leadership and employers. **How:** Measured by General Conference Investment Committee reports and actuarial evaluations of the Legacy Funds.

ADMINISTRATIVE SERVICES

Social Media and Big Data

Leaders Paul Hopkins and Jamie Schneider

Area of Responsibility Social Media and Big Data Services

What is the mission (purpose) of YOUR office/department/ministry? The mission (purpose) of the our department is: To help conferences, unions, and ministries better understand, connect with, and provide relevant cost-effective initiatives and services to church members through social media outreach and big data analytics.

Vision #1 TRAINING AND RESOURCE DEVELOPMENT: Equip and train target constituencies in digital communication and data, with easily digestible overviews on church resource usage.

Vision #1 Major Activities Create data visualization dashboards that help leaders make informed actionable decisions and see performance in one screen • Create social media and data guidelines • Conduct training and workshops and produce web content for beginners, technical assistance and advanced theory and practice

Vision #1 Who and How Measured We will measure success and impact by surveying the knowledge base increases in the target audience.

Vision #2 PARTNERSHIP AND REPLICATION: Work one-on-one with select conferences and ministries for campaigns that can be used as road maps for other organizations.

Vision #2 Major Activities Partner with a select group of conferences to share their membership list to address specific needs in their territories. Share case studies and create scalable roadmaps; Work with two universities to focus on social media strategies and big data analysis.

Vision #2 Who and How Measured Measure the impact for each campaign and lessons learned • See conference communication effectiveness increase by 35 percent • Give participating conferences the knowledge needed to replace at least three ineffective initiatives with at least one new major initiative

Vision #3 CUSTOMER SERVICE AND MARKET RESEARCH: Increase awareness of the need and benefits of digital strategies through conducting market research, and building meaningful relationships.

Vision #3 Major Activities Work with organizations to train managers to use social media and data as a membership engagement tool • Append existing data for 25 percent of our conferences for research and analysis and problem-solving • Purchase Alteryx data analysis and Tableau visualization software and train individuals to create focused strategy and realistic goals for their organizations

Vision #3 Who and How Measured Work to track number of members served as well as the results from implementing guidelines and systems.

Volunteer Ministries

Leader Elden Ramirez

Area of Responsibility Volunteer Ministries

What is the mission (purpose) of YOUR office/ department/ministry? The role of the Office of Volunteer Ministries in the Church in North America is to provide service opportunities for Seventh-day Adventists who want to share in the joy of taking the gospel to the world with Hope and Wholeness, matching their talents, gifts, resources and professional expertise with defined needs within the North American Division and beyond.

Vision #1 Develop a functional database to facilitate processing, management, and reporting of long-term and short-term volunteers.

Vision #1 Major Activities (1) Gain access to the General Conference existing database. (2) Request special appropriation to defray the cost incurred. (3) Create our own archival system.

Vision #1 Who and How Measured The OVM staff would be operating more efficiently and therefore will increase our productivity. We would be able to see increase in volunteer deployments and we would also see domestic volunteer involvement increase. This would allow for more service opportunities across the field.

Vision #2 Increase volunteers by 20 percent in 2020.

Vision #2 Major Activities (1) The database mentioned above would facilitate achieving this goal. (2) Increase awareness of the Office of Volunteer Ministries in the local churches. (3) Facilitate recruitment.

Vision #2 Who and How Measured This will enhance the great commission, impacting the lives of not only the volunteers but also those receiving the mission service. We would measure our efforts by the new mission sites being reached and the number of service requests being answered.

Vision #3 Create a direct line of communication with the local congregations across the North American Division.

Vision #3 Major Activities (1) Develop an electronic newsletter to disseminate through social media. (2) Create intentional social media demographic campaigns. (3) Provide different platform opportunities for missionaries to witness by sharing their stories.

Vision #3 Who and How Measured Local congregations will receive the blessings that currently are missing when their returning missionaries are overlooked and not given the opportunity to share their experiences. It would be measured by the increase of additional volunteers being involve in their local conferences. We would be able to see the results during the yearly service report that conferences and unions send to our office in preparation for Year-end Meeting.



CHURCH MINISTRIES



CHURCH MINISTRIES

Adult Ministries

Leader J. Alfred Johnson II

Area of Responsibility Adult Ministries

What is the mission (purpose) of YOUR office/department/ministry? Our mission is to facilitate movement of our people from membership to discipleship in the areas of Prison, Personal and Sabbath School Ministries via the digital landscape and interpersonal communication.

Vision #1 Expand Adult Ministries volunteer education/development capacities via the digital landscape.

Vision #1
Major Activities Further development of our 2017 installation of complete video recording/live streaming equipment in the Office of the Adult Ministries. Provides instant broad/narrow casting ability for us to customize, and place training content in the hands of our constituents in real time, and allows us to custom create content for our website

- Placement of the Adult Bible Study Guide (Sabbath School lesson) on the Amazon Echo Dot platform

Vision #1
Who and How Measured Members and conference/union departmental directors will be changed by access to potentially customized training opportunities. Membership of our Church will increase; quality of member Bible study experience will strengthen our congregations. "Reach" will be measured by Amazon analytics. Member involvement will be measured by responses to surveys.

Vision #2 Develop and release of major training curriculums for Sabbath School teachers and personal ministries leaders/participants.

Vision #2
Major Activities These include the Sabbath School Teacher Curriculum and the Personal Ministries Leader/Participant Curriculum.

Vision #2
Who and How Measured NAD congregations will be changed due to the benefit of receiving more competent Sabbath School "operatives," and more skilled Personal Ministries participants. The change will be measured by increased Sabbath School participation and improvement of baptismal, and general-member-involvement statics.

Vision #3 Increase the number of prison ministry volunteers.

Vision #3
Major Activities **(1)** Release of the 2017 Revised NAD Prison Ministry Training Handbook (with an update in 2019). **(2)** We have shifted the base of Inmate/Returning Citizen Training to the "N.E.W.S.T.A.R.T." curriculum, which was pioneered by a Seventh-day Adventist chaplain. This concept is based on the MH 143 principle that "Christ's method alone" of addressing holistic needs gave "true success" to the work.

Vision #3
Who and How Measured Inmates as "returning citizens." Families of inmates and volunteers will be positively changed due to the reduction of stress that results from practicing the methods of Jesus in the interaction process.

Adventist Community Services

Leader Sung Kwon

Area of Responsibility Adventist Community Services

What is the mission (purpose) of YOUR office/department/ministry? Our mission is to “serve the community in Christ’s name.”

Vision #1 Enhancing the online resource development materials/programs on the Adventist Learning Community (ALC) platform.

Vision #1 Major Activities (1) Working with ALC in developing a complete curriculum for the ministries under ACS (Older Adult, Disaster Response, Tutoring/Mentoring). (2) Developing and writing modules for each ministry curriculum. (3) Collaborating with other NAD departments in regard to material content.

Vision #1 Who and How Measured The ACS leadership and participants within the other NAD ministries. The measurement will be the number of graduate completions. Also, by the before and after tests that will seek knowledge, skills, and attitude change based on the expected learning outcomes.

Vision #2 Establish a formal Partners in Mission relationship with a minimum of five sister divisions and five conferences or unions.

Vision #2 Major Activities (1) Work with interested divisions to develop, fund, and implement partnered mission projects, and to formalize each partnership with a memorandum of understanding. (2) Facilitate the support of Partners in Mission projects by NAD unions, conferences, and churches. (3) Promote the Partners in Mission initiative by reporting on partnered projects through denominational publications and at official conference, union, division, and General Conference meetings.

Vision #2 Who and How Measured People who participate in the literacy program will benefit by learning to read. Measured on how many graduates from the literacy program each year.

Vision #3 Enhance the scope, engagement, and collaboration within disaster response.

Vision #3 Major Activities (1) Choosing a warehouse management system that is user friendly and effective. (2) Meet with ADRA International on a regular basis for pre- and post-disaster analysis and communicate internally the desire to work as one church. (3) Support and equip leaders within conferences to become certified instructors for teaching the disaster response curriculum.

Vision #3 Who and How Measured The disaster response relief community, the church, and ACS DR ministry. The reports from the system will measure the effectiveness of its usefulness with warehouse management efficiency. The number of certified instructors will show an increase.

CHURCH MINISTRIES

Children's Ministries

Leader Sherri Uhrig

Area of Responsibility Children's Ministries

What is the mission (purpose) of YOUR office/department/ministry? Our mission is to empower leaders and impact kids with the Christ-centered message of Hope and Wholeness.

Vision #1 Sabbath School: Sabbath School is important in the spiritual development of our children because it provides a safe, experiential, creative, and intentional forum for learning.

Vision #1 Major Activities (1) Create a Sabbath School training team. Train the team to creatively teach the "how to" of the new curriculum. Provide them with skills in reaching children. Teaching the children to trust the Bible and its truths. Plus sharing the importance of connecting with each student outside of the Sabbath School room. (2) Schedule conference and union Sabbath School training. Sharing the training policy with each conference/union. (3) Create resources that enhance the new Sabbath School curriculum.

Vision #1 Who and How Measured **Who:** Children and Children's Ministry leaders. **How:** Children's Ministry leaders passionate about leading their children to a relationship with Jesus. Children accepting Jesus as their Lord and Savior. Children saying "Yes" to Jesus!

Vision #2 Develop a Faith Development Summit: Focus group that studies childhood faith development; professionals in the field of children's spirituality present on their focus topic, from that focus group comes the recommendations for resources.

Vision #2 Major Activities (1) Yearly Faith Development Summit. (2) Compilation of papers written by educators, theologians, and Children's Ministry practitioners on the faith development of children. Printed and distributed to all conference/union Children's Ministry directors.

Vision #2 Who and How Measured **Who:** Conference/union Children's Ministry directors. **How:** A robust and actively involved Children's Ministry Network. Educational and spiritual enhancement that points to the value and importance of children's faith development.

Vision #3 #sayyestoJesus. Create resources for Children's Ministry leaders that will help them lead their children to say "yes" to Jesus when He calls them to serve.

Vision #3 Major Activities (1) Social media. Using technology to reach out to a younger audience of children's ministry leaders and empower them with resources, knowledge and encouragement. (2) Create resources that meet the needs of Children's Ministry leaders and children.

Vision #3 Who and How Measured **Who:** Children's Ministry leaders, parents/guardians, children. **How:** Observing the joy of serving Jesus. Children and families actively involved in their church.

CHURCH MINISTRIES

Disabilities Ministries

Leader Charlotte L. V. Thoms

Area of Responsibility Coordinator

What is the mission (purpose) of YOUR office/department/ministry?

The Strategic Plan 2020 for Disabilities Ministries is to focus on establishing ministries, internal and external to the church, focusing on the abilities of people with disabilities rather than create barriers, attitudinal or architectural, based on a person's *dis*-ability. This means acceptance, accommodation, and accessibility as hallmarks of the ministry. This means transforming whatever skills and talents the individual brings to Christ into a ministry for spiritual growth of the person and useful in building the body of Jesus Christ. This means spiritually preparing people with disabilities for the soon coming Savior.

Vision #1 Effective communication—reaching community and church members’ objectives.

Vision #1
Major Activities

Develop interactive website showcasing people with disabilities ministering to people with disabilities • Disseminate Christ-centered literature with pictures of people with disabilities as role model ministering to other people with disabilities • Coordinate union leaders in methods of participative ministries

Vision #1
Who and How Measured

Vision #2 Engaging the next generation—youth and children.

Vision #2
Major Activities

Develop a collection of successful “how to” programs through youtube.com sites • Disseminate ideas for engaging children’s church developed by youth • Coordinate training sessions at youth-focused meetings about the spiritual blessings involved in ministering with people with disabilities

Vision #2
Who and How Measured

Vision #3 Developing effective church leaders—all levels of ministry.

Vision #3
Major Activities

Develop state-of-the-art training tools • Disseminate training tools to other ministries for inclusion in their training packets • Coordinate tracking system to measure effectiveness of tools

Vision #3
Who and How Measured

CHURCH MINISTRIES

Family Ministries

Leaders	Claudio and Pamela Consuegra
Area of Responsibility	Family Ministries
What is the mission (purpose) of YOUR office/department/ministry?	Our mission of evangelism is to provide resources, training, and networking opportunities for those working to strengthen or rebuild families within the territory of the North American Division.
Vision #1	Complete the writing, filming, and publishing of all the remaining elements associated with the parenting initiative.
Vision #1 Major Activities	(1) Complete filming of phase III and publish accompanying book (<i>Parenting Teenagers</i>). (2) Write and publish book on grandparenting.
Vision #1 Who and How Measured	Who: Changed lives as this is intended to be an evangelistic tool for small groups <ul style="list-style-type: none"> • Parents will be educated, empowered, and encouraged • Children will be the greatest benefactors. How: Measured by feedback received from leadership and laity through accompanying website, informal conversations, and direct contact.
Vision #2	Translate and publish existing materials in French to serve our NAD membership in Quebec and French-speaking congregations across our NAD.
Vision #2 Major Activities	(1) Work with French-speaking leadership to prioritize resources to be translated. (2) Work with AdventSource and French-speaking leadership to select a competent translator.
Vision #2 Who and How Measured	Who: The availability of multiple new evangelistic tools for French leadership will benefit current members and serve as an outreach tool <ul style="list-style-type: none"> • French-speaking members and non-members will benefit from these materials. How: Measured by feedback from French-speaking leadership.
Vision #3	Complete research, writing, and publication of a new multi-media marriage resource. We currently offer marriage enrichment weekends. However, there is no actual resource that exists to date that has been developed by the NAD.
Vision #3 Major Activities	(1) Research current needs/trends across the NAD territory to determine relevant topics to cover. (2) Based upon research findings, write, edit, film, and publish the resource.
Vision #3 Who and How Measured	Who: This resource will not only reach our current church members but will also serve as an outreach evangelistic tool <ul style="list-style-type: none"> • Young adults considering marriage will be better prepared to make decisions • Married couples will experience a union like God intended. How: Measured by homes being strengthened by strong marriages.

CHURCH MINISTRIES

Health Ministries

Leader Angeline David

Area of Responsibility Health Ministries

What is the mission (purpose) of YOUR office/department/ministry? Our mission is to work collaboratively in equipping health professionals and lay members for sharing the Adventist health message of Hope and Wholeness.

Vision #1 Implement a communication strategy to promote proven methods of health ministry activity for accomplishing mission.

Vision #1 Major Activities **(1)** Develop a health ministry magazine. **(2)** Develop a user-friendly website. **(3)** Promote the Adventist health message to community/governmental agencies.

Vision #1 Who and How Measured **(1)** Perception of health ministry by administrators and lay members will be positively impacted by shared success stories; assessed through reader surveys. **(2)** Accessibility of ministry tools will be improved; assessed through utilization surveys and site usage data. **(3)** Greater understanding of the Adventist church's work among members of society and government; assessed through partnerships and key informant interviews.

Vision #2 Inspire health professionals, students, and lay members to engage in ministry through proven health programs and services.

Vision #2 Major Activities **(1)** Establish an Adventist health professionals organization. **(2)** Provide continuing education courses for professionals and lay members. **(3)** Promote missions-oriented opportunities for service.

Vision #2 Who and How Measured **(1)** Health professionals will be encouraged to use their proficiencies for ministry; assessed through membership growth. **(2)** Scientific validity of ministry will be promoted; assessed through voluntary reports of local and regional activities by leaders. **(3)** Mission will be primary goal and passion of health ministry leaders; assessed through surveys and key informant interviews.

Vision #3 Increase the corps of trained and equipped leaders at all levels and entities of the church.

Vision #3 Major Activities **(1)** Continue training of lay persons through Health Summit, online courses, and in-person trainings. **(2)** Engage students of health professional fields in health ministry. **(3)** Partner with stakeholders and professionals for development of relevant and practical tools and resources.

Vision #3 Who and How Measured **(1)** Health ministry leaders will increase competency and networking; assessed through course objectives and assessments. **(2)** A new generation of health ministry leaders will be recruited and trained; assessed through workforce networking activities. **(3)** Improved utilization and successful implementation of programs and tools; assessed through quantitative and qualitative analyses of program data.

CHURCH MINISTRIES

Stewardship Ministries

Leader	John Mathews
Area of Responsibility	Stewardship
What is the mission (purpose) of YOUR office/department/ministry?	To equip leaders to inspire members to consistently fund the message of Hope and Wholeness in North America.
Vision #1	Complete a Five-level Stewardship certification curriculum accessed on the Adventist Learning Community platform.
Vision #1 Major Activities	Acquiring speakers' writing manuscripts • Filming content for certification
Vision #1 Who and How Measured	Who: Conference stewardship leaders, local church stewardship leaders, any ALC users. How: ALC analytics and number of people certified.
Vision #2	Host a Stewardship Summit for North American Division.
Vision #2 Major Activities	Summit would be held Friday night, Sabbath, and Sunday. Summit would be held the weekend prior to, and in conjunction with, Beyond the Bottom Line convention.
Vision #2 Who and How Measured	Who: Primarily, stewardship leaders in the division. However, some treasurers may choose to attend. How: Through evaluations and feedback received during the Summit.
Vision #3	Implement a consistent stewardship presence within Adventist media outlets, via television programs, videos, and social media.
Vision #3 Major Activities	Produce "Stupid Money" television program • Develop "Stewardship Spotlight" • Create "Live Stewardship" two-minute videos • Expand "Where Does Your Offering Go?" videos • Utilize social media
Vision #3 Who and How Measured	Who: All church members. How: Surveys • HOPE Channel analytics • Facebook and Twitter analytics.

CHURCH MINISTRIES

Women's Ministries

Leader Carla Baker

Area of Responsibility Women's Ministries

What is the mission (purpose) of YOUR office/department/ministry? Our mission is to nurture women in the distinctive Adventist message of Hope and Wholeness and to challenge and empower them to be involved in at least one area of ministry (service) in the church and/or community.

Vision #1 Produce our third DVD Bible study series for women to nurture them in the faith and to use as a tool for reaching women in the community. The series will feature Pastor Lola Moore Johnston as speaker.

Vision #1 Major Activities (1) Videotape the series. (2) Hire curriculum writer to write study guide and leader's guide for the series. (3) Work with PPPA to print and distribute the series.

Vision #1 Who and How Measured Very good sales.

Vision #2 Record 3–4 video seminars for posting on ALC, WM website, and teen blog on the topic of how to minister/connect with teen girls. The videos can also be used as presentations for teen events.

Vision #2 Major Activities (1) Compile the content. (2) Record the presentations. (3) Work with ALC to promote the seminars.

Vision #2 Who and How Measured Teens and teen leaders will be impacted. Success will be indicated by the number of downloads and general responses.

Vision #3 Establish an aggressive new digital media presence to promote our resources and events as well as department updates, featuring live video presentations by director and assistant director.

Vision #3 Major Activities Close collaboration with NAD's Social Media and Communication offices.

Vision #3 Who and How Measured Data will be captured with Google Analytics and Facebook statistics.

CHURCH MINISTRIES

Youth and Young Adults

Leaders	Tracy Wood and Armando Miranda, Jr.
Area of Responsibility	Young and Club Ministries
What is the mission (purpose) of YOUR office/department/ministry?	We provide resources and training that support union leaders, mentor conference leaders, and serve church leaders to develop Seventh-day Adventist teens and young adults in their faith, Hope and Wholeness in Jesus Christ.
Vision #1	Digital Strategy—develop and transition Adventurer, Pathfinder, Master Guide, Youth, and Sabbath School resources and trainings to be accessible online through our department websites, our social media platforms, Adventist Learning Community, and AdventSource.
Vision #1 Major Activities	2018: Develop Club Ministries website and existing social media platforms with this Digital Strategy initiative • 2019: Develop Sabbath School Ministries website and social media platforms with this Digital Strategy initiative • 2020: Expand Youth Ministries Digital Strategy and hub app as digital platforms continue to develop.
Vision #1 Who and How Measured	Who: Union and conference level directors and coordinators will be supported and larger youth ministries network resourced. How: Union and conference leaders will have accessibility to AYMT resources needed to train and develop their local leaders.
Vision #2	Sabbath School—collaborate with all entities involved in the development of Earliteen, Youth, and Young Adult Sabbath School curricula and develop training resources that are easily accessible throughout the NAD.
Vision #2 Major Activities	2018: Develop SS resources following the Digital Strategy initiative to launch in 2019 • 2019: Launch SS resources trainings following the Digital Strategy initiative • 2020: Expand SS resources trainings following the Digital Strategy initiative.
Vision #2 Who and How Measured	Who: Union and conference-level directors and coordinators will get training with resources that Sabbath School leader can use. How: Sabbath School leaders will have accessible digital resources and online training that empowers their SS ministry.
Vision #3	Leadership Development—establish networking relationships with union and conference youth and young adult ministries directors and their administrators that create collaborative efforts in facilitating NAD-sponsored youth ministries trainings and events.
Vision #3 Major Activities	2018: Implement a new youth director training, and collaborate with SDACC to facilitate JCI 2018. • 2019: Develop and host YPAC training for leaders, and collaborate with CYE to facilitate International Camporee. • 2020: Develop youth pastor retreat and PK Conference at Called Convention, and facilitate Teen Day Camp at GC Session.
Vision #3 Who and How Measured	Who: Union and conf. Y&YA directors. How: Feedback from conference administrators will be more positive and focus groups will be more relevant.



MEDIA MINISTRIES



Breath of Life

Leader Carlton Byrd

Area of Responsibility Breath of Life

What is the mission (purpose) of YOUR office/department/ministry? Our mission is to present the everlasting gospel of Jesus Christ to all people groups from a contemporary, urban perspective.

Vision #1 Baptize 1,000 annually as a direct result of Breath of Life efforts.

Vision #1 Major Activities Weekly television broadcasts • Public evangelism campaigns • Online Bible school

Vision #1 Who and How Measured **Who:** Non-SDA Christians. **How:** Increased membership within SDA churches in the NAD.

Vision #2 Plant three new BOL churches.

Vision #2 Major Activities Public evangelism campaigns.

Vision #2 Who and How Measured **Who:** Non-SDA Christians. **How:** New church plants and increased membership within the NAD.

Vision #3 Increase donor base by 25 percent.

Vision #3 Major Activities Employing a full-time development director • BOL rally days/weekends • Phona-thons/Direct mail campaigns to broaden exposure

Vision #3 Who and How Measured **Who:** Viewers of weekly broadcasts. **How:** Increased funding will provide increased ministries, broadcasts, and services.

MEDIA MINISTRIES

Faith For Today

Leader Mike Tucker

Area of Responsibility Faith For Today

What is the mission (purpose) of YOUR office/ department/ministry? Faith For Today exists to use media to meet people wherever they are with Christ's message of hope, healing, and wholeness. Faith For Today's vision is to inspire faith where there is none, restore faith when it is lost, and to build faith in those seeking to grow.

Vision #1 Create a new seminar and small group curriculum.

Vision #1 Major Activities **(1)** Develop new product (seminar materials and small group curriculum). **(2)** Field test and implement new product. **(3)** Conduct 8–10 seminars in conjunction with small group curriculum.

Vision #1 Who and How Measured We hope to change our viewing audience and direct them to local churches. This can be measured by the number of contacts that are directed to local churches.

Vision #2 Expand the audience of Faith For Today.

Vision #2 Major Activities **(1)** Expand the number of stations that are carrying Faith For Today's programs. **(2)** Continue to produce new award-winning Lifestyle Magazine shows. **(3)** Continue to provide quality programming to venues like Roku, Apple TV, Amazon Fire, and YouTube.

Vision #2 Who and How Measured We hope to reach a broader audience and touch the lives of those that view our programs. This can be measured by the number of stations that carry our programs, Nielsen ratings, and the number of subscribers to our programs on Roku, Apple TV, Amazon Fire, and YouTube.

Vision #3 Continue to reach our constituents' needs at live events.

Vision #3 Major Activities **(1)** Continue to reach individuals through Mad About Marriage Seminars. **(2)** Continue to reach individuals at speaking engagements at local churches, conferences, denominational meetings, and camp meetings. **(3)** Begin conducting Lifestyle Live Seminars.

Vision #3 Who and How Measured We hope to continue to reach people at live events and help them develop their best selves possible through these speaking engagements. This can be measured by the number of events that we attend and the number of attendees at the events.

MEDIA MINISTRIES

It Is Written

Leader Jesse Johnson

Area of Responsibility It Is Written

What is the mission (purpose) of YOUR office/department/ministry? It is Written is a media evangelism ministry sharing the everlasting gospel worldwide. Reaching lives for Christ through satellite and digital television, web and mobile apps, global evangelism ministry, and faith sharing resources.

Vision #1 It Is Written will continue to develop and deploy an evangelism emphasis that significantly impacts the culture of the church by making evangelism a lifestyle rather than just an event.

Vision #1 Major Activities (1) Plan events that combine evangelism training with evangelistic meetings.
(2) Utilize the SALT school of evangelism to develop effective leaders and engage the next generation of youth.

Vision #1 Who and How Measured Major city centers in North America will have thousands being trained.

Vision #2 It Is Written will be a major producer of evangelism resources including Bible Study Guides for adults and children in multiple languages made available to Unions and Conferences for their local churches in the North American Division.

Vision #2 Major Activities Printing of new It Is Written Bible study lessons along with mailers and additional supporting resources that provide study materials for children and adults in languages that reflect the growing diverse population of the NAD.

Vision #2 Who and How Measured Church members and church leaders will have the resources to reach a changing population particularly representing the growing urban population.

Vision #3 It Is Written will have completed its new headquarters and studio facility that will facilitate the development of new media and membership training for evangelism outreach.

Vision #3 Major Activities Completing of the new IIW headquarters in an ideal location to utilize the expertise of retirees and the educational development of youth from one of our prominent Adventist universities.

Vision #3 Who and How Measured Hundreds of retirees that live close to the new facility and hundreds of youth and adults that will be trained in the SALT evangelism program. Hundreds of thousands will hear the Christ-centered message of Hope and Wholeness.

Jesus 101 Biblical Institute

Leader Elizabeth Talbot

Area of Responsibility Jesus 101 Biblical Institute

What is the mission (purpose) of YOUR office/department/ministry? Jesus 101 exists to introduce people to the real Jesus of the gospel and to equip them to share His love to others. The primary purpose of the Institute is to reach everyone with the good news of Jesus offering biblical training using Christ-centered interpretive tools. The secondary purpose of the Institute is to develop resources that motivate and equip for the study of Scripture.

Vision #1 To increase the current audience of Jesus 101.

Vision #1 Major Activities **(1)** Increase the social media audience. **(2)** Increase the audio audience. **(3)** Increase the video audience.

Vision #1 Who and How Measured **(1)** Benchmark the number of Facebook followers (500,000 goal); increase “Grace Thoughts” subscribers (weekly E-blast). **(2)** Grow accumulated audience by 25 percent for mobile app downloads and radio/Internet stations. Create 24/7 Jesus 101 Internet radio station. **(3)** Grow accumulated video audience by 25 percent on: YouTube channel, Roku, website, Vimeo, and local TV stations.

Vision #2 To increase the available resources by Jesus 101.

Vision #2 Major Activities **(1)** Produce more books. **(2)** Produce more video series. **(3)** Produce more audio resources (radio, Internet and social media).

Vision #2 Who and How Measured **(1)** Develop 2018 sharing book of the year with PPPA; 2018-2019 book on Acts (print, digital, audio); 2020 NAD devotional book. **(2)** Create two new video series for TV, Internet, and DVD. **(3)** Create 300 new Plug Into Life (one-minute devotionals), create 100 new biblical studies (15-minute programs).

Vision #3 To increase the scope of ministry for Jesus 101.

Vision #3 Major Activities **(1)** Personal contact and speaking engagements. **(2)** Create new audience-specific products. **(3)** Grow seeker (external) audience.

Vision #3 Who and How Measured **(1)** Continue contact and speaking engagements at local churches, conferences, unions, divisions, and inter-division meetings. **(2)** Create products for children, youth, church leaders, and academia. **(3)** Grow audience in hospitals, prisons, motorcycle clubs, addiction groups, and miscellaneous groups.

MEDIA MINISTRIES

La Voz de la Esperanza

Leader Nesy Pittau

Area of Responsibility La Voz de la Esperanza

What is the mission (purpose) of YOUR office/department/ministry? To proclaim the message of the second coming of Jesus, as well as the truth of salvation to all the Spanish-speaking people who believe in Him and accept Him as their personal Savior.

Vision #1 Use mass media communications such as radio, TV, and Internet to preach the gospel.

Vision #1 Major Activities **(1)** Increase the radio stations and radio streaming locations that air La Voz de la Esperanza program. **(2)** Produce more TV programs to be aired in public channels as well as Seventh-day Adventist channels. **(3)** Increase social media followers.

Vision #1 Who and How Measured Spanish-speaking people in the United States and other countries will be changed with the powerful message of salvation. Measure activities by improving our communication with conferences, unions, and divisions, and getting real information for current reports.

Vision #2 Reach the Spanish-speaking population using evangelism efforts, increasing the number of baptisms.

Vision #2 Major Activities Hold evangelistic meetings for Spanish-speaking population in North America and other countries. Hold baptisms in the different locations during and after evangelism.

Vision #2 Who and How Measured The souls who accept Jesus as their Savior will be changed. Measure activities by number of evangelistic meetings and baptismal goals achieved.

Vision #3 Enrich La Voz de la Esperanza Bible School.

Vision #3 Major Activities Increase the amount of churches and conferences who get involved with our Bible School. Organize graduations for those who have completed the Bible Courses. Prepare them for baptisms.

Vision #3 Who and How Measured The people who study the Word of God through our Bible Courses will be changed. Measure by maintaining communication with the fields that are participating in the events of our Bible School and keep a good report of number of graduates.

LifeTalk Radio

Leader John Geli

Area of Responsibility LifeTalk Radio

What is the mission (purpose) of YOUR office/department/ministry? Our mission is to help connect people with Christ across the North American Division and beyond, providing listeners with Christ-centered messages of Hope and Wholeness 24 hours a day.

Vision #1 Add 25 new affiliate stations to the LifeTalk Radio Network by Nov. 1, 2020.

Vision #1 Major Activities (1) Share information on radio stations available for sale and new FCC openings with communication directors at both union and conference levels across the NAD. (2) Connect and network with those attending the Adventist Radio Convention (ARC), ASI Convention, and other venues. (3) Gather contact information from broadcast attorney Don Martin on Adventist radio stations preparing and those already on the air across NAD.

Vision #1 Who and How Measured Listeners will be changed by the Christ-centered messages of Hope and Wholeness. Listener comments will be gathered to help measure interests levels. Requests for Bible studies will be processed right away.

Vision #2 Have LifeTalk Radio represented at all NAD campmeetings by Nov. 1, 2020.

Vision #2 Major Activities (1) We will ask the communication directors at the unions and conferences to provide us with the dates and locations for each campmeeting. (2) When possible, we will partner with our affiliate stations so they can represent LifeTalk Radio at their campmeeting. When this isn't possible, we will still try to advertise in the campmeeting program schedule or local conference/union magazine.

Vision #2 Who and How Measured Our Adventist members will become more aware of LifeTalk Radio and will be changed by the Christ-centered messages of Hope and Wholeness available to them 24 hours a day on their mobile apps, ROKU, satellite, or local station. Comments will be gathered to help measure interests levels. Contact names and addresses will be acquired at campmeeting locations so they can be added to the LifeTalk Radio database.

Vision #3 Add two additional children's programs on LifeTalk Radio by Nov. 1, 2020.

Vision #3 Major Activities (1) Research will be conducted to find Christian radio programs available for children. (2) We will partner with our Adventist Media Ministries in utilizing radio programs produced for children. (3) We will connect with the Children's Ministries department at the NAD and GC to see if they are producing or have an interest in producing a radio program for children.

Vision #3 Who and How Measured These programs will engage the next generation of young listeners. Comments will be gathered to help measure interests levels. Requests for children's resources or Bible studies will be processed right away.

MEDIA MINISTRIES

Voice of Prophecy

Leader	Shawn Boonstra
Area of Responsibility	Voice of Prophecy
What is the mission (purpose) of YOUR office/department/ministry?	The Voice of Prophecy exists to proclaim the everlasting Gospel of Christ—leading people to accept Jesus as their personal Savior and nurturing them in preparation for His soon return.
Vision #1	Equip every Adventist church in North America with tools to help them present to their communities the truth of Jesus and Bible prophecy.
Vision #1 Major Activities	Producing relevant and professional media events and resources (such as the award-winning “Shadow Empire” series and this year’s “A Pale Horse Rides” event).
Vision #1 Who and How Measured	Local church members become the Voice of Prophecy in their communities. Each participating church is added to the event locator, and post-event, details about attendance and follow-up are sent to the Voice of Prophecy. Attendees are encouraged to engage with the local church through Bible studies and full-message series.
Vision #2	We’re taking the Discover Bible School to new heights in print and digital formats. New Discover Bible lessons and an updated website and interest tracking system will soon follow.
Vision #2 Major Activities	Releasing new studies that have been refreshed both in design and content, while keeping the focus on the fundamental beliefs. These new lessons are perfect for correspondence schools, small groups and one-on-one study!
Vision #2 Who and How Measured	This resource has proven to be one of the best ways to connect Bible study interests with local churches, with more than 1 million people having completed the entire series and received a diploma. Follow-up studies are offered, as well as an invitation to attend an Adventist church near them.
Vision #3	The Voice of Prophecy is no longer just a broadcast but a media network. “Disclosure” and “Discovery Mountain” are flagship programs, and we are working on additional broadcasts for different audiences.
Vision #3 Major Activities	Producing weekly episodes of “Disclosure” and new seasons of “Discovery Mountain” while engaging with people across multiple platforms, then following up with listeners to engage them in additional Bible study.
Vision #3 Who and How Measured	The ministry receives regular reports of engagement through server use measurement and podcast download data from iTunes, Google Play, and others, not to mention feedback from hundreds of radio stations.



NAD AFFILIATE ENTITIES



Adventist Information Ministry

Leader Twyla Wall

Area of Responsibility Adventist Information Ministry (AIM)

What is the mission (purpose) of YOUR office/department/ministry? Our mission is to provide spiritually focused person-to-person follow-up and relationship-building contact center services for NAD outreach. Mission Statement: We Listen, We Pray, We Connect.

Vision #1 Position AIM to support social media outreach

Vision #1 Determine best tools for social media follow-up • Plan and execute projects with NAD Social Media Dept • Offer social media support to all NAD entities
Major Activities

Vision #1 Interests reaching out to our church through social media supported by AIM will
Who and How Measured experience relationship. Measured via analytics, statistics, and surveys

Vision #2 Improve the process of referring interests to the local church

Vision #2 Implement NAD interest management tool or work with existing platforms.
Major Activities Assist with marketing to spur participation in interest follow-up management.

Vision #2 Interests will be connected to the local church in an increasingly timely manner.
Who and How Measured Pastors will have an improved interest referral experience. The journey of interests will be understood. Measured via analytics, statistics, and surveys.

Vision #3 Raise awareness of creative ways to use the contact center for outreach follow-up. Encourage including the contact center in outreach planning.

Vision #3 ALC "class" on why to use the contact center and what it takes to achieve optimum
Major Activities response. Internal coaching to maximize impact of a connection made through AIM.

Vision #3 NAD entities will have a positive experience using AIM. More and more of the
Who and How Measured connections made will result in relationship with the church. Measured via analytics, statistics, and surveys.

Adventist Learning Community

Leader Adam Fenner/Sharon Aka

Area of Responsibility Adventist Learning Community

What is the mission (purpose) of YOUR office/department/ministry? Our mission is to equip, encourage, and empower people with the passion, skills, and resources necessary to win souls for Christ.

Vision #1 **Populate the Adventist Learning Community with critical professional development and ministry materials. Increase ALC users to better reflect the Adventist population in the NAD and around the globe.**

Vision #1 Major Activities (1) Promote collaboration between NAD entities and departments to create a minimum of 250 quality CE certificate courses. (2) Continue building a quality library of resources for ministry. (3) Increase ALC usage to over 5,000 persons per month.

Vision #1 Who and How Measured The entire Adventist organization will be a better prepared witness, with competent professionals and church members who continue to grow spiritually through intentional professional development. Young people will have access to learning about Christ 24/7. This can all be measured via web analytics on the ALC platform.

Vision #2 **Provide a conduit between entities to break down silos, redundancy, and “ownership.” Change the Adventist culture toward more transparency, accountability, and mission focus with continuing professional growth as the constant component across the organization.**

Vision #2 Major Activities (1) Track and support the professional journeys of pastors, chaplains, and teachers through the Professional Feedback Loop and targeted online continuing education on the ALC. (2) Increase supports to church administrators in both creation of quality resources and continuing education, and in building trust. (3) Foster a “learning environment” where church employees practice professional development.

Vision #2 Who and How Measured (1) All church employees will be changed in professional culture, skills, and abilities. (2) Church administrators will be able to motivate employees to reach for professional excellence through CE within the “learning organization” culture. (3) Devise accountability structures to motivate full professional growth in a “we, not ‘me’” culture.

Vision #3 **Build a rich youth-centered presence WITH our youth on social media and online platforms to meets the spiritual needs of our young people.**

Vision #3 Major Activities (1) Build quality media-based resources and ministries for young people, by young people. (2) Embrace and empower youth leadership in positions of influence. (3) Use new technologies and virtual platforms for ministry to meet youth where they are.

Vision #3 Who and How Measured The entire church will be changed. Young people will feel valued and be active participants in their faith family. Measurement of impact can be done via web analytics.

Adventist-laymen's Services & Industries

Leader Kyle Allen

Area of Responsibility Adventist-laymen's Services & Industries

What is the mission (purpose) of YOUR office/department/ministry? ASI is a Seventh-day Adventist organization of supporting ministries, businesses, and professionals who are responding to the call of God to actively share Christ's love and hope with the world.

Vision #1 Activate every NAD SDA lay business and professional member in supporting the mission of the NAD to share the Christ-centered message of Hope and Wholeness in the NAD and around the world.

Vision #1 Major Activities Evangelism by ASI members • Conducting evangelism cycle activities • Preaching public evangelism • Leading small group activities • Health-related opportunities: expand Lifestyle Center offerings including pastors and family sessions • Local church health Centers of Influence training. Partner with health outreach events: Pathway; AMEN; union, conference, or church events • Education: Support opening/reopening schools • Develop an industry support program; a curriculum and materials for a university level class. Support creation science and biblical archeology programs • Tentmakers: partner to develop tentmaker opportunities; identify tentmaker opportunities; send out 1,000 tentmakers by November 2020.

Vision #1 Who and How Measured Seventh-day Adventist businesspeople and professionals will be changed, measured by how many laypersons in the business and professional community are actively involved in the Vision 1 major activities.

Vision #2 Work directly with the NAD and every union and conference to enhance relationships and raise awareness of this initiative.

Vision #2 Major Activities Have ASI leadership present for any meeting where ASI has been invited; establish specific channels and methods of communication for resolving issues in a timely way; educate ASI members and Church regarding the importance and place of Supporting Ministry work; lay member stories and initiatives featured through church channels; church initiatives featured through ASI channels.

Vision #2 Who and How Measured Seventh-day Adventist church leaders, pastors, lay businesspeople, and professionals: change measured by how many church leaders, pastors, and laypersons in the business and professional community are actively involved in the Vision 2 major activities.

Vision #3 Open new funding channels for consideration of specific projects related to this initiative.

Vision #3 Major Activities Project-based crowd-funding opportunities for approved projects; adopt selected approved projects for submission to ASI Annual Offering process.

Vision #3 Who and How Measured Lay and church-led projects will be changed.

NAD AFFILIATE ENTITIES

AdventSource

Leader Brad Forbes

Area of Responsibility AdventSource

What is the mission (purpose) of YOUR office/department/ministry? Our mission is to provide quality Christian resources and excellent customer service.

Vision #1 Be known as the best place for local leaders in Seventh-day Adventist churches to find resources for their ministry.

Vision #1 Major Activities (1) Work with NAD department directors to develop quality resources. (2) Work with other Adventist ministries, leaders, and pastors to develop quality resources.

Vision #1 Who and How Measured Members and communities will be changed through the implementation of ideas and programs outlined in our resources. Survey of church leaders/members.

Vision #2 Resources will be regularly reviewed to ensure they are up-to-date and meeting current ministry needs.

Vision #2 Major Activities (1) Resources will be reviewed by ministry leaders in each area—recommendations for improvement shared. (2) Customer focus groups may be held for specific resources or resource groups.

Vision #2 Who and How Measured The leaders using our resources will have the best available resources. Survey of customers.

Vision #3 Improve our direct marketing capabilities to ministry leaders by increasing our email list by 100 percent and our Facebook likes by 300 percent.

Vision #3 Major Activities (1) Email customers to sign up, offer incentives for signing up, work with ministry networks to sign up. (2) Include a “like us” invitation on website, newsletters, and Facebook posts. Purchase advertising on Facebook.

Vision #3 Who and How Measured Local churches leaders will know what is available to assist in their ministry. Survey local church leaders.

NAD AFFILIATE ENTITIES

Christian Record Services

Leader Diane Thurber

Area of Responsibility Christian Record Services for the Blind

What is the mission (purpose) of YOUR office/department/ministry? Our mission is to empower people who are blind to engage their community and embrace the Blessed Hope.

Vision #1 Identify and develop more relevant client resources and expand use of new delivery systems for greater reach, connection, and impact.

Vision #1 Major Activities (1) Establish an advisory composed of people who are blind or who serve the blind population to help reveal greatest needs and relevance. (2) Identify additional organizations that serve people who are blind and partner with them to improve services. (3) Engage clients with a new online library.

Vision #1 Who and How Measured Potential clients will be changed as they access resources that can improve their quality of life; empower them to use their talents to strengthen their network, and ultimately lead others they know to Jesus. Change measured by added users of on-line libraries and other free resources.

Vision #2 Strengthen and identify new ministry and donor partnerships.

Vision #2 Major Activities Engage and communicate with current partners so they have the latest information about the organization; strategic targeted marketing to raise awareness of the ministry; launch community outreach initiative, and provide resources for local church ministries with the blind.

Vision #2 Who and How Measured Clients will be changed with greater support that will yield funds to enhance the ministry resources. Change will be measured by increased awareness of and sensitivity to the blind by organizations, businesses, donors, and churches.

Vision #3 To be more widely known as an excellent, relevant ministry for and with the blind both in communities and Seventh-day Adventist churches.

Vision #3 Major Activities Evaluate name and logo to strengthen recognition and impact; implement a marketing campaign externally and internally to communicate the organization's mission, programs, and services; partner with GC Special Needs Ministries to expand ministry with the blind outside NAD.

Vision #3 Who and How Measured People who are blind and their families will be changed as they enroll in services and programs, and experience the support of a caring network; churches will change as people who are blind learn of the ministry and receive Bible studies and are baptized; change will be measured by an increase in enrolled clients connecting with the ministry and/or a church with a focused, caring ministry of compassion.

NAD AFFILIATE ENTITIES
Message Magazine

Leader Carmela Monk Crawford

Area of Responsibility *Message*

What is the mission (purpose) of YOUR office/department/ministry? Our mission is to spread the message of hope and holistic freedom in Jesus Christ.

Vision #1 Engage our target community with positive outreach and impressions of Hope and Wholeness.

Vision #1 Major Activities Reach our target community online • Publish and distribute keepsake/resource, six times annually • Engage our target community with specialized programs tailored to meet the local needs.

Vision #1 Who and How Measured Our target community is young, urban, not necessarily churched, and primarily people of color—historically African Americans. We will measure contacts, impressions, and reach.

Vision #2 Engage a millennial—and younger—audience in receiving and giving the Christ-centered message of Hope and Wholeness.

Vision #2 Major Activities Create a nationwide network of social media-savvy contributors, with journalistic discipline and prophetic insight to produce “hyper”-relevant content for broadcast, streaming, and in print. Restructure infrastructure to nurture leadership in coordination of this network.

Vision #2 Who and How Measured Youthful contributors engage in critical analysis of events against prophetic backdrop. Each viewer, reader, contact will be exposed to the Message. We measure by the quality of contributions, the breadth of coverage, impressions, contacts, and reach.

Vision #3 Deliver relevant products for our target audience to assist them in building a relationship with Christ and living a life of Hope and Wholeness.

Vision #3 Major Activities Research major needs and gaps in Christ-centered resources for target audience in the areas of family, health, spirituality, and social justice issues • Develop and produce resources and market them via our network to internal and external groups.

Vision #3 Who and How Measured Target internal and external audiences, as measured through exposure, impressions, usage, and sales.

NAD Evangelism Institute

Leader Ed Schmidt

Area of Responsibility Pastoral and Member Formation

What is the mission (purpose) of YOUR office/department/ministry? Equipping leaders for Missional Disruption including deeper involvement in fulfilling the mission of the North American Division.

Vision #1 Develop an enduring commitment within ministerial students to fulfill the NAD evangelistic mission and establish competency in equipping members for ministry.

Vision #1 Major Activities (1) Establish a curriculum committee to study the most effective resources that produce missional pastors. (2) Coach students in the development of a strategic plan that follows the NAD *Creating a Mission-driven Church* materials and survey. (3) Mentoring and coaching.

Vision #1 Who and How Measured **Who:** Members. **How:** Creation of assessment tool to evaluate the increase in member involvement in the NAD mission as a result of student equipping during their formation phase and with a 3-year follow-up.

Vision #2 Develop an integrated approach for church planting processes and leader development across the NAD (collaborate with NAD Ministerial where possible).

Vision #2 Major Activities (1) Reinvent and expand Seeds conferences into each of the nine unions in the NAD (currently only in 4) including a regional conference (never happened). (2) Implement a virtual networking platform and face-to face opportunities for church planters as peers. (3) Consult with conference leaders and coach church planting coordinators.

Vision #2 Who and How Measured **Who:** Church planters (both volunteer and paid), supportive church pastors, and evangelism and church planting coordinators across the NAD. **How:** Life-changing testimonies plus numerical data for: how many leaders access and use the virtual platform, how many church planting advocates participate in face-to-face networking events, the geographic distribution of all participants, and the distribution of book sales in educational institutions and the field.

Vision #3 Partner with conferences to equip and resource their congregation's welcoming, growing, and sending systems for increased missional impact and effectiveness.

Vision #3 Major Activities (1) Simply Missional conferences, Church Works conferences. (2) Equipping University courses. (3) Preparing and conducting field school in local churches.

Vision #3 Who and How Measured **Who:** Ministers, members, and congregations. **How:** Assessment tools to measure increase in member participation and ministries geared to mission.

NAD AFFILIATE ENTITIES
Oakwood University

Leader Leslie Pollard

Area of Responsibility Oakwood College

What is the mission (purpose) of YOUR office/department/ministry? In conjunction with the North American Division, Oakwood University advances Hope and Wholeness through biblically based education, community engagement, and equipping students for a lifetime of servant leadership.

Vision #1 To communicate the SDA message externally we intend to have a Community Action Service Center built in an underserved community of north Alabama. Internal communication takes place in chapels, worships, convocations, co-curricular, and classroom experiences.

Vision #1 Major Activities **Externally:** Purchase of land off but near the campus for ease of access by our student body • Fundraising of \$1,000,000 for the Center built from Alumni and Donors • Architectural Design of the Center as a Federally Qualified Health Center. **Internally:** Use of Biblical Foundations content to inform the spiritual life of the institution

Vision #1 Who and How Measured Community, students, and the underserved community of northwest Huntsville will be changed by this center of influence • Student impact will be measured by pre- and post-testing of students consistent with our service learning objectives • Community impact will be measured qualitatively through the collection of community testimonials

Vision #2 We engage the next generation through the Career Pathways initiative, linking career-as-service with career-as-success. Through Biblical Foundations curriculum, students are being prepared for service.

Vision #2 Major Activities Transforming curriculum by embedding the 21st-century skills desired by employers within the framework of SDA mission • Building certifications into the curriculum • Re-tooling through the erection of a Career Connections Center • Using technology to assist students on a guided pathway

Vision #2 Who and How Measured The Career Pathways initiative is measured by the number of students enlisted in the initiative across each of the freshman cohorts across the next 5 years. We will reach 100 percent of our freshmen/women beginning 2017–2022.

Vision #3 Leadership Experience Seminars provide research-based leadership education for administrators, faculty, staff, and students.

Vision #3 Major Activities Conducting the monthly Oakwood University Leadership Academy, the Frontline Academy, and the Student Leadership Academy.

Vision #3 Who and How Measured The Leadership Experience Seminars for faculty, staff, and students • The experience is measured by post-session evaluations at the end of each session • Data is tabulated to assess the effectiveness of the planned experience and for building curriculum for each subsequent year

NAD AFFILIATE ENTITIES
Pacific Press Publishing

Leader Dale Galusha

Area of Responsibility Pacific Press Publishing Association

What is the mission (purpose) of YOUR office/ department/ministry? PPPA's sole purpose is to uplift Jesus Christ in communicating biblical teachings, health principles, and family values—in many languages—through various types of print and digital media, and recordings of Christian music.

Vision #1 Work with the NAD Children's Ministries department to support a new Sabbath School curriculum for children.

Vision #1 Major Activities Working closely with the General Conference and NAD Sabbath School and Children's Ministries Departments to develop new children's curriculum.

Vision #1 Who and How Measured This will impact all churches in North America. It will be measured by the number of churches actively utilizing the material.

Vision #2 Grow foreign language material—specifically to strengthen the Portuguese product line-up.

Vision #2 Major Activities Our new vice president for product development is fully bilingual and connected with the multi-ethnic department of the NAD.

Vision #2 Who and How Measured This will impact the fastest growing segment of the church in NAD—those who whose first language is not English. It will be measured by the amount of resources we are able to provide to these churches.

Vision #3 Work with and coordinate the various literature outreach programs around North America, including: Literature Evangelists, GLOW, magabooks, and literature distribution by church members.

Vision #3 Major Activities Planning yearly NAD literature ministries workshop—bringing together major literature ministries leaders from across the division.

Vision #3 Who and How Measured This will impact every church as literature ministries encompasses, not just full-time literature evangelists. It involves every member in some form of literature distribution. It will be measured by the number of churches and members involved.

NAD AFFILIATE ENTITIES

Seminars Unlimited

Leader Carl Johnston

Area of Responsibility Seminars Unlimited

What is the mission (purpose) of YOUR office/department/ministry?

Our mission is to help equip churches, laity, pastors, evangelists, administrators, conferences, and unions throughout the NAD with handbills and fliers as they seek to preach, teach, and make disciples according to the commission of Mt 28. We also help outreach by supplying materials, including Bibles, lessons, books, and pamphlets to make their message of Hope and Wholeness effective. We do this as a self-funded ministry of the NAD, supplying materials and services economically by producing them in-house, utilizing local Adventist student labor, and acting much like a co-op.

Vision #1 To fully integrate our acquisition of ColorPress Evangelism—originally College Press—with its long history of evangelistic support.

Vision #1
Major Activities

(1) Strengthen ties to Amazing Facts and other itinerant evangelists as we transition a commercial enterprise to a church ministry under the NAD umbrella. **(2)** Strengthen ties to major ministries and cooperate more in their major showcase events across the NAD. **(3)** Integrate and blend the strengths of our formerly competing entities into a comprehensive ministry supporting NAD outreach.

Vision #1
Who and How Measured

The individuals won and added to our ranks through the cooperative efforts of men and women, boys and girls whom we equip for outreach ministries • Baptism has been a traditional measure, but other metrics include responses to Bible study invitations such as VOP's Seattle Blitz of almost 1/2 million invitations sent and Texas Conference's involving over 90 churches also with 1/2 million invitations sent. Attendance to entry events such as Mark Finley and the Adventist hospital system's "Health to the Max" programs are additional measures in the health arena.

Vision #2 Repeat!

Vision #2
Major Activities

Vision #2
Who and How Measured

Vision #3 Repeat—until Jesus comes!

Vision #3
Major Activities

Vision #3
Who and How Measured

PART THREE

PARTNERS IN MINISTRY

2020
VISION

PARTNERS IN MINISTRY

In this report we've discussed what the Office of the North American Division is doing to advance mission. We've also dedicated a major part of the report to what the various departments, ministries, and affiliated organizations are doing to play their role in mission. We've done this because organizational success isn't something that "headquarters" can demand, and everyone else jumps to provide, in some sort of fantasy where "top-down" actually works. In really successful organizations, success emerges from a group of strategic partnerships, with people at every one of the various levels in the organization contributing in ways that nobody else could accomplish.

At the North American Division level, we understand that the larger mission of Adventism in North America involves all the partners, starting with the members and pastors at local congregations. It also includes the local conference teams, who provide the resources and management expertise that make local churches stronger. And it also includes the leadership at the union levels, where categories of support and strategic planning at a regional level are provided.

This final section of our strategic plan isn't being provided in any detail, at this point. Rather, it is a preliminary statement dedicated to our mission-driven partners at the union and conference levels. It has been added to this report not to define what each of these various mission-driven partners should do to support the Division's mission, but rather to affirm that the Division strategic planning exists so that we can do a better job of serving and supporting each of these partners in pursuing their own mission statements and strategic plans as part of a broad commitment to advancing the Adventist mission in North America.

Mission is never accomplished by one entity, and neither can an effective strategy be created that isn't inclusive of all parties. Rather, mission is a collaborative effort that includes a number of different partners in ministry who each have their own distinctive mission statements, culture, and a set of organizational intentions that coordinate with the larger purposes of the church. This is especially true in the North American Division, where we have a number of highly motivated mission partners, which each contribute their own pages to the larger Adventist story.

Although entities described below are not directly answerable to the North American Division office, they do fall within the territory of the Division. Voluntary collaboration may take place in countless ways to advance mission!

**Adventist-laymen's Services & Industries (ASI)
within the North American Division Territory**

This organization, described on page 70 of this document, consists of privately and independently run Adventist organizations. For a description of each of them, contact the ASI office at (443) 391-7234. An NAD ASI office helps in ASI's management and administration.

Union and Local Conferences within the NAD Territory

These entities comprise the North American Division territory; however, each has its own constituency and executive committee. They all form vital links with the local congregation. Close collaboration is critical to mission advancement in the NAD territory.

Atlantic Union

Bermuda
Greater New York
New York
Northeastern
Northern New England
Southern New England

Columbia Union

Allegheny East
Allegheny West
Chesapeake
Mountain View
New Jersey
Ohio
Pennsylvania
Potomac

Mid-America

Central States
Iowa-Missouri
Kansas-Nebraska
Minnesota
Rocky Mountain

Lake Union

Illinois
Indiana
Lake Region
Michigan
Minnesota
Wisconsin

Southwestern Union

Texico
Texas
Oklahoma
Arkansas-Louisiana
Southwest Region

SDA Church in Canada

British Columbia
Alberta
Manitoba-Saskatchewan
Ontario
Québec
Maritime
Newfoundland

Southern

Alabama
Gulf States
Kentucky-Tennessee
Georgia-Cumberland
Florida
South Atlantic
South Central
Southeastern

North Pacific

Idaho
Montana
Washington
Oregon
Alaska
Upper Columbia

Pacific

Arizona
Nevada-Utah
Southern California
Central California
Northern California
Hawaii

Guam-Micronesia Mission

Accredited Institutions of Higher Education within the North American Division Territory

Each of the colleges and universities in the Division serve students from not only their immediate locations, but also those who choose to attend from more distant locations. Each of them also has a special institutional character, reflected in unique coursework offerings and subsequent employment opportunities.

Adventist University
of Health Sciences

Andrews University

Atlantic Union College

Burman University

Kettering College

La Sierra University

Loma Linda University

Oakwood University

Pacific Union College

Southern Adventist
University

Southwestern Adventist
University

Union College

Walla Walla University

Washington Adventist
University

Adventist Health Systems within the North American Division Territory

Another distinctive partnership the Division has is with the hospital systems that operate within the Division territory. These corporate institutions manage hospitals and other health-care facilities that offer health and healing ministries that have a pivotal role to play in delivering the larger Adventist story and advancing the Adventist mission.

Adventist Health A network of 18 hospitals serving primarily in the Western regions of the United States

Mission

Living God's love by inspiring health, wholeness, and hope.

Vision

We will transform the health experience of our communities by improving health, enhancing interactions and making care more accessible.

Adventist HealthCare A network of hospitals serving primarily in the Mid-Atlantic region of the United States.

Mission

We extend God’s care through the ministry of physical, mental, and spiritual healing.

Values

Respect • Integrity • Service • Excellence • Stewardship

Adventist Health System A network of 46 hospitals serving primarily in the southern, southwestern, and mid-western regions of the United States.

Mission

Extending the healing ministry of Christ

Values

Christian Mission • Focus on Community Wellness • Quality and Service • Excellence • High Ethical Standards • Compassion • Cultural Diversity

Loma Linda University Health A network of seven area hospitals and Loma Linda University with its seven schools.

Mission

To continue the healing ministry of Jesus Christ, “to make man whole,” in a setting of advancing medical science and to provide a stimulating clinical and research environment for the education of physicians, nurses, and other health professionals.

Vision

Innovating excellence in Christ-centered health care

Values

Integrity • Compassion • Excellence • Teamwork • Wholeness

New! Church Strategy Resources for Non-experts

After years of tryouts, listening to the field, and revisions, the NAD is on the verge of introducing a first-of-its-kind resource: a practical, field-tested, biblically based system for creating mission-driven church organizations. And at a subsidized price every Adventist church or office can afford!

Basic Resources:

(Call 240-205-2065)



244 pages of practical wisdom!



WEB

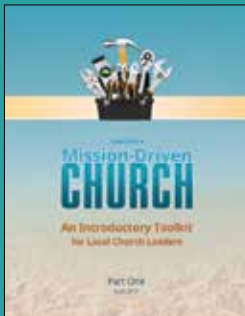
www.ReachNAD.org

Then select from "Resources" list

Dozens of ready-to-use tools and resources available free as instant downloads (Coming in 2018)

Local Church Resources:

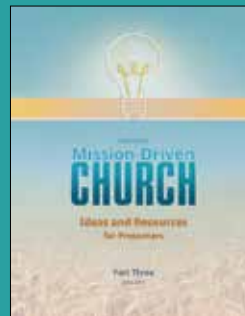
(Call 240-205-2065)



A short overview of basic ideas distilled from the book (16 pages)



Monitor church and department progress electronically (16 pages)



Good ideas that users find to be great enhancements (20 pages—Rev. in 2018)

Easy Presentations for Local Church Leaders
(Under Construction)

With script and Power-Point, makes presentations a snap! (Coming in 2018)

Resources for Local Conferences and Unions:

(Call 240-205-2065)



A short overview of basic ideas distilled from the book (16 pages)



Union and conferences offices track progress electronically! (20 pages)



VIDEO & TRAINING
<https://www.Adventistlearningcommunity.org>
(in process)

Online trainer certification available in basic and advanced levels (Rev. in 2018)

Exemplary Mission-driven Churches and Church Organizations
(Under Construction)

Voluntary standards of excellence (Scheduled for 2019)