



African Methodist Episcopal Church Strategic Planning Update

The 48th Quadrennial Session
General Conference
July 4 – 11, 2008



Objectives

- Brief Review of the Strategic Plan
- Brief Review of the Draft Implementation Handbook
- Outline Next Steps



What Is Strategic Planning?

- The process by which the guiding members of an organization envision its future and develop the necessary procedures and operations to achieve that future.
- The process that determines how you will accomplish the mission of the AME Church.



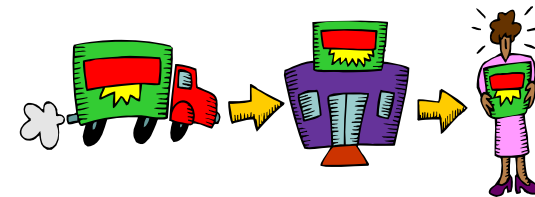
Examples of AMEC Wake-Up Calls

1. Declining Membership
2. Legal Problems
3. Exit of Young People
4. Exit of Ministers
5. Absence of Men in Membership
6. Loss of Institutions
7. Too Few Programs for Senior Citizens
8. Lack of Pride
9. Impact of World Events on Our Lives
10. Lack of Following the Discipline
11. Anti-denominational Sentiment



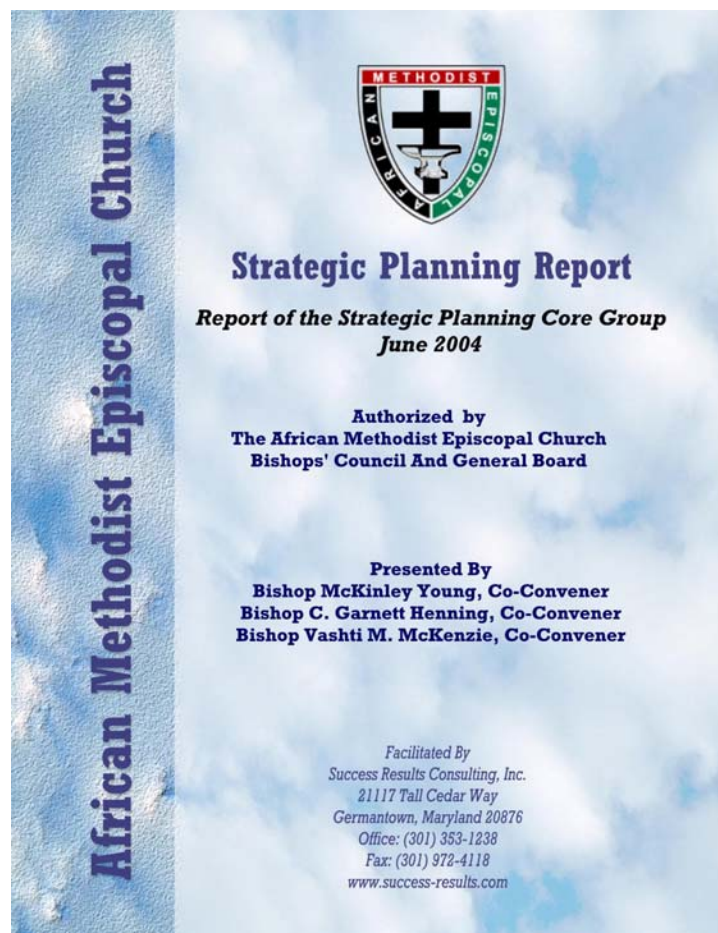
The AMEC Strategic Planning Process

- Phase 1 - Initial Planning
- Phase 2 - Environmental Analysis
- Phase 3 - Mission & Vision Formulation
- Phase 4 - Performance Audit
- Phase 5 - Action Planning
- Implementation Phase





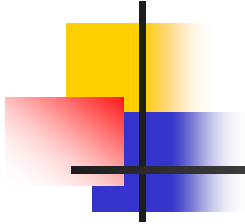
Strategic Planning Report





8 Strategic Thrusts

1. Enhance Church Growth
2. Improve Leadership & Management
3. Enhance Spiritual Growth & Development
4. Ensure Economic Growth & Fiduciary Accountability
5. Embrace Diversity
6. Improve Education, Growth & Development
7. Enhance Global Ministry & Missions
8. Support Christian Character



47 Recommendations



STRATEGIC THRUST # 1: ENHANCE CHURCH GROWTH

- 1. Increase Church Growth**
- 2. Enforce Accurate & Truthful Reporting of Church Membership**
- 3. Increase Resource Pool for Evangelistic Activities**
- 4. Develop separate 501(c)3s to create non-traditional ways of funding ministries**
- 5. Empower an increased number of lay persons in the planning, organization, management and execution of the ministries of church growth and development**
- 6. Continue to embrace and instill in the membership of the church, the history, heritage, doctrine and disciplines of African Methodism, while being open to the changes and challenges of contemporary worship and ministry**



STRATEGIC THRUST # 2: IMPROVE LEADERSHIP & MANAGEMENT

- 1. Create an Office of the Chief Administrator (CAO)**
- 2. File Annual Episcopal District Reports with General Secretary**
- 3. Write Clear Job Descriptions & Definitions for All Positions & Agencies**
- 4. Develop performance evaluation system and institute measures and procedures to evaluate the effectiveness of elected and appointed leaders of the church**
- 5. Strictly enforce enrollment in the Ministerial Annuities Plan**
- 6. Require all employees to receive annual education and training concerning employee security**



STRATEGIC THRUST# 3: SUPPORT CHRISTIAN CHARACTER

- 1. Ensure that children, youth, and young adults are not exposed to criminal child abusers by qualifying children, youth and young adult workers**
- 2. Improve individual leader accountability for operating with integrity at all levels of the Church**
- 3. Request accurate number of members of all churches in each Episcopal District after two Annual Conferences to be given by 2010**
- 4. Develop a course requirement and/or focused study of church administration concepts for all Pastors (uniform Connectional curriculum for the Board of Examiners)**
- 5. All Episcopal Districts shall enforce the use of an Episcopal District budgetary committee. This committee will redistribute budgetary requirements**
- 6. Convene a committee to address the issue of church culture versus truth in reporting**



STRATEGIC THRUST# 3: SUPPORT CHRISTIAN CHARACTER

- 7. Implement a measure that protects laypersons and ministers from being outcast when requesting financial disclosure information on all levels**
- 8. The Bishops, Presiding Elders, and congregations support the efforts of the annual membership canvass and report results accurately**
- 9. Pastors, Presiding Elders, and Bishops educate their congregations on the distribution of funds and other assessments to the Connectional Church, Episcopal District, and Annual Conference**
- 10. All Episcopal Districts shall enforce the use of an Episcopal District budgetary committee. This committee will redistribute budgetary requirements**
- 11. Convene a committee to address the issue of church culture versus truth in reporting**



STRATEGIC THRUST # 4: ENHANCE SPIRITUAL GROWTH & DEVELOPMENT

- 1. Design and produce relevant and developmentally effective Sunday School curricula: engage/hire competent and skilled staff (writers) and commission**
- 2. Develop a Marketing Strategy for AME Publications: to ensure that AME publications and website to reach homes, churches, colleges, seminaries, and other facets of society**
- 3. Market and distribute materials for use throughout AMEC and the ecumenical community**
- 4. Provide training for leadership on all levels of the church**
- 5. *Conduct a feasibility study to review the purpose, operational and editorial functions, roles, structure, efficiency, and staffing of all departments that publish and/or print publications for the AMEC***

STRATEGIC THRUST # 5: ENHANCE ECONOMIC GROWTH & FIDUCIARY ACCOUNTABILITY



- 1. Submit Connectional Assessments**
- 2. Require that Presiding Elders, Stewards, and Pastors ensure that the Local Churches are in compliance with State, Federal, and Church laws, which include Community Development Corporations and General Operations**
- 3. Establish Minimum Educational Requirements for the Chief Financial Officer**
- 4. Increase the AMEC's Volume of Printing and Publishing**
- 5. Expand global economic growth opportunities and initiatives through accessing existing and future opportunities and exploring and preparing specific action plans**



STRATEGIC THRUST # 6: EMBRACE DIVERSITY

- 1. Create and develop a more nurturing environment of advancement of WIM**
- 2. Create, develop, and/or strengthen a more nurturing environment of mentorship for the entire spectrum of ministry**
- 3. Encourage the inclusion of geographical and culturally relevant symbols of diversity during the worship experience to enhance unity**
- 4. Incorporate inclusive language and involvement in the total life of the church**



STRATEGIC THRUST # 6: EMBRACE DIVERSITY

- 5. Identify, develop, and promote ministry specifically for individuals (or groups) with special needs**
- 6. Identify, develop, and promote other models of ministry (including Pastoral ministry)**
- 7. Constitute a delegated body that is representative of our diverse membership (i.e., culture, geography, language, age, gender, function) and is conducive to dialogue, debate, discussions and decisions in appropriate venues with adequate resources - REVISIT**



STRATEGIC THRUST # 7: IMPROVE EDUCATION, GROWTH & DEVELOPMENT

- 1. That the General Conference establish a Department of Higher Education. The General Board hire an Executive Director with adequate staff and necessary resources**
- 2. Provide proper training for Board Members of Higher Education Institutions to ensure training in accordance with applicable law and accreditation requirements**
- 3. Provide training for persons in leadership capacity in the local congregation, Presiding Elder District, Annual Conference, Episcopal District, and Connectional Church. (Institute for Church Administration and Management ICAM) Refer to the Department of Christian Education**



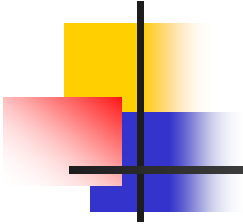
STRATEGIC THRUST # 7: IMPROVE EDUCATION, GROWTH & DEVELOPMENT

- 4. Increase funding for AME Institutions of Higher Education**
- 5. Develop comprehensive and competitive written resources**
- 6. Create an Editorial Board that annually reviews publications of the AMEC and makes recommendations for the improvement of the quality of the material**
- 7. Certify all AME teachers**



STRATEGIC THRUST # 8: ENHANCE GLOBAL MINISTRY

- 1. Establish Global Missionary Emergency Response Team(s)**
- 2. Provide a more caring, supportive presence where there is a need globally**
- 3. Establish internal and external partnerships for Global Ministry**



Where We Are Now



Implementation Phase

Once a strategic plan is in place, together with a Connectional structure that fits that plan, it should become the road map by which the AMEC travels; the template against which Connectional decisions are made; the scale on which resources are allocated; and the impetus of Connectional energy.



Draft Handbook of Strategic Implementation

African Methodist Episcopal Church



Draft AME Strategic Implementation Handbook

*Presented by
Strategic Planning Team*

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Purpose of the Handbook

This Strategic Implementation handbook is designed to help the AMEC integrate the strategic plan and its recommendations into the fabric of the Connectional Church. It provides a course of action that will help the Church at large buy-in and commit to the strategic plan. It confirms that the strategic plan is not an event but an on-going process for planning and growing the AMEC in the 21 Century.



Handbook of Strategic Implementation

- Foreword by Bishops' Council
- (8) Strategic Thrusts
- (47) Recommendations
- Existing Processes
- Processes for Implementation
- People Who Should Be Involved
- Recommended Change Strategies



7 Definitions as Per Redistricting Legislation

- Episcopal District
- Annual Conference
- A Presiding Elder District
- A Local Church
 - Mission Church
 - Circuit
 - Station



Definition of Episcopal District

An Episcopal District is an incorporated or unincorporated, non-profit entity composed of a grouping of at least three (3) Annual Conferences, established by the General Conference, and superintended by one Bishop who has administrative, ministerial, and financial oversight.



Definition of Episcopal District

Function of an Episcopal District

To provide coordination and administrative oversight for the receipt and disbursement of Episcopal District finances.

To provide substantial support to colleges, universities, and seminaries.

To provide oversight and administration for District projects and programs according to all applicable laws within and without of the AME Church (i.e. city, state, federal).

To resource the vision, mission, and goals of the AME Church (which may be beyond the capacity of what an Annual Conference can do to benefits its constituency).



Composition of An Annual Conference

An Annual Conference is an incorporated legal entity composed of churches within a specified geographical configuration which holds a yearly meeting of elected delegates and members to provide oversight and administration of the human, financial, and oversight of property resources in keeping with the mission, and the Doctrine and Discipline of the AMEC. The presiding Bishop of the Episcopal District is the president and performs all duties and responsibilities as outlined in the Doctrine & Discipline of AMEC.



Definition of a Presiding Elder District

A Presiding Elder District is a geographical configuration of churches, stations, missions and circuits with an Annual Conference designed to enhance effective management of an Annual Conference.



Definition of a Local Church

The Local Church is a body of believers in Jesus Christ who come together in a specific place governed by the Doctrine and Discipline of the AME Church for the purposes of worship, study, fellowship, and ministry.

In the African Methodist Episcopal Church there are several categories of local churches which are Mission, Circuit, and Station.



Definition of a Mission Church

A Mission Church is a new work or existing local church of three (3) or more believers in Jesus Christ grounded in the Holy Scriptures* and governed by the Doctrine and Discipline of the AME Church for the purpose of worship, study and fellowship, and ministries as written in the Mission Statement of the AMEC and is seeking station status in an Annual Conference.



Definition of a Mission Church

A new work Mission Church has no financial obligations for a period three (3) years unless requested by the Congregation or recommended by the Presiding Elder and approved by the Annual Conference.

A new work Mission Church may remain in "Mission" status for three (3) years and then may apply for an extension subject to the approval of the Annual Conference.



Definition of a Circuit Church

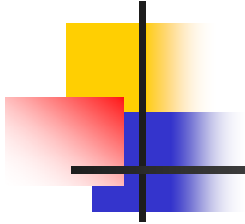
A Circuit is two (2) or more congregations under the supervision of one (1) pastor.



Definition of a Station

A Station is a local church of 50 or more believers in Jesus Christ grounded in the Holy Scriptures and governed by the Doctrine and Discipline of the AMEC for the purpose of worship, study and fellowship and ministries as written in the Mission Statement of the AMEC.

Churches that have not achieved 50 or more members but are able to financially support leadership, ministry, and contribute to the work of the general church may continue to function as a Station.



NEXT STEPS



Next Steps

- Input from CONVO Participants
- Input from Council of Bishops
- Complete Implementation Handbook
- Report Results to the General Conference:
Adopt the 8 Strategic Thrusts, being cognizant of the 47 recommendations



Next Steps

- Create an Ad Hoc Committee to the General Board on Strategic Planning
- This Committee serves as the Implementation Team who will create timelines, measurements and accountability
- Ad Hoc Committee would evolve into a Long Range Planning Committee



Previously Proposed Legislation

- Vision
- Mission
- Historical Preamble
- Create the Office of CAO
- Create Department of Educational Institutions
- Establish the Director of Educational Position
- Require Mandatory Continuing Education for Clergy
- Provide Support for Church Start-ups



Create an Evaluation Process

The Strategic Planning Team will need to develop an evaluation process to monitor progress of strategic plan implementation for review by the Council of Bishops and the General Board.