

# ***Strategic Plan***

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Dynamics of Organizational Development  
Dr. Jesse Adkinson

# *The Ministry Context*

## **The Context**

In the future, Lord willing, I hope to be a pastor of college ministry at a local church that is seeking to reach out to the campus of a major university. With this goal in mind, my specific ministry context will be discipleship in a large local church, close to a major four-year undergraduate university, where my focus group is college students. Most of these students will be pursuing an undergraduate degree so that they can get jobs or study on the graduate level. Since this is the case, this is a very short and focused time of discipleship and leadership development. Most students will be in the discipleship program for four to five years and then leave the area. I may have less time with some students, maybe just a year or two if they decide to get serious about Jesus as upperclassmen.

## **Specific Situation for this Project**

The situation may be that there a small college ministry already started at the church. The ministry has been going for three years with one part-time staff person giving direction. This person has moved away this year. There are two small groups going and a small worship service with teaching and music has started during church on Sunday. About 30 students currently come to this Sunday school/worship time. There are about 5-10 key student leaders who are involved in the ministry. The elders have a vision for the campus and there is a lot of congregational support. The elders have hired me and a worship leader to focus on college ministry. They hope to hire another full time college staff person in the next couple of years.

# Needs

DOCTOR  
Arrow Step 1

What needs do we feel deeply burdened by and uniquely qualified to meet?

## What makes us weep?

- Unreached peoples of the world
- Lack of male leadership
- Students living empty lives to party
- College students abandoning Christianity

## What am I uniquely gifted/qualified to do?

- Teach
- Pastor
- Build Teams
- Lead a staff
- Develop Leaders
- Mentor
- Small groups
- Internationals

## Brainstorming:

Purpose statement work/words

- Make disciples
- Teaching
- The nations
- Build leaders
- Reach out

Connect, grow, serve, go

Invite, explore, embrace

Evangelize, equip, export

Reach out, build up, serve here, send forth (go out)

Potential Key Verses

- Mt 5:16; Acts 1:8
- Col 2:6-7
- Rom 12:6-8
- Mt 28:18-20

## Key Areas

1. Reach students/friends with gospel
2. Build the faith of believers
3. Serve the church and community
4. Go out to bless the world



# Purpose

DOCTOR  
Arrow Step 2

Why do we exist?



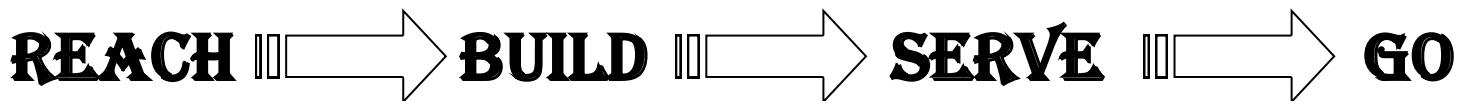
## MISSION, VALUES, AND VISION

### Mission:

To make disciples among college students by reaching, building, serving, and going.

### The Four Key Areas Expanded:

We will accomplish our mission to make disciples among college students by reaching non-believers with the gospel, building the faith of believers, serving the church and community, and going out to impact the world for Christ.



### Values:

1. The Scriptures as foundational for life
2. Life transformation
3. The gospel going to the nations
4. Partnership with the church
5. Passion to know Christ
6. Spiritual multiplication
7. Being insiders among the lost
8. Reliance on the Holy Spirit
9. Building student-parent relationships
10. Loving relationships

### Vision:

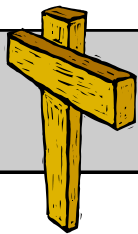
1. To see students have a vibrant witness all over campus (Mt 5:16).
2. To see students come to faith in Christ and reproduce their lives through spiritual multiplication (2 Tim 2:2).
3. To see students become established and equipped in their faith through a strong connection to the local church so that they will walk with Christ for the rest of their lives (Eph 4:11-13).
4. To see these students embrace God's global vision for their lives to reach the nations (especially the unreached people groups) through going, sending, praying, mobilizing, and welcoming (Mt 28:18-20).

# Objectives

DOCTOR  
Arrow Step 3

What areas should we impact?

What specific areas will we work on and set goals for?



**REACH** *friends with the gospel*

## Scriptural Basis:

Mt 4:19; 5:14-16; Rom 1:16; 10:9-10

## Contexts:

- Large group meeting
- Apologetic workshops
- Dorm outreach
- Spiritual interest surveys around campus
- Cold turkey groups
- Church outreaches
- Students as insiders among their friends

## Topics:

- Reliability of the Bible
- Gospel presentation
- Nature of truth
- Hot topics on campus
- Other apologetic issues

## Tools:

Gospel presentations—*The Bridge, Quest for Joy, Knowing God Personally*

How to do an Investigative Bible Discussion

Spiritual Interest Surveys

Apologetic Resources for seekers—*Case for Christ* by Strobel, *More than a Carpenter* by McDowell, *Evidence that Demands a Verdict* by McDowell

## Objectives for students in this Stage:

**To see a new disciple who is MARCed by Christ**

**M**aster is Christ (Luke 14:33)

**A**bides in the Bible (John 8:31)

**R**eproducing fruit (John 15:8)

**C**ommitted to the body (John 13:34-35)

# Objectives

DOCTOR  
Arrow Step 3



## **BUILD** *the faith of believers*

### **Scriptural Basis:**

2 Cor 5:17; Col 2:6-7; 1 Pet 2:2

### **Contexts:**

- New believer small groups
- Christianity 101 class or church membership class
- Mentoring
- Small groups
- Sunday Church

### **Topics:**

- Assurance of salvation
- Lordship of Christ
- How to read and study the Bible—devotions
- Fellowship
- Sharing a simple testimony
- How to pray
- Scripture memory
- Character issues
- Christian Doctrine
- Hot topics: dating, decision-making, drinking, homosexuality, apologetics

### **Tools:**

*Disciples for Life or Design for Discipleship, The Wheel Illustration*—Navpress

*Discipleship Essentials*

*This Great Salvation* by CJ Mehaney

*Discipleship Ministry* books 1-3 by Kenson Kuba

*Topical Memory System* by Navs

*Personal Spiritual Disciplines* by Donald Whitney

Theology—*Bible Doctrine* by Wayne Grudem, *The Theology Program, Doctrines Study* by Navs

### **Objectives for students in this Stage:**

#### **To See this Disciple Mature in FAITH**

**F**aithful—desires to be consistent

**A**vailable—God is the priority

**I**nitiates—takes initiative

**T**eachable—open to God and others

**H**ungry—for God

# Objectives

DOCTOR  
Arrow Step 3



## SERVE

*the church and community*

**Key Objective Areas: Serving, Using Gifts, Leadership Development**

**Scriptural Basis:**

Eph 4:11-13; 1 Thess 2:8; 1 Cor 12:4-7

**Contexts:**

- Small groups
- Timothy Team
- Leadership Team
- Service groups—prayer team, planning, Greek outreach, international ministry, evangelism team, men's/women's, new believer follow-up, freshmen ministry.

**Topics:**

- How to discover and use your spiritual gifts
- Small group leading
- Plugging into the local church

**Tools:**

Spiritual gift surveys  
Small group leading tools  
Small Group Bible study materials  
Building Leaders materials

**Objectives for students in this Stage:**

**To See this Disciple Reproduce FRUIT**

**F**aithfully bears the MARC of a disciple

**R**eceiving training in evangelism and building young believers

**U**nderstands and is developing in Christ-like character

**I**nitiating evangelism and working to train others

**T**eamed with other students and church members who are serving

# Objectives

DOCTOR  
Arrow Step 3



**GO**

*to impact the world for Christ*

## **Scriptural Basis:**

Acts 1:8; Mt 28:18-20; 2 Tim 2:2; Mt 24:14

## **Exporting Contexts:**

- Missions workshops and classes
- Church mission trips
- Small groups
- International ministry
- Missionary testimonies
- One-on-one mentoring—spiritual multiplication

## **Exporting Topics:**

- History of missions, inspiring missionary stories
- College student missionary movements
- Giving
- State of world missions today
- International ministry
- Incorporating missions into a small group
- Global prayer

## **Tools:**

*Operation World* by Patrick Johnstone

Global Prayer Digest

Perspectives on the World Christian Movement

World Prayer Map

Voice of the Martyrs—[www.persecution.com](http://www.persecution.com)

The Traveling Team

*Personal Disciplemaking* by Chris Adsit

*The Fuel and the Flame* by Steve Shadrach

Missionary Biographies

Missions Organization Websites

## **Objectives for students in this Stage:**

**To see this disciple be a WORKER in God's harvest**

**W**ord of God is source

**O**rders life around the Great Commission

**R**esolve to be like Christ in all aspects

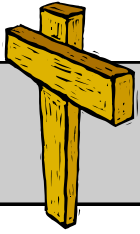
**K**nows how to and is committed to multiplying into a third spiritual generation

**E**vangelism is a lifestyle

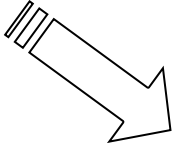
**R**elating properly to the church

# Summary of Process

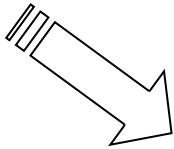
DOCTOR  
Arrow Step 3



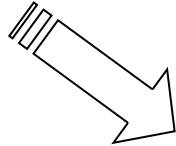
**REACH**



**BUILD**



**SERVE**



**GO**

# *Milestones*

DOCTOR  
Arrow Step 4

How has God blessed us to bring us to this place? What have we already accomplished?

- Worship and teaching event has started
- A couple of small groups are going
- There are 5-10 key leaders who are growing
- Elders and church are supportive

# Ideas

What ideas do we have that we should consider turning into priorities?

**Ideas:**

- Timothy leadership development team
- Freshman ministry
- Mentoring system
- Short term mission projects together and with the church
- Using your spiritual gifts seminars
- Apologetics weekend
- Coaches for the small group leaders
- Men's ministry events
- Parents weekend or graduation meal
- Women's ministry events
- International ministry
- Serving student leadership team
- Leadership retreats
- Staff development conferences

# Roadblocks

DOCTOR  
Arrow Step 6

What roadblocks may keep us from reaching our full potential?

- Leaders not ready/encouraged/trained/in the right areas
- Apathetic Christians/worldly attitudes
- Lack of males taking initiative
- Drinking and partying
- Not enough staff or the right staff
- Lack of funding for programs and staff
- Lack of desire to grow among those who have been Christians all their lives
- Lack of passion to reach friends for Christ

# *Resources*

DOCTOR  
Arrow Step 7

What are our greatest resources to help us?

## **Resources**

- Prayer team
- Friends and family
- Holy Spirit empowered spiritual gifts for the believers to utilize
- The potential of the local church to help us
  - mentors
  - areas to serve in
  - sermons/seminars/retreats
  - families to connect with
  - money and funds
  - supplies and administrative support
  - direction and leadership
  - facilities
- University “club/campus organization” resources (funds/rooms/communication)

# Quarterly Goals

DOCTOR  
Arrow Step 8

In the next 90 days, what are the three most important measurable, realistic targets of accomplishment for each objective?

## **Reach**

1. Recruit a team of students (2-5) to help with outreach events
2. Help with Freshmen move in days, establish relationships, invite to events
3. Conduct spiritual interest surveys on campus for 3 days during the first week of school

## **Build**

1. Meet weekly with the students that are leading the small groups
2. Have the key student leaders sign up for the church membership class
3. Start 1-2 new bible studies with interested students from the spiritual interest surveys

## **Serve**

1. Start the Timothy Leadership Team with key student leaders—to meet the second half of semester
2. Do one service project together through the ministries of the church
3. Get away with the staff for a 2-3 day planning retreat

## **Go**

1. Focus one of the weekly worship events on missions
2. Order missions supplies—books and materials
3. Conduct a brainstorming session about potential trips

# Short Range Goals

DOCTOR  
Arrow Step 9

In the next zero to two years, what are our three most important, measurable, realistic targets of accomplishments for each objective?

## **Reach**

1. Incorporate outreach training in the leadership meetings
2. See 15 students come to Christ
3. Have 100 students coming to the weekly worship/teaching event

## **Build**

1. Have had one event for both the women's and men's ministries
2. See 10 small groups that are going strong
3. Have two full time college staff leaders fully serving in their area of giftedness

## **Serve**

1. Conduct Two Six-week Timothy Team Leadership development groups each year
2. Develop a leadership training curriculum and schedule to be used in weekly leadership meetings
3. By the end of year two, have a 2-5 person serving leadership team

## **Go**

1. Send one mission team on a trip by the end of the second year
2. Bring in one outside mission speaker to speak at weekly worship and teaching time
3. Organize a student missions leadership team

# Mid Range Goals

DOCTOR  
Arrow Step 9

In the next two to five years, what are our three most important, measurable, realistic targets of accomplishments for each objective?

## **Reach**

1. Be coordinating 1-2 outreach events per semester
2. See students adequately trained and actively sharing their faith with their friends
3. 30 new believers

## **Build**

1. Shoot for 10-20 small groups going
2. Lead a Christianity 101 class by the end of year four
3. Have a fully developed coaching system for the small group leaders

## **Serve**

1. Have a 5 person serving leadership team with students helping them plan for each area
2. Hire a men's and women's discipleship staff
3. Be taking two leadership retreats each year

## **Go**

1. Be speaking on missions once a semester in the large group session
2. Send the missions leadership team to a missions conference
3. Send 5-7 teams out on mission trips

# Long Range Goals

What three measurable, realistic priorities are we dreaming of accomplishing five to 20 years from now?

## **Reach**

1. 500-1000 students coming to the weekly worship/teaching event
2. Students taking initiative to reach out to their friends as part of the DNA of the ministry
3. 200 new believers

## **Build**

1. 300-400 students involved in small groups
2. Conducting a successful Timothy Team each semester—100 involved each year
3. Each leader a member of the church, Christianity 101 class going strong

## **Serve**

1. 5-10 full-time college ministry staff plugged into their areas of giftedness
2. 100 students serving in the ministries of the church and/or doing community service
3. 100 small group leaders and coaches multiplying their lives and getting weekly training

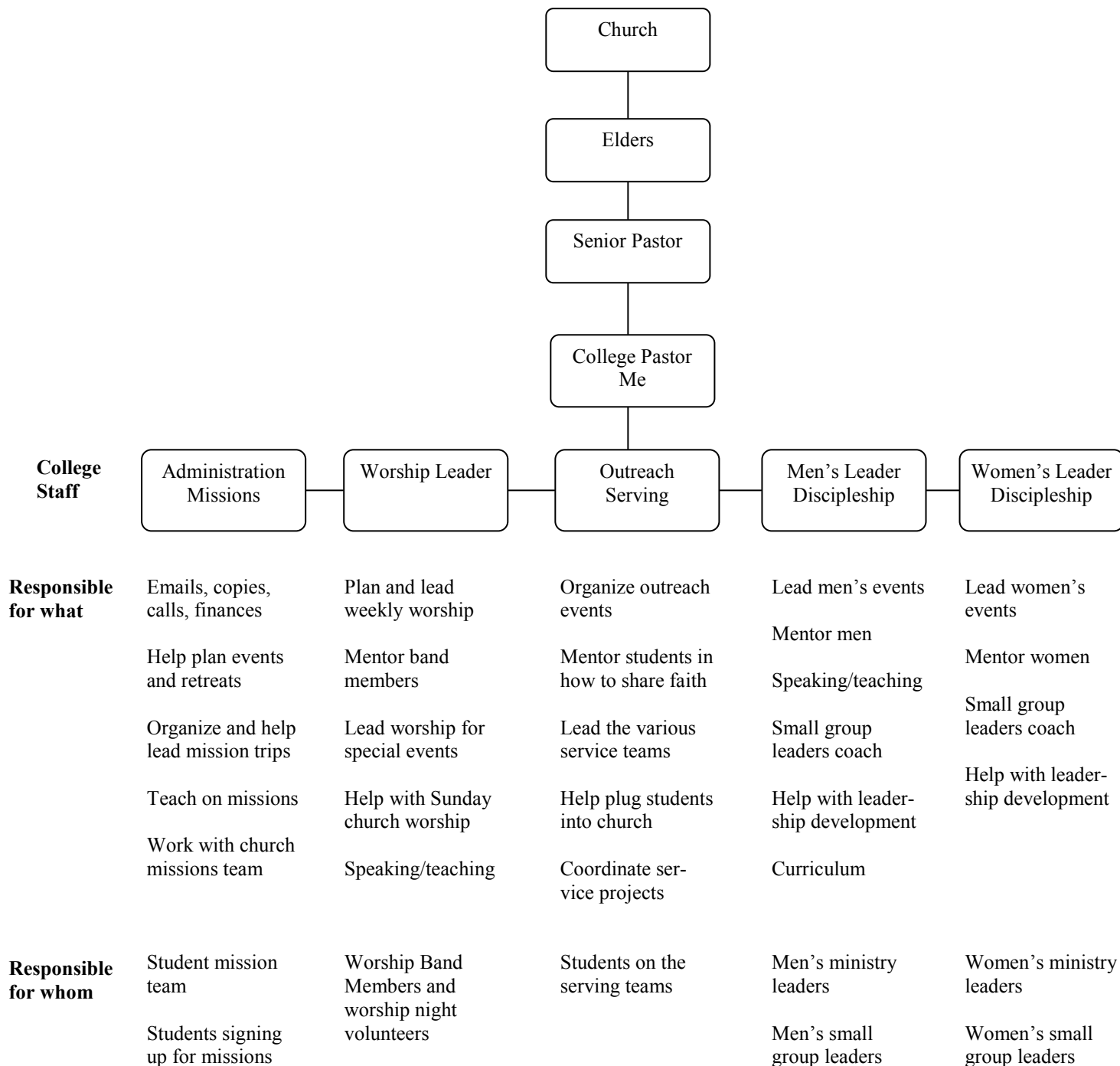
## **Go**

1. 3-6 college mission trips going out each year
2. A strong ministry to internationals with 300 people involved
3. A weekly missions prayer team running strong

# Organization

Who is responsible for what? Who is responsible for whom? Right people in right places?

**Note:** I would trust God for a 5 person staff team in 5-15 years. This would be the ideal organizational chart for that full college staff team.



# Cash

DOCTOR  
Cash

What are our projected income, expenses, and net? Can we afford it? How?

## Cash Breakdown—first year of the ministry

### Outflows



### Inputs

# Tracking Worksheet

DOCTOR  
Tracking

Are we on target? How will people report progress?

Name: \_\_\_\_\_

Date: \_\_\_\_\_

- A highlight is; A lowlight is:
  
  
  
  
  
  
  
  
  
  
- I have made progress in the following areas:
  
  
  
  
  
  
  
  
  
  
- I am planning to:
  
  
  
  
  
  
  
  
  
  
- I am having problems with the following in reaching my goals:
  
  
  
  
  
  
  
  
  
  
- Any other comments/suggestions/lessons learned:
  
  
  
  
  
  
  
  
  
  
- I would rate my personal happiness at: \_\_\_\_\_ (1-10) Why?
  
  
  
  
  
  
  
  
  
  
- You can pray for me in the following areas:

Hours this week \_\_\_\_\_

Signature of Supervisor: \_\_\_\_\_

# Evaluation

DOCTOR  
Overall Evaluation

Are we achieving the quality we expect and demand from ourselves?  
How will we evaluate our staff, programs, and organization?

## Evaluation Tools

- Mentoring Evaluation Sheet  
—To be filled out before each mentoring session
- Staff Performance Evaluation  
—To be filled out each year at annual review
- Event/Program Evaluation Sheet  
—To be filled out after each program/event
- Small Group Evaluation Sheet  
—To be filled in before and after each small group meeting
- Staff Position Description  
—Blank worksheet to be filled in by staff person and supervisor
- Sample Volunteer Description Sheet—Small Group Leader Position Description

# *Mentoring Evaluation*

DOCTOR  
Overall Evaluation

Person met with \_\_\_\_\_ Date \_\_\_\_\_

Brief summary of how the time was spent:

Personal information learned:

Prayer Requests:

Things to do before next meeting:

Any other ideas or needs discerned:

# Staff Performance Evaluation

DOCTOR  
Evaluation

Title/name of staff member to be evaluated \_\_\_\_\_

Name of person completing form \_\_\_\_\_ Date \_\_\_\_\_

(**Note:** The information provided on this form may be shared with the minister you are evaluating.)

Please briefly describe your ministry role (involvement or interactions) as it relates to this staff member during the past year.

Please provide your feedback regarding the minister's performance for each item listed below by circling the descriptor that best characterizes their performance during the past year.

(**Note:** For any item identified as poor or unacceptable include a description of the factors that have resulted in your assignment of this rating i.e. observed behaviors, comments, actions taken, etc...)

1. Leadership ability					
Excellent	Good	Average	Poor	Unacceptable	Unable to Assess
Comments:					
2. Ability to recruit qualified lay leaders to ministries under his/her direction					
Excellent	Good	Average	Poor	Unacceptable	Unable to Assess
Comments:					
3. Ability to provide necessary training to the lay leaders in the ministry					
Excellent	Good	Average	Poor	Unacceptable	Unable to Assess
Comments:					
4. Organizational skills					
Excellent	Good	Average	Poor	Unacceptable	Unable to Assess
Comments:					
5. Attention to important details					
Excellent	Good	Average	Poor	Unacceptable	Unable to Assess
Comments:					
6. Follow up on important or urgent matters relating to ministries					
Excellent	Good	Average	Poor	Unacceptable	Unable to Assess
Comments:					

7. Provides appropriate guidance for ministries under his/her direction					
Excellent	Good	Average	Poor	Unacceptable	Unable to Assess
Comments:					
8. Provides vision to the ministries under his/her direction					
Excellent	Good	Average	Poor	Unacceptable	Unable to Assess
Comments:					
9. Provides accountability for ministries under his/her direction					
Excellent	Good	Average	Poor	Unacceptable	Unable to Assess
Comments:					
10. Provides feedback or constructive criticism to lay leaders under his/her direction					
Excellent	Good	Average	Poor	Unacceptable	Unable to Assess
Comments:					
11. Ability to provide biblically based direction and counseling to lay leaders					
Excellent	Good	Average	Poor	Unacceptable	Unable to Assess
Comments:					
12. Tactfulness					
Excellent	Good	Average	Poor	Unacceptable	Unable to Assess
Comments:					
13. Communicates and/or displays love and concern to those he/she works with					
Excellent	Good	Average	Poor	Unacceptable	Unable to Assess
Comments:					
14. Communicates and/or displays love and concern to those he/she is ministering to					
Excellent	Good	Average	Poor	Unacceptable	Unable to Assess
Comments:					
15. Integrity					
Excellent	Good	Average	Poor	Unacceptable	Unable to Assess
Comments:					
16. Work ethic					
Excellent	Good	Average	Poor	Unacceptable	Unable to Assess
Comments:					

17. Has this pastoral staff member ever treated you in an inappropriate or unprofessional manner?  
Yes \_\_\_ No \_\_\_ If yes, please describe...

18. What does this pastoral staff member excel at in ministry? What are his/her greatest strengths?

19. What one or two things could be changed about his/her job description that would bring him/her greater fulfillment and the church greater effectiveness?

20. What are his/her weaknesses? How does he/she compensate for them? How would you suggest improvement in these areas of weakness?

Please feel free to provide any additional comments in the space provided below:

# Event Evaluation Sheet

DOCTOR  
Overall Evaluation

Event Being Evaluated: \_\_\_\_\_

Date: \_\_\_\_\_

- Why did you come to the event? What were your expectations?
- What did you like best about the event?
- What suggestions do you have about how we can improve the event?
- How do you feel you are growing as a result of the event? What applications to your life do you have?
- Is there anything about the program/event that is upsetting you?
- Did you feel comfortable bringing your friends/family? Why? Why not?

# Small Group Evaluation

DOCTOR  
Overall Evaluation

**Small Group Plan**

Passage:

Date:

Write out an objective for the group meeting:

List key texts to read together and discuss:

How will you paint the historical picture?

List key themes to cover with cross-references:

List questions that may be raised by a group member and follow up Scripture you can use:

List creative ideas to use (game/drawing/chart etc...).

List illustrations from your life or from the Bible—other places where a character demonstrates a theme.

Make a list of questions to ask that will help you draw out the group's observations/interpretations of the Scripture:

List questions for application:

**Evaluation:**

How did I meet my objective?

How are specific applications being made?

What went well? What didn't? How can I improve?

# Staff Position Description

DOCTOR  
Overall Evaluation

**Name:**

A blank template to be used for each staff member to fill out along with the college pastor.

**Date of Employment:**

**Review Date:**

Title of Position:

Purpose Statement of Position:

Person Reports to:

Relates Closely with:

People For Whom Responsible:

Continuing Responsibilities:

Primary strengths/gifts/talents:

Role Preference:

Top Three Current Measurable Priorities:

Budget Available: \$ \_\_\_\_\_

Time Required by Position: \_\_\_\_\_ hours per week

Salary \$ \_\_\_\_\_ per year

Accompanying Benefits:

Additional Considerations:

# Small Group Leader Position Description

DOCTOR  
Evaluation



## Small Group Leader College Ministry Description



### Description

Our mission is to make disciples among college students by reaching, building, serving, and going. One of the particular ways we see this vision come alive is in the small group setting. These groups foster growth like no other context can. We are looking for leaders who are capable, available, and excited about God using them in the leadership of these groups.

### Commitment:

Attend the two leadership retreats before fall and spring semesters  
Participate in trips, conferences, and events as your schedule permits  
The time commitment will be 5-10 hours a week and will consist of the following:  
—Participate in our weekly Tuesday night leadership time  
—Lead a weekly small group  
—Mentor at least one person in your group, individual discipleship for further growth  
—Come to weekly worship and help connect with people during the event  
—Help individuals in your group in the basics (prayer, read Bible, devos, etc)  
—Involvement in the lives of your group members, awareness of issues, prayer for them

### Characteristics To Cultivate

A dynamic relationship with God  
A passion to help fellow students in their walks with Christ  
A vision to establish Christ-centered relationships with students in your group  
A servant attitude and a commitment to being faithful all year  
A willingness to be a team player with your small group  
A heart for reaching, building, serving, and going  
A love for making disciples of all nations, finding your place and showing others theirs  
An excitement for discipleship... fresh ideas and creativity

### Ministry Skills

You will learn how to:  
—Hold an effective discussion on pertinent topics to student life  
—Disciple an individual student his or her walk with God  
—Have a prayer time with your group  
—Share your faith more effectively to the people you interact with daily  
—Study and apply the Bible in deeper ways

### Life Skills

Our heart is to also give you Biblical and practical teaching on topics such as:  
—Honoring God with your time management and finances  
—Living a lifestyle of discipleship, outreach, prayer, and service  
—Resolving conflict in a God-honoring way  
—Finding your gifts and using them to serve in the local church  
—Your part in the Great Commission

**Relates Closely To:** Coach, small group members

**Reports To:** Coach, Men's or Women's college staff

# Refinement

DOCTOR  
Refinement

How can we be more effective and efficient in moving toward the ideal?  
*Sample Refinement Area—Small Group Leading*

## Small Group Leader Process Chart

