

Strategic Plan

Summary 2018-21



Photo: Mike DuBose



To Our Friends and Partners:

Global Ministries is the mission and humanitarian assistance agency for The United Methodist Church, facilitating mission in more than 130 countries and leading the church's work in global health. Global Ministries includes the United Methodist Committee on Relief, or UMCOR, providing nonsectarian disaster response and sustainable development worldwide.

To guide its work, Global Ministries has put in place a Strategic Plan for the period 2018-21, summarized in the following pages. Recognizing that the context for mission is always changing, the Strategic Plan includes six Strategic Directions, which seek to respond adaptively to the times in which we live.

- **Engaging more broadly with annual conferences and congregations and exploring with them new ways to serve and support their work in mission**
- **Building relationships and capacities among global mission partners to help enable how they establish, lead and grow the church in their regions**
- **Emphasizing the importance of global missionaries, young adult and other missionaries, and the laity who are called to serve as volunteers by increasing recruitment and places of assignment**
- **Promoting abundant health for all, especially children, and establishing and expanding lifesaving and health-promoting measures, with special attention to the economically vulnerable**
- **Increasing humanitarian assistance more fully and regularly by integrating immediate disaster response with long-range sustainable development**
- **Strengthening internal operations and finance to ensure that programs function cost-effectively and deliver the greatest possible value to the church and its constituents**

Global Ministries refined these Strategic Directions to harmonize with its historical, long-standing mission goals and vision and, most importantly, to reflect the agency's theology of mission, which acknowledges that the church exists to engage in God's mission. The Strategic Directions also demonstrate accountability and responsiveness to the Four Areas of Focus of The United Methodist Church, the United Methodist Book of Discipline and the Book of Resolutions, as adopted and prescribed by the United Methodist General Conference.

Global Ministries has put in place structures and tools to monitor and evaluate its progress, and to report results regularly to the United Methodist Connectional Table, in its role of reviewing and evaluating the effectiveness of general agencies, and to other constituencies, including donors.

We are grateful for your interest in our work and the opportunity to be in mission with one another. Through mission, we believe The United Methodist Church realizes its greatest unity, and through mission and being in mission together, we believe society achieves its greatest potential.

Sincerely,

Bishop Hee-Soo Jung
President, Board of Directors

Thomas G. Kemper
General Secretary

The background is a solid blue color with a subtle gradient. Overlaid on this are several abstract, semi-transparent blue shapes. A prominent feature is a large, stylized cross that is slightly offset from the center. To the left of the cross, there are several overlapping, wavy, organic shapes that resemble stylized flames or flowing water. The overall composition is clean and modern.

Mission & Vision

Mission Goals of Global Ministries

- Make disciples of Jesus Christ
- Strengthen, develop and renew Christian congregations and communities
- Alleviate human suffering
- Seek justice, freedom and peace

Vision for Global Ministries

As the mission and humanitarian assistance agency of The United Methodist Church, Global Ministries is the leading United Methodist body equipping, strengthening and transforming people and communities for God's mission around the world.

In its work of making disciples of Jesus Christ, Global Ministries facilitates mission so that churches and faith communities grow and flourish; justice, freedom, peace, health and well-being prevail across racial, cultural, national and political boundaries; and people of all faiths live in dignity and security, even when they face humanitarian disasters and their aftermath.

Based on its accessibility, adaptability and cultural versatility in all global contexts; the faith and trust of its constituents, including donors; the rigor, integrity and transparency of its financial stewardship; the diverse technical expertise of its global staff; and its demonstrated success attentively and cost-effectively collaborating with other United Methodist general agencies and the ecumenical organizations working in the same mission fields, Global Ministries is the partner of choice for conferences, congregations and others who want to participate in God's mission.





Four Areas of Focus

Four Areas of Focus

Adopted by the 2008 General Conference and readopted in the two succeeding General Conferences of 2012 and 2016, the Four Areas of Focus of The United Methodist Church stand as guideposts in the quadrennium for all Methodists as they seek to live lovingly and justly as servants of Christ.

In addition to developing the Strategic Plan in harmony with its mission goals and vision, Global Ministries shaped the Strategic Plan, including its Strategic Directions, in direct support of this quadrennium's Four Areas of Focus. Global Ministries regularly measures the performance and progress of its programs in accord with the Four Areas of Focus, as directed by the Connectional Table.

Focus Area 1: Developing Christian leaders for the church and the world

Focus Area 2: Creating new places for new people and revitalizing existing congregations

Focus Area 3: Engaging in ministry with the poor

Focus Area 4: Improving global health so that all have abundant health



The background is a solid dark green. Overlaid on this are two lighter green, semi-transparent shapes. On the left is a large, stylized leaf shape that curves upwards and to the right. On the right is a vertical line that intersects with a horizontal line, forming a cross-like shape. The text "Strategic Directions" is centered in the middle of the page in a white, bold, sans-serif font.

Strategic Directions

Strategic Direction #1

Engaging more broadly with annual conferences and congregations and exploring with them new ways to serve and support their work in mission

WHY IT MATTERS

- The mission field is always changing.
- The United Methodist Church is connectional. Connectionalism is an important part of our identity as United Methodists, as well as a key means for ensuring church growth.
- By engaging in multiple contexts, including where annual conferences and congregations are already actively engaged in mission, Global Ministries can be assured of finding the best and most innovative models for how the church leads, learns, serves, prays, gives and advocates on behalf of mission.

EXPECTED OUTCOMES

- Strengthened capacity for mission among annual conferences and congregations, including clergy and lay leaders
- Deepened awareness of how “connectionalism” shapes the identity and nature of The United Methodist Church at every level
- Expanded resources, practices and opportunities for mission service

UNITED METHODIST FOUR AREAS OF FOCUS

- Through this Strategic Direction, Global Ministries participates in developing Christian leaders for the church and the world, which is one of the Four Areas of Focus. Through regular monitoring and evaluation of performance indicators, Global Ministries reports its results and progress to the general church.



HOW WE WILL DO IT

- Develop a new Center for Mission Innovation within a new unit for Mission Engagement to support and resource annual conferences and congregations. Highlight and promote existing innovations and resources. Increase and enhance the capacities of clergy and laypersons so that they may lead their congregations in engaging and leveraging the assets of their communities across racial, cultural, national and political boundaries. Strengthen relationships with a wide and diverse array, including annual conference chairs of mission personnel, church mission directors and pastors, and young people, as well as mission advocates and conference secretaries of Global Ministries. Build broader awareness of all the agency's programs, complementing recognition of UMCOR.
- Global Mission Connections and Missionary Service will establish new mission-service opportunities that respond to the mission goals of annual conferences and congregations, with opportunities for leadership development across racial, cultural, national and political boundaries. Opportunities will recognize the multifaceted nature of mission in all its many changing contexts and the importance of revisiting continually how the church engages in and adapts to new mission contexts. Staff will visit and listen to annual conferences and congregations as they envision mission-service opportunities in areas such as creation care, hunger relief or disaster response, locally and globally.
- As part of leading the church's work in health, Global Health will develop new learning opportunities to support and resource annual conferences and congregations, including local racial-ethnic congregations and rural and urban congregations. Help annual conferences and congregations consider how they can establish or expand health ministries as an important component of their work in mission. Organize a periodic United Methodist Day of Health, so that annual conferences and congregations can come together in shared learning.



Strategic Direction #2

Building relationships and capacities among global mission partners to help enable how they establish, lead and grow the church in their regions

WHY IT MATTERS

- The United Methodist Church is a global church.
- The future of the church in mission is still forming in the global regions experiencing rapid growth, as well as in the established regions.
- The church is called to affirm all people equally and enable leaders in all regions as they grow the church in their own communities.

EXPECTED OUTCOMES

- Broader global awareness of mission and United Methodist commitment to mission
- Recognition in all regions and among their leaders that mission succeeds best when everyone involved participates fully
- Stronger relationships and networks cooperatively building capacity for the church and community, as well as the poor, elderly, persecuted, unreached and vulnerable

UNITED METHODIST FOUR AREAS OF FOCUS

- Through this Strategic Direction, Global Ministries participates in developing Christian leaders for the church and the world as well as creating new places for new people and revitalizing existing congregations, which are two of the Four Areas of Focus. Through regular monitoring and evaluation of performance indicators, Global Ministries reports its results and progress to the general church.

HOW WE WILL DO IT

- Recognizing the importance of contextual ministry, develop regional offices for Africa, Asia, Europe, Latin America and the Caribbean, and the United States, linked to a new Global Mission Connections unit. Strengthen relationships with central conferences, jurisdictions, ecumenical organizations, indigenous peoples, and civil society and democratic organizations, as well as annual conferences and congregations. Organize Mission Roundtables to draw together mission partners in a geographical area or in relation to a topic. Emphasize “mutuality in mission” and strategies for capacity building so that local communities can play a leading role in decisions and implementation of projects. To help ensure vital congregations, focus on enabling local leadership, including racial-ethnic and indigenous leadership. Provide capacity-building grants, with measurable objectives and outcomes, reflecting the regions’ strategic plans. Provide an international coaching network to nurture new talent for the church and selected leadership scholarships. Support local leaders whose vision acknowledges and celebrates the whole community, connects with the context around them, and crosses boundaries for the sake of the gospel.
- Through Operations and Finance, deepen financial audit capabilities of each region so that each is more fully equipped to monitor funds, receive and accommodate audit operations, produce audit reports, follow up on audit recommendations, and support regional audit teams. Through Monitoring and Evaluation, support systematic collection, analysis and reporting of outputs, outcomes and impact of grants and other funding to the regions. Generate learning that informs decisions about future resource allocations.
- Through the Office of Mission Theology and the Communications team, gather from and promote in each region and across multiple audiences stories about mission, past and present. Celebrate the bicentennial of the Missionary Society of the Methodist Episcopal Church, founded in 1819. Design activities to honor mission in the life of the church, reflect on the breadth of mission and draw the church further into God’s mission, thereby helping us move forward together as a global church.

Strategic Direction #3

Emphasizing the importance of global missionaries, young adult and other missionaries, and the laity who are called to serve as volunteers by increasing recruitment and places of assignment

WHY IT MATTERS

- Jesus commanded us to witness to the ends of the earth (Acts 13:47).
- Communities around the world are resilient, but they seek ways to strengthen their people and use their creativity effectively to confront challenges such as poverty, inadequate access to water, preventable diseases and injustice.
- Missionaries and those called to short-term mission as volunteers remain a crucial, important means for connecting the church with communities already participating in God's mission.

EXPECTED OUTCOMES

- An expanded pipeline of missionaries and volunteers ready to engage alongside locally led mission efforts, increasing ministering with the poor
- Renewed understanding across conferences and congregations regarding the importance and role of missionaries and volunteers who engage with communities already participating in God's mission
- Expanded readiness among conferences and congregations to participate in God's mission alongside missionaries and volunteers

UNITED METHODIST FOUR AREAS OF FOCUS

- Through this Strategic Direction, Global Ministries participates in creating new places for new people and revitalizing existing congregations as well as engaging in ministry with the poor, which are two of the Four Areas of Focus. Through regular monitoring and evaluation of performance indicators, Global Ministries reports its results and progress to the general church.

HOW WE WILL DO IT

- Develop a Missionary Service unit to help expand partnerships with conferences and congregations in recruiting, training, placing, accompanying and retaining missionaries and volunteers. Raise awareness of the types of missionaries: church and community workers, racial-ethnic plan missionaries, global missionaries and young adult missionaries, specifically Global Mission Fellows, recognizing the importance of young people in the life of the church. Increase the number of conferences and other organizations serving as “global affiliates” administering and mentoring Global Mission Fellows.
- In Global Mission Connections, Global Health and UMCOR, expand and intensify staff capacity for identifying where places of assignment and volunteer worksites are needed. Refine how staff interact with mission partners and communities in understanding how missionaries and volunteers can best engage with them. With mission partners, collaboratively formulate expectations for missionaries and volunteers, including the specific expertise and talent most needed for each place of assignment or worksite.
- Using Mission Engagement expertise, strengthen the communications and fundraising capacities of missionaries. Equip missionaries for documenting and sharing their stories. As part of Mission Engagement’s overall fundraising plan for the entire agency, hire new fundraising staff to support missionaries and expand the global donor base. Through the Communications team, develop material for conferences and congregations describing opportunities in mission, how global missionaries are selected and assigned, and how renewed commitment to mission and missionaries can help play a role in revitalization. In Operations and Finance, continue evaluating missionary compensation across the regions to ensure equity and fair pay and thereby enhance the potential for recruitment of missionaries in specialized fields such as agriculture or medicine.



Strategic Direction #4

Promoting abundant health for all, especially children, and establishing and expanding lifesaving and health-promoting measures, with special attention to the economically vulnerable

WHY IT MATTERS

- We are called to follow Jesus who was sent so that we all may have life and have it abundantly (John 10:10).
- John Wesley promoted health and well-being as essential elements of Methodism from its beginning.
- The General Conference asked Global Ministries to lead in this quadrennium the church's work toward abundant health for all.

EXPECTED OUTCOMES

- By 2020, 1 million children's lives improved through lifesaving and health-promoting measures
- Expanded access to preventive and curative care, especially among poor, unreached and vulnerable children, women and the elderly
- Increased number of conference and congregational health ministries, as well as global health mission opportunities for conferences and congregations
- Improved quality and outcomes of health programs, facilities and services among Methodist clinics, health boards, hospitals and schools

UNITED METHODIST FOUR AREAS OF FOCUS

- Through this Strategic Direction, as the lead United Methodist agency for health, Global Ministries participates in improving global health so that all have abundant health, which is one of the Four Areas of Focus. Through regular monitoring and evaluation of performance indicators, Global Ministries reports its results and progress to the general church.

HOW WE WILL DO IT

- Develop a Global Health unit to resource the church's work in health and lead the church's new quadrennial health campaign, Abundant Health for All. Resource conferences and congregations with technical support, including training health ambassadors where needed, to help them develop or grow their health ministries. Increase the number, breadth and scope of programs, especially related to community health education and access to care. Increase coverage of health interventions for at-risk populations, especially children. Improve the quality and scale of health care services through United Methodist hospitals and clinics. In Africa, focus on communicable diseases such as malaria and HIV, with an emphasis on mother and child services, and provide resources to enhance prevention and treatment services.
- In Mission Engagement, develop marketing and communications strategies and tools, including targeted storytelling, to promote the importance of global health and how conferences and congregations can engage with the Abundant Health campaign. Accompanying and supporting this work, collaborate with United Methodist Communications to promote the Abundant Health campaign across the church and beyond.
- In Global Mission Connections, as well as other units across the agency, initiate conversations with communities and mission partners across the global regions to identify potential new health-focused places of assignment and worksites for missionaries and volunteers. When exploring potential new places of assignment or volunteer worksites, discuss with partners the positive role that health-related missionaries and volunteers can play alongside communities seeking to improve health outcomes and achieve abundant health for all.



Strategic Direction #5

Increasing humanitarian assistance more fully and regularly by integrating immediate disaster response with long-range sustainable development

WHY IT MATTERS

- The disciples determined that according to their ability, each would send relief (Acts 11:29), a call reflected in our Wesleyan commitment to people in jeopardy.
- After many years perfecting how, through UMCOR, we help survivors in the immediate aftermath of earthquakes, famine, tornadoes, floods and hurricanes worldwide, as well as how we help communities rebuild for long-term sustainability, we recognize the enormous potential benefits of bringing these approaches further together.
- For climatic or other reasons, the world continues to experience an increase in the annual number of overwhelming disasters, including fires, hurricanes and flooding, underscoring the importance of multifaceted preparation.

EXPECTED OUTCOMES

- Enhanced operational procedures and programmatic strategies, especially in UMCOR, strengthening the experience of communities and mission partners giving and receiving aid
- Broader recognition and successful demonstration of the interrelated connections between disaster response and sustainable development
- Increased and more multifaceted array of opportunities for conferences, congregations and volunteers, as well as Global Ministries itself, to engage together and walk alongside communities giving and receiving humanitarian assistance

UNITED METHODIST FOUR AREAS OF FOCUS

- Through this Strategic Direction, Global Ministries participates in engaging in ministry with the poor, which is one of the Four Areas of Focus. Through regular monitoring and evaluation of performance indicators, Global Ministries reports its results and progress to the general church.

HOW WE WILL DO IT

- Review strategies and structures within UMCOR, accentuating interconnectedness and collaboration. Acknowledge and celebrate how UMCOR already leads in emergency response, a long-standing tradition, and increasingly demonstrates comparable leadership in recovering from disaster and transitioning to sustainable development. Combine more regularly UMCOR's expertise in both fields, thereby further establishing an integrated approach to its entire process and setting new standards for how we minister with our neighbors. For programmatic planning and response to communities' needs, consider, holistically from the outset, both modes of humanitarian assistance and how they may complement one another. Weigh and consider together the short- and long-term benefits of disaster response and sustainable-development programs.
- Through Global Mission Connections, especially its regional offices, create expanded and stronger communication channels at the local level among partners in the global regions to facilitate and quicken the flow of information about the expertise that Global Ministries can provide, including UMCOR's humanitarian assistance programs and resources.
- In Missionary Service, through its Office for Mission Volunteers, develop expanded best-practice training for UMVIM coordinators and related teams in collaboration with conferences.



Strategic Direction #6

Strengthening internal operations and finance to ensure that programs function cost-effectively and deliver the greatest possible value to the church and its constituents

WHY IT MATTERS

- Strong and effective operations enhance Global Ministries' performance and results, as well as its ability to make disciples of Jesus Christ for the transformation of the world.
- As the church continues to progress, Global Ministries' relationships with conferences and congregations, as well as other partners worldwide, depend more than ever on efficient, effective, nimble, responsive, and transparent operations and finance.
- Building and expanding the constituencies supportive of mission ensure a strong and vital future for the church in mission.

EXPECTED OUTCOMES

- Enhanced operational culture, structures and procedures, providing new strength for functions such as Monitoring and Evaluation and Audit
- Increased revenue through The Advance and direct fundraising, creating ever-stronger financial footing for mission projects and programmatic priorities, as well as Global Ministries' operational costs
- Strengthened administration and stewardship of the church's resources

UNITED METHODIST FOUR AREAS OF FOCUS

- Through this Strategic Direction, Global Ministries contributes to all Four Areas of Focus by providing fiscal and operational discipline for all programs, including the agency's cross-cutting mandated programs and ministries. Through regular monitoring and evaluation of performance indicators, Global Ministries reports its results and progress to the general church.

HOW WE WILL DO IT

- Through Monitoring and Evaluation, demonstrate how data reveal when, where and how Global Ministries is succeeding. Demonstrate the role of data in shaping strategies for continual improvement. Monitoring and Evaluation, working with Audit, communicate in the global regions information about data integrity and reporting, accountability, good stewardship and transparency. Create and manage a Results Framework, with performance indicators for all programs, that describes the outcomes Global Ministries seeks to achieve and provides a means to evaluate how activities lead to outcomes. Recognize the Connectional Table's "values for evaluation" (missional fruitfulness, building partnerships, continuous improvement and communicating the story) and The United Methodist Church's Four Areas of Focus.
- In Mission Engagement, strengthen staffing and operations supporting The Advance, and hire fundraisers focusing on Global Ministries' programmatic priorities. Establish individual and team fundraising performance metrics, refine fundraising systems and procedures, and develop and document fundraising progress, building the prospect pool and donor base. Create a fundraising culture at Global Ministries, as well as renewed partnership between fundraisers and the programmatic units, including missionaries. Develop communications material that invites donors to become part of life-transforming opportunities.
- Expand shared services with other general agencies emphasizing cost efficiency and interagency complementarity and coordination. Among the agency's cross-cutting mandated programs and ministries, refine Global Ministries' operational and fiscal capacities to help further strengthen their operational and missional impact.

