



UPDATE FROM THE GENERAL SUPERINTENDENT STRATEGIC PLANNING FOR THE UPCI

Over the past ten years, the executives and General Board of the UPCI have engaged in strategic planning. It is a work in progress, but we can identify significant accomplishments. Many hardworking leaders and employees have worked to make this happen. We plant and water, but God gives the increase. We are simply doing our duty; the glory belongs to God. (See Luke 17:10; 1 Corinthians 3:5–7.)

Apostolic Identity. Above all, we seek to affirm and maintain Apostolic identity, including our basic doctrines and the life of holiness, through preaching, teaching, publications, and other resources.

Organizational Culture. Without strategic planning, organizations tend toward bureaucracy, turf protection, silo mentality, and red tape. Starting with headquarters, we promote the vision of “one church”: teamwork, collaboration, partnerships, best business practices, structured decision making, ethics, unity, and respect for diversity.

Organizational Restructuring. Divisions and ministries have significantly reorganized their operations, and many have been renamed to identify their mission more clearly. Struggling ministries have been restructured or closed. Several ministries have been placed directly under the Executive Board for greater visibility, flexibility, and ownership by constituents.

Financial Restructuring. Every ministry now operates in the black. Many cost savings have been achieved, overhead has been lowered significantly, old deficits have been greatly reduced, revenues exceed expenditures each year, the publishing house is profitable, there is a strong cash balance for operations, and the Ministers Retirement Fund is excelling under new management. We eliminated the four-percent charge on all offerings. All ministries are achieving record offerings and participation.

Policies, Procedures, and Manuals. New policies include General Board Policies (in the UPCI Manual), Executive Manual, Executive Board Manual, and IT Policy Handbook. Significant revisions include the General Constitution (in progress), District Constitution, Local Church Government, Employee

Manual, District Superintendents Handbook, and District Secretaries Handbook.

Information Technology System. Headquarters implemented a new IT system, and a new IT Governance Committee oversees operations.

New Campuses. We acquired a new headquarters building and warehouse. The Urshan Collegiate Support Organization acquired a new campus for the Christian college, seminary, and historical center. These campuses comprise 51 acres, providing room for long-term expansion as needed.

Social Issues. We seek to address the challenges of the twenty-first century through the Family Ministries Council, position papers, a revised approach to media technology, and an Apostolic alliance for political influence (in development).

Training and Education. More than ever, the UPCI emphasizes training at every level, including expanded training for ministerial credentials, executives, employees, North American missionaries, and global missionaries. New resources include the Apostolic Study Bible, Apostolic Handbook Series, Discipleship Central, Ministry Central, and Music Ministry. The Office of Education and Endorsement, which includes Bible colleges, was restructured. New accomplishments and new endorsements include Purpose Institute, Christian Service Training Institute, International Association of Apostolic Educators (in development), Urshan College (founding, regional candidacy, federal financial aid for students), Urshan Graduate School of Theology (accreditation, federal financial aid), and Christian Life College (accreditation).

Other Endorsed Ministries approved or in development are the Apostolic Chamber of Commerce, Center for Apostolic Counselors, Compassion Services International, Occupational Chaplains Association, Points of Refuge, Reach Out America, The Jesus Message, and a new coaching network to assist North American Missions. These ministries enable us to extend our influence and outreach without excessive bureaucracy or overhead.

Communications Council. It coordinates branding, new designs and logos,

news bulletins, social media, other communications, and resources for local churches (in development).

Public Relations. UPCI representatives participate in the Apostolic Fellowship Summit; meetings of religious, educational, and political leaders; scholarly meetings and publications.

Diversity. We restructured Building the Bridge Ministries, Multicultural Ministries, Spanish Evangelism Ministries, and Single Adult Ministries under Church Advancement; created the Women in Ministry Network; and are developing curriculum for districts and churches.

Strategic Planning for Global Missions. The Global Council has been strengthened, and it has adopted policies to coordinate the work of our national churches. Each national organization is developing a strategic plan for its country. The China Summit and India Summit coordinate the efforts of internal and external leaders to evangelize these multicultural, multilingual nations of over one billion each.

Long-Term Funding (Stewardship Group). In addition to the Foundation, we launched the Insurance Company and the Loan Fund to provide financial resources for churches and ministries. Life Springs, a network of UPCI entrepreneurs, is facilitating the startup of businesses that commit fifty percent of profits to the UPCI. In a few years, these efforts will generate a significant stream of revenue for overhead and special projects.

Strategic Growth Initiative. This initiative is probably the most exciting and significant of all; indeed, the others are designed to facilitate this one. Each district in the United States and Canada is developing a strategic growth plan for ministerial recruiting and training, church planting, church retention, and church growth. Florida recently started fifty-one works in two years. Missouri has a plan to start 154 works in ten years. Momentum is building. The next ten years could see the greatest growth the UPCI has ever experienced.