TABLE OF CONTENTS

FROM THE GENERAL SUPERINTENDENT

ARTICLE 1
Helping You Walk from Crisis to Clarity
Jack Cunningham

ARTICLE 2
A Word and a Plan
Nathan Scoggins

ISSUE 1 TOOLBOX
- SWOT Analysis
- Goal Setting
- Develop a Plan of Action
- Review and Adjust

MISSION STATEMENT
Leading the United Pentecostal Church International to think strategically about future growth.

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This resource is interactive. Click the items in the Table of Contents to move around and explore each issue.
From the General Superintendent

It’s time to think and plan strategically about the future

Over the past few years, each national church around the world and each district in the U.S. and Canada have been developing a strategic growth plan consisting of four components:

- Ministers: Multiply the number of ministers.
- Works: Multiply the number of works.
- Growth: Create a culture of growth in every local church.
- Strength: Focus on ministers and churches needing special assistance and support.

Due to the global pandemic, we need to revisit and revise these plans. Therefore, we are asking each district to take a fresh look at its plan for 2021.

The pandemic is teaching and reminding us about the importance of the following aspects of ministry:

- Personal connections, home ministry, and small groups.
- Online presence.
- Organization and unity, especially as we assist missionaries, evangelists, and churches in need.
- Civic engagement.
- Prayer.

Therefore, we recommend that each district and each local church consider how it can incorporate these points in its plans for growth.

In an effort to support local pastors and district leaders in thinking strategically about the future, the Strategic Growth Initiative has produced this digital leadership journal. In each issue, you will find articles written by proven leaders, recommended resources and assessments, conversation starters for teams, and best practices for pastors. This new, interactive resource is designed to serve as a digital toolbox that you can put to work and apply in your ministry context. As we lean into the future, let us take heart and believe that our best days are ahead!

David K. Bernard
If you were to walk out onto the streets of any major metropolitan city, your senses would be overwhelmed by an abundance of noises - people walking by, cars and taxis vying for space, the hiss from the breaks of a local bus, the thumping of a distant stereo, and street artists selling their goods. Day and night, metro cities are alive with activity.

If you were a visitor in such a city and in search of a certain downtown coffee shop, you would have to ignore the many sounds fighting for your attention and follow the route provided by your map or GPS. To make it to your destination, you must walk in accordance with a pre-determined plan.

The world in which we find ourselves is much like a strange, new city. As we look ahead to 2021, we must silence the outside noise and attune our ears to the voice of the Spirit. We must think critically about the future and find clarity in the chaos. It will not be those who run the fastest that make it to the finish line. It will be those who walk steady and in step with a divine strategy. If we will listen, God will call each of us into the future and lead us as we endeavor to lead our churches and districts.

The digital resource that you are reading has been created as part of the Strategic Growth Initiative, which aims to prompt local church pastors and district leaders to develop strategic growth plans.
The Strategic Growth Initiative (SGI) was born in the heart of General Superintendent David K. Bernard as God gave him a vision for growing the North American church. He presented this vision to key leaders, the Executive Board, and the General Board. The vision was enthusiastically received by all.

The General Board of the UPCI approved the forming of SGI for the purpose of highlighting growth in the areas of the number of churches and ministers in North America. At the beginning of SGI, these four focus points and goals were determined.

**Multiply the number of ministers**
SGI will assist districts by providing promotion, planning, and training with the goal of enabling every district to double its number of licensed ministers in one decade.

**Multiply the number of churches**
SGI will assist districts by providing promotion, planning, and training with the goal of enabling every district to at least double the number of churches (including preaching points, daughter works, autonomous church plants, multicultural church plants, integrate independent Apostolic churches, etc.) in one decade.

**Grow existing churches**
SGI will assist districts by providing church growth training, ideas, plans, and structures designed to assist existing local congregations to reach their spiritual, numerical, and financial growth goals.

**Strengthening Ministers and Churches**
SGI is committed to working with districts to strengthen, encourage, challenge, and refocus ministers.

After the General Board approved the establishment of SGI, the District Superintendents took the concept back to their District Boards, who then went to work on an SGI Plan of Action for each district. Almost 100% of the districts have now created and submitted a plan of action.

And now, as chairman of the SGI Steering Committee, it is my honor to present to you the first edition of the United Pentecostal Church International’s Strategic Growth Initiative Journal of Leadership. In each edition of the SGI Journal of Leadership, you will find articles, tools, direction, and how-to articles covering the four focus areas. We believe the cutting-edge information and ideas for planting and growing churches will prove to be a powerful resource for North American pastors and churches.

SGI exists to serve you, the pastors, and licensed ministers of North America. It is our prayer and goal to work with you and your church in the area of revival and growth. The SGI Committee, appointed by David Bernard, stands ready to assist you and your church as needed and when needed. You are welcome to contact any of us by telephone, email, or message if we can assist you in any way. Now, allow me to introduce the various members of the SGI team:

**Steering Committee**
- Jack Cunningham, Chair
- Doug Klinedinst, Promotions
- Nathan Scoggins, Secretary

**Committee Members from the General Board**
- Galen Cantrell, California
- Marrell Cornwell, Kansas
- Wayne Huntley, North Carolina
- Ron Lichtle, Minnesota
- Brent Coltharp, Illinois
- Greg Hurley, West Virginia
- Darrell Johns, Georgia
Ministries Partnering with and Advising SGI

David Bryan, Mission37
Tom Foster, Church Growth
Dave Henry, Building the Bridge
Brocc Chavis, Multicultural Ministries
Edwin Harper, Pastoral Advisor
Spanish Ministries
Scott Sistrunk, North American Missions

The SGI Journal of Leadership will be emailed to all North American ministers every two months. Four capable men of God have been appointed to oversee the four focus areas of the resource, which are based on the four target points of SGI. These men will either write or recommend articles for each issue. It is my honor to introduce them to you:

Doug Klinedinst
Evangelist Doug Klinedinst is an Apostolic preacher of the Gospel. He will write and recommend articles in the area of preparing men and women for ministry within the United Pentecostal Church International. He will focus on three areas: identifying, training, and sending. It is understood that reaching the goal of doubling the number of congregations in North America requires that we intentionally and aggressively prepare hundreds of licensed ministers to be church planters and pastors. To learn more about his ministry, visit DouglasKlinedinst.com.

Nathan Scoggins
Pastor and District Superintendent Nathan Scoggins will write and recommend articles in the area of planting new churches. His goal is to write and recommend articles that will give direction to pastors of local churches who desire to plant multiple congregations, and/or establish preaching points, daughter works, or evangelize a multicultural community. To learn more about the church he pastors, visit HopeCenterChurch.com.

Tom Foster
Pastor and Church Growth trainer Tom Foster is well known in our fellowship as a motivator, trainer, and innovator in the all-important area of growing the local church. He has traveled throughout North America meeting with pastors and church leaders inspiring them to build a powerful Apostolic church. He will share important ideas, concepts, and workable plans for growing the local church. The goal is to assist every local congregation in North America to become a church-planting congregation. To learn more about the church he pastors, visit DallasFirstChurch.com.
David Bryan

God is using David Bryan to bless, strengthen, even heal pastors, pastor’s wives, ministry, and church staff. He has a passion for ministering to ministers, and he is good at what he does. Ministers at every level of leadership in our fellowship are talking about the strength they received during their time with him. He is the founder and president of Mission37, a ministry designed to breathe new life into the minister and his or her spouse. To learn more about his ministry, visit Mission37.org.

It is a pleasure for Nathan Scoggins, Doug Klinedinst, and me to serve under the leadership of David K. Bernard. He is a man of vision. He is an organizer. He is an anointed man of God. Working with him in reaching the growth goals of the United Pentecostal Church International is a great honor.

This first issue of the SGI Leadership Journal is to simply introduce the resource and let you know what to expect in upcoming issues. The first full-length issue will be distributed in March 2021. You will receive issues by email the first week of March, May, July, September, and November. Your input is welcomed. Please let us know if the articles and information presented are a blessing to you.

At the end of each issue, you will find a section referred to as the SGI Toolbox. This section will provide a series of practical tools that you can put to work in your ministry context. You are encouraged to use them and share them with your ministry teams. Together, let’s walk out of this great season of crisis and into the future with clarity. Thank you for the opportunity to serve you and this great Apostolic fellowship!

Jack Cunningham

Jack Cunningham is the Committee Chairman for the Strategic Growth Initiative. He is the pastor of Bible World—an Apostolic church located in Chesapeake, Virginia. He serves as District Superintendent of the Virginia District United Pentecostal Church.
Article No. 2

*God has a Word and a Plan for 2021*

We have just ended one of the most troubling years in the history of our country and I doubt that any of us will soon forget the year 2020. But, let me tell you . . . before 2020 ever started, God had a word because He always has a plan!

General Superintendent David Bernard’s article, "But We See Jesus," in the December 2020 edition of the Pentecostal Life Magazine explained that God’s plan for redeemed humans is victory and God has put all things under our feet. In the article, he states, “Jesus left nothing that is not put under Him. But now we do not yet see all things put under Him. This is the reality in which we live. Even though it’s God’s will to put all things under our feet, it hasn’t happened yet.”

Rev. Bernard continues in his article, “The pandemic has affected our churches, but we have many miraculous testimonies. Some preachers were at death’s door, but God brought them back. However, a few of our members and preachers have died of coronavirus. We’ve seen healing, but not complete healing. . . . We see revival, but not everyone gets saved. We see great things, but we are still struggling. . . . We’re still in a pandemic. We’re still restricted from doing everything we want and need to do. This is a reality in 2020. Not everything is under our feet.”

Howbeit, he also shared a testimony that on August 22, 2019, Daniel Scott, who was eighty-seven years of age at the time, gave him a prophetic word from the Lord. The prophecy spoke of a devastation that would come to the United States. After he received this word from Rev. Scott, he prayed over it, placed it in his briefcase, and carried it everywhere for almost a year. As the events of 2020 began to unfold, much of the prophecy also began to come to pass. According to the prophecy, “People are going to their knees. The motives of leaders are being exposed. Prodigals are returning.”

I find it quite amazing that before the pandemic ever became a reality, God had forewarned the leaders of our organization.

**God is never caught off guard. He always has a word and He always has a plan.**

In addition to the prophecy David Bernard received, Jack Cunningham also had a word from the Lord in December 2019 which he shared with many leaders in the fellowship. That word of prophecy said the church would soon enter a time of great transition and difficulty.

In that season of shifting, there would be discomfort, Shakiness, uneasiness, and even great anxiety. However, on the other side of the shift, there would also be great blessings. It said that God would bring forth a wealth of spiritual, physical, financial, and emotional blessings. And the harvest of souls would be bountiful!
The most powerful word the Lord gave him was to stand strong in the present attacks, personal challenges, and uncomfortable circumstances. The Lord confirmed that everything will work out in our favor in 2020.

Wow! Before the pandemic arrived, the church already had a word. Many of us who heard from Jack Cunningham shared that word with the churches in our districts and it ignited our faith as we saw the word come to pass.

Just as prophesied, that time of transition came early in the year. But even in the midst of the trials and challenges of the pandemic and the racial and political division in the country, God’s people were blessed! Yes, some lost jobs, some experienced sickness, even loss, but they and many others were also blessed in ways that were nothing short of miraculous! In our South Central Texas District, many of our churches even experienced an increase in giving. Through it all, we consistently witnessed the faithfulness of God and the faithfulness of His people.

We are now entering a New Year where not everything has been returned to the normal we knew a year ago. But let me encourage you to look ahead with faith and expectation of what God will do in this New Year and in the years ahead. God is with us! We will continue to be faithful to Him, as He has always shown Himself faithful to us.

Let us also encourage our congregations and everyone around us to move forward in faith and not in fear!

Let 2021 be a year of great courage and anticipation of what God is going to do. Remember, He always has a word and He always has a plan!

Nathan Joggins
ISSUE 1 TOOLBOX
PRACTICAL TOOLS YOU CAN USE
SWOT ANALYSIS

Periodically, the leaders of a church, ministry, or district should engage in strategic planning. Planning doesn't replace the leading of the Spirit but enables us to become more effective and allows the Lord to lead us in new ways.

A key tool in strategic planning is a SWOT Analysis. Using this tool is simple. Begin by having a brainstorming session with key leaders. This should be a free discussion designed to stimulate creative thinking and generate new ideas.

S - STRENGTHS

What are we doing well? Where are we successful? What should we emphasize?

W - WEAKNESSSES

What are we not doing well? What is not effective? What is being omitted, neglected, or overlooked? The next question is what to do about weaknesses. If an area of weakness is a vital component of growth and success, the response should be to improve and strengthen it. Otherwise, maybe we shouldn't invest more resources in something that isn't successful but instead focus our resources on more productive activities.

O - OPPORTUNITIES

What opportunities do we have to grow, minister, and plant new works? How can we seize those opportunities?

T - THREATS

Where is our community headed? What developments could hurt us? What could hinder our growth if we ignore it? What could be a major problem in a year? In five or ten years?
Another vital step in strategic planning is goal setting. As you reflect in private or discuss with members of your ministry team, ask the following questions.

Where do we want to be in 5 years? In 10 years?

What goals should we establish, and how can we measure our progress?

How can we use our strengths to address our weaknesses?

How can we leverage our opportunities to minimize our threats?

How would such actions take shape in one year, three years, and five years?
DEVELOP A PLAN OF ACTION

After setting goals, we must develop a plan of action in order to achieve them. With a plan of action and a specific strategy for each year, we are well prepared for the next level and season of growth.

As we review our one-year, three-year, and five-year goals we must establish a progressive series of workable and achievable "next steps." These steps will serve as our plan of action.

STEP 1

STEP 2

STEP 3

What must we do in order to progress from one step to the next?
Every year we should take a fresh look at our strategic plan and discuss where we are, what we have achieved, and what we haven't achieved. We should certainly celebrate our achievements but at the same time acknowledge what we haven't accomplished.

Key questions we can ask are:

- To what extent have we met our goals?

- Of our goals, what remains unfulfilled?

- How do we need to revise our efforts in order to meet our goals?

- If some goals have proven to be unrealistic, how should we revise them?