



*Core Values,  
Mission Statement,  
and Strategic  
Areas of Focus*

Dr. Bill Marianes



**THE HOLY ORTHODOX CHURCH OF UGANDA**



## Why Statement

**Grow in Christ's love and  
empower people towards  
spiritual transformation  
and salvation.**

S

STRENGTHS

THE HOLY ORTHODOX CHURCH OF UGANDA



S

STRENGTHS

**24 – Orthodox Faith**

**23 – Church Properties / Schools / Hospitals**

**22 – Governmental & Cultural Institutions  
Recognition & Relations and Historical  
Significance & Reputation**

**22 – Committed Clergy & Hierarchs**



**THE HOLY ORTHODOX CHURCH OF UGANDA**



**54 – Clergy and Lay Leadership Development**

**36 – Lay Stewardship, Engagement &  
Financial Resources & Governmental  
Integration**

**32 – Religious Formation, Catechetical  
Education and Evangelism / Outreach**

**29 – Clergy Shortages & Support**



OPPORTUNITIES

**THE HOLY ORTHODOX CHURCH OF UGANDA**



OPPORTUNITIES

**31 – Positive Ugandan Government Cultural Institutions & Other Relationships and Resource Opportunities**

**26 – Potential Strategic Partnerships**

**15 – Openness To Orthodoxy & Church**

**11 – Technology, Innovation, Social Media & Communications**

T

THREATS

THE HOLY ORTHODOX CHURCH OF UGANDA



T

THREATS

**26 – Other Spiritual Faiths & Movements**

**24 – Political Changes, Disruptions & Legislation**

**22 – Economic Challenges**

**10 – Changing Societal Pressures, Culture, & Norms**

# Today's Objective

**Reach consensus on most significant Ugandan Orthodox Church**

- A. Core Values,**
- B. Mission Statement,**
- C. Top 3-4 Strategic Areas of Focus**



# 10 Stewardship Calling Strategic Plan Elements



1. SWOT Analysis (Strengths, Weaknesses, Opportunities & Threats)
2. Statement of Why
3. **Core Values**
4. **Mission Statement**
5. **Strategic Areas of Focus**
6. Vision Statement
7. Strategic S.M.A.R.T. Goals
8. Interim Goals & Interim Actions
9. Accountability Scoreboard
10. Cadence of Accountability



# Vision & Strategic Planning must answer 4 questions:

Finish

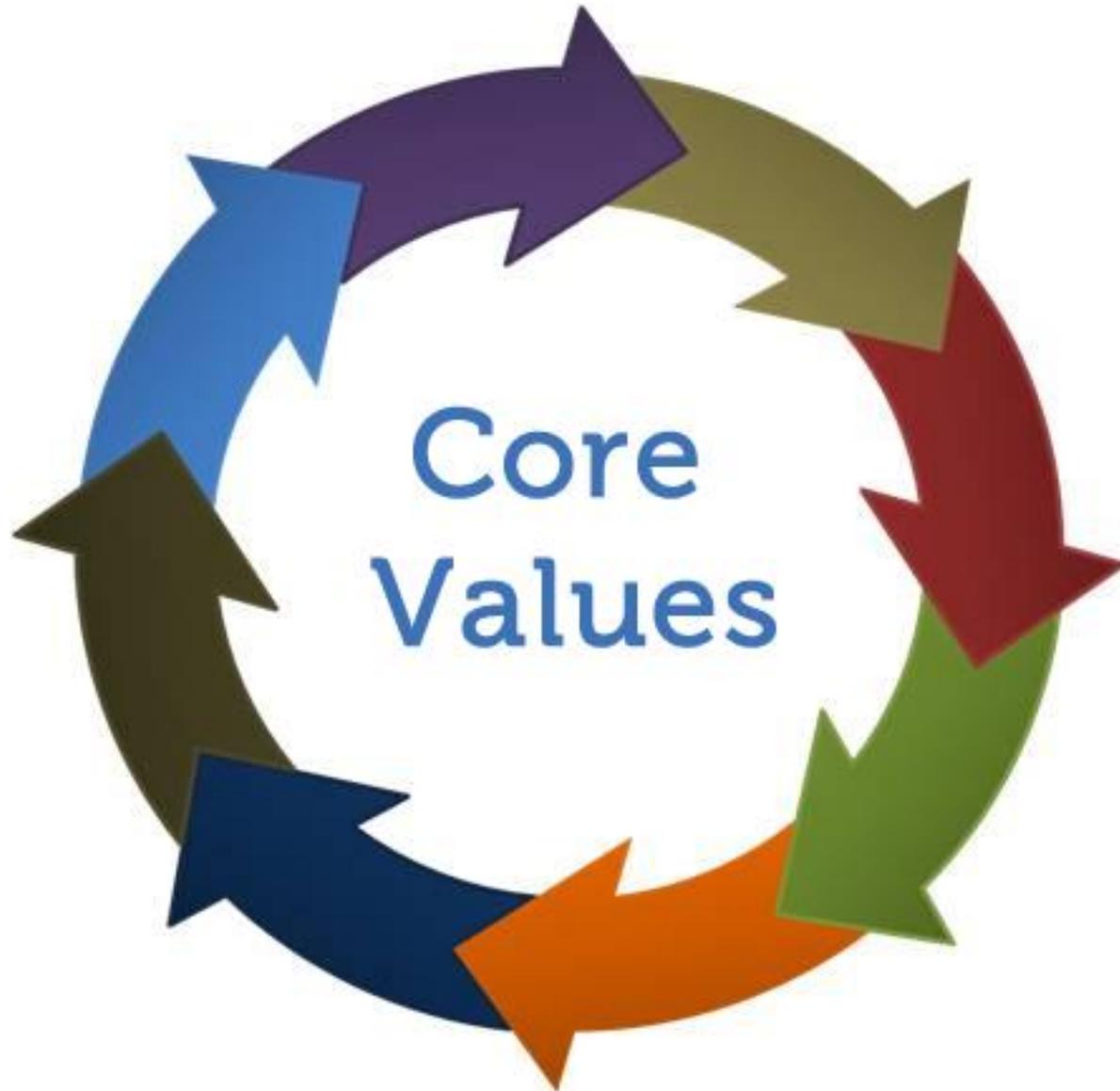
1. Where are we now?

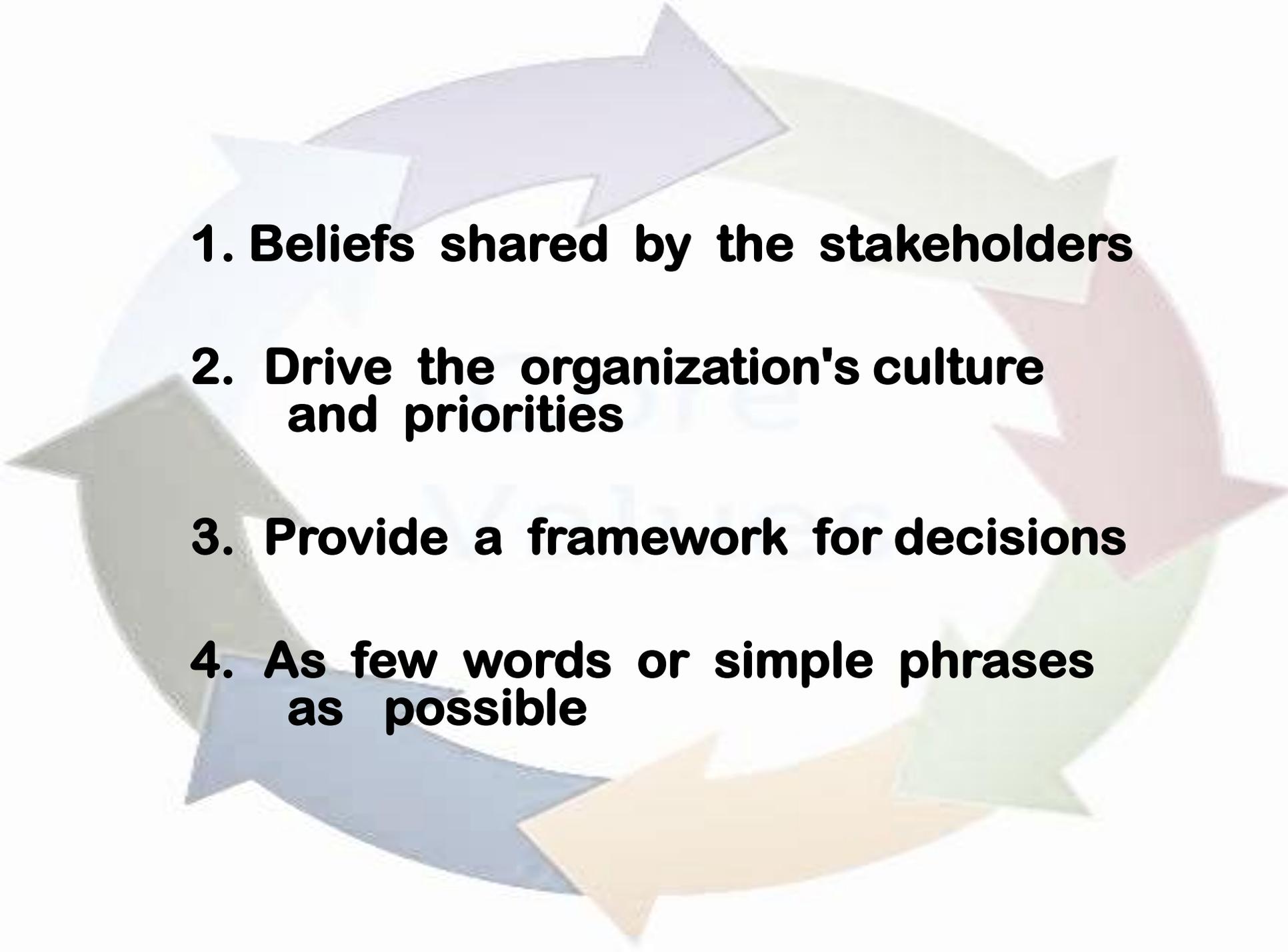
2. Why do we exist?

Start

3. Where do we want to be?

4. How will we get there?





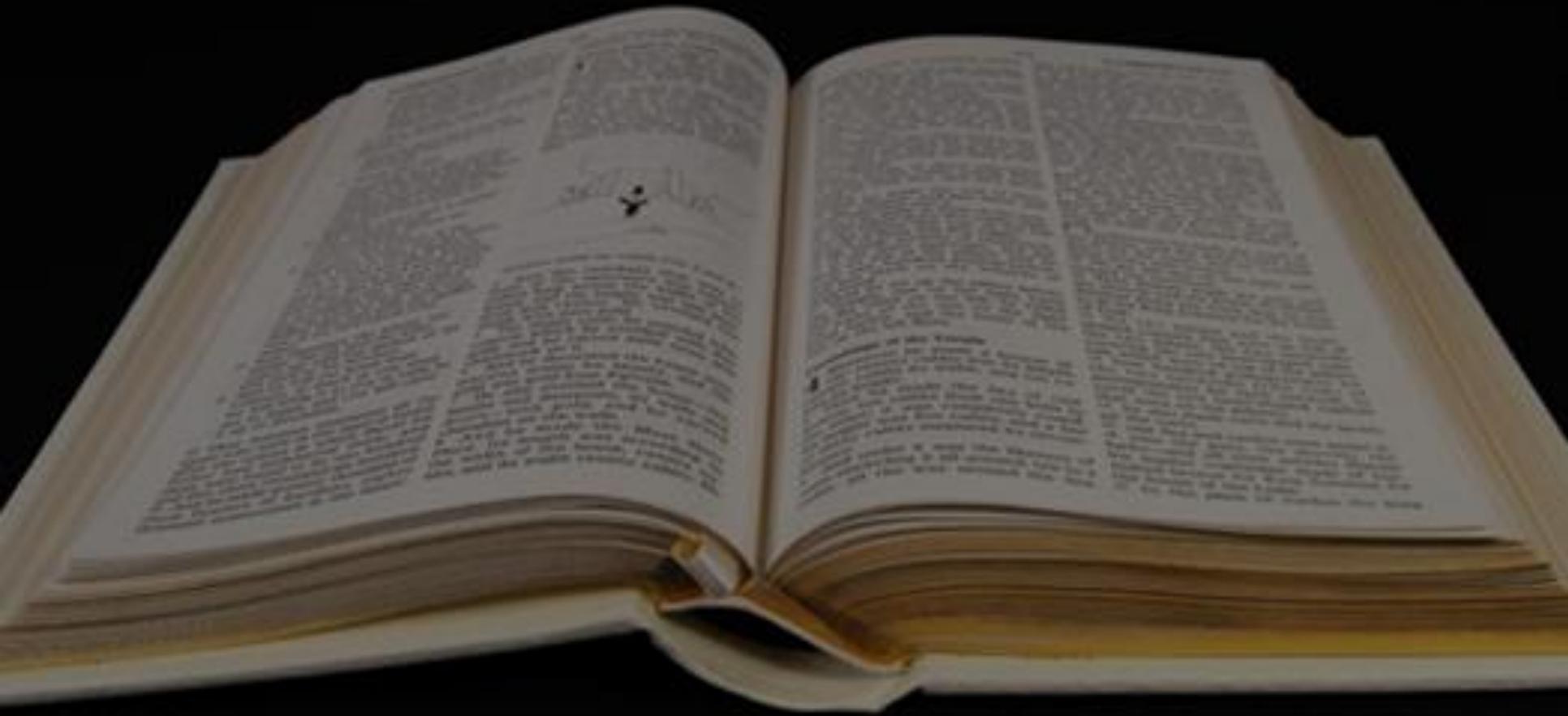
**1. Beliefs shared by the stakeholders**

**2. Drive the organization's culture  
and priorities**

**3. Provide a framework for decisions**

**4. As few words or simple phrases  
as possible**

# Core Values Are Biblical



# GOD'S Core Values

I  
THOU SHALT HAVE  
NO OTHER GODS  
BEFORE ME

II  
THOU SHALT NOT  
MAKE UNTO THEE  
ANY GRAVEN IMAGE

III  
THOU SHALT NOT  
TAKE THE NAME OF  
THE LORD THY GOD  
IN VAIN

IV  
REMEMBER THE  
SABBATH DAY TO  
KEEP IT HOLY

V  
HONOR THY FATHER  
AND THY MOTHER

VI  
THOU SHALT  
NOT KILL

VII  
THOU SHALT NOT  
COMMIT ADULTERY

VIII  
THOU SHALT  
NOT STEAL

IX  
THOU SHALT NOT  
BEAR FALSE  
WITNESS AGAINST  
THY NEIGHBOR

X  
THOU SHALT  
NOT COVET

# CHRIST'S Core Values

## THE BEATITUDES

Blessed are the poor in spirit,  
for theirs is the kingdom of heaven.

Blessed are those who mourn,  
for they shall be comforted.

Blessed are the meek,  
for they shall inherit the earth.

Blessed are those who hunger and thirst  
for righteousness, for they shall be satisfied.

Blessed are the merciful  
for they shall obtain mercy.

Blessed are the pure of heart,  
for they shall see God.

Blessed are the peacemakers,  
for they shall be called children of God.

Blessed are those who are persecuted  
for righteousness sake,  
for theirs is the kingdom of heaven.

Matthew 5:3-10



## SPT Proposed Core Values

- 13 - Integrity / Truthful / Accountable**
- 13 - Faithfulness**
- 11 - Unconditional Love**
- 10 - Compassion / Service**
- 7 - Stewardship**
- 5 - Evangelization**
- 5 - Humility**
- 4 - Christ Centered**
- 4 - Leadership**
- 3 - Perseverance**
- 3 - Community**
- 3 - Unity**
- 2 - Justice**

**THE HOLY ORTHODOX CHURCH OF UGANDA**



## Core Values

**Truthfulness**

**Faithfulness**

**Christ-Centered Love**

**Serving Stewards**

**Accountable Leadership**

**Humility**



Mission

Statement

# Mission Statement

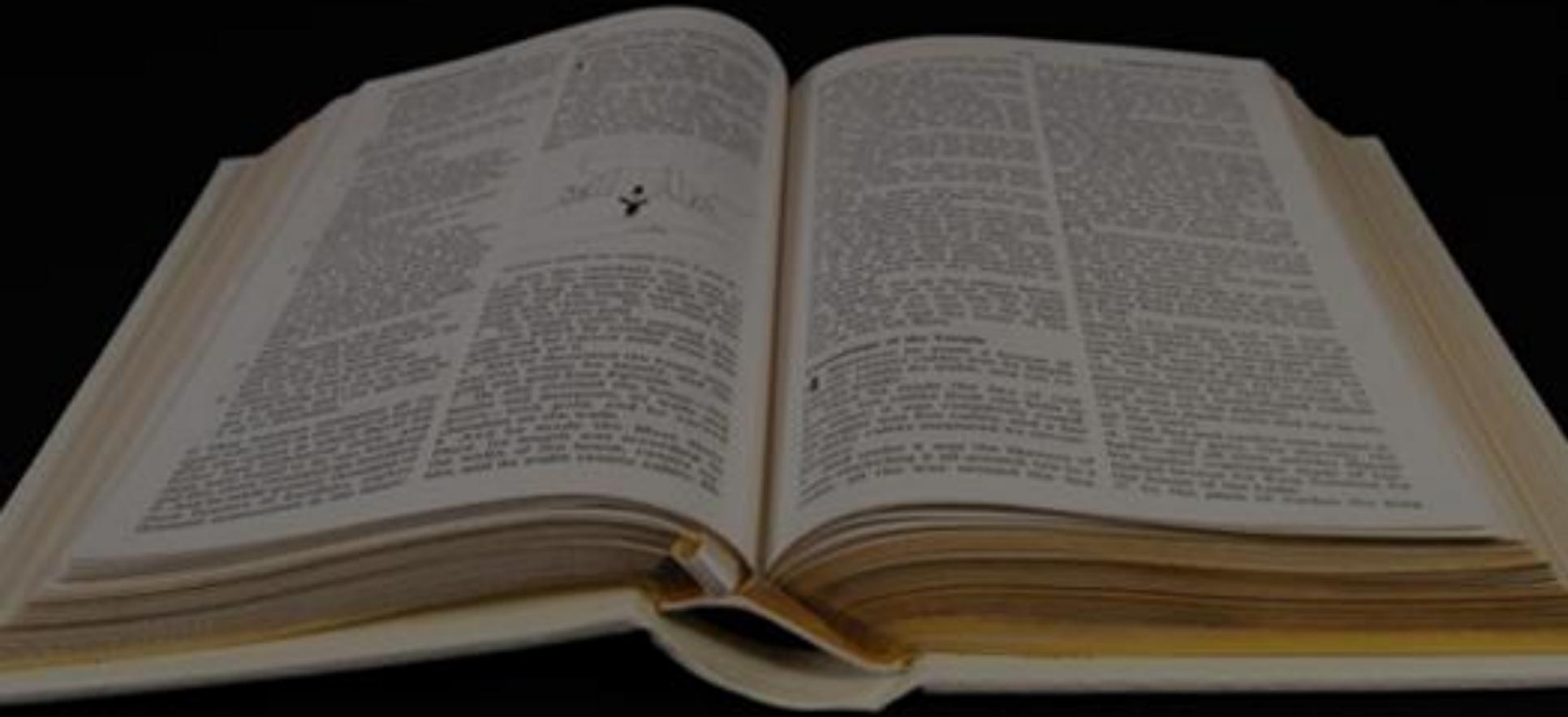
Answers strategic planning question #3:

*What do we do?*

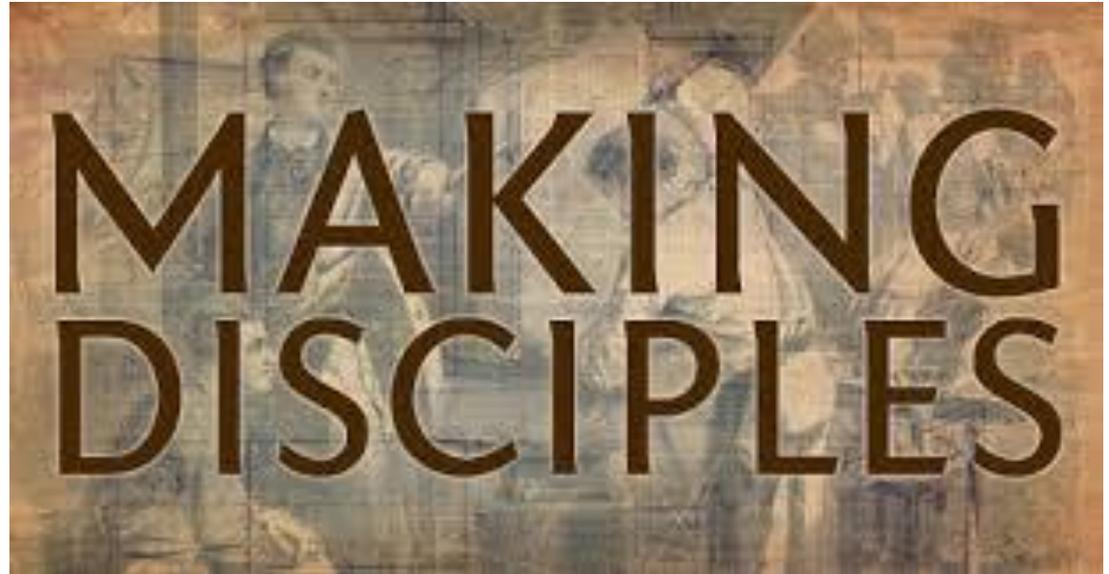
~ A clear description of the what the organizations it does to achieve its Why/Vision/Goals



# A Mission Statement Is Biblical



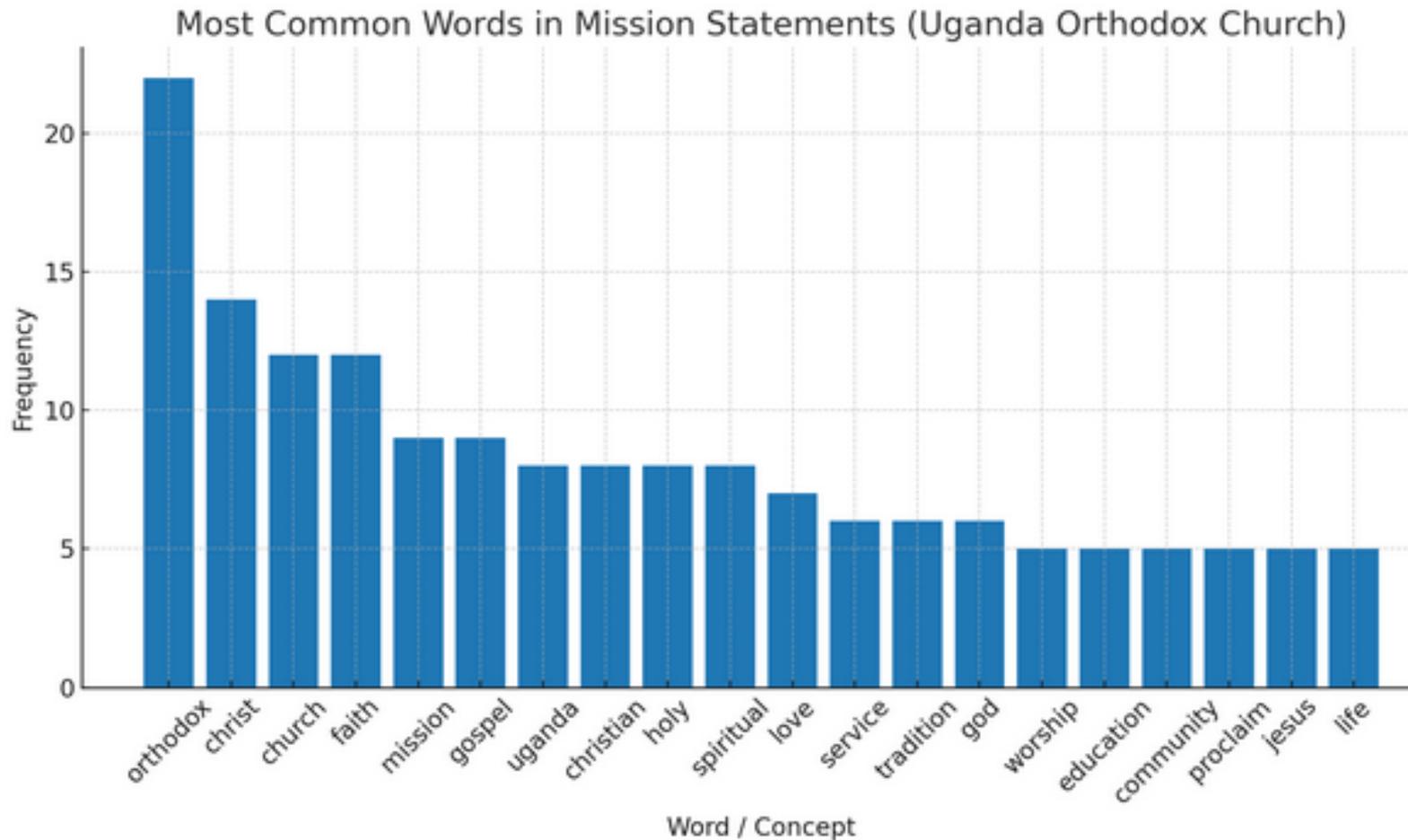
The Great  
Commission  
Mission Part 2  
(Matthew  
28:18-20)



***“Go therefore and  
make disciples of  
all the nations”***



# SPT Heat Mapped Mission Statement Words





## SPT Heat Mapped Mission Statement Words

**22 - Orthodox**

**14 - Christ**

**12 - Church**

**12 - Faith**

**9 - Mission**

**9 - Gospel**

**8 - Uganda**

**8 - Christian**

**8 - Holy**

**8 - Spiritual**

**7 - Love**

**6 - Service**

**6 - Tradition**

**6 - God**

**5 - Worship**

**5 - Education**

**5 - Community**

**5 - Proclaim**

**5 - Jesus**

**5 - Life**

## Suggested Mission Statement Options

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### Option 1 – Balanced & Direct

To proclaim the Gospel, live the Orthodox faith, nurture the faithful, and serve all people with love, compassion, and justice.

### Option 2 – Concise & Memorable

To proclaim Christ, live Orthodoxy, nurture the faithful, and serve with love.

### Option 3 – Very Concise / Tagline Style

Proclaiming Christ. Living Orthodoxy. Serving with Love.

### Option 4 – Transformational Tone

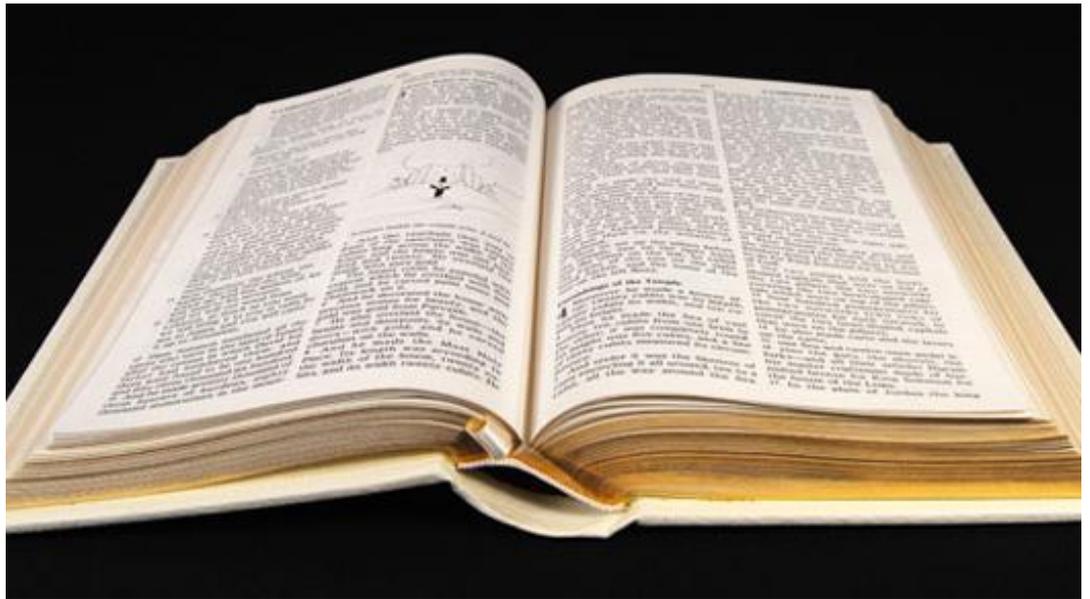
To bring the healing light of Christ to all, by proclaiming the Orthodox faith, nurturing believers, and serving communities with compassion and dignity.

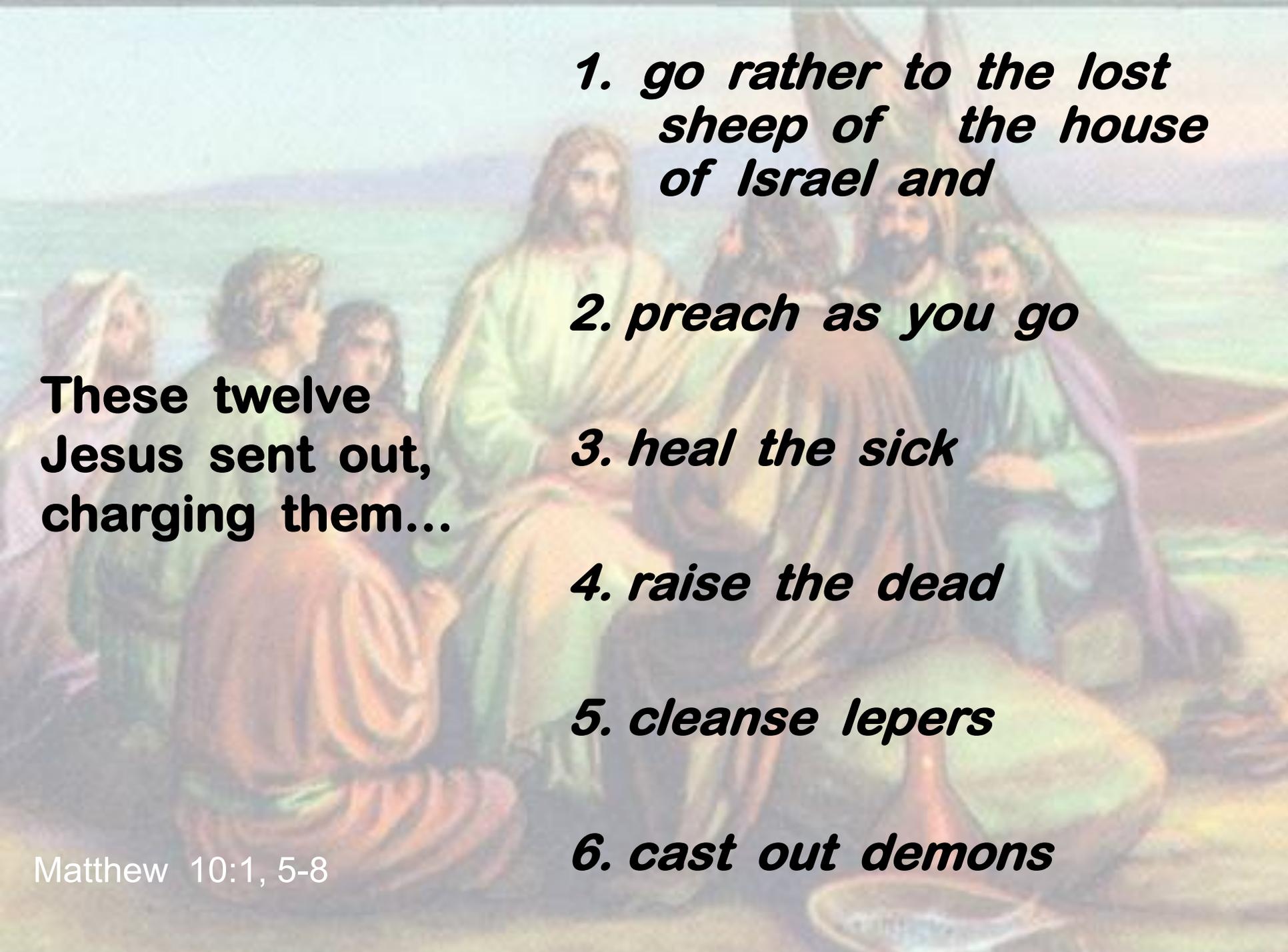


## **Mission Statement**

**To bring the light of Christ to all, by living the Orthodox faith through nurturing believers and serving communities with love and dignity.**

**Strategic  
Goals  
Are Biblical**



A painting depicting Jesus sitting on a boat with his twelve apostles. Jesus is in the center, wearing a white robe, looking towards the right. The apostles are seated around him, some looking at him, others looking out at the sea. The background shows a calm sea and a hazy horizon.

***1. go rather to the lost  
sheep of the house  
of Israel and***

***2. preach as you go***

**These twelve  
Jesus sent out,  
charging them...**

***3. heal the sick***

***4. raise the dead***

***5. cleanse lepers***

***6. cast out demons***

ACHIEVING YOUR WILDLY  
IMPORTANT GOALS

The  
4 Disciplines  
of  
Execution

#1  
Business  
Bestseller  
*The Wall Street  
Journal*



CHRIS McCHESNEY

SEAN COVEY

THE NEW YORK TIMES BESTSELLING AUTHOR

JIM HULING

FOREWORD BY CLAYTON CHRISTENSEN

***“In the  
moment,  
urgency  
always trumps  
importance”***

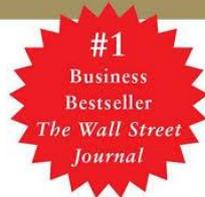


Chris McChesney

Franklin Covey 4DX

ACHIEVING YOUR WILDLY  
IMPORTANT GOALS

The  
4 Disciplines  
of  
Execution



CHRIS McCHESNEY

SEAN COVEY

THE NEW YORK TIMES BESTSELLING AUTHOR

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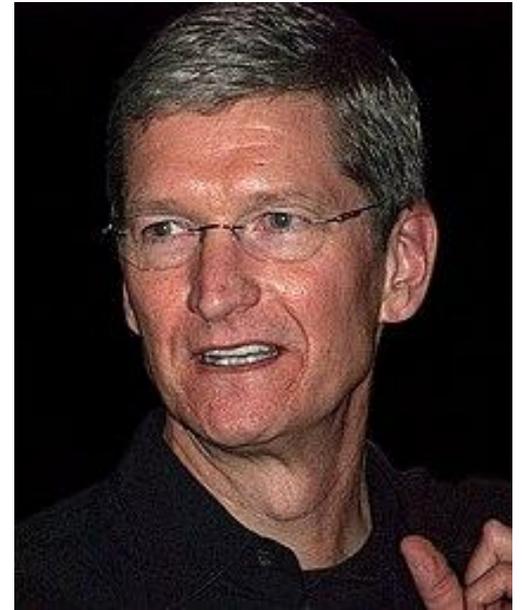
1. Determine your **WIGs (Wildly Important Goals)**
2. Act on Lead Measures
3. Create a Compelling Scoreboard
4. Create a Cadence of Accountability

**Steve Jobs hired  
Tim Cook to  
improve the Apple  
Supply Chain**



**The Apple Supply Chain is now one of the best in  
the world.**

**Tim Cook went from Apple's  
Chief Procurement Officer  
to being Apple's CEO.**



**“We are the most focused company that I know of or have read of or have any knowledge of. We say no to good ideas every day.**

**We say no to great ideas in order to keep the amount of things we focus on very small in number so that we can put enormous energy behind the ones we do choose...**

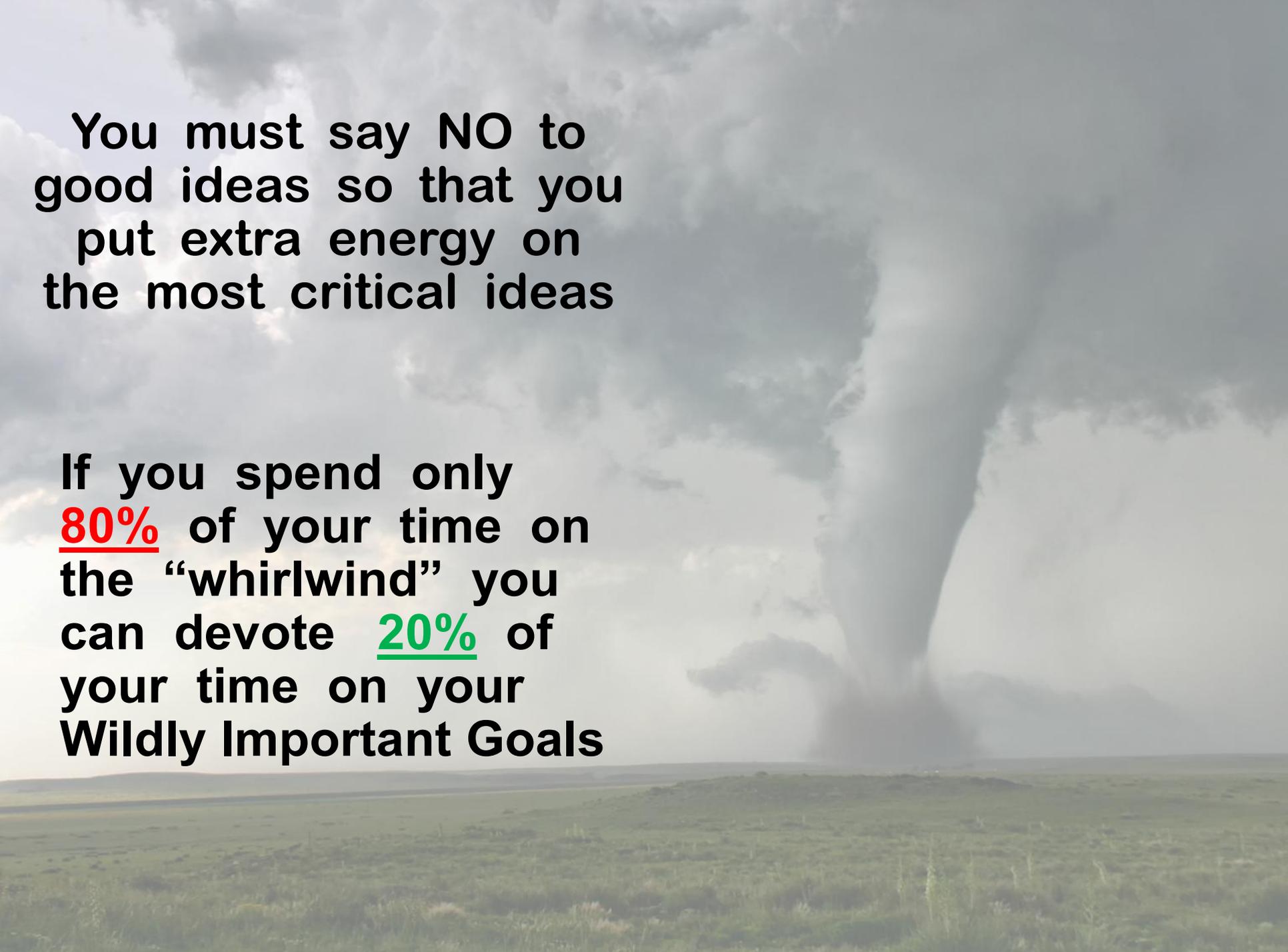
**It’s not just saying yes to the right products, it’s saying no to many products that are good ideas, but just not nearly as good as the other ones.”**



**Tim Cook**

**You must say NO to good ideas so that you put extra energy on the most critical ideas**

**If you spend only 80% of your time on the “whirlwind” you can devote 20% of your time on your Wildly Important Goals**



BILL MARIANES

REVITALIZE STEWARDSHIP IN  
YOUR PARISH AND PERSONAL LIFE

# A STEWARDSHIP CALLING



Ancient Faith  
PODCASTS



ANCIENT FAITH RADIO

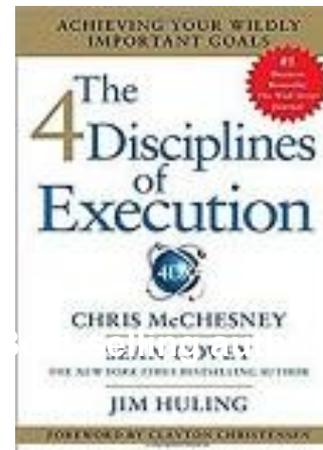
*Bringing the Ancient Christian Faith to the Modern World*

Ancient Faith Ministries

## Using The Four Disciplines of Execution In Parishes

August 5, 2020

<https://www.ancientfaith.com/podcasts/stewardshipcalling/how-can-you-and-your-church-be-more-effective>





# Strategic Areas Of

## FOCUS

- ~ Select 3 (or 4) strategic areas/topics
- ~ We'll look at Pre-RETREAT heat mapped SAFs
- ~ The SAFs **MUST ADDRESS** the biggest final Weaknesses
- ~SAFs should be concise phrases or single words



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**54 – Clergy and Lay Leadership Development**

**36 – Lay Stewardship, Engagement &  
Financial Resources & Governmental  
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**32 – Religious Formation, Catechetical  
Education and Evangelism / Outreach**

**29 – Clergy Shortages & Support**



## SPT Heat Mapped Strategic Areas of Focus

**15 - Leadership**

**12 – Stewardship / Economic Sustainability**

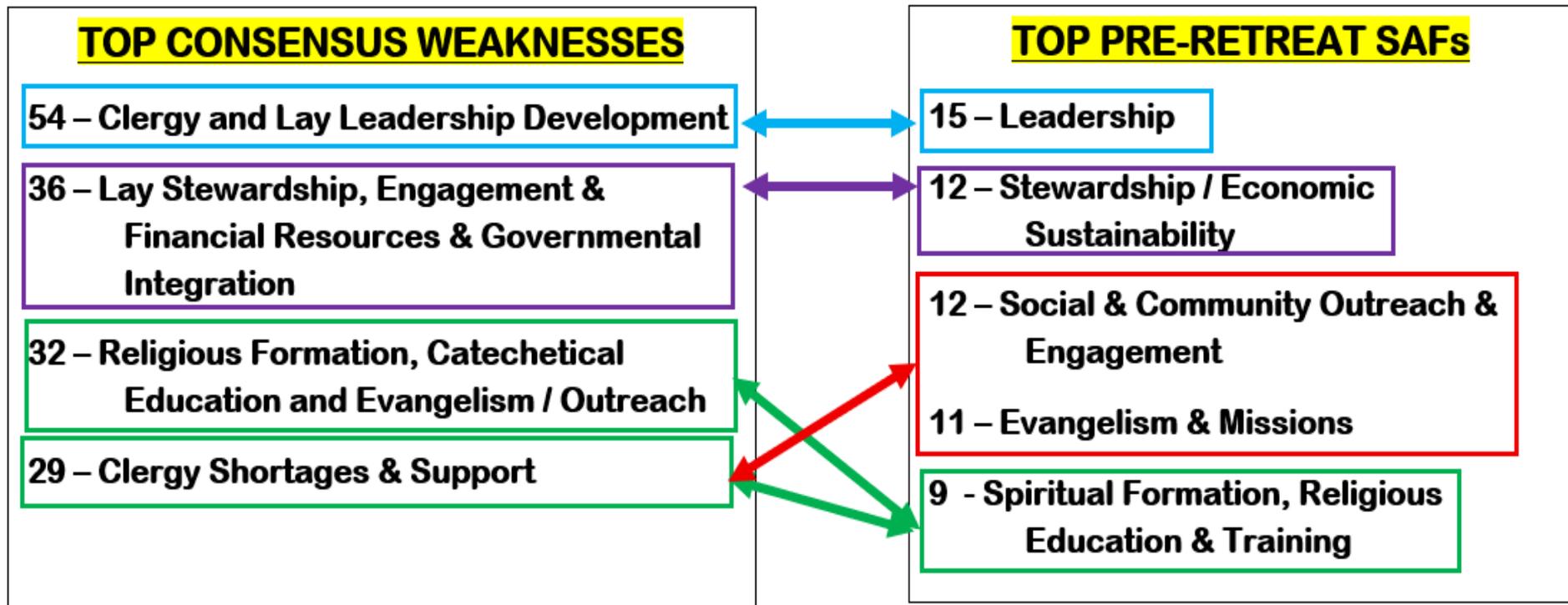
**12 - Social & Community Outreach & Engagement**

**11 - Evangelism & Missions**

**9 – Spiritual Formation, Religious Education & Training**

**4 - Spiritual Life & Worship**

## Comparison of Top Identified Weaknesses and Pre-Retreat Suggested Strategic Areas of Focus (SAF)





# **Potential Strategic Areas of Focus**

**Leadership Development and Governance**

**Financial Stewardship, Ministry  
Engagement & Community Outreach**

**Religious Formation, Education, and  
Evangelism**

**Clergy Support & Recruitment**



**Let's Discuss the Next Steps**

# Stewardship Calling Strategic Plan Elements

- **SWOT Analysis (Strengths, Weaknesses, Opportunities & Threats)**
- **Statement of Why**
- **Core Values**
- **Mission Statement**
- **Strategic Areas of Focus**
- **Strategic S.M.A.R.T. Goals**
- **Interim Goals & Interim Action Plans**
- **Accountability Scoreboard**
- **Vision Statement**





- 1. We need to determine 4 Strategic Goals and Action Plans**
- 2. Group is too small to break into four separate groups**
- 3. I propose we set schedule to do all four together – one at a time**
- 4. We can then review Action Plans I will create**

# **Stewardship & Engagement S.M.A.R.T. Goal**

**We will research, develop, and implement a best practices and effective adult and youth Stewardship & Engagement Ministry (the “Stewardship & Engagement Ministry”) with a comprehensive communications plan that will achieve the following “Stewardship & Engagement Targets” within 36 months:**

- (a) Transition the adult and youth parishioners to becoming percentage givers on their way to becoming tithers;**
- (b) Increase the adult and youth ministry engagement so that at least 70% of parishioners are actively engaged in ministry through implementing pathways for parishioners to use their time and talents on our way to becoming a full participation parish;**
- (c) Cover at least 70% of parish operating expenses solely through financial stewardship contributions; and**
- (d) Implement a planned giving campaign in which at least 15% of parishioners participate.**

# Stewardship & Engagement Action Plan

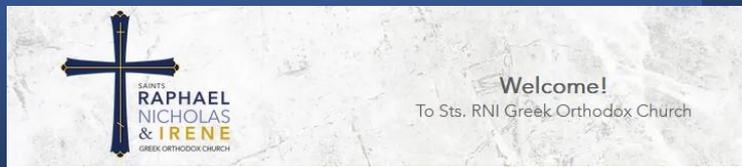
<u>Actions Steps</u>	<u>Responsible Party</u>	<u>Deadline</u>	<u>Completion Test</u>
<b>Interim Goal 1: Research the most effective stewardship and ministry engagement programs within 4 months</b>			
<b>1. Form Stewardship &amp; Engagement Ministry Team (S&amp;EMT).</b>	SPT and S&EMT Goal Co-Captains	1 month after Start Date	<b>S&amp;EMT members agree to serve</b>
<b>2. Determine adult and youth stewardship, tithing, ministry engagement, and planned giving key definitions, data, and effectiveness metrics.</b>	S&EMT	1 month after step 1	<b>Definitions and metrics determined</b>
<b>3. Analyze the adult and youth parish baselines on those key stewardship, tithing, ministry engagement, and planned giving metrics, survey/research parish impediments to achieving increased stewardship, tithing, ministry engagement, and planned giving success.</b>	S&EMT	2 months after step 2	<b>Parish baselines and parish impediments determination are finalized</b>
<b>4. Identify at least 2-3 ministry engagement, 2-3 stewardship, percentage giving/tithing, and 2-3 planned giving programs to consider from both inside and outside the Orthodox ecosystem.</b>	S&EMT	Simultaneous with steps 2 & 3	<b>At least 2-3 of each of stewardship, ministry engagement &amp; planned giving programs are examined</b>

# Stewardship & Engagement Action Plan

<u>Actions Steps</u>	<u>Responsible Party</u>	<u>Deadline</u>	<u>Completion Test</u>
<b>Interim Goal 2: Develop the most effective Stewardship, Ministry Engagement &amp; Planned Giving Ministry within 3 months</b>			
<b>5. Evaluate researched adult and youth stewardship, tithing, ministry engagement, and planned giving programs for effectiveness against key parish performance metrics and baselines based on criteria of effectiveness determined in step 2.</b>	S&EMT	1 month after step 4	Evaluation of alternative stewardship & ministry engagement, tithing, and planned giving programs is completed
<b>6. Modify or develop new adult and youth stewardship, tithing, ministry engagement, and planned giving ministry programs for utilization at the parish (the “SMEPG Ministry”) and establish monthly performance benchmarks and comprehensive communications strategy and plan.</b>	S&EMT	2 months after step 5	SMEPG Ministry is finalized, and monthly performance benchmarks are determined
<b>Interim Goal 3: Recruit and train Ambassadors within 3 months</b>			
<b>7. Identify and recruit stewardship personal visitation (“Ambassadors”) who can implement the SMEPG Ministry.</b>	S&EMT	1 month after step 6	Ambassadors are recruited
<b>8. Train Ambassadors to implement all aspects of the SMEPG Ministry.</b>	S&EMT	2 months after step 7	Ambassadors are trained

# Stewardship & Engagement Action Plan

<u>Actions Steps</u>	<u>Responsible Party</u>	<u>Deadline</u>	<u>Completion Test</u>
<b><u>Interim Goal 4: Implement the Stewardship, Engagement &amp; Tithing Ministry to achieve the Stewardship &amp; Engagement Targets within 24 months</u></b>			
<b>9. Fully implement the SMEPG Ministry to achieve the Stewardship &amp; Engagement Targets.</b>	Ambassadors	24 months after step 8	SMEPG Ministry is fully launched
<b>10. Track and report on monthly performance benchmarks determined in step 6 and continue Ambassadors follow-up with parishioners until Stewardship &amp; Engagement Targets are achieved</b>	Ambassadors	Contemporaneous with step 9	Established monthly Stewardship & Engagement Targets are achieved
<b><u>Interim Goal 5: Compile and assess the results of the Stewardship, Engagement &amp; Tithing Ministry and make necessary improvements within 2 months</u></b>			
<b>11. Obtain and compile qualitative and quantitative data from SMEPG Ministry and determine effectiveness and success (based on criteria established in step 2) and identify areas for improvement.</b>	Ambassadors and S&EMT	1 month after step 10	SMEPG Ministry assessments are completed
<b>12. Finalize and deliver SMEPG Ministry assessment analysis report and make all refinements necessary to make the SMEPG Ministry more effective.</b>	Ambassadors and S&EMT	1 month after step 11	Analysis is completed, and SMEPG Ministry is refined accordingly



# Stewardship & Engagement Action Plan

<b><u>Lead Measure Action</u></b>	<b><u>Deadline Date</u></b>	<b><u>% Complete and Date</u></b>
1. Form Stewardship, Engagement & Planned Giving Ministry Team		
2. Develop definitions and effectiveness metrics		
3. Analyze parish baselines and engagement success impediments		
4. Research Stewardship, Engagement & Planned Giving Ministry		
5. Evaluate Stewardship, Engagement & Planned Giving Ministry		
6. Finalize Stewardship, Engagement & Planned Giving Ministry		
7. Identify and recruit Stewardship Ambassadors		
8. Train Stewardship Ambassadors		
9. Implement Stewardship, Engagement & Planned Giving Ministry and manage to interim monthly targets		
10. Track performance Data from Stewardship, Engagement & Planned Giving Ministry Implementation		
11. Obtain qualitative and quantitative assessment data from Stewardship, Engagement & Planned Giving		
12. Improve Stewardship, Engagement & Planned Giving Ministry based lessons learned in step 11		

Can we schedule  
Zooms, to discuss a  
SMART Goal for  
each Strategic Area  
of Focus?





STEWARDSHIP  
CALLING

[www.stewardshipcalling.com](http://www.stewardshipcalling.com)

# Stewardship Calling

What are you doing with all of the gifts God has given you?

Strategic  
Planning

Scroll down  
to Holy  
Orthodox  
Church of  
Uganda page

<https://stewardshipcalling.com/orthodox-church-of-uganda/>

WHY?	STEWARDSHIP	STRATEGIC PLANNING	INTERNET RADIO & PODCASTS	KEYNOTES & LEADERSHIP	RESOURCES
PERSONAL		ST. SOPHIA UKRAINIAN SEMINARY			

THE HOLY	HOLY ORTHODOX CHURCH OF UGANDA
	BOSTON METROPOLIS – THRIVING CONGREGATIONS TRAINING PROGRAMS ON PARISH STRATEGIC PLANNING
	SAMPLE S.M.A.R.T GOAL & ACTION PLANS

Holy Orthodox Church	METROPOLIS OF BOSTON – FOUR PARISH STRATEGIC PLAN
By the grace of God transformational a	ST. SOPHIA JEFFERSON, PA STRATEGIC PLAN
under the inspired being coordinated	WARREN, OH – ST DEMETRIOS STRATEGIC PLAN
Strategic Planning Planning Team can	SAINTS RAPHAEL, NICHOLAS & IRENE – CUMMING, GA



CHURCH OF UGANDA

Orthodox Church in Uganda is undertaking a strategic planning process. This incredible work is in the presence of His Eminence Metropolitan Jeronimos Muzeeyi, and is being coordinated by Fr. Protopresbyter Vasilios Masi. A dedicated team of senior leaders will form the Strategic Planning Team. The work of our very diverse and extensive Strategic Planning Team can be found on the website.

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## Why Statement

**Grow in Christ's love and  
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