



S.M.A.R.T. Goals

Dr. Bill Marianes





STEWARDSHIP
CALLING

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Stewardship Calling

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

Strategic
Planning

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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. Paul Muni. 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 seen on the website.

THE HOLY ORTHODOX CHURCH OF UGANDA



Why Statement

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



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.

THE HOLY ORTHODOX CHURCH OF UGANDA



Core Values

Truthfulness

Faithfulness

Christ-Centered Love

Serving Stewards

Accountable Leadership

Humility



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

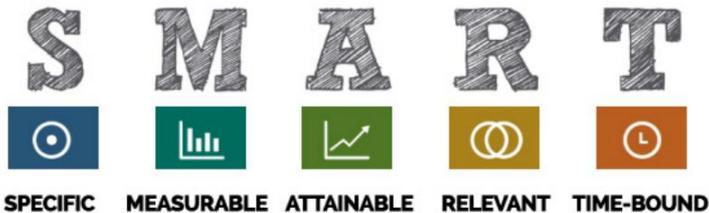
10 Stewardship Calling Strategic Plan Elements



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



SMART Goals



Specific: Is the goal clear and specific enough to be understandable?

Measurable: Can you measure the success of the goal?

Attainable: Is the goal attainable within a reasonable time?

Relevant: Is the goal most relevant to us and is it Realistically written”?

Time-Bound: Is there a realistic timeline to achieve the goal?



Strategic Areas of Focus

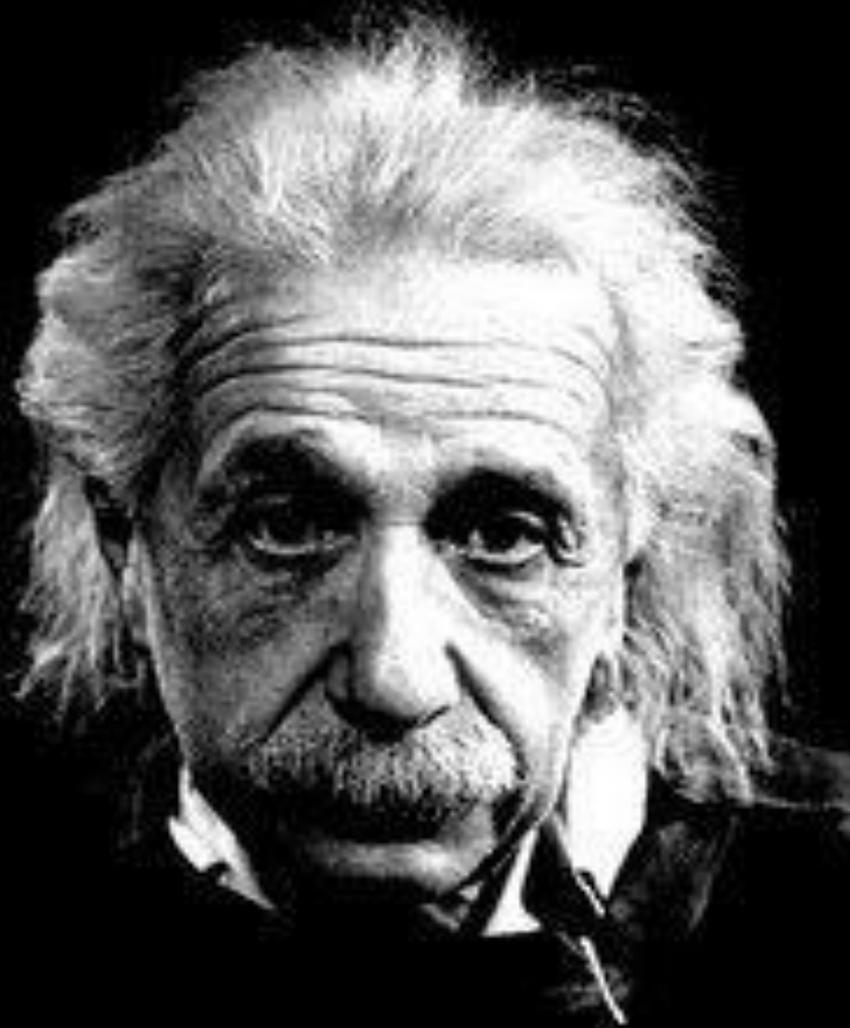
Leadership Development and Governance

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

**Religious Formation, Education, and
Evangelism**

Clergy Support & Recruitment

“WE CANNOT
SOLVE OUR
PROBLEMS
WITH THE SAME
THINKING WE
USED WHEN WE
CREATED THEM”



LEADERSHIP

Leadership Development and Governance



Leadership Development and Governance

We will research, develop, and implement best practices and effective “Leadership Development and Governance” programs that will achieve the following “Leadership Targets:”

- a. **Finalize and receive Government Registration** of Ugandan Orthodox Church Constitution by 2025;
- b. **Finalize and implement church organizational structure for engaged Parish Councils and Councils of Ministries of laity and clergy** with clear duties, responsibilities, and training for each function and operation, within 18 months;
- c. Create **leadership and management training programs** for clergy, lay leaders and future leaders within 12 months that are required and repeated each year;
- d. Develop **technology systems for more effective communications, record keeping, and ensuring compliance, within 24 months.**

(parish health and wellness best practices for youth and families)

STEWARDSHIP

**Financial Stewardship
Ministry Engagement &
Community Outreach**



Financial Stewardship, Ministry Engagement & Community Outreach

We will research, develop, and implement best practices and effective “Financial Stewardship, Ministry Engagement & Community Outreach” programs that will achieve the following “Stewardship Targets:”

Financial Stewardship

- (a) Teach personal responsibility to support the church through tithing (giving 10%) of their time, talents and financial treasures with _____ months to transform the culture of the Ugandan Orthodox church and its faithful within a decade.
- (b) Establish framework, systems, and communications that establish and model complete integrity, transparency, & accountability (ITA) at all levels in the church with specific guidelines, processes, and education at all levels in the church to solicit contributions from all sources (including external contribution sources) with _____ months.

Ministry Engagement

- (c) Create a new culture and effective operating systems to establish *συνδιακονία* (syndiakonia) "joint ministry" where clergy and all laypeople serve together to support, led, and serve the Church and its ministries and mission and understand their duties and responsibilities, within _____ months.

Community Outreach

- (d) Create several profitable and ethical businesses (e.g., schools, hospitals, hospitality, health facilities, etc.) with comprehensive business plans that better serve community

EDUCATION

**Religious
Formation,
Education and
Evangelism**

We will research, develop, and implement best practices and effective “Religious Formation, Education and Evangelism” programs that will achieve the following “Education Targets” :

1. **Within ___ months,** develop standardized, comprehensive, strategic, and effective religious education catechism curriculum materials, Bible studies, and programs (“Religious Education Program”) that are developed for segmented age brackets which are appropriately translated and adapted as needed for local parishes including evangelism programs for the non-Orthodox.
2. **Within ___ months,** develop specific effective Religious Education Programs (using digital, technology, podcasts, YouTube, and social media tools and programs and recreational activities) focused on: (a) Sunday school, (b) weekly lived catechetical programs and activities, (c) sacramental and liturgical participation, and (d) to keep Orthodox youth educated in schools run by other faith traditions in the Orthodox faith,
3. **Within ___ months,** create a process by which Parishioners are included and engaged in continuing Religious Education Program and regional seminars for parishioners to participate that are appropriately translated and adapted as needed for local parishes and evangelism.
4. **Within ___ months,** recruit and train the most qualified and dedicated lay teachers/catechists, including program for parents, to teach the Religious Education Programs to all demographic groups

CLERGY

Clergy Support & Recruitment

Clergy Inspiration & Calling Support

We will research, develop, and implement best practices and effective “Clergy Inspiration & Calling Support” programs that will achieve the following “Clergy Targets:”

1. **Within ___ months,** have systematic processes and strategies supported by the Diocese and laity for effectively recruiting, evaluating, mentoring, managing, and supporting of clergy training, growth and development, including to ensure they feel called, love what they do, and remain effectively working within the Ugandan Orthodox church.
2. **Within ___ months,** have strategies and effective programs to train and mentor clergy and clergy support networks and continuing education: (a) emotional and physical wellness, (b) servant leadership, management, and team building, (c) effective preaching and communications to spiritually nourish the faithful, (d) people management and communications skills, (e) counseling skills, (f) managing the human, family and parish stresses they experience, (g) financial literacy and financial best practices, and (i) integrity transparency and accountability for their personal growth and the benefit of their churches.
3. **Within ___ months,** develop partnerships and programs with seminaries, scholarship providers, and other institutions to help with clergy education, training, and development as we establish Orthodox seminaries and schools.



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What's Next?

- **The Secretary General will identify four sub-teams to take each of the S.M.A.R.T. Goals and identify a list of activities and steps needed to achieve them.**
- **We gather again on dates to be determined, to begin the process of creating Action Plans for each S.M.A.R.T. Goal**

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