

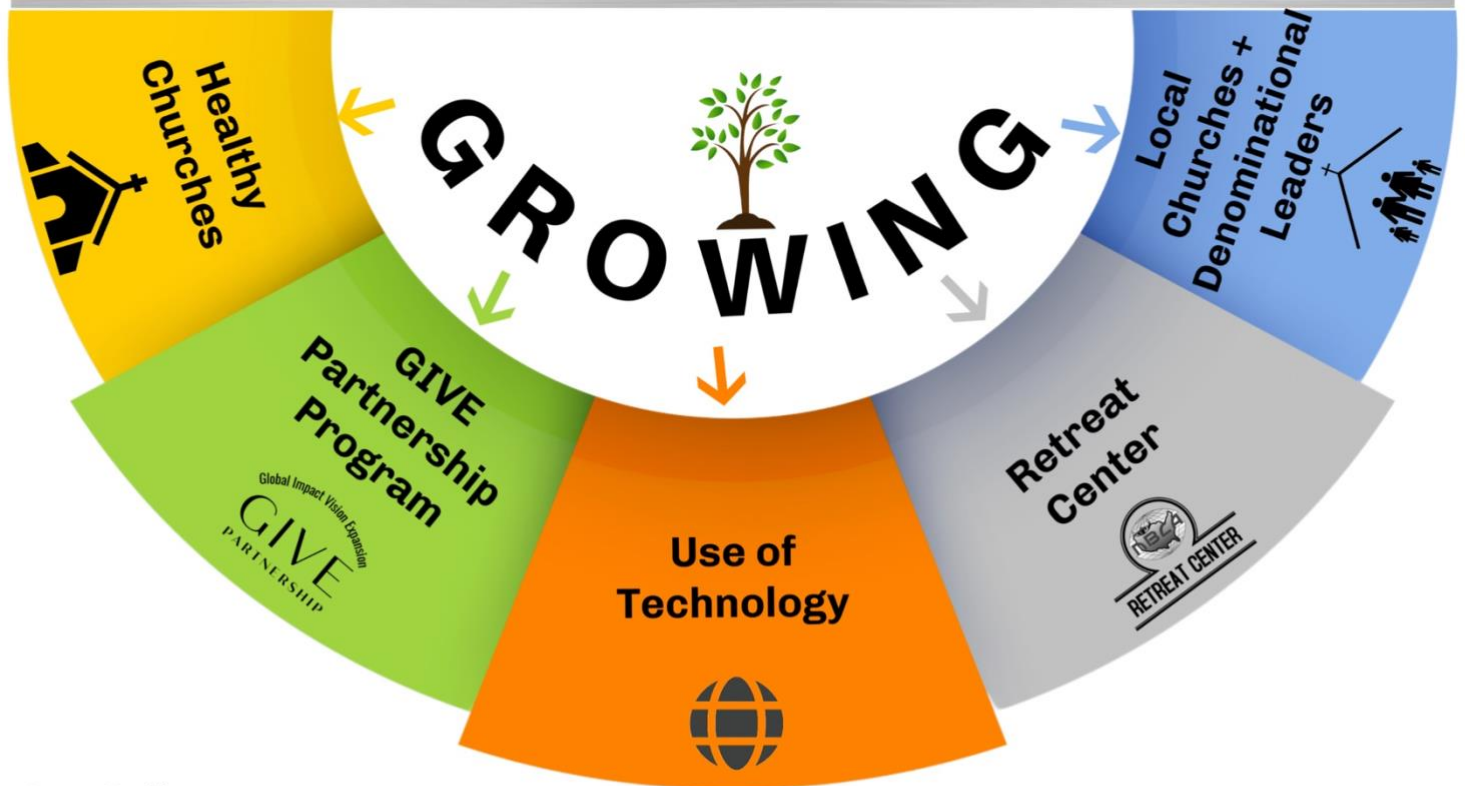


NATIONAL BAPTIST CONVENTION OF AMERICA INT'L, INC.

STRATEGIC PLAN

STRATEGIC PLAN 5 AREAS OF FOCUS

September 2024-2028



Our College



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STRATEGIC PLAN

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INTRODUCTION

OUR PROCESS

The National Baptist Convention of America International, Inc., (NBCA) has operated with much success having a Strategic Plan in place for 2015 - 2022. In lieu of the COVID-19 Pandemic, we were delayed in doing work to launch a new Strategic Plan. Therefore, the President of NBCA encouraged our leaders to continue to work from the framework of the 2015 - 2022, Strategic Plan. That Plan could be summarized around the foundational principles of Church Development, Mission Development, Leadership Development and Economic Development. The thrust behind the plan is “Real Denominations Serve Congregation.” The President of NBCA did push the focus to not only serving congregations, but also serving communities. We waited until time and circumstances would allow us to enter a productive process allowing a new plan to be developed and implemented. “The Appreciative Inquiry Method” for ascertaining frank and honest input from the membership of NBCA has again been utilized. This Method allows us to celebrate the positive outcomes as well as dream big for the future of this grand ole convention. The listening sessions started in May 2021, in Austin, Texas. There were essentially virtual follow-up sessions, as well as a platform for written input. All the data from the constituency of NBCA has been gathered and the convention’s President took on the task of writing the draft document. The President has been able to do some post-COVID traveling which has yielded additional input from our members. This has been another journey of learning and seeking to expand the reach of NBCA. Strategic Planning is a wholesome process for organizations to undertake. Once this plan is adopted by the convention, then the important task of implementing the plan across every aspect of NBCA becomes our lot.



THE REALITIES BEFORE US

The COVID-19 pandemic shifted NBCA’s priorities from growing the convention to supporting our members, churches, and community during such an unprecedented time. We are slowly coming out of the effects of the COVID-19 pandemic and the challenge to emerge with a fresh sense of new and relevant ministry models. We recognize that we must allow the Holy Spirit to breathe into us in innovative ways, while being cognizant that our goal is to carry out the Great Commandment in (Matthew 22:37-40), “*Jesus said unto him, Thou shalt love the Lord thy God*

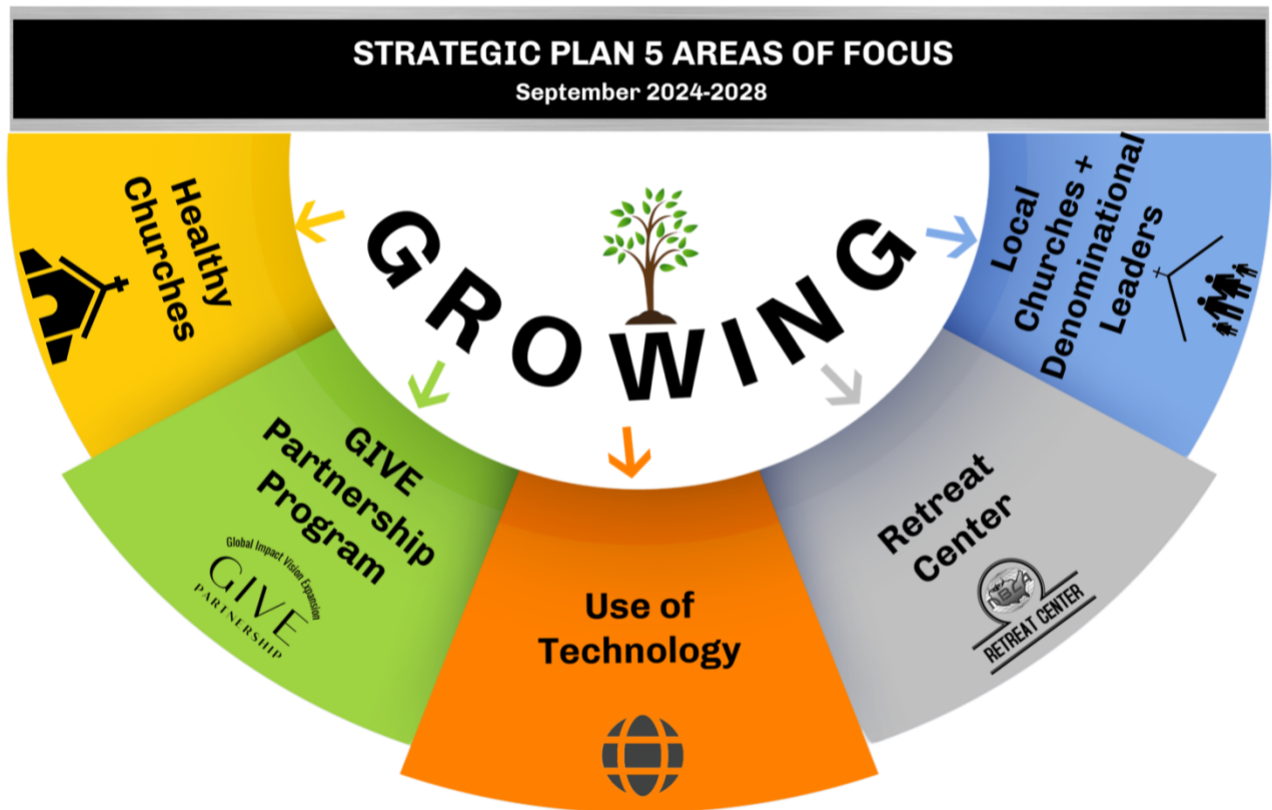
with all thy heart, and with all they soul, and with all they mind. This is the first and great commandment. And the second is like unto it, Thou shalt love thy neighbour as thyself. On these two commandments hang all the law and the prophets.” This commandment is the same pre-COVID as well as post-COVID. The realities before us are to discover a framework to comply with these words and the reality as issued in the Great Commission, (Matthew 28:18-20). *“And Jesus came and spake unto them, saying, All power is given unto me in heaven and in earth. Go ye therefore, and teach all nations, baptizing them in the name of the Father, and of the Son, and of the Holy Ghost. Teaching them to observe all things whatsoever I have commanded you: and, lo, I am with you alway, even unto the end of the world. Amen.”* The church has not been released from this biblical reality either. As a matter of matter, implementation is of urgency now, especially since COVID dramatically impacted and changed the landscape in which churches operate and forced into a new normal.

NBCA has a greater duty to serve churches and communities than ever before. The convention has no choice but to bend itself into a resource place for our churches, associations, and state conventions. We have so many rural churches serving in places with limited human and financial resources, yet they must serve! Inter-City churches that are small to mid-sized must see the convention as a place for partnering to assist them in making disciples. The larger or mega churches should feel drawn to the convention to teach their ministry models to other churches, either in person or virtually. These large churches must discover our value as it relates to fellowship and the life that is in fellowship. We are faced with an anti-denominational movement which is removing the relevance of denominational collaboration. The way we move forward strategically must take into consideration this reality and not be seen as an opportunity to become antagonist with those affiliated with the movement. Instead we must in prayer, discover methods to ensure denominational life is attractive, resourceful, relevant, and become a movement of love.

THE CONCLUSION

We concluded the following five focus points as a summary after prayer, data collection, input, and analyzation of constituency opinions that NBCA gathered. There are several other areas we could seek to focus on; however, that would broaden the scope of our strategic plan and potentially cause us to lose our focus. These five we believe are important, as they represent most concerns of our membership.

NBCA's FIVE AREAS OF FOCUS



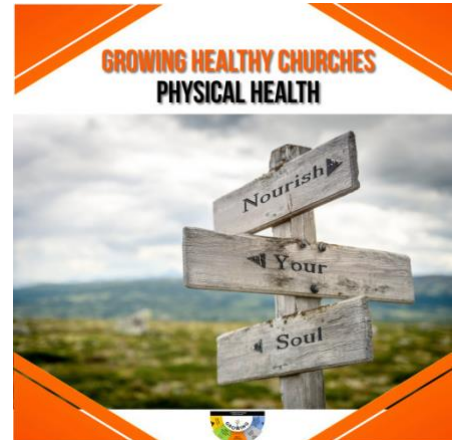
FOCUS AREA # 1: GROWING HEALTHY CHURCHES

Sub-Area 1: PHYSICAL HEALTH

NBCA's ability to facilitate capacity building in growing healthy churches is a paramount theme the members expressed. Healthy churches must be seen as those balancing biblical principles in the areas of mental health, physical health, and spiritual health. During COVID-19, Dr. Kenneth Kemp, Director of NBCA Health Awareness Team, provided the following writing on physical health that still remains true and important even post-COVID.

"Now that it appears we are entering a chronic phase of the COVID-19 Pandemic, there are a number of issues regarding congregational and clergy health that churches may need to consider in the next five years. These issues include preventive measures for personal health, preventive measures during public gatherings, routine physical health maintenance, and mental health concerns. It is necessary to address each issue to ensure a well-rounded program of health awareness.

Preventive health measures for personal health include recognition that infectious diseases, such as COVID-19, will continue threaten personal health years into the future. In fact, there will likely never be a time when the world is completely free of the threat of the next pandemic. Thus, it is imperative that all people take preventive measures to mitigate the chances of acquiring infectious diseases. The most important aspect of personal preventive measure is vaccination. Though many people have been hesitant about vaccinations, when there is good objective evidence that a vaccine is safe and effective, all eligible individuals should take advantage of the protection that vaccines provide. We now have unequivocal evidence that vaccination against COVID-19, Influenza, Pneumonia, Shingles, Haemophilus influenza, Hepatitis, Human Papilloma Virus, Tetanus, Diphtheria, Measles, Mumps, Rubella, and Meningococcus are safe and effective. People at risk for these diseases and who do not have contraindications to vaccination should be vaccinated without question. Furthermore ongoing boosters for COVID-19, Influenza, and Pneumonia should be pursued according to recommendations from the Centers for Disease Control and Prevention. In addition, to these preventive measures, individuals should avoid sick contacts as much as possible, wash their hands frequently, cover coughs, and consider wearing face coverings when the chances of acquiring respiratory viruses are high.



Preventive measures for public gatherings, such as church services, include strategies to reduce the likelihood of spread of an infectious disease in group settings. At a minimum, NBCA Should train and encourage church leaders to monitor the spread of infectious diseases or other public health threats in their community through local health departments, who often provide recommendations on how to reduce the spread of communicable illnesses. Reducing the numbers of people gathering in large poorly ventilated spaces is also important in reducing community spread of infectious disease. Church leaders should also be encouraged by NBCA (HAT) to get all eligible congregants to obtain vaccinations where available, wash their hands frequently, cover coughs, and to stay at home when they feel sick or have been potentially exposed to an infectious disease. Churches should also consider hosting events to promote public health, such as pop-up clinics for mass vaccinations, seminars for dissemination of health information, and lectures by subject matter experts.

With the above measures, gatherings in churches can be done in a safe and healthy manner. While unnecessary close contact should be avoided, if church leaders require adherence to measures that reduce the spread of infectious diseases, there should be no reason to prevent the face-to-face assembly of believers in Christ as we move forward over the next several years.

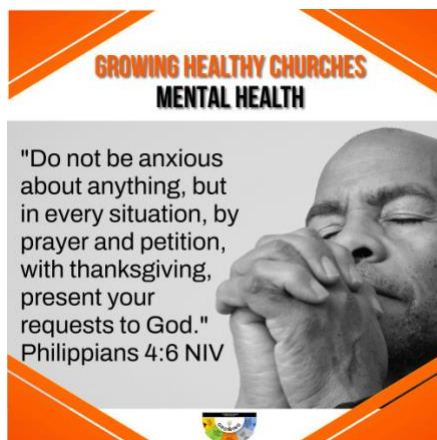
In addition, to promote the long-term health of our congregants, NBCA's churches through the Health Awareness Team should urge all members to prioritize routine health maintenance. This is a vital component of a healthy church and a healthy community. To that end, NBCA (HAT) must train churches so they can sponsor seminars and disseminate information encouraging regular health check-ups, a healthy diet, consistent exercise, and adherence to therapy prescribed by credible healthcare providers. Furthermore, the pressures of the recent pandemic have accentuated adverse mental health concerns, particularly among African American youth, who have experienced a recent increase in suicide rates. To address this disturbing trend in our community, churches should seek to provide early recognition of those at risk for suicide, depression, and anxiety and develop methods to assist in early intervention, to include special training for mental health advocates among church members. Recognizing that often mental health issues require training beyond that which church officials can provide, churches should also develop networks for early referral to trained mental health experts when necessary.

Members of the clergy are at high risk for physical and mental health deterioration due to the pressures of ministry, the other-centered focus of many ministers, and the lack of prioritization of self-care. The pandemic has accentuated all these issues. Thus, the members of the clergy must develop routines that include regular attention to personal health, periodic sabbaticals for recuperation and revitalization, and regular access to mental health professionals. It is also beneficial for clergy to develop support networks, including affiliations of like-minded pastors,

staff ministers, missionaries, and evangelists to share in conversation, development of best practices, and maintenance of accountability partners for early intervention during periods of crisis.

Finally, NBCA (HAT) must give the highest priority to prayer, meditation, study, and worship. While the clergy and the church regularly minister to others, they must also never forget to minister to themselves through regular communion with our God.”

Sub-Area 2: MENTAL HEALTH



Mental Health is an important topic that should be addressed in the church and community. NBCA seeks to be the bridge that equips churches with resources to help members, family and friends develop healthy coping mechanisms to improve their quality of life.

Dr. Keyon Payton, Chairman of our Social Justice Commission wrote the following proposed strategy that will help NBCA develop partnerships, so we have the training, tools and support needed to adequately respond to mental health concerns.

Proposal: Frederick Douglas once said, “It is easier to build strong children than to repair broken [adults].” Black churches and Historically Black Colleges and Universities (HBCU’s) have often been the central institutions of power and fellowship for Black communities. In partnership with the Institute of Trauma and Economic Justice (ITEJ), the National Baptist Convention of America will develop a comprehensive strategy to address the trauma of pervasive “adverse childhood experiences” (ACEs), which severely impacts the lives of children, youths, and adults. This is an urgent charge, as those closest to us in our pews and pulpits often suffer alone. Currently, there are no programs, practices, or policies of scale to address ACEs. As a result, many people are systemically unequipped to grapple with the effects of untreated trauma. Untreated trauma creates a vicious cycle of drug use, teenage pregnancies, sexually transmitted diseases, violence, incarceration, suicide, and negative mental health outcomes. All of these outcomes are contributors to the inequitable economic and social disparities in Black families and communities.

With our partnership with ITEJ, NBCA will develop culturally appropriate interventions for Black churches to implement for people and communities that have been impacted by untreated

childhood traumas. Together, we will use and develop evidence-based data derived from a diverse transdisciplinary group of core institutional partners who engage with NBCA. This data will support the development of educational materials that will be used to bring more awareness to the prevalence of trauma and adverse childhood experiences (ACEs) in African American children and youth. With this vital information, ITEJ will offer comprehensive transdisciplinary strategies to prevent later-in-life health consequences that often lead to the injury of self and others. This partnership will help to create philosophies and practices to equip parents, pastors, educators, business leaders, and government and law enforcement agencies with strategies that work to appropriately address traumas. The strategic goal is to strengthen the social-emotional well-being of African American children, who will make up the future workforce.

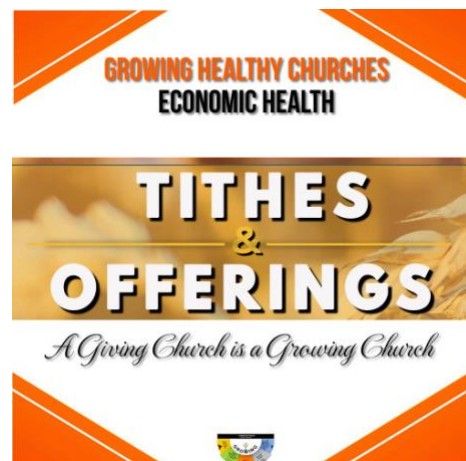
Sub-Area 3: ECONOMIC HEALTH

The economic health of the church is tied to the financial health of individuals and families.

NBCA shall work to develop and nurture partnerships with groups like dfree® Financial Freedom Movement and other financial literacy initiatives to educate our member churches, not only in strategies to get out of debt, but understanding the application of biblical principles so that financial stewardship is a way of life. Additionally, the promotion of tithes and offerings as the biblical way to finance the ministry and mission of our local churches. NBCA will encourage writers to create the content in conjunction with NBCA Press, and we will seek ordained and lay instructors to teach the content so we can make personal financial management a healthy way of life. We believe this will lead to a creation of a national season for encouraging churches to promote and engage in financial matters for personal and church budgeting exercises.

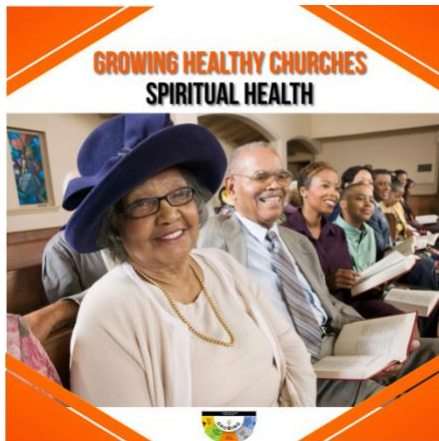
In addition, NBCA will seek to discover ways churches can have access to philanthropic engagement to assist them in having a great impact in the community, and become a economically healthy church.

We encourage economically healthy churches to financially support the Causes of NBCA, which are Evangelism, Missions, and Education. Additionally, we ask that healthy churches support financially and in the recruitment of hundreds of students to our college, Simmons College of Kentucky for undergrad, and our seminary for Master of Divinity. NBCA will seek to develop a partnership with an institution that has a Doctor of Ministry program centered around ministry in the city.



Lastly, the Commission for the Empowerment of Community Impacting Ministry will be charged with developing a post-COVID community initiative that seeks to assist churches with curbing the expansion of gentrification in historic black communities, especially around our churches.

Sub-Area 4: SPIRITUAL HEALTH



The church is the body of Christ. Biologically speaking no diseased body should go unchecked and untreated. Satan used the weapon of sin to interfere with the good spiritual health of the church. NBCA is determined to facilitate conferences and or conference partnerships, workshops, seminars, training opportunities and retreats through the Church Growth and Development Board, the Congress of Christian Education & Discipleship, the Evangelical Board, our undergraduate college, Simmons College of Kentucky, and our Seminary partners, to reduce spiritual illness in our member

bodies. As it relates to NBCA, these groups will focus their attention on the spiritual health of our churches and the development of tools to diagnose and treat spiritual sickness shall become the paramount emphasis of our work. The bible teaches in (Romans 12:2), *“Do not be conformed to this world, but be transformed by the renewal of your mind, that by testing you may discern what is the will of God, what is good and acceptable and perfect.”* Striving to facilitate the development of churches strong enough to fight off conformality to the world is essential in NBCA growing spiritually healthy churches.

Sunday school is an important part of the church growing together spiritually. NBCA Press is our publishing division that offers Sunday school curriculum and other Christian literature to support members in their spiritual growth. Additionally, NBCA Press is working on ways to assist NBCA members in the publishing of their books. Lastly, NBCA Press will seek out models and curriculum to bring back Baptist Training Union to help our members understand the Baptist doctrine, strengthen their beliefs and be more equipped to share the Gospel of Jesus Christ.

This **Growing Healthy Churches** focus area shall be coordinated by the Church Growth and Development Board by utilizing the gifts and innovative ideas of the NBCA Commissions, NBCA Boards and the Commission for the Empowerment of Community Impacting Ministry.

FOCUS AREA # 2:

GROWING THE GIVE PARTNERSHIP PROGRAM

Recently NBCA launched our **Global Impact Vision Expansion Partnership** program (GIVE Partnership) that was introduced by our President, Dr. Samuel C. Tolbert, Jr. at our 2020 Mid-Winter Board meeting in Tampa, Florida and unanimously accepted. This program is a comprehensive and revolutionary program that is designed to give individuals, churches, state conventions, associations, members, and friends an opportunity to give monthly to NBCA, so we can expand our global impact in evangelism, missions, and education; as well as support the operational costs of the convention.



Our GIVE Partners have been excited to benefit from being a partner because they no longer have to pay registration fees for our Mid-Winter Board, Congress, or Annual Session, to include churches bringing as many members under 25 years old, to our Youth & Children's Convention and Young Adult Convention. Additionally our Partners do not have to pay registration to their Auxiliaries, Boards or Commissions. That's right, they are automatically financially connected!

BENEFITS OF BEING A GIVE PARTNER

There are multiple benefits of being a GIVE Partner. First, you are helping to expand NBCA's reach in evangelism, missions, and education, as well as support the operational expenses of the convention. Beyond that, members who are current with their commitment will experience the following benefits.

Churches, State Conventions and Associations Member Benefits

1. No parent body registration fee for Mid-Winter Board, Congress, and Annual Session.
2. No Young Adult Convention or Youth & Children's Convention registration
3. No church or state registration fee for any conferences that auxiliaries, boards, or commissions host during the year.

Individual Member Benefits

1. No registration fee for Mid-Winter Board, Congress, and Annual Session
2. No individual registration fee for auxiliaries, boards or commissions meetings or conferences held during the year.
3. No annual dues Board of Directors dues for officers.

GIVE PARTNERSHIP MONTHLY AMOUNTS

750 Churches at \$125.00 per month

75 Associations at \$150.00 per month

35 State Conventions at \$150.00 per month

3,500 Individuals at \$50.00 per month

Therefore, NBCA through its executive leadership, auxiliaries, boards, commissions, and enterprises like NBCA Press, Charitable Baptist Services must strongly become the center of attention as it relates to finances. This program must be promoted in every meeting of NBCA and its affiliates. We will seek to have video presentations, informational packets, and one on one sessions with state presidents, moderators, pastors, and individuals. The targets are already outlined on NBCA website. Every leader in NBCA must become an ambassador of this initiative. The GIVE Partnership will allow us to recruit new churches without the stress of a multi-level finance strategy. NBCA must prepare information that will be distributed to our member bodies for education of the constituency of this systematic giving strategy.

To ensure the GIVE Partnership continues to grow in numbers, as well as benefits offered to our partners, NBCA seeks to hire a staff member that will be focused on strategies to continuously improve and expand the GIVE Partnership program.

This **Growing the GIVE Partnership** focus will be coordinated, promoted, and implemented by Executive Cabinet, State Presidents, State Conventions, NBCA staff person, GIVE Partnership Team, and The BrightDot.

FOCUS AREA # 3: GROWING THE USE OF TECHNOLOGY



The COVID-19 pandemic forced us to make greater use of technology. Visitors walking into the front door of the church are no longer the first way many will experience worship at church. Church website, social media and virtual services are rapidly becoming the new front door of the church.

Digital solutions undoubtedly play a significant role in the Church today and is a critical form of evangelism. NBCA along with its member bodies will need ongoing resources and training to maintain an effective online presence. Our meeting focus must revolve around improving the church's knowledge and comfortability because technology that supports the whole life of the church is invaluable.

Trainings on the most current technological equipment for streaming, video production, membership and financial record management, communications, payroll, evangelism, e-courses and more are critical and should be offered during our meetings. How to reach young people using technology will become a normal conversation in NBCA.

We must dream of facilitating the launch of online churches that will be 100% online. All the aspects of church as we know it are changing daily. The launch of an NBCA international virtual church must be prayed about, developed, and launched using the resources NBCA already has. We should imagine a pastor of the international online church that coordinates the virtual church and uses NBCA pastors to preach at least 50% of the sermons. This church will also have a virtual discipleship training program and the coordination of candidates for baptism being baptized at a local NBCA church or Baptist church.

This **Growing the Use of Technology** focus area shall be managed and implemented by the BRIDGE Young Adult Convention, along with experienced tech savvy members.

FOCUS AREA # 4: GROWING THE RETREAT CENTER

The 57 Acre Retreat Center is a black owned retreat center in the state of Kentucky, and one of the largest black owned in America. The retreat center is a perfect setting for business meetings, board meetings, strategic planning sessions and more. Meeting rooms vary in size to fit 10-100 people. With three beautiful ponds on the property, this is the perfect location for birthday parties, church events, company picnics, corporate retreats, family reunions, wedding receptions, spiritual retreats and more. The goal is to increase the use of this facility by NBCA and its affiliates. We will seek to utilize the facilities already available on the property as well as expanding. The construction of a facility for administration, overnight accommodation for 250 people, general assembly area for meals and meetings, and a commercial kitchen. The estimated financial fund-raising goal is \$12 to \$15 million. This goal includes \$2 million investment for an endowment. This endowment will be used for long-term maintenance and operation of the Retreat Center. The other funds will be utilized to construct the facility.

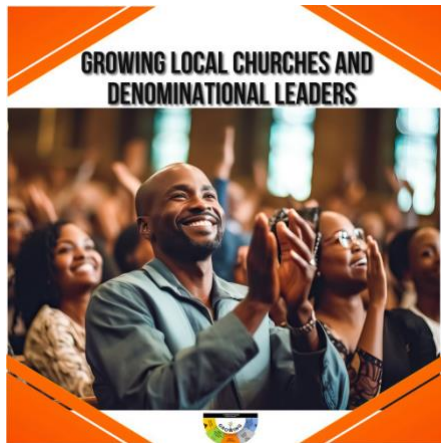


NBCA shall seek to find ways to develop portions of the land for research farming where permitted and discover how to have a learning garden so we can teach people to grow healthier food. Hydroponic Farming, growing plants without soil but in nutrient-rich water solutions, is the new innovative solution and Hydroponic Farming can be used year-round, regardless of external factors. We plan to start by having Hydroponic farming at the Retreat Center then replicated to eradicate food deserts in low to moderate neighborhoods around the country. We can partner with schools for this educational initiative and revolutionize the way we deliver food to the needy.

This **Growing the Retreat Center** focus area will be managed to completion by the NBCA Executive Cabinet, and the Commission on Retreat Center.

FOCUS AREA # 5:

GROWING LOCAL CHURCH AND DENOMINATIONAL LEADERS



Finally, NBCA seeks to grow local church and denominational leaders. We cannot expect a solid future without preparations being made now. Our first step in this process is to have a certified congress that offers online, and onsite courses designed to prepare our leaders both through formal lecture and lesson presentations and practical experience opportunities. To prepare our leaders, education must become the centerpiece of our strategy for this initiative. Simmons College of Kentucky must really be adopted as NBCA's official College/University. Leisure learning and certificate program must become common place.

Our seminary must assist NBCA with special projects to reach our rural church with capacity building opportunities, as well as other educational and theological institutions should be engaged with our churches. The Baptists Churches, Associations, and State Conventions are all in dire need of committed trained persons.

The Gospels suggest one of Jesus' top leadership priorities was developing other leaders, who in turn, were able to develop and multiply other leaders. NBCA seeks to collaborate with our State Presidents and Associations Moderators / Presidents to roll out a module for growing and multiplying church and denomination leaders.

To carry out the Great Commandment and The Great Commission, the approach that we should consider employing is NBCA provides both the suggested training and the template for leadership development. The exposure to outstanding leaders and particularly Baptist leaders will propel this work. We want to create strong networks that can support and teach other churches based on lessons learned from their experiences. In 2021, Dr. A.W. Mays, pastor of Mt. Sinai Baptist Church in Austin, Texas did a presentation on "Considerations for a Building Project" that helped so many pastors understand the process of renovating a building and turning it into a state-of-the-art church and multi-purpose building. So many of us have a wealth of wisdom and ministry experience that are invaluable to younger, growing leaders and it is our responsibility to educate and train them, so they are better equipped to continue the execution of the mission and vision of our churches.

This **Growing Local Church and Denominational Leaders** focus area shall be carried out by our Congress of Christian Education, Simmons College of Kentucky, our Seminary, Fuller Theological and other institutions of higher education, as well as collaborations and other denominational partners.



LET'S STAY CONNECTED

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