

South Central Conference

# MISSION First



# 3 YEAR STRATEGIC PLAN

South Central Conference  
of Seventh-day Adventists  
715 Youngs Lane  
Nashville, Tennessee  
37207

# SCC

*Leadership*

## OFFICERS

PRESIDENT	Furman F. Fordham II
EXECUTIVE SECRETARY	Toussaint T. Williams
CFO / TREASURER	Sonja M. Crayton

## DEPARTMENTAL DIRECTORS

MINISTERIAL DIRECTOR	Kennedy Lockett
EDUCATION	Angela Walton
INFORMATION SYSTEMS	Alex Noriega
WOMEN'S MINISTRY	Freddie Jenkins
YOUTH & YOUNG ADULT	Bryant Stewart
PUBLIC AFFAIRS/REL. LIBERTY	Paul Goodridge
COMMUNITY ENGAGEMENT	Troy Brand / Cory Jackson
HUMAN RESOURCES	Stephanie Scott
HEALTH EVANGELISM	Curtis & Paula Ekins
COMMUNICATION	Avery Anderson
DEVELOPMENT DIRECTOR	Thia Bankhead-Wilson
COMMUNITY SERVICES	B. Barnes / L. Buckingham
PRAYER MINISTRY	Curtis Hall
MULTICULTURAL MINISTRIES	Cristian Borbon



Office of the President

June 8, 2026

### Dear South Central Conference Family:

The Bible speaks often about vision. The wise man tells us, *“Where there is no vision, the people perish”* (Proverbs 29:18, KJV). Fortunately, however, Peter reminds us, quoting the prophet Joel, *“In the last days, God says, I will pour out my Spirit on all people. Your sons and daughters will prophesy, your young men will see visions, your old men will dream dreams”* (Acts 2:17, NIV). And then Habakkuk encourages us to *“Write the vision; make it plain...so he may run who reads it”* (Habakkuk 2:2, RSV).

Therefore, after months of prayer, and listening sessions with our former conference presidents, current executive committee members, pastors, first elders, principals, teachers, departmental directors, office staff, young adults and youth, I am pleased to share our **South Central Conference Three-Year Strategic Plan**, adopted by our Executive Committee to accomplish the Mission First vision we believe God has given to our conference.

The plan documents our conference’s **function** (what do we do?), **mission** (why do we do it?), **vision** (where are we going?), and **values** (what are we prioritizing?), and then details a **strategy** (how will we get there?) that includes our singular goal, benchmarks, strategic objectives, and action plans, complete with key performance indicators and anticipated achievement dates.

Similar to the apostle John who prefaced some of his sage counsel by saying, *“Dear friends, I am not writing a new commandment to you, but an old commandment which you have had from the beginning”* (1 John 2:7, NET), I feel compelled to state from the outset that the vision God has given us includes nothing novel or fancy. It is simply a restatement of Jesus’s earlier command to *“Make disciples”* (Matthew 28:19, NKJV). But please be certain of this: **if Jesus’s basic command was prioritized, the church would be revolutionized!**

So, we invite you to join with your South.Central Conference family as we “Make disciples of Jesus Christ who live as His loving witnesses and proclaim to all people the everlasting gospel of the Three Angels’ Messages in preparation for His soon return.”

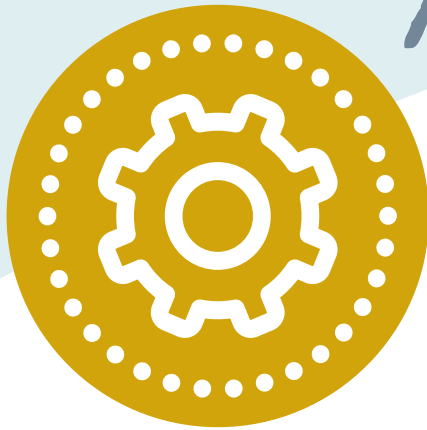
**Join us as we make Mission First!**

**Furman F. Fordham II**  
President



# Strategic

# Framework



## Our SCC Function

The South Central Conference is a historically Black Seventh-day Adventist organization that supports the needs identified by its local churches and schools by providing resources, structure, and accountability as they proclaim the everlasting gospel.

## Our SCC Mission

Make disciples of Jesus Christ who live as His loving witnesses and proclaim to all people the everlasting gospel of the Three Angels' Messages in preparation for His soon return.



## Our SCC Vision:

Mission First

## Our SCC Executive Committee Members

Furman F. Fordham II, Chair/President, Toussaint T. Williams, Executive Secretary, Sonja M. Crayton, CFO/Treasurer, Leroy Abrahams, Reita Bandy, Corey Bean, Cristian Borbon, Courtney Campbell, Gabriel Flores, Raquel Harris, Peter Hunter, Mark Hyde, Cory Jackson, Colibri Jenkins, Ronald McCarden, Marcus McIntyre, Michael Mickens, Bernita Mosely, Jennifer Patterson, George Seay, Debleaire Snell, Gina Spivey Brown, Malcolm Taylor II, Darrell Thomas, Minnie Whittaker



# Our SCC Values

01

## Seeking the Baptism of the Holy Spirit

Prayerfully seek the Spirit's outpouring for unity, vision, and power  
Let every decision, initiative, and program be Spirit-led



02

## Understanding Our Adventist Christian Identity

Emphasize that first and foremost we are to be Christians—disciples of Jesus Christ  
Clarify that we also exist to proclaim the distinctive message of Rev 14 to the world



03

## Prioritizing the Local Church

Since mission takes place primarily at the local church, resource it best and first  
Operate consistent with the value that the conference exists to support the local church



04

## Collaborative Communication

Include local church leaders in the pastoral selection process  
Create a culture where pastors are encouraged to apply for positions if they sense the Spirit is calling them to be considered



05

## Providing Excellence in Pastoral Leadership

Recruit, train, and retain Spirit-filled, Christ-centered, mission-effective pastors  
Provide regular evaluation, coaching, and accountability to raise pastoral skills



06

## Restoring Church to Acts 2:42-47

Move beyond church as simply a building or even a worship experience  
Move to church as community for teaching, fellowship, prayer, outreach, worship and evangelism



07

## Establishing Community-Impacting Ministries

Address practical needs through active community engagement  
Build healthy lifestyle centers, transitional housing, and other community-impacting services



08

## Operating a System of Exceptional High Reliability Seventh-day Adventist Schools

Invest in upgrading our school facilities, operations, and program offerings  
Ensure that each school has exceptional educators providing exceptional education



09

## Strategic Planning

Develop a strategic plan that answers the seven foundational organizational questions  
Use the strategic plan to guide decision-making and resource allocation



10

## Continuing Our Legacy of Courageous Advocacy and Innovation

Cry out against injustice in our communities and in our church  
Pioneer new ministry models and administrative methods



# SOUTH CENTRAL CONFERENCE 3 YEAR STRATEGIC PLAN

## Goal 1

## 80 SCC Churches Functioning as Disciple-Making Churches by June 1, 2029

Benchmarks	KPIs*	Lead Person(s)	Timelines
<p>Celebrate 80 SCC Churches who have a biblically-based, Board-voted, Conference-approved Discipleship Pathway by December 1, 2026</p> <p>1</p>	# of Conference-approved Discipleship Pathways	Presidential Ministerial	December 1, 2026
<p>Celebrate 80 SCC Churches who have a 1st Generation of disciples going through their Church's Discipleship Pathway by June 1, 2027</p> <p>2</p>	# of Churches with a 1st Generation of Disciples	Secretariat	June 1, 2027
<p>Celebrate 80 SCC Churches who have a 1st Generation of disciple-makers leading a 2nd Generation of disciples through their Church's Discipleship Pathway by June 1, 2028</p> <p>3</p>	# of Churches with a 2nd Generation of Disciples	Secretariat	June 1, 2028
<p>Celebrate 80 SCC Churches have a 2nd Generation of disciple-makers leading a 3rd Generation of disciples through their Church's Discipleship Pathway by June 1, 2029</p> <p>4</p>	# of Churches with a 3rd Generation of Disciples	Secretariat	June 1, 2029

\* Note: KPIs = Key Performance Indicators

**Strategic Objective**

**1**

# Disciple-Making Pastors

## Action Plan 1: Holistically-Healthy

*(Value #5: Providing Excellence in Pastoral Ministry)*

What	How	KPIs	Lead Person(s)	Timelines
<p>Spiritually-Healthy</p> <p>1</p>	80% of pastors having personal worship 5–7 days per week	Yearly Survey	Presidential Ministerial	TBD
<p>Physically-Healthy</p> <p>2</p>	80% of pastors exercise for at least 20 minutes per day at least 3 days per week	Yearly Survey	Presidential Ministerial	TBD
<p>Emotionally-Healthy</p> <p>3</p>	<p>80% of pastors take a weekly day off</p> <p>80% of pastors take at least 2 weeks of vacation per year</p> <p>Continue Conference-subsidized counseling services</p>	<p>Yearly Survey</p> <p>Bamboo</p>	<p>Presidential Ministerial</p> <p>Secretariat</p>	<p>TBD</p> <p>TBD</p> <p>TBD</p>
<p>Socially-Healthy</p> <p>4</p>	<p>80% of pastors participate in bi-monthly Pastoral Fellowship Group Meetings by December 1, 2026</p> <p>80% of married pastors participate in Conference-subsidized (\$50) monthly date night</p> <p>80% of married pastors attend "A Weekend to Remember" each year</p>	<p>Area Meeting Attendance</p> <p>Payroll</p> <p>Year-end Report</p>	<p>Presidential Ministerial</p> <p>Treasury</p> <p>Presidential Ministerial</p>	<p>December 1, 2026</p> <p>TBD</p> <p>TBD</p>

**Strategic Objective** **1**

# Disciple-Making Pastors

## Action Plan 1: Holistically-Healthy

*(Value #5: Providing Excellence in Pastoral Ministry)*

What	How	KPIs	Lead Person(s)	Timelines
<p>Financially Healthy</p> <p><b>5</b></p>	Develop and implement Pastoral Bonus Program by December 1, 2026	Payroll	Ministerial Treasury	December 1, 2026
<p>Intellectually-Healthy</p> <p><b>6</b></p>	80% of pastors report on reading at least 1 book per quarter	Pastoral Training Emphasis Attendance	Presidential Ministerial	TBD
<p>Occupationally-Healthy</p> <p><b>7</b></p>	<p>80% of pastors complete at least 1 targeted developmental goal per year</p> <p>80% of pastors report &gt;3 on Likert scale in Job Satisfaction</p>	<p>Year-end Report</p> <p>Yearly Survey</p>	<p>Presidential Ministerial</p> <p>Presidential Ministerial</p>	<p>TBD</p> <p>TBD</p>



# SOUTH CENTRAL CONFERENCE 3 YEAR STRATEGIC PLAN

Strategic Objective

1

## Disciple-Making Pastors

Action Plan 2: Spirit-Filled

(Value #1: Seeking the Baptism of the Holy Spirit)

What	How	KPIs	Lead Person(s)	Timelines
Experiencing the indwelling and outpouring of the Holy Spirit	80% of pastors participating in a "Pastor's Upper Room"	Attending Pastors	Presidential Ministerial	Winter 2027
	80% of pastors participating in an in-person Pastor's (worker's meeting) Retreat	Attending Pastors	Presidential Ministerial	Winter 2027

1

Strategic Objective

1

## Disciple-Making Pastors

Action Plan 3: Gospel Oriented

(Value #2: Understanding Our Adventist Christian Identity)

What	How	KPIs	Lead Person(s)	Timelines
Clear on Righteousness by Faith	80% of pastors reading and discussing "See with New Eyes" (Ty Gibson)	Participating Pastors	Presidential Ministerial	Fall 2027
	80% of pastors reading and discussing "Eimi" (David Lee)	Participating Pastors	Presidential Ministerial	Winter 2028

1

# SOUTH CENTRAL CONFERENCE 3 YEAR STRATEGIC PLAN

Strategic Objective

1

## Disciple-Making Pastors

Action Plan 4: Church Equipping  
(Value #3: Prioritizing the Local Church)

What	How	KPIs	Lead Person(s)	Timelines
<p>Clear on Righteousness by Faith</p> <p>1</p>	<p>Leading their Churches to operate according to a Discipleship Pathway</p>	<p>80% of pastors reading and discussing "Simple Church" (Thom Rainer)</p> <p>80% of pastors have led their Churches to develop their Discipleship Pathway</p>	<p>Presidential Ministerial</p> <p>Presidential Ministerial</p>	<p>Fall 2026</p> <p>December 1, 2026</p>

Strategic Objective

1

## Disciple-Making Pastors

Action Plan 5: Disciple-Making  
(Value #5: Excellence in Pastoral Ministry)

What	How	KPIs	Lead Person(s)	Timelines
<p>Leading people to move through their Church's Discipleship Pathway</p> <p>1</p>	<p>80% of pastors reading and discussing <i>The Disciple Making Trilogy</i> (Bill Hull)</p> <p>80% of pastors reading and discussing "The Four Priorities" (John Tolson)</p>	<p>Participating Pastors</p> <p>Participating Pastors</p>	<p>Presidential Ministerial</p> <p>Presidential Ministerial</p>	<p>Summer &amp; Fall 2027</p> <p>Winter 2029</p>

Strategic Objective

2

## Disciple-Making Leaders

### Action Plan 1: Spirit-Filled

(Value #1: Seeking the Baptism of the Holy Spirit)

What	How	KPIs	Lead Person(s)	Timelines
Experiencing the indwelling and outpouring of the Holy Spirit	80 Churches participating in an "Upper Room Experience"	# of Participating Churches	Presidential Ministerial	Summer & Fall 2027
1	Camp Meeting Emphasis: The Baptism of the Holy Spirit	Camp Meeting Program	Presidential	Summer 2027

Strategic Objective

2

## Disciple-Making Leaders

### Action Plan 2: Gospel-Oriented

(Value #2: Understanding Our Adventist Christian Identity)

What	How	KPIs	Lead Person(s)	Timelines
Clear on Righteousness by Faith	80 Churches participating in an "Upper Room: Gospel Edition" Resource: "Eimi" (David Lee)	Participating Churches	Presidential Ministerial	Spring 2028
1	Camp Meeting Emphasis: The Gospel	Camp Meeting Program	Presidential	Summer 2028



Strategic Objective **2**

**Disciple-Making Leaders**  
 Action Plan 3: Disciple-Making  
*(Value #3: Prioritizing the Local Church)*

What	How	KPIs	Lead Person(s)	Timelines
<p>Following their Church's Discipleship Pathway and engaging in Disciple-making</p> <p>1</p>	<p>80 Churches participating in an "Upper Room: Disciple-making Edition" Resource: "The Four Priorities" (John Tolson)</p> <p>Camp Meeting Emphasis: Disciple-Making</p>	<p># of Participating Churches</p> <p>Camp Meeting Program</p>	<p>Presidential Ministerial</p> <p>Presidential</p>	<p>Spring 2029</p> <p>Summer 2029</p>



# SOUTH CENTRAL CONFERENCE **3** YEAR STRATEGIC PLAN

Strategic Objective

# 3

## Disciple-Making Schools

### Action Plan 1: Academically-Strong

*(Value #8: Operating a System of Exceptional High Reliability SDA Schools)*

What	How	KPIs	Lead Person(s)	Timelines
<p>100% of SCC Schools with Marzano High Reliability Schools (HRS) Level 1 Certification</p> <p>1</p>	<p>Completion of HRS Level 1: Safe, Supportive and Collaborative Culture Indicators</p>	<p>Evaluation Certification</p>	<p>Office of Education</p>	<p>June 30, 2027</p>
<p>100% of SCC Schools with Marzano HRS Level 2 Certification</p> <p>2</p>	<p>Completion of HRS Level 2: Effective Teaching in Every Classroom Indicators</p>	<p>Evaluation Certification</p>	<p>Office of Education</p>	<p>June 30, 2028</p>
<p>100% of SCC Schools with Marzano HRS Level 3 Certification</p> <p>3</p>	<p>Completion of HRS Level 3: Guaranteed and Viable Curriculum Indicators</p>	<p>Evaluation Certification</p>	<p>Office of Education</p>	<p>June 30, 2029</p>



# SOUTH CENTRAL CONFERENCE 3 YEAR STRATEGIC PLAN

## Strategic Objective 3

## Disciple-Making Schools Action Plan 2: Evangelistically-Leveraged (Value #8: Operating a System of Exceptional High Reliability SDA Schools)

What	How	KPIs	Lead Person(s)	Timelines
<p>100% of SCC Schools with Gospel-themed Fall Week of Spiritual Emphasis</p> <p>1</p>	<p>Implement Recurring Fall Week of Spiritual Emphasis with presentations that give students the opportunity to accept Jesus's free gift of salvation</p>	<p>Evaluation</p>	<p>Office of Education/ Principal</p>	<p>December 1, 2026</p>
<p>100% of SCC Schools with Adventist-themed Spring Week of Spiritual Emphasis</p> <p>2</p>	<p>Implement Recurring Spring Week of Spiritual Emphasis with presentations that give students the opportunity to serve Jesus as Seventh-day Adventist Christians</p>	<p>Evaluation</p>	<p>Office of Education/ Principal</p>	<p>May 30, 2027</p>
<p>100% of SCC School Boards with active "bridge" that connects non-Adventist scholars and their family members with Constituent Church ministries</p> <p>3</p>	<p>Develop and implement plan for connecting non-Adventist scholars and their family members with Constituent Church ministries</p>	<p>Evaluation</p>	<p>Office of Education/ School Board</p>	<p>May 30, 2027</p>

**Strategic Objective** **3**

**Disciple-Making Schools**  
**Action Plan 3: Operationally-Transformed**  
*(Value #8: Operating a System of Exceptional High Reliability SDA Schools)*

What	How	KPIs	Lead Person(s)	Timelines
<p>Hire School Transformation &amp; Sustainability Director</p> <p><b>1</b></p>	<p>Develop Position Description, interview candidates, select person</p>	<p>Hire</p>	<p>Office of Education/ Principal</p>	<p>June 30, 2026</p>
<p>Increase combined enrollment by at least 25% and recurring non-tuition revenue by at least 20% across 3 Priority Program schools</p> <p><b>2</b></p>	<p>Coach Principals, Board Chairs, and School Boards, implement sustainable systems for marketing, donor engagement, campus improvements, and distinctive program development</p>	<p>Enrollment Recurring non-tuition revenue</p>	<p>School Transformation &amp; Sustainability Director</p>	<p>June 30, 2031*</p>



*\* Note: Operationally-Transformed enrollment and recurring non-tuition revenue goals are for 5 years with annual review and decision to continue/discontinue initiative at 3 years*

**Strategic Objective 4**

**Disciple-Making Funding Support**  
**Action Plan 1: Churches**  
*(Value #3: Prioritizing the Local Church)*

What	How	KPIs	Lead Person(s)	Timelines
1 Remunerating local church ministry support personnel	Return 1% of tithe to churches for local church ministers, musicians, and/or staff salaries	Payroll	Treasury	2027 Budget
	Return 2% of tithe to churches for local church ministers, musicians, and/or staff salaries	Payroll	Treasury	2028 Budget
	Return 3% of tithe to churches for local church ministers, musicians, and/or staff salaries	Payroll	Treasury	2029 Budget

**Strategic Objective 4**

**Disciple-Making Funding Support**  
**Action Plan 2: Schools**  
*(Value #8: Operating a System of Exceptional High Reliability SDA Schools)*

What	How	KPIs	Lead Person(s)	Timelines
1 School Transformation & Sustainability Budget	Create from reserves a \$1million School Transformation & Sustainability Fund Line for Consultant salary and budget to be disbursed as needed over a 5 year period	School Transformation & Sustainability Fund Line	Treasury	July 1, 2026–June 30, 2031*

\* Note: School Transformation & Sustainability Consultant Salary and Budget are for 5 years with annual review and decision to continue/discontinue initiative at 3 years

# SOUTH CENTRAL CONFERENCE **3** YEAR STRATEGIC PLAN

## Goal **1**

### SUMMARY DASHBOARD 80 SCC Churches Functioning as Disciple-Making Churches by June 1, 2029

#### Strategic Objectives

#### Action Plans

Disciple-Making Pastors

**1**

Holistically-Healthy  
Spirit-Filled  
Gospel-Oriented  
Church-Equipping  
Disciple-Making

Disciple-Making Leaders

**2**

Spirit-Filled  
Gospel-Oriented  
Disciple-Making

Disciple-Making Schools

**3**

Academically-Strong  
Evangelistically-Leveraged  
Operationally-Transformed

Disciple-Making Funding Support

**4**

Disciple-Making Support Funding



Fall 2026	Discipleship Pathway Emphasis: Pastor
Winter 2027	Holy Spirit Emphasis: Pastors
Spring 2027	Holy Spirit Emphasis: Church Leaders
Summer 2027	Holy Spirit Emphasis: Camp Meeting
Fall 2027	Gospel Emphasis: Pastors
Winter 2028	Gospel Emphasis: Pastors
Spring 2028	Gospel Emphasis: Church Leaders
Summer 2028	Gospel Emphasis: Camp Meeting
Fall 2028	Disciple-Making Emphasis: Pastors
Winter 2029	Disciple-Making Emphasis: Pastors
Spring 2029	Disciple-Making Emphasis: Church Leaders
Summer 2029	Disciple-Making Emphasis: Camp Meeting