



Next Generation Ministry Strategic Plan Executive Summary

Strategic Plan Overview

The strategic plan for Next Generation Ministry for GNJ offers a roadmap for investing deliberately and significantly in the discipleship and leadership development of youth and young adults on campuses, at camps, and in churches, with regional activities and through conference events. This plan will be folded into the GNJ 2019-2023 strategic plan to be developed in 2017 and approved at the 2018 Annual Conference Session. This executive summary contains:

- The core recommendations of the plan
- Long-range (10-year) and medium-range (3-year) goals and objectives
- Long-range and medium-range budget and staffing projections.

About the Strategic Plan

In January 2017, GNJ and the GNJ Camping and Retreat Board invited Ministry Architects to develop an integrated, comprehensive strategic plan for camping, collegiate ministry and youth ministry. This plan has been designed through a combination of survey instruments, focus groups, visioning gatherings and multiple meetings with key stakeholders, including youth, young adults, volunteer leaders, pastors, volunteer leaders, and conference staff.

This executive summary represents a high-level picture of the parameters of the full strategic plan, which will include a detailed timeline for the execution of this plan. The full strategic plan will be completed in August 2017.

Core Recommendations

- Set apart the next five years (through May 2022) as a time of deliberate focus on building a vital, sustainable, robust ministry to the next generation in and through GNJ.
- Establish clear leadership for all GNJ initiatives related to youth ministry, camping ministry, and campus ministry by reframing the current GNJ Camping and Retreats Board (already a separate 501c3) as the GNJ Next Generation Ministries Board, which will coordinate and catalyze the five teams related to Next Generation Ministry:
 - Council on Youth
 - Council on Young Adults
 - Board of Higher Education and Campus Ministries
 - A Camps and Retreats Task Force (to be formed)
 - A Staff Action Team (to link these initiatives together operationally)
- Provide for the ongoing financial sustainability of Next Generation Ministry efforts through multi-layered funding strategies:
 - Continue to move the GNJ camp properties toward a budget that does not depend on the conference's annual contribution (currently an approximately \$160K/year contribution)

- o Expand participation for annual IGNITE conference toward a budget that is no longer dependent on the conference's annual contribution (currently an approximately \$60K/year contribution).
- o Sell the 90-acre "Tannery Falls" property at Aldersgate for the development of the camping ministries.
- o Approve a capital campaign to publicly launch at the 2018 GNJ Annual Conference Session, at an amount sufficient to provide for identified, strategic capital improvements to camping properties as well as annual revenue to provide a baseline of support for Next Generation Ministry beyond the conference's operations budget.
- o Design, in collaboration with the United Methodist Stewardship Foundation of Greater New Jersey, an annual GNJ Next Generation Ministries campaign, including targeted appeals and planned giving opportunities for the growing number of adults who have been and will be profoundly impacted by GNJ youth, camping, and campus ministries.
- Enter a three-year discernment process relative to GNJ camps properties (Aldersgate and Pinelands), with the understanding that these properties will be financially sustainable by that time, or one or both properties will be sold.
- Design and implement innovative, Christ-centered, connective leadership-development structures for youth and graduate and undergraduate students throughout the conference.
- Sequence the hiring of staff related to youth, camping and campus ministry using the financial sustainability plan described above. Include the following staff positions by Annual Conference 2022:
 - o Coordinator of Next Generation Ministries (Starting 2017-18): The central hub for all communication and efforts related to GNJ Next Generation Ministries
 - o Next Generation Engagement Coordinator (Starting 2017-18): A staff person solely focused on increasing involvement of youth and young adults in Next Generation Ministry initiatives
 - o Youth Leader Development, Connection and Support Specialist (Starting 2018-2019): A staff person focused solely on developing, connecting and supporting local church staff and volunteers serving in Next Generation Ministries
 - o Students Leadership Development, Connection and Support Specialist (Starting 2018-2019): A staff person focused solely on developing, connecting and supporting students serving as leaders in Next Generation Ministries
 - o Campus Ministry Catalyst (Starting 2019-2020): The central hub for all communication and development efforts with campus ministries
 - o Campus Ministers (Starting 2019-2020): Half-time leaders of new faith communities established through the intentional engagement of undergraduate and graduate students
 - o Executive Director (Starting 2020-2021) of Next Generation Ministry: A full-time Director of Next Generation Ministries for the conference who oversees all Next Generation staff, programs, and initiatives

Key 10-Year Goals (to be achieved by Annual Conference 2027)

The following high-level goals provide clear, focused, and measurable targets for the launch of this plan:

- Next Generation Ministries
 - 20,000 GNJ Next Generation stakeholders are a part of the GNJ Next Generation database, including 8,000 from IGNITE, all of whom receive regular and timely, intentional and engaging content related to GNJ Next Generation ministry initiatives.
 - The average age of GNJ congregations has decreased by 5% from 2017 levels.
- Youth Ministry:
 - At least 5,000 youth from at least 300 GNJ churches participated in the IGNITE conference in 2025, 2026 & 2027.
 - 1,000 youth and college students have been engaged in the 2026-2027 program year in intentional leadership and leadership development through the churches and initiatives of GNJ.
 - 70% of GNJ congregations have youth actively participating in their churches.
 - 60% of GNJ congregations have active youth ministries, each with a leader connected to GNJ support and collaboration systems.
 - 60% of GNJ congregations have at least 12 youth participating regularly.
- Campus Ministry
 - GNJ is connected to and supporting 10 young adult-focused faith communities in or around college campuses, with at least 75 college students engaged in each of those faith communities.
 - In collaboration with GNJ Mosaic, 75 graduate and undergraduate students are being intentionally cultivated for faithful ministry (whether clergy or lay, paid or volunteer), receiving support and training from the GNJ structures and processes, and serving in part-time staff positions in GNJ congregations.
- Camping Ministry
 - GNJ camps have experimented with and incubated 50 or more innovative camping experiences for and with youth and young adults, with a focus on multi-cultural, multi-generational, and multi-church initiatives.
 - Both GNJ camps are mission-focused, debt free and generating revenue beyond expenses.

Key 3-Year Goals:

- Next Generation Ministries
 - 8,000 people, including at least 2,500 IGNITE participants are a part of the GNJ Next Generation database, and this group regularly receives timely, intentional and engaging content related to GNJ next generation ministry initiatives.
 - 75 GNJ congregations have participated in and have begun to implement strategies for “growing young,” through a study of *Growing Young* (Fuller Youth Institute) or similar resources.

- Youth Ministry:
 - At least 2,500 youth from at least 100 GNJ congregations participated in IGNITE in the 2020-2021 season.
 - 100 youth and college students have been engaged in the previous year in intentional leadership and/or leadership development through the churches and initiatives of GNJ.
 - 150 GNJ congregations have active youth ministries, each with at least one leader connected to GNJ support and collaboration systems.
- Campus Ministry
 - GNJ is connected to and supporting the work of three young adult focused faith communities in or around college campuses, with at least 75 college students engaged in each of those faith communities.
 - In collaboration with Mosaic, 25 graduate and undergraduate students are being intentionally cultivated for faithful ministry (whether clergy or lay, paid or volunteer), receiving support and training from the GNJ and serving in part-time staff positions in GNJ congregations.
- Camping Ministry
 - GNJ camp properties have hosted at least 25 events for GNJ congregations, committees, or initiatives in the 2019-2020 program year.
 - GNJ camps have experimented with and incubated over 10 innovative offerings for and with youth and young adults, with a focus on multi-cultural, multi-generational and multi-church initiatives.
 - A decision has been made about a possible church plant on the Aldersgate property.

Staffing Projections

For the first two years of this plan, the GNJ Next Generation Ministries staff will grow at the rate of at least one full-time-equivalent staff person each year. In year three, the plan calls for the hire of four half-time campus ministry pastors who will lead faith communities around graduate and undergraduate students, with the number of half-time campus ministry pastors growing to ten by year five. A full-time executive director is slated to be hired after year three.

The addition of these positions assumes that the current conference staff investment in various Next Generation initiatives will continue (e.g., conference staff that is already invested in IGNITE planning, campus ministry and camping).

The long-term staffing plan for Next Generation Ministries will, of necessity, require enough fluidity to meet the specific requirements of the multiple Next Generation Ministry efforts as they unfold. The following staffing plan, undergirded and project managed by Ministry Architects, represents a starting model for building a Next Generation Ministry staff sufficient to achieve the outcomes of the strategic plan.

Next Generation Staffing Projections

PROPOSED STAFF	2017-18 (1 FTE)¹	2018-19 (2.25 FTEs)	2019-20 (4.65 FTEs)	2020-21 (7.65 FTEs)	2021-22 (9.5 FTEs)
Coordinator of Next Generation Ministries Hours/ Week	20	20	20	25	25
Engagement Coordinator	20	20	20	25	25
Youth Leader Development, Connection, and Support Specialist		15	20	25	25
Students Leadership Development, Connection, and Support Specialist		15	20	25	25
Campus Ministry Catalyst		20	25	25	Full Time
Campus Pastors			80 (4 campus ministers @ 20)	140 (7 campus ministers @ 20)	200 (10 campus ministers @ 20)
Executive Director of Next Generation Ministries				Full Time	Full Time

¹ Full Time Equivalent (FTE) is calculated on a 40-hour week.

Current GNJ Staffing

The staffing projections assume that the build out of additional staff for camp programming and operations would be funded from and variable because of the revenue growth from expanded offerings and use of the camp facilities.

Current Staff	2017-18	2018-19	2019-20	2020-21	2021-22
GNJ Camps Director	Full time				
Pinelands Caretaker	Full Time				
Aldersgate Caretaker	Full Time				
IGNITE Champion	Full Time (<1/4 time on Next Gen)				
Director of New Disciples	Full Time (<1/4 time on Next Gen)				
Aldersgate Support Staff	Seasonal	Seasonal	Seasonal	Seasonal	Seasonal
Pinelands Support Staff	Seasonal	Seasonal	Seasonal	Seasonal	Seasonal

Budget Projections

The following five-year budget projections provide a model for the financial resources and requirements for the achievement of the first five years of the strategic plan. This model assumes the launch of a Next Generation Ministry endowment campaign in 2018-19, with \$1,000,000 projected for endowment funds providing funding for Next Generation Ministries at a rate of 3% a year starting in 2019-20 and with the fund growing to \$1,250,000 by 2020-21.

	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
Income						
Next Generation Annual Fund	\$0	\$0	\$5,000	\$10,000	\$20,000	\$40,000
Next Generation Endowment Proceeds	\$0	\$0	\$0	\$30,000	\$37,500	\$37,500
Campership Drive	\$0	\$0	\$5,000	\$10,000	\$20,000	\$40,000
IGNITE Conference	\$0	\$0	\$0	\$0	\$10,000	\$20,000
Total Income	\$0	\$0	\$10,000	\$50,000	\$87,500	\$137,500
Expenses						
Camps	\$160,000	110,000	\$60,000	\$10,000	\$0	\$0
IGNITE Conference	\$60,000	\$50,000	\$30,000	\$10,000	\$0	\$0
Next Gen Staff	\$0	\$76,000	\$141,000	\$264,500	\$481,500	\$567,000
Next Gen Program	\$0	\$5,000	\$10,000	\$10,000	\$15,000	\$20,000
Total Conference Next Gen Budget	\$220,000	\$241,000	\$241,000	\$294,500	\$496,500	\$587,000
Net Conference Investment	\$220,000	\$241,000	\$231,000	\$244,500	\$409,000	\$449,500
Annual Change in Investment from 2016-17	0	21,000	11,000	24,500	\$189,000	\$229,500
Net Decrease in Investment from 2016-17	0	21,000	32,000	56,500	245,500	418,500

Sample 10-Year Organizational Chart Modeling Next Generation Ministries

