

MACM 2025

Myanmar Agape Christian Mission (MACM)
Strategic Mission Plan

December 2015

MAYANMAR AGAPE CHRISTIAN MISSION (MACM)
STRATEGIC MISSION PLAN – *MACM 2025*

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INTRODUCTION

In accordance with Board direction, MACM developed a strategic mission plan (SMP) at a retreat conducted on May 18, 2015. The new plan, ***MACM 2025***, was developed with input from the MACM Executive Director, the MACM Board of Directors and Mr. Lynn Laughlin of Lincoln Christian University.

The strategic mission plan describes clear and focused strategies for fulfilling MACM’s vision for its mission field and the MACM organization through its four primary ministries: 1) Christian college and seminary education in Yangon; 2) non-degree level Christian education in Kachin State; 3) evangelism and discipleship through open-air preaching, Gospel concerts and church-plants in Yangon, Kachin and Shan States; and 4) Gospel recording.

Because of the often-changing political and social situation in Myanmar, it is expected that the plan will be evaluated annually and updated every 3-5 years.

MISSION STATEMENT

Our purpose (mission) is to fulfill the Great Commission by communicating the Gospel to the lost people of Myanmar and bordering areas of China, baptizing believers into Christ, teaching believers the Word of God, equipping teachers and church leaders with non-degree level and degree-level Christian education, and, planting churches for evangelizing the lost and maturing of believers in Christ.

VISION STATEMENT

Our vision for the future (*next 10 years*) is a country of Myanmar, and also China, where God is worshipped and Christ is followed by a growing number of Christians (+ 400) and churches are increasing in number (+30) and maturity.

VALUES STATEMENT

To fulfill our vision and properly perform our mission, we commit to the following universally shared and enduring core values, which guide our operations, decision making and our behavior within our ministries and also our mission field:

Servanthood. Just as Jesus “did not come to be served, but to serve” (Matt. 20:28), we believe that our role in the Kingdom of God is to serve God and serve people. We will strive to follow Jesus’ example of servanthood that he demonstrated when he washed his disciples’ feet, “I have set you an example that you should do as I have done for you” (John 13:15).

Commitment. Jesus said that “no one who puts his hand to the plow and looks back is fit for service in the kingdom of God” (Luke 9: 62), illustrating that an unrelenting, full-time commitment of our time, talents, energy and resources is necessary to be effective in ministry and pleasing to God. By serving in MACM, we make that commitment to our Lord and Savior, Jesus Christ.

Stewardship. We recognize that all we have belongs to God (our Master) and that we are stewards of what he has given us, whether endowed at birth, earned through work or received through offerings. Thus, we commit to exercising biblical stewardship of resources placed under our care so that we too may receive the blessing of the Master as cited by Jesus in Matthew 25:23 – “Well done, good and faithful servant[s]! You have been faithful with a few things; I will put you in charge of many things. Come and share your master’s happiness!”

Integrity. We believe that ministry and personal integrity must underlie all that we do and say in our daily walk with God and in service in his kingdom. Integrity means being honest and transparent in our behavior and accountable for the commitments we make, in keeping with James’ exhortation – “...do not swear – not by heaven or by earth or by anything else. Let your ‘Yes’ be yes, and your ‘No,’ no...” (James 5:12).

Cooperation. We understand that successful ministry depends upon cooperation, mutual respect and encouragement between MACM and its employees, its collaborating churches and educational institutions, its financial supporters and its Board of Directors. Therefore, we commit to working with our ministry partners in a loving spirit of cooperation in all we do.

Faithfulness. We affirm that the “righteous will live by faith” (Rom. 1:17) and that “faith will be credited by God as righteousness” (Rom 4: 24). Thus, we commit to walking and ministering by faith and “showing that faith by what we do” (James 2: 18) in the ministry of MACM.

VIVID DESCRIPTIONS

MACM’s *vision* (above) describes what our *mission field* could be in ten years (2025) if we perform our mission effectively. *Vivid descriptions* describe what **MACM** would look like when our vision and goals for the future are fulfilled. Vivid descriptions help transform our vision into a series of key goals and objectives for MACM. They begin with a **Long-Term Vision** of what MACM will look like in 2025 from an *external* viewpoint.

Long-Term Vision of MACM

- In 2025, MACM will be known in Myanmar, Southeast Asia and among NT Christian Churches in the United States as a top provider of degree-level Christian higher education and leadership training in Yangon (through its college and seminary YCCS). And bolstered by its collaboration with Lincoln Christian Seminary and Central Christian College of the Bible, its senior faculty will have US seminary masters and/or doctoral degrees enabling YCCS to become accredited by the Southeast Asia Theological Association (SEATA).
- MACM will be known throughout the Kachin and Shan states as the preferred provider of non-degree level Christian education and training for Christians and Christian leaders in those states and China through the China Border Training Center (CBTC) and the Tanai Bible Training School (TBTS).
- MACM will be known by its supporting churches and individuals as efficient and effective in personal evangelism of the lost and disciple-making throughout Myanmar via its congregations Yangon Christian Church, Maw Bi Christian Church, South Dagon Christian Church; open-air preaching and concerts; gospel music recordings and distribution; as well as church planting; and thus they provide regular prayer and financial support that meet its ministry needs.

- MACM's YCCS will be regarded by US Christian colleges and universities as a place for its faculty to provide curriculum and operational guidance as well as a place where US students may receive on-the-job mission-field teaching experience.
- MACM will be regarded by US supporting churches as a place where its members and staff go on spiritually enriching mission trips to provide teaching and encouragement.
- MACM/YCCS will be honored by its graduates through a YCCS alumni association which provides mutual encouragement and support and also enables tracking of its graduates' ministry activities and achievements.

The following vivid descriptions describe in more detail what *MACM* will look like from an *internal* viewpoint when the long-term vision has been fulfilled using the strategic focus of its strategic mission plan (SMP).

How We Do Our Work

Degree-level Christian education and training are delivered by:

- YCCS faculty educated with bachelors and masters degrees from YCCS.
- Selected YCCS faculty supplemented with higher education degrees from US seminaries.
- US colleges/seminaries via the internet for selected courses.

Degree-level Christian education and training are housed in:

- An interim two-story building adjacent to the Fish residence to be replaced by a larger permanent facility.
- A new permanent facility (40' x 65' four-story building is planned) when funds allow (likely beyond 2025).
- Temporary leased space (if needed and determined to be warranted) to meet demand above the main building capacity prior to completion of the permanent facilities.

Non-degree-level Christian education and training are delivered by:

- MACM-supported Christian leaders/pastors using local facilities (China Border Training Center, Tanai Bible Training School).
- Supplemental Christian curriculum via CDs/DVDs (solar powered in villages without power).

We learn through:

- Training, guidance and mentoring from collaborating US Christian colleges/universities.
- Guidance and feedback from US churches and supporters.
- Ministry feedback from local church leaders in northern Myanmar.
- Advice and feedback from the MACM Board of Directors.
- Feedback from YCCS graduates.
- Appropriate education from the internet applicable to MACM.

We Use Information Technology to:

- Teach the YCCS curriculum on site.
- To supplement on-site teaching via the internet.
- Automate our financial and record-keeping system.
- Connect with MACM Myanmar and US ministry partners and YCCS alumni.
- Teach the Bible in rural areas of Myanmar.
- Communicate to supporters via the MACM web site and Facebook page.

Our Workforce:

- Is devoted to Christ and his church.
- Exemplifies MACM values.
- Exhibits a strong work ethic.

How We Fund Our Work

Our work is funded by:

- Churches and individual Christians in the US (due to the poverty of the residents in our mission field) who provide for operational stability and modest growth, and who are growing in number.
- Scholarships for a significant portion of US college education costs.
- Occasional grants from humanitarian agencies in the US.
- Securing new supporters via direct contact & presentations of the MACM mission; MACM web site; periodic/seasonal appeal letters/emails.

How We Are Governed

Our ministries are governed by:

- Biblical principles and direction.
- A YCCS local leadership council.
- A CBTC/TBTS leadership committee.
- An active US board of directors with advisory and fiduciary responsibilities for US financial support as provided in its by-laws and IRS 501(3)(c) incorporation.

How We Lead/Manage our Organization

We are organized with:

- A Fish-family senior management team under the direction of the MACM executive director.
- Ministry operational units that each have a specific ministry role.
- A ministry team leader for each MACM ministry.
- A forwarding agent who serves as a “bridge” between the MACM and its supporters, and as the United States point-of-contact between the MACM and the Board of Directors.
- A succession plan that provides for short-term ministry team-leader vacancies and for long-term continuity and sustainability of MACM.

We will strengthen/grow MACM by:

- Educating Fish children at US Bible colleges.
- Supplementing selected YCCS faculty with masters and doctoral degrees from US seminaries.
- Providing supplemental computer/software training to YCCS employees.
- Providing training in Bible college management & operations; bookkeeping; registration; admissions and library operations to YCCS administration.
- Hosting mission trips of members and staff of US supporting churches, collaborating colleges and individuals.
- Incorporating Fish children into MACM ministries as God leads.

GOALS

In order to measure progress and fulfillment of the MACM vision and vivid descriptions, they were transformed into a series of specific, measurable, attainable, realistic and time-based (SMART) goals, some of which are defined by numerical metrics as follows:

<u>METRIC</u>	<u>GOAL</u>
No. of YCCS graduates:	200
No. of YCCS graduates with US masters degree:	5
No. of YCCS graduates with US doctoral degree:	3
No. of CBTC graduates:	400
No. of TBTS graduates:	200
No. of churches planted:	20
No. of conversions directly via MACM ministries:	400
No. of gospel albums produced:	60
No. of open-air preaching & gospel music programs conducted:	20
Fish children with US Bible college degrees:	4
MACM full-time staff:	15
YCCS student capacity:	60
Funded MACM annual budget:	\$120K
No. of US supporters (churches and individuals):	35
YCCS reputation in Myanmar & Southeast Asia:	SEATA* Accreditation

*Southeast Asian Theological Association

STRATEGIES

A strategy is a careful plan or specific method for what MACM should do to effectively achieve its goals and ultimately fulfill its vision. Strategies describe what MACM needs to: do more of; do less of; do better; start doing what it hasn't done before; stop doing.

Criteria that were used by the retreat team for evaluating and choosing among strategies included:

- Value -- Will the strategy contribute to meeting agreed-upon goals?
- Appropriateness -- Is the strategy consistent with MACM's mission, vision and values?
- Feasibility – Is the strategy practical, given personnel and financial and staff resources?
- Acceptability – Is the strategy acceptable to the Board and key staff?
- Cost-benefit – Is the strategy likely to lead to sufficient benefits to justify the costs?
- Timing – Can and should MACM implement this strategy at this time, given external factors and competing demands?

Strategies for each key ministry area (including existing strategies) were discussed, evaluated and classified for implementing action as: implement (new strategy); reject (new strategy); continue (existing strategy); discontinue (existing strategy); want to do (implement if funds available); nice to do (further evaluation needed).

<u>MINISTRY AREA</u>	<u>STRATEGY CONSIDERED</u>	<u>IMPLEMENTATION CLASSIFICATION</u>
Leadership training	Yangon Christian College & Seminary (YCCS)	Continue
	China Border Training Center (CBTC)	Continue
	Tanai Bible Training School (TBTS)	Continue
Evangelism & church planting	Open-air preaching & teaching	Continue
	YCCS outreach	Continue
	Gospel music recording and concerts	Continue
	Reclaim land/start villages (churches)	WTD
	Radio broadcasting	WTD
Benevolence/humanitarian aid	Rice distribution	Continue
	Clothing distribution	Continue
	IDES natural disaster relief	Continue
Christian literature	Bible translations	Discontinue (For now)
	Faith-based literature, books, tracts	Discontinue (For now)
Education of children/youth	Elementary school	WTD
	Preparatory school	WTD
Medical/healthcare	Hospital	NTD
	Clinics	NTD

Note: WTD = want to do (implement if funds available) NTD = nice to do (further evaluation needed)

Current underfunding of ministry operations makes expansion or new ministries unfeasible until financial support is increased. Thus, the primary strategy of MACM for the near-term, should be to strengthen existing ministries. In the meantime, expansion of existing ministries/adding new ministries (e.g. Christian school) should be evaluated for future strategy consideration.

Given MACM's founding as a Fish-led ministry and the planned incorporation of the Fish children into the MACM ministries, MACM's long-term stability and sustainability is assured and thus will remain a Fish-led ministry with hired staff as needed.

ACTION PLANS

Action plans are a series of specific tasks to be completed in the short term (12 months +/-) to implement strategies, achieve the goals and ultimately achieve the MACM vision. The highest priority action items over the next 12 months are listed below.

1. Increase regular MACM support
2. Finalize and implement YCCS/LCU seminary program
3. Develop/refine leadership succession plan/organizational structure
4. Conduct potential new-ministry feasibility analysis.
5. Develop YCCS staff training & education

These action items represent the launch of **MACM 2025**. Initial assignments and dates may change as the strategic mission plan moves forward as agreed upon by the Board officers in collaboration with the Executive Director. Other action items may also be added to the action plan as ministry needs require.

Our prayer is that God will bless MACM and its strategic mission plan, and with the power of his Holy Spirit and the faithful prayers and offerings of MACM supporters, the mission and vision of MACM will be fulfilled to God's glory through Jesus Christ our Lord and Savior.