

CGCS 5-Year Plan (2023-2028)

CGCS Vision: In the next 5 years, our overall target is to make the CGCS the flagship missions center for the Southern Baptist Convention. We believe this can be accomplished by advancing our three primary areas of responsibility:

1. effectively mobilizing students to an array of Great Commission pathways;
2. creating valuable missions resources for students, pastors, leaders, and the pews of the Southern Baptist Convention; and
3. creating and maintaining strong, strategic partnerships with our mission partners across all layers of our denomination.

Overall Goals:

1. Develop and implement a robust active mobilization strategy that includes all SEBTS students from calling to commission and connects them to real-world Great Commission pathways.

1.1 Build Great Commission pathways

- 1.1.1 Work with denominational partners on linkage to their onboarding [[In Process]]
- 1.1.2 Outline mobilization processes and onboarding for each pathway [[In Process]]
- 1.1.3 Develop resources to assist each Great Commission pathway
- 1.1.4 Build Pathways website to publish and promote to students
- 1.1.5 Roll out Pathways materials to campus

1.2 Develop a student mobilization team

- 1.2.1 Secure IMB mobilizer [[COMPLETED]]
- 1.2.2 Secure NAMB mobilizer
- 1.2.3 Recruit students to serve in mobilization roles
- 1.2.4 Train and equip student mobilizer team
- 1.2.5 Build out GO meeting process.
- 1.2.6 Roll out student mobilization team and GO Meetings.

1.3 Create Great Commission coaching initiative (faculty coaches)

- 1.3.1 Design faculty coaching program, possibly a cohort model
- 1.3.2 Get approval for Great Commission coaching by faculty to count as load
- 1.3.3 Recruit professors as Great Commission Coaches

- 1.3.4 Roll out process on Great Commission coaching to student population

1.4 Redesign CGCS physical space to better facilitate and promote mobilization.

- 1.4.1 Renovate the small conference room to better host student mobilization meetings.
[[STARTED]]
- 1.4.2 Redesign and renovate the missions building rotunda to promote student mobilization.
[[Preliminary]]

2. Provide avenues for students to engage in short-term missions either to meet degree requirements or discern their own pathway to Great Commission ministry.

2.1 Plan a series of North American and International mission trips each school year

Target: Successfully execute the mission trip series for each academic school year, enlisting enough students for trips to make and assess number of students engaged in short-term mission trips

- 2.2 Promote Fall mission trips to students for the year
- 2.3 Promote Spring mission trips for the year
- 2.4 Promote Summer mission trips for the year

3. Involve faculty in student mobilization by enlisting them in mission trip leadership and facilitation.

- 3.1 Establish a faculty buddy pass system, so that new faculty apprentice a veteran leader.
[[In Process]]
- 3.2 Create a system for tracking faculty involved in school mission trips.
[[In Process]]
- 3.3 Develop additional models for short-term trips that appeal to more faculty members.
[[Preliminary]]
- 3.4 Create better faculty orientation and onboarding for leading trips.

4. Develop systems to accurately track students along their mobilization pathway and into their field of service.

- 4.1 Acquire a student tracking database/ CRM.
[[COMPLETED]]
- 4.2 Input a sufficient amount of initial student data in the CRM to facilitate record keeping
[[In Process]]
- 4.3 Train CGCS staff in using the system to track student pathways
[[In Process]]
- 4.4 Optimize the tracking system to create reports concerning SEBTS mobilization efforts
[[In Process]]

5. Serve as a leading voice within the SBC concerning missions and the Great Commission through developing and distributing missions resources.

5.1 Create missiological resources for students, Southern Baptist churches, and other denominational partners

- 5.1.1 [COMPLETED] Re-establish Sent Life Podcast with regular season
- 5.1.2 Secure means of continuing Sent Life Podcast
- 5.1.3 [In Process] Develop contributor pool for website articles
- 5.1.4 Utilize CGCS Research Fellows to Generate New Missions Research
- 5.1.5 [In Process] Relaunch the SBC Oral Missions History project

5.2 Curate a first-rate missions resource hub for Southern Baptist churches and denominational partners.

- 5.2.1 [COMPLETED] Work with communications to complete a total redesign of the CGCS website
- 5.2.2 [COMPLETED] Staff the center in order to keep dedicated personal hours on resource creation and curation
- 5.2.3 [In Process] Develop a content calendar to organize resource distribution and develop an audience.

5.3 Execute Missions Equipping Events for the SEBTS community and Southern Baptists broadly.

- 5.3.1 Plan and execute the GO Conference annually for area churches, college ministries, and the SEBTS community
- 5.3.2 Plan and execute Global Missions Week annually for the SEBTS community
- 5.3.3 Plan and execute the annual missions Gathering Chapel

6. Institute a CGCS Senior Fellows Program

- 6.1 Design CGCS Senior Fellows Program
- 6.2 Recruit Senior Fellows
- 6.3 Plan and execute Senior Fellow events
- 6.4 Generate Senior Fellow research and resources for broader Southern Baptist missions

5-Year Roadmap

Spring

- **1.1 Build Great Commission pathways** - Begin the development of mobilization pathways for students. This is a major initiative that will take several semesters to execute.
 - **1.1.1 Work with denominational partners on linkage to their onboarding** - The process is started with IMB to develop clearer processes for students. Initial meetings have occurred and will continue into Spring 2023. These conversations have not begun with NAMB, though we plan to initiate them in Spring 2023.
 - **1.1.2 Outline mobilization processes and onboarding for each pathway** - By the end of the semester, the CGCS will have rough flowcharts developed for major student pathways to the field for international missions, North American church planting, and replanting.
- **1.2 Develop a student mobilization team** - Begin the development of a student team to assist in active mobilization for the student population. This is a major initiative that will take several semesters to execute.
 - [COMPLETED] **1.2.1 Secure IMB mobilizer** - MAG role has been filled with Rick Fraley. He and his wife, Nancy are now on campus. Once they are in place, the CGCS will onboard and allow them time to get acclimated. By semester end, they will be working to recruit and develop a student mobilization team as well as facilitating the development of student pathways specifically to the IMB. However, the IMB does want them to divide their time between the seminary and key area churches sending missionaries. They will likely only feel part-time at best in the CGCS.
 - **1.2.2 Secure NAMB mobilizer** - Initial meetings have occurred with NAMB to discuss a similar role; however, this is not a guarantee. This position may not materialize, and if not, the CGCS will have to adjust the plan. However, if NAMB does allow for this position, it will serve in an identical role to the IMB MAG position, leading and recruiting student mobilizers for North American missions pathways and developing those student pathways.
- **1.4 Redesign CGCS physical space to better facilitate and promote mobilization**
 - [PENDING] **1.4.1 Renovate the small conference room to better host student mobilization meetings** - Facilities has already approved the renovation of the CGCS small conference to be more conducive for meetings. The work is tentatively scheduled to begin Spring 2023.
- [ONGOING] **2.4 Promote Summer mission trips for the year** - Each semester will require active promotion of the upcoming mission trips on the yearly calendar. This promotion will happen through our own digital media channels and in partnership with the communications office. It will be overseen by the CGCS digital media specialist.
- **3.1 Establish a faculty buddy pass system, so that new faculty apprentice a veteran leader.** - An immediate incentive to involve faculty in mission trip leadership, the faculty buddy pass provides each faculty trip leader with one invitation for another faculty member to participate in the trip for free. We introduced the buddy pass Fall 2022, but will actively

promote it again through Spring 2023 and look at ways to make this a permanent aspect of trip leadership with the goal of onboarding more professors to lead subsequent trips.

- **4. Develop systems to accurately track students along their mobilization pathway and into their field of service.** - One recurring obstacle for Southeastern is the lack of ability to track student deployment after graduation. At no point in a student's journey through the school do we ask basic questions about calling or commission pathways after graduation. While the CGCS does not have the capacity to run a school-wide effort to capture every student's ministry goals and keep that information up-to-date, the center can find ways to provide better records for those it mobilizes. This is a major initiative that will take several semesters to actualize.
 - [COMPLETED] **4.1 Acquire a student tracking database/ CRM** - The CGCS received grant funding from the Kessee Foundation to secure CRM software for developing this database. The cost for the tool is subscription based, so it will be an annual recurring expense, but the initial money from Kessee gives us the opportunity to test the service sufficiently and determine ways to continue paying the expense. The software was purchased late in Fall 2023 and will first implement in Spring 2023.
 - [In Process] **4.2 Input a sufficient amount of initial student data in the CRM to facilitate record keeping** - The CGCS is using student intern budget money to fund a part-time role to begin data entry and manipulation in Spring 2023. This role will also teach the rest of the staff to use the tool during mobilization. Lane Willis is filling this position and has entered as much student data as we can currently compile. We're in the process of discussing new ways to gather information on student calling and pathways in order to better facilitate mobilization coaching.
- **5.1 Create missiological resources for students, Southern Baptist churches, and other denominational partners** - Creating missions resources is a core function of the CGCS and is an ongoing initiative. In order to increase the quantity, quality, and consistency of these resources, the following short-term goals will be implemented.
 - [COMPLETED] **5.1.1 Re-establish Sent Life Podcast with a regular season** - Recording for the Sent Life began again in Fall 2022, but Spring 2023 will be the first full season under a new approach to podcast planning and development. We are currently underway with this season; however, *long-term sustainability is still a concern*. At present, we're understaffed to produce the podcast.
 - **5.1.2 Secure means of continuing Sent Life Podcast** - Currently in process, conversations about the continued funding of podcast engineering and production will continue into Spring 2023. This will determine the long-term sustainability of the podcast.
 - [In Process] **5.1.3 Develop contributor pool for website articles** - In Fall 2022, the CGCS used student intern funds to hire a digital media specialist in order to restart our content strategy. Meridith Graves is currently developing a contributor pool for the website to provide consistent articles and create a regular posting schedule again. This work will start in earnest in Spring 2023. The website redesign has happened, and we plan to focus promotional efforts on the new website and content after Global Missions Week.
- **5.2 Curate a first-rate missions resource hub for Southern Baptist churches and denominational partners** - The CGCS web presence is a critical component of any missions

resource strategy. This is an ongoing initiative that is badly in need of a refresh. With some key steps, this major goal will result in growth of our web presence.

- [COMPLETED] **5.2.1 Work with communications to complete a total redesign of the CGCS website** - The Southeastern communications department contracted a web designer to complete a total redesign of the CGCS website. This project has been delayed for most of the previous year. Ideally, this contractor will finish the work on the website redesign in Spring 2023, now that the SEBTS main page has been completed. This is a key component of moving forward with a new content strategy.
- [COMPLETED] **5.2.2 Staff the center in order to keep dedicated personal hours on resource creation and curation** - As noted above, the CGCS has already hired a part-time specialist to manage content calendaring using student aid funds. However, in order for center staff to *produce regular content*, we need more missions personnel in the office. See goals 1.2.1 and 1.2.2 for plans to increase this bandwidth.
- [In Process] **5.2.3 Develop a content calendar to organize resource distribution and develop an audience** - The digital media specialist will coordinate a content calendar for podcasts, articles, and other produced resources in order to maintain consistency. Meridith has gathered a number of articles to build a calendar. She is currently setting up processes for a shared content calendar in our office to facilitate content scheduling through the center.
- [Completed] **5.3.1 Plan and execute the GO Conference annually for area churches, college ministries, and the SEBTS community** - The CGCS leads two big events annually for the entire Southeastern community. The GO is coming back this year specifically as a missions mobilization conference for college students at area churches and campus ministry, as well as C@SE students. The CGCS has worked with the events, communications, admissions, and media teams to plan the relaunch for Spring 2023. Our goal is to see approximately 400 students attend, with many making next steps decisions concerning specific missions pathways, whether that is GenSend with NAMB or Journeyman and Hands On with the IMB.
- [Completed] **5.3.2 Plan and execute Global Missions Week annually for the SEBTS community** - If the GO Conference is a primarily external event, Global Missions Week is the biggest annual missions mobilization event for the SEBTS and C@SE student populations. The CGCS now plans to hold GMW each year the week following the GO Conference. The aim is similar, in that the CGCS desires to inform students about pathways to the Great Commission and encourage them to take their next step. This week should aid in meeting any quantitative goals set by the Provost's office concerning mobilization

Summer

- **1.1.3 Develop resources to assist each Great Commission pathway** - An active mobilization strategy will require outline pathways into various fields of service. Working in conjunction with the IMB, NAMB, BSCNC, and others, the CGCS will lay out detailed pathways for students to walk in order to be placed as a missionary, assessed as a church planter, or partnered with a church in decline for renewal. The goal is to trace out these pathways, even if all resources are not developed, by the end of Summer 2023.

- **1.1.4 Build Pathways website to publish and promote to students** - This will happen in conjunction with 5.2.1, but is a separate resource specifically designed as a knowledge base for the various pathways. The site will provide details descriptions of each pathway(see 1.1.3), necessary links to outside organizations, and any resources we develop to use with students in their mobilization journey. It will be a living resource and continually updated, but the CGCS will ideally have the basis for the knowledge base launched by the end of Summer 2023.
- **1.2.3 Recruit students to serve in mobilization roles** - After the MAG personnel (1.2.1) gets settled into their role, over the summer, they will begin developing a team of student mobilizers. These mobilizers will ideally have prior IMB missions experience and serve in a function similar to a student ambassador in the admissions office. An ideal target for these roles is a returned Journeyman who desires to see other students mobilized while studying to return long-term. If NAMB has agreed to a role (1.2.2) for an onsite mobilizer by the summer, they could potentially do the same for North American missions pathways. However, that is conditional upon prior goals being met.
- **1.2.4 Train and equip student mobilizer team** - After students are recruited, the MAG personnel will work to train them in Great Commission Pathways to counsel students and facilitate the process. This training will be ongoing, but the CGCS can hopefully begin in the Summer of 2023.
- **1.4.2 Redesign and renovate the missions building rotunda to promote student mobilization** - The CGCS was allowed to request an additional \$15,000 from Kesse Foundation for tech upgrades to the rotunda in the missions building to update the space for missions mobilization. If granted, this will provide money to purchase interactive screens to use for Pathways materials and to create a more immersive experience than current missionary prayer cards. Potentially, students will be able to search our current students on the field as well as alumni (with a level of anonymity and security depending on location) and potentially sign up for prayer newsletters. More information to populate this should be made available as goal 4.2 occurs over time.
- **2.1 Plan a series of North American and International mission trips each school year** - An ongoing major initiative of the CGCS is to provide mission trips to students. Our primary planning for trips each year will happen in the summers, with updated agendas and trips added throughout the year. However, the goal is to provide a good estimate of trips each year at the Gathering Chapel each Fall.
- **2.2 Promote Fall mission trips to students for the year** - Promotion for Fall trips will occur through digital media primarily over the summer since there are no on-campus events.
- **3.2 Create a system for tracking faculty involved in school mission trips** - In order to measure the effectiveness of goal 3 concerning faculty involvement in mission trips, the CGCS will implement some form of tracking process to outline the growth of faculty participation. The plan is to utilize our database from goal 4 to capture and analyze this information.
- **3.3 Develop additional models for short-term trips that appeal to more faculty members** - While planning new mission trips for the year, the CGCS will consider new
- **4.3 Train CGCS staff in using the system to track student pathways** - Over the summer, the CGCS staff will get cross-trained in using the student tracking software so that all interaction with students is connected to their profile.

- **5.3.3 Plan and execute the annual missions Gathering Chapel** - The Gathering Chapel is our first major event of each year, which means the lion's share of planning occurs each summer.

Fall

- **1.1.5 Roll out Pathways materials to campus** - After compiling and creating Pathways resources in Spring and Summer, the CGCS intends to roll out those resources as part of a public campaign for the student population in Fall 2023.
- **1.2.5 Build out GO meeting process** - After establishing additional mobilizers, the CCGS will also build out a process for student mobilization meetings to counsel students as I think through their calling. These will be called GO meetings.
- **1.2.6 Roll out student mobilization team and GO Meetings** - The CGCS will ideally begin GO meetings in Fall 2023.
- **2.3 Promote Spring mission trips for the year**
- **4.4 Optimize the tracking system to create reports concerning SEBTS mobilization efforts** - Having a sufficient level of data in the student tracking database should allow the CGCS to start creating initial reports better understand student mobilization at Southeastern.
- **5.1.4 Utilize CGCS Research Fellows to Generate New Missions Research** - The CGCS has access to one research fellow position. Ideally, we will locate an individual to serve in this role in Spring 2023, with some resulting content beginning in Fall 2023. However, an increasing number of students with a missions background are on free tuition or near-free tuition scholarships, so the payment for this fellowship, which comes as a stipend toward course tuition, is less appealing for them. This is also true of students on the Kessee scholarship. The CGCS aims to recruit someone for this role no later than the Fall of 2023.

2024

Spring

- **5.3.1 Plan and execute the GO Conference annually for area churches, college ministries, and the SEBTS community.**
- **5.3.2 Plan and execute Global Missions Week annually for the SEBTS community.**
- **2.4 Promote Summer mission trips for the year**
- **5.1.5 Relaunch the SBC Oral Missions History project** - In the spring of 1997, the CGCS executed a major research project called the "Oral History Project" to "preserve the wisdom and insights of significant contributors to Southern Baptist missions through digital audio recordings of interviews with people who have been integrally involved in the modern missions movement" (Baptist Press Article: "[Southeastern records oral history of Southern Baptist missions](#)"). This past year, the CGCS found this project and plans to continue with an updated version interviewing contemporary voices in Southern Baptist missions. The Southeastern library was able to locate the previously recorded material in its archives and is

already working to digitize the existing material. After this is completed, the CGCS will make this publicly available as well as begin recording new interviews.

Summer

- **1.3 Create Great Commission coaching initiative (faculty coaches)** - The CGCS does not want all of our mobilization efforts to rest squarely on students. Instead, the center wants to involve faculty in counseling students toward Great Commission Pathways as well. This has multiple benefits. First, faculty have a wealth of experience and maturity to provide to students when making these kinds of major life decisions. Second, it provides even more touch points to scale out mobilization efforts in a way that meets the thousands of students in the Southeastern family. Finally, it provides professors with key avenues to invest in the spiritual formation of students at a more personal level outside the classroom.
- **1.3.1 Design faculty coaching program, possibly a cohort model** - In order to create this initiative, the CGCS will likely pull together several key faculty members with prior experience in counseling students for missions, such as Dr. Hildreth and Dr. Robinson and develop a pilot that works with faculty load and schedules. This pilot can then be rolled out on a small basis to test and then scale by inviting other professors into the process.
- **2.1 Plan a series of North American and International mission trips each school year**
- **2.2 Promote Fall mission trips to students for the year**
- **5.3.3 Plan and execute the annual missions Gathering Chapel**

Fall

- **1.3.2 Get approval for Great Commission coaching by faculty to count as load** - Ideally, the CGCS would like to see a process of providing course load, or some form of compensation, to faculty members for their participation in Great Commission coaching. The idea has been discussed briefly with Dr. Lawless, who was open to the idea, at least for further discussion. Once a working process is established, the conversation of compensating faculty can continue.
- **2.3 Promote Spring mission trips for the year**

2025

Spring

- **1.3.3 Recruit professors as Great Commission Coaches** - With the coaching process set, and a means of compensation determined, the CGCS can then begin inviting other faculty members into the coaching initiative. This will be by invitation, however, and criteria will be established.
- **2.4 Promote Summer mission trips for the year**

- **5.3.1 Plan and execute the GO Conference annually for area churches, college ministries, and the SEBTS community**
- **5.3.2 Plan and execute Global Missions Week annually for the SEBTS community.**

Summer

- **2.1 Plan a series of North American and International mission trips each school year**
- **2.2 Promote Fall mission trips to students for the year**
- **5.3.3 Plan and execute the annual missions Gathering Chapel**

Fall

- **1.3.4 Roll out process on Great Commission coaching to student population** - After the coaching process has been established and piloted, it will be ready for wide rollout to students.
- **2.3 Promote Spring mission trips for the year**

2026

Spring

- **2.4 Promote Summer mission trips for the year**
- **5.3.1 Plan and execute the GO Conference annually for area churches, college ministries, and the SEBTS community**
- **5.3.2 Plan and execute Global Missions Week annually for the SEBTS community.**

Summer

- **2.1 Plan a series of North American and International mission trips each school year**
- **2.2 Promote Fall mission trips to students for the year**
- **6. Institute a CGCS Senior Fellows Program** - Southeastern seminary has produced some of the most prominent missions leaders in our denomination for the last 10-15 years. Key leaders at each of the Southern Baptist missions agencies, other SBC entities and seminaries, and state conventions are alumni or Southeastern, a good number with an advanced degree in applied theology for our school. The CGCS could serve as a key rallying point to lead denomination-wide conversations about missions research and best practices by enlisting key leaders as Senior Fellows for the center.
- **6.1 Design CGCS Senior Fellows Program** - A Senior Fellows program would differ significantly from research fellows for the center. Instead, these leaders would convene periodically to discuss matters of missional significance for Southern Baptists broadly that can then be taken back to their respective agencies and used in their own spheres of

influence to shape the denomination concerning the Great Commission. In addition, research and resources could be executed at the discretion of the fellowship.

- **5.3.3 Plan and execute the annual missions Gathering Chapel**

Fall

- **2.3 Promote Spring mission trips for the year**
- **6.2 Recruit Senior Fellows** - After developing a framework for the Senior Fellows program, the CGCS would begin inviting key leaders to serve in Fall 2026.

2027

Spring

- **2.4 Promote Summer mission trips for the year**
- **5.3.1 Plan and execute the GO Conference annually for area churches, college ministries, and the SEBTS community**
- **5.3.2 Plan and execute Global Missions Week annually for the SEBTS community**
- **6.3 Plan and execute Senior Fellow events** - By Spring 2027, the CGCS plans to host its first Senior Fellows gathering.

Summer

- **2.1 Plan a series of North American and International mission trips each school year**
- **2.2 Promote Fall mission trips to students for the year**
- **5.3.3 Plan and execute the annual missions Gathering Chapel**

Fall

- **2.3 Promote Spring mission trips for the year**
- **6.4 Generate Senior Fellow research and resources for broader Southern Baptist missions** - By Fall 2027, the Senior Fellows would be producing some form of resource, either for them to take back to their respective organizations, or more formal research to be distributed to the SBC as a whole.