



MASTER PLAN

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Section One: Overview

Our Mission Statement

Our mission is to serve the Church worldwide by developing Christlike maturity in people and equipping them to disciple others.

Our Vision Statement

WDA's global vision is to create 1 Million Disciples who Disciple by 2024.

We envision a worldwide network of disciple building associates serving local churches and church agencies who are committed to helping people grow to Christlike maturity. We envision the emergence of discipleship culture wherever we minister.

Our Ministry Slogan

Disciple building: "Meeting people where they are, and helping them take the next step® toward maturity by renewing minds, equipping hands, and restoring hearts."*

**Maturity is the capacity to think, feel, and act like Jesus.*

Our Touch-Stones

*Our priority is to serve.¹
Our target-audience is the church.²
Our scope is worldwide.³
Our task is three-fold.⁴*

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1. Though we see ourselves as an extension and focused ministry of the worldwide church, we are not a local church, nor are we called to fulfill the role of the local church. Our role is to come alongside and help the church. We influence and persuade local congregations, the Church of a community, and other agencies of the Church by means of prayer, sound instruction, and quality relationships. Because of our calling, we remain behind-the-scenes allowing our partners to be the focus of ministry.
 2. We are sent to local churches and related agencies in an attempt to encourage and equip them to better accomplish their purpose of fulfilling The Great Commission
 3. We look for and take advantage of the global ministry opportunities God provides.
 4. a] We offer a biblical apologetic re: the priority of maturity via progressive disciple building: "We cast a vision"
b] We offer strategies and resources for implementing biblical disciple building: "We show the way"
c] We equip individual people to follow Christ: "We build disciples"

Our Philosophy of Ministry

The Lord Jesus had a plan and effective process for equipping the first leaders of the Church. His plan remains transferable. Though there were unique aspects to His mission that His followers are not called to replicate, His Commission to make and teach disciples from all nations applies until His Return. The Church must take this command (which includes evangelism, assimilation, teaching classic orthodoxy, and building disciples) seriously, knowing that we will be held accountable for this stewardship.

While modern believers cannot exactly reproduce Christ's strategy in our contemporary setting, we can recapture His overarching strategy by studying His approach to training while striving to live the Christian life in the power of the Holy Spirit. This dual dynamic of the mysterious regenerating work of The Spirit and the organized discipleship work of the Church establish a biblical balance for our sanctification.

Our Lord's Great Commission includes a mandate to teach all that He commanded implying that we must teach a comprehensive curriculum ("the whole counsel of God"). The Commission also contains the admonition to teach this curriculum in such a way that His disciples might apply the concepts in everyday living, so that our lives reflect His Life.

The Scripture says that this process is to be transferable (i.e., passed on) to other people, generations, communities, and nations. The result of this comprehensive and applicatory training process will be maturity: the development of Christlikeness in the lives of both individual believers and within the Church as a whole. This will result in glory to God.

WDA has invested decades researching and refining this training process into a full, progressive approach, with supporting curriculum that resources deliverable church programs. We organize the content of this curriculum around a framework (architectural model) that integrates five initiatives of a disciple builder with five progressive phases of growth of a disciple.

This disciple building approach is derived from a study of Christ's progressive training strategy and reflects principles of growth expounded in the rest of the New Testament while incorporating the promises of the Old Testament. The framework, which we designate as the *R-CAPS Grid*, serves as a template for helping a disciple builder design individual growth projects at specific spiritual growth-points.

The *R-CAPS Grid* approach is not a program, in and of itself, but a design tool that provides an architecture for developing a progressive curriculum. The *R-CAPS* template also facilitates the development of growth programs that can be flexibly applied to individuals or to groups within the context of a local community of believers (church). For more details about WDA's philosophy-of-ministry and its application read: *Maturity Matters, Disciple Building: A Biblical Framework*, or visit www.wdaleadershipinstitute.com

Our Core Values

Our Values are Scripture-Supported.

- *The Scriptures are God-breathed and therefore authoritative.
- *The Scriptures require study to be fully comprehended and obeyed.
- *There is room for disagreement re: the non-essentials of the faith.
- *There is a biblical paradigm for growth to maturity.

Our Values are Relationship-Focused.

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| *Gift-focused job descriptions | *Healthy life/work balance |
| *Individual growth projects | *Emotional health |
| *Flexibility around goals and values | *Accountability |
| *Training as a priority | *A grace-driven workplace |
| *Emotionally safe environments | *People exhibiting Christlikeness |
| *The value of “us” | *Submitting to one another |
| *Diversity amid unity | *Resolving conflicts with care |
| *Flexible structures | *Clear guidelines and evaluations |
| *Ownership w/empowerment | *Clear, concise up-front communication |

Our Values are Character-Driven.

We Value Integrity

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| *We keep our word. | *We take responsibility. |
| *We admit failure if it occurs. | *We do it v. just talk. |
| *We follow-through. | *We work from an editorial process. |
| *We listen to feedback and criticism. | *We go the extra mile. |
| *We are committed to debt-free operation. | *We will tithe our income. |
| *We value people more than process. | *We are committed to humility. |

We Are Committed To Servant-Leadership

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| *We won't seek limelight (work “behind the scenes”). | *We seek the success of others. |
| *We adapt to succeed. | *We encourage individual initiative. |
| *We embrace loyalty to Christ and ideals. | *We will empower others. |
| *We will lead by example. | *We will divest/die to glorify God. |

We Strive To Balance Planning And Faith

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| *We value strategic risk-taking. | *We are goal-oriented. |
| *We will wait on God w/expedience. | *We will be sensitive to Spirit's leading. |
| *We view prayer as strategic and tactical. | *We value discipline. |
| *There are future rewards worth waiting for. | *We will give glory to God |

Our Statement of Faith

1. **There is one true God who is infinite, eternal and unchanging in His being and who exists in three persons:** Father, Son and Holy Spirit, each of whom possesses equally all the attributes of Deity and the characteristics of personality.
2. **The triune God is the Creator of all things.** He sustains all things by the word of His power, and He has revealed Himself in history to all men through His chosen people, through the prophets and especially through His own son, Jesus Christ.
3. **God has left the record of His disclosure about Himself and His will in the Holy Scriptures of sixty-six books of the Old and New Testaments.** These Scriptures we hold to be fully, uniquely and verbally inspired of God and a reliable and true testimony of what God has objectively disclosed to His people through word and act.
4. **The Holy Scriptures are the only standard to determine what is the truth about and the will of the living Christ.** However, each individual interpretation of Scripture should be evaluated in the light of the meaning given by the Holy Spirit to the overall teachings of Scripture, in the light of the understanding given by the Spirit to all available teaching officers (elders or deacons) who have humbled themselves under the lordship of Jesus Christ, and in the light of the understanding given by the Spirit to all the body of believers to which it is being presented.
5. **Jesus Christ is God, the Living Word, who became flesh** through His miraculous conception by the Holy Spirit and His virgin birth. Hence, He is perfect Deity and true humanity united in one person forever. He lived a sinless life and voluntarily atoned for the sins of men by dying on the cross as their substitute, thus satisfying divine justice and accomplishing salvation for all who trust in Him alone. He rose from the dead in the same body, though glorified, in which He had lived and died. He ascended bodily into heaven and sat down at the right hand of God the Father, where He, the only mediator between God and man, continually makes intercession for His own. He now is clothed in the glory of the Father and has all power given to Him in heaven and on earth.
6. **Man was originally created in the image of God.** He sinned by disobeying God; thus, he was alienated from his Creator. By one man sin entered into the world and death by sin, and so death passed unto all men, for all have sinned. Man's nature is corrupted, and he is therefore totally unable to please God in the flesh. Every man is in need of regeneration and renewal by the Holy Spirit. The salvation of man is wholly a work of God's free grace and is not the work, in whole or in part, of human works or goodness or religious ceremony. God imputes His righteousness to those who humble themselves and put their faith in Christ alone for their salvation, and thereby justifies them in His sight. It is the privilege of all who are born again of the Spirit to be assured of their salvation from the very moment in which they trust Christ as their Savior. This assurance is not based upon any kind of human merit, but is produced by the witness of the Holy Spirit, who confirms in believers the testimony of God in His written Word and who demonstrates the reality of God's working in their lives by the fruit of the Spirit and love for the brethren.

7. The Holy Spirit has come into the world to reveal and glorify Christ and to apply the saving work of Christ to men. He convicts and draws sinners to Christ, imparts new life to them, continually indwells them from the moment of spiritual birth and seals them until the day of redemption. His fullness, power and guidance are appropriated in the believer's life by faith. Every believer is called to live in the power of the indwelling Spirit so that he will not fulfill the lust of the flesh but will bear fruit to the glory of God.

8. Jesus Christ is the Head of the Church, His body, which is composed of all men, living and dead, who have been joined to Him through saving faith. He, however, has chosen to organize His body and direct it through official leaders who seek His direction by the Holy Spirit through the Scriptures and set an example in humility and service. God admonishes His people to assemble together regularly for worship, for participation in ordinances, for edification through the Scriptures and for mutual encouragement. The home is the place where the father and mother should teach the Scriptures and set an example of sacrificial love. The continuance of the Church from generation to generation is dependent on the bearing, nurturing and training of children and on the official male leadership in the Church and home. Order in civil affairs depends on order in the home.

9. At physical death, the believer enters immediately into eternal conscious fellowship with the Lord and awaits the resurrection of his body to everlasting glory and blessing, at which time he will share glory like that of Christ. At physical death the unbeliever enters immediately into eternal conscious separation from the Lord and awaits the resurrection of his body to everlasting judgment and condemnation. Jesus Christ will come again to the earth—personally, visibly and bodily—to consummate history and the eternal plan of God, and to visibly share His rule with those who have believed on Him.

10. The Lord Jesus Christ commanded all believers to proclaim the gospel throughout the world and to disciple men in every nation. The fulfillment of that Great Commission requires that all worldly and personal ambitions be subordinated to obeying and teaching all things which He commanded.

Section Two: Our Overarching Strategy

Our Three Tasks

Task #1: “We Cast A Vision”

(We Emphasize The Priority Of Christian Maturity, At Both The Individual And Congregational Level, Unto The Glory Of God.)

Our first task involves communicating the priority of growth to spiritual maturity and the accompanying need for progressive disciple building. (Maturity Matters!) This task also involves forming a network/association with others who share our conviction.

We define and communicate a biblical mandate, paradigm, and vision. Our various publications present our philosophy and approach to ministry. These and other resources are designed to motivate Christian leaders to adopt a progressive disciple building approach. Our vision presentation illustrates the need for progressive disciple building by emphasizing the following points:

- 1) Growth to maturity is of paramount importance for the furtherance of the Kingdom of Christ. (The Great Commission contains a command to teach application of truth.) We subscribe to the definition of maturity set forth by **The Nottingham Statement**.

“Becoming mature in Christ involves both the deepening of our relationship with Him in repentance, faith and obedience and the transforming into His likeness, which will include our thinking, behavior, attitude, habits, and character. Together with growth in the knowledge of God and His truth, there should be a development in capacity to distinguish between good and evil. The supreme glory of this maturing is the increasing ability to love and be loved in our relationship with God, the Church, and the World. This transformation is accomplished by the action of the Holy Spirit, using the means of grace.” (Official Statement of the 2nd National Evangelical Anglican Congress. 4/77)

- 2) Note: The development of Christlike character and conduct (an external manifestation) and increasing intimacy with God (an internal manifestation) are twin descriptors of maturity, the ultimate goal of Christian growth.
- 3) Growth to maturity is complex and affected by a variety of factors. (e.g.) Ecstatic and miraculous experiences may accompany Christian growth, and can contribute significantly to the maturation process, but these experiences (in and of themselves) are not the primary indicator of maturity. (see above)
- 4) There is a progression toward maturity.
- 5) There is tension present in the process: there is both a point of maturity that can occur during our sanctification, and an ongoing process of maturity that culminates with our glorification.
- 6) Intentional disciple building is a primary part of the process of mature growth and commanded by God.

- 7) Disciple building includes both equipping people for leadership and restoring them to their full stature as children of God.
- 8) Christlikeness is multi-dimensional. It includes body, mind, emotions, and spirit and encompasses all of life's issues and relationships. Subsequently, maturity is the capacity to significantly think, feel, and act like Christ.
- 9) There are biblically prescribed initiatives (means-of-grace) that support the growth process and work in concert with the sovereign directives of the Holy Spirit. Church leaders are responsible for understanding and applying these initiatives to equip their fellow Christians. We have identified five primary initiatives that govern the disciple-building process: R-CAPS (1. Relationships; 2. Content; 3. Accountability; 4. Prayer; 5. Situations).
- 10) Developing Christlikeness is a lifelong process. It spans the formative years of development that occur in our family-of-origin and the growth that occurs during the years of mature adulthood. Much of our task centers on that part of the process where a disciple is taught as an adult to "obey everything whatsoever Christ commanded." Ideally this part of the process occurs during the adult transition years of life, after childhood, but prior to mature adulthood. Such equipped adults are able to "press on to know the Lord" until the end of their life on earth.
- 11) There is a pressing need in the Church to understand and implement a process that produces maturity. This process can be implemented in the homes of church members, within the structures of the local congregation, and among the congregations of a community.

We endeavor to form a worldwide discipleship association comprised of churches, organizations and individuals who are committed to a biblical process of sanctification that features disciple building as a primary means-of-grace. We recruit others who are able to research, speak, and write to clarify this vision and process. We look for ways to introduce disciple building paradigms into homes, seminaries, churches, and mission agencies. We hold periodic conferences for encouragement and training and utilize the internet for communicating our training seminars and key concepts. This network subscribes to specific biblical approaches that guide ministry implementation.

Task #2: “We Show The Way”

(We Train Others How to Build Disciples.)

Our second task involves developing training approaches, paradigms, and resources that can be offered to churches, individuals, and other Christian organizations.

- We feature a coordinated Training Ministry to accomplish the task of building mature disciples. This ministry focuses on biblical and contemporary research, curriculum development, publishing, training (online and in-person) and consultation.
- We also offer training that addresses the emotional factors that inhibit spiritual development. This restorative aspect of disciple building is supported by a special team of ministry implementers.
- We integrate the equipping and restorative aspects of discipleship into one ministry model progressively developed through five phases of growth.
- Our training is built upon ministry platforms that can be implemented within local churches of any size or configuration. These platforms are: *Cornerstone*, *The School of Ministry*, *The Leadership Institute*, *Restoring Your Heart*, and *Journey of Generosity*. (For more information, download the WDA Curriculum Guide at disciplebuilding.org.)
- While we offer a robust and extensive curriculum to support our philosophy and approach to ministry, we recognize that some ministries have discipleship resources that they currently employ. Our goal is not to replace such existing programs, but supplement them.
- To facilitate our training, we develop and maintain an interactive website, traveling teams, consultation and tech support, seminars and conferences, online training, and the development of an extensive training curriculum targeted for lay-people in the local church.

Task #3: “We Do It!”

(We Build Disciples Ourselves.)

Our third task is face-to-face discipleship: meeting people where they are and helping them take the necessary steps toward maturity.

- We help people grow to maturity. All of our ministry personnel are involved in local churches, activities, and initiatives that facilitate spiritual development through discipleship (community groups, bible classes, mentoring, etc.). We also sponsor various ministries that align with our ministry philosophy.
- In many cases our staff strive to work within local churches, or alongside them as part of a community church coalition. These partnerships are constructed primarily around organic structures tied to relational trust and an overarching commitment to achieve Kingdom priorities, rather than around organizational structures alone.

The 28/20[®] Project

An initiative to help churches and disciple builders employ all of the approaches, content, and material they need to fulfill the whole of the Great Commission, as modeled by Christ.

28/20[®] Ministry Platforms

We deploy our ministry and accomplish our mission objectives through an overarching structure designed for the local church. This structure, *The 28/20[®] Project*, (cf. Matthew 28:20) is supported by and delivered through specific discipleship platforms*. These platforms equip church members to know and put into practice *everything Jesus commanded*.

*WDA's Ministry Platforms:

(For more information and resources specific to each of these platforms, visit wdainstitute.com or download WDA's Curriculum Guide at disciplebuilding.org/store).

Cornerstone	For the New (Phase I) / Young (Phase II) Believer Discipling people to think, feel, and act like Jesus, using strategic and progressive discipleship curriculum and approaches based on everything Jesus said, modeled, taught, and disciplined.
Restoring Your Heart	For Those who have been Hurt, Rejected, or Disappointed Providing victory over the painful life moments that become stumbling blocks to mental, emotional, and spiritual growth and freedom.
School of Ministry	For the Person Ready to Serve / Ministry Trainee (Phase III) Equipping people who are ready to serve in ministry with Christ-modeled skills, attitudes, and tools.
Leadership Institute	For the Emerging (Phase IV) / Mature (Phase V) Ministry Leader Comprehensively developing leaders to become healthy, mature expanders of God's Kingdom and equipping them to make disciples.
Journey of Generosity	For Inspiring Generosity In Churches and Leaders Helping people explore what it means to be more generous - leading to greater joy, freedom, and intimacy with Christ.

•To foster wise stewardship of time and other resources, *The 28/20[®] Project* utilizes the classic structures of the local church to form the architecture for implementation.

•*The 28/20[®] Project* is our primary vehicle for communicating our vision, instilling hope, deepening passion, and delivering our training to our target audience of current and emerging leaders worldwide. Our hope is that through these leaders *the body of Christ may be built up until we all reach unity in the faith and in the knowledge of the Son of God and become mature, attaining to the whole measure of the fullness of Christ.* (Ephesians 4:12-13)

•*The 28/20[®] Project* is aimed at developing mature lay-leaders within local churches and church agencies. This “school” of discipleship operates within the existing programs and structures of a

local church and is organized around a progressive curriculum that follows WDA's *R-CAPS* growth model.

- ***The 28/20® Project*** helps new believers become grounded in the faith, equips people for ministry, and provides leadership training for community groups and life coaches. It also addresses spiritual deficits and hindrances that result from and add to emotional damage and broken relationships.

- Leadership for ***The 28/20® Project*** is provided through a team approach. Community group leaders, ministry leaders, life coaches, and "faculty" teachers grow as they help others grow. WDA consultant-trainers support and facilitate the development and expansion of this program in partnerships with local churches.

- The target zones where ***The 28/20® Project*** is deployed include: local churches in the US and abroad, coalitions of churches and church agencies (including missionary societies, seminaries, and Bible colleges), and organizations that relate to the next generation: (e.g. high school and college campuses and young adult gatherings).

- Our Lord commands His disciples to take the Good News to *all the world*. WDA employs the latest technology and deploys teams of disciple builders and trainers to the nations. We equip people on the ground so they can disciple their own communities effectively. We deploy both lay-leaders and WDA staff who offer training, leadership, and encouragement as we strive to obey the Great Commandment, loving our neighbors as we love ourselves.

- When administering ***The 28/20® Project*** overseas, we identify, recruit, and equip national leaders who serve as our International Associates in their home country. Most of our associates are pastors and coalition leaders who both implement discipleship and equip other leaders. To support this strategy, we translate our training materials into different languages.

- While all five of our ministry platforms are equally important for developing mature leaders, the *Restoring Your Heart* platform is unique. In today's world, hearts are being broken in astounding numbers. Many people, including Christians, are spiritually stuck, frustrated, and wounded emotionally. Jesus affirmed that He came to heal the broken-hearted and set the captives free. (Luke 4) Through WDA's *Restoring Your Heart* ministry, men and women are being emotionally healed as they address the pain from their past, learn to forgive, and discover the concepts and basis for developing healthy, supportive relationships.

- In America and abroad, individuals, churches, and communities are becoming healthy by addressing the origins of pain. Confidential, gender-specific small groups provide a safe community environment where pain can be identified, grieved, and processed so that emotional healing can occur and broken relationships restored. We deploy teams of *Restoring Your Heart* leaders and offer resources, training seminars and webinars to support the process.

Expanding to New Ministry Sites/Fields

Working with Developed Nations

- To accomplish our mission in the developed nations (USA, Western Europe, China, Australia, etc.) we seek to establish *The 28/20[®] Project* in local churches.
- As an extension of *The 28/20[®] Project*, we hope to facilitate theological and disciple building training and education at the local community level and recruit qualified leaders for the seminary campus. We strive to help establish disciple building centers on seminary campuses and Bible colleges.
- We utilize mission trips to recruit and equip lay leaders, college students, and seminarians who can serve as interns for local youth ministries.

Working with Developing Nations

- In an ever-changing international environment, we recognize that God is constantly modifying our working strategies for reaching the third world. To this end, we pray, read, and reason together, asking God for wisdom in working with developing nations. Our current approaches include:
 - We offer our training to any qualified potential associate, but reserve associate staff status for those who are called, equipped and willing to comply with our international policies and procedures.
 - We equip and deploy national leaders to provide oversight for established ministries.
 - We assemble an International Team of WDA staff and lay leaders to service and equip these areas of ministry.
 - We strive to make each area of ministry autonomous, but linked to WDA via relationships and philosophy-of-ministry. This often requires a gradual transition process. We strive to avoid owning property in these locations.
 - We strive to link these ministries with sponsoring, supportive congregations in developed nations.
 - We strive to establish training opportunities and form strategic partnerships with other international church and para-church agencies when we feel the link can better achieve Kingdom goals.
 - Developing international training sites often includes building partnerships between *28/20[®] Project* churches in developed nations with *28/20[®] Project* churches in developing nations. WDA serves as a facilitator in these ventures.

- We strive to offer our training and resources free-of-charge for indigenous languages via translation projects.
- We strive to provide seed money, seed projects, and means of support-raising to help foster ongoing means of support and business/ministry practicum for our international associates, in an effort to allow their ministries to become self-sustaining over time.

General Principles of Ministry Operation

- Our Headquarters serves as the nerve center of WDA. This ministry provides the administrative and executive leadership for fully accomplishing our mission. From here, we raise and process funds, conduct business affairs, design and manage training, train and supervise staff, plan new initiatives, write and publish materials, facilitate translations, manage human resources, design and maintain financial services, systems and processes, and coordinate all programs. We firmly believe this ministry is critical for the successful delivery and achievement of all the tactics and strategies needed to accomplish our mission.
- We strive to fill all ministry positions with leaders who are unified and able to serve. We aim for a team approach with every member serving in their 'niche'.
- We work from a list of prioritized projects and tasks that are directly aligned with an up-to-date Master Plan.
- We craft job descriptions that align with our Master Plan and work diligently to ensure that every job "fits" the person who is assigned that job. We take into account the person's call, passion, and gift mix.
- Our Board Members and Department Directors work closely together to insure good communication and coordination.
- We constantly look for ways to communicate our mission and vision clearly and concisely using the current means and technology God has provided. We re-design and upgrade our website, brochures, and other communication devices accordingly.
- We embrace the concept of ongoing transition that has taken place within our mission since our founding. While somewhat uncomfortable with the unknown and committed to what is familiar, we trust our sovereign Lord who has called us to Himself and His work.
- We realize that transition will ultimately lead to greater effectiveness and reward, even as it stretches our faith, thus helping to confirm our calling and election. We also recognize the presence of tension in this process: we're committed to hold on to core approaches while we embrace changes in ministry tactics to better accomplish our mission. (We ask all who read this to pray for God to dispense His wisdom.)

Unity: First vs. Second Tier Doctrine Teaching

We cherish the diversity of our staff and associates. The Church is made up of people from many nations, cultures, and traditions. God has sovereignly ordained this configuration for the manifestation and outworking of His Kingdom on earth. We believe this unity (not uniformity) glorifies God. It also provides opportunities for Christians to show charity and understanding toward one another amid such diversity. This enriches our organization and showcases the fruit of the Spirit. Such Christlikeness is evidence that we're truly disciples of Jesus.

The Scriptures teach that we must “be diligent to maintain the unity of the Spirit in the bond of peace.” We strive to diligently obey this admonition of the Spirit. This is at the core of our values and doctrine. It also is part of the fabric of our policies, procedures, and practices.

It’s within a Biblical orthodoxy that life is worked out in church governance and community. However, we recognize that there are variant views regarding how specific churches (or group of churches) apply the Scriptures. We honor and celebrate all church traditions provided they embrace classic orthodoxy and the Primary Doctrines of the faith “once entrusted to the churches”. We embrace all particular denominational points-of-view and orthopraxy so long as these beliefs and practices rely on Scripture, and do not cause a breach in fellowship. However, we refrain from allowing any particular positions to be included in our training approaches or resources.

Instead, we focus on the Primary Doctrines and universally accepted and historical practices of the Church. We also champion and defend the rights and privileges of our staff and associates to hold positions unique to their particular traditions. However, we remain vigilant to allow only those practices that are centered around the classic creeds and doctrines to be taught and practiced under our auspices.

These Primary Doctrines are spelled out in our Statement of Faith and reflected in our published resources. Our Curriculum Team and Board of Directors have the responsibility and authority of determining if a particular ministry practice or teaching falls within the rubric of WDA’s sphere of influence, orthodoxy, and orthopraxy.

Philosophy of Ministry Growth and Success

- While we always remain strongly committed to expanding our base of ministry operations, we affirm that bringing glory to God by obeying Him and conducting our ministry and personal affairs with integrity and faith is our ultimate mission. We strive to never compromise our ultimate mission.
- We realize that while God's resources are unlimited, He entrusts these to us in measured quantities based on our ability and maturity as stewards. Our passion is to be diligent and faithful with the resources God has already provided as we trust Him to provide additional resources. We trust that this focused approach, coupled with prayer, will enable our ministry platforms to increase in size, impact, and number according to His sovereign plan and purposes.
- To "stay in step with His Spirit" we strive to remember:
 - That we are NOT called to do everything.
 - That we ARE called to accomplish our mission of reintroducing the priority and process of disciple building to the church worldwide.
 - We must stay focused and remain courageous as we persevere.
- We strive to work for, pray for, and wait for God's anointing in order to accomplish our mission.
 - We cannot force people to understand or embrace our convictions.
 - We can "*prepare the horse for the day of battle*" by diligently establishing all the programs and products needed to "*present people mature*".
- We strive to remain servants, guarding and maintaining our core values by:
 - Serving in the background, trusting God to reveal our work when it is most appropriate and beneficial for His purposes.
 - Planning and working to equip and deploy a new generation of WDA leaders while remembering that organizations come and go, but the sovereign initiatives of the Kingdom remain.
- Our success indicators reflect the outcome of clear goals that result from our due diligence. They measure efforts that reflect our faithfulness, NOT the results that we might hope for, but that depend on the participation and faithfulness of others. (e.g. We can plan for, pray for, work toward, and hope for a certain number of people to attend a meeting, but we cannot control this outcome.)
- We will trust God to do MORE than we can ask or think. We will aim high, take calculated faith-risks, and set prayer goals that are always bigger than our human efforts (alone) could produce. We remain willing to appear foolish to follow Christ.
- We will diligently keep track of attendance, purchases, budgets, etc. as meaningful statistics and helpful planning tools, but remember that these alone do not constitute ministry success.

- The ultimate success factor of biblical discipleship is maturity. This glorifies God. This can only be measured through Christlikeness, a composite of biblical values/character qualities ultimately evidenced by sacrificial love that is built upon a strong foundation of faith, i.e., knowing (with deep conviction) that WE are loved by God. This is evidenced more in changed behavior over time than through short-term ministry initiatives and activities. Therefore, we will tell and listen to the stories and testimonies of those who are involved in our ministry as a better reflector of success than simply attendance at meetings, purchase of materials, etc. We understand that much of the fruit of this endeavor will not be seen until heaven.

Our Critical Success Factors

(How We Track and Measure Success)

- We track progress in growth of those involved in our ministries by noting the markers of maturity set forth in the *Christian Growth Checklist* (available at wdainstitute.com/CGI). We remember that while it is difficult to completely quantify internal changes, such markers are helpful and encouraging. We strive to remember that there is a mysterious element in the growth process that must be recognized and celebrated.

- We establish measures of success for staff performance that reflect accurate measures of their realistic ability to deliver responsible stewardship within the parameters of their calling and reflected by clear job descriptions as evidenced by staff performance evaluations.

- We measure success by tracking the establishment and maintenance of our ministry and leadership/administrative structures as evidenced by:

- 1) The number and quality of our permanent 28/20[®] Projects measured by site locations and the feedback received from testimonials.
- 2) The number of our training sites. Training sites are defined as the places where any of the 4 platforms of the *28/20[®] Project* are conducted. For example, since 2015 we have trained in multiple sites in over 52 nations, including the USA.
- 3) The number of Discipleship Impacts. (*Discipleship Impacts* are defined as the number of trained leaders equipped every year multiplied by the number of disciples they conservatively estimate will teach, train, or mentor using WDA's platforms or approaches. For example, from 2015 through 2021, the number of Global Discipleship Impacts totaled 696,854. (See WDA's 2021 Annual Report at disciplebuilding.org/2021-annual-report/.)
- 4) The effectiveness of our processes and oversight measured by:
 - The quality of our training systems, consulting and certification processes evidenced by feedback from our clients.
 - A well-built/well-maintained website evidenced by traffic patterns and responses.

- Planning and reporting instruments evidenced by our Master Plan, Annual Reports, Financial Audits, ECFA reviews, Board Minutes, Annual Budgets, etc.
- Clear policies and procedures at all levels evidenced by concise, updated policy and procedure manuals.
- Quality-produced resources (digital and print-driven) evidenced by number and usage.
- Valuable on-site and virtual conferences and seminars, evidenced by attendance and feedback.
- Faithful, relational connections w/disciples, financial contacts, training clients, alumni, etc., evidenced by ongoing feedback responses.

Our Hope: Revival, Renewal, and Restoration

•Our ultimate hope is for nothing less than a sweeping revival, renewal, and restoration of the Church to the glory of God.

•We believe that true revival involves both an outpouring and an up-welling of the work of the Holy Spirit. Both of these initiatives are based on the grace of God and occur in His sovereign timing. The first work (outpouring) is often mysterious and characterized by various (often miraculous) manifestations of the Spirit's power. But these manifestations seem to result from the faithful and persistent intercession of God's people. The second is also a sovereign act of God but involves the faithful administration of the various ministries of His Church: teaching, evangelism, acts-of-service, discipleship, etc.

•In our opinion, for a revival to be ongoing and substantive it requires a disciple building structure that fosters ongoing renewal. In the words of The Reformers, "*a reformed church, always reforming*".

•For this to occur, the renewal must affect all the agencies of the Church: i.e. the local congregations and the communities in which they live, the mission boards (denominational and interdenominational), and the seminaries (denominational and interdenominational) as well as the para-church (denominational and interdenominational) organizations.

•In order to impact all the agencies of the Church we must construct a structure of achievable programs that integrates a progressive disciple building model into the very framework and fabric of the existing system. (*The 28/20th Project*)

Section Three: Organizational Operations

Executive Leadership

President/Chief Executive Officer: Bob Dukes
Executive Vice-President/Chief Operations Officer: David Parfitt
Chief Information Security Officer: Keyaan Williams
Chairman of the Board of Directors: Dan Horne

Re: Planning and Direction

- The Master Plan (Custodian and Architect)
- The Strategic Plan
- Board of Directors Coordination
- Advisory / Action Groups

Re: Administration

- National Office Administration and Development
- Fund-Raising/Capital Development Projects
- Field Support
- Financial Services: Payroll/Accounting/ECFA
- Business Administration/Maintenance
- Web-Site Development and Administration
- Tech Support

Re: Human Resources/Development

- Staff Roles/Career Plans
- Education/Training
- Policies/Procedures
- Benefits

Re: Public Relations/Networking

- Vision-Casting
- Key Networking Contacts
- Promotions and Public Relations
- Prayer Ministry
- Alumni Networks
- Recruiting

Curriculum, Training, and Ministry Platforms

Chief Training Officer/Editor-in-Chief: Bob Dukes

Philosophical/Theological Editor: Jack Larson

Publishing Director: Buddy Eades

Digital Marketing and Communications Coordinator: Jordan Stafford

Re: Planning and Direction

- Architecture
- Advisory / Action Groups

Re: Curriculum Development

- Internal Disciple Building Resources
- External Disciple Building Resources

Re: WDA/RYPH Training

- Leadership Conferences
- Seminar Leaders Training and Certification
- Technology Projects (digital platforms, presentations, etc.)

Re: Research and Development

- Primary Site Location
- Theological/Psychological Studies

Re: *The 28/20[®] Project*

- Formation
- Training/Deployment
- Ongoing Consultation
- The Leadership Institute Platform (see *wdainstitute.com*)

Departmental Leadership

Chief Operations Officer: David Parfitt

Re: Church Ministries and Publishing - Director: Buddy Eades

Re: Next Generation Ministries - Director: Dave Johnson

Re: International Operations - Director: Nate Harkness

Re: Restoring Your Heart Ministry – Director: David Parfitt

Re: Generosity / Donor Development – Director: Jennifer McClintock

WDA Priority Projects

Available upon request to our Headquarters by emailing info@disciplebuilding.org.

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