

**BAPTIST MEDICAL DENTAL FELLOWSHIP
VISION TASK FORCE REPORT**

B MDF MISSION:

Responding to God's call through health care.

B MDF VISION:

To be the most trustworthy and valued source for preparation and implementation of Christian global health care initiatives.

B MDF PURPOSE:

To provide leadership and resources to support global health care initiatives of Baptists and others working in partnership to respond to spiritual and health care needs around the globe.

B MDF PRIORITIES:

To inspire and engage Christian health care professionals and others to cooperate, collaborate and respond to global health care needs and to provide education, support and other resources to facilitate effective and beneficial contributions to communities and individuals served, as well as provide for the spiritual growth and unique understanding of global health issues by B MDF members and partners.

B MDF CORE VALUES:

Core values include but are not limited to the following: personal commitment to Jesus Christ; facilitating spiritual growth; providing Christian health care network, service and fellowship opportunities; commitment to evangelism; "telling the story" of health care missions; being a membership organization; specializing in Christian medical and dental missions; advocacy and raising support for global health care projects and organizations; training and equipping indigenous health care providers; facilitating understanding and partnership between Christians in developed, remote, isolated or undeveloped nations; providing fellowship for health care professionals committed to

Christian missions; to participate and collaborate with other health care missions responders; to use medical mission service to open doors to go where others cannot go to unreached and/or unengaged people groups; to establish community church-based clinics; to provide multi-cultural medical mission experience and exposure to students in health care professions and to work in partnership with other organizations to train and respond to disaster around the world.

**BAPTIST MEDICAL DENTAL FELLOWSHIP
VISION TASK FORCE JANUARY 2010**

GENERAL ORGANIZATIONAL GOALS

1. STRENGTHEN THE BMDF IDENTITY
2. OPTIMIZE BMDF FINANCIAL HEALTH
3. DEVELOP A MASTER PLAN FOR THE CORE PROGRAM AND FOR NEW INITIATIVES
4. MAXIMIZE CURRENT PARTNERSHIPS AND CULTIVATE POTENTIAL PARTNERSHIPS
5. PROVIDE FOR COMMUNICATION OF CORE VALUES TO THE BMDF CONSTITUENCY

BAPTIST MEDICAL DENTAL FELLOWSHIP

Vision Task Force Report January 2010

STRATEGIC GOALS

The following statements are final drafts of *Strategic Goals designed to address the General Organizational Goals*.

Each General BMDF Goal has a strategic plan. The strategic plan to accomplish each General Organizational Goal is composed of at least four key elements:

- Strategic goals, listed in prioritized order
- Action steps for each goal, listed in step-by-step, prioritized order
- Suggested target dates or ranges for accomplishment
- Assignment of responsibility to staff, ad hoc groups, existing committees or other leadership.

They are subject to change upon further review of the Vision Task Force, upon review and discussion of the BMDF Board, or as changing conditions of implementation dictate.

There is some built-in overlap and redundancy designed to assure a thorough response to all that the Vision Task Force discussed and adopted.

Oversight of ongoing strategic actions should be delegated to an analysis and report group such as the Executive Committee, the Vision Task Force, officers, or an ad hoc group.

Expansion of three remaining Action Steps under General Goal One, completion of action step assignments and setting specific target dates or adjusting target dates should be addressed by the oversight group.

GENERAL BMDF GOAL NUMBER ONE:

STRENGTHEN THE BMDF IDENTITY

STRATEGIC GOALS, Prioritized, to address General Goal Number One:

1. Create an **identity task force** to address issues related to name, organizational identity and related communication issues.
2. Assess the **current model for BMDF board and staff** and suggest ways to improve.
3. Assess the **current model of BMDF membership** including but not limited to recruiting practices, eligibility, dues, etc., and suggest ways to improve and/or expand membership.
4. **Evaluate and implement membership expansion** including but not limited to a student focus, a resident focus, allied health professionals and other expansion.
5. Evaluate and suggest **improvements** to an **alumni data base** and its use.

ACTION STEPS, Prioritized, to address the Strategic Goals:

Create an Identity Task force

- (1) Assume keeping the BMDF name for a period of time, or permanently, as legal and financial issues are researched and resolved.
- (2) Plan to use a DBA (doing business as-name) and research legal issues with assistance of CPA and other professionals. Generally using a DBA for promotional and communication purposes will assist to expand the identity without requiring an immediate change of legal and official status of BMDF.
- (3) (a) Develop a case statement that includes a one-paragraph description of BMDF history, mission and activities, in a blind statement that does not mention the BMDF name. (3b) Poll participants for suggestions of a name after they read the case statement.

RESPONSIBLE: Fred Loper is responsible for #'s 1, 2 and (3a) above, working with others on the VTF; (3b) is as follows:

- (4) Conduct polls and conversations with student groups and others to brainstorm potential names for DBA consideration after reading the case statement.

RESPONSIBLE:

- Fred – Global Missions health conference and OKC student groups
- Paul – students
- Brad Dixon (MBF) - students at INMed
- To be done January through late February, 2010

- (5) Receive input from student groups, affiliate groups, membership, stakeholders and others.

RESPONSIBLE: Report to Fred or his designate, by late February, 2010

- (6.) Choose a name (Vision Task Force and/or board, subject to final board approval) for use as DBA.

RESPONSIBILITY:

- VTF review suggestions by e-mail and recommend name for Board consideration
- Board gives approval in March or no later than April 5

- (7.) Announce in newsletter and/or roll out at the national meeting.

RESPONSIBLE: VTF work with Executive Director, April 15-17, 2010

Assess the Board and Staff Model

Staff Model Actions:

- (1.) Determine budget needs for staff expansion.

RESPONSIBLE: Executive Committee is responsible by spring 2010

- (2.) Develop a job description and position title for a staff position to give leadership to outfitter services, beginning with part-time, bi-vocational leadership/ (administrative assistant for mission projects) planning turn-key centralized trips.

RESPONSIBLE: Executive Committee and Executive Director, Loper, by February 2010

- (3.) Develop a plan for seed-money, that is, start-up funding for the new part-time position to underwrite the first two to three years.

RESPONSIBLE: Executive Committee, Charlie and Fred working with MBF no later than June 2010 (Stephen Mathis, Nick Davis and MBF staff, are available immediately to assist with all related actions)

- (4.) Implement the plan / begin solicitation for start-up funding for the initial phase of the new part-time position

RESPONSIBLE: Subject to Executive Committee and/or Executive Director Loper's approval no later than late summer/fall of 2010

- (5.) Develop a plan to expand the new staff position to a full time position as it becomes self-sustaining and/or sustained by the BMDF budget on an ongoing basis.

RESPONSIBLE: Executive Committee and Executive Director Loper by 2012 or in time to achieve funding within three years from start-date from the new position.

Board Model Actions:

- (6.) Make an intentional shift to the Executive Committee (Executive Director Loper and officers including the president, president-elect, Secretary/Treasurer/finance chair, and immediate past-president) conducting the ongoing business and assuring the on-going mission of BMDF.

RESPONSIBLE: Executive Committee, immediately in day-to-day operations and by board-approved policy and/or delegation, moving forward.

(7.) Make an intentional shift in the board and committee structure to function by committee work sessions and board making policy to assure the ongoing mission of BMDF.

RESPONSIBLE: Executive Committee is responsible to implement in spring of 2010 and moving forward

(8.) Implement and evaluate the schedule for the board to meet three times annually, including one full day in a face-to-face meeting, one electronic meeting (by Skype and/or telephone conferencing), and one meeting conducted during/in conjunction with the annual national meeting.

RESPONSIBLE: Executive Committee recommends to BMDF Board, winter of 2010 and implements upon board approval

(9.) Implement plans for the Executive Committee to function in all matters of finance and personnel and BMDF administration, as needed, and meeting no less than three times per year in person on the evening before board meetings and/or by phone within the week immediately prior to board meetings.

RESPONSIBLE: Executive Committee responsible, upon adoption of recommendation, Winter 2010.

(10.) Implement plans to organize the board and its work in a committee structure that includes at least the following committees in addition to the Executive Committee/Finance Committee:

Core Program/Service Committee

Students/Membership/Scholarship Committee

Communication, Program and Development Committee

RESPONSIBLE: VTF and Board working with Executive Director Loper to implement following approval, but no later than fall of 2010 and thereafter.

FOR INFORMATION ONLY:

The composition of the BMDF board, although organized in the above proposed committees to accomplish its work, shall include the historical representation of three members at large, and chairs of task forces or sub-committees that include scholarship, prayer partnership, service, membership, finance and students. The board shall also include advisory members including, but not limited to, a pastor advisor, student campus minister, BNF President, IMB advisor, and others. Board members may also include upcoming program chair, past presidents or others as so determined by the will of the board.

GENERAL GOAL NUMBER ONE,

NEXT STRATEGIC PLANS TO BE ADDRESSED

WITH FURTHER ACTION STEPS, ASSIGNMENT AND TARGET DATES:

Assess Current Membership Model

Evaluate Membership Expansion

Improve Alumni Data Base

GENERAL BMDF GOAL NUMBER TWO:

OPTIMIZE BMDF FINANCIAL HEALTH

STRATEGIC GOALS, Prioritized, to address General Goal Number Two:

1. **Assess the budget for cost containment** and reduction of expenses.
2. **Evaluate projected future revenue from membership model** and other sources.
3. **Increase revenue streams** of the BMDF, including increasing the current streams of revenue and developing new streams of revenue.
4. **Establish** endowment funds, reserves and other **long-term sources of revenue**, including development of scholarship funding for target areas.

ACTION STEPS, Prioritized, to address Strategic Goals:

Assess the Budget

- (1.) Conduct a budget assessment to identify targets to contain costs and reduce expenses.

RESPONSIBLE: Executive Committee and Finance Committee prior to each board meeting

- (2.) Recommend models to contain costs of board meeting expenses, travel or other targeted budget lines that can be identified to contain costs without compromising meeting the mission of BMDF. (Example: e-mail instead of postage, meet by phone rather than travel and provide meals, etc.)

RESPONSIBLE: Finance Committee working with the staff to complete recommendations, if any, no later than May 2010.

- (3.) Evaluate budget line items to identify expenses that might be reduced or efficiencies created in programs and/or services. (example: reduce expenses of printing and postage by offering on-line registration, forms, etc.; pay accounts payable with credit card, pay off balance each month, earn airline points or office supplies; replace mailing service with use of volunteers in infrastructure).

RESPONSIBLE: Finance Committee working with the staff prior to each board meeting.

Note: while items 1 through 3 above may not be different from past or ongoing monitoring of the budget, to be intentional, a goal is stated and responsibility assigned.

Evaluate Revenue Sources

- (1.) Know the revenue streams that contribute to budget income. Assess current revenue to identify current streams of income that might be enhanced, grown, or better utilized. (* see note next page) Recommend a plan to enhance current revenue streams, where applicable.

RESPONSIBLE: Finance Committee by fall of 2010

(2.) Identify current sources of revenue that may be limited, time-sensitive or otherwise subject to go away. * Recommend a plan to replace grants, scholarships or other revenue streams that are limited to provide long-term resources.

RESPONSIBLE: Finance Committee by fall of 2010

* Current streams of revenue identified in the study included dues, endowment, future interest and gifts. Sources of gifts were identified as individuals, churches, organizational “dues”, friends (Friends of Cuba, Friends of Belarus, etc.), designated gifts, foundation gifts, grants, scholarships (Butterfield).

Increase Revenue Streams

(1.) Current sources of revenue include membership dues. An ongoing strategy to expand membership through a membership committee or sub-committee of the board is needed. Increased membership equals increased revenue.

Target categories for new members identified in the study include:

Those partners who could add value by merging or developing partnership with BMDF.

Student groups

Partners needing continuing education credit

Allied Health Care Professionals

Non-medical volunteers, support groups and “friends of BMDF”

RESPONSIBLE: The Executive Committee is responsible to recommend an ad hoc group, existing committee of the board or special task force to work with Dr. Loper to develop strategies for membership expansion. Recommendation to come in Spring 2010 and the group to begin work by Summer 2010.

(2.) New sources of revenue should be prioritized in target areas and strategies developed to access the potential, in keeping with the mission of BMDF, to increase BMDF revenue. Examples of new revenue sources from the study include:

New grants

Outfitting revenue

Continuing Education programs

Fundraising projects

Dyna-Med and other products

Member incentives

RESPONSIBLE: The BMDF officers and Executive Director should prioritize targets for new revenue and recommend strategies to develop new revenue from specific sources or delegate the task of planning for new revenue sources to an ad hoc group, no later than January 2011.

Establish Long Term Sources of Revenue

(1.) Scholarship funding through grant-seeking and special appeals, matching gift campaigns and gifts of future interest is needed.

Reapplication and/or cultivation of continued or future grants from current sources should be an immediate target for a designated group, staff member or volunteer.

RESPONSIBLE: The BMDF officers and scholarship committee should develop plans to cultivate grants from current sources by Fall of 2010.

(2.) The same designated group, staff member or volunteer responsible for (1.) immediately above, should seek new grants through new resources based on research, its leadership to secure outsource grant seeking assistance, or its use of skilled volunteers.

RESPONSIBLE: Designated group (see above) by late fall 2010.

(3.) The development and communications committee of the board shall be responsible for planning and promoting an annual fund, implementing fundraising projects, and making an annual appeal to alumni and recipients of BMDF services and programs. Such appeal may be through direct mail, electronic mail, in person or at fundraising events staged to solicit on behalf of the BMDF annual fund. On-line giving, auto-draft giving, payroll deduction and other means of giving should be accommodated as much as possible.

RESPONSIBLE: The committee shall finalize plans for annual fund solicitation to be complete no later than December 1, 2010.

GENERAL BMDF GOAL NUMBER THREE:

Develop a master plan for the core program and for new initiatives

STRATEGIC GOALS, Prioritized, to address General Goal Number Three:

1. Enhance and improve target areas of the core program identified in the study.
2. Expand capabilities to sponsor health care initiatives, using a project coordinator, working to develop training, travel assistance, and other clearing-house activities.
3. Expand current initiatives to establish church faith-based clinics and capabilities to coordinate global connections.
4. Plan for a proactive BMDF response to address security and safety issues related to global health care mission projects.

ACTION STEPS, Prioritized, to address Strategic Goals

Improve Target Areas of Core Program

- (1.) Develop plans for new and/or expanded initiatives and/or delegate responsibility for development by a sub group for the following areas of the core program: Prayer initiatives, spiritual growth initiatives, fellowship initiatives and international partnerships.
- (2.) Work with Korean partnership for teaching, training and developing a comprehensive prayer initiative.
- (3.) Develop a spiritual growth initiative that addresses learning intimacy with God and spiritual preparation for mission service, career and faith walk.
- (4.) Develop a fellowship initiative that provides for support of career missionaries, prayer partnership, advocacy and mentoring of students.
- (5.) Draft a fellowship initiative that plans for celebration of events, accomplishments, and milestones. Consider both the annual meeting and group-specific/ time-specific opportunities for fellowship celebrations.
- (6.) Draft action steps to expand international partnerships, international mentoring, and disaster relief partnerships.
- (7.) Expand initiatives for faith-based clinics, working with Bill Sisson, volunteer, in identification and formation of new sites.
 - a. Address need for pharmacy support
 - b. Explore use and development of a mobile clinic unit

RESPONSIBILITY FOR ALL ABOVE AS FOLLOWS:

RESPONSIBLE: Executive Committee, others as assigned, dates to be determined.

Expand Capability to Sponsor Initiatives

(1.) **Provide** for an assistant to the executive director to serve as project coordinator, develop funding plan, job description and identify candidate.

RESPONSIBLE: Executive committee with help of Vision Task Force by Summer 2010.

(2.) Identify targets to expand capability of BMDF to provide training and travel assistance and develop expansion plans.

RESPONSIBLE: Assistant/project coordinator in collaboration with executive committee, date to be determined.

(3.) Develop an initial centralized mission trip, turn-key planning, recruiting and implementation, provided through office of assistant/project coordinator

RESPONSIBLE: Assistant/project coordinator in collaboration with executive director, date to be determined.

(4.) Evaluate the initial centralized mission trip and develop a three-year plan for offering centralized mission trips turn-key facilitated through BMDF as well as other centralized services such as equipment, supplies, and training.

RESPONSIBLE: Executive committee and staff, date to be determined.

(5.) Improve coordination in disaster relief responses through BMDF in partnership with existing Texas, North Carolina and Hungarian partnerships.

RESPONSIBLE: Staff, dates to be determined.

(6.) Improve disaster relief response through BMDF by identifying and cultivating new partnerships.

RESPONSIBLE: Staff and Executive Committee, date to be determined.

Expand Current Initiatives

(1.) Provide for expanded initiatives for starting faith-based clinics (see Core Program, #7, above).

(2.) Expand coordination of global connections through disaster relief (see above) Baptist World Aid, and other partnerships such as IMB, INMed, and others.

RESPONSIBLE: Staff, dates to be determined.

Security and Safety

(1.) Develop a training module that addresses general safety and security issues related to global health care mission projects.

RESPONSIBLE: Sub-committee or task force and staff, date to be determined

(2.) Develop a handbook that addresses general safety and security issues related to global health care mission project. Include references to web-sites and other in-depth resources.

RESPONSIBLE: Sub-committee or task force and staff, date to be determined

(3.) Develop referral resources for in-depth information that is specific to political, geographic, disease, or other regionally-specific information needed for those considering or implementing global health care efforts.

RESPONSIBLE: Sub-committee or task force and staff, date to be determined.

GENERAL BMDF GOAL NUMBER FOUR:

**Maximize Current Partnerships
And Cultivate Potential Partnerships**

Note: the Task force achieved efficiency by combining intentional goals and action steps to include current and potential partnerships in recommended actions for General Organizational Goals numbers one through three. See specifically the following:

General Goal One, actions 3, 4 and 5

General Goal Two, actions 3(1) and 3(2)

General Goal Three actions 1 (all), 2(5), 2(6) and 3(3).

GENERAL BMDF GOAL NUMBER FIVE:

CORE VALUES and COMMUNICATION

Provide for Communication of core values and other information to the BMDF constituency.

STRATEGIC GOALS, Prioritized, to address General Goal Number Five:

1. Draft a core value statement. **THIS GOAL IS COMPLETE.**
2. **Integrate** the core value statement **into BMDF culture** and materials.
3. Expand communication support of the core program.

ACTION STEPS, Prioritized, to address Strategic Goals:

Integrate Core Values into BMDF

- (1.) Include the core value statement on the web site.
- (2.) Include the core value statement on the membership application.
- (3.) Draft a mission covenant for centralized mission trips that acknowledges core values and develop plans to include in trip materials.
- (4.) Provide for on-going use of the statement of core values as appropriate in materials, publications, news releases, or other communication media.

Expand Communication Support

- (1.) Expand communication support of the core program.
 - a. Target and cultivate volunteers in local health care for membership
 - b. Plan to use volunteers in central office and/or other key areas
 - c. Plan for expansion and intentional use of data base
 - d. Build a data base of skill-specific health care professionals to contact for skill-specific mission needs
 - e. Build data base of alumni mission service participants
 - f. Build data base of donors and develop donor profiles, tracking, and contact capability.