



## WHMI's Accelerated Growth Initiative A Summary

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## **WHMI's Accelerated Growth Initiative A Summary**

In 2021, the Board of World Hope Ministries International adopted a strategic growth plan: the Accelerated Growth Initiative (AGI). Currently, WHMI is working to accomplish the goals and objectives set forth in that plan. From January 2023 and each year for the duration of the plan, WHMI is producing an annual report, highlighting the progress toward its goals. Both the original AGI and the Annual Report are available upon request. This document provides key information to those considering supporting this multi-year, multi-million-dollar project to make theological education accessible to pastors and ministry leaders around the world. For additional information on the global need and how WHMI is working to address it, see An Introduction to WHMI's Bible Institute.

### **Background**

In 2011, World Hope Ministries International launched its Bible Institute as a full-time operation, pioneering a link and chain model, capable of providing basic theological education without the high costs associated with brick-and-mortar approaches. This resulted in contextualized theological training led by qualified nationals. From mid-2011 to mid-2019, World Hope Bible Institute grew from approximately 350 students in four test locations to over 4,500 students in 81 locations in 30 nations. During this same period, over 1,500 students completed WHBI's Certificate Program, attending all 16 courses and passing a comprehensive final exam.

### **Learning from a Pandemic**

In 2019, Covid-19 spread across the globe. After ensuring the well-being of our partners, we began to assess what could be done to continue WHMI's work. In 2021, WHMI pivoted, focusing on how more nationals could be resourced and empowered to expand the work. The results were amazing. While U.S. instructors could not travel from April 1, 2020, through 2021, courses were taught, new locations opened, and graduations held. The number of courses delivered in 2021 during the pandemic even exceeded the number delivered in 2019, before the pandemic. Furthermore, total student numbers reached a historic high. While some of this was accomplished via technology, the largest segment of classes (70%) was taught by nationals we had previously trained. The model of using 2 Timothy 2:2 (train others who will train others) was tested in a high-pressure environment. The model not only worked, it outperformed our expectations.

### **Applying What We Learned**

The pandemic accelerated our dependence on nationals to do the work; in doing so, it bolstered our confidence that increasing their stake in the work is the best approach. In 2021, WHMI Staff and Board members worked to adopt the Accelerated Growth Initiative (AGI).<sup>1</sup> This plan charts a path to expand to over 20,000 active students in 70-80 nations by the end of 2026. The increasing involvement of nationals presents an opportunity to address the massive global need for theological education.

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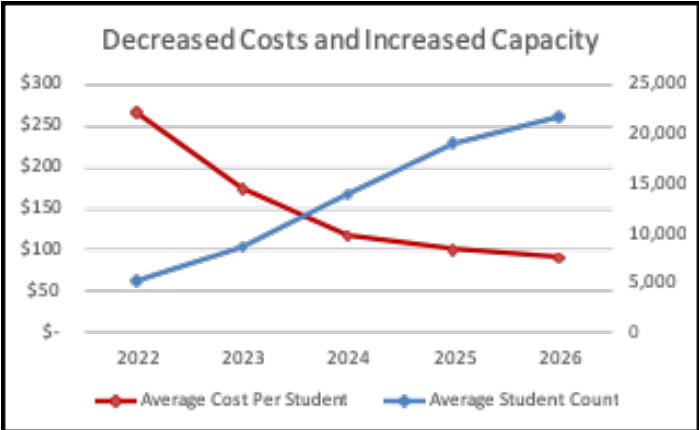
<sup>1</sup> A full copy of WHMI's Accelerated Growth Initiative is available on request. Year-end summaries, including actual costs and KPIs, is produced in January. This Annual Report provides comparative data on projections v. actuals.



**Capacity and Cost Benefits of the Accelerated Growth Initiative**

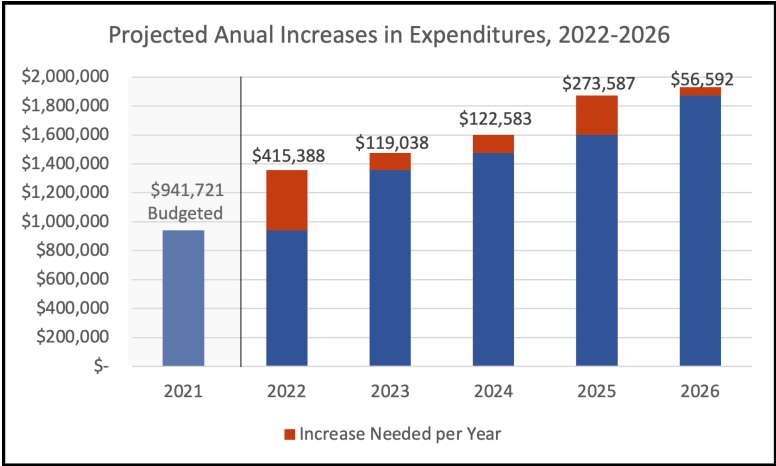
World Hope Ministries International’s approach has proven to be highly cost-effective at providing essential theological education. The annual cost per student (four courses delivered per year) is projected to fall as student numbers rise (see Exhibit 1: Decreased Costs and Increased Capacity).

Exhibit 1: Decreased Costs and Increased Capacity<sup>2</sup>



The efficiency of WHMI’s approach is apparent as expansion occurs. While the annual budget increases, the per capita costs fall significantly. The total cost of the 5-year plan, as adopted in 2021, was projected to be 8-9 million dollars, with growth in funding needed each year to ensure healthy management and oversight (see Exhibit 2: Projected Annual Increases in Expenses (year-over-year), 2021-2026)

Exhibit 2: Projected Annual Increases in Expenses (year-over-year), 2021-2026



<sup>2</sup> As projected in the AGI, 2021.



**Flexibility, Adaptability, and Strength**

This Accelerated Growth Initiative is scalable and adjustable for timing. If God provides additional funding earlier than is indicated in the plan, the schedule can be advanced. Likewise, should an economic downturn adversely affect available funds, the timing can be lengthened. Similarly, if we face something like another pandemic, this plan allows us to be very flexible and make adjustments. The plan has been conceived proportionately. It can, therefore, be implemented more slowly or more rapidly than indicated. Funds are not invested in fixed assets that sit idle as we wait for something to mitigate the effects of a changing global landscape. Such flexibility is not possible in brick-and-mortar approaches. This type of adaptability is an inherent strength of the WHMI’s strategic approach.

**Capacity Beyond the Accelerated Growth Initiative**

Our projections do not show what we believe to be WHMI’s full capacity. In 2026, the projection of more than 20,000 students is below what we believe to be the model’s capacity. Potential growth beyond 2026 is exciting to consider. This Accelerated Growth Initiative is seeking to expand our student numbers from 4,800 to as many as 22,000. That would be extraordinary growth (489%). Even if the rate of growth declines over time, the possibilities are truly extraordinary. God could use WHMI to help solve a global problem. The chart below provides a look at what could happen.

Exhibit 3: The Long-term Possibilities of Expansion

	2022	by 2026	by 2030	by 2034	by 2038	by 2042
Students Growth Rate	5,100	22,000	66,000	158,000	316,000	570,000
		489%	300%	240%	200%	180%

Such extraordinary results seem as impossible to us as current student counts did when we began the full-time launch of the Bible Institute in 2011. God, however, made possible what we did not even imagine. Just as He worked mightily in the last decade, we know He can do even more in the next two decades. We can now foresee a world where every pastor and every spiritual leader has access to basic theological education.

**Seeking God**

Just as God called partners to join us in 2011, we are now looking for those He is calling to help launch the next chapter. The vast majority of Kingdom investors who helped launch this work years ago are still faithfully supporting it. They have proven to be extraordinarily stable and committed stakeholders. However, they cannot take this next step alone. We are confident they will continue to be faithful, but they need others who will join them. In any case, as God leads, we will follow. Whenever and however He provides, we are convinced that there is enormous unrealized potential in the WHMI approach of multiplying theological training. We have already seen God’s blessing on this plan and are trusting Him to call others to join hands with us.

