



Connie Maxwell

FAITH. FAMILY. FUTURE.

A Decade of Dreams



Strategic Plan
2020-2030

Introduction

From A.T. Jamison in 1920 to “For the Dreams of Children” in 2020, God has blessed and protected Connie Maxwell for over a century. As unorthodox as this strategic plan may be, it is a documented timeline of how God called a group of Christian servants to reflect on the value of history, listen to His voice in the present, and obey His instructions in creating a vision of healing and “restoring the faith, family, and future” of vulnerable children and families.

This plan is much more than a lifeless document of strategic direction. It is a living, breathing testimony of God’s faithfulness through the lives of ordinary people who surrendered to His extraordinary calling and vision for children. Through the pages of history, God’s servants were called to fulfill his plans and manifest His glory—Moses, Paul, Peter, Dr. Jamison, Dr. Smith, and all true disciples of Christ. They were not equipped with massive budgets, up to date technology, superior intellectual frameworks, elaborate metrics, or polished messaging. However, they did have the presence of Christ in their lives, and with their eyes fixed solely on Him, they were able to carry God’s message of healing, grace, and mercy to the whole world, especially “the least of these.”

Connie Maxwell Executive Council

William D. Nicholson II
President

Jay Boyd
Vice President for Strategic Initiatives

Tim Duncan
Vice President for Programs

Stephen Johnson
Senior Pastor
Connie Maxwell Baptist Church

Debbie McDowell
Special Assistant to the President

Julie Miner
Vice President for Communications

Brad Setzler
Vice President for Human Resources

Steve Shiflet
Vice President for Finance and Operations

Eric Taylor
Vice President for Advancement

Table of Contents

1. History Overview	5
1.1. History Reveals the Future.....	6
2. Prologue.....	8
3. Every Calling Has a Story.....	16
4. Strategic Plan Preparation Overview.....	18
4.1. Calling: The Birth of Forgiveness and Unity	19
4.2. New Beginnings: A Celebration of Past, Present, and Future.....	23
4.3 For the Dreams of Children.....	24
4.4. Strategic Planning Process: A Call to Conversation.....	27
4.5 The Year of Preparation: Pursuit of Excellence	29
4.6 Branding Initiative	30
4.7 Growing the Future: Personnel, Budget Review, and Campus Master Plan	32
4.8 Mission, Vision, and Core Values: The Reason We Exist.....	33
4.9 A Campaign: For the Dreams of Children.....	34
5. Four Dreams	36
5.1 Dream 1: Spiritual Transformation.....	37
5.2 Dream 2: Enhance and Expand the Mission	38
5.3 Dream 3: Strengthen Financial Support and Stewardship.....	40
5.4 Dream 4: Campus Enhancement and Beautification	41
5.5 Metric Driven Dreams.....	42

From Tragedy, Hope Emerged for Future Generations of Children

“Nearly a hundred children are pleading for admission.” This was the statement made by Dr. William P. Jacobs, who ran a South Carolina orphanage in the late 1800s. When W.W. Keys, a well-respected senior editor of the Baptist Courier, heard this, he was compelled to write an editorial about the plight of orphans in South Carolina. This article, published on November 15, 1888, resonated with many South Carolina Baptists and the Baptist Convention. Something had to be done.

As the convention began to pursue that ministry opportunity, Dr. J.C. Maxwell and his wife, Sarah, were mourning the loss of their daughter, Constance Pope, or “Connie” as the family had called her. Connie had been their only child to survive infancy and tragically died of scarlet fever at age seven. The Maxwells considered ways to honor their daughter and heard about the convention’s plans for a new orphanage.

In 1891, knowing they would never raise children of their own, the couple offered the convention their 470-acre farm in Greenwood, South Carolina, with the conditions that the land always be used to help needy children and that the orphanage bears the name of their treasured daughter.

On May 22, 1892, Connie Maxwell Orphanage welcomed the first child, Susie H. Burton, from Newberry County. She traveled alone by train and was met by Mr. J.K. Durst and his nine-year-old daughter Susie. By the end of the first year, there were 26 boys and girls ranging from ages three to 13.

Rev. James L. Vass became the first superintendent of Connie Maxwell Orphanage and served from 1891-1899. Dr. A.T. Jamison served as the second superintendent of Connie Maxwell from 1900-1946. He has the distinction of serving the longest term as director—46 years. He also served as pastor for 34 years from 1912-1946. Dr. Jamison speaks of being a poor farm boy in his early years and never attended college; however, he was an avid reader and became a highly educated and respected man.

On November 24, 1915, Connie Maxwell Orphanage welcomed a little ten-year-old boy named Samuel M. Smith.

He would eventually graduate high school and attend Furman University. Afterward, he returned to the home he loved and worked with Dr. A.T. Jamison as his assistant for 16 years.

On July 1, 1946, Dr. A.T. Jamison retired and turned the reins over to Dr. Sam M. Smith, that same little boy, who had become a grown man. Dr. Jamison continued to make his home on the campus, where he had lived for 46 years among the children he had loved and served so devotedly.

This was the beginning of our story. Since 1892, the ministry of Connie Maxwell has grown to five campuses across South Carolina and impacted thousands of lives of children and families. Our history is also displayed in the lives of countless individuals who selflessly served and ministered to the needs of children and families. But we believe the long-enduring impact and eternal legacy of our ministry is found in the shadow of one man... **Dr. A.T. Jamison.**



History Reveals the Future....

When a little orphan named Sam Smith made his way to the orphanage in Greenwood, his wildest imagination could not have **DREAMED** him into the future chair of the Connie Maxwell presidency. Dr. Sam Smith described the first time he met Dr. A.T. Jamison:

“The first person we met that memorable day was Dr. A.T. Jamison, whose friendly words of welcome I do not remember, but whose kind face and demeanor radiated cheerfulness and warmth, and yet firmness which I also needed. I early found out that he knew every child among the family of three hundred by name. I like many others, would run extra blocks to say hello to him and to hear him call my name.”

Dr. Jamison’s all-encompassing shadow revealed a man of great capacities, engaging curiosity, and compelling compassion. But most of all, a man of God. His devotion to God so clear and resolved that he did not want the children to call him Dad. His concern was that they would find in him and other staff members those eternal ties of human relationships rather than the inexhaustible strength found in God’s providence.

Jamison’s devotion to God and the spiritual development of children was made manifest by the completion of a chapel in 1927. Connie Maxwell’s chapel had been organized in 1912 with Jamison as pastor. It is reported that he accepted this position on a “temporary basis” but found that temporary meant in effect 34 years. The church had a significant impact on the children, and in 1920 a religious revival is recorded with 94 children baptized.

Though surrendered to the Lordship of Jesus Christ, Jamison believed there was much to learn about the brokenness of children and families. His insatiable appetite to gain knowledge, understand, and exercise compassionate curiosity continues to run through the culture of Connie Maxwell today. His last words to Smith and Murdoch in 1947, ring true today,

“Boys, don’t get in a rut, if our children need services and help which we haven’t got, try to learn where to get it.”



“What’s past is prologue.”
Shakespeare

Prologue literally means the preface to a play or novel that “sets the scene” and provides background information. Prologue comes from the Greek term, which means “before word.” It is the opening of a story that establishes the context. Generally speaking, the primary function of a prologue is to tell an earlier story connected to the main story.

The past is a preface to the future.

“History doesn’t repeat itself but it does rhyme.”
Mark Twain

Prologue

A New Era of Healing

As early as 1916, social work was considered by many religious leaders as an anti-religious activity because of social explanations for behavior rather than that of personal sin or lack of will. Dr. Jamison saw the value of both, describing social services as a ‘byproduct of the Gospel’ in an article published in the *Christian Philanthropist*. He coined the phrase ‘mental hygiene,’ illustrating the importance of mental health and was passionate about evaluating and developing a personalized approach to care.

Thanks to a partnership with The Duke Endowment, Connie Maxwell Orphanage was one of the first to employ a social worker in the early 1920s. On December 11, 1924, Mr. James B. Duke executed a trust which made it possible to hire a social worker at \$7000 a year. It was important to Mr. Duke to support new and innovative ways to help children. In Dr. Jamison’s own words, he stated The Duke Endowment intended to “do something by way of enlargement or to introduce activities that had not been possible before.” This groundbreaking approach and partnership opened the door to a new era of healing for the ministry of Connie Maxwell.

The world, as well as family dynamics, are continually changing. In fact, through the pages of Connie Maxwell’s history, one sad truth was voiced repeatedly: the children we are receiving today are much more broken than they used to be.

In 1947, Dr. Sam Smith changed the name of Connie Maxwell Orphanage to Connie Maxwell Children’s Home to reflect the changing needs of the children and families they served. This new name more accurately represented the identity and services offered during this time. “In more recent years, we have begun to see the necessity of the Home serving the needs of children and families, which have been terribly damaged by events and circumstances of our times,” said Dr. Sam Smith in 1959. “These children are more and more needing services that are treatment centered with the need for psychiatric services (mental health).”



Dr. Jamison and Dr. Smith ushered in more changes than just the core delivery of services. Through the 1960s, these changes became more and more evident. These changes were needed based on the types of referrals they were receiving. As a reference point, “children in 1966 were, on average, more than two years older than they were ten years earlier. More of them, by now 70 percent, had both parents living. More of them did not have a sibling living on campus. Their average length of stay had dropped from 4 1/2 to 3 1/2 years. Although a few of them came into care because of their behavior, they were still predominantly victims of family breakdown.”

*“Do something by way of
enlargement or introduce
activities that had not been
possible before.”*

James B. Duke
The Duke Endowment

1924



These changes centered around more deeply broken children because of the decay of the family unit and demanded a different kind of treatment and services. Connie Maxwell was well aware of this trend. In 1962, Dr. Smith reported that the Home was receiving children too difficult for it to handle, and in 1963, that children referred were progressively more broken. This led to a Statement of Philosophy, written in 1966, to suggest that “the Home had been initially institution-centered, then child-centered, then family-centered, and in more recent years, treatment centered.”

In 1968, because of these changes, the Child Welfare League in its reaccreditation study called for a “psycho-social diagnosis” of each child and a program of group therapy, which would assume that the Home had undertaken the treatment of broken children as one of its primary purposes.

The treatment of “broken” children required a different approach and a more educated understanding of healing and ministry from houseparents, social workers, and employees. In 1957, workers were sent to graduate school on scholarships provided by The Duke Endowment. Connie Maxwell also served as a Field Center for the School of Social Work at the University of North Carolina at Chapel Hill. These facts reveal the progressive nature of our ministry in response to the changing needs of children and families.

In 1954, the functions of Connie Maxwell social workers were described as four-fold: 1) fact-finding, 2) enabling, 3) counseling with the child, the family, and the staff, and 4) maintaining a dynamic relationship with the child. By 1957, the Social Work Department saw these employees as providing a “UNIFIED” process, which began with the parent’s first contact and continued until the child left our care.

Connie Maxwell became a pioneer in undertaking new and innovative approaches to these changes and challenges. Dr. Smith created a collaborative approach by establishing a broadly participative committee called the Case Committee. This collaborative group was a unique tool to ensure careful consideration of plans for each child, and was widely recognized as an important contribution to the child care field.

The second change Dr. Smith instituted was the Family Conference, in which parents, children, and sometimes other relatives sat down with staff to discuss their respective roles and obligations. These innovations were no doubt directly connected to all he had learned from his mentor, Dr. Jamison.

Staff participation and development have played a key role in providing excellent service and ministry to children and families. During this time, Jamison expected Houseparents to have a knowledge of “mental hygiene.” They were also graded on their management of children, their housekeeping, their food preparation, their personality, their use of proper English, their work habits, and cooperation with others. These expectations of excellence are a lingering mainstay of Connie Maxwell’s culture today.

Jamison and Smith ushered in more than just the delivery of core services and a “deeper level” of healing and ministry. They both were genuinely interested in the growth of financial security, the expansion of programs, and the beautification of the campus.

As an example of focusing on financial security in 1969, the late Reverend Booker Bagby, a well-known pastor of a church, Honea Path First Baptist, which had been a stalwart supporter of Connie Maxwell, was hired in 1973 by Maxie Moorehead. Additionally, Mr. Lloyd Wagoner was retained to provide continuous in-depth consultation on financial development. The results of these moves, along with the South Carolina Baptist Convention’s challenge in 1966, proved to be successful in strengthening financial support for the ministry.



In 1975, church and Sunday School giving directly to Connie Maxwell began to rise again. For the first time in many years, giving to the home increased proportionately to Baptist giving as a whole, both doubling in a nine-year period. Memorial gifts also doubled, while individual donations tripled. Endowment earnings and the endowment increased by 150 percent, and there were personal gifts to capital funds of \$285,000. These increases revealed focused energy on strengthening and growing financial support for the future.



*“Study History. Study History. In history
lies the secrets of future dreams.”*

Winston Churchill

Besides financial growth, the expansion of programs and services was always front and center in the minds of leadership at Connie Maxwell. In 1902, Jamison built a sidewalk from the City of Greenwood to the campus entrance, and in 1907 a swimming pool was constructed. He also built cottages to support growing populations. Convention cottage, Junior cottage, and Martha Smith cottage were built between 1900-1910. Convention cottage was constructed with financial support raised from the SC Baptist Convention, and Martha Smith cottage was built in 1906 from the Terrell Smith Estate. The largest building constructed in 1905 was the Maxwell School Building to support expanded programs in education.

Dr. Smith continued this robust charge to expand services and programs between 1940-1950. He expanded care for 60 new children, requiring the construction of five new cottages. By 1955, Vass, Cox, Davis, Jeanette Murdoch, and White Moorhead cottages had been built. In addition, Memorial cottage was remodeled, and Hattie Tyler converted from a private residence into a cottage. Greenwood and Cuthbert cottages were replaced. In total, twelve cottages had been renovated or repaired. These changes highlighted the continued expansion of services and programs under Dr. Sam Smith's leadership.



Last but not least, Dr. Jamison and Dr. Smith supported the idea that beauty promoted healing. They believed that an enhanced campus environment could affect the development and wholeness of children and families. When Jamison first came to Connie Maxwell, his impression of the orphanage was that it was very “bleak and bare.” “Not only,” he wrote afterward, “were the buildings few in number, but there was little about them that was inspiring. Evidently, no one had paid attention to shrubs and flowers, for there were only a few lonely ones growing anywhere about the cottages. The buildings were minus shade trees and the yards were bare. Not a sprig of grass was allowed to grow in the yards.”

Dr. Jamison was determined to beautify the place. But he was just as concerned about the bleakness of the children's lives as he was about their surroundings. In 1920, the Home employed a landscape architect to lay out the future development of the orphanage as well as a plan to add plants and shrubs for each cottage.

In 1956, Dr. Sam Smith continued this focus on beautifying the campus. With support from the Board of Trustees, Smith set out to beautify the grounds, and upgrade the physical appearance of facilities at Connie Maxwell. This goal was largely accomplished, along with a sustained effort to have all the roads on campus paved. From financial growth, expanded programs, and beautifying the campus, Connie Maxwell has strived to enhance the elements of healing and ministry throughout the ages.

Following Dr. Jamison and Dr. Smith was a litany of competent, compassionate leaders who built on their foundation and continued to strengthen the long-enduring legacy of Connie Maxwell. They pushed forward a vision that expanded programs, increased financial growth, and carried Connie Maxwell's well-constructed history into a glorious future. Dr. Ben Davis, who served for 21 years as Vice President of Development and then President, increased financial growth and exposure of Connie Maxwell through the endowment and the creation of Connie Maxwell Christmas. This annual event brings thousands of churches and friends across South Carolina to our campus. These leaders established a ministry of hope and healing that touched the lives of countless children, families, and friends. Dr. Jamison and Dr. Smith would be proud to see the progress of these dedicated servants of children and families.



Every Calling has a Story...

Danny Nicholson

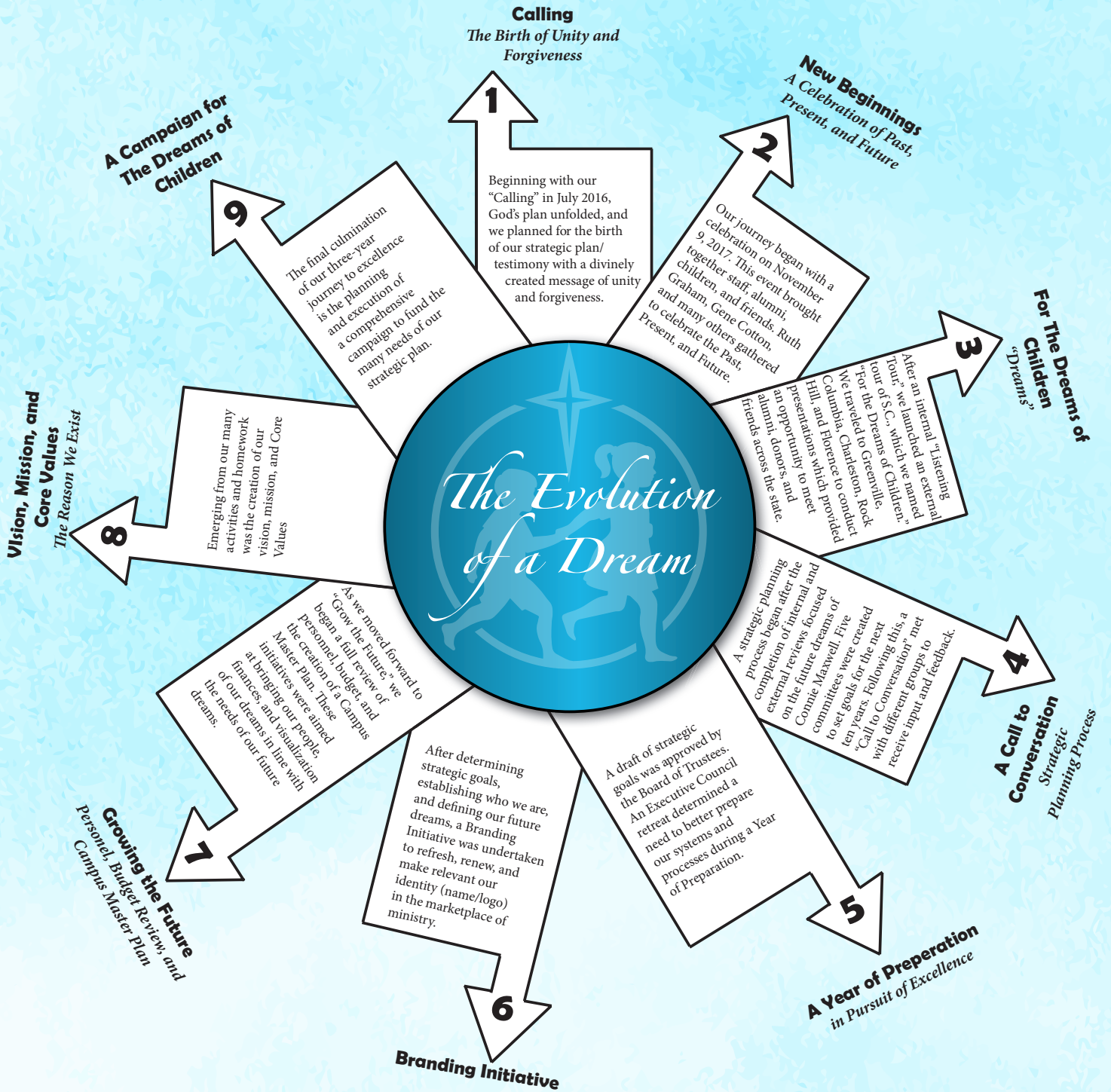


As an adopted child, God rescued and allowed me to learn many lessons, experience opportunities of growth and understanding, and meet a wide variety of people to equip me to come full circle and pour my life history into a full and glorious future at Connie Maxwell. A future that gives vulnerable children and families a home just like God gave me on February 26, 1962.

The intersection of mine and Connie Maxwell's history unfolded at a time when both our past experiences could construct the foundation of God's future dreams for vulnerable children and families. The evolution of this strategic plan, "A Decade of Dreams," reveals the perfect timing, divine orchestration, and providential content of a God who expresses His intimacy in ways unimaginable.

In fact, this is more than a strategic plan; this is a living, breathing testimony of God's never-ending pursuit and love for you, me, and all vulnerable children who need a loving home.

Every calling does have a story. The following documentation unveils a life cycle of God weaving His eternal fabric through the timeline, evolution, and development of Connie Maxwell's strategic plan. But more importantly, the testimony of so many surrendered and willing servants who have given their lives to continue the legacy of Dr. Jamison, Dr. Smith, and many others in restoring the faith, family, and future of vulnerable children and families.



1 Corinthians 1:10

I appeal to you, brothers, by the name of our Lord Jesus Christ, that all of you agree, and that there be no divisions among you, but that you be united in the same mind and the same judgment.

As unorthodox as it may seem, the beginning of our strategic plan began with the "Forgiveness Initiative." This is our story of how God brought us together as one and then manifested His forgiveness and unity through our leadership team, Board of Trustees, staff, and the Convention as a whole.

Here is our story of forgiveness and the first step in the development of our testimony/strategic plan:

With tears running down his face, he said, "I need to forgive someone at this table," It was the Monday after Christmas holidays and our first executive council meeting of the new year. When opening the meeting, I asked the vice presidents to

unpack their souls and lay on the table the thing that God had called them to be most vulnerable about in their lives for 2018.

For a moment, the silence was as thick as the fog that hovered over the field in front of the church outside my window. When his words broke the silence, my eyes shifted to the picture hanging next to the window of my dad and sons. An indescribable feeling rushed over me when I heard his voice. The room stood still, but some mysterious, redemptive wave moved the mountain of souls that surrounded the table.

These words were spilled out of a broken heart. You see, he had been dealing with the stark reality of his wife struggling with cancer, and his heart had been plowed up like a garden and tendered by the sleepless nights and lonely prayerful battles in the church. God's timing had brought him into a new place. A place where forgiveness lives and breathes without reservation. A powerful, clear view of what really matters.

Colossians 3:12-13

Put on then, as God's chosen ones, holy and beloved, compassionate hearts, kindness, humility, meekness, and patience, 13 bearing with one another and, if one has a complaint against another, forgiving each other; as the Lord has forgiven you, so you also must forgive.



FORGIVENESS

"To forgive is to set a prisoner free and discover that the prisoner was you."

- Lewis B. Smedes

#FORGIVENESSINITIATIVE

Beyond metrics, strategic plans, and programs, we need leadership that has the courage to lead in building unity amongst its' people. I strongly suggested that forgiveness is the key to unity. In fact, I stated, "If you want to see a revival in your churches, forget all the plans for buildings, fundraising, and creative programs. Lead one individual to openly forgive someone that they have hated for years...and you will experience revival."

As we embark on the beginning of our strategic planning process, I knew exactly where to start. Unlike any other planning process I have ever experienced, the first phase of planning for the future is forgiveness. I don't understand completely why this unorthodox process has emerged. I just know that it is bigger than me, bigger than this institution, bigger than my little mind and longing heart. We began our planning efforts with a campus-wide Forgiveness Workshop. My friend and mentor, Randall O'Brien, had written a wonderful book on forgiveness, and I asked him to come and spend a day leading a focused effort on what it means to forgive.

I learned that forgiveness begins in my own heart. It is not a lesson to be taught. It is a divine miracle that must be believed and lived out. I must accept the forgiveness that God has offered me. Then I can learn to forgive others. Most importantly, I heard God whisper, "If you want to heal your children and make them whole again, you must teach them to forgive. How can you heal and make others whole again if you are not healed and whole yourself? Beyond all our buildings, programs, and fundraising, is the need for each child to look into the eyes of those who have broken them, abused them, left them alone and hungry, and say, "I forgive you." Only then can true healing and wholeness take place in their lives.

Forgiveness is the beginning of Healing.

Philippians 2:3-4

Do nothing from selfish ambition or conceit, but in humility count others more significant than yourselves. 4 Let each of you look not only to his own interests, but also to the interests of others.

Galatians 5:13-14

For you were called to freedom, brothers. Only do not use your freedom as an opportunity for the flesh, but through love serve one another. 14 For the whole law is fulfilled in one word: "You shall love your neighbor as yourself."

2. New Beginnings

A Celebration of Past, Present, and Future

Alongside the Forgiveness Initiative, a “New Beginnings” Celebration was planned to bring together Connie Maxwell staff, alumni, family, and friends. This celebration featured mine and Debra’s moms, Ruth Graham, Gene Cotton, and many more family and friends to kick off our new journey together.

CONNIE MAXWELL
CHILDREN'S HOME

1892 125 YEARS 2017

Celebrate

NEW BEGINNINGS
at Connie Maxwell Children's Home!

Thursday, November 9th

7:00 PM

Featuring Ruth Graham
Musical Performance by Gene Cotton

Connie Maxwell Baptist Church
215 Terrell Smith Avenue | Doors open at 6:30 PM

www.ConnieMaxwell.com

For more information contact Merry Beth Moore at (864) 942-1434 or mbmoore@conniemaxwell.com

On November 9, 2017, Debra and I announced a special gift to honor and in memory of our parents. I shall never forget my mom being in the audience when we presented the “Will You Come to Me in my Dreams” Endowment Award to annually recognize the sacrificial staff member who goes beyond the call of duty in loving children and families in Jesus’ name. A photo of the award recipient is displayed outside my office in the Bailey Building. Randy McManus was the first award winner in 2018.

During this same period, we initiated an internal “Listening Tour” to personally introduce ourselves and listen to every member of the Connie Maxwell staff to better understand the history and each individual’s role and function. Because history and people matter most to an institution, we wanted to start our journey by listening to staff and their dreams for the future. The notes from these meetings, which were compiled for several months, were essential in understanding the needs and future aspirations of Connie Maxwell.

3. For the Dreams of Children



“Dreams”

The word “Dreams” is like a seed planted in my soul. When that little boy said, “Will You Come to Me in my Dreams,” it permanently placed an eternal marker in my life. It felt as if he called me not only to his dreams but to collectively come to every child’s dreams. It seems that God had deemed this word “holy,” and I wanted to place it in the midst of every event and activity we pursued as a reminder of God’s calling on my life. The first time I preached in the pulpit of Connie Maxwell Baptist Church, the title of my sermon was “Water and Dreams.”

Here is an excerpt from that sermon that describes the meaning of “Dreams”:

Good morning!! Watching Emily and James baptized this morning touches my heart in the deepest way.

Water is the source of life.

Baptism is an external expression of an internal change.

As the water trickled down the heads of these precious children, I was reminded of the joyful voices that Debra and I hear echoing across the campus during pool time.

The “Holy Moments” each of you have experienced beside the clear running rivers in the mountains this summer or the salty breeze that splashed across your face as you walked upon the beach...in the early mornings...beside the ocean during mission trips.

The rain falls softly in the woods across the street from our home at 109 Jamison Street North.

Water is an external source of life for human beings. For the most part, we are made of water, and all that surrounds us depends on it.

Water is for flowers that bloom.

Water is for the eternal green — the majestic trees and blankets of grass— that cry out about lasting things across our campus.



CONNIE MAXWELL **DREAMS**

*“Holdfast to Dreams.... For if Dreams die
Life is a broken-winged bird that cannot fly
Holdfast to Dreams... For if dreams go
Life is a barren field frozen with snow.*

“Holdfast to Dreams....”
Langston Hughes

4 Strategic Planning Process

A Call to Conversation

With the completion of the internal and external reviews, and input from various constituencies on the history, culture, and future dreams of Connie Maxwell, we recruited five Chairs to lead strategic planning committees to establish future goals and objectives for the next ten years.

These five committees were: 1) The Church led by Doug and Sally Kauffmann, 2) Advancement led by Jack Parham, 3) Finance led by Pam Carroll, 4) Marketing and Communication led by Scott Vaughan, 5) Services and Programs led by Jack Cauley. These committees of more than 60 individuals spent four months discussing and preparing recommendations that were presented in December 2018. These committee reports were reduced to a priority list and then expanded the categories to include Capitol Projects and Campus Beautification. It is important to note that a large majority of committee members were Connie Maxwell alumni and staff.

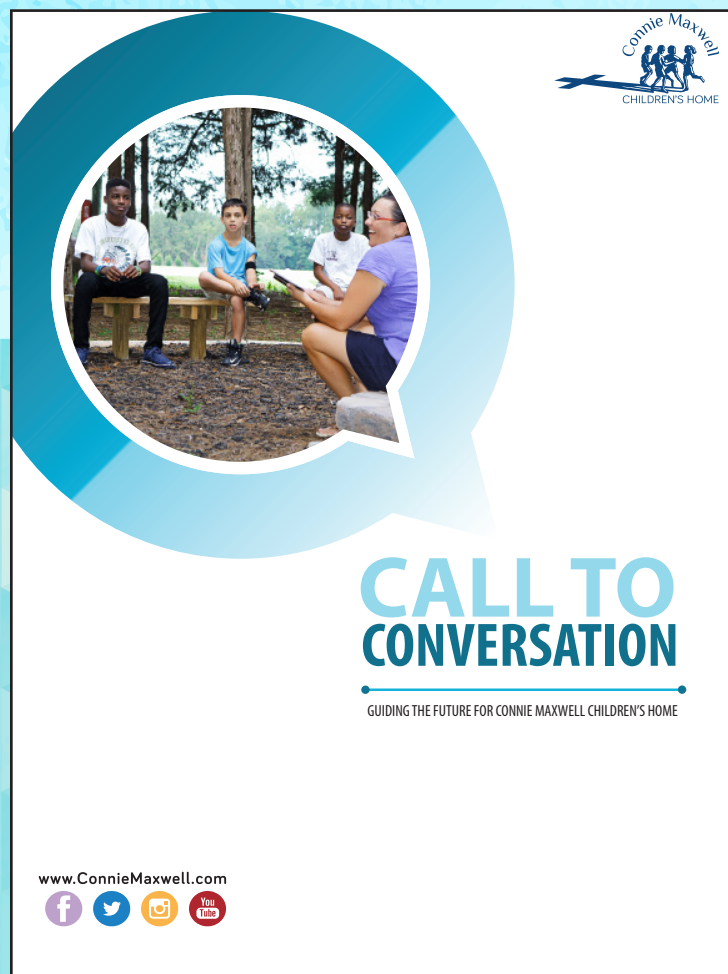
These five themes are:



History does reveal the future. Five strategic themes consistently emerged during these meetings, which were accompanied by extensive research, staff and alumni surveys, and personal visits to children’s homes across the nation, including Florida, Tennessee, and Texas.

A “Call to Conversation” draft document was created from this strategic priority list and disseminated to the Board of Trustees, alumni, staff, churches, and the Greenwood community. In fact, after conducting several presentations to the Board of Trustees, Alumni Board, and staff, we embarked upon a “Call to Conversation” Tour, which carried us to the living room of donor’s homes, churches, and many individual meetings with leaders and friends across South Carolina. There was also a page created on our website to allow everyone interested to have a chance to give feedback. As we listened and encouraged conversation about Connie Maxwell’s future, we made adjustments and discussed what goals and objectives would be explored as we move towards the completion of the strategic planning process.

The Board of Trustees was presented this preliminary document and voted unanimously to approve our strategic direction on May 2, 2019. Following the Board’s vote, Connie Maxwell Executive Council held a planning retreat where we came to the conclusion that we were not ready to launch our strategic plan. We were collectively convinced that many of our systems and processes needed work before we were able to execute our plans and have optimal impact. This decision created the “Year of Preparation,” which initiated a thorough review of advancement, finance, services and programs, and overall administrative needs.




Connie Maxwell
CHILDREN'S HOME

**CALL TO
CONVERSATION**

GUIDING THE FUTURE FOR CONNIE MAXWELL CHILDREN'S HOME

www.ConnieMaxwell.com



5. The Year of Preparation

Pursuit of Excellence

During this time of preparation, a new software program was implemented for advancement, and consultants were hired for both advancement and finance. A new Human Resources Vice President was hired to assess personnel and their skill set towards carrying out our plan on a level of excellence. Additionally, a new pastor was hired to lead our priority of ensuring spiritual growth for our children and families.

Our Executive Council conducted an overall assessment of facilities as we seriously consider the capacity and utilization of our buildings and cottages. A complete review of services and programs included: hiring an intake coordinator to intensely focus on stimulating referrals for Residential Care; bolstering recruitment for Foster Care families by partnering with the South Carolina Baptist Convention; reviewing every element of Family Care and evaluating its potential for growth; and discussions on the best way to expand Crisis Care to include both a boys and girls cottage. With the completion of the “Year of Preparation,” we strengthened our ability to reach our lofty goals and objectives.

Colossians 3:23
Whatever you do, work heartily, as for the Lord and not for men.



Branding Initiative

“Restoring Faith and Family For their Future”

As we began to settle into our future direction, the Executive Council felt like it was the right time to initiate a renewed, relevant, and refreshed brand. Connie Maxwell has changed its logo and identity several times during its history. In most cases, these changes reflected a better alignment of who we are based on the services and programs offered. In 1947, Connie Maxwell Orphanage was changed to Connie Maxwell Children’s Home because we were no longer serving orphans exclusively.

Just like history reveals, continuous changes with the breakdown of the family in society, damaging addictions, and paralyzing trauma have intensified our need to expand services and focus on healing and ministry in a whole new way. For instance, our Family Care program, which focuses on single mothers, has broadened our ministry to meet family needs beyond just children. The need to provide preventive services have become more prevalent in today’s society. Similar to Jamison and Smith, Connie Maxwell continues to reflect ever-changing needs, so our logo and name need to represent our identity and mission more clearly.

In response to these changes, we hired a Christian consulting group out of Texas (AM Agency) to conduct a branding process that engaged all constituencies in creating a logo/identity that more accurately reflected who we are and who we will become.

In October 2019, the Board of Trustees, staff, Alumni Board, and leaders from the Greenwood community participated in several days of focus group conversations to explore their ideas concerning the renewal of our name, message, identity, and logo. Several weeks



later, presentations were made to all constituencies and discussed at length. Even though the Board of Trustees approved an initial concept in August 2020, we continued to receive feedback from key stakeholders and prayerfully decided to have a few more logo options created.

Romans 12:12
Rejoice in hope, be patient in tribulation, be constant in prayer.

In October 2020, AM Agency created three final logo concepts. A survey was set-up and sent out to all Connie Maxwell Board of Trustees, alumni, and current employees for the opportunity to select their favorite. There were 201 total responses, with 76 staff members, 107 alumni, and 18 trustee members responding. Out of the three logo options, 124 people selected the logo presented here, which equated to 61.69%.

Change is never easy, but we took our time and tried to involve as many people as possible in the process. Everyone embraced the little boy and girl, holding hands under the morning star/cross (the dreams of children). The message of healing - “restoring faith, family and future” was set in place as a guiding symbol towards Connie Maxwell’s future. This logo and message are the face and voice of our testimony/strategic plan and helps us spiritually define our aspirations as a healing ministry of hope.

Romans 15:13
May the God of hope fill you with all joy and peace in believing, so that by the power of the Holy Spirit you may abound in hope.

With the approval of this branding initiative, our staff began the process of implementation through the website, signage, letterhead, etc. This new identity brings to life our mission of healing and restoring hope to vulnerable children and families across South Carolina, the nation, and the world.



7 Personnel, Budget Review, and Campus Master Plan

Growing the Future

A priority initiative during the “Year of Preparation” and development of the strategic plan was the hiring of Connie Maxwell’s first Vice President of Human Resources. This addition to our Executive Team proved to be critical to developing a ministry of healing. A full review of personnel and skill sets to align with our future culture of healing is an essential component in creating a ministry of excellence. The reconstruction of job descriptions, evaluations, and studies on compensation will prove to elevate our ministry of healing. This led to our initial creation of the “Circle of Healing” which will serve to strengthen and enhance the 4 C’s (Communication, Collaboration, Continuity, and Cooperation). In concert with these initiatives, growth development, educational opportunities, and implementation of best practices will increase the quality of our work and ministry.

1 Corinthians 10:31
So, whether you eat or drink, or whatever you do, do all to the glory of God.

Ephesians 2:10
For we are his workmanship, created in Christ Jesus for good works, which God prepared beforehand, that we should walk in them.

Proverbs 29:18
Where there is no prophetic vision the people cast off restraint, but blessed is he who keeps the law.

The next step towards realizing our “Decade of Dreams” strategic plan was to create a Campus Master Plan to visualize our dreams in relation to projects, landscape design, and renovations. This comprehensive plan will help us map out the transformation of our campus to be utilized in a more significant way to support unity, healing, expanded programs and services, and alternative revenue sources.

In coordination with a thorough personnel review, a zero-based budget process was undertaken during Spring 2020. This exercise was focused on a deeper understanding of how best to utilize our finances to support priorities as we launch our strategic plan in October 2020.

Matthew 25:23
His master said to him, ‘Well done, good and faithful servant. You have been faithful over a little; I will set you over much. Enter into the joy of your master.’

Mission, Vision, and Core Values

The Reason We Exist

Mission

Connie Maxwell Children's Ministries exists to restore the Faith, Family, and Future of vulnerable children and families through Christian services that emphasize ministry and healing.

Vision

To become a national leader in Christian ministries of healing for vulnerable children and families.

Core Values

To be **Christ Centered** (Colossians 3:1-2)

To promote **Healing** (Isaiah 53:5)

To embrace **Forgiveness** (Colossians 3:13)

To live in **Unity** (2 Corinthians 13:11)

To realize **Dreams** (James 1:27)

To practice **Sacrifice** (Ephesians 5:2)

To give **Empathy** (1 Corinthians 12:25-26)

To act with **Compassion** (Colossians 3:12-13)

To absolutely **Surrender** (Galatians 2:20)

To strive for **Excellence** (Colossians 3:23)

9. A Campaign

“For the Dreams of Children”

The funding for many projects including, expanded services and programs, growing the future (alternative revenue sources), and campus enhancement and beautification, will depend on the faithfulness of Connie Maxwell donors and friends. Through the pages of history, there are many examples of those who have sacrificed to meet the needs of vulnerable children and families in Jesus’ name. It is not uncommon for individuals to make significant gifts to ensure that Connie Maxwell stays strong and relevant. It is with great confidence and enduring faith that we will embark on a campaign to fund these initiatives “For the Dreams of Children.”

Our Dreams include: a Healing Center; Maxwell Farms becoming a South Carolina destination; cottage and building renovations; a new campus in Charleston; a Guest Services Center with Dreams Cafe and Gift Shop; campus enhancements and beautification; and expanded programs and services in Residential Care, Foster Care, Family Care, and Crisis Care. These various initiatives are intertwined in the next section, which specifically lays out our strategic testimony/plan. We look forward to unveiling this campaign in the near future and taking Connie Maxwell to an unprecedented level of excellence in healing and ministry.

Ephesians 3:16-21

That according to the riches of his glory he may grant you to be strengthened with power through his Spirit in your inner being, 17 also that Christ may dwell in your hearts through faith—that you, being rooted and grounded in love, 18 may have strength to comprehend with all the saints what is the breadth and length and height and depth, 19 and to know the love of Christ that surpasses knowledge, that you may be filled with all the fullness of God. 20 Now to him who is able to do far more abundantly than all that we ask or think, according to the power at work within us, 21 to him be glory in the church and in Christ Jesus throughout all generations, forever and ever. Amen.

“You are never too old to set another goal or to Dream a new Dream.”

C.S Lewis

“This plan is much more than a lifeless document of strategic direction. It is a living, breathing testimony of God’s faithfulness working through the lives of ordinary people who surrendered to His extraordinary calling and vision for children.”

William D. Nicholson II

Four Dreams

For the Dreams of Children

To Restore Faith, Family, and Future

Dream 1: Spiritual Transformation: The Heart of Healing and Ministry

Dream 2: Enhance and Expand the Mission: A New Era of Healing

Dream 3: Strengthen Financial Support and Stewardship: Growing the Future

Dream 4: Campus Enhancement and Beautification: Identity, History, and Beauty

These *Four Dreams* will define Connie Maxwell Children's Ministries' mission and vision and set the course for becoming a national leader in healing and ministry for vulnerable children and families. Following these initiatives are Metric Driven Dreams (MDD) that provide laser-focused attention on both program and financial targets to ensure our "Decade of Dreams" is successful.

"Dreams are the touchstones of our characters."
Henry David Thoreau

Dream 1: Spiritual Transformation

The Heart of Healing and Ministry



1.1 Teach the Word of God to every child and family by placing the church at the center of the Circle of Healing and developing thematic worship services and programs to integrate with Education, Recreation, Cottage life (Houseparents, Family Service Workers), and Missions experiences. **(Deuteronomy 6:5-9)**

1.2 Collaborate in the development of the Healing Center to create a seamless, comprehensive ministry that addresses the wounds, mental health, and trauma of each individual child. **(Isaiah 53:5)**

1.3 Provide the opportunity for every child to experience “life-changing” mission trips, both domestic and international. **(Ephesians 2:10, Jeremiah 1:7-8)**

1.4 Hire staff that reflects Connie Maxwell’s Christian convictions and embraces our mission, vision, and core values. **(Romans 15:5)**

1.5 Promote the unity of Connie Maxwell staff through the forgiveness and restoration of relationships that are critical to our ministry. Offer staff programs for growth and development as disciples of Christ. **(Colossians 3:12-13)**

1.6 Enhance the music ministry by making creative worship real, relevant, and relatable to our children and families. Implement “For the Dreams of Children” Concert Series that features Christian artists that create the opportunity to educate a broad spectrum of people and better understand our children and families’ needs. **(John 4:23-24)**

1.7 Create a Christian Leadership Speaker Series that invites speakers to campus to share the Gospel in unique and creative ways. **(2 Timothy 3:16-17)**

1.8 Integrate the Nine Covenants of church ministry to strengthen teaching, evangelism, discipleship, and Christian service. **(Matthew 28:18-20)**



Dream 2: Enhance and Expand the Mission

A New Era of Healing



2.1 Develop the Healing Center to become a national leader in understanding trauma and mental health on a deeper level through research, education, and implementation of best practices. Seek partnerships with healthcare and higher education entities. Develop the 4 C's (collaboration, cooperation, continuity, communication) through the Circle of Healing with a focus on each individual child. [\(Isaiah 1:17\)](#)

2.2 Enhance the therapeutic value of the Maxwell Farms through further development of animal (horses, cows) therapy, gardening, amphitheater, Adventure Leadership Course, and special ministry events. [\(Isaiah 42:5\)](#)

2.3 Maintain Residential Care tradition and trademark by encouraging the highest level of occupancy with quality and excellence. (MDD) [\(James 1:27\)](#)

2.4 Expand Foster Care's promotion and recruitment to the highest level and continue to integrate the Trauma Academy in educating foster parents in relation to healing and trauma. Create Foster Care homes on campus and across South Carolina. Strengthen collaboration with South Carolina Baptist Convention, The Duke Endowment, and partners aligned with Foster Care. (MDD) [\(Psalm 68:5-6\)](#)

2.5 Expand Family Care Services to accommodate a growing population across South Carolina. Implement healing concepts for these families to encourage wholeness and independence. (MDD) [\(Proverbs 31:8\)](#)

2.6 Continue a robust referral initiative to increase awareness, education, and recruitment of children and families across South Carolina. (MDD) [\(Deuteronomy 10:18\)](#)

2.7 Strengthen the capacity for Crisis Care and implement individualized ministry through the Wilderness Ranch concept. [\(Hosea 14:3\)](#)

2.8 Expand Connie Maxwell's reach into strategic geographical locations across South Carolina, specifically, Charleston. [\(Acts 1:8\)](#)

Dream 3: Strengthen Financial Support and Stewardship

Growing the Future



3.1 Create a Campus Master Plan that reflects the “Decade of Dreams” strategic plan.

3.2 Plan, prepare and conduct a comprehensive campaign that funds the initiatives of our strategic plan.

3.3 Strengthen and increase the endowment to secure Connie Maxwell’s bright and promising future. Continue “Ceremony of the Blessing” to recognize the faithfulness of estate gifts. (MDD)

3.4 Substantially increase the annual fund to minimize the use of endowment allocations for the operating budget. Create new innovative projects and segmentation to strengthen unrestricted funds. (MDD)

3.5 Strengthen Major Gift giving to support the endowment, capital projects, and child-centered programs. (MDD)

3.6 Develop a Volunteer Center to educate and address the volume of work for in-kind donations, relationship building, and revenue sources with 2000 churches and over 4000 volunteers that annually visit Connie Maxwell’s campuses from South Carolina and beyond.

3.7 Strengthen stewardship process by integrating advancement and finance to better inform donors of the impact of investments. Develop recognition societies and donor walls across campus. Create an Annual Report to inform and recognize donors. Initiate an Annual Donor Recognition Dinner with Kick-off of Campaign.

3.8 Transform Food and Clothing Distribution Center by implementing central partnerships for purchasing, and enhancing the technological ordering system to strengthen efficiencies, and save money in the long run.

3.9 Enhance Maintenance/Grounds operation by creating seasonal schedules, a proactive, preventive system for maintaining equipment/HVAC’s/vehicles, technological advancement for work orders/accounting, landscape maintenance (contract if needed).

3.10 Develop Maxwell Farms to produce creative alternative revenue sources to support the ministry and healing of children and families. (MDD)

3.11 Strengthen and enhance Marketing/ Communication by creating publications and promotions that center on alumni and donors’ stories to underline the impact of our ministry. Increase budget allocation to expand education and promotion of the needs of children and families. Elevate website to build the database and increase annual fund giving.

A Decade of Dreams



Metric Driven Dreams (MDD)

	2020 Baseline	2030 Target	2030 “Holy” Stretch
Endowment	\$90,000,000	\$125,000,000	\$150,000,000
Annual Fund	\$1,200,000	\$3,000,000	\$3,500,000
Alternative Revenue Sources	\$30,000	\$250,000	\$500,000
Referral Initiative	100	200	300
Residential Care	96	120	134
Foster Care	20	150	200
Family Care	6	20	30
Crisis Care	8	16	32



Connie Maxwell
CHILDREN'S MINISTRIES

P.O. Box 1178 • Greenwood, SC • 29648-1178
(800) 868-2624 or (864) 942-1400

www.ConnieMaxwell.com

