

HIGHER THINKING

SPRING 2015

# outcomes

The Magazine of Christian Leadership Alliance

## Wake Up

*Christine Caine*

says it's time for  
Christians to shine!

## Transforming Minds

Learning to lead in such  
a time as this

---

## Global Mission

Is it still an urgent task?





## Connecting with your donors

in the ways that matter most



DIRECT RESPONSE FUNDRAISING  
& MARKETING FOR NONPROFITS

Your relationship with your donor is far more valuable than their donation. At Douglas Shaw & Associates, we tell your story to touch the hearts of your donors, building relationships that last.

With results-driven multichannel fundraising campaigns, we help you fund your future. Find out how Douglas Shaw & Associates can reach your donors' hearts and help you change lives.

Contact us at [mjohnson@douglasshaw.com](mailto:mjohnson@douglasshaw.com)  
or call **630.562.1321**.

- INSPIRED FUNDRAISING SOLUTIONS -

[www.douglasshaw.com](http://www.douglasshaw.com)



## DEPARTMENTS

### 6 Talking Leadership

Wake Up

Interview by Tami Heim | Christine Caine says it's time for Christians to shine!

### 8 First Person

Power of Perspective

By Santiago "Jimmy" Mellado | With God it is possible!

### 10 NewNow&Next

Mentoring Matters

An interview with Katy Dickinson | A mentoring expert shares insights.

### 32 Power Source

Filling the Sails

By Jeffrey W. Steed | Waiting on the wind of God

### 34 Reflections

Are We The Generation?

By Walt Wilson | Fulfilling the Great Commission

### 36 Raising the Bar

Feedback & Follow-Up

By Julia Underwood | Customer service for Christian leaders

### 38 Interior Remodel

Flourishing!

By Al Lopus | Unlock effectiveness in your workplace culture.

### 40 Empowering People

Spiritual Transformation

By Jeff Jones | The role of the ministry workplace

### 42 Foundations

Living Water

By Kimm Carr | Quenching the universal thirst for Christ

### 44 Sources and Resources

Books to Consider | Great insights on culture, time, kingdom impact, spiritual development and more!

### 54 Thought Leader

Strengths-Based Leadership

By Ken Starr | A Christian perspective

COVER PHOTO • COURTESY OF CHRISTINE CAINE  
COVER REDESIGN • THE A GROUP



## 12 GLOBAL MISSION

Is it still an urgent task?

By Michael Oh and Justin Schell

### BIBLICALLY SPEAKING

#### 16 NAVIGATING TODAY'S CURRENTS

By Paul Nyquist | An Issachar moment for ministry leaders

#### WHAT WORKS: DALLAS BAPTIST UNIVERSITY

### 18 TRANSFORMING MINDS

Learning to lead in such a time as this

By Jack Goodyear and David Cook

### 22 LETTING GO!

It's time to relinquish control.

By Jenni Catron

### 24 THE HOMESTRETCH

God's Word in every language

By Dal Anderson

### 28 KNOW ME AND BE RELEVANT

Taking time to communicate well

By Steve Maegdlin

### 30 BRIDGES TO THE FUTURE

The value of strategic alliances

By Doug Napier

## In These Times

*THE SALVATION OF THE RIGHTEOUS COMES FROM THE LORD; he is their stronghold in time of trouble. (Psalm 37:39)*

In this edition of *Outcomes*, we explore what it means to lead in these times.

Opposition to those who follow Christ is growing. Seismic cultural shifts mark our times. However, our God is more powerful than cultural trends. He has fully equipped us to live out his grace and truth as we seek to transform the world for Christ.

I hope you're blessed by perspectives on "time" in this edition, such as the following:

*God purposes the times and seasons in which we live. He places us in them. God knew the world would be interconnected, and the technological advances that would be made. God knew the terror and pain humanity would be in right now. And he knew the perfect leaders to have in his church today to help navigate these times.*

—Christine Caine, *The A21 Campaign, Propel*

*We need "men of Issachar" — right now. Christian ministry leaders do not have the luxury of safely remaining on the banks of the river. We are all in the choppy water, and need to "understand the times" and "what we need to do."*

—Dr. Paul Nyquist, *Moody Bible Institute*

*If there's one core lesson I have learned in my life journey it is this: When God calls, take the risk. While we can't predict the future, we can at least play a role in creating it.*

—Walt Wilson, *Global Media Outreach*

May this edition of *Outcomes* inspire you to embrace your God-given leadership role in these times!

*W. Scott Brown*

 @ScottBrownCLA | @CLAOutcomes



# OutcomesMagazine.com

Connect with *Outcomes* and Christian Leadership Alliance online:

**CLATV:** View the new **CLATV** at ([CLATV.org](http://CLATV.org))



**Blog:** [blog.christianleadershipalliance.org](http://blog.christianleadershipalliance.org)



**Twitter:** @CLALeader and @CLAOutcomes



**Facebook:** ([Facebook.com/christianleadershipalliance](http://Facebook.com/christianleadershipalliance))



**Google+:** [Google.com/+ChristianLeadershipAllianceOrg](http://Google.com/+ChristianLeadershipAllianceOrg)



**LinkedIn:** [CLA Christian Leadership Alliance](http://CLA Christian Leadership Alliance)



**Pinterest:** ([pinterest.com/claleader](http://pinterest.com/claleader))

**Websites:** ([ChristianLeadershipAlliance.org](http://ChristianLeadershipAlliance.org)) and ([OutcomesMagazine.com](http://OutcomesMagazine.com))

**Gift *Outcomes* Magazine to a Colleague or Friend: Only \$29.99 per year!**

Go to: ([OutcomesMagazine.com/Subscribe](http://OutcomesMagazine.com/Subscribe))

**Christian Leadership Alliance equips and unites leaders to transform the world for Christ.**

**8 CONTENT THEMES** Executive Leadership • Resource Development • Financial Management • Board Governance • People Management and Care • Marketing and Communications • Internet and Technology • Legal and Tax



# outcomes

**PUBLISHER** Christian Leadership Alliance  
**EDITOR IN CHIEF** W. Scott Brown  
**DESIGNERS** Ashley Stark, Donna Mummery, Elizabeth Krogwald & Bill Kuffel  
**SPECIAL PROJECTS** Suzy West  
**ADVERTISING SALES** Julie Gladney  
**COPY EDITOR** Dan Brownell  
**PRODUCTION** Diana Jones, Jones Publishing Inc.



**PRESIDENT/CEO** Tami Heim  
**VP, COMMUNICATIONS/**  
**LIFELONG LEARNING** W. Scott Brown  
**VP, OPERATIONS/FINANCE** Suzy West  
**CHAIRMAN OF THE BOARD** John Reynolds

Advertising in *Outcomes* does not necessarily imply editorial endorsement.

Unless otherwise specified, Scripture quotations taken from The Holy Bible, New International Version® NIV® Copyright © 1973, 1978, 1984, 2011 by Biblica, Inc.™ Used by permission. All rights reserved worldwide.

The purpose of *Outcomes* is to fulfill Christian Leadership Alliance's mission to equip and unite leaders to transform the world for Christ. *Outcomes* offers those whom Christ calls to leadership with higher thinking, and lifelong learning resources, to equip them for excellence in kingdom service and stewardship.

**Contact Editorial offices:** 635 Camino de los Mares, Suite 216, San Clemente, CA 92673.  
**Website:** [ChristianLeadershipAlliance.org](http://ChristianLeadershipAlliance.org)  
**Email:** [Editor@OutcomesMagazine.com](mailto:Editor@OutcomesMagazine.com)

**Subscriptions:** [OutcomesMagazine.com/Subscribe](http://OutcomesMagazine.com/Subscribe).

*Outcomes* magazine is published quarterly by Christian Leadership Alliance, 635 Camino de los Mares, Suite 216, San Clemente, CA 92673. © 2015 Christian Leadership Alliance.

**Postmaster** Send address changes to *Outcomes* magazine, 635 Camino de los Mares, Suite 216, San Clemente, CA 92673. (949) 487-0900. © 2015 Christian Leadership Alliance. All rights reserved. Printed in USA, Volume 39, Number 1.

To learn more about Christian Leadership Alliance, contact us at Christian Leadership Alliance, 635 Camino de los Mares, Suite 216, San Clemente, CA 92673; **Telephone:** (949) 487-0900; **Fax:** (949) 487-0927; **Website:** ([ChristianLeadershipAlliance.org](http://ChristianLeadershipAlliance.org))

**Advertising:** To advertise in *Outcomes*, contact Julie Gladney at [Julie.Gladney@ChristianLeadershipAlliance.org](mailto:Julie.Gladney@ChristianLeadershipAlliance.org)

Christian Leadership Alliance (CLA) reserves the right to accept or reject *Outcomes* advertisements based on their alignment with the organization's statement of faith, mission and values.

CLA does not guarantee content or endorse independent websites.





# WHY KEEP SETTTLING FOR LESS?

---

## YOU CAN REAP A RICHER HARVEST



dickerson  
bakker &  
associates

FUND DEVELOPMENT CONSULTANTS

You know the impact major gifts have on your ability to reach your goals. These partnerships can open doors to opportunities that may not be realized any other way.

Yet far too few achieve any real success in this area. All too often ministry organizations fall into a pattern of doing the same thing year over year, with diminishing returns.

**We can help your organization maximize your major gift fundraising outcomes.**

Contact us today at [info@dickerson-bakker.com](mailto:info@dickerson-bakker.com) or [800-382-0094](tel:800-382-0094) to discuss how we can help you reap a more bountiful harvest for your mission.

**MajorGiftServices.com**

# Wake Up

Christine Caine says it's time for Christians to shine!

CLA PRESIDENT AND CEO TAMI HEIM recently interviewed Christine Caine, director of Equip and Empower Ministries. She is a member of the leadership team for Hillsong Church in Sydney, Australia. Christine and her husband Nick are also the founders of The A21 Campaign, an anti-human trafficking organization with the ambition of abolishing slavery in the 21st century. And Christine's newest venture is Propel, which exists to honor the calling of every woman, empower her to lead, equip her for success and develop a sense of God-given purpose.

Christine will be a keynote speaker at The Outcomes Conference: CLA Dallas 2015, and will host a "Propel for Women Leadership Forum" during the conference. Learn more at [OutcomesConference.org](http://OutcomesConference.org)

Christine has a heart for reaching the lost, equipping leaders, empowering the local church and championing the cause of justice. Led by Jesus' last command to, "Therefore go and make disciples of all nations..." (Matt. 28:19a), Christine travels the world teaching the gospel and inspiring her audiences to connect with their God-given purpose and potential. Her books include *Unstoppable* (Zondervan, 2014), *Undaunted* (Zondervan, 2012), *Can I have (and do) It All, Please?* (Equip & Empower Ministries, 2009), *A Life Unleashed* (Equip & Empower Ministries, 2003) and more.

## What are you seeing God doing around the world as you lead the A21 campaign?

We do have a global perspective. A21 has 10 offices worldwide. We're in places like Asia, Eastern Europe, Western Europe, Australia, the U.S., South Africa and Ukraine.

Let me just say, contrary to what the naysayers indicate, God is alive and well. He's moving sovereignly throughout all nations of the earth — just as he said he would. God has a heart of compassion. He is a God of justice. Whenever we start to move in the direction of bringing justice to unjust situations, we see God move even more powerfully because he's already at work there.

When you get involved where God is already involved, you tend to see a whole lot more God activity.

We've literally seen signs, wonders and miracles. I've seen miraculous turnarounds in nations. Through advocacy and hard work, we've seen laws change.

I've seen nations like Greece and Bulgaria, where Russian and Albanian mafia traffickers have been jailed. This wasn't happening before A21 was in those places. Now dozens of traffickers have been convicted and sentenced, and hundreds of girls rescued.

It shows what can happen if you go where God is and do the work of justice. It is definitely work. Many are enamored with the thought of justice. It sounds romantic. But when the Good Samaritan saw the man lying at the side of the street, he not only had compassion, he went to him. Sometimes there's a disparity in the church between compassion and going. We like to talk about it. We like to blog about it. We like to wax eloquent, but there's a lot of work to do. It's not glamorous. It's hard work in the trenches.

The degree to which you're prepared to be available, to be interrupted, to be inconvenienced, to work hard and not worry about getting credit, is the degree to which you will see God at work. He is powerfully at work righting wrongs worldwide.

## The theme of the Outcomes Conference is "time." What do you think leaders need to pay attention to in this unique time?

Well, I think without a doubt there's unprecedented terror on the earth. As I'm talking to you, we have offices in five countries that are at the highest terror alert. There's so much political unrest, social upheaval and violence across the earth at this time. The world is living in fear. It's crazy.

As Christian leaders, we have to realize we can't just ignore the world anymore. Remember "for God so loved the world"? Too often we've operated in our own silos, getting on with our own little lives.

God purposes the times and seasons in which we live. He places us in them. God knew the world would be interconnected, and the technological advances that would be made. God knew the terror and pain humanity would be in right now. And he knew the perfect leaders to have in his church today to help navigate these times.

The children of Issachar both understood their times and knew what they should do. Unfortunately a segment of the church today doesn't understand the times. They still live in a time that doesn't exist. Or if they understand the times, they're so fearful that they retreat from the world. They have no idea what to do.

I think it's exciting to live in such a pivotal time in Christian history. God is raising up a generation of leaders who do understand the times and know what we ought to do. This world understands the language of justice, compassion and mercy. They want to see us live what we profess to believe. Too often we have confused tolerance with endorsement, and have so blurred the lines. I think that by contrast the world will listen to us if we actually stick more strongly to



our convictions. But it must be from a place of love that will cause the world to listen. The economic, political and social pain in the world is causing people to want to listen. I have never found it easier to proclaim the truth. I don't think people are looking for gray. People want black and white, as long as they know it's from a place of love, grace and mercy. Truth sets people free.

I think I would say, "Church wake up! This is our moment to shine."

### **If you're sitting across the table from a leader in a ministry like yours at A21, what word of encouragement would you offer in this time?**

I want them to hear and know that he who promised is faithful. Many ministry leaders are discouraged, especially those involved in compassion and justice ministry. Your heart is in it, and many times you feel that it has been pulled out and stomped. You feel you can't give anymore because you've been on the front lines subject to persecution, challenge, betrayal and heartache.

Get faith-filled people around you who will fight the good fight of faith with you. I couldn't do this alone. It does take a village. If you're feeling alone and isolated, connect yourself to something bigger. Become part of a team. We weren't designed to do this by ourselves.

As I travel in countries where it's difficult to minister, I see isolated and burned out people. Yet Jesus says his burden is easy and his yoke is light. You need to lay down burdens you've picked up on your own, because his yoke is easy and light.

Scripture promises us that those who wait upon the Lord shall renew their strength. We'll renew our strength, mount up on wings like eagles, run and not grow weary, walk and not faint. I'm 49 and feel more renewed than ever.

Discouragement, disillusionment and disappointment will take more people out of the race than anything else. We're in front-line enemy territory. It's as dark as dark can be in these kinds of ministries. You can't fight this alone. You've got to get people around you to remind you that greater is he who is in you than he who is in the world — that no weapon forged against you shall prosper. Make no mistake, the weapons will be forged. But with your God you can come against a troop, you can scale a wall.

You need people to speak faith and life into you so you can actually enjoy the journey. I seek to minister from a place of rest in God. My shoulders are not big enough to carry the burden of global human trafficking. Jesus' shoulders already did that at the cross. I've got to get into that place of rest so I can co-labor with Christ, always remembering he's taking the brunt of the hard work.

### **And, can you share your vision for the exciting new Propel initiative?**

I'm so excited about this, Tami. I've been involved in women's ministry for two decades, but never thought I was going to launch anything specifically with women. But over the last few years, while speaking at women's conferences, events, Bible studies and retreats, I started noticing the absence of young women, especially those college-aged.

Having been actively involved in youth ministry for a long time, I've always had a heart for the younger generation. So for the past few years, I began asking very informal questions of younger women and women in general. I asked, "Why aren't you as involved in women's Bible studies? Why don't I see you at conferences?" They would reply, "You know Christine, apart from the fact that my life is crazy busy, much of what is being discussed doesn't speak to my reality."

When I moved to America, I became aware that a lot of the resources available to help women here are really for stay-at-home mothers. That's a problem when more than half of women are single. Of those, a large percentage may never marry, nor bear their own biological children. Plus, 83 percent of all mothers are actually in the workforce. With the changing landscape of society, more than 50 percent of women in America work. In other countries it's a much higher percentage because they need to work just to survive.

Coming from Australia, and having ministered around the world, I knew there were different realities in which most women lived. These women aren't looking for a more effective way to have a quiet time; they're trying to stay alive and avoid being eaten by the Babylonian world in which they exist.

Most women, even in the U.S., can't afford to stay at home. They have to contribute to family income. Rather than seeing it as a negative, we should consider what God is doing through this. If you are a Christian, your primary identity is that of a Christ-follower. Everything else is secondary. Our mandate is to lead people to Christ. That's why we're here.

Matthew 9:38 says, "Pray ye therefore the Lord of the harvest, that he send forth laborers into his harvest" (ASV). That "send forth" in Greek is *ekbalē*. It's "to propel." That's where our name "Propel" comes from. Many of us have been praying that Matthew 9:38 prayer, not realizing that we are the laborers who have been sent into the harvest field.

Most women don't see themselves as leaders because they equate leadership with masculine qualities. The absence of language around women in leadership has been a disservice to society. Women bring strength. We lead differently from men. Not better, not worse, just differently. We bring so much good to society when we help women to internalize their leadership identity. I want to help propel women into their God-given future and destiny. ●

---

To learn more visit [ChristineCaine.com](http://ChristineCaine.com)

---

 **CHRISTINE CAINE** is a keynote speaker for the Outcomes Conference: CLA Dallas 2015, April 14–16. ([OutcomesConference.org](http://OutcomesConference.org)) She will also share her God-given vision for Christian women in leadership at the "CLA Propel for Women Leadership Forum" on Thurs., April 16 in Dallas.

# Power of Perspective

With God it is possible!

IT WAS A MILD SEPTEMBER AFTERNOON, 1988, in Seoul, South Korea. I stood on the field of the spacious Olympic stadium, hands on my hips, and surveyed the obstacle in front of me. The high jump crossbar had been set at nearly seven feet. My first attempt had failed. I had two more chances.

Becoming an Olympic decathlete isn't easy. Sixteen years of training to become competitive in 10 separate track and field events requires complete and utter dedication. I had put in the work. But on this day, in this stadium, the odds seemed to be stacked too high.

The competition was broken into two groups. At 5 feet, 8 inches, I was the shortest jumper in my group, which included Daley Thompson, the world record holder in the decathlon. After several rounds, all the other jumpers in our group had been eliminated. It was down to just the two of us and Daley had just failed at his second attempt. He looked tired. I was tired too.

I don't typically ask God to help me win at sports. I'm convinced God is much more interested in the internal "wins" than external human scoreboards. But on this day I said a quick, simple prayer. I just wanted to do my best. In that moment my view shifted. My eyes took in the entire spectacle of the Olympics. I marveled at the massive, two-tiered Olympic stadium. My eyes darted between the top of the imposing, two-tiered structure and the high jump bar. Suddenly that bar didn't look so tall. I relied on my training, started my approach, visualizing my body clearing the bar. With all my might, I leapt...

## Perspective means a lot.

So much has changed since 1988. I now lead a global ministry aimed at releasing children from poverty through Christian, holistic child development. Compassion International currently serves more than 1.6 million children in 26 countries. But our vision is inspiring us to build capacity to serve even more. We would love to one-day minister to as many as 4 million babies, children and students. That's a very high bar indeed.

As you can probably imagine, leading an unapologetically Jesus-centric ministry in today's social climate comes with its challenges. We are constantly being tested, prodded to conform to changing cultural climates in the West, while resolving to keep our focus on meeting the needs of some of the poorest children in the world. The challenges of being global can alone sometimes seem insurmountable.

But I remember back to that moment in the Olympic stadium and how seemingly irrational goals become rational when looked at from a different perspective. Perspective means a lot. Does it

make sense for a 5-foot, 8-inch man to be able lift his entire body over a nearly seven-foot bar? Perhaps not. But when you look beyond the bar, and see just how small it becomes in the grand scheme of things, suddenly it doesn't seem so irrational.

To some, the goal of ministering to 4 million children can seem irrational too. But when you take a step back and look at the total number of children living in extreme poverty around the world — some 400 million — now, all of a sudden, reaching 1 percent of them sounds reasonable.

**If you truly believe this is what God has called you to do, you can have authentic belief in your ability to accomplish it.**

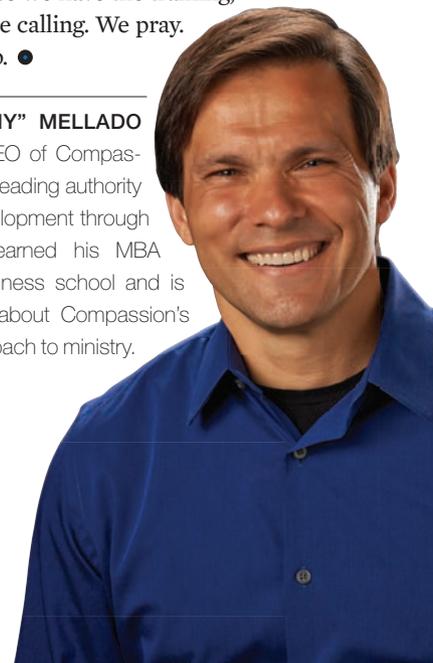
You also need an authentic belief in your ability to accomplish the goal. Authentic belief comes from the confidence that your goal isn't some random, manufactured objective but a credible target based on your ability, your history, your training and — in the case of ministry — your calling. If you truly believe this is what God has called you to do, you can have authentic belief in your ability to accomplish it.

When I launched my body toward that bar in Seoul that September afternoon, I knew I had given my best effort. Every muscle flexed at the right moment. Every bit of my energy focused on clearing the height. And I did. I managed to win my group by beating the reigning Olympic decathlon champion and finished 4th overall in the high jump. It was my best showing in the Olympics, placing me 26th in the decathlon competition.

That's how we should approach ministry in such a time as this. We set our sights on goals that others may find unbelievable. But we can authentically believe in those goals because we have the training, the history and the calling. We pray. And then we jump. ●

### SANTIAGO "JIMMY" MELLADO

is president and CEO of Compassion International, a leading authority in holistic child development through sponsorship. He earned his MBA at the Harvard business school and is deeply passionate about Compassion's church-based approach to ministry. (Compassion.com)





# Advance Your Impact as a Leader

Earn your **Master of Arts (M.A.) in Executive Leadership** at University College at Azusa Pacific University. This online degree program equips the experienced executive with fundamental leadership skills and theoretical principles to positively impact and enhance organizations at the senior-leadership level.

## HIGHLIGHTS

- Features nine eight-week classes of four units each, totaling 36 units.
- Choose from the emphasis areas of Health Administration, Global Affairs, Public Health, and Public Administration.
- Integrate Christian values and ethical principles within your organization.
- Learn with your peers and draw on the collective experiences of fellow executives enrolled in the program.

**Now enrolling! Learn more at [apu.edu/uc](https://www.apu.edu/uc).**

**CONTACT US**  
(855) 276-8669  
[contact@uc.apu.edu](mailto:contact@uc.apu.edu)



University College



## Mentoring Matters

A mentoring expert shares insights.

### WHY DOES MENTORING MATTER?

Katy Dickinson, founder and principal of Katy Dickinson Consulting, says mentoring programs transform not only the individuals involved but also the company itself. Over the years she has developed mentoring programs at organizations around the globe, including Sun Microsystems. She has also spearheaded the TechWomen mentoring initiative at the U.S. Department of State and she serves as an accredited mentor for the University of the South's School of Theology (Sewanee, Tenn.). She spoke recently with *Outcomes* magazine.

### What are some key motivators for implementing mentoring?

Mentoring is a professional methodology with remarkably good payback. At Sun Microsystems, between 1996 and 2010, more than 7,300 technical employees participated in formal mentoring programs. Our success was measured at over 1,000 percent return on investment (ROI) with more than twice the normal promotions and 93 percent satisfaction. Some 88 percent of our mentors were working remotely from mentees in 30 global sites, and 70 percent were executive mentors. These excellent payback metrics provide clear motivation for a company or organization to implement a mentoring program. However, motivation of the mentors is the key to program success. A mentoring program

INTERVIEW  
WITH  
KATY DICKINSON

cannot succeed without mentors, preferably those who come back year after year. Good mentors want to give back, to help others as they themselves were helped during their professional development.

### How does mentoring complement faith?

The model of mentoring is consistent with how the disciples learned from Jesus. A mentor serves as a role model and guide, walking with their mentee during their time together, giving few laws but demonstrating through stories and actions what needs to be done. In my own relationships, my mentees and I sometimes speak explicitly about faith but mostly mentoring is preaching by deeds. Mentoring becomes part of a personal ministry as both a process and a skill — listening, being in the moment with the mentee and responding from your heart and experience to their needs.

### How can a program like the Outcomes Mentoring Network benefit organizations that want to equip next generation leaders?

Mentoring is addictive. After having experienced a well-run mentoring program, where their time and experience are respected and making a difference, most mentors say that they learn more than their mentees and want to mentor again and again. The mentors' motivation drives the success of the program.

CLA's Outcomes Mentoring Network provides a structured environment for professional mentoring in a context of Christian faith. The most valuable mentoring benefits to both the organization and the participants develop over time, sometimes over many years. Creating and supporting a stable, cyclic and formal mentoring culture benefits CLA, the mentors, the mentees and their home organizations. Outcomes Mentoring Network helps experienced mentors pay it forward — to help others as they were helped and to grow future leaders. Learn more at ([OutcomesMentoring.org](http://OutcomesMentoring.org))

**Learn more about "Best Practices for Mentoring Programs" on Katy's blog: ([katysblog.wordpress.com](http://katysblog.wordpress.com))**

## Milestones

### APPOINTED

**FRANK LOFARO** as the new CEO of Prison Fellowship International. Since 2012, Lofaro has overseen Prison Fellowship International's planning, development and operations. He previously served as president and CEO of Christian Leadership Alliance.

### APPOINTED

Former U.S. Rep. **FRANK WOLF** as the Baylor University Jerry and Susan Wilson Chair in Religious Freedom. Wolf who served in Congress from 1980 through his retirement on Jan. 3, 2015, is noted for defending religious freedom.

### APPOINTED

**MARK GALLI** as editor-in-chief of all *Christianity Today* publications. Galli has spent more than 20 years with CT publications.

## HEADLINES:

### Azusa Pacific University College Launches New M.A. in Executive Leadership

Azusa Pacific University College has just launched a new Master of Arts in Executive Leadership online degree. This M.A. in Executive Leadership is designed to provide the experienced executive with fundamental leadership skills and theoretical principles that work within organizations at the senior leadership levels.

"Being a leader is a dynamic and noble calling. Executive leaders, those called to be accountable for the future of organizations, must continually cultivate their personal skills and knowledge to positively impact their organization," said Dr. John Reynolds, chancellor and CEO, Azusa Pacific University College. "Our new M.A. in Executive Leadership program offers executives the unique opportunity to develop key skills, behaviors and attitudes needed to successfully lead every facet of their organization. Integrating a Christian worldview, and utilizing their own organization's needs into their program, leaders can immediately apply their learning into their organization, continuing to transform their organization for Christ's kingdom."

This online degree program features nine classes at four units each (36 units). Each course meets for eight weeks. Learners choose from the

**SCORECARD**

**SOCIAL MEDIA STILL ON THE RISE**

How are you using social media to engage people? In September 2014, the Pew Research Center conducted a survey gauging the growth of social media among American adult Internet users and found that every major platform has grown over the past two years. Multi-platform use rose 10 percent; 52 percent of all adults now say they use more than one social media platform on a regular basis. The findings also showed that some platforms are much more popular with specific audiences: 50 percent of Internet users with college degrees now use LinkedIn, and 42 percent of women online use Pinterest.

**SOCIAL MEDIA GROWTH**

*Platform: percentage of online adults who used the platform in 2012 / 2013 / 2014*

<b>Facebook</b>	67 / 71 / 71
<b>LinkedIn</b>	20 / 22 / 28
<b>Pinterest</b>	15 / 21 / 28
<b>Instagram</b>	13 / 17 / 26
<b>Twitter</b>	16 / 18 / 23

For more information on this study, go to <http://www.pewinternet.org/2015/01/09/social-media-update-2014>.



**Time is lost when we have not lived a full human life, time unenriched by experience, creative endeavor, enjoyment, and suffering.**

**DIETRICH BONHOEFFER**

**The latest news for today's Christian leaders**

emphasis areas of Health Administration, Global Affairs, Public Health or Public Administration. Non-degree study (of up to four courses in this M.A. in Executive Leadership curriculum) is also available, as long as course prerequisites are met.

One distinctive of this new M.A. in Executive Leadership is that it draws on the collective experiences of the executives enrolled in the program. Ideal applicants will submit a resume demonstrating the following criteria: (1) Senior-level or executive title and role; (2) Budgetary oversight; (3) Supervision of direct reports; (4) Multiple years of experience in an executive role.

To learn more please visit

[apu.edu/uc/masters/executive-leadership](http://apu.edu/uc/masters/executive-leadership)

**Outcomes Conference Featuring More than 350 Hours of Training**

The Outcomes Conference: CLA Dallas 2015 (April 14 –16, 2015) will feature more than 350 hours of Christian leadership training including 12.5 hour Christian Nonprofit Leadership Academy courses, six-hour Intensive Training Institute Seminars, 90-minute workshops, a CEO forum and Propel for Women leadership forum. Faculty for this one-of-a-kind Christian nonprofit leadership conference represent organizations including The Salvation Army, Lead Like Jesus, Growing Leaders, The Gideons International,

National Christian Foundation, ECFA, The Navigators, Cru, Compassion International, Wheaton College, Billy Graham Evangelistic Association, Gordon College, TEAM and many others.

Learn more and register at [OutcomesConference.org](http://OutcomesConference.org)

**Outcomes Mentoring Network**

The first cohort of mentors and mentees for CLA's new Outcomes Mentoring Network were matched in January 2015. And new mentees are being accepted monthly!

Many high-influence leaders within CLA's membership have committed to this program and stand willing to serve as mentors. On average, each mentor has more than 28 years of ministry or other professional leadership experience. Eighty percent are senior leaders in their organizations, and 60 percent are currently leading a nonprofit ministry. CLA is grateful for the willingness to invest their time to equip other Christian leaders.

"The Outcomes Mentoring Network will allow you to reach beyond the boundaries of your own organization and learn from other Christian leaders from across the country and around the world," said Tami Heim, CLA president and CEO. "Just as Paul invested in Timothy, we know God advances and accomplishes his purpose when

men and women invest in each other for the good of the kingdom."

To learn more visit [OutcomesMentoring.org](http://OutcomesMentoring.org)

**CLA Online Academy Spring Session Announced**

The Spring 2015 session of the CLA Online Academy is now taking applications at [ChristianLeadershipAlliance.org/Academy](http://ChristianLeadershipAlliance.org/Academy). Sponsored by ECFA, and powered by Azusa Pacific University College, the CLA Online Academy offers state-of-the-art modules, designed and led by thought leaders in Christian nonprofit leadership. The deadline for applications for the spring session is March 30, modules begin on April 6.

**CLATV Continues to Grow!**

Are you watching CLATV? ([CLATV.org](http://CLATV.org)) It is quickly becoming a daily go-to Christian leadership resource for many. In fact people are watching thousands of hours of leadership content on CLATV every single month. CLA thanks CLATV sponsor Metro World Child ([metroworldchild.org](http://metroworldchild.org)) for ensuring that this great programming is available to Christian leaders 24/7. CLATV is an Internet e-station offering Christian leadership video and radio content from organizations including CLA, Cru, Lead Like Jesus, Growing Leaders, Biola University, The Urban Alternative and many more. Watch today ([CLATV.org](http://CLATV.org))



# Global Missions

## Is it still an urgent task?

By Michael Oh and Justin Schell

“TIME” IS A POPULAR TOPIC within the Lausanne Movement. Celebrating our 40th anniversary in 2014 sparked many conversations and reflections about time and purpose. Our leadership spent the past year thanking God for his steadfast love and seeking his wisdom to lead the Movement in the future. Out of this reflection, some principles on leadership have emerged which are (not surprisingly) simple, yet profoundly powerful.

Every leader should work with urgency, especially Christian leaders. For some non-Christian leaders, there is an urgency that reflects the belief that “this world and this life is all there is.” And related to this is the urgent, or desperate, seeking of an enduring personal glory. For Christian leaders, there is the urgency that reflects the conviction that our lives here on earth, though short, have eternal consequence. And related to this is the passionate yearning to live a life that redounds to the eternal glory of God.

God has created time and has dictated that only a certain amount of time is allotted to everything from lifespans to civilizations to time itself. In view of this, here are four principles for leading when “time is short.”

### 1. DO *YOUR* SOMETHING.

In 1974, the existence and need for global mission was very much in question. Liberal theologians began to not only reject Christ as the only source of salvation, they rejected the very need of a Savior. In the process, consequently, the gospel mission of the church was abandoned. Even many evangelicals suggested that global mission was finished. There were believers in every political nation-state on the planet, they argued. In the midst of the confusion of those days, the Lord began to call out the Lausanne Movement.

At the first Lausanne Congress, the global church came to understand that the task was not simply to see a convert in every nation-state, but a growing kingdom representation in every people group on the planet. Jesus said, “Go and make disciples of all nations (Greek: *ethne*),” with *ethne* meaning ethnicities. The goal is maturing, reproducing, gathered followers (i.e., the church) among all people groups.

Knowing the task is one thing. Doing “something” about it is another. Billy Graham, who called together the first Lausanne Congress, knew that it would take the global church working together to see the job done.



PHOTOS COURTESY OF THE LAUSANNE MOVEMENT

# ssion

Lausanne's Cape Town 2010 Congress gathered more than 4,000 evangelical leaders from 198 nations.

There were certainly many mission agencies, denominations, parachurch ministries and others working around the world to bring the gospel to the nations and to make disciples. But there was no global network in existence that could connect the pieces of God's global body for the completion of God's global mission. The unique role that God had for Lausanne was to be a catalyst for bringing together global evangelical leaders to work toward the completion of the Great Commission. Or as we say it today, "the Lausanne Movement connects influencers and ideas for global mission."

Our organizations, churches and corporations have only one lifespan. And it can be spent in numerous ways, but each organization is unlike any other and God has sovereignly set the times and boundaries of its existence. Why would you lead as if he has no unique plan for it?

## 2. DO THE MOST IMPORTANT THING(S).

When I (Michael) accepted the role as the new CEO of the Lausanne Movement, I did so because I wanted the world to look different in 10 years. As leaders, we must be gripped with

a passion to see a vision for what could be and a commitment to make it so.

Rev. Gottfried Osei-Mensah, born in Ghana, can only be described as a missionary statesman. After a promising start as a businessman with Mobil Oil, the Lord led him into leadership positions with some of the most influential ministries on the planet. In his book *Wanted: Servant Leaders* (Africa Christian Press, 1996), Osei-Mensah says that one kind of leader that is desperately needed is the "leader with vision." He says, "We need people who are in touch with God, and who can share the mind of God with their fellows and motivate them to action. It takes only a few like that in each generation."

Throughout the years, the Lord has graciously allowed the Lausanne Movement to identify many of these visionary leaders, including Gottfried himself. It was in 1974 at the first Lausanne Congress that the ideas of Unreached People Groups and Holistic Mission were first articulated by leaders like Ralph Winter, Rene Padilla, and Samuel Escobar. Over the following 40 years, critical mission issues that today are considered mainstream were first articulated or given traction through the efforts of visionary leaders involved in the Lausanne Movement — issues like reaching cities, working with diaspora communities and oral learners, focusing mission efforts on the 10/40 Window, and business as mission.

Over this anniversary year, Lausanne's leadership wrestled with the question, "What would the world look like if we were to fulfill our mission?" We've sharpened our answer to four points that capture what we consider to be our "most important things":

1. The gospel for every person
2. An evangelical church for every people group
3. Christ-like leaders in every church/nation
4. Kingdom impact in every sphere of society

The understanding of global mission was radically redefined in 1974 at the first Lausanne Congress, and the world has been significantly changed in the following 40 years. What about your organization? How might the world look different in 10 years because of your urgent pursuit of a most important vision?

## 3. DO IT RIGHT.

In 2010, in Cape Town, South Africa, Lausanne convened the Third Lausanne Congress on World Evangelization. It has been called the most representative gathering of Christian leaders in the 2,000-year history of the Christian movement. A defining moment was when Dr. Chris Wright spoke on the topic of confronting idols. The three idols he highlighted were power, success and greed. These are global idols worshipped by the world and, unfortunately, all too often, by the church as well.

These idols are confronted by the spiritual principles of **H**umility, **I**ntegrity, and **S**implicity (**HIS**). We have heard again and again from those who were at Cape Town of how the Lord used the challenge to be HIS people to radically change the direction of lives and ministries.

*The Cape Town Commitment* (Part IIE.1) says:

"When there is no distinction in conduct between Christians and non-Christians — for example in the practice of



corruption and greed, or sexual promiscuity, or rate of divorce, or relapse to pre-Christian religious practice, or attitudes towards people of other races, or consumerist lifestyles, or social prejudice — then the world is right to wonder if our Christianity makes any difference at all.”

Leadership marked by hunger for power, success and greed is tragic. The biblical leader Joshua was a godly man. But those who followed him served idols and did not know God. We read in Judges 2:10–12a that when Joshua died, “there arose another generation after them who did not know the LORD or the work that he

had done for Israel. And the people of Israel did what was evil in the sight of the LORD and served the Baals. And they abandoned the LORD....” (ESV). What a tragedy! The whole nation turned away from God.

But that abandonment actually followed the previous failure to complete the task the Lord had given them (Judges 1:27–36). Israel lost their God-given vision, and in doing so, lost sight of God altogether. Has the truth of Proverbs 29:18 ever been clearer? “Where there is no prophetic vision the people cast off restraint, but blessed is he who keeps the law” (ESV).

Our task (what God is calling our organizations and churches to do) and our character (who God is calling us to be) are linked because it is the same Lord who governs them all. And both our organizational discussions about mission, vision and values, and our character are serious affairs with eternal consequences.

#### 4. DO IT FROM GENERATION TO GENERATION.

It’s good to notice the generational aspect of Judges 1 and 2. When Joshua and his contemporaries died, a generation arose that did not know God or the work he had done. It is imperative that we have a vision for raising up the next generation of leaders in our corporations and ministries. It’s often been through Lausanne’s support of younger, unknown leaders that has led to significant breakthrough in global mission.

This year we’ve determined to make raising up the next



generation of younger global leaders an even greater priority. In 2016, just outside of Jakarta, Indonesia, Lausanne will host the third Lausanne Younger Leaders Gathering. The first, held in 1987, connected younger leaders such as Paul Borthwick, John Piper, Peter Kuzmic, Susan Perlman and Ajith Fernando to the global church and helped propel them into their ministries. The second (2006) included many younger leaders still emerging into more significant leadership roles, such as Jason Mandryk, Grace Samson-Song, Jonathan Dodson, myself (Michael) and many others.

However, the third Younger Leaders Gathering will be significantly different from the previous two. A one-week experience, left by itself, is not going to accomplish what the global church needs; therefore, Lausanne has committed to launching the “Younger Leaders Generation” which is a 10-year intentional and ongoing investment into the lives of the 1,000 younger leaders who will attend the gathering, as well as thousands of other younger leaders who will follow along with the gathering from their homelands and then plug into regional and national opportunities to grow in their leadership.

Of all the undertakings in which the Lausanne Movement is involved, the Younger Leaders Generation is the one that I believe will make the biggest eternal impact. These younger leaders will eventually be leading multinational corporations, strategic and global ministries, denominations and influential churches. They will help the church tackle some of the greatest global challenges to global mission not just for the next four to five years, but some perhaps for the next 40 to 50 years.



Dr. Michael Oh in Switzerland (2014) to celebrate Lausanne's 40th anniversary

**“What about your organization? How might the world look different in 10 years because of your urgent pursuit of a most important vision?”**

I love the story Gordon McDonald, in his book *A Resilient Life* (Thomas Nelson, 2006) shares about Collis Huntington, a wealthy California businessman and investor in the transcontinental railroad. When construction of the railroad began, Huntington was invited to a ceremony to celebrate the driving of the first spike. He telegraphed this response: “If you want to jubilate over driving the first spike, go ahead and do it. I don’t. Those mountains over there look too ugly. We may fail, and if we do, I want to have as few people know it as we can.... Anybody can drive the first spike, but there are months of labor and unrest between the first and the last spike.”

The task of global mission is still not complete. There are still “ugly mountains” that will be costly to cross, but it is the reason for which Jesus poured out his blood (Rev. 5:9) and the task that he has left for his people to complete (Matt. 28:18–20). Every Christian has a role to play in that task. Every organization — whether based in Nairobi, Nagoya, or New York — can help accomplish it. We all have a role in this kingdom mission. I (Michael) would welcome conversations with CLA members about ways that we can continue to work together in pursuit of our shared passion that the world might know Christ. ●

**DR. MICHAEL OH** is executive director/CEO of the Lausanne Movement ([lausanne.org](http://lausanne.org)). He and his family of seven live in Nagoya, Japan, where they have served as missionaries with Mission to the World for 12 years. Contact Michael at ([moh@lausanne.org](mailto:moh@lausanne.org).) **JUSTIN SCHELL** is director of executive projects for the Lausanne Movement. He has served in leadership with a variety of mission and mobilization organizations for 10 years. He and his family of four currently live in Tulsa, Oklahoma. Contact Justin at ([jschell@lausanne.org](mailto:jschell@lausanne.org).)

# NAVIGATING TODAY'S CURRENTS

## AN ISSACHAR MOMENT FOR MINISTRY LEADERS

By Paul Nyquist

**CHALLENGING TIMES BECOME PERILOUS TIMES** if leaders lack wisdom. However, rightly armed with insight and godly discernment, believers can skillfully navigate the choppiest of waters.

Around 3,000 years ago, choppy waters greeted the ancient Israelites. Their first king, Saul, along with his two sons, had suffered a fatal wound in battle with the Philistines. The people immediately anointed David as their new king at Hebron. But the transition was not without considerable turmoil. Understandably, those loyal to the previous regime were unsure as to their response. Should they yield to David's authority? Or should they openly resist the new king? As people sorted out the new landscape, 1 Chronicles 12:32 gives us a snapshot of one tribe blessed with unusually wise leaders — the tribe of Issachar.

The writer tells us the men of Issachar, “who understood the times, and knew what Israel should do” showed up with their top 200 chiefs to pledge their support for David. Such a display of allegiance was not the product of mere idealism. Instead, it emerged from a wise grasp of the changes that had transpired

in the nation. The men of Issachar knew the time had come to lay aside petty tribal differences and unite with others under the new king. The biblical text implies they had a role in persuading others to do likewise. Such wisdom in the midst of change yielded a powerful, united and glorious kingdom under a godly king. Similar wisdom was absent after the death of Solomon, leading to a devastating division in the kingdom.

Ministry leaders in America today are staring at similar change in our culture. The societal current is moving quickly and accelerating with each passing month. Pastor and journalist John S. Dickerson captures the contemporary scene well when he says, “The broader ‘host’ culture of the United States is changing faster than most of us realize,” and, “These changes will reach a point at which they directly affect church as we know it and our lives as individual evangelicals.” (*The Great Evangelical Recession*, Baker Books, 2013) Different ministries, such as Gordon College on the East Coast or InterVarsity Christian Fellowship on the West Coast, have already found themselves facing new and complex challenges.

We need “men of Issachar” — right now. Christian ministry leaders do not have the luxury of safely remaining on the banks of the river. We are all in the choppy water and need to “understand the times” and “what we need to do.”

Moody is exposed to the rapid cultural changes in many ways because we are not just an educational institution, but also a media ministry with both radio and publishing divisions. We well know the challenges of doing ministry in this environment. How are we seeking to navigate the currents? Here are four guidelines we have found helpful:

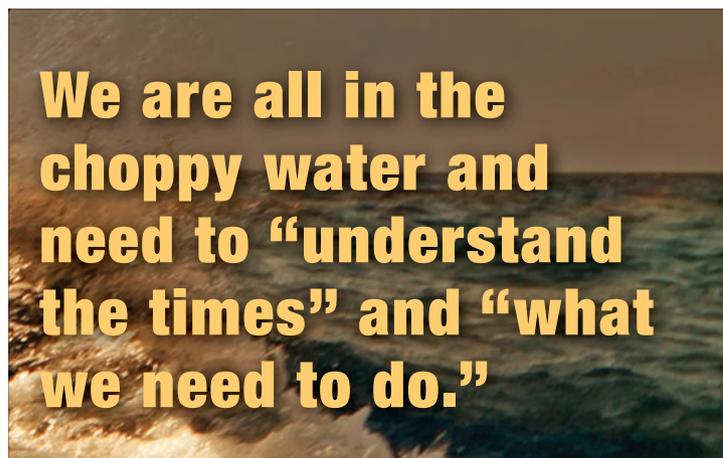
**1. Be clear on your mission.** When the scenery around you is churning and changing, it is easy to lose sight of your intended destination. When a storm is brewing and your boat is taking on water, you can think that any safe harbor will do. That is perhaps true if you don't care where you land. But most of us do care. We have a mission to accomplish.

Therefore, in days of rapid cultural change, we have to be crystal clear on our mission. At Moody, all our leaders know our marching orders. Each can recite, “Across the globe, cultures and generations, Moody will equip people with the truth of God's Word, using new technology in an agile and innovative community.” Using this as our guide, we know we have to stay focused on what we are called to do; namely, equip people with the truth of God's Word. We do that in several different ways — through education, radio and publishing. Yet, we are regularly tempted to veer toward other targets. If we did, we could likely find ourselves involved in other productive ministry, but we would not accomplish our mission. Mission creep is real. It is more likely when we are in the milieu of rapid change, so be clear on your mission.

**2. Expect temporary setbacks.** Cultural change does not provide smooth water for sailing. Ministries will face an endless chain of storms with few days of sunshine. Attacks will come from within and from without, as friends, foes, donors and employees struggle to process the new direction. The men of Issachar “knew what Israel should do,” but it doesn't say that everyone agreed with them. I imagine they had their share of detractors.

Therefore, as leaders, we should expect temporary setbacks. Progress is rarely linear. A step forward is often followed by a half step back as the organization adjusts to the change. Some ground has to be regained more than once. However, over the course of time you should be able to measure the progress. When I led Avant Ministries, the executive team led a massive overhaul of the organization. While riveted on our mission, we changed our structures, our philosophy, our training, and even our name (for more than 100 years we were known as Gospel Missionary Union). Such change was not without setbacks. We took our share of hits. But we didn't get discouraged, as we knew the new course was right and some setbacks would come.

**3. Stay flexible and have contingency plans.** When change is the norm, the enemy of progress is often rigidity. You can create a plan that seems appropriate in light of your perception of



the current reality. But, in a fast-paced environment, that reality can change. Again... and again... and again. Rigid plans that lack adaptability can be accomplished only to realize the intended solution no longer fits the perceived problem.

While challenging, flexibility is vital. In order to rightly consider all the changing variables, I believe in not making decisions until you must do so. At Moody, we laid preliminary plans to build a new global media center on our Chicago campus. The need was obvious and, in my initial analysis, I thought our plans were appropriate. But then, fundraising realities caused us to adapt the plan and look toward a renovation solution. Then, the rapidly changing real estate market in downtown Chicago forced us to reconsider our options again, recognizing a remodel plan may not represent the best value for the Institute. In the end, we ended up with the best solution, which was a new building in a better location. We would not have come to such a final plan if we had not remained flexible.

**4. Always keep paddling.** A journey with relentless rapids can be exhausting. Water is constantly splashing in the boat, new dangerous rocks are always appearing above and below the surface, and critical team members step up their call to land the craft in a safe harbor. In your fatigue, you are tempted to stop paddling.

However, bailing out does not alter the rapidly changing environment around you. You can't stop it nor slow it. By removing your boat from the water, you perhaps have opted for safety, but you have also guaranteed irrelevancy. Therefore, you always have to keep paddling, asking God for wisdom to guide you in every new environment.

These are both exhilarating and frightening times. Few leaders in history have had to face the challenge of change like we do today. But few leaders have had the resources we possess today. It is a decisive moment in history. With God leading us, may we be leaders who understand the times well and know what we should do. ●

---

**DR. J. PAUL NYQUIST** has been president of the Moody Bible Institute since 2009. His newest book, *Prepare: Living Your Faith in an Increasingly Hostile Culture* (Moody Publishing, 2015) was released in February.

# Transforming Minds

## Learning to lead in such a time as this

By Jack Goodyear and David Cook

A quick glance at the local news makes it clear that the world is in desperate need of strong Christian leaders, leaders whose hearts are set on God and whose hands are ready to serve. /// Yet Christians often feel unprepared to engage a world of flourishing pluralism, marching under the mantra that “all truth is relative.” According to a recent Barna survey, those who read the Bible and believe it to be the inspired Word of God are equal in number (19 percent of the population) to those who consider the Bible to be “just another book” (also 19 percent). /// Against this challenge, future Christian leaders must have the courage, and the education,

to not only manage individuals who hold disparate views on morality and ethics, but also to lead and influence them for the common good. One need not look far back into history to see the impact of the moral voice of Christianity on American society, whether it be abolition, labor reform, civil rights or sanctity of life issues. In order to continue this positive influence on society, future Christians must effectively infuse moral values into the cultural milieu of their time, and in turn, Christian educators must be prepared to equip students with the knowledge and skills necessary to lead in such a time as this.

### ENGAGING THE MIND OF THE LEADER

How can an institution prepare leaders to engage the modern-day culture in a time when postmodernism is the prevailing philosophy of the day? For Dallas Baptist University (DBU), a central aspect to our mission is to proclaim that all truth is not relative, but rather that all truth is God's truth, wherever it may be found.

As with all aspects of life, learning does not occur in a vacuum. We know that individuals bring certain presuppositions to the academic table that impact their understanding and guide their inquiry. The goal of Christian education, then, is to thoughtfully engage these sources through a robust Christian worldview.

Dr. David Naugle, DBU distinguished professor of philosophy, states that in order to accomplish the task of teaching from a Christian worldview, individuals must promote "scholarly activity in which the fundamental doctrines of the Christian faith — God, creation, humanity, sin, and redemption — serve as the theological and philosophical starting points by which the various disciplines are studied, appreciated, critiqued and developed."

It is necessary, therefore, for the Christian institution to recognize the need to develop leaders with the capacity to meaningfully engage the culture, while remaining true to God's Word.

### FINDING AND FULFILLING ONE'S CALLING

In the Christian world, the term "calling" is too often seen as a special vocation for the clergy. As Christian leaders, however, our most important task is to see every part of our life — at work, at home, at church and in the community — as falling under the Lordship of Jesus Christ.

The great Dutch statesman, Abraham Kuyper, put it well when he said, "There is not a square inch in the whole domain of our human existence over which Christ, who is sovereign over all, does not cry: 'mine!'" His words echo the Great Commandment from Matthew 22:37: "Love the Lord your God with



## DALLAS BAPTIST UNIVERSITY

**NAME:** Dallas Baptist University

**DBU PRESIDENT:** Dr. Gary Cook

**LOCATION:** Dallas, Texas

**GARY COOK SCHOOL OF LEADERSHIP,  
DEAN:** Dr. Adam Wright

**PH.D. IN LEADERSHIP STUDIES,  
PROGRAM DIRECTOR:** Dr. Jack Goodyear

**ED.D. IN EDUCATIONAL LEADERSHIP,  
PROGRAM DIRECTOR:** Dr. Ozzie Ingram

**M.A. IN LEADERSHIP,  
PROGRAM DIRECTOR:** David Cook, J.D.

**M.ED. IN HIGHER EDUCATION,  
PROGRAM DIRECTOR:** Mamo Ishida

**MISSION:** The purpose of Dallas Baptist University is to provide Christ-centered quality higher education in the arts, sciences and professional studies at both the undergraduate and graduate levels to traditional age and adult students in order to produce servant leaders who have the ability to integrate faith and learning through their respective callings.

**STUDENTS:** 5,445

**WEBSITE:** [www.dbu.edu/leadership](http://www.dbu.edu/leadership)

*all your heart and with all your soul and with all your mind.”*

Unfortunately, many Christians do not take this mandate seriously. We often dichotomize our lives between what we see as “sacred” and “secular.” While we may worship Jesus on Sunday, we leave our faith at the doorstep as we enter the workplace on Monday. One of the great challenges for a Christian college like DBU is to challenge our students to rid themselves of this dualistic mindset and instead see themselves as vessels whose primary purpose is to follow God’s calling to serve him through all aspects of their lives.

Os Guinness defines calling as “the truth that God calls us to himself so decisively that everything we are, everything we do, and everything we have is invested with a special devotion and dynamism lived out as a response to his summons and service.” (*The Call*, Thomas Nelson, 2003) As he notes, we have a primary calling to be a follower of Christ and a secondary calling to a particular job, profession or industry.

---

## **How can an institution prepare leaders to engage the modern-day culture in a time when postmodernism is the prevailing philosophy of the day?**

---

In order to properly train Christian leaders, students must understand God’s calling in their lives. One of the first steps in this process is discovering how God has gifted each individual. At DBU, for example, doctoral students are required to take a battery of self-assessment tests and write reflective papers describing their sense of calling. These exercises, along with mentored interaction, help students develop a leadership profile that enables them to better understand how God has uniquely created them for his service.

In all that we do, our goal is to make our students transformers of culture for Christ — leaders who can help to “move people on to God’s agenda,” as Henry Blackaby puts it. No matter what their vocation, we hope that they will see that God has placed them in positions of influence for his glory, and that he has placed a special calling on their lives to be servant leaders.

### **LEADING DIFFERENTLY**

One vital aspect of a Christian worldview is the understanding that Christian leaders should lead differently. Throughout the Bible, we see that the most important quality that a leader can possess is a humble heart that is devoted to serving God. “*For the eyes of the Lord range throughout the earth to strengthen those whose hearts are fully committed to him.*” (2 Chron. 16:9a)

Thus, throughout our curriculum, our purpose is to help students understand that charisma, knowledge, instinct or ability do not matter as much as one’s humble obedience to God. This statement is easy enough to say, but we try to help students think through the practical ways in which this statement can be lived out.

For example, in our “Christian Worldview of Leadership” course, students think through how their Christian faith radically alters their view of decision-making, communication, conflict, priorities, adversity and much more. We look to the biblical image of Jesus as the Good Shepherd and help them see the difference between the world’s view of powerful leadership and the Bible’s view of servant leadership.

In addition, we develop students through an emphasis on service-learning. In every degree program, students are required to take the knowledge they have gained in the classroom and apply it to real-world needs. When students are able to directly apply the knowledge and skills gained in the classroom into real-life application, the learning and growth toward leadership is potentially amazing.

An often overlooked area of leadership training is mentorship. Taking the example of Paul’s work with Timothy, DBU has begun a mentored internship experience, allowing students to better develop their leadership skills while working with established Christian leaders in their field of choosing. Students who go through the mentored leadership

---

## **In order to properly train Christian leaders, students must understand God’s calling in their lives.**

---

internship not only enhance their learning, but also encounter personal growth in their own leadership competencies.

According to one recent graduate who interned at an inner-city organization, “My internship was nothing short of divine intervention. I went into my internship thinking I had a great opportunity to learn more. I was able to get much more. I was able to meet many men and women who are community leaders and nonprofit organizers with a heart and mission to be the hands and feet of God.” As a result of her experience, she better understood her calling, while seeing how leadership from a Christian perspective was able to effectively meet the needs of the community in which she served.

### **FOR SUCH A TIME...**

In the biblical story of Esther, we see a young lady who finds herself with a unique opportunity to impact her community by coming to the aid of those in need. Unsure of her future, she struggled with her decision until her cousin Mordecai came to her aid and assured her that God had raised her up “for such a time as this.”

If she had not taken advantage of the opportunity she was given, the resulting history of her people would have been radically different. It is our hope that graduates will become a generation of leaders who, like Esther, recognize they are preparing themselves “for such a time as this” and will faithfully impact a hurting world for the cause of Christ. ●

---

**JACK GOODYEAR, PH.D.**, serves as the program director for Dallas Baptist University’s Ph.D. in Leadership Studies program. **DAVID COOK, J.D.**, serves as the program director for Dallas Baptist University’s Master of Arts in Leadership program.

growing generosity  
since 1976



Toll Free: 1.888.448.3040  
[www.barnabasfoundation.com](http://www.barnabasfoundation.com)

**Barnabas Foundation advances God's kingdom with quality Planned Giving and Estate Planning services.**

**How we benefit your ministry from a Christian stewardship perspective...**

- Experienced Christian Estate Planning Attorneys
- Confidential Planning with Your Donors
- Planned Giving Marketing Support
- Planned Giving Web Content
- Planned Giving Training Webinars
- Annual Planned Giving Conference
- Complex Gift Assistance
- Charitable Gift Annuity Program
- Gift Administration Services
- Asset Management Services

**Discover why 200 Christian organizations value our partnership!**

**Contact Bryan Miesel at [bmies@barnabasfoundation.com](mailto:bmies@barnabasfoundation.com) or toll-free at 1.888.448.3040.**



outcomes  
MENTORING NETWORK

*As iron sharpens iron,  
so one person  
sharpens another.*

—Proverbs 27:17

Christian Leadership Alliance (CLA) has launched a new online mentoring network to fast-forward CLA's mission to equip and unite leaders who will transform the world for Christ.

***We invite you to participate!***

The Outcomes Mentoring Network offers the opportunity to be mentored by some of America's most experienced Christian nonprofit leaders.  
***CLA accepts new mentee applicants every month!***

Many outstanding mentors have already signed up too, but we're seeking more! Share your leadership legacy.

Learn more about this state-of-the-art leadership experience at:

***[www.OutcomesMentoring.org](http://www.OutcomesMentoring.org)***



CHRISTIAN LEADERSHIP  
ALLIANCE

# Letting Go!

It's time to relinquish control.



**“It seems easier to be God than to love God, easier to control people than to love people.”**

**Henri Nouwen**

By Jenni Catron

UPON MY FIRST VISIT TO LONDON, ENGLAND, I had one key destination in mind: the Tower of London, the ominous stone-walled fortress that served as the symbol of power for the English monarchy for hundreds of years. I arrived that early September morning amid a cloud of London fog as it rolled in off the River Thames. The eerie scene of the great tower emerging through the ghostly atmosphere foreshadowed the stories I heard once I passed through the very same gates that made way for the likes of William the Conqueror and Henry VIII.

I've been fascinated by royalty as long as I can remember. I love the pomp and circumstance and pageantry. I love the grandeur, the spectacle and the significance that accompany the elites. I'm intrigued by the air of privilege and the opulence with which they live. But if I'm honest, I'm most intrigued by their power. As I wandered the grounds and absorbed the stories of the characters who gave the tower its numerous faces — a citadel of defense, a palace for dignitaries, a prison of state, an armory for war and a treasury for the crown jewels — I was torn between the prestige of

power and the destruction originated within those walls. So many of those leaders had absolute rule, and unfortunately, history is filled with their horror stories.

The historian and moralist known as Lord Acton is credited with saying, “Power tends to corrupt and absolute power corrupts absolutely. Great men are almost always bad men.” (Acton Institute, Lord Acton quote archive) The “great men” Lord Acton referred to are those in positions of power. He was talking about leaders. What a despairing viewpoint of something that was intended to be a God-given gift. Why is it common for those who are given power to succumb to corruption? Is it possible for leaders to have influence without yielding to the ills of control? Can we lead and motivate others without relenting to the seduction of power?

A longing for power — a desire for control — is an indicator that we're not content with the influence we've been given. It's a sign that we're trying to manufacture influence we don't have. In attempting to control what we can't, we neglect what we can. By choosing control, we neglect to operate from the influence we have been given.

In a critical growth season of my leadership, my organization hired a consultant to conduct a 360-degree review of my leadership. This popular form of performance assessment measures your effectiveness not just by your boss's perceptions but also by the opinions and feedback of your peers and your employees. The results were painful and, unfortunately for me, accurate. Several co-workers and staff members felt that I had a tendency to control too many details. They felt micromanaged and not trusted. As a result they were demotivated and sometimes resentful. I was taken aback by their feedback. I did not perceive myself as controlling. I considered myself thorough. I felt responsible for the outcomes, and I managed accordingly.

Control is the dark side of influence. What may start as an innocent desire to lead and motivate others can quickly turn into a deep need to control and manipulate. As leaders, we naturally feel ownership for the work we do and the people we lead. The commitment that compels us to pour our hearts and souls into our work is birthed from a God-given passion and calling. In its purest form, it's a beautiful display of God's work through us. But we can also easily cross over to the dark side when we find ourselves grappling for control and attempting to manipulate people or circumstances to fulfill our personal goals and dreams.

Most of us come by our control issues honestly. Our driving motivation is to do great, to lead well, to handle our influence responsibly. Moses is one of my favorite examples of this principle in action.

In Exodus 18, Moses was re-establishing some order for the Israelites. God had recently given them victory over the Amalekites, and they were experiencing freedom once again. Moses had just come through an extraordinarily trying time as a leader, but things were looking up. He was eager to establish normalcy and routine. In fact, he received word that his father-in-law, Jethro, would be coming to see him and bringing Moses' wife and children back to him after being sent away during battle.

Once Jethro arrived, he expressed delight over what God had done for Moses and the Israelites, and they celebrated together by offering a sacrifice to God. The next day, Moses went back to work, and Jethro accompanied him. I suspect that Moses had a spring in his step. God's people were free, Moses' family was reunited and he was back to work acting as judge for the Israelites. All day long, from morning until night, he settled disputes.

Likely eager for approval and affirmation, Moses must have been caught off guard by Jethro's feedback: *"What is this you are doing for the people? Why do you alone sit as judge, while all these people stand around you from morning till evening?"* (Ex. 18:14). Moses responded with a rational excuse, *"Because the people come to me to seek God's will"* (v. 15). Imagine how devastated he must have felt when Jethro flatly stated, *"What you are doing is not good. You and these people who come to you will only wear yourselves out. The work is too heavy for you; you cannot handle it alone"* (vv. 17-18).

Moses must have been completely deflated by that point. Moses' intentions were good. He wanted to lead the Israelites well. He was eager to help them get their lives on track. But perhaps out of his fear of failure or maybe his insecurity in leading them well, he chose to handle everything by himself. He chose to keep all the control and, as a result, was on a path to exhaustion and ineffectiveness.

I don't think Moses had a malicious desire to control everything. I think he truly wanted the best for God's people, but his position of influence opened the door for power and control that he couldn't identify in himself. Fortunately for Moses, someone he trusted and respected was bold enough to speak into his life before it was too late. And to Moses' credit, he was wise enough to listen.

There is a fine line between control and stewardship. Stewardship recognizes that I've been entrusted with something valuable and I have a responsibility to give it my best care. The people I lead and the organization I manage are not mine to control, but an amazing privilege to steward.

We have to constantly monitor an attitude of stewardship in our lives. Time and time again I find myself clutching too tightly the things God has given me to lead. The best way I've learned to combat this tendency in myself is to physically hold my hands up in an open palms posture and pray specifically about the issues that I am desperate to control. We start squeezing the life out of our God-given influence when we attempt to take over and control. It's only through an attitude of stewardship that we learn to hold loosely while still assuming our responsibility. ●



God has gifted you for a specific purpose, a calling that only you are qualified to fulfill. Do you know that purpose? Are you grasping it too tightly, or are you stewarding it faithfully?

(Portions of this article are excerpted from Jenni Catron's book *Clout: Discover and Unleash Your God-Given Influence*, Thomas Nelson, 2014.)

---

**JENNI CATRON** is a church leader, author and speaker. Her passion is to lead well and to inspire, equip and encourage others to do the same. Jenni blogs at ([jennicatron.com](http://jennicatron.com)).

---

 **JENNI CATRON** is the keynote speaker for the Thursday, April 16 women's luncheon at the Outcomes Conference: CLA Dallas 2015. ([OutcomesConference.org](http://OutcomesConference.org))



Those interested in fulfilling the Great Commission are familiar with the concepts of nation, tribe and people, but may less frequently consider the role of language. And yet, language is the backbone of a culture and a people group. Language comprises the very essence of a people's identity — their collective knowledge and history. It holds their conversations, songs, music, myths and perceptions of reality. Language can be the basis of political dominance, and political freedom exists when a people are free to speak their own language rather than forced to speak a dominant national language.

We the church, particularly the Western church, are waking up to the significance of language to humankind and the importance of language to the Great Commission.

### **PARTNERS: MISSIOLOGY AND PHILANTHROPY**

God's church has taken root around the world as never before, with local churches, church planting, evangelism and discipleship ministries at work. Today, a kingdom presence — a person of peace, two or three gathered in his name, a local church, international ministry or mission organization — are present in or around most people groups. Even in the most difficult areas, where no visible kingdom presence exists, international missions or faith-based organizations may be serving humanitarian needs.

Increasingly, local leaders are expressing readiness to own the work of Bible translation for their people group. Meanwhile, Christian investors are looking to support mission efforts aimed at local sustainability. It seems these missiologic and philanthropic trends are working divinely together toward the same ends.

### **OUTCOMES: CONSIDERING THE "END USER"**

In this context, Bible translation has an accelerated impact within God's mission when the following questions inform strategy:

- What languages need translation and what people groups do they represent?
- Who is at work among them (local church, church planters, community development, discipleship ministries, etc.) and do they understand the significance of the local language?
- What might these ministries already be doing among these Bibleless people groups?
- What are the very first Scriptures that would serve the most immediate ministry outcomes?
- How might we come alongside the local workers to help them produce these Scriptures in the local language?

Answering these questions fosters an end-user-responsive model for Bible translation. The potential impact of such a model: (1) Scripture use and Scripture engagement is built into the design of the translation project. (2) The product of translation is a response to the felt need of the end-user or local community. (3) This entry strategy for Bible translation results in quicker access to usable Scriptures for the success of the incarnational presence of the kingdom.

Today, a kingdom presence — a person of peace, two or three gathered in his name, a local church, international ministry or mission organization — are present in or around most people groups.

### **TECHNOLOGY: GOD'S TOOL**

These times are clearly marked by technological advancements. The world has become "flatter" (more accessible) as a result of Internet and satellite connectivity in remote regions, plus web-based training platforms. Those advancements speed the translation process and increase the number of participants — saving months or years of work. Experimentation in crowd-sourced translation, audio-to-audio translation and machine translation is informing the future.

Meanwhile, cellphones and other mobile devices are quickly becoming the world's preferred method of distributing and consuming content — including Scripture. That influences Bible translation everywhere, but particularly in oral cultures, which comprise a high percentage of the remaining languages. Digital audio becomes an effective first way for people to receive and interact with Scripture in their own language.

### **UNITY: GOD'S CHARACTER REVEALED**

God seems to be generating an unprecedented unity of spirit and practice among Bible translation organizations and ministry partners. In fact, God's character motivates unity. So, we're asking ourselves: Who is God, and how are we learning?

- 1. He is infinitely generous.** Ministry organizations have their own brands and ways of working. Frankly, we can be selfish with our resources. It's much more natural to hold tightly the things that work — and that makes what's happening today so remarkable. We're seeing unprecedented unity of vision, strategy and sharing of resources. Branding and logos don't seem to matter. If an asset, method, discovery or process accelerates toward the finish line, it's being shared.
- 2. He exalts the humble.** God blesses people who place others' interests ahead of their own. Rather than boasting of a better way to do something, which can be met with resistance and defensiveness, taking a more humble posture attracts collaboration. Why not give away what we learn and share elements that are bringing success? Let's be willing to share with, and learn from, each other.
- 3. He calls us friend.** In mission, do we pursue friendship with the hope of partnership? Or partnership with the hope of friendship? To ensure the former over the latter, we have begun to ask ourselves if our partners are the subjects of our friendship or the objects of our friendship. Being the subject of one's affection and attention changes the dynamic of relationship.

**4. He cares for us and wants us to care for each other.**

That's God's mission, too, and an important part of our jobs. It's every bit as important as planning and execution. Strangely, that's not always how we've treated workplace relationships. When people who are working together in ministry know their colleagues care deeply for them, expectation and accountability grow.

**5. He desires intimacy with us through prayer.**

At the Seed Company, we would quickly say a culture of prayer is our most important asset. We meet, reflect and pray in community every morning. We dedicate resources to a prayer department. Almost every meeting begins and ends in prayer. When God has provided wisdom or resources in ways we could not have planned, we can trace these answers back to times of humbly bringing those issues to him in prayer. We can't take any credit.

**6. He reveals himself to the pure in heart.**

Our prayer for this work cannot be effective if we are not dealing with things we need to confess or from which we need to repent. Leaders in particular need to realize that we're not just harming ourselves by impure hearts. There are implications for the whole mission.

Maintaining a vertical relationship with God in order to preserve a pure heart is foundational to our work.

**7. He is worthy of our confident dependence.**

That's different than a lesser dependence that demands God reveal the path miles in advance of movement. Confident dependence means we move as if we could see miles ahead even if God chooses to illuminate only one step at a time. It is knowing that God's plans far exceed the resources we can see.

**GOD WILL FINISH THE WORK**

When the finish line comes into view, runners quicken their pace for an all-out, final push. In Bible translation, what we're seeing today looks a lot like the homestretch. The pace today is unprecedented. The final leg of the race has begun: God's Word in every language, in this generation.

As of early 2015, about 1,860 languages are yet to have a single verse of Scripture translated. Bible translation in these last languages can begin within the next decade. This gives mission organizations a rallying point — a gravitational pull toward unity in vision, strategy and resources.

Historically, Bible translation has been a catalyst for church growth worldwide. As people receive God's Word



**With nearly 100 years of service** to ministries and individuals just like *you*, GuideStone is uniquely qualified to meet your financial needs. Our history is one of providing **superior products and services.**

For more information about GuideStone and how we can serve you, call **1-888-98-GUIDE** or visit **[www.GuideStone.org](http://www.GuideStone.org)** today.

Visit our booth during the  
**CLA CONFERENCE**  
in Dallas, Texas.



© 2015 GuideStone Financial Resources 25599 01/15

RETIREMENT | INSURANCE | ADVICE | INVESTMENTS | PROPERTY & CASUALTY

in their heart languages, lives are transformed and church planting, evangelism and discipleship efforts begin to flourish. God's love for the nations and his promise to draw all nations to his light (Isaiah 60:3) has never been in doubt. He invites us to join him in that work. And now, incredibly, he has placed the finish line in our sights. What other response could we have but to run hard? ●

**DAL ANDERSON** is chief operating officer of the Seed Company, a Wycliffe affiliate based in Arlington, Texas. ([theseedcompany.org](http://theseedcompany.org))



When the finish line comes into view, runners quicken their pace for an all-out, final push. In Bible translation, what we're seeing today looks a lot like the homestretch.

# THE GENEROSITY BET

SECRETS OF RISK,  
REWARD, AND REAL JOY

WILLIAM F. HIGH

WITH ASHLEY B. MCCAULEY

**RICK WARREN**  
PASTOR, SADDLEBACK CHURCH

**DAVID GREEN**  
CEO & FOUNDER, HOBBY LOBBY

**21 STORIES  
INCLUDING**

**CRAIG GROESCHEL**  
PASTOR, LIFECHURCH

**JEREMY AFFELDT**  
PITCHER, SAN FRANCISCO GIANTS

## STORIES OF RISK & REWARD *from...*

- Rick Warren, Saddleback Church
- Craig Groeschel, Life Church
- David Green, Hobby Lobby
- Jeremy Affeldt, San Francisco Giants

*... among others.*

LEARN MORE AT  
**THEGENEROSITYBET.COM**

**WILLIAM F. HIGH**  
author of *The Generosity Bet*  
CEO, National Christian  
Foundation Heartland

CALL **800-722-6774** for bulk discount pricing  
- STUDY GUIDE AND DVD NOW AVAILABLE -

# Know Me and Be Relevant

## Taking time to communicate well

By Steve Maegdlin

I GOT A GREAT CHRISTMAS GIFT from my wife this year — the latest book from John Ortberg titled *Soul Keeping* (Zondervan, 2014). It has significantly challenged me to rethink how I spend my time. Not what I spend my time doing, but how I spend the time that I have. One of my favorite quotes from the book comes from an interaction that John had with the late Dallas Willard. Dallas said, “Hurry is the great enemy of spiritual life in our day. You must ruthlessly eliminate hurry from your life.” If you’re anything like me, you’ll have to read that statement four or five times before it begins to sink in. As a busy executive, husband and father, this could be my ultimate personal challenge.

While I initially thought that the wisdom imparted in this simple yet profound statement was only relevant to my personal spiritual development, I’ve since reflected on how it applies in my work life as well. All ministries exist to serve others. This service normally takes the form of providing goods and/or services that minister to others as well as inviting others to financially support your work so more ministry can happen.

Serving requires effective communications. Effective communications

— those that are meaningful and produce a desirable outcome — require a deep understanding of our audiences. Understanding our audiences and what makes them tick takes effort and time. To paraphrase Dallas Willard: We must ruthlessly eliminate hurry from our communications. We must take time to know our audiences and be relevant to them.

Social media, smart phones and ubiquitous access to information have combined to create an environment of instant access — but they also create the opportunity for intensely personal interactions. Think about it. Technology has created the ability to hyper-target individuals. Did you ever wonder why you suddenly see ads for lawnmowers

on Facebook after you’ve recently done a Google search for lawnmowers? That’s not an accident. This personalization happens so frequently that we hardly notice how personal our online interactions have become.

We can personalize our computers, our search engines and our “friends” on social media. We personalize content in our small groups. We personalize our homes, our cars and our shopping experiences (Amazon.com anyone?). We can even personalize our watches so that every day we can have a new “face” based on our mood (thank you Apple and Samsung). Personalization is no longer “nice to have.” It’s the standard. It’s expected. And when it’s missing, it’s obvious.



*In an increasingly crowded and noisy environment, good communication is more important than ever.*

*Effective communications — those that are meaningful and produce a desirable outcome — require a deep understanding of our audiences.*

How does (or should) this affect how you think about communicating to your audiences? That “standard appeal letter” that goes out to men, women, 30, 60 and 70-somethings alike is the opposite of personalized. It’s almost accidental if you happen to get the right message to the right audience. How you ask, when you ask, and how often you ask, matters. The how, when and how often differ by the audience with whom you are talking. The only way to make sure you are optimizing your communications (and are able to personalize them) is to know each of your audiences. Deeply. Intimately.

In an increasingly crowded and noisy environment, good communication is more important than ever and harder than ever. It’s not enough to simply say something interesting or emotionally grabbing. We can no longer just talk about what we do and hope that people resonate with it. We must be more specific. We must know our audience and be relevant to them.

I love what the Samaritan woman at the well says about Jesus in John 4:29: “Come see a man who knew all about the things I did, who knows me inside and out” (MSG). Do you know the people you are ministering to “inside and out?” Have you taken the time to understand them and communicate to them in a way that is highly relevant and personal?

The importance of “know me and be relevant” is even more critical as we seek to engage younger generations. For the past two years or so, there is a common question that every ministry client we have the privilege of serving asks. Every one, without fail. The question: “How can I better reach and engage millennials?” This is a great question because millennials are the future lifeblood of your ministry.

Millennials are a bit of a conundrum. They look, think and act differently than any previous generation. They have different values. Different ideals. Different motivators. Yet they give as much (or more) as previous generations, both with their time and finances. To drill home this point about deeply knowing your audience,

let’s take a quick peek into the profile of millennials.

When I speak on the topic of millennials, I always ask the audience to give me their perceptions of the millennial generation. Most often I hear adjectives like “selfish, independent and entitled.” If that is your perception of a millennial constituent, your communications to them will be shaped by those perceptions. In this case, you’d be (almost) totally wrong.

According to Iconoculture, Inc., millennials are those aged 19 to 36. (Yes, 36 years old.) There are 75.7 million of them in the U.S. — more than any other generation, including baby boomers, and they have an estimated purchasing power of \$1.68 trillion. (Yes, that’s trillion with a “T”.) They are incredibly diverse, and unlike generations before them, it’s extremely difficult to put them in an easily defined box based on lifestyle or economics or education. And, trying to segment them is very difficult.

According to Iconoculture, moms with college degrees make up 6 percent of all millennials. That 6 percent slice is incredibly diverse. In that slice you’ll find upper middle class and low income; urban and suburban; those who own a car and those who only use public transportation; married and unmarried; homemakers and full-time professionals; white, African American, Latino and everything in between. You can’t try to communicate to them as a single group.

And yet, it’s worth the effort to reach them, communicate with them and engage them. Unlike the stereotypes, they are generous with their time and money. According the 2013 Achieve Millennial Impact Research Report, they actually give in proportion to or greater than their income, and a larger percentage give monetarily — more than almost any other

generation. According to the report, 83 percent of them made a financial gift to an organization in 2012. And when they can, they’ll give more.

One other key insight: they value different things than any previous generation. Rather than valuing duty, justice and integrity, they value discovery, happiness and sharing. And happiness is not defined as you might think. These are critically important things to understand if you are trying to know them and be relevant.

“Know me and be relevant” isn’t just a good communications strategy. It’s a good people strategy. It goes beyond communicating externally. It’s equally important to building and keeping a good team. God designed us for community and relationships. Relationships are built on trust and common connections and truly knowing the other person. This principle extends to all our communications.

Let’s circle back to Dallas Willard’s wisdom. Not only is hurry the enemy of spiritual growth, I’d argue it’s the enemy of effective communications. I encourage you to take the time to get to know each of your audiences in an intimate way and make sure you are relevant to what they need and want. Only then will you effectively reach those you desire to minister to, deepen your engagement and have greater kingdom impact. ●

---

**STEVE MAEGLIN** is the CEO of Signal.<sup>csk</sup> Brand Partners. He has held a variety of senior executive positions in both the commercial and ministry spaces. Steve, his wife and two daughters reside in Colorado Springs, Colo.

---

 **STEVE MAEGLIN** and **DAVID LUCAS** will lead the ITI seminar “Know Me and Be Relevant” at the Outcomes Conference: CLA Dallas 2015, April 14–16. ([OutcomesConference.org](http://OutcomesConference.org))



# BRIDGES TO THE FUTURE

The value of strategic alliances

By Doug Napier

*“Though one may be overpowered, two can defend themselves. A cord of three strands is not quickly broken” (Ecc. 4:12).*

THE GOLDEN GATE BRIDGE IN SAN FRANCISCO spans nearly two miles across the strait separating San Francisco and Marin counties. This engineering marvel is suspended by two cables, each measuring 36 inches in diameter. Because the cables are wrapped in a steel jacket, they appear to be one solid strand. In reality, each cable is made up of 61 smaller cables, which in turn are made up of 452 individual strands. In total, each cable is comprised of 27,572 individual strands.

Why so many? Solomon had the answer: a cord of three (or 27,572) strands is not easily broken. A single, thick cable would be rigid and inflexible. Any breaks or weaknesses would threaten the whole structure. With multiple strands, though, even if one should break, the others will hold up the bridge.

There’s a model there for modern ministries, carrying ever-larger loads and facing ever-tougher opposition. In today’s culture, forming strategic alliances is a necessity. This article will explore the benefits and practical challenges of building these vital alliances.

## WHY STRATEGIC ALLIANCES?

Let’s face it, the cultural and economic times are tough. Christian ministries and nonprofits that once could do their work without much interference or help from others now find themselves increasingly constrained by government mandates, legal challenges and violent shifts in cultural attitudes and behaviors. Available funding seems scarce, even as the need for ministry services and programs continues to grow. One solution to these fast-growing challenges is the formation of strategic alliances — cooperative efforts to multiply capacity, eliminate duplication, increase efficiency and provide much-needed encouragement.

## ALLIANCES ARE A FORCE MULTIPLIER

Most ministries and nonprofit organizations start off operating pretty much on their own. Either they really don’t require the help of others or simply don’t see much need for it. That may work for a while, but as these groups grow and become more effective — and sometimes, in order to grow — most will recognize how much can be gained from joining forces with others.

Just as teachers can transfer knowledge to students, and the counsel of many advisers causes plans to succeed (Prov. 15:22), working with others can be a powerful force-multiplier. Consider how much more effective it is to have 11 football players who practice, review playbooks, run drills and then execute plays on the field together rather than to line up 11 random people, blow the whistle and watch all sorts of chaos ensue. Just so, when alliances are formed and each member's work is coordinated, much more can be achieved.

Rick Warren recently addressed an international conference of religious leaders studying the global attack on marriage. Recognizing the need to join forces, he remarked, "We're more effective and better together than we are apart."

Numbers bring strength and credibility: *"though one may be overpowered, two can defend themselves."* (Ecc. 4:12) The North Atlantic Treaty Organization (NATO) was formed after World War II as a mutual defense agreement among 28 countries, each pledging that if one was attacked, the rest would rush to its aid. For 70 years, the mere presence of such an agreement has served as a deterrent to would-be aggressors. Likewise, when ministries join forces and pledge public support for each other, others recognize and respect that strength and solidarity.

## WHEN TO FORM AN ALLIANCE

You may be saying, "But I like working alone." In that case, you're probably not ready to form an alliance. Unless you see the need and the value of forming such a partnership, the union will probably be unsuccessful. A lot depends, of course, on what and how much your organization is looking to accomplish. To hang a picture on a wall, one wire may be sufficient; to hang a bridge, you'd best weave a cable. You can probably build a hut alone, but to build a mansion, you will need to enlist others.

Take a good look at your group's long-term goals. If you can see how tighter coordination, collaboration and communication with other like-minded ministries can really help your team move the ball, then it may be time to initiate an alliance. "Alone we can do so little," Helen Keller said. "Together we can do so much." This is the true value of allies. If you recognize that value, ask yourself these questions:

- Who am I already working with that I can coordinate with more closely or more formally?
- What work am I doing that I can delegate to someone else who can do it better?
- Who/what is missing from our "lineup" that I can go recruit to be part of an alliance?
- What would the "dream team" that leads to victory look like?

## CHOOSING YOUR ALLIES CAREFULLY

Winston Churchill quipped, "There is only one thing worse than fighting with allies, and that is fighting without them." This is mostly true, which is why choosing the right allies is critically important. Just as you would not try to weave a bridge cable by combining steel wire and jute rope, you don't want to find yourself "unequally yoked" (2 Cor. 6:14, NKJV) with the wrong ally. Some questions to ask include:

- Does this prospective ally agree with the ultimate strategic objective(s) of our ministry?
- Are they team players, or do they need to control things?
- Can they carry their own weight, or will they be a drag on our work?
- Do they enjoy a good reputation, or could they cast a cloud over our ministry?
- Are they financially sound and accountable (e.g., ECFA Members)?

## FORMAL VERSUS INFORMAL ALLIANCES

Not every alliance needs to be a 50-page agreement in 10-point font with notarized signatures. Depending on the nature of the relationship, you can often get by with a less formal structure. Of course, the more you reduce to writing and make clear, the less likely there will be misunderstandings, hurt feelings or missed objectives. When deciding how formal the alliance should be, consider:

- How many allies will be involved?
- What is the time frame of the joint work — one-time, or ongoing?
- Will there be shared expenses and financial obligations?
- Will joint funding or grant requests be made?
- How will decision-making be accomplished?
- Will there be designated spokespersons?

## WHY STRATEGIC ALLIANCES FAIL

Some alliances just don't work out, but many steps can be taken to reduce the odds or impact of failure. As mentioned, alliances can fail if the wrong allies are chosen. Hindsight, of course, is 20/20, but careful due diligence on the front end can avoid bad outcomes on the back end. Failure to clearly identify and agree on strategic objectives early can also lead to confusion, lack of coordination and frustration. Charting a clear course while forming the alliance will help solidify the relationship and keep everyone on the same page moving forward.

That said, unforeseen external factors — new opposition, increased competition, loss of funding, health issues, personal and personnel issues, natural disasters, even fatigue — can derail an alliance. Inserting a good exit plan in the alliance agreement can provide a softer landing should the alliance need to be dissolved.

In summary, just as the body of Christ has many parts that must work together, well-planned strategic alliances are force-multipliers that can achieve transformative results. Prayerfully consider whether such an alliance might benefit your organization — then give careful thought to the questions posed above. A solid alliance might just be the bridge from today's challenges to your ministry's successful future. ●

---

**DOUG NAPIER** is senior counsel, executive vice president and chief alliance officer for Alliance Defending Freedom. ([alliancedefendingfreedom.org](http://alliancedefendingfreedom.org))

---

 **DOUG NAPIER** will lead the workshop "Transformative Results through Strategic Alliances" at the Outcomes Conference: CLA Dallas 2015, April 14–16. ([OutcomesConference.org](http://OutcomesConference.org))

# Filling the Sails

## Waiting on the wind of God

**T**HE SAILS ARE PREPARED FOR ACTION. The marine batteries are fully charged. The drinking water tank is full. The weather has been checked to ensure there are no pending storms. The gas tank is topped off. The boat's food pantry is fully stocked. It is time to experience the wide open waters. However, there is one remaining crucial variable needed to sail ... the wind! Nothing happens without it.

Most sailors have experienced being in the middle of the open waters simply waiting for the power of wind. It can be a humbling experience, as the sailor must depend on a factor over which he or she has absolutely no control!

Christian leaders can experience a similarly humbling experience leading a ministry organization. The preparatory steps have been made. The strategic plans are in place. The board and staff are ready to go. A results-oriented dashboard has been developed. A gifted staff is in place to fulfill the functional needs of the organization. Short-term and long-term financial assets are being invested appropriately. The promotional and marketing plans are ready. The volunteer base is in place and motivated to assist where needed. The initiatives for the development of funds are ready. The technology is in place to assist with the organization's efforts. The communication plan is ready to roll. However, something is missing. The organization seems to be sitting in the middle of open waters without the power to go.

The organization described here awaits the one variable that sets it apart from a secular nonprofit organization. It must have the power of God filling the sails. With that power, the organization has the potential of being Spirit-inspired, Spirit-directed and Spirit-fed. Without that power, all else is meaningless.

### Spirit-inspired

Leaders of Spirit-inspired organizations have a deep passion for the causes that they help further. They are inspired because of a call of God upon their lives. They fulfill that call without hesitation or regret. That passion drives them to excel with energetic enthusiasm. They seek to serve God in a unique way within their specific ministry setting. Their motivation is stirred by God's Spirit deep within their soul, and that motivation is contagious to the rest of the organization they lead.

## Leaders of Spirit-inspired organizations have a deep passion for the causes that they help further.

### Spirit-directed

Spirit-directed organizations have leaders who wait for God's guidance and timing as they embrace the unknown of the future. They humbly listen for his voice and they respond to his leading. They are at his mercy for power and direction. We see this characteristic of being Spirit-directed demonstrated by leaders in Scripture such as King David, who simply sought God's direction and waited for God to respond. Similarly, Spirit-directed organizations wait patiently

for God and his guidance. Hearing from God about the direction he wants for the organization may be the very thing that determines whether an organization will continue to exist long-term.

### Spirit-fed

Spirit-fed organizations are comprised of leaders who continually seek to be discipled and grow in their relationship with God. They seek the nutrients of God in their lives through regular worship, Bible study and prayer. They allow godliness and righteousness to fill and feed their lives. Through that ongoing discipleship, they grow in their relationship with God. Those leaders, in turn, mentor the rest of the organization in discipleship and demonstrate what it means to be continually fed by God.

The need to be Spirit-fed may seem obvious; however, it is crucial to be reminded because of the temptation for leaders to become self-fed by their own pride. That can quickly lead to failure. Being Spirit-fed on a continual basis helps ensure that spiritual nutrients are embedded within the lives of leaders. In organizations that are Spirit-inspired, Spirit-directed and Spirit-fed, God is glorified.

## In organizations that are Spirit-inspired, Spirit-directed and Spirit-fed, God is glorified.

Christian leaders need to do all that they can to increase the probability of success within the organizations they lead. They must humbly depend upon the power of God to fill the sails of the organization. God has likely given those leaders wisdom, skills, experience, knowledge and initiative that needs to be used within the organization. However, God also wants those leaders and organizations to be humbly dependent upon his power to accomplish his ordained purposes. Through that dependence, God takes the lead in empowering the organization to be all that he intends it to be for the maximum kingdom impact. ●

**DR. JEFFREY W. STEED** is director of development and public relations for the Union Gospel Mission in Dallas ([ugmdallas.org](http://ugmdallas.org)). His educational background includes a D.Min. from Gordon-Conwell Theological Seminary, an M.Div. from Southwestern Baptist Theological Seminary, and an MBA from the University of Texas at Arlington. Steed has authored several books and articles.



Meet a real-life . . .

# GENEROSITY HERO



## Profile

**NAME** Kristine Moreland

**OCCUPATION** Bank Loan Officer

**PASSION** Volunteering on the Search & Rescue Van for Seattle's Union Gospel Mission

*"For me, generosity is unconditional love.*

*"I don't think I'm a hero. People on the street — they're the true heroes.*

*"Everyone deserves an opportunity. And it's exciting to help them. I always get way more out of it than I give."*

A Generosity Hero is someone who is inspired by the mercy and compassion of Jesus and turns that inspiration into action — generously serving others in need no matter what the cost. For them, the cape and mask are optional.

That's why, at Masterworks, the heartbeat of our work is inspiring generosity.

We want to help you bring purpose and meaning to the lives of partners like Kristine who make your work possible . . . Reach the hero inside each one . . . and INSPIRE them to unleash their GENEROSITY.

**Together we can make an extraordinary difference for your cause.**

To find out more, visit our booth at CLA (**Booth #203**).  
Or contact Rory Starks at 360.394.7694 or [rstarks@masterworks.com](mailto:rstarks@masterworks.com).

  
Inspiring GENEROSITY  
[masterworks.com](http://masterworks.com)

# Are We The Generation?

## Fulfilling the Great Commission

**A**T THE AGE OF 7, I saw a photograph that changed my life — the U.S. flag raising on Mt. Suribachi, Iwo Jima. I found it so compelling, and I knew right then I wanted to be one of those guys ... a United States Marine. Eleven years later, when most people my age were going to college, I was training for war.

After leaving the Marine Corps, my business career began with Fairchild Semiconductor. At that time I had no idea what a semiconductor was. After 13 years, I caught the Silicon Valley start-up fever, joining a start-up called Apple Computer, as director of operations and a member of the first Macintosh rollout team. Who knew we were creating a future technology and a company that would change the world?

If there's one core lesson I have learned in my life journey it is this: When God calls, take the risk. While we can't predict the future, we can at least play a role in creating it. For Christians, we walk by faith not by sight. God loves us and has a plan for each of our lives. But are we willing to act on that in every aspect of our life, even our career? Are we willing to push all our chips to the center of the table?

Taking another risk is what led to the creation of Global Media Outreach (GMO). The World Wide Web had just come into being, and I thought: "Can we put God's Word on a global network? Can we minister to people directly? Can we meet them at their moment of need? Can we take them to the cross of Christ?" Consistent with a lifetime of work in Silicon Valley, my wife and I elected to go on the journey without a map, trusting only in God.

The vision of Global Media Outreach is:

- Giving everyone on earth multiple opportunities to know Jesus
- Seeing millions receive him and building them in their faith
- Connecting them to Christian community

Today — and every single day — GMO will reach more than one million people with the gospel. We will see more than 100,000 pray to receive Jesus Christ as Savior, and almost 100,000 discipleship engagements. . Cumulatively, we have reached more than one billion people, with 144 million indicating their decision for Jesus Christ.

We communicate interactively on 256 mobile and websites along with social networking and texting in multiple languages through more than 7,000 online missionaries located in 129 countries. However, Global Media Outreach is not about technology. It is about gut-level, person-to-person ministry.

Consider these examples from among the requests we receive:

*"I'm 32 years old and I've never been so lost in my life I just want to give up and die, the only thing that keeps me going is my 5 year old son, ... I need help. I do not know how to start or what to do."*

—Woman, France

*"I am surrounded by Muslims who will kill me if they find out that I pray prayer on your site and ask Jesus into my life. Please pray for me. I do not know a single Christian. You are my only contact."*

—Man, Afghanistan

*"I was in tears reading your e-mail. I cried where you were talking about the fact that God loved me. I just find that so hard to believe. I've had people tell me that God couldn't love a person like me. Isn't there a point in which a girl could go so far that even Jesus would not want nothing to do with her?"*

—Woman College Student, US

*"I began to weep as I read your e-mail. I am so grateful that you took the time to respond back to me. It's 2AM and I've read the scriptures you sent ... I put down the gun."*

—Man, California

Today there are 7.2 billion cell subscriptions on earth and 2.3 billion computers; there are more connection devices than people. Ninety-one percent of the world's population lives within range of a cell tower.

Jesus said, *"And this gospel of the kingdom will be preached in the whole world as a testimony to all nations ... and then the end will come."* (Matt. 24:14)

We're almost there.

I believe we are indeed the generation of the Great Commission. ●

**WALT WILSON** is the founder and chairman of Global Media Outreach, an Internet ministry reaching over a million people per day in 2014 with the gospel through mobile and hundreds of websites in multiple languages. ([globalmediaoutreach.com](http://globalmediaoutreach.com))

**WALT WILSON** is a keynote speaker for the Outcomes Conference: CLA Dallas 2015, April 14–16. ([OutcomesConference.org](http://OutcomesConference.org))



# EASY. AFFORDABLE. HI-IMPACT.

## Retirement Plans

For Ministers, Missionaries,  
and Faith-Based Organizations



### AN INDUSTRY FIRST!

Low cost ETFs are now available  
for your retirement plan!



**ENVOY** FINANCIAL

Phone: (888) 879-1376  [www.envoyfinancial.com](http://www.envoyfinancial.com)

Securities offered through Envoy Securities, LLC, Broker/Dealer, Member FINRA/SIPC. Advisory Services offered through Envoy Advisory, Inc., Registered Investment Advisor. Third Party Administration and Record keeping provided by Envoy TPA & Record Keeping, Inc. Education, Sales, and Marketing provided by Envoy Financial, Inc.



**FAITH-BASED**  
RETIREMENT PLAN SURVEY™



# Feedback & Follow-Up

## Customer service for Christian leaders

**T**HE MINUTES OF EACH DAY seem to pass more quickly than the day before. In that context, organizational leaders will ask: “What critical issues need resolution today?” As a result, I have often observed key decision makers negotiating with the clock more than with people, trying to squeeze as many productive minutes out of an hour as possible.

This squeezing strategy is effective for most tasks and situations; however, a barrier often exists between the reality of executives and the reality at the engagement point for an organization’s customers. As leaders wrestle with time, feedback and follow-up are often in response to problems rather than an ongoing priority. The scarcity of honest feedback is exacerbated when time is short and demands are high.

There is another way, however. By integrating a holistic view of feedback and follow-up into our daily leadership practice, we can better serve our customers and employees. This allows us to live out the practice of shalom-building with those whom we work alongside daily: checking in with them, identifying their needs, strategizing on compromises and identifying ways we can enrich their working environment.

My first experience adapting a holistic view of organizational feedback and follow-up was in working with Keilty Goldsmith & Company’s “Encouraging Feedback” model. This is an eight step process designed to facilitate communication, growth, and increase customer satisfaction. The model also benefits those in supervisory and leadership positions as they address direct report and customer concerns. The model’s eight steps are: *Ask, Listen, Think, Thank, Respond, Involve, Change* and *Follow-up*. Over the years, it has successfully been implemented improving customers’ satisfaction, employee satisfaction, along with increasing repurchase behavior of customers. Key to this eight step process’ ongoing success is that the model is not just about the customer — it is about the employees, supervisors, managers and leaders equally. Such broad focus has large scale outcomes.

During my years working with mid-and senior-level managers who were using the Encouraging Feedback model, our primary focus was increasing customer satisfaction. The use of external customer feedback and follow-up proved quite successful, garnering increased levels of customer satisfaction as measured by ongoing post-purchase and post-inquiry surveys. However, it also garnered increased employee satisfaction related to interactions with management. The reason there was an

internal shift in employee satisfaction within companies embracing feedback and follow-up was that the process used with external customers began to seep internally into those organizations’ cultures.

Asking for feedback from peers and supervisors at the onset, at the mid-point and at the conclusion of projects became normative behavior, providing constructive and developmental feedback. Those insights helped to develop trust and increased efficiency. Following-up helped close the loop, ensuring open dialogue between constituents. For example, with three large organizations, each from different industries, the data revealed the same key indicators of customer satisfaction. The best predictors of satisfaction were the service representatives’ ability to effectively balance the needs of the customers/organizations, and the follow-up by employees to ensure that customer needs had been met.

As Christian leaders, the imperative of feedback and follow-up is even more pronounced. How often we miss daily opportunities to serve as we would like to be served and to love our neighbor as ourselves. As Christians in the workplace, regardless of the organization’s size or mission, we have the distinct opportunity to view feedback and follow-up as a means of practicing authenticity and integrity with those we encounter.

We can choose to bring our Christian values into our daily management practices in meaningful ways. Creating a culture of feedback and follow-up within your sphere of influence could easily alter the organization’s culture. You could be a part of developing new meaning and understanding for those with whom you engage. Additionally, they can reciprocally impact your development.

So, in an era where time is a premium resource, I encourage you to practice the cycle of feedback and follow-up, developing a culture of open dialogue and continuous improvement in your organization. Think deliberately about how your employees are equipped to balance both your needs and those of the customer. Ensure that your employees are resourced to follow up with customers. Not only will you be gratified, but those with whom you interact will be equally blessed. ●

**JULIA UNDERWOOD, PH.D.**, professor of management, Azusa Pacific University ([apu.edu](http://apu.edu)), has worked in higher education for 20 years and has been in management consulting for nearly the same. She recently completed two terms as APU’s faculty moderator representing faculty to administration. Dr. Underwood is also director for the Christian Business Faculty Association.

**DR. JULIA UNDERWOOD** will serve as a moderator of the Wednesday, April 15, CLA CEO Forum (Applied Research Symposium) at the Outcomes Conference: CLA Dallas 2015. ([OutcomesConference.org](http://OutcomesConference.org))



BANK WITH SOMEONE  
WHO SHARES YOUR  
**CHRISTIAN  
VALUES.**

Every dollar entrusted to us is reinvested to build churches, fund ministry, and serve Christians.

**Does your other bank do that?**



**Call or click to learn more!**

1-800-343-6328 | [AmericasChristianCU.com](http://AmericasChristianCU.com)



Federally insured by the National Credit Union Administration. Additionally insured by American Share Insurance.

# Flourishing!

Unlock effectiveness in your workplace culture.

**SAM GOLDWYN**, THE “G” IN MGM MOTION PICTURES, knew something about how to empower people — and make great movies. How did he do it? What was his secret? He once said, famously, “We want a story that starts out with an earthquake and works its way up to a climax.

The road to a flourishing culture often begins with disturbing tremors. These tremors, however, set the context for a glorious and celebratory cymbal crash of a transformed organization. Countless ministries and churches across North America are now experiencing the sustained crescendos of increased productivity, new effectiveness and greater ministry impact. It all starts with empowering people.

Any Christian organization, regardless of size, longevity or heritage, can expect to experience these same outcomes when the focus is on its people. When you transform your culture by starting with your people, you rediscover the strengths of not only your people, but also of your founding mission and the unique kingdom work God has given your organization to fulfill.

If Sam Goldwyn were around to make a movie of how Christian organizations are doing this today, he would include this storyline in his script:

### Pain as Gain

In, 2008, Bill Hybels returned from a three-year hiatus as pastor of Willow Creek Community Church to languishing morale and declining trust among its 400-member staff. An anonymous, third-party online employee engagement survey confirmed Hybels’ worst fears about the employee discontent. Hybels termed the results “pain on a stick.”

After four years of continuing conversations among leadership and staff, humbling confessions, reconciliation and recommitment to the work at hand, Willow Creek transformed a near-toxic work environment into the gold standard of a healthy, flourishing culture among larger churches.

### Flourish

This empowering acronym is comprised of:

- F**antastic teams
- L**eadership that’s authentically Christian
- O**utstanding talent
- U**plifting growth and development
- R**eal communication
- I**nspirational work
- S**ustainable strategy
- H**ealthy compensation

These eight essentials (to be unpacked at the Outcomes Conference ITI Seminar #2) describe Willow Creek’s flourishing new culture. Today, it is a culture of growing mutual trust, transparency and unity.

Top to bottom, it’s a culture where people look forward to coming to work every day because

they feel so engaged in their work. It’s a culture where everyone is rowing together because they not only believe in the organization’s mission, they believe in each other.

### Measuring Outcomes

Each of the eight flourishing essentials has quantifiable outcomes. Objective measures of a healthy, flourishing culture are not only possible, they’re absolutely essential for any ministry organization that wants to be the best in their workplace, ministry effectiveness and kingdom impact. Growth, both in quantity and quality, is the satisfying, sustainable evidence of an improved culture at work in a flourishing ministry organization.

Powerful stories unfold sequentially. So do flourishing cultures, and yet here’s what’s fascinating: Each of the eight essentials that spell out F-L-O-U-R-I-S-H can be both rewarding outcomes and starting points for an employee, a team or a department. Each flourishing essential is accessible and attainable for every organization that seeks to be more effective, productive and committed to being their best.

Long before Sam Goldwyn, King Solomon had a few words to say about this: “Know well the condition of your flocks, and pay attention to your herds” (Prov. 27:23 NASB).

Applying that bucolic wisdom to our workplaces means:

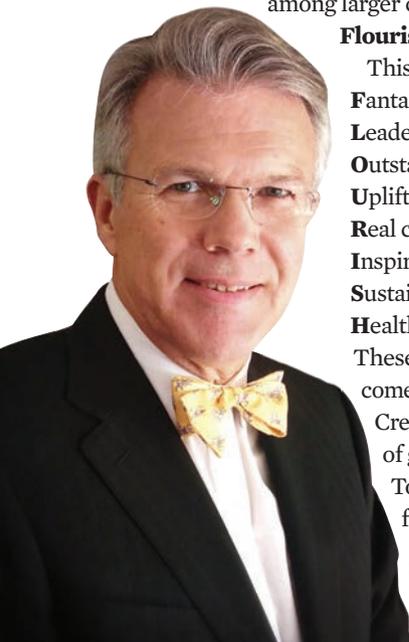
- Paying attention to the people in our organizations
- Asking what’s going on inside them and around them in the rhythm of their workday
- Determining what the people in our organizations need in order to flourish — as individuals and as teams

Who within your organization or your church is asking these kinds of questions? Take heart. We’re all human, and every ministry has a “fault line.” The road to a flourishing culture means giving your people solid ground on which to stand, serve and thrive.

Ministries like Willow Creek, Joni and Friends and Gideons International, among many others, are on that solid ground today, experiencing the crescendo of a flourishing workplace culture. By doing the hard work of empowering their people, they have seen God’s kingdom ripen into fruit that lasts: “*The fruit of the Spirit is love, joy, peace, forbearance, kindness, goodness, faithfulness, gentleness and self-control*” (Gal. 5:22–23a). That’s a wonderful crescendo for any organization — a resounding cymbal crash for what Lord longs to bring about through your people! ●

**AL LOPUS** is president and co-founder of Best Christian Workplaces Institute. (bcwinstitute.org)

**AL LOPUS, TARA VANDERSANDE** and **MARK SIEGRIST** will co-lead the ITI seminar “FLOURISH: Unlock Your Workplace Culture for Greater Effectiveness” for the Outcomes Conference: CLA Dallas 2015, April 14–16. (OutcomesConference.org)



# SOME HEROES DON'T WEAR CAPES



## **Brenna Sloan**

At The Core

*Organizing the community around the fight against childhood hunger in 37 schools*

You Are Why We Serve

At MinistryLINQ your mission is what motivates us. Nominate your Hero organization to receive \$1,000 by telling us about the life transforming work they do. For more information visit [ministrylinq.com/heroes](http://ministrylinq.com/heroes).  
**#ministrylinqheroes**



Online donation and payment solutions to meet your ministry needs

800.811.7826



[ministrylinq.com](http://ministrylinq.com)

# Spiritual Transformation

## The role of the ministry workplace

**MAYBE YOU HAVE HEARD A COLLEAGUE SAY SOMETHING LIKE:** “This isn’t the place for my spiritual growth; that’s for my church life.” While I understand this argument, I believe it is shortsighted. The ministry workplace also has a role in spiritual development.

We are called to be Christ-centered communities. Any other approach misses the mark of God’s calling on our lives as Christians (Eph. 5:15–16). At Buckner, we have decided to be intentional in facilitating spiritual transformation both in the lives of our team members and in the lives of those we serve. This task is wide in its scope, so we focus on some key truths from Scripture.

The message of hope, faith and love guides our ministry pursuits (1 Cor. 13:13). We don’t have time to waste. So we drill down and highlight how these truths can be more fully realized in the lives of our clients, who like you and me, come from broken places.

We have developed four best practices to serve as metrics for our ministry.

- 1. Our Story:** We want those to whom we minister to understand why we want to help them. Specifically we tell the Buckner story of being founded by a pastor who sought to honor God by rescuing, serving and loving children and families in need. Buckner has a history and a heritage that has formed our DNA as a Christian social service provider.
- 2. Prayer:** We want prayer to permeate all our endeavors. Our staff, our constituents, and our clients are encouraged to pray, calling on the giver of life, discernment and power. The stories of transformation reflect his work in our lives. Our leadership prays specifically prior to making pivotal decisions. The primary task of Christian leaders is to pray for wisdom as they lead.
- 3. Scripture:** We want to provide our clients with opportunities to learn and understand what Scripture says and to apply it to their lives. This holy roadmap cannot be ignored. Though there is much Christian literature and curriculum today, it must only serve as a supplement to the truth of God’s Word.
- 4. Worship:** Finally, we highlight the importance of worship. The local church is the source of sustained training, enrichment and growth. We seek to connect our clients to a church that will walk with them in their faith journey.

Threaded through all of these pursuits is evangelism. Our walk must represent the truth that we teach. We want to be firmly planted in his truth. Our clients seek the hope promised in a life with Jesus. They must have the opportunity to meet him and develop their own

personal faith relationship. All of this is built on understanding that we are all valuable and lovable in his eyes. When we understand this and begin to develop the ability to love others with the same unconditional love God offers, spiritual transformation takes place.

These best practices represent our practical organizational efforts, but the only true agent of spiritual transformation is our Lord and Savior, Jesus Christ. The responsibility is too great for us alone. How can we support this transformation in those we serve if we as staff are not rooted in these truths? How can those we minister to and encourage others to believe in and walk in this truth if we are not personally tapped into the Savior as our life source? How can we lead if we fail to first be on our knees, devoting time to develop ourselves spiritually? Ministry can prove taxing, so we must pay attention to our own personal spiritual journey. In order to feed others, we must be fed. To truly empathize with the hurting, we must come to grips with our own pain and struggles.

### How can we support this transformation in those we serve if we as staff are not rooted in these truths?

One mistake I do not want this to produce is neglecting all else in its pursuit. Specifically, remember those closest to you. Remember your family requires your attention, your love and your time. As a supervisor, remember the importance of this fact for your employees as well.

When individuals feel free and empowered to fulfill their giftedness and calling, they will be productive. That productivity is marked by an increase in quality and speed of work, not in missing important events and time with spouses and children. If you are too busy to lead your family because you are spending so much time doing ministry, you are too busy! ●

**JEFF JONES** is the area vice president for spiritual development at Buckner Children and Family Services, Inc. For more than 136 years, Buckner International has been transforming lives through hands-on ministry, serving the most vulnerable from the beginning to the ending of life. (Buckner.org)



*Retreat.*



2015 MINISTRY CALENDAR AT A GLANCE

LIST TITLE PAGE

*Have you experienced* Billy Graham's mountain retreat center? Come to The Cove in Asheville, North Carolina, and find renewal during life-changing seminars with leading Bible teachers or plan a Personal Spiritual Retreat. You can also bring your own group to focus on God in the peaceful quiet of this secluded, 1,200-acre getaway. From our charming inns and delicious cuisine to winding walking trails, everything

here is designed to help you escape routine distractions and experience God's goodness, truth, and beauty. For more information, call 1-800-950-2092 or visit [TheCove.org](http://TheCove.org).



**BILLY  
GRAHAM**  
Training Center at The Cove  
*Seminars. Retreats. Concerts.*



A ministry of Billy Graham Evangelistic Association  
©2015 BGEA

# Living Water

Quenching the universal thirst for Christ

A COMMON THREAD has been woven through my life. It is the power of the Word of God.

I experienced the power of God's Word from the time I grew up in church through the time of my coming to saving knowledge of Christ as a college student. It buoyed me from caring for the hearing impaired as an audiologist to caring for my family as a wife and mother. And Scripture has been central to my journey from serving as teaching director of a local Community Bible Study to my role today as executive director of Community Bible Study.

There is a thirst in the human heart that transcends age, gender, culture, language and geography. It can be quenched only by God. Our source of knowing the eternal God is through his Word.

As Christian leaders, we share a common call. It's the same call shared by Christian leaders who came before us. It's the same call that will be given to those who follow us. Regardless of when we are called to lead, between the bookends of eternity, our shared mandate is to channel the living water of the Lord Jesus Christ to thirsty souls in the here and now.

We live in times of unprecedented change. Ours is an ever-shrinking world, growing less familiar each day. We live today within the confines of a creation groaning under the increasing weight of the fall. So how can we channel the living water of Jesus to today's thirsty souls?

**There is a thirst in the human heart that transcends age, gender, culture, language and geography.**

We must remember God's lasting promise in Isaiah 55:10-11: *"As the rain and the snow come down from heaven, and do not return to it without watering the earth and making it bud and flourish, so that it yields seed for the sower and bread for the eater, so is my word that goes out from my mouth: It will not return to me empty, but will accomplish what I desire and achieve the purpose for which I sent it."*

As Christian leaders in the midst of a groaning creation hurtling towards Jesus, we must intentionally equip ourselves by drinking deeply of God's Word. We too share the thirst for that living water. In our time, just as in times past, it is the unchanging Word of God that transcends every boundary and effectively pours out the eternal gospel of Jesus Christ.

Community Bible Study is committed to this vision of the future: that individuals, families, communities and even generations will be transformed by God's powerful Word. I serve alongside thousands of other leaders who are called by God to the mission of channeling

the Lord Jesus Christ toward thirsty souls around the globe. They do this through caring, in-depth Bible study, available to all. In only 40 years, Community Bible Study has grown from one class in Bethesda, Maryland, to more than 200,000 participants in more than 80 countries and 65-plus languages. I share this not to make much of Community Bible Study, but to make much of the reality that our Lord continues to meet the thirsty through his Word.

**I have seen thirsty souls, at every imaginable point in their journey with Christ....**

I have seen thirsty souls, at every imaginable point in their journey with Christ, experience the security, hope, transformation and joy that comes only from knowing him through the truth of Scripture. I can testify based on 40 years of evidence within Community Bible Study, that the Word of God alone remains the transcendent quencher of the universal thirst for Jesus — the longing for eternity, which God has placed in the hearts of man. From Africa to Europe, from Asia across the Americas, we daily see the miracle of God's Word sinking deep into the souls of men, women and children.

I am convinced if we lead from the foundation of the Word of God, and weave it deeply into the expression of our leadership contexts, we will see the glory of God in the land of the living. We will see God's Word achieving his eternal purposes worldwide until Christ returns.

It is profoundly humbling, surprising and gratifying to be in the company of redeemed servants such as you who are already living your eternal lives with Jesus and channeling his redemptive love toward thirsty souls here on earth. Blessings in the name of Jesus upon you as you pursue the kingdom leadership to which God has called you. ●

KIMM CARR is the executive director of Community Bible Study ([communitybiblestudy.org](http://communitybiblestudy.org)). Since 1975, Community Bible Study has been helping people — from children to seniors — to grow in their knowledge and love of Jesus Christ.



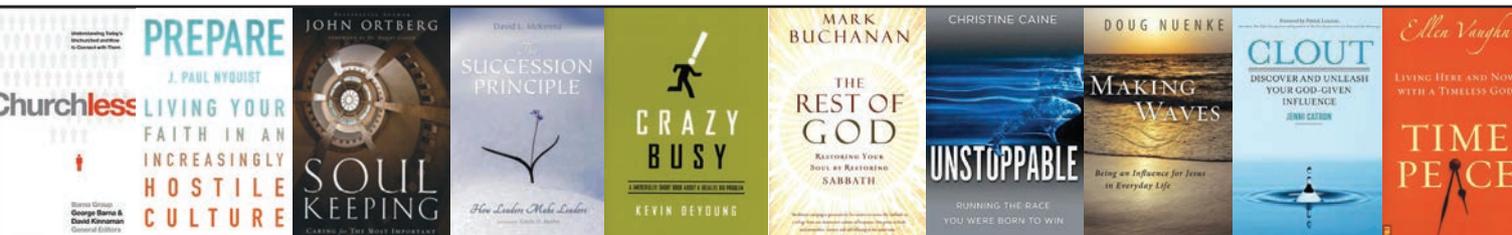
Find out about



**COMMUNITY**  
BIBLE STUDY

[www.communitybiblestudy.org](http://www.communitybiblestudy.org)





## Books to Consider ...

Great insights on culture, time, kingdom impact, spiritual development and more!

### **CHURCHLESS: Understanding Today's Unchurched and How to Connect With Them**

By George Barna and David Kinnaman  
(Tyndale Momentum, 2014)

There is a growing sense among Christ-followers that the culture is changing faster than we can keep up with or respond to — and we're not always sure how to live faithfully in a world that feels like it's headed off the rails. Not long ago, being a Christian didn't feel like swimming against the cultural current. But now? *Churchless* confirms that the world has, indeed, altered in significant ways during the last few decades.

### **PREPARE: Living Your Faith in an Increasingly Hostile Culture**

By Dr. J. Paul Nyquist  
(Moody Publishers, 2015)

We are seeing the rapid deterioration and dismantling of a Judeo-Christian culture in America. Values once held sacred are being discarded. Freedoms once offered are being withheld. Biblical absolutes once embraced are being replaced by relativism. *Prepare* offers a biblical, theological and practical approach to navigating the challenging days ahead and a reason for hope and optimism — the power of the gospel and the possibility of societal transformation.

### **SOUL KEEPING: Caring For the Most Important Part of You**

By Dr. John Ortberg Jr.  
(Zondervan, 2014)

The soul is not “a theological and abstract subject.” Two things are for sure. One is that you have a soul. The other is that if you don't look after this one you won't be issued a replacement. Best-selling author John Ortberg shares insight to help you care for your soul.

### **THE SUCCESSION PRINCIPLE: How Leaders Make Leaders**

By Dr. David L. McKenna  
(Cascade Books, 2014)

Succession is a hot topic in leadership development, and as a college, university and seminary president who experienced three successions in leadership, Dr. David McKenna is eminently qualified to speak on the subject. In this book, McKenna introduces us to “the succession principle.”

### **CRAZY BUSY: A (Mercifully) Short Book About a (Really) Big Problem**

By Kevin DeYoung  
(Crossway, 2013)

Just one look at our jam-packed schedules tells us that we know how hard it can be to strike a well-reasoned balance between doing nothing and doing it all. That's what award-winning author Kevin DeYoung addresses head on in *Crazy Busy* — and not with the typical arsenal of time-management tips, but with the biblical tools to get to the source of the issue and pull the problem out by the roots.

### **THE REST OF GOD: Restoring Your Soul by Restoring Sabbath**

By Mark Buchanan  
(Thomas Nelson, 2006)

Most of us feel utterly ransacked. We are waylaid by endless demands and stifling routines. Even our vacations have a panicky, task-like edge to them. “If I only had more time,” is the mantra of our age. But is this the real problem? Author Mark Buchanan says what we've really lost is “the rest of God.”

### **UNSTOPPABLE: Running the Race You Were Born to Win**

By Christine Caine  
(Zondervan, 2014)

People of faith are lined up in lanes across the globe, batons in hand, running the race that matters most in this world — *the divine*

*relay*. It is tough. The track is treacherous. There are so many ways to mangle the exchange zones, to overshoot, to be knocked off the track, to drop the baton, to stop running. The church needs champion runners who never give up, who persevere no matter what they encounter, who run to win, unstoppable, no matter the cost.

### **MAKING WAVES: Being an Influence for Jesus in Everyday Life**

By Dr. Doug Nuenke  
(NavPress, 2011)

*Making Waves* paints a clear picture of a grace-filled life: receiving God's goodness and passing it along to others, like a ripple that grows into a wave. Over time, this wave of grace can flow to impact families and communities, even crossing oceans and national boundaries. *Making Waves* invites you to fully experience life by embracing the grace of God and passing it to others.

### **CLOUT: Discover and Unleash Your God-Given Influence**

By Jenni Catron  
(Thomas Nelson, 2014)

It is easy to believe that power, influence and leadership are gifts given to a special few. But the Bible says otherwise. There is a call that only you can answer. With Scripture and stories from her own life, Jenni Catron maps out the pitfalls and clear paths on the way toward discovering and unleashing your very own clout.

### **TIME PEACE: Living Here and Now With a Timeless God**

By Ellen Vaughn  
(Zondervan, 2009)

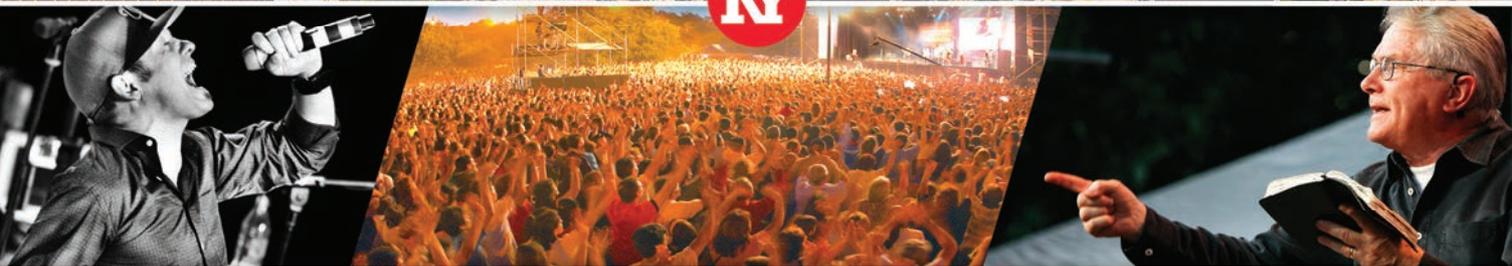
In a world with a need for speed, we feel time pushing us, sometimes even mastering us, as we rush from one thing to the next. For poets, philosophers, songwriters, and scientists, time and eternity are rich frontiers. *Time Peace* is a stirring journey through this topic. ●

# NY CITYFEST

with **LUIS PALAU**

# CENTRAL PARK

JULY 11 | GREAT LAWN



Imagine hundreds of churches and non-profits from across the New York City metro area coming together to love and serve their city in the name of Jesus Christ. Imagine multiple evangelistic gatherings, neighborhood block parties and outreaches, all leading to a major evangelistic festival with Luis Palau on the Great Lawn in Central Park. Imagine the long-term impact. Imagine the lives changed. This is the vision of NY CityServe & CityFest, a region-wide effort led by Luis Palau and hundreds of local churches.

You can play a part by praying for the campaign, partnering in outreach, tuning in to the festival, or hosting your own satellite gathering. Learn more at [www.NYCityFest.org/partner](http://www.NYCityFest.org/partner).

# CLA Gold/Platinum Member Directory



CHRISTIAN LEADERSHIP  
**ALLIANCE**

A directory of CLA Gold and Platinum level members

Listings for members are current as of January 16, 2015

## ACCOUNTING SERVICES

### PLATINUM MEMBER CAPIN CROUSE LLP

A National, Full-Service CPA and Consulting Firm  
info@capincrouse.com  
www.capincrouse.com

#### Atlanta, Georgia

Gregg Capin, Partner  
Greg Griffin, Partner  
Stan Reiff, Partner  
Phone: (678) 518-5301

#### Boston, Massachusetts

Fran Brown, Partner  
Phone: (617) 535-7534

#### Brea, California

Vonna Laue, Managing Partner  
Phone: (714) 961-9300

#### Chicago, Illinois

Sheree Brugmann, Partner  
Doug McVey, Partner  
Phone: (630) 682-9797

#### Colorado Springs, Colorado

Tim Sims, Partner  
Paul Gallart, Partner  
Jeff Sharda, Partner  
Phone: (719) 928-6225

#### Columbia, South Carolina

Dan Campbell, Partner  
Phone: (803) 458-2169

#### Dallas, Texas

Gregg Capin, Partner  
Phone: (817) 328-6510

#### Denver, Colorado

Dan Lindsey, Partner  
Phone: (720) 283-7326

#### Grand Rapids, Michigan

Nathan Salsbery, Partner  
Phone: (616) 717-5764

#### Indianapolis, Indiana

Mark Yoder, Partner  
John Butler, Tax Counsel  
Dave Moja, Tax Partner  
Phone: (317) 885-2620

#### Los Angeles, California

Rob Faulk, Partner  
Phone: (818) 996-1419

#### New York, New York

Bill Haller, Partner  
James Oberle, Partner  
Rob Taylor, Partner  
Phone: (212) 653-0681

#### San Diego, California

Michelle Sanchez, Partner  
Phone: (619) 955-5333

#### San Francisco, California

Vonna Laue, Partner  
Phone: (925) 201-1187

## ASSOCIATION

### AMERICAN BIBLE SOCIETY

Sharing God's Word with the World  
Janet Grell  
New York, NY  
Phone: (212) 408-1200  
jgrell@americanbible.org  
www.americanbible.org

### ASSOCIATION OF CHRISTIAN SCHOOLS INTERNATIONAL

Tom J. Cathey, Director - Legal / Legislative Issues  
Colorado Springs, CO  
Phone: (719) 528-6906  
Tom\_Cathey@acsi.org  
www.acsi.org

## CHRISTIAN HERALD ASSOCIATION, INC.

Edward Morgan, President/CEO  
New York, NY  
Phone: (212) 684-2800  
emorgan@bowery.org  
www.bowery.org

## UPWARD UNLIMITED

Terry Smith, Senior Vice President  
Spartanburg, SC  
Phone: (864) 949-5700  
tsmith@upward.org  
www.upward.org

## BROADCAST / MEDIA

### PLATINUM MEMBER CRISTA MINISTRIES

Loving God by Serving People  
Robert J. Lonac, President/CEO  
Seattle, WA  
Phone: (206) 546-7200  
rlonac@crista.net  
www.crista.org

## BACK TO GOD MINISTRIES INTERNATIONAL

Jack Strong, Director of Advancement  
Palos Heights, IL  
Phone: (708) 385-4016  
jstrong@backtogod.net  
www.backtogod.net

## CAMP / CONFERENCE CENTER

### PLATINUM MEMBER CRISTA MINISTRIES

Loving God by Serving People  
Robert J. Lonac, President/CEO  
Seattle, WA  
Phone: (206) 546-7200  
rlonac@crista.net  
www.crista.org

## LIFEWAY RIDGECREST CONFERENCE CENTER

Premier Christian conference center  
Melissa Inman, Director of Sales & Marketing  
Ridgecrest, NC  
Phone: (828) 669-3596  
melissa.inman@lifeway.com  
www.ridgecrestconferencecenter.org.

## HUME LAKE CHRISTIAN CAMPS INC.

Stan White, Vice President  
Hume Lake, CA  
Phone: (559) 305-7770  
swhite@humelake.org  
www.humelake.org

## PINE COVE CHRISTIAN CAMPS

Mario Zandstra, President & CEO  
Tyler, TX  
Phone: (903) 561-0231  
mzandstra@pinecove.com  
www.pinecove.com

## CHILD & SENIOR CARE SERVICES

### PLATINUM MEMBER CRISTA MINISTRIES

Loving God by Serving People  
Robert J. Lonac, President/CEO  
Seattle, WA  
Phone: (206) 546-7200  
rlonac@crista.net  
www.crista.org

## JILL'S HOUSE

Cameron Doolittle, President & CEO  
McLean, VA  
Phone: (703) 639-5660  
cameron.doolittle@jillshouse.org  
www.jillshouse.org

## CHRISTIAN SCHOOL (K-12)

### PLATINUM MEMBER CRISTA MINISTRIES

Loving God by Serving People  
Robert J. Lonac, President/CEO  
Seattle, WA  
Phone: (206) 546-7200  
rlonac@crista.net  
www.crista.org

## CHURCH

### CALVARY CHAPEL OF FORT LAUDERDALE

Ron Collins, Director of Stewardship  
Fort Lauderdale, FL  
Phone: (954) 977-9673  
ronc@calvaryfl.org  
www.calvaryfl.org

### HROCK CHURCH

Angela DeForrest, CFO  
Pasadena, CA  
Phone: (626) 794-1199  
adeforrest@hrockchurch.com  
www.hrockchurch.com

### INTERNATIONAL CHURCH OF FOURSQUARE GOSPEL

Ron Thigpenn, CFO  
Los Angeles, CA  
Phone: (213) 989-4431  
rthigpenn@foursquare.org  
www.foursquare.org

## CHURCH FINANCING

### PLATINUM MEMBER EVANGELICAL CHRISTIAN CREDIT UNION

Fueling Christ-Centered Ministry Worldwid  
Mike Boblitt, Vice President  
Brea, CA  
Phone: (714) 671-5700 x 1439  
mike.boblitt@eccu.org  
www.eccu.org

## AMERICA'S CHRISTIAN CREDIT UNION

Your Mission is our Business  
Mendell Thompson, President & CEO  
Glendora, CA  
Phone: (800) 343-6328  
mthompson@americascu.com  
www.americascristiancu.com

## CHRISTIAN COMMUNITY CREDIT UNION

Your Money Building God's Kingdom  
Scott Reitsma, Vice President of Ministry Development  
San Dimas, CA  
Phone: (800) 347-2228  
scottreitsma@mycccu.com  
www.mycccu.com

## COLLEGE / UNIVERSITY / SEMINARY

### PLATINUM MEMBER AZUSA PACIFIC UNIVERSITY

John Reynolds, Executive Vice President  
Azusa, CA  
Phone: (626) 815-3887  
jreynolds@apu.edu  
www.apu.edu

## MOODY BIBLE INSTITUTE

Paul Nyquist, President  
Chicago, IL  
Phone: (312) 329-4000  
paul.nyquist@moody.edu  
www.moody.edu

## WILLIAM JESSUP UNIVERSITY

Transforming Tomorrow Today  
Jeff Cherniss  
Rocklin, CA  
Phone: (916) 577-2304  
www.jessup.edu

## COMMUNICATIONS

### PLATINUM MEMBERS DOUGLAS SHAW & ASSOCIATES

Specializing in Donor-Focused Communications  
Michael Johnson, VP, Sales & Marketing  
Naperville, IL  
Phone: (630) 562-1321  
mjohnson@douglasshaw.com  
www.douglasshaw.com

## DUNHAM+COMPANY

Empowering ministry effectiveness through strategic multi-channel marketing+fundraising  
Joy Evans, Strategic Relationship Manager  
Plano, TX  
Phone: (469) 454-0061  
joy@dunhamandcompany.com  
www.dunhamandcompany.com

## PURSUANT KMA

A Full Service Fundraising Agency  
Curt Swindoll, Executive Vice President  
Dallas, TX  
Phone: (214) 866-7700  
curt.swindoll@pursuant.com  
www.pursuant.com/kma

## COMPUTER / TECHNOLOGY SERVICES

### PLATINUM MEMBER THE A GROUP

Marketing & Technology that Powers Ministry  
Maurilio B. Amorim, CEO  
Brentwood, TN  
Phone: (866) 258-4800  
maurilio@agroup.com  
www.agroup.com

## CONFERENCE CENTERS / MEETING FACILITIES

### LIFEWAY RIDGECREST CONFERENCE CENTER

Premier Christian Conference Center  
Melissa Inman, Director of Sales & Marketing  
Ridgecrest, NC  
Phone: (828) 669-3596  
melissa.inman@lifeway.com  
www.ridgecrestconferencecenter.org

## CONSULTING SERVICES

### PLATINUM MEMBERS

### BEST CHRISTIAN WORKPLACES INSTITUTE

Creating Cultures of Excellence  
Alfred Lopus, President  
Mercer Island, WA  
Phone: (206) 230-8111  
alopus@bcwinstitute.org  
www.bcwinstitute.org

## TEN TALENTS PARTNERS

Private Equity & Consulting  
Growing Organizations Where Biblical Values Thrive  
Robert Lipps, Managing Partner  
Healdsburg, CA  
Phone: (415) 518-2515  
Bob.Lipps@tententalspartners.com  
www.tententalspartners.com

**CAPIN CROUSE LLP**  
*A National, Full-Service CPA and Consulting Firm*  
 James S. Oberle, CGMA  
 Greenwood, IN  
 Phone: (317) 885-2620  
 joberte@capincrouse.com  
 www.capincrouse.com

**DOUGLAS SHAW & ASSOCIATES**  
*Specializing in Donor-Focused Communications*  
 Michael Johnson, VP, Sales & Marketing  
 Naperville, IL  
 Phone: (630) 562-1321  
 mjohnson@douglasshaw.com  
 www.douglasshaw.com

**DUNHAM + COMPANY**  
*Empowering ministry effectiveness through strategic multi-channel marketing+fundraising*  
 Joy Evans, Strategic Relationship Manager  
 Plano, TX  
 Phone: (469) 454-0061  
 joy@dunhamandcompany.com  
 www.dunhamandcompany.com

**THE A GROUP**  
*Marketing & Technology that Powers Ministry*  
 Maurio B. Amorim, CEO  
 Brentwood, TN  
 Phone: (866) 258-4800  
 maurilio@agroup.com  
 www.agroup.com

**DESIGN GROUP INTERNATIONAL, INC.**  
*Organizational Develop. & Capacity Building*  
 Mark L. Vincent, CEO/Senior Design Partner  
 Kohler, WI  
 Phone: (877) 771-3330  
 marklv@designgroupintl.com  
 www.designgroupintl.com

**JOHN PEARSON ASSOCIATES, INC.**  
*Vision Implementation with Detailed Execution*  
 John Pearson, President  
 San Clemente, CA  
 Phone: (949) 500-0334  
 john@johnpearsonassociates.com  
 www.JohnPearsonAssociates.com

**MISSION INCREASE FOUNDATION**  
*We Help Ministries Grow*  
 Dan Davis, President  
 Tigard, OR  
 Phone: (503) 639-7364  
 ddavis@missionincrease.org  
 www.missionincrease.org

**CONTINUING EDUCATION**  
**PLATINUM MEMBER**  
**AZUSA PACIFIC UNIVERSITY**  
 John Reynolds, Executive Vice President  
 Azusa, CA  
 Phone: (626) 815-3887  
 jreynolds@apu.edu  
 www.apu.edu

**MOODY BIBLE INSTITUTE**  
 Paul Nyquist, President  
 Chicago, IL  
 Phone: (312)329-4000  
 paul.nyquist@moody.edu  
 www.moody.edu

**COUNSELING / GUIDANCE**  
**BETHANY CHRISTIAN SERVICES**  
*Called to Care. Committed to Children*  
 William Blacquiére, CEO/President  
 Grand Rapids, MI  
 Phone: (616) 224-7489  
 bblacquiére@bethany.org  
 www.bethany.org

**CHRISTIAN CHILDREN'S HOME OF OHIO, INC.**  
 Help, Hope, Healing, Here  
 Kevin Hewitt, Executive Director  
 Wooster, OH  
 Phone: (330) 345-7949  
 hewittk@ccho.org  
 www.ccho.org

**CREDIT CARD / PAYMENT SYSTEMS**  
**PLATINUM MEMBER**  
**MINISTRYLINQ**  
*Maximizing Stewardship with Electronic Processing*  
 David Henke  
 Spokane, WA  
 Phone: (509) 789-2274  
 info@cashlinq.com  
 www.ministrylinq.com

**DENOMINATION**  
**PLATINUM MEMBER**  
**CHURCH OF GOD OF PROPHECY**  
 Paul Holt  
 Cleveland, TN  
 Phone: (423) 559-5100  
 pholt@cogop.org  
 www.cogop.org

**DEVELOPMENT / FUNDRAISING / MAJOR GIFTS**  
**PLATINUM MEMBERS**  
**DOUGLAS SHAW & ASSOCIATES**  
*Specializing in Donor-Focused Comm.*  
 Michael Johnson, VP, Sales & Marketing  
 Naperville, IL  
 Phone: (630) 562-1321  
 mjohnson@douglasshaw.com  
 www.douglasshaw.com

**DUNHAM + COMPANY**  
*Empowering ministry effectiveness through strategic multi-channel marketing+fundraising*  
 Joy Evans, Strategic Relationship Manager  
 Plano, TX  
 Phone: (469) 454-0061  
 joy@dunhamandcompany.com  
 www.dunhamandcompany.com

**MASTERWORKS**  
*Full Service Direct Marketing Agency*  
 Rory Starks, Sr. Vice President, Strategic Engagement  
 Poulsbo, WA  
 Phone: (360) 394-4300  
 rstarks@masterworks.com  
 www.masterworks.com

**INSPIRITOUS**  
*We Just Think Ministries Can Work Better*  
 Robert Steinhagen, President  
 Rockwall, TX  
 Phone: (214) 549-4143  
 roberts@inspiritous.com  
 www.inspiritous.com

**PURSUANT KMA**  
*A Full Service Fundraising Agency*  
 Curt Swindoll, Executive Vice President  
 Dallas, TX  
 Phone: (214) 866-7700  
 curt.swindoll@pursuant.com  
 www.pursuant.com/kma

**MISSION INCREASE FOUNDATION**  
*We Help Ministries Grow*  
 Dan Davis, President  
 Tigard, OR  
 Phone: (503) 639-7364  
 ddavis@missionincrease.org  
 www.missionincrease.org

**FINANCIAL SERVICES**  
**PLATINUM MEMBERS**  
**ENVOY FINANCIAL**  
*Trusted Advice Along The Way. Providing Retirement Planning, TPA and Recordkeeping Services since 1994*  
 Bethany Palmer, President  
 Colorado Springs, CO  
 Phone: (888) 879-1376  
 bpalmer@envoyfinancial.com  
 www.envoyfinancial.com

**EVANGELICAL CHRISTIAN CREDIT UNION**  
*Fueling Christ-Centered Ministry Worldwide*  
 Mike Boblitt, Vice President  
 Brea, CA  
 Phone: (714) 671-5700 x 1439  
 mike.boblitt@eccu.org  
 www.eccu.org

**EVANGELICAL COUNCIL FOR FINANCIAL ACCOUNTABILITY**  
 Dan Busby, President  
 Winchester, VA  
 Phone: (540) 535-0103  
 dan@ecfa.org  
 www.ecfa.org

**GUIDESTONE FINANCIAL RESOURCES**  
 Financial Services guided by Christian Values since 1918  
 John Raymond, Chief Business & Marketing Executive Officer  
 Dallas, TX  
 Phone: (214) 720-6595  
 John.Raymond@GuideStone.org  
 www.GuideStone.org

**MINISTRYLINQ**  
*Maximizing Stewardship with Electronic Processing*  
 David Henke  
 Spokane, WA  
 Phone: (509) 789-2274  
 info@cashlinq.com  
 www.ministrylinq.com

**AMERICA'S CHRISTIAN CREDIT UNION**  
*Your Mission is our Business*  
 Mendell Thompson, President & CEO  
 Glendora, CA  
 Phone: (800) 343-6328  
 mthompson@americascu.com  
 www.americaschristiancu.com

**CHRISTIAN COMMUNITY CREDIT UNION**  
*Your Money Building God's Kingdom*  
 Scott Reitsma, Vice President of Ministry Development  
 San Dimas, CA  
 Phone: (800) 347-2228  
 scottreitsma@mycccu.com

**MMBB FINANCIAL SERVICES**  
*Real Planning. Real Solutions. That's our Calling.*  
 James Cook  
 New York, NY  
 Phone: (800) 683-2937  
 jim.cook@mmbb.org  
 www.mmbb.org

**FOREIGN MISSION / RELIEF ORGANIZATION**  
**PLATINUM MEMBER**  
**WORLD VISION, INC.**  
*The United States Arm of the International World Vision Partnership*  
 Richard Stearns, President  
 Federal Way, WA  
 Phone: (253) 815-1000  
 rstearns@worldvision.org  
 www.worldvision.org

**AVANT MINISTRIES**  
 Scott Holbrook, Chief Financial Officer  
 Kansas City, MO  
 Phone: (816) 734-8500  
 scott.holbrook@acssa.org  
 www.avantministries.org

**BUCKNER INTERNATIONAL**  
 Dr. Albert L. Reyes, President & CEO  
 Dallas, TX  
 Phone: (214) 758-8190  
 areyes@buckner.org  
 www.buckner.org

**CENTER FOR STUDENT MISSIONS**  
 Dan Reeve, President  
 Philadelphia, PA  
 Phone: (267) 928-2620  
 dan@csnm.org  
 www.csmn.org

**E3 PARTNERS MINISTRY**  
 Marcia Suhling, Director of Finance  
 Plano, TX  
 Phone: (214) 440-1101  
 marcia.suhling@e3partners.org  
 www.e3partners.org

- ## Directory Categories
- Accounting Services
  - Appraisals/Inventory Management
  - Architects/Construction
  - Association
  - Broadcast/Media
  - Bus/Van Services
  - Caging/Lockbox Services & Fulfillment
  - Camp/Conference Center
  - Child & Senior Care Services
  - Christian School (K - 12)
  - Church
  - Church and School
  - Church Financing
  - Church Furnishings
  - Church Management
  - Church/Ministry Management
  - College/University/Seminary
  - Communications
  - Computer/Software
  - Computer/Technology Services
  - Conference Centers/Meeting Facilities
  - Conference/Event Planning
  - Consulting Services
  - Continuing Education
  - Conventions/Conference
  - Counseling/Guidance
  - Creative Design/Photography
  - Credit Card/Payment Systems
  - Denomination
  - Development/Fundraising/Major Gifts
  - Electronic Funds Transfer
  - Financial Services
  - Foreign Mission/Relief Organization
  - Foundation
  - Fund Raising Products
  - Group Benefits
  - Health Services
  - Human Resources/Coaching/Executive Search
  - Insurance
  - Internet Publishing Company
  - Internet Services
  - Investment Services
  - Leadership Development
  - Legal Services
  - Mailing Lists/List Management
  - Management
  - Marketing/Advertising/Brand Development
  - Media
  - Missions Agency
  - Other
  - Outreach
  - Pregnancy Resource Center
  - Print/Mailing/Design
  - Product Sales/Services
  - Public Relations
  - Publishing
  - Real Estate
  - Rehabilitation/Housing
  - Relief & Development
  - Rescue Mission
  - Residential Facility
  - Retirement Planning
  - Social Service & Family Agency
  - Social Support Service
  - Teleconferencing/Webcasting
  - Travel Services/Tours

**FOREIGN MISSION / RELIEF ORGANIZATION** CONF.  
**FLORIDA BAPTIST CHILDREN'S HOMES**  
*Multi-Service International Childcare/Orphan Relief*  
 Jerry Haag, President/CEO  
 Lakeland, FL  
 Phone: (863) 687-8811  
 jerry.haag@fbchomes.org  
 www.fbchomes.org

**INTERVARSITY CHRISTIAN FELLOWSHIP**  
 Karon Black Morton,  
 VP & Director of Operations  
 Madison, WI  
 Phone: (608) 443-3711  
 kmorton@intervarsity.org  
 www.intervarsity.org

**ONE MISSION SOCIETY**  
*One Lord. One Life. One Calling.*  
 Ron Collins, Vice President, Development  
 Greenwood, IN  
 Phone: (317) 888-3333  
 rcollins@onemissionsociety.org  
 www.onemissionsociety.org

**PIONEERS**  
 Johnny Fowler, VP, Finance  
 Orlando, FL  
 Phone: (407) 382-6000  
 jfowler@orlandoteam.com  
 www.pioneers.org

**WORLD GOSPEL MISSION**  
 Shelly McCollum, CFO/VP, Finance  
 Marion, IN  
 Phone: (765) 664-7331  
 shelly.mccollum@wgm.org  
 www.wgm.org

**FOUNDATION**  
**BARNABAS FOUNDATION**  
 Karen Layland,  
 Director of Communications  
 Tinley Park, IL  
 Phone: (708) 532-3444  
 klayl@barnabasfoundation.com  
 www.barnabasfoundation.com

**SOUTHWEST ESTATE SERVICES, INC.**  
 John Page, Treasurer  
 Burleson, TX  
 Phone: (817) 295-0476  
 jpage@swuc.org  
 www.swuc.org

**STOLLER FOUNDATION**  
 Ashley Hurlay  
 Houston, TX  
 Phone: (713) 461-5012  
 ahurlay@stollerfoundation.org  
 www.stollerfoundation.org

**HEALTH SERVICES**  
**CHRISTIAN CARE MINISTRY**  
*Healthcare Sharing Ministry*  
 Tony Meggs, President  
 Melbourne, FL  
 Phone: (800) 772-5623  
 info@mychristiancare.org  
 www.MyChristianCare.org

**ICU MOBILE**  
 The Pioneer and Leader of Mobile Medical Ultrasound  
 Michele Chadwick  
 Akron, OH  
 Phone: (330) 745-4070  
 michele@icumobile.org  
 www.icumobile.org

**GROUP BENEFITS**  
**PLATINUM MEMBER**  
**ARTHUR J. GALLAGHER & CO.**  
*Serving the Religious Community Since 1927*  
 Peter A. Persuitti, Managing Director,  
 Religious Practice  
 Itasca, IL  
 Phone: (888) 285-5106  
 peter\_persuitti@ajg.com  
 www.ajg.com

**GUIDESTONE FINANCIAL RESOURCES**  
 Financial Services guided by Christian Values since 1918  
 John Raymond, Chief Business & Marketing Executive Officer  
 Dallas, TX  
 Phone: (214) 720-6595  
 John.Raymond@GuideStone.org  
 www.GuideStone.org

**HUMAN RESOURCES / COACHING / EXECUTIVE SEARCH**  
**PLATINUM MEMBER**  
**BEST CHRISTIAN WORKPLACES INSTITUTE**  
*Creating Cultures of Excellence*  
 Alfred Lopus, President  
 Mercer Island, WA  
 Phone: (206) 230-8111  
 alopus@bcwinstitute.org  
 www.bcwinstitute.org

**INSURANCE**  
**PLATINUM MEMBER**  
**ARTHUR J. GALLAGHER & CO.**  
*Serving the Religious Community Since 1927*  
 Peter A. Persuitti, Managing Director,  
 Religious Practice  
 Itasca, IL  
 Phone: (888) 285-5106  
 peter\_persuitti@ajg.com  
 www.ajg.com

**GUIDESTONE FINANCIAL RESOURCES**  
 Financial Services guided by Christian Values since 1918  
 John Raymond, Chief Business & Marketing Executive Officer  
 Dallas, TX  
 Phone: (214) 720-6595  
 John.Raymond@GuideStone.org  
 www.GuideStone.org

**INSURANCE ONE AGENCY**  
 Brandon McCrary, Vice President  
 Dallas, TX  
 Phone: (972) 727-0626  
 brandon@insuranceoneagency.com  
 www.insuranceoneagency.com

**INTERNET SERVICES**  
**PLATINUM MEMBER**  
**MINISTRYLING**  
*Maximizing Stewardship with Electronic Processing*  
 David Henke  
 Spokane, WA  
 Phone: (509) 789-2274  
 info@cashling.com  
 www.ministryling.com

**INVESTMENT SERVICES**  
**PLATINUM MEMBER**  
**ENVOY FINANCIAL**  
*Trusted Advice Along The Way. Providing Retirement Planning, TPA and Recordkeeping Services since 1994*  
 Bethany Palmer, President  
 Colorado Springs, CO  
 Phone: (888) 879-1376  
 bpalmer@envoyfinancial.com  
 www.envoyfinancial.com

**GUIDESTONE FINANCIAL RESOURCES**  
 Financial Services guided by Christian Values since 1918  
 John Raymond, Chief Business & Marketing Executive Officer  
 Dallas, TX  
 Phone: (214) 720-6595  
 John.Raymond@GuideStone.org  
 www.GuideStone.org

**TEN TALENTS PARTNERS**  
*Private Equity & Consulting Growing Organizations Where Biblical Values Thrive*  
 Robert Lipps, Managing Partner  
 Healdsburg, CA  
 Phone: (415) 518-2515  
 Bob.Lipps@tentaletpartners.com  
 www.tentaletpartners.com

**LEADERSHIP DEVELOPMENT**  
**PLATINUM MEMBER**  
**BEST CHRISTIAN WORKPLACES INSTITUTE**  
*Creating Cultures of Excellence*  
 Alfred Lopus, President  
 Mercer Island, WA  
 Phone: (206) 230-8111  
 alopus@bcwinstitute.org  
 www.bcwinstitute.org

**DESIGN GROUP INTERNATIONAL, INC.**  
*Organizational Development & Capacity Building*  
 Mark L. Vincent, CEO/Senior Design Partner  
 Kohler, WI  
 Phone: (877) 771-3330  
 marklv@designgroupintl.com  
 www.designgroupintl.com

**LILLESTRAND LEADERSHIP CONSULTING**  
 Sylvia Nash, Senior Consultant  
 Chino Hills, CA  
 Phone: (951) 805-9192  
 sylvia@lillestrand.com  
 www.lillestrand.com

**LEGAL SERVICES**  
**PLATINUM MEMBER**  
**BRYAN CAVE LLP**  
 Stuarck Lark, Partner  
 John Wylie, Partner  
 America, Asia, Europe  
 Phone: (719)473-3800  
 stuarck.lark@bryancave.com  
 john.wylie@bryancave.com  
 www.bryancave.com

**SOUTHWEST ESTATE SERVICES, INC.**  
 John Page, Treasurer  
 Burleson, TX  
 Phone: (817) 295-0476  
 jpage@swuc.org  
 www.swuc.org

**MAILING LISTS / LIST MANAGEMENT**  
**PLATINUM MEMBER**  
**DOUGLAS SHAW & ASSOCIATES**  
*Specializing in Donor-Focused Communications*  
 Michael Johnson, VP, Sales & Marketing  
 Naperville, IL  
 Phone: (630) 562-1321  
 mjohnson@douglasshaw.com  
 www.douglasshaw.com

**MANAGEMENT**  
**PLATINUM MEMBER**  
**TEN TALENTS PARTNERS**  
*Private Equity & Consulting Growing Organizations Where Biblical Values Thrive*  
 Robert Lipps, Managing Partner  
 Healdsburg, CA  
 Phone: (415) 518-2515  
 Bob.Lipps@tentaletpartners.com  
 www.tentaletpartners.com

**MARKETING / ADVERTISING / BRAND DEVELOPMENT**  
**PLATINUM MEMBERS**  
**DOUGLAS SHAW & ASSOCIATES**  
*Specializing in Donor-Focused Communications*  
 Michael Johnson, VP, Sales & Marketing  
 Naperville, IL  
 Phone: (630) 562-1321  
 mjohnson@douglasshaw.com  
 www.douglasshaw.com

**DUNHAM + COMPANY**  
*Empowering ministry effectiveness through strategic multi-channel marketing+fundraising*  
 Joy Evans, Strategic Relationship Manager  
 Plano, TX  
 Phone: (469) 454-0061  
 joy@dunhamandcompany.com  
 www.dunhamandcompany.com

**MASTERWORKS**  
*Full Service Direct Marketing Agency*  
 Rory Starks, Sr. Vice President, Strategic Engagement  
 Poulosbo, WA  
 Phone: (360) 394-4300  
 rstarks@masterworks.com  
 www.masterworks.com

**THE A GROUP**  
*Marketing & Technology that Powers Ministry*  
 Maurilio B. Amorim, CEO  
 Brentwood, TN  
 Phone: (866) 258-4800  
 maurilio@agroup.com  
 www.agroup.com

**INSPIRITOUS**  
*We Just Think Ministries Can Work Better*  
 Robert Steinhagen, President  
 Rockwall, TX  
 Phone: (214) 549-4143  
 roberts@inspiritous.com  
 www.inspiritous.com

**PURSUANT KMA**  
*A Full Service Fundraising Agency*  
 Curt Swindoll, Executive Vice President  
 Dallas, TX  
 Phone: (214) 866-7700  
 curt.swindoll@pursuant.com  
 www.pursuant.com/kma

**MEDIA**  
**HOPE FOR THE HEART**  
 Scot Heflin, COO  
 Plano, TX  
 Phone: (972) 212-9200  
 sheflin@hopefortheheart.org  
 www.hopefortheheart.org

**TRANS WORLD RADIO**  
 Timothy Klingbeil, International Director  
 Americas Region  
 Cary, NC  
 Phone: (919) 460-3700  
 tklingbe@twr.org  
 www.twr.org

**MISSIONS AGENCY**  
**PLATINUM MEMBER**  
**CAMPUS CRUSADE FOR CHRIST**  
*Helping Fulfill the Great Commission in This Generation*  
 Mark D. Tjernagel, CFO – US  
 Orlando, FL  
 Phone: (407) 826-2000  
 mark.tjernagel@ccci.org  
 www.ccci.org

**THE SALVATION ARMY — NATIONAL HEADQUARTERS**  
 David Jeffery, National Commander  
 Alexandria, VA  
 Phone: (703) 684-5500  
 vickie\_sledge@usn.salvationarmy.org  
 www.salvationarmyusa.org

**ASIAN ACCESS**  
 Elliott Snuggs, Vice President of Operations  
 Cerritos, CA  
 Phone: (626) 914-8990  
 esnuggs@asianaccess.org  
 www.asianaccess.org

**EAST WEST MINISTRIES INTERNATIONAL**  
 Kurt Nelson, President/CEO  
 Plano, TX  
 Phone: (972) 672-9041  
 dkn@eastwest.org  
 www.eastwest.org

**JEWISH VOICE MINISTRIES INTERNATIONAL**  
 Tim Tiller, Chief Operating Officer  
 Phoenix, AZ  
 Phone: (602) 288-9811  
 ttiller@jvmi.org  
 www.jvmi.org

## MISSION AVIATION FELLOWSHIP

John Boyd, President  
Nampa, ID  
Phone: (208) 498-0800  
jboyd@maf.org  
www.maf.org

## RESCUE MISSION ALLIANCE

Gary Gray, President  
Oxnard, CA  
Phone: (805) 487-1234  
garyg@erescuemission.org  
www.erescuemission.org

## THE EVANGELICAL ALLIANCE MISSION

Elmer Lorenz, Director of Operations,  
CFO  
Carol Stream, IL  
Phone: (630) 653-5300  
elmer.lorenz@team.org  
www.team.org

## THE SALVATION ARMY — EMPIRE STATE DIVISION

Karla Clark, General Secretary  
Syracuse, NY  
Phone: (315) 434-1315  
karla.clark@use.salvationarmy.org  
www.salvationarmyusa.org

## THE SALVATION ARMY — TORONTO CANADA & BURMUDA

Paul Goodyear,  
Territorial Financial Secretary  
Toronto, ON  
Phone: (416) 422-6145  
paul\_goodyear@can.salvationarmy.org  
www.salvationarmy.ca

## VOLUNTEERS OF AMERICA

Harry Quiett, Vice President for Ministry  
Development  
Alexandria, VA  
Phone: (703) 341-5084  
hquiett@voa.org  
www.voa.org

## OUTREACH

### PLATINUM MEMBERS CAMPUS CRUSADE FOR CHRIST

*Helping Fulfill the Great Commission  
in This Generation*  
Mark D. Tjernagel, CFO – US  
Orlando, FL  
Phone: (407) 826-2000  
mark.tjernagel@ccci.org  
www.ccci.org

### CRISTA MINISTRIES

*Loving God by Serving People*  
Robert J. Lonac, President/CEO  
Seattle, WA  
Phone: (206) 546-7200  
rlonac@crista.net  
www.crista.org

### TEEN CHALLENGE, USA

Tim Culbreth, Interim President  
Ozark, MO  
Phone: (417) 581-2181  
culbreth@teenchallengeusa.com  
www.teenchallengeusa.com

### THE NAVIGATORS

*To Know Christ and to Make Him Known*  
Doug Nuenke, President  
Colorado Springs, CO  
Phone: (719) 598-1212  
doug.nuenke@navigator.org  
www.navigator.org

### BIBLE LEAGUE INTERNATIONAL

Leanne Dekoning, Director of Human  
Capital  
Crete, IL  
Phone: (708) 367-8500  
hr@bibleleague.org  
www.bibleleague.org

## COALITION FOR CHRISTIAN OUTREACH

Lee Scott, Director for Staff Services  
Pittsburgh, PA  
Phone: (412) 363-3303  
cco@ccojubilee.org  
www.ccojubilee.org

## ENGLISH LANGUAGE INSTITUTE CHINA

Gary Lausch, Vice President Human  
Resources  
Fort Collins, CO  
Phone: (970) 530-3800  
gary.lausch@elic.org  
www.elic.org

## MISSION TO CHILDREN, INC.

John Garmo, President & CEO  
Escondido, CA  
Phone: (760) 839-1600  
skip@missiontochildren.org  
www.missiontochildren.org

## MOPS INTERNATIONAL, INC.

*Relationships and Resources for Mothers  
of Preschoolers*  
Sherry Surratt, President & CEO  
Denver, CO  
Phone: (303) 733-5353  
ssurratt@mops.org  
www.mops.org

## RESCUE MISSION ALLIANCE

Gary Gray, President  
Oxnard, CA  
Phone: (805) 487-1234  
garyg@erescuemission.org  
www.erescuemission.org

## STONECROFT MINISTRIES

Sue Croy, VP, Human Resources  
Overland Park, KS  
Phone: (816) 763-7800  
scroy@stonecroft.org  
www.stonecroft.org

## THE CHRISTIAN AND MISSIONARY ALLIANCE

Gary Friesen, General Counsel Assistant  
Corp Secretary  
Colorado Springs, CO  
Phone: (719) 599-5999  
frieseng@cmalliance.org  
www.cmalliance.org

## THE GIDEONS INTERNATIONAL

Gary Richardson, Chief Operations Officer  
Nashville, TN  
Phone: (615) 564-5000  
grichardson@gideons.org  
www.gideons.org

## WASHINGTON CITY MISSION, INC

Dean Gartland, President and CEO  
Washington, PA  
Phone: (724) 705-7121  
dgartland@citymission.org  
www.citymission.org

## PREGNANCY RESOURCE CENTER

CARE NET  
Roland Warren, CEO  
Lansdowne, VA  
Phone: (703) 554-8743  
rwarren@care-net.org  
www.care-net.org

## WOMAN TO WOMAN PREGNANCY RESOURCE CENTER

Ramona Davis, Executive Director  
Denton, TX  
Phone: (940) 383-3150  
ramona@Dentonprc.org  
www.Dentonprc.org

## PRINTING / MAILING / DESIGN

### PLATINUM MEMBERS

#### DOUGLAS SHAW & ASSOCIATES

*Specializing in Donor-Focused  
Communications*  
Michael Johnson, VP, Sales & Marketing  
Naperville, IL  
Phone: (630) 562-1321  
mjohnson@douglasshaw.com  
www.douglasshaw.com

### DUNHAM + COMPANY

*Empowering ministry effectiveness  
through strategic multi-channel  
marketing+fundraising*  
Joy Evans, Strategic Relationship Manager  
Plano, TX  
Phone: (469) 454-0061  
joy@dunhamandcompany.com  
www.dunhamandcompany.com

## PRODUCT SALES / SERVICES

### PLATINUM MEMBER

#### MINISTRYLINK

*Maximizing Stewardship with  
Electronic Processing*  
David Henke  
Spokane, WA  
Phone: (509) 789-2274  
info@cashlink.com

### COMMUNITY THREADS

The Best in Upscale Retail  
Elizabeth Maring  
Buffalo Grove, IL  
Phone: (224) 676-0221  
elizabethmaring@sbcglobal.net  
www.communitythreads.org

## RELIEF & DEVELOPMENT

### PLATINUM MEMBER

#### CRISTA MINISTRIES

*Loving God by Serving People*  
Robert J. Lonac, President/CEO  
Seattle, WA  
Phone: (206) 546-7200  
rlonac@crista.net  
www.crista.org

## RESCUE MISSION

### KNOX AREA RESCUE MINISTRIES, INC.

Burt Rosen, President  
Knoxville, TN  
Phone: (865) 673-6561  
brosen@karm.org  
www.karm.org

## SEATTLE'S UNION GOSPEL MISSION

Jeff Lilley, President  
Seattle, WA  
Phone: (206) 723-0767  
jilliley@ugm.org  
www.ugm.org

## RESIDENTIAL FACILITY

### BAPTIST HOUSING

Howard Johnson, Chief Executive Officer  
Delta, BC  
Phone: (604) 940-1960  
hmjohnson@baptisthousing.org  
www.baptisthousing.org

## DAKOTA BOYS AND GIRLS RANCH

*We help at-risk children and their families  
succeed in the name of Christ.*  
Rich Berg, Development Officer  
Minot, ND  
Phone: (701) 839-7888  
r.berg@dakotaranch.org  
www.dakotaranch.org

## RETIREMENT PLANNING

### PLATINUM MEMBERS

#### ARTHUR J. GALLAGHER & CO.

*Serving the Religious Community Since 1927*  
Peter A. Pursiitti, Managing Director  
Religious Practice  
San Francisco, CA  
Phone: (415) 536-8451  
peter\_pursiitti@ajg.com  
www.ajg.com

## GUIDESTONE FINANCIAL RESOURCES

Financial Services guided by Christian  
Values since 1918  
John Raymond, Chief Business &  
Marketing Executive Officer  
Dallas, TX  
Phone: (214) 720-6595  
John.Raymond@GuideStone.org  
www.GuideStone.org

## ENVOY FINANCIAL

*Trusted Advice Along The Way Providing  
Retirement Plan, TPA and Recordkeeping  
Services since 1994*  
Bethany B. Palmer, President  
Colorado Springs, CO  
Phone: (888) 879-1376  
trustedadvice@envoyfinancial.com  
www.envoyfinancial.com

## SOCIAL SERVICE & FAMILY AGENCY

### ALABAMA BAPTIST CHILDREN'S HOMES/ FAMILY MINISTRIES

Dr. Riley P. Green, Vice President of  
Administration  
Birmingham, AL  
Phone: (205) 982-1112  
www.abchome.org

## VOLUNTEERS OF AMERICA — NATIONAL OFFICE

*There are No Limits to Caring*  
Harry Quiett, Vice President for Ministry  
Development  
Alexandria, VA  
Phone: (703) 341-5000  
hquiett@voa.org  
www.voa.org

## BETHANY CHRISTIAN SERVICES

*Called to Care. Committed to Children*  
William Blacquiore, CEO/President  
Grand Rapids, MI  
Phone: (616) 224-7489  
bblacquiore@bethany.org  
www.bethany.org

## BUCKNER INTERNATIONAL

Dr. Albert L. Reyes, President & CEO  
Dallas, TX  
Phone: (214) 758-8190  
areyes@buckner.org  
www.buckner.org

## SOCIAL SUPPORT SERVICE

### PLATINUM MEMBER

#### COMPASSION INTERNATIONAL

*Releasing Children From Poverty  
in Jesus's Name*  
Sanitago "Jimmy" Mellado, President  
Colorado Springs, CO  
Phone: (719) 487-7000  
jmellado@compassion.com  
www.us.ci.org

## JONI AND FRIENDS

*The International Disability Center*  
Billy C. Burnett, Executive  
Vice President/CFO  
Agoura Hills, CA  
Phone: (818) 575-1719  
bburnett@jonandfriends.org  
www.jonandfriends.org

## LAKESIDE EDUCATIONAL NETWORK

Linda Franco, VP of Admin. & Finance  
Fort Washington, PA  
Phone: (215) 654-9414  
lfranco@lakesidelink.com  
www.lakesidelink.com

## MOMS IN PRAYER INTERNATIONAL

*Praying for Children and Schools*  
Fern Nichols, President & Founder  
Poway, CA  
Phone: (858) 486-4065  
fnichols@momsinprayer.org  
www.momsinprayer.org

# CLA Lifelong Learning

*Two more ways that Christian Leadership Alliance can equip you to lead with excellence in 2015!*



## 2015 CLA Webcasts

CLA presents the 2015 CLA Webcast Encore Series. These well-attended one-hour webcasts feature presentations from top-rated speakers from past CLA conferences. Thanks to our sponsor, National Christian Foundation, these webcasts are free, and all CLA members now have 24/7 online access to CLA webcast recordings.

# ENCORE SERIES!

*Upcoming 2015 presentations include:*

- ▶ **March 26** — **Going Global: Advance Your Ministry Online** — Jason Caston, *The iChurchMethod*
- ▶ **April 30** — **Why Ask for Money?** — Rick Dunham, *Dunham+Company*
- ▶ **May 28** — **The Future of Giving: Key Trends...** — David Wills, *NCF* and Bill High, *NCF Heartland*

**Register Online: [www.ChristianLeadershipAlliance.org/Webcasts](http://www.ChristianLeadershipAlliance.org/Webcasts)**

CLA Encore Series  
Webcast Sponsor:



National Christian  
FOUNDATION®

## CLA Online Academy

*Want to build your Christian leadership knowledge and skills this year?*

***Try online learning!***

The CLA Online Academy, sponsored by ECFA, is built on a state-of-the-art online platform powered by Azusa Pacific University College. These 10-hour online modules offer biblically-based insights and collaborative learning opportunities in executive leadership, people management and care, financial management, resource development, board governance, communications, technology and more!

**Register Online:**

**[www.ChristianLeadershipAlliance.org/Academy](http://www.ChristianLeadershipAlliance.org/Academy)**

**CLA Online Academy Spring Term:**  
Registration Deadline: **March 30**  
Modules Begin: **April 6**

Powered by:



**AZUSA PACIFIC**  
UNIVERSITY

University College

CLA Online  
Academy  
Sponsor:



Enhancing Trust

## CLA Gold Members

CLA Gold Level Member organizations represent a vital organizational connection to the vision and mission of CLA, and take an important leadership role within the Alliance.

**Membership:** Contact Holly Rosario, Director of Member Services (949) 487-0900, ext. 116

### ALABAMA BAPTIST CHILDREN'S HOMES/FAMILY MINISTRIES

Birmingham, AL  
Phone: (205) 982-1112  
www.abchome.org

### AMERICA'S CHRISTIAN CREDIT UNION

Glendora, CA  
Phone: (800) 343-6328  
www.americaschristiancu.com

### AMERICAN BIBLE SOCIETY

New York, NY  
Phone: (212) 408-1200  
www.americanbible.org

### ASIAN ACCESS

Cerritos, CA  
Phone: (626) 914-8990  
www.asianaccess.org

### ASSOCIATION OF CHRISTIAN SCHOOLS INTERNATIONAL

Colorado Springs, CO  
Phone: (719) 528-6906  
www.acsi.org

### AVANT MINISTRIES

Kansas City, MO  
Phone: (816) 734-8500  
www.avantministries.org

### BACK TO GOD MINISTRIES INTERNATIONAL

Palos Heights, IL  
Phone: (708) 371-8700  
www.backtogod.net

### BAPTIST HOUSING

Delta, BC  
Phone: (604) 940-1960  
www.baptisthousing.org

### BARNABAS FOUNDATION

Tinley Park, IL  
Phone: (708) 532-3444  
www.barnabasfoundation.com

### BETHANY CHRISTIAN SERVICES

Grand Rapids, MI  
Phone: (616) 224-7489  
www.bethany.org

### BIBLE LEAGUE INTERNATIONAL

Crete, IL  
Phone: (708) 367-8500  
www.bibleleague.org

### BUCKNER INTERNATIONAL

Dallas, TX  
Phone: (214) 758-8190  
www.buckner.org

### CALVARY CHAPEL OF FORT LAUDERDALE

Fort Lauderdale, FL  
Phone: (954) 977-9673  
www.calvaryftl.org

### CARE NET

Lansdowne, VA  
Phone: (703) 554-8743  
www.care-net.org

### CENTER FOR STUDENT MISSIONS

Philadelphia, PA  
Phone: (267) 928-2620  
www.csm.org

### CHRISTIAN CARE MINISTRY

Melbourne, FL  
Phone: (800) 772-5623  
www.mychristiancare.org

### CHRISTIAN CHILDREN'S HOME OF OHIO, INC.

Wooster, OH  
Phone: (330) 345-7949  
www.ccho.org

### CHRISTIAN COMMUNITY CREDIT UNION

San Dimas, CA  
Phone: (800) 347-2228  
www.mycccu.com

### CHRISTIAN HERALD ASSOCIATION, INC.

New York, NY  
Phone: (212) 684-2800  
www.bowery.org

### CHURCH OF GOD OF PROPHECY

Cleveland, TN  
Phone: (423) 559-5100  
www.cogop.org

### COALITION FOR CHRISTIAN OUTREACH

Pittsburgh, PA  
Phone: (412) 363-3303  
www.ccojubilee.org

### COMMUNITY THREADS

Buffalo Grove, IL  
Phone: (224) 676-0221  
www.communitythreads.org

### DAKOTA BOYS AND GIRLS RANCH

Minot, ND  
Phone: (701) 839-7888  
www.dakotaranch.org

### E3 PARTNERS MINISTRY

Plano, TX  
Phone: (214) 440-1101  
www.e3partners.org

### EAST WEST MINISTRIES INTERNATIONAL

Plano, TX  
Phone: (972) 672-9041  
www.eastwest.org

### ENGLISH LANGUAGE INSTITUTE CHINA

Fort Collins, CO  
Phone: (970) 530-3800  
www.elic.org

### FLORIDA BAPTIST CHILDREN'S HOMES

Lakeland, FL  
Phone: (863) 687-8811  
www.fbchomes.org

### HOPE FOR THE HEART

Plano, TX  
Phone: (972) 212-9200  
www.hopefortheheart.org

### HROCK CHURCH

Pasadena, CA  
Phone: (626) 794-1199  
www.hrockchurch.com

### HUME LAKE CHRISTIAN CAMPS, INC.

Hume Lake, CA  
Phone: (559) 305-7770  
www.humelake.org

### ICU MOBILE

Akron, OH  
Phone: (330) 745-4070  
www.icumobile.org

### INSPIRITOUS

Rockwall, TX  
Phone: (214) 549-4143  
www.inspiritous.com

### INSURANCE ONE AGENCY

Dallas, TX  
Phone: (972) 727-0626  
www.insuranceoneagency.com

### INTERNATIONAL CHURCH OF THE

### FOURSQUARE GOSPEL

Los Angeles, CA  
Phone: (213) 989-4431  
www.foursquare.org

### INTERVARSITY CHRISTIAN FELLOWSHIP

Madison, WI  
Phone: (608) 443-3711  
www.intersivarsity.org

### JEWISH VOICE MINISTRIES INTERNATIONAL

Phoenix, AZ  
Phone: (602) 288-9811  
www.jvmi.org

### JONI AND FRIENDS

Agoura Hills, CA  
Phone: (818) 575-1719  
www.joniandfriends.org

### KNOX AREA RESCUE MINISTRIES, INC.

Knoxville, TN  
Phone: (865) 673-6561  
www.karm.org

### LAKESIDE EDUCATIONAL NETWORK

Fort Washington, PA  
Phone: (215) 654-9414  
www.lakesidelink.com

### LIFEWAY RIDGECREST CONFERENCE CENTER

Ridgecrest, NC  
Phone: (828) 669-3596  
www.ridgecrestconferencecenter.org

### MISSION AVIATION FELLOWSHIP

Nampa, ID  
Phone: (208) 498-0800  
www.maf.org

### MISSION INCREASE FOUNDATION

Tigard, OR  
Phone: (503) 639-7364  
www.missionincrease.org

### MISSION TO CHILDREN, INC.

Escondido, CA  
Phone: (760) 839-1600  
www.missiontochildren.org

### MMBB FINANCIAL SERVICES

New York, NY  
Phone: (800) 683-2937  
www.mmbb.org

### MOMS IN PRAYER INTERNATIONAL

Poway, CA  
Phone: (858) 486-4065  
www.momsinprayer.org

### MOODY BIBLE INSTITUTE

Chicago, IL  
Phone: (312) 329-4000  
www.moody.edu

### MOPS INTERNATIONAL, INC.

Denver, CO  
Phone: (303) 733-5353  
www.mops.org

### ONE MISSION SOCIETY

Greenwood, IN  
Phone: (317) 888-3333  
www.onemissionsociety.org

### PINE COVE CHRISTIAN CAMPS

Tyler, TX  
Phone: (903) 561-0231  
www.pinecove.com

### PIONEERS

Orlando, FL  
Phone: (407) 382-6000  
www.pioneers.org

### PURSUANT KMA

Dallas, TX  
Phone: (214) 866-7700  
www.pursuant.com/kma

### RESCUE MISSION ALLIANCE

Oxnard, CA  
Phone: (805) 487-1234  
www.erescuemission.org

### SEATTLE'S UNION GOSPEL MISSION

Seattle, WA  
Phone: (206) 723-0767  
www.ugm.org

### SOUTHWEST ESTATE SERVICES, INC.

Burleson, TX  
Phone: (817) 295-0476  
www.swuc.org

### STOLLER FOUNDATION

Houston, TX  
Phone: (713) 461-5012  
www.stollerfoundation.org

### STONECROFT MINISTRIES

Overland Park, KS  
Phone: (816) 763-7800  
www.stonecroft.org

### THE CHRISTIAN AND MISSIONARY ALLIANCE

Colorado Springs, CO  
Phone: (719) 599-5999  
www.cmalliance.org

### THE EVANGELICAL ALLIANCE MISSION

Carol Stream, IL  
Phone: (630) 653-5300  
www.team.org

### THE GIDEONS INTERNATIONAL

Nashville, TN  
Phone: (615) 564-5000  
www.gideons.org

### THE SALVATION ARMY - EMPIRE STATE DIVISION

Syracuse, NY  
Phone: (315) 434-1315  
www.salvationarmyusa.org

### THE SALVATION ARMY — TORONTO CANADA & BERMUDA

Toronto, ON  
Phone: (416) 422-6145  
www.salvationarmy.ca

### TRANS WORLD RADIO

Cary, NC  
Phone: (919) 460-3700  
www.twr.org

### UPWARD UNLIMITED

Spartanburg, SC  
Phone: (864) 949-5700  
www.upward.org

### VOLUNTEERS OF AMERICA

Alexandria, VA  
Phone: (703) 341-5084  
www.voa.org

### WASHINGTON CITY MISSION, INC.

Washington, PA  
Phone: (724) 705-7121  
www.citymission.org

### WILLIAM JESSUP UNIVERSITY

Rocklin, CA  
Phone: (916) 577-2304  
www.jessup.edu

### WOMAN TO WOMAN PREGNANCY RESOURCE CTR.

Denton, TX  
Phone: (940) 383-3150  
www.wwpcc@dentonprc.org

### WORLD GOSPEL MISSION

Marion, IN  
Phone: (765) 664-7331  
www.wgm.org

# CLA Platinum "Founders Council" Members

CLA Platinum Level Member organizations serve as the most influential voices within the Alliance. CLA Platinum Level Members "Founders Council" play a significant role in providing critical knowledge resources that support the vision and mission of CLA.

**To join:** Contact Tami Heim, President/CEO at (949) 487-0900, ext. 113 or by email at Tami.Heim@ChristianLeadershipAlliance.org

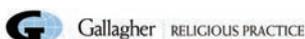
## THE A GROUP



**THE A GROUP**  
marketing | technology

Marketing & Technology that Powers Ministry  
Maurilio B. Amorim, CEO  
Brentwood, TN  
Phone: (866) 258-4800  
maurilio@agroup.com  
www.agroup.com

## ARTHUR J. GALLAGHER & CO.



Serving the Religious Community Since 1927  
Peter A. Persutti, Managing Director,  
Religious Practice  
Itasca, IL  
Phone: (888) 285-5106  
peter\_persutti@ajg.com  
www.ajg.com

## AZUSA PACIFIC UNIVERSITY



John Reynolds, Executive Vice President  
Azusa, CA  
Phone: (626) 815-3887  
jreynolds@apu.edu  
www.apu.edu

## BEST CHRISTIAN WORKPLACES INSTITUTE



Creating Cultures of Excellence  
Alfred Lopus, President  
Mercer Island, WA  
Phone: (206) 230-8111  
alopus@bcwinstitute.org  
www.bcwinstitute.org

## BRYAN CAVE LLP



Stuart Lark, Partner  
John Wylie, Partner  
America, Asia, Europe  
Phone: (719) 473-3800  
stuart.lark@bryancave.com  
john.wylie@bryancave.com  
www.bryancave.com

## CAMPUS CRUSADE FOR CHRIST



Helping Fulfill the Great Commission in This Generation  
Mark D. Tjernagel, CFO – US  
Orlando, FL  
Phone: (407) 826-2000  
mark.tjernagel@ccci.org  
www.ccci.org

## CAPIN CROUSE LLP



A National, Full-Service CPA and Consulting Firm  
Vonna Laue, Managing Partner  
Brea, CA  
Phone: 714.961.9300  
vlaue@capincrouse.com  
www.capincrouse.com

## COMPASSION INTERNATIONAL



Releasing Children From Poverty in Jesus's Name  
Santiago "Jimmy" Mellado, President  
Colorado Springs, CO  
Phone: (719) 487-7000  
jmellado@compassion.com  
www.us.ci.org

## CRISTA MINISTRIES



Loving God by Serving People  
Robert J. Lonac, President/CEO  
Seattle, WA  
Phone: (206) 546-7200  
rlonac@crista.net  
www.crista.org

## DOUGLAS SHAW & ASSOCIATES



Specializing in Donor-Focused Communications  
Douglas K. Shaw, Chairman  
Naperville, IL  
Phone: (630) 562-1321  
dshaw@douglasshaw.com  
www.douglasshaw.com

## DUNHAM + COMPANY



Empowering ministry effectiveness through strategic multi-channel marketing+fundraising  
Joy Evans, Strategic Relationship Manager  
Plano, TX  
Phone: (469) 454-0061  
joy@dunhamandcompany.com  
www.dunhamandcompany.com

## ENVOY FINANCIAL



Trusted Advice Along The Way. Providing Retirement Planning, TPA and Recordkeeping Services since 1994  
Bethany Palmer, President  
Colorado Springs, CO  
Phone: (888) 879-1376  
bpalmer@envoyfinancial.com  
www.envoyfinancial.com

## EVANGELICAL CHRISTIAN CREDIT UNION



Investing in ministry.™

Fueling Christ-Centered Ministry Worldwide  
Mike Boblit, Vice President  
Brea, CA  
Phone: (714) 671-5700 x 1439  
mike.boblit@eccu.org  
www.eccu.org

## EVANGELICAL COUNCIL FOR FINANCIAL ACCOUNTABILITY



Enhancing Trust

Dan Busby, President  
Winchester, VA  
Phone: (540) 535-0103  
dan@ecfa.org  
www.ecfa.org

## GUIDESTONE FINANCIAL RESOURCES



Do well. Do right.™

Financial Services guided by Christian Values since 1918  
John Raymond, Chief Business & Marketing Executive Officer  
Dallas, TX  
Phone: (214) 720-6595  
john.raymond@GuideStone.org  
www.GuideStone.org

## MASTERWORKS



Full Service Direct Marketing Agency  
Rory Starks, Sr. VP, Strategic Engagement  
Poulsbo, WA  
Phone: (360) 394-4300  
rstarks@masterworks.com  
www.masterworks.com

## MINISTRYLINQ



Maximizing Stewardship with Electronic Processing  
Foster Chase, President  
Spokane, WA  
Phone: (509) 789-2274  
info@cashlinq.com  
www.cashlinq.com

## THE NAVIGATORS



To Know Christ and to Make Him Known  
Doug Nuenke, President  
Colorado Springs, CO  
Phone: (719) 598-1212  
doug.nuenke@navigator.org  
www.navigator.org

## THE SALVATION ARMY USA – NATIONAL HEADQUARTERS



David Jeffrey, National Commander  
Alexandria, VA  
Phone: (703) 684-5500  
c/o vickie\_sledge@usn.salvationarmy.org  
www.salvationarmyusa.org

## TEN TALENTS PARTNERS



Private Equity & Consulting  
Growing Organizations Where Biblical Values Thrive  
Robert Lipps, Managing Partner  
Healdsburg, CA  
Phone: (415) 518-2515  
Bob.Lipps@tentalentpartners.com  
www.talentpartners.com

## TEEN CHALLENGE, USA

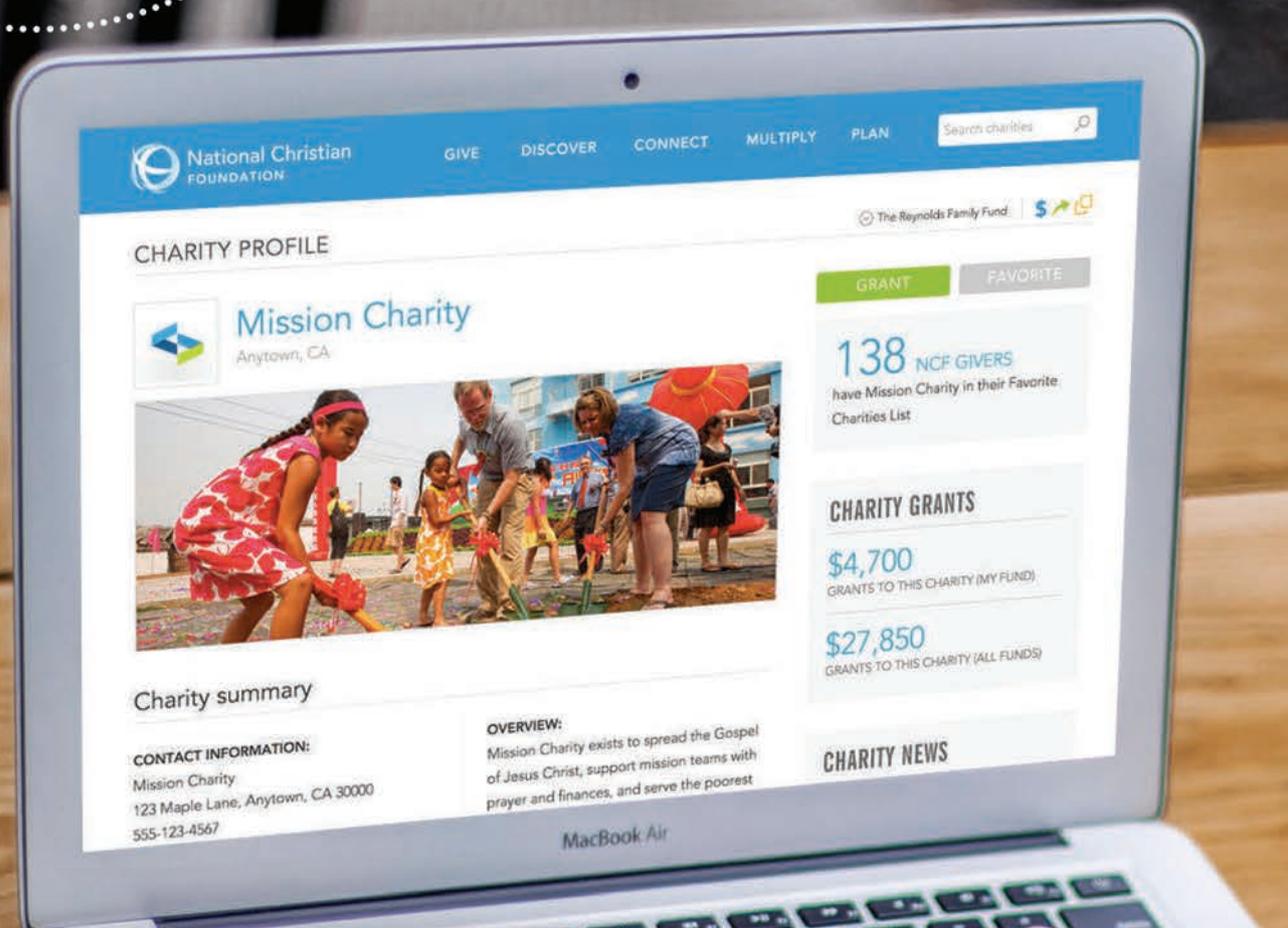


Tim Culbreth, Interim President  
Ozark, MO  
Phone: (417) 581-2181  
culbreth@teenchallengeusa.com  
www.teenchallengeusa.com

## WORLD VISION, INC.



The United States Arm of the International Word Vision Partnership  
Richard Stearns, President  
Federal Way, WA  
Phone: (253) 815-1000  
rstearns@worldvision.org  
www.worldvision.org



# YOU'RE INVITED TO **connect** WITH SOME OF THE MOST GENEROUS GIVERS IN THE WORLD

Every day, thousands of generous givers log in to their Giving Funds on NCF's website and search for charities like yours to support financially. Together, we've mobilized over \$5 billion for churches and ministries across the country. And now, for the first time ever, these givers will be able to click through to your Charity Profile page to learn about your ministry, your projects, your stories, and much more.

Charity Profile:  
A new way  
to share your  
story!

Sign up for a Charity Profile page today at [nationalchristian.com/charityprofile](http://nationalchristian.com/charityprofile)

# Strengths-Based Leadership

## A Christian Perspective

IN THE WANING DAYS OF 2014, the *Wall Street Journal* reported at length on that perennial issue — leadership. The focus was not on the latest book or theory of that elusive, yet indispensable quality or characteristic. It was instead a particular application of a well-settled leadership model: “Strengths-Based Leadership.”

Mark Zuckerberg, the globe’s youngest billionaire (by far), doesn’t cotton to the term “boss.” In the refreshingly egalitarian culture of Facebook, Inc., Mark and his colleagues welcome robust, uninhibited debate — including criticism of one’s “superiors.” Why? Because Facebook’s corporate culture is open to creativity and embraces dogged determination that each of the 8,000 employees will play to his or her strengths.

Of the myriad theories and approaches to leadership, perhaps none has stood the test of the marketplace quite as well as “Strengths-Based Leadership.” To identify the 34 qualities of “strengths,” Gallup conducted over 20,000 in-depth interviews; studied over one million work teams; considered over 50 years of data on the world’s most admired leaders; and consulted over 10,000 “followers” for insights into leaders. Based on this prodigious effort, Gallup concluded first and foremost: the most effective leaders are continually investing in the strengths of those around them. Second, Gallup concluded that the most effective leaders surround themselves with the “right people,” who in turn maximize the leadership team’s collective strengths. Think team, not the individual “leader.”

At Baylor, this analysis is music to our ears. Every entering Baylor student is encouraged to take the StrengthsFinder 2.0 test to discover his or her top five strengths — and thus, weaknesses as well. We encourage students to “go beyond five words” (five strengths) and explore their deepest wellsprings to help illuminate their talents and gifts.

On reflection, what Mark Zuckerberg — and Baylor — is doing is wonderfully biblical. The informed believer is reminded of the Parable of the Talents found in both Matthew and Luke: A man preparing to leave on a journey entrusts his possessions to his servants, apportioning his wealth based on their abilities. Upon the master’s return, the first two servants eagerly report their success. Both were commended as “good and faithful servants.” The third servant, however, returned with only his original talent. Nothing more.

This minimalist report was met with a stern rebuke. The one-talent servant failed to use what he had been given.

Scripture brims with passages concerning talents. I particularly love the Apostle Peter’s admonition: “Each of you should use whatever gift you have received to serve others, as faithful stewards of God’s grace in its various forms.” (1 Pet. 4:10) Or Paul’s mighty letter to the church at Rome: “We have different gifts, according to the grace given to each of us.” (Rom. 12:6a)

Consider Moses. He knew well his strengths and his limitations. “I have never been eloquent... I am slow of speech and tongue.” (Ex. 4:10) The Lord provided a teammate, Moses’ own brother, as his spokesperson in Pharaoh’s court. In the New Testament, recall the Apostle Paul’s admirable self-awareness as he freely conceded to the church at Corinth that he was not a gifted speaker. Like Moses, Paul realized he needed help. And so he chose teammates, such as Barnabas on the historic first missionary journey, who complemented Paul’s talents. What Paul lacked, his colleagues (later, Silas and Timothy) could supply.

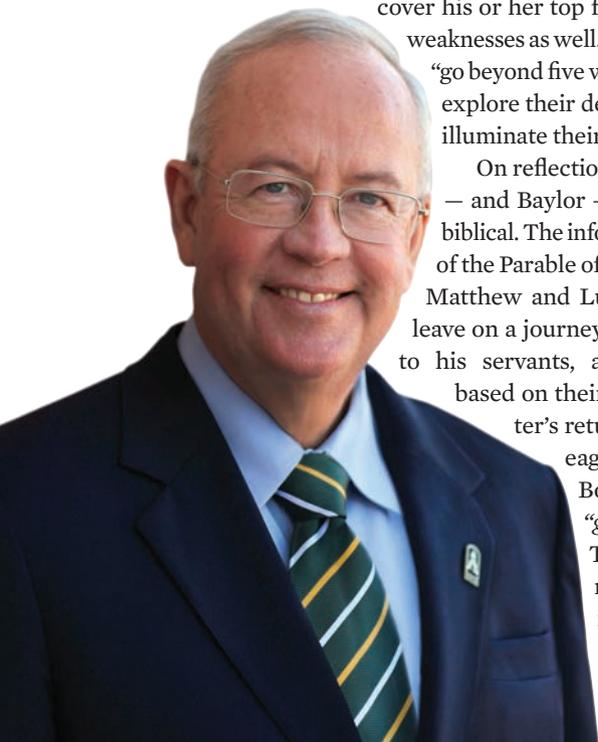
Consider our Lord’s singular approach to leadership, captured brilliantly by Ken Blanchard in *Lead Like Jesus* (Thomas Nelson, 2008). Jesus had no formal leadership position. The lesson: One doesn’t need to be anointed, ordained or otherwise appointed in order to be a Christian leader. Deeply humble leadership was powerfully evidenced by Jesus’ washing of the disciples’ feet — a simple task in dusty Israel that belonged in Jesus’ day to a household servant. That sacrificial event — foreshadowing the crucifixion itself — provided our Lord with a leadership teaching moment: “I have set you an example that you should do as I have done for you.” (John 13:15)

In a secular context, Jim Collins in his iconic book *Good to Great* (HarperBusiness, 2001) writes this: “Great vision without great people is irrelevant.” Christian leadership is in no small measure the recognition of one’s strengths (and weaknesses) to assemble a team to augment and maximize those strengths.

Christian leadership is, thus, team-building based on painfully honest self-awareness. The team needs to be reassured: the “leader” is fully prepared to wash the feet, as it were, of everyone who — by God’s grace — is helping drive the institution’s bus. ●

Judge **KEN STARR** serves as president and chancellor of Baylor University in Waco, Texas. He is on the Baylor Law School faculty as the Louise L. Morrison Chair of Constitutional Law and co-instructs an undergraduate strengths-based leadership course each fall semester. (Baylor.edu)

Judge **KEN STARR** is a keynote speaker for the Outcomes Conference: CLA Dallas 2015, April 14–16. (OutcomesConference.org)



# HONORING GOD THROUGH ECFA ACCREDITATION

**EAST WEST**  
MINISTRIES INTERNATIONAL



“The high level of accountability with ECFA accreditation affirms East-West’s commitment to financial management standards that honor God, honor the sacrificial investment of our donors, and are consistent with the principles found in God’s Word.”

Kurt Nelson, President and CEO  
East-West Ministries – Plano, TX



*Enhancing Trust*

**BECOME ACCREDITED • [ECFA.ORG](http://ECFA.ORG)**



# “OUR EMPLOYEES ABSOLUTELY DESERVE FINANCIAL BENEFITS.

*I wish we could afford them.”*

---

We hear it all the time. “We’re a ministry, not a business. We just don’t have the money to offer financial benefits.” But the truth is, affordable financial benefits are not out of reach.

MMBB Financial Services thoroughly understands the needs of faith-based organizations. And as benefits consultants, we will tailor an affordable plan so that everyone in your organization will enjoy retirement, disability and life insurance benefits that are sensible and secure.

To find out more, visit us at [MMBB.org/affordablebenefits](http://MMBB.org/affordablebenefits). Or call **1-800-986-6222**. We may just have some very good news for you and your employees.



**Real Planning, Real Solutions. That’s Our Calling.**