

Deleveraging

Markets & Missions

BY PAUL MCKAUGHAN

I find my attention riveted to the financial channel on TV, and, along with millions of other Americans, I feel in my very bones the wild gyrations of the current market as it dramatically shrinks my retirement account.

New words have intruded into my vocabulary. One of those words is deleveraging. It is applied to banks, hedge funds, and all manner of corporate entities. The talking heads all say these huge corporate entities are deleveraging, and until the deleveraging process is over, the markets will remain volatile and chaotic.

It seems that in the “go-go” 1980s, 1990s, and right up until a few months ago, all manner of businesses borrowed huge wads of money in the hope that they could, by investing it, increase their profits. When the bubble exploded, when the complicated models for investment banking and real estate blew

Leverage essentially is the byproduct of inflated expectations, assumptions that lead people to take on additional and unwarranted risk.

up because they were fundamentally flawed, corporate leaders had to deleverage. They had to find the money to pay back the people they had borrowed from. Brokerage houses, hedge funds, banks and many other business

endeavors could not come up with payback funds and were liquidated or were forced to merge. It wasn't that they didn't have assets; they just didn't have enough money available to cover their leverage. In the financial world deleveraging forces people back to basics.

Leverage essentially is the byproduct of inflated expectations, assumptions that lead people to take on additional and unwarranted risk. Yet it seemed so reasonable and safe. Everyone assumed real estate was always going to rapidly appreciate. Look at the track record. Return on investments should always be at least 10% to 20%, so it makes sense to borrow on your real assets to engineer an even bigger financial

coup. The past few months have demonstrated vividly that even the expectations of very smart people can be unrealistic and quite wrong. Bigger is not always better, and growth at any cost can plunge whole communities into a financially toxic swamp. It is only when the crisis hits, and the bitter bottom is reached, that the deep hidden canker of inflated expectations, and just plain greed, can be lanced. Only then is a painful return to realistic assumptions and corporate health possible.

I have been thinking about deleveraging and missions. “Wait a minute,” you say, “we don't owe anyone any money. Our leaders are not paid exorbitant, even indecent salaries. Mission executives don't have golden parachutes in their employment agreements.” These, and all the other egregious acts we have read about, were made possible with the complicity of a whole culture that lived on unrealistic expectations and false assumptions. The question that has been bothering me is, what unrealistic cultural assumptions and expectations have we in missions absorbed? Have our expectations and assumptions led us to make unwise decisions? Are they leading us into a situation where we will some day be forced to liquidate or at least deleverage?

We have enjoyed a protracted and unparalleled period of economic and organizational growth. This is true of the whole US evangelical community we are a part of. Our megachurches, schools, the parachurch ministries have in the last 50 years prospered and grown enormously.

We tell ourselves that “Missions” has always gotten the economic leftovers. Yet our mission community is far wealthier, better educated and more comfortably sustained than ever in history. As the US has prospered, so have our missions. But have these boom times somehow warped our frame of reference and engendered within us unrealistic and, perhaps, even unhealthy expectations?

For us in missions, money has usually been tied to the support of individuals. People mean money. This may have influenced us to organizationally embrace an ever-increasing breadth of personal self-supported visions. Because expansion was relatively easy, we accumulated all kinds of ancillary programs. We

Paul McKaughan is ambassador-at-large for The Mission Exchange.

broadened our organizational focus to accommodate greater breadth of purpose and the additional resources that came with it. All this we accumulated because at the time we thought it would make us more productive, and relative abundance allowed us to avoid the hard choices. In trying to get bigger and do a better job, we have, over the years, brought into our ministries all kinds of programs and people (leverage?) that have diluted our focus.

Times have changed. Missional deleveraging may be in order.

An author I was reading the other day called for the “creative destruction” of organizations in the light of the challenges businesses are presently facing.

His contention was that when the context in which one operates changes, then the organization that was designed for the former time must change or die. It is a kind of deleveraging process where all that was aggregated, hoping for increased effectiveness, must be paid for. The author was not talking about capricious corporate anarchy. He was calling for a thoughtful strategic deconstruction that would decisively pare the organization back to its most productive essence. Does not that represent a Biblical view of stewardship?

What are your expectations for the future? What pieces of the ministry do you need to “blow up” because they are not very productive today and will be less so in years to come? In hard times leverage, be it

programs, people or money, entails the increased risk of irrelevancy one can’t afford.

One final thought: some missions should, as a part of the missional deleveraging process, pursue merger or even go out of business. Missions and other non-profits don’t tend to die decisive and honorable deaths; unfortunately they tend to mangle into irrelevancy, costing the church and its mission far too much. ¶

For more information on The Mission Exchange please visit www.TheMissionExchange.org. Once you create a profile on the website (using the Login tab on the upper right hand of the home page: www.TheMissionExchange.org) Paul McKaughan’s musings and other resources can be found in the online store: www.TheMissionExchange.org/store. If you page through the resources, add your selections to your cart and complete the transaction you will receive the downloadable resources as a link in your “My Transactions” section of your information. For further information you may contact The Mission Exchange customer service at 770-457-6677, x102.

If trying to get bigger and do a better job, we have, over the years, brought into our ministries all kinds of programs and people (leverage?) that have diluted our focus.

Being There: Short-Term Missions and Human Need An International Conference

July 30–August 1, 2009

Trinity Evangelical Divinity School, Deerfield, IL

If you want to understand recent trends and want to gain wisdom for effectiveness in short-term missions, you will not want to miss this conference! Especially valuable for youth pastors, nurses, missionaries, seminary students, scholars, and mission pastors.

Plenary presenters include:

Dr. Robert Wuthnow Dr. Kara Powell
Rev. Oscar Muriu Dr. Kurt Ver Beek
Dr. Robert Priest

For more information, registration, and a call for papers, visit www.tiu.edu/stm or call 847.317.8066.



Sponsored by the Carl F. H. Henry Center for Theological Understanding,
a ministry of Trinity Evangelical Divinity School





Sweeter Than honey

CHILDREN'S MISSIONS EDUCATION—A PROPOSAL

BY NANCY TICHY

Checking out a “99 Cent Store” was one of my husband’s favorite pastimes—almost a hobby. One day he came home to show me his bargains and displayed a jar of honey. Imagine his chagrin when he read the fine print and discovered that one of the ingredients listed on the label was water. It wasn’t pure honey.

We who care that children find and fulfill God’s awesome destinies for their lives, sometimes discover that we are dispensing diluted honey. I don’t mean to disparage any effort to engage young lives in God’s global purposes. Increasingly, effective and creative strategies are being deployed. I simply want to challenge us to think carefully about our efforts and to make sure we are giving kids “pure” ingredients. *How might some of our most popular missions education strategies be “diluted” because they don’t go far enough? Diluted with the false assurance that these activities will insure long lasting, growth-inducing results that lead children into Biblical maturity.*

Diluted Honey — Example 1

The best time to start involving people in missions is when they are teenagers. Short-term missions began with this premise. Short-term missions trips can be powerful means to involve people (of all ages, now) in mission efforts.

Look closer. We are told, a person’s character is set before he enters school. This then suggests that teenagers are well past the “prime of life” when it comes to introducing them to and involving them in God’s missionary advance. *Any long-term strategy, whether in the home, the church, or the mission agency, that overlooks discipling today’s children for mission has missed a very important component.*

Diluted Honey — Example 2

Children’s hearts are so tender, and if we just help them visualize the needs in this world, they will respond un-

selfishly. Isn’t this a good way to combat the trend we see today? Consider how quickly little ones become self-serving and immune to the needy whether in their school and neighborhood, or beyond.

On the other hand, as *Perspectives* students all over the world discover, a basic tenet in missions education is this: Missions is not primarily about people, whether those who so desperately need to hear the Good News or those who bring it across barriers at great risk. Missions is *first of all* about God, His redemptive purposes and His intention that there be worshippers at His throne from every people group on earth. God is the main character of the Bible and His missionary heart is the unifying theme. *Can we teach this truth so that children own this principle and apply it to their lives?*

Diluted Honey — Example 3

Teaching missions can be exciting because diversity lends itself to interactive, creative, imaginative, hands on activities. No one denies this, and those who champion missions education for children emphasize it. The nations have come to us, and many nationalities and languages are now represented in a typical classroom and many neighborhoods. Children can find other cultures as interesting and valuable as their own way of life. They can also realize that God created these differences for His own glory, and His purposes for people of every ethnic expression make us all equally precious in His sight.

If, however, we are not also grounding our children in this knowledge and leading them into “the obedience of faith” (Romans 1:5) to consider our part in reaching the nations, we are doing little more than any good, secular elementary school. *We also need to teach kids what diverse peoples believe so our children can wisely compare and contrast the Bible’s teachings with the world’s belief systems.* The schools teach cultural diversity as a means to gain equal acceptance of all beliefs. We must teach that although customs include many “neutral” things,

Nancy Tichy is director of the USCWM regional office in Riverside, CA.

all beliefs are not equal. We must bring out the lostness of people without Christ.

Diluted Honey — Example 4

One of the best ways to challenge children for missions is to encourage them to give money. Even young children have expendable income these days. Encourage them to support a missions project in place of a visit to their favorite toy store, or snack counter.

In reality, money is only one item when it comes to godly stewardship. How often do we help kids understand that we can't take anything to Heaven with us, but we can send a lot on ahead? God is interested in how we spend our money, yes, but He is also interested in how we spend our time, how we develop the talents he bestows, how we recognize our giftedness, and how we set our priorities. *What loving acts of mercy can I perform? What is in my investment portfolio that brings Him glory and that has eternal consequences?* When kids incorporate the answers to these questions into their lives, they are less likely to "throw money" at a missions project when they are adults and feel smug about how they are serving God.

Diluted Honey — Example 5

Only people who receive a mysterious "call" are obliged to become missionaries. A hundred years ago, many considered missionary service to be the most pres-

tigious of life's careers. One need only to hear God "call" and answer, yes. In this age of voice mailboxes, it is now convenient to ignore a call, literally and figuratively. How sad that children can grow up never responding to an invitation to one of the most fulfilling, most exhilarating adventures of life.

Yes, there is a missionary "call." But there are "calls" far more basic that usually precede something this specific. Can we not develop in children the assurance that God has called every single person, themselves included, to love Him, serve Him, bring Him glory? Childhood is a great time to begin understanding their gifts, talents and passions so that by the time they complete high school they know where God is leading them?

Furthermore, we can help them understand that God calls every Christian to be involved in His global purposes. Those who want to go will never get anywhere without the commitment of those who are called to support them. And many do not go, not from any lack of a call, but for lack of a sending team. Though we may not choose to talk about a "wartime lifestyle" with our youngest children, it doesn't take a lot of intellectual maturity to understand and apply this principle, the earlier the better.

Diluted Honey — Example 6

When all else has been tried, we can always fall back on prayer. We convey this more by example than

'GLOBAL PURPOSE' — a new DVD from the U.S. Center for World Mission



"At last, believers can understand the Bible's "Global Purpose" through this fascinating DVD. Viewers will understand how God's 'big picture' destiny for our planet is inseparable from His 'small picture' destiny for believers everywhere."

Bob Blincoe
US Director, Frontiers

"I loved it. Great tool to use with churches. You have hit a home run with this DVD!"

Tom Telford
Author, national conference speaker
Initiative 360 and United World Mission

"For many who will serve Christ in obedience to the Great Commission, understanding the urgency and enormity of the need will be a first step. The Global Purpose DVD illustrates this reality in a powerful way."

Bob Creson
President, Wycliffe Bible Translators, USA

This DVD is a teaching resource that gives an overview of **God's global purpose** to bless all peoples. It invites the viewer to explore ways to partner with others in declaring God's glory among all nations.

Produced by the Mobilization office of the U.S. Center for World Mission in cooperation with Create International
Running time: 20 minutes

Cost: DVD with User Guide: \$16.95
DVD with User Guide and Study Booklet: \$17.95

To order: William Carey Library/Send The Light • call 1-800-MISSION • www.missionbooks.org

we do by teaching practices. If we truly believed that “the work of missions is prayer,” we would be people of intercession and would be leading our children to participate with us. Across our nation, teachers and parents are conveying to children the joy and strategic importance of intercessory prayer. In general, however, the North American church falls sadly short of God’s desire and direction. This is true in spite of sterling examples of the South Korean church and Jim Cymbala’s fascinating story in *Fresh Wind—Fresh Fire*.

How are we to respond to all this? Almost all of us are overextended. We do what we can do, wistfully, at times, wishing we could do better. Yet, if the fate of a whole generation of children rests, in large part, in the hands of their parents, teachers and other mentors, is it not time to pay attention to what we are doing and pay the price to more effectively serve God in this generational challenge?

When children reach their teen years before we can challenge them with God’s global advance, then praise God! That’s better than sometime later. If children develop (or are born with) a sensitive nature that we can guide into taking on “Good Samaritan” work, then praise God! If children naturally enjoy what is “different” and welcome the alien in their classroom or neighborhood with ease, praise God! If we can teach children to find satisfaction by being generous, even sacrificial, to help the missionary cause, we praise God. If children jostling for space in our classrooms or for attention in our homes hear and respond to God’s “call” to full-time, career missionary service, then praise God, indeed! For the small and large bands of intercessors around our world made up of children, we praise God!

But let us, also, be diligent to present children with all of God’s truth in missions matters. Let us give them “pure honey.” Let us seek to engage children in mission endeavors *before* they become teenagers. Let us do our best to help them see *Jesus first* and people second, with a growing understanding of what it means to bring God glory. Let us help children welcome all who are different and disabled and disadvantaged into God’s Kingdom as they discover the Author of diversity and praise Him for this gift. Let us harness the amazing resources our children have to offer up to God—their money, yes, but also their very lives. Let us model for our children what “called to be a saint” is all about, showing them in compelling ways that they can embrace with joy all that it means to discover and fulfill God’s destiny for their lives. Let us intentionally raise up bands of mighty intercessors from among our children.

Finally, are we at risk of celebrating our great advances in missions education for children even as we

entertain a false sense of satisfaction in the results? If somehow we can slow down this mad pace that our world sets for us long enough to look carefully at ourselves and our teaching, and make course corrections where needed, God will use us to pass on to the next generation all that *He* wants them to have. (Psalm 145:4) They will praise Him for His mighty deeds because they will see His power and beauty in their midst. Their lives will reflect this as they follow Him wholeheartedly into adulthood. May God Who is on the throne, here and now, receive the glory due His Name. May our children be among those who worship Him in spirit and in truth—truth that is like unadulterated honey. f

Pure Honey

1. Childhood, the earlier the better, is the best time to bring kids to an understanding of what the “obedience of faith” means and how this works out in immediate, practical, everyday scenarios along with future steps of following God through life.
2. Missions is first about GOD and bringing Him glory, which then leads naturally to matters involving people. Children are capable of learning to put the glory of God first even as they learn to express themselves in acts of mercy and compassion.
3. Cultural diversity is God’s idea. We can celebrate with our children that this is part of His plan to advance His Kingdom purposes. While appreciating the valuable aspects of all cultures, we can give children wisdom regarding the world’s religious systems and how they fall short of God’s revealed plan in Scripture.
4. Biblical stewardship lessons teach that everything we have belongs to God. He will help us know how much we can keep and still please Him. When children firmly base their lives on this premise, they will become a generation of men and women who do mighty exploits for God.
5. A “missionary” call is just one of many calls. Children can learn to understand God’s call to be whatever He directs them to be, wherever He wants them to use their talents, spiritual gifts and passions.
6. Prayer is the work of missions—praise and intercession; children may be even better suited to participate in prayer than adults.



We will continue to be a voice for the innovative thinking and strategies that could make the difference in the effectiveness of the global cause of Christ.

Rick Wood



Dear Reader:

For the first time in the 30 years of its publication, Dr. Ralph Winter is not writing the editorial for an issue of *Mission Frontiers*. His treatments for lymphoma have forced him to cut back. *Mission Frontiers* will continue to fulfill the mission with which Dr. Winter started it in 1979. We will seek to be a voice for the unreached peoples and the other mission frontiers. We will keep seeking to point out the problems, gaps or trends in the mission movement that need to be addressed. We will continue to be a voice for the innovative thinking and strategies that could make the difference in the effectiveness of the global cause of Christ.

As we begin a new era together, I want to thank Dr. Winter for his many years of service, for challenging us to think outside of our comfort zone and for helping us to see the exciting new possibilities that await us as we go forward to fulfill the vision of Rev. 5:9. You have been a blessing to us all. We hope and expect that Dr. Winter will have ongoing opportunities to speak through *Mission Frontiers* as his health allows. I also want to thank Dr. Winter for the opportunity to step into his very large shoes as editor of this publication and to begin a new journey of discovery together with you, our readers. Since there is no way to really fill his shoes, we will need each other and the many on our staff as we travel the road ahead. See page 6 for ways that

you can help further the work of *Mission Frontiers*. Get your shoes on. The journey begins.

Rick Wood is editor of Mission Frontiers.



Talking About Ourselves

At the risk of appearing self-serving, our objective is two-fold. First, we want to make you aware of the resources and training available through the USCWM. Second, in each of our divisions—Strategy, Mobilization, Training and Services—there are key vacancies and needs. As you read, consider how God might want you to engage with us.

Good Information and Good Strategies

Most people tend to think that missions is all about getting people to the field. This is an important part of the picture, and we do work vigorously to mobilize people to go. (See the article on page 9.) But the vital thing is to be doing the most strategic work in the smartest way possible. You can work very hard to get a lot of people to climb a ladder only to find that it is leaning against the wrong wall.

The cause of Christ needs good information and good strategies in order to succeed. In every area of life, whether it is in the realms of business, sports or mission outreach, success is not achieved by just deploying a lot of people. Success is achieved by having competent well informed leaders who have the key information and strategic insights needed to guide them to accomplish their goals. This is what the U.S. Center works to provide to the mission world through its various ministries, including *Mission Frontiers*.

History Proves the Point

Like Dr. Winter I have an interest in history. I have a particular interest in U.S. history and the Revolutionary War period. Here is an incredible but true story from that era to illustrate the power of good information and

effective strategies. While the goals and methods of a military operation are completely different from those of the mission enterprise, good information should shape our strategies and can still make the difference between success and failure of any endeavor.

Like all great generals, George Washington knew he needed good information on his enemy, and he worked very hard to get it. His close friend General Lafayette would eventually provide him with the key information that would help end the war.

By 1781, the cause of American independence still looked very much like a lost cause. Washington was focused on defeating the British entrenched around New York, where he had been crushed five years earlier by overwhelming British force. At the same time, General Lafayette and his forces were keeping a close eye on the British movements in Virginia. Lafayette's forces were so weak that he could not mount any assault on British General Cornwallis and his forces. Washington did not immediately see the opportunity to trap the British at Yorktown until information on Cornwallis began to come to him from a very unlikely source.

Washington asked Lafayette to keep him informed of Cornwallis' plans and movements, but Lafayette was able to learn nothing until a black slave named James Armistead came forward and volunteered to spy for him. This was easily accomplished since the British encouraged American slaves to escape to their side with the promise of freedom. Armistead was immediately accepted and assigned as an aide to General Benedict Arnold, who was almost captured based on the information that Armistead was providing to Lafayette.

Armistead was then assigned to work with Cornwallis himself. As Armistead would serve the General's tea, he would listen and look to see what was being planned. The information was sent back to Lafayette on an almost daily basis and then on to Washington. Lafayette often learned within hours of British troop movements. Armistead became so respected for his intelligence and loyalty that Cornwallis asked Armistead to go back to the American side to spy for him. That's right: he became a double agent pass-

ing good information to Lafayette and bad information to Cornwallis.

Based on the information coming from Armistead, Lafayette suggested to Washington that they could trap the British using the French fleet to block the mouth of Chesapeake Bay. At this news Washington abandoned his hopes of defeating the British in New York and began moving the bulk of his army hundreds of miles south in an attempt to trap Cornwallis even though they still did not know exactly where Cornwallis was moving.

At first, Armistead had been unable to discover where the British were moving. But then the news came. Lafayette wrote to Washington, "I have got some intelligence by way of this servant [Armistead] I have mentioned...I hear that they begin fortifying at York..."

With Armistead's help Lafayette followed every move that Cornwallis made and kept him bottled up in Yorktown until Washington and his troops could arrive.

Washington's army arrived, and the trap was sprung. The French fleet defeated the British naval forces

that Cornwallis' army of 8,000 men was depending on for their escape. Washington personally fired the first cannon that began a bombardment that forced Cornwallis to surrender.

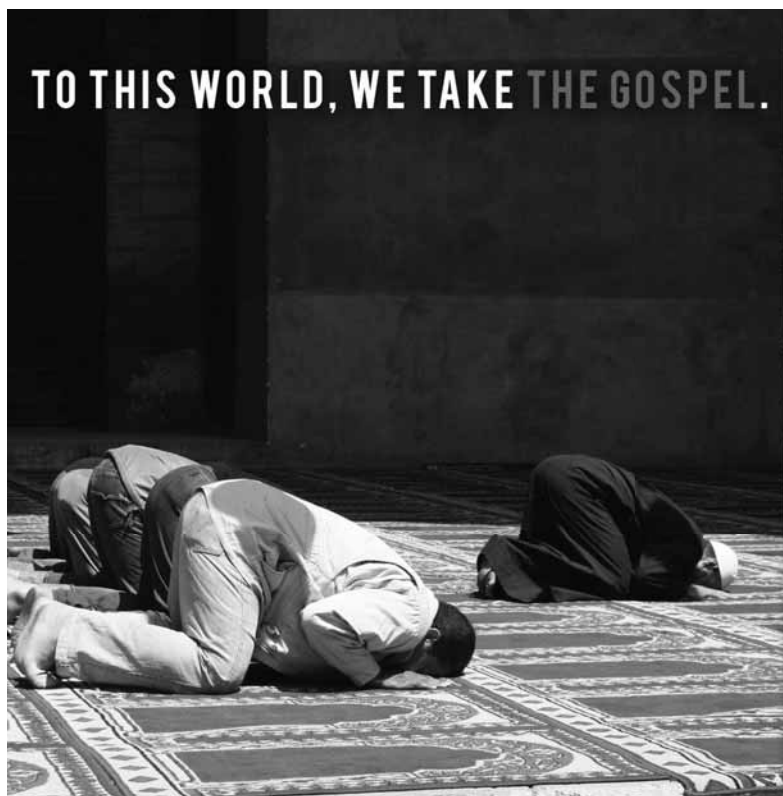
A few days after the surrender, General Cornwallis paid a courtesy call on General Lafayette at his headquarters. As the two generals talked, Cornwallis looked up to see the familiar face of James Armistead, dressed in a Continental uniform. Cornwallis shook his head grimly as he realized that his faithful servant and spy was actually an American spy.

It is incredible to think that the capable work of a humble black Virginia slave changed the course of world history and helped to defeat the mightiest army in the world at that time. But that is the **power of effective strategies based on good information.**

Good information and effective strategies are what the cause of Christ needs on a daily basis to bring the Gospel to every tribe and tongue. We need to know which strategies and methods work and which ones may not. Often, the most popular strategies are precisely the ones that don't work and cause the most harm.

It could be a humble missionary from the backwoods of Virginia who today discovers the key information and strategies to reach a Muslim, Hindu, or Buddhist people and in that way changes the course of history. This is the kind of work that the U.S. Center seeks to foster and promote through *Mission Frontiers* and our other ministries. Take special note of our Joshua Project ministry on page 2, where we are collecting key information on thousands of unreached peoples. Look for ways that you can be involved in the vital work of the U.S. Center as you read through the pages of this latest issue. f

James Armistead was promised no reward for his service. After the war Armistead petitioned the Virginia State Legislature for his freedom. The Marquis de Lafayette sent a letter of commendation asking for any reward that they could bestow for his service. On January 9, 1786, the Virginia State Legislature granted the slave, known only as "James," his freedom. It was at that time that he chose Lafayette for his last name in honor of the general. In 1824, while on his last tour of America, General Lafayette recognized Armistead in a crowd and embraced him.



TO THIS WORLD, WE TAKE THE GOSPEL.

THE SCHOOL OF EVANGELISM AND MISSIONS

At Southwestern Baptist Theological Seminary we have a mission.

It's the same mission we've always had, and it doesn't change. Our mission is to produce Christian leaders capable of guiding the church to fulfill its role in the Great Commission. To accomplish this task, we offer the finest training in biblical, theological and ministry disciplines known to man. Each of our programs is designed to prepare students for effective ministry both in North America and around the world.

For more information or to apply online, visit WWW.SWBTS.EDU or call 1.800.SWBTS01.

SOUTHWESTERN

BAPTIST THEOLOGICAL SEMINARY

HYDROGRAPHICAL MAP



Economic Crisis Reminder: It Isn't Yours Anyway

Greg H. Parsons



During economic “crisis,” or any crisis, believers should be the calm ones.

Jesus said,

Therefore I tell you, do not worry about your life, what you will eat or drink, or your body, what you should wear. Isn't there more to life than food and more to the body than clothing? (Matthew 6:25, NET Bible)

Simple truth. Difficult to apply.

It could be more difficult to apply if someone really doesn't have enough—such as our brothers and sisters in certain parts of the world. But many I've met around the world seem to have an easier time trusting God from day-to-day than those of us in the West, who have and expect so much more. We've all seen images of a happy boy in Africa rolling a used bike tire or a small dirty ball around as a toy (he doesn't seem to need a room full of electronics or a cell phone with “txt mss inc”).

But often, our Western systems and ideas get out to the rest of world and shape the expectations of believers sooner or more than Jesus' words do. Just the other day I read about a single mom my age who made almost twice as much as our family, with a son in college (we have a daughter in college) and with a home with equity (we rent our home), who can't afford to save for her retirement and already has a second mortgage on her home. The financial advisors told her to *stop* giving her son money for college (they “advised” her that he can earn enough when he gets out to pay off his loan) and start saving seriously for her future.

We've built up the expectation that large, continued spending is the norm for our economy and for most people. We have developed an economic system here where we “have” to have retirement accounts to take us into a distant future that actually increases purposeless, wasteful lifestyles and shortens our life expectancy. About ten years ago, the average time an employee lived beyond retirement from work with the County of L.A. was 18 months! Rick Wood told me it was the same when his father retired from Boeing. People need something important to get them out of bed.

Perhaps a consumption-based economy, with ever-increasing lifestyle expectations and debt to keep it all going, is not possible to sustain. It certainly isn't wise.

How does all of this impact missions? I am hoping to track what happens with missionaries during this season. (Email me if you have some information that might be helpful.) My guess is that if unemployment is 10%, Western missionaries will lose 5% of their support (since 5% unemployment is more “normal”). If unemployment increases, it will likely trickle down to missionary support. Right now, I know of churches that are doing fine and meeting budgets. We don't know how long that will continue. I'm sure some have been hit hard. I know of agencies that have had to cut back—with rumors of a couple closing down—usually because they are small and dependent on investment income.

Yet even though the cable news shows might want you to believe otherwise (to keep you watching their shows to hear the latest “news”), it is helpful to remember that, right now, more than 90% of the people in the U.S. are still employed. Of course, others have had hours cut back and people are hurting. Perhaps the best thing each of us can do is to give more! Strange as that sounds, it seems like the best way to follow what Jesus said at the end of the passage I started above:

For the unconverted pursue these things, and your heavenly Father knows that you need them. But above all, pursue his kingdom and righteousness, and all these things will be given to you as well. (Matthew 6:32-33 NET Bible)

How are you “pursuing His Kingdom and righteousness” by your faith and actions today? How can you encourage others in your fellowship to exercise faith? ¶

Email me your stories: greg.parsons@uscwm.org.



Rev. Greg Parsons is General Director of the U.S. Center for World Mission. He and his wife have been on staff at the USCWM since 1982.



THE FUTURE OF MISSION FRONTIERS

WE NEED YOUR HELP

BY RICK WOOD

For the last 30 years *Mission Frontiers* has been providing its readers with cutting-edge insights and information that have spurred the growth of the frontier missions movement worldwide. It has enabled missionaries to discover and apply some of the most effective strategies and tools in their efforts to bring the gospel of the Kingdom to every tribe and tongue.

If *Mission Frontiers* is to continue this record of achievement, we will need your help. We cannot do it alone. The more who join with us, the more successful we will be.

Ten Ways You Can Help

1. **Order extra copies** of *MF* and pass them out to your pastor, missions committee and friends. Call 330-626-3361 to order
2. Professors, **order copies for your students** and discuss the articles in class.
3. **Print off copies** of your favorite articles from our website at www.missionfrontiers.org and hand them out or send them electronically to those on your e-mail list.
4. **Reprint articles from *MF*** in your non-profit newsletters, magazines etc. when the articles originate with *MF*, i.e. not reprinted from another source. No written permission or prior permission is required—just give us credit for the article.
5. **Put a link or banner ad** on your website to send people to ours.
6. **Send us news** of breakthroughs among unreached peoples.
7. **Send us testimonies** of how *Mission Frontiers* has made a difference in your life and ministry.
8. **Consider joining our staff.** We have several positions that need people to fill them. If you have good writing and people skills, please call our Personnel office at 626-398-2330. You will need to raise your own personal support but we will train you how to do so.
9. **Pray for us** as we work to produce each issue.
10. **Give financially** to support the work of *Mission Frontiers*.

A Word about Finances

The thousands of Christian leaders overseas that we wish to impact with vision and insight often cannot afford to cover the costs of sending *MF* to them. We need the financial help of the people who enjoy receiving *MF*. We would like to send *MF* to more Christian leaders who need it, but the funds are not available.

We do not require a yearly subscription but depend on the generous gifts of those who believe in what we are doing. This is similar to most churches who do not charge a fee each Sunday to people who attend but depend on their ministry partners for their income. We do not want money to stand in the way of people catching the vision of reaching the unreached peoples.

There are practical stewardship reasons as well. Most publications use fulfillment houses to keep track of subscriptions and funds that come in. For a publication of our size they would charge us around \$6 to handle each subscriber. With the average cost of \$3 to send *MF* to each reader, we could send *MF* to two additional people with that \$6 of extra cost. We don't believe this would be good stewardship of our resources. As a result, we would like to try another approach.

Can you sacrifice just \$15 a month or \$180 a year to keep *MF* going out to 60 Christian leaders around the world? It is quite common for people to set up automatic bill pay from their checking account to those missionaries and organizations that they wish to support. We are asking that you consider doing that for *Mission Frontiers*.

We are looking for 1,500 of our 95,000 readers to join our support team with a monthly donation of \$15 a month. You can pay three different ways: One, if you enjoy writing checks and would like to send in a one-time donation of \$180 or a monthly check for \$15, please do so. Two, the convenience of automatic bill pay. Through your bank's bill pay system have your funds sent to: *Mission Frontiers*, 1605 Elizabeth St., Pasadena CA 91104. Three, you may also go online to www.missionfrontiers.org and click on the donate button to give. We will let you know in each issue how we are doing. Thank you for your support. f

AWAKENING THE CHURCH TO THE FRONTIERS OF MISSION

the MOBILIZATION DIVISION

BY STEVE SHADRACH & RORY CLARK

The Mobilization Division in Arkansas

In 2004 we moved a significant part of the Mobilization Division of the U.S. Center for World Mission to Fayetteville, Arkansas in order to be more centrally located in the US. We serve the Body of Christ all across the U.S. As behind-the-scenes catalysts, our mission is to see churches, ministries, businesses, and whole communities mobilized to take the name of Jesus Christ to every people group where He is not yet known or followed. We exhort believers to reflect Christ in word and deed to billions of people who may despise and reject Western Christianity but who have for centuries been fascinated and drawn to the person of Jesus Christ.

We have an outstanding team of gifted and motivated people who could have chosen successful careers and well-paying jobs elsewhere, but have instead decided to sacrifice and throw their lot in with others who are seeking to see Christ glorified in all the earth.

A portion of our Mobilization Division resides and works in Fayetteville, but the majority of our colleagues

Steve Shadrach serves the Mobilization Division and is based in Fayetteville, Arkansas.

Rory Clark is the Coordinator of the Mobilization Division based in Pasadena, California.

(including 1,000+ volunteers) are spread all across the US. The bulk of our mobilization efforts are presently focused on two primary ministries:

1. *Perspectives on the World Christian Movement*—This 15-week course has impacted 80,000+ lives in its 35-year history. Dave Flynn, the national director,

oversees a team in Fayetteville and 14 regional directors across the U.S.) who have launched and are leading a record 170 courses this Spring with over 6,000 students and 1,200 instructors. If you would like to take the course, start or help with one in your area, or inquire about staff or volunteer positions, please go to www.perspectives.org for more information.



Our NWA Mob Staff



PSP Regional Directors

2. *EveryEthne* Campus Mobilization—This new strategy is placing full-time Campus Mobilizers on major state college and university campuses. Our mission is not to start new campus organizations or meetings, but to serve and equip the staff and students of collegiate ministries. With their blessing and collaboration, our desire is to provide college students in their ministries with strategic mission resources, community and coaching. Our vision is to see God ignite a movement of college students who are consumed with a vision to see every people group reached with the good news of Jesus Christ in this generation. For more informa-



tion how you can be involved or initiate a work on your campus go to www.everyethne.org.

If you would like to partner with us as we seek to aid and complete the

exaltation of Christ in all nations, you can reach us at www.perspectives.org/staffing. We would be honored to discuss staff or volunteer opportunities with you.



The Mobilization Division in Pasadena

Pasadena Mobilization seeks to foster synergy and effective cooperation among its various projects. As you'll see, we're mainly in the business of making available the best thinking in mission today. We want to influence and inform the greatest number of people as possible through print, the web, multimedia and face-to-face communication. Here are the means by which we seek to accomplish these goals.

Mission Frontiers

Mission Frontiers has the largest circulation as a generic mission publication in the world with over 30 years experience, covering the cutting-edge issues of the frontiers of mission activity including the reaching of the unreached peoples. It is published six times a year and sent to over 93,000 readers. Subscriptions are free upon request, but donations are appreciated to help cover our costs.



Professors may receive extra copies for their students, and articles may be reprinted for non-profit purposes as long as source credit is given. Except for a brief four-year period, all of the articles from its 30-year history are available for download at www.missionfrontiers.org in the Back Issues section. We invite you to partner with us in spreading the vision of reaching the unreached. We need writers, administrators, graphics people and a managing editor. Rick

Wood, the Editor, is the only full-time person working to produce each issue. Learn how you can be more involved by going to page 6 of this issue.

Global Prayer Digest

The Global Prayer Digest (GPD) provides daily bite-sized information for intercessors to help them pray for the world's remaining unreached peoples. Each issue has daily prayer entries for a specific unreached people group (UPG) or a ministry to a UPG. *FrontierScan*, a church bulletin insert, is a supplement to the *GPD* providing stories and prayer requests for four groups. The *GPD* relies on a team of volunteer writers, researchers, proofread-



ers, and editors working mainly at a distance. Editor Keith Carey is the *GPD's* only full-time staff

member. We desire to partner with like-minded organizations to increase the number of people interceding for unreached peoples. The *GPD* exists in English, Spanish, Chinese and Korean. It is available via hard copy, e-mail, the web, and downloads for cell phones. We need two writers and two proofreaders. Anyone with a reliable computer can work at a distance. For more info, see www.global-prayer-digest.org.



Keith Carey
Managing Editor of GPD

William Carey Library Publishers

William Carey Library publishes and distributes books and other materials (CDs, e-books, etc.) to mobilize individuals and organizations for frontier mission. We especially seek to assist the work of the mission executive, the field missionary and his/her home church, and the student of world mission. William Carey Library has specialized



WILLIAM
CAREY
LIBRARY

in short print runs of valuable books that other publishers might not find

attractive or feasible. However, we also have some large-run titles, such as the *Perspectives Reader* and *Study Guide* (now in a new edition)! We produce annual conference series titles for EMS and SEANET, and are launching a Dissertation

Series. We primarily sell through our website www.missionbooks.org, and through our catalog. We seek to publish and distribute books that promote insights and initiatives leading to mission breakthroughs among all peoples.

International Journal of Frontier Missiology (in conjunction with WCIU Publications)

For over 25 years, this serious quarterly publication has been exclusively focused on the frontiers of mission. In addition to concerns related to the unreached peoples, it also brings attention to other issues related to doing God's will on earth that

IJFM

might otherwise be ignored. This journal is the official publication of the *International Society for Frontier Missiology*. An archive of hundreds of articles can

be found at www.ijfm.org/archives.htm. \$18 a year. A sister journal exists in Korean (the *Korean Journal of Frontier Missions*).

Web Development

Website development includes enhancing and updating the web presence of the US Center for World Mission. This includes new websites, old website redesign, website maintenance, developing web content, and using existing information conduits as distribution methods for USCWM content (e.g., iTunes podcasts, Facebook, etc). We need web designers, developers and proofreaders.

Frontier Media

In our new media studio, we are able to produce new content as well as digitize older content, which can then be made available in new ways. We also record presentations and interviews with mission leaders. The studio is also used for developing promotional videos, Internet content and online learning tools. We currently need video and audio editors, and engineers and producers, as well as After Effects animators.

Southern California Mobilization Office

The Southern California Mobilization office represents the USCWM at conferences, churches and colleges, and maintains a mission resource library for agencies located on the campus of the USCWM. We network with the Latin American Center for World Mission and the African American Center for World Mission. We develop mobilization materials and administer the Adopt-A-People Campaign (including keeping the AAP

web site current). In addition, we facilitate the production of the *GULA* (Spanish translation of the *Global Prayer Digest*) as well as the sale of *Perspectives* curriculum videos. We anticipate adding new staff who can connect with local Christian college student mission offices and help local churches become mobilized in frontier mission. Finally, we look for new opportunities to mobilize local churches to reach the various ethnic groups in the greater Los Angeles area.

Mission Resource Center (MRC)

The Mission Resource Center sells missions resources on the most strategic range of subjects to an international clientele—at discount prices. Primarily a walk-in-bookstore, the MRC offers well over a thousand different books, audio-visuals, maps, and other resources. Missionaries, agency administrators, and students are our main clientele, but we also serve local church leaders and other believers. We enjoy assisting young people who have been newly awakened to the challenge of frontier mission. The store is operated entirely by

GF Flexibility with Accountability

Do you have . . .

- a God-given vision for a different kind of mission?
 - an entrepreneurial approach to reaching the world for Christ?
 - a unique situation requiring flexibility from your sending agency?
- Second career? Tentmaker? Teacher? Career missionary? One to two years?

If so, consider partnering with

Go Ye Fellowship

- 76 yrs reaching the world for Christ
- Located on USCWM campus (SoCal)
- Full service sending agency (501c3)
- Low admin costs

More than an organization, *we are a fellowship*, and we would love to pray for you as you consider your next step in God's kingdom advance.

goyefellowship.org
gyfint@cs.com, or call 626-398-2305

(Donor-supported US Citizens only)



volunteers. The MRC currently needs one or two more volunteers.

Roberta Winter Institute

Once it becomes clear that the work of the Church is not merely to build and extend itself but to pursue God's glory by taking a stand against all evil, not only will the growth of the Church be enhanced, but the Lord's Prayer will also become more meaningful ("...Thy will be done on earth..."). The Roberta Winter Institute (RWI) seeks to bring glory to God by mobilizing believers to identify and destroy Satan's ingenious and destructive works in our world. In addition, the RWI seeks

to rectify the Church's understanding of God and His works, that He is not the author of the destructive violence and suffering in nature and that He has long sought our help in bringing His kingdom and His will on earth in every area of life. For example, is it God's will that 90% die prematurely each year from pathogens that could be totally eradicated? Or is this a work of Satan that the Church



must confront and destroy? The "frontiers" in mission are at first almost always vague, undefined, hard to grasp, difficult to explain and subject

to controversy. It is always hard to draw that delicate and shifting line between what God is going to do and what He expects us to do. As we learn more of how nature works we are expected to do more to "destroy the works of the devil." (I John 3:8) But has our understanding of our role in establishing God's kingdom kept up? These are the issues the RWI seeks to address.

Conclusion:

The work of the U.S. Center's Mobilization Division is a diverse effort to raise up believers to tackle some of the toughest challenges in the world today. Regardless of your background or skills, there is a place in Mobilization for those who are available to serve the Lord. f

The International Society for Frontier Missiology presents

Best Practices in Frontier Mission

Which practices are proving most fruitful for the gospel among Muslims, Hindus, Buddhists, Tribals and others?

This event will seek to bring together perspectives from around the world to look at what the Lord seems to be blessing and why. Come and let's learn together.

And as always, students are welcome!



ISFM National Meeting • September 15–17, 2009

Airport Marriott Hotel • Orlando, Florida

Registration: \$50

For details call: 626-398-2229 or visit www.ijfm.org/isfm/annual.htm

The USCWM from Coast to Coast

USCWM Office Locations

★ Pasadena Office

Christy Graham
1605 E. Elizabeth St
Pasadena CA 91104
626-797-1111
www.uscwm.org

★ Riverside Office

Nancy Tichy
6792 Magnolia Ave
Riverside, CA 92506
951-926-9011
ftichy@aol.com

★ Nashville Office

Terry and June Neu
122 Gilbert Drive
Franklin, TN 37064
615-790-8203
terry.neu@uscwm.org

★ Eastern Regional Office

Fran and Sue Patt
PO Box 558
SE Facility, PA 19399
610-935-3871
fran.patt@uscwm.org

★ SE Regional

Bob and Ellen Stevens
809 Spring Forest Rd
Raleigh, NC 27609
919-787-3821
bsuscwmse@aol.com

★ Gainesville Office

Paul Emery
PO BOX 358117
Gainesville, FL 32635-8117
352-215-4881

Perspectives Nat'l Office

🌐 Fayetteville, AR

Kim Kelley
PO Box 3586
Fayetteville, AR 72702
800-330-7010
www.perspectives.org
info@perspectives.org

Insight Campuses

📍 Pasadena, CA

Dave Datema
1539 E. Howard St
Pasadena, CA 91104
626-398-2297

📍 Minneapolis, MN

The Bethlehem Institute
Mike Rusten
720 13th Ave South
Minneapolis, MN 55415
612-455-3420

📍 Detroit, MI

Metro Detroit Campus
Brad Gill
P.O. Box 510866
Livonia, MI 48151

📍 Madison, OH

Stony Glen Campus
Marisa Lapish
5300 West Loveland Road
Madison, OH 44057
440-298-1336

Joshua Project

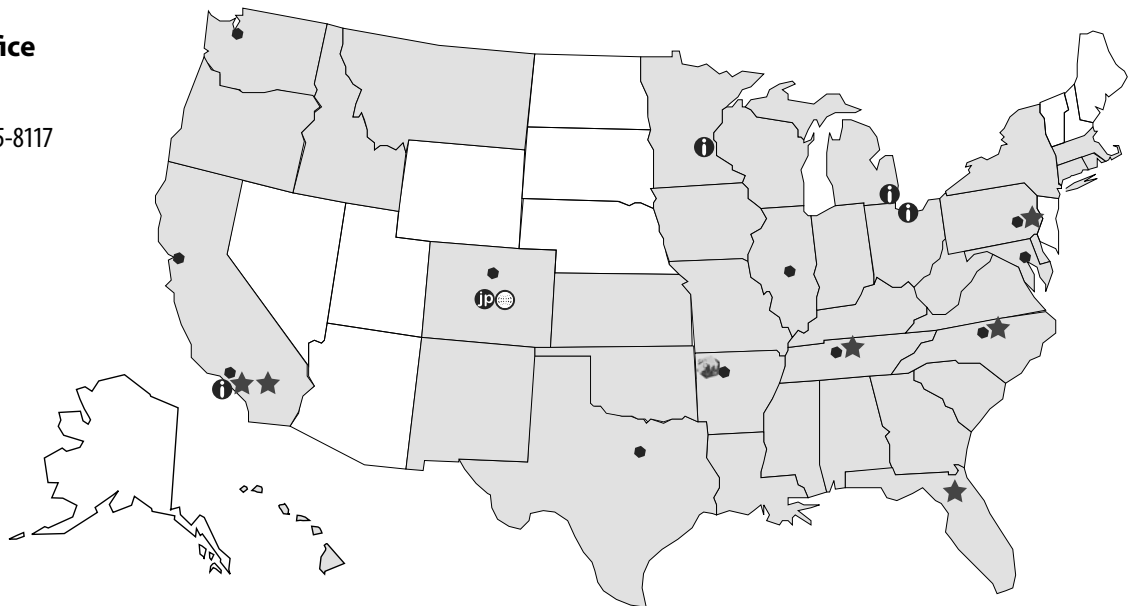
📍 Dan Scribner and Bill Morrison
640 Chapel Hills Drive
Colorado Springs, CO 80920
719-886-4000
www.joshuaproject.net

Mission Frontiers Magazine

📍 Rick Wood, Editor
640 Chapel Hills Drive
Colorado Springs, CO 80920

• Perspectives Regional Directors
(see perspectives.org for details)

☐ Shaded states have at least one
Perspectives Class in Spring 2009



Raising LOCAL Resources

Glenn Schwartz

What is in Your Hand?

Years ago I had the privilege of meeting a Christian worker in East Africa who told me an inspiring story. She was once assigned to oversee a local congregation that met in an uncompleted church building surrounded by an overgrown plot full of trash and weeds. Feeling a bit overwhelmed, she approached the Lord about how to proceed.

In prayer she felt the Lord was asking her to consider what gifts and abilities she had to bring to the situation. Her prayer went something like this: "Lord, you know I don't have a lot to offer this congregation. The only thing I seem to know how to do well is work with children." God encouraged her to start there.

She met with the children, but she could not get them to bring their friends. When she asked them why, she discovered that they were ashamed to invite them to a place that was a virtual dumping ground. The site was simply depressing. When she learned about their concerns, she suggested to the children that on the coming Saturday morning, they take some time to begin clearing the lot, something they could do.

On that first day they only cleared an area about ten meters square. What they did not anticipate was the affect their effort would have on the congregation the next morning. When the adults came for service the next day, they saw this "clean spot" next to the unfinished church building and wanted to know what was going on. So my friend told them how the children had expressed their shame with the appearance of the church yard and decided to do something about it.



Glenn Schwartz is Executive Director of World Mission Associates, based in Lancaster, Pennsylvania. The author welcomes interaction by e-mail at glennschwartz@msn.com.

This sparked a desire for renewal in this congregation. The adults decided that if the children cared that much, they would all help them to clear the rest of the lot. Not only did they clean up the churchyard, but they installed windows and door frames and raised enough local funding to finish the building.

How had all of this begun? One person offered to the Lord what she had to give—her gifts and abilities with children. God asked Moses what was in his hand in Exodus 4:2. It was a simple staff that God was able to turn into convincing proof that He had the power to accomplish His purposes in Moses' life for the good of the children of Israel.

There is an amazing story of people living in an East African refugee camp who also learned that they had something in their hands to give to God. Many had fled with hardly anything more than the clothes they were wearing, but one man had with them the notes from a stewardship seminar he had just recently attended. He decided to see whether in that setting they had something to give to God. He challenged the believers in that camp to pool their rice rations and come together for a "fundraising meal"! It worked so well that they did it a second time! In the end, these refugees collected \$14,000 worth of local currency, which they used to purchase blankets for prisoners who were sleeping on bare floors! Truly, little is much when God is in it.

Jesus challenged His disciples to feed thousands of hungry people in Mark 6:37, and they replied that they had no financial resources for the task. Then He said, "How many loaves do you have? Go and see." The five loaves and two fish that they were able to bring to him He then multiplied into enough food to satisfy five thousand people, with twelve baskets full of left-overs to spare!

When we say we have nothing to give to God—whether that is money, time, natural abilities or spiritual gifts—we deprive ourselves of God's special blessing. We also benefit others who may need what we have to give.

Only God knows what He can do with a ten-meter square patch of cleared ground, offered to Him with joy. And only God can take an ability to work with children and use it to bring renewal to an entire congregation. f

When we say we have nothing to give to God—whether that is money, time, natural abilities or spiritual gifts—we deprive ourselves of God's special blessing.



PROVIDING THE INFRASTRUCTURE SERVICES DIVISION

BY LEE PURGASON

Doing ministry requires infrastructure and capable people to provide smooth operations; our Services Division provides both! In the USCWM, Services has both external and internal customers.

Our Records and Subscriptions team uses technology to maintain electronic files which enable us to prepare



Records and Subscriptions:
Diane Tolsma, Marjorie Clark



Brian Lowther in the
Graphics Department

mailings for the *Global Prayer Digest* and *Mission Frontiers*—you can thank Dan (who telecommutes from Ohio!), Marjorie, Diane, Ed and Josiah for the roles they play in providing such services and sending out packaged quantities for groups.

These publications as well as other printed resources are made easier to read and more pleasant to look at by the focused skills of the Graphics team, Brian and Amanda. Not only do they serve the publications

mentioned earlier, but also help with staff newsletters, brochures and promotional materials for distribution by various departments, and displays for conferences.

John, our Services Manager, is also technologically astute and helps provide programming and support for our Filemaker databases, and helped us develop ways for people to contribute online (see www.uscwm.org/donate to support those who serve



Lee Purgason is the Coordinator of the USCWM's Services Division.

here—choose Ministry Account “101” for “staff-in-need,” to help those with unusual medical or other needs, which assists those who are especially underfunded). Or, to help with the costs of *Mission Frontiers* see www.missionfrontiers.org/donate.

Donations especially help us provide the magazine in a timely way to readers abroad—as we send more than 11,000 copies of each issue internationally. Skilled at Filemaker programming? We might let you help us with a few projects.

John also supervises our Ministry Accounts office which helps process the support gifts that provide the funding for our staff families' support. Alberta, Beatrice, and Kathleen help navigate over 5000 transactions each month—now many of these done via Electronic Funds Transfer (EFT), which keeps our overhead costs low. Last year over \$3 million was sent to fund the ministries of our staff—about



Ministry Accounts: Kathleen Parsons,
Beatrice Sana and Alberta Cowell



John Langer, Services Manager

half who work in Pasadena, and half who work elsewhere in the U.S. and internationally.

All of the ministries of the USCWM are made possible by finding, equipping, and supporting the right people—so kudos to our Personnel team! Teresa, the Personnel coordinator, supervises the daily activities of recruitment (Mike and James), support development coach and member care, (Steve), volunteers (Norma) and administrative support (Heather). Your prayers that God would direct key people to



Records and Subscriptions:
Josiah Dorr in the mailroom

join, support and pray diligently for our ministries are crucial. In addition, your gifts for staff are always appreciated (go to www.uscwm.org/donate to select a particular ministry or staff member—by name—to support). Of course, you can pray for all of us to be fruitful in our efforts.



Personnel Department: Lee Purgason, Steve Plog, Heather Holt, Teresa Cornett, Norma Ballinger and Mike Taron

We're also developing a follow-up to our original purpose of energizing a million people to awaken to God's purposes among all peoples. In previous years we were hampered by limited technology and by too few staff. We hope to launch this new campaign effort late in 2009.

A related possibility is for people to join us as associate members, serving with us a few hours each month while learning, praying and growing in your local context. Look for more info on our main www.uscwm.org website in the weeks ahead on how you can join us in this new way. f

Operation WorldView: Missions curriculum based on the Perspectives course for small groups

"Operation WorldView is an excellent and enjoyable summary of the main points found in the Perspectives course" —Dave Flynn, National Director, Perspectives Study Program, USCWM

- You'll feel the excitement of missions through classic videos and film clips from **"Ee-Taow!," "Abraham," "The Harvest"** and **"Transformations"**
- You'll find it easy to introduce the basics of world missions — **eight lessons designed for one-hour classes** using a turn-key DVD curriculum — ideal for **small groups** and **Sunday School classes**
- You'll see the **Participant Study Guide** has a just-right blend of... listening guide, discussion starters, compelling Bible studies, and the article, **"The Story of His Glory"**
- You'll be thrilled to **see friends discovering big truths about God** and the joy of being **involved in His mission** — through powerful, clear teaching and **interactive learning**

Operation WorldView is taught by
Bob Schindler and Werner Mischke



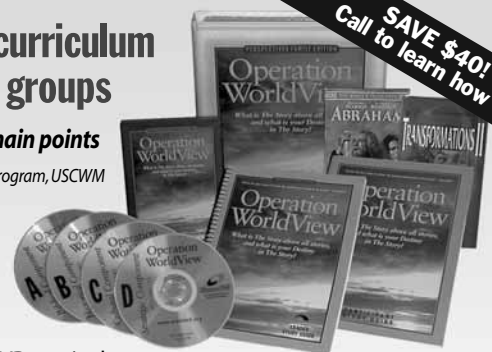
Operation WorldView, Perspectives Family Edition: \$269

Order online: www.mission1.org

Call toll-free: 866-346-1354

FREE SHIPPING for orders within continental United States

MISSION ONE • PO BOX 5960 • SCOTTSDALE, AZ 85261 • 480-951-0900



"In over 30 years of missions involvement I have never seen a more effective tool for mobilizing a congregation to become involved in The Story above all stories. In fact, I am in the process of teaching Operation Worldview to all our Sunday School classes, from the teens through the adults... about God's global purpose that is so powerfully presented in this course."

—Glenn R. Felty, Pastor of Missions,
Cedar Crest Bible Fellowship Church,
Allentown, PA



GOING 'BEYOND THE EDGES OF THE KINGDOM'



STRATEGY DIVISION

BY CHONG H. KIM

My predecessor, Tim Lewis, popularized the in-house phrase, “beyond the edges of the kingdom” to describe those things the Strategy Division of the U.S. Center has to be concerned about. We believe, “what is not happening” should dominate our thoughts and lives. The desired outcome of the Strategy Division is to discern why what is not happening is not happening and to make sure that changes appropriately. Additionally, “what is already happening” also often deserves a second close look to evaluate whether the strategy being used will bring the most effective result and outcome.

The Strategy Division of the U.S. Center for World Mission was for years tasked with the job of assisting the global body of believers to understand the nature and the sheer size of the task that God has given us. In our earliest years of formation, what was foremost in our minds was to find out where the unreached people groups were all around the globe. Earlier, “where are the unreached people groups?” was the focus, now “what do we do when we get there?” dominates our thinking. One major reason has to do with the fact that the remaining task is still quite daunting when it comes to Muslims, Hindus, Buddhists, and the nomads around the world. Two foundational questions emerge: Why is the remaining task still very much remaining? Do we understand what this work or task is about?

In recent years, we have heard reports that there are more Muslims and Hindus who are following Christ than Muslims and Hindus who have “converted” to Christianity and thus become “Christians.” Naturally, questions arise, such as: “Can Muslims and Hindus remain as Muslims and Hindus culturally and still follow Christ?” What does following Christ entail as cultural Muslims and Hindus? What kind of gospel are we preaching—the gospel of the kingdom or a gospel of Christianity?



In partnership with other agencies, Band Barnabas is and has been asking contextualized questions particularly regarding Muslims in Asia. Regarding Hindus, the Re-

Chong Kim is the Coordinator of the USCWM's Strategy Division.

thinking Forum has led the way in highlighting the urgent need to reach out to caste Hindus and creating dialogue, debate, and discussion on what it means for a Hindu to be a follower of Jesus. The Institute of Nomadic Studies, as the name suggests, focuses on reaching the nomads wherever they may roam and on presenting ways to solve the challenges in getting to them and communicating the gospel effectively.

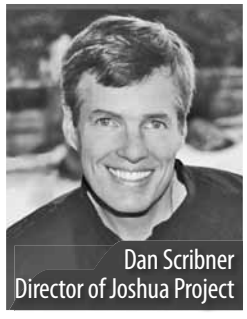
Other issues that we are currently debating include: What about the kingdom of God? Is it a kingdom to come, a kingdom that is already here, or both? In the contexts of poverty and global recession, especially after a local economy has been systemically swallowed up by the global industrialized economy, how should we go about presenting the gospel? Where is the credibility of the gospel when millions are dying of hunger, malnutrition, and currently incurable diseases, while Christians are only speaking of the life to come? On the other side of the spectrum, how do we dialogue with people who are educated and friendly to science? Can God and science coexist peaceably? And how do we communicate the truth without using “faith” as an answer to all scientific discoveries, mysteries and problems?

One of the significant current topics has to do with the migration of peoples and how it poses both a God-orchestrated opportunity as well as a complex global challenge. As a result, a handful of our staff in the U.S. is reaching out to Muslims on the doorsteps of America. We also have a few of our staff working overseas among the caste Hindus and Muslims while trying to address questions mentioned above. One definite outcome of the global migration of peoples is the ubiquitous presence of biculturals globally. The Strategy Division is positioned to garner the insights and lessons learned from these people, and then to promulgate our findings through various means such as publications and gatherings.

There are others who are doing the work as trainers and mobilizers in cross-cultural contexts. The *Perspectives* course is not just an American phenomenon anymore. It has truly turned into a global movement, having been translated into several different languages. The *Perspectives* Global Ministry does the critical work of coordinating and facilitating a global-level

partnership surrounding the *Perspectives* Family curricula (www.perspectives.org).

Effective cooperation and partnership within the Church in the Global North and Global South is crucial, both on the local and regional field levels as well as on a global level. The latter form of partnership hasn't been in existence until quite recently with the formation of the Global Network of Mission Structures in 2004 (see the January–February 2009 issue of *MF* for more on this new network). There have been country—and/or region-wide partnerships among mission structures, e.g., the India Missions Association, the Nigeria Evangelical Missions Alliance, and the Third World Missions Association. The Strategy Division is working to assist and promote the cause of the GNMS and is sponsoring the Tokyo 2010 Conference. Among other things, the GNMS is working to track the global migration of what Ralph Winter has called “global peoples.” The Joshua Project in Colorado Springs, as part of the Strategy Division,



is geared to assist this effort based on their many years of experience and expertise in tracking and gathering information both from primary and secondary sources. (See page 2 for more information.)

The other global-level partnership that the Strategy Division is involved in is the re-creation of the Global Network of Centers for World Mission (also featured in the January–February 2009 issue of *MF*). The GNCWM, as a network of Center for World Mission organizations around the globe, focuses on getting the whole Church involved in frontier mission work through mobilization, training, strategy, and research. The GNMS, on the other hand, is a global network of mission *sending* structures that are actually deploying workers to the field. The GNCWM reaches back to the Church for strategic involvement, while the GNMS's concerns are for the unreached people groups.

Effective and careful consideration of strategy is needed more than ever in the history of missions. In part, we need to look back and evaluate what we have done, since evaluation and reflection often gives us clues to move forward. We see strategy in the context of obedience to God. Strategy employed well is related to “loving God with all of our mind.” f

GLOBAL PERSPECTIVES NETWORK UPDATE

In 2008 a great deal of effort was focused on the *Perspectives* 4th Edition revision project for the North American program. Fortunately, Christy Graham joined the global team before the revision project started. She was able to keep up on global correspondence and new inquiries even though she was also an important part of the revision team.

In June, we took advantage of the *Perspectives* National Conference in Dallas to expose our global partners to the current vitality of the North American *Perspectives* Program. Program directors from Nigeria, Korea, Australia, New Zealand, the UK, and India attended and were given the opportunity to share exciting reports about the growth of *Perspectives* in their countries as well. The follow-on conference, or “huddle” as we referred to it, gave us an opportunity to discuss challenges and opportunities and plan some of our next steps.

In 2009, we are able to focus once again on serving existing programs and helping to launch new programs in strategic locations and languages. One of our first priorities is to share with our global partners what is new in the 4th Edition of *Perspectives* and help them understand the rationale for those changes.

The editors of the Portuguese version, which is based on the 3rd Edition, were eager to incorporate as much of the 4th Edition as they could in the final stages of going to press in the Fall. The South Pacific program has its own unique pathway through the material. They also began the process of adapting to the 4th Edition before it was even printed. Steve Hawthorne has already traveled to Korea this year to discuss collaboration on editing a new Korean edition. This year, we also hope to finally see some solid progress on the translation of *Perspectives* into French and Spanish.

Members of the global team, Bruce Koch and Steve Hawthorne especially, will be traveling far and wide this year to support existing and developing programs and facilitate the expansion of programs into new strategic settings. Our priorities for this year will be to assess how we can respond to the great needs and opportunities in China, to build on the success we have seen in Nigeria, to assist in the development of programs in other African countries, and to invite leaders in more Asian countries to consider how *Perspectives* might serve their mission goals. f

EQUIPPING WORLD CHRISTIANS TO DO GOD'S WILL ON EARTH



TRAINING DIVISION

BY BETH SNODDERLY

Curricula for the Kingdom!

The USCWM Training Division exists to assist the mission movement by developing academic curricula and promoting existing programs that equip missionaries, mission agencies, churches, laymen, and students in frontier kingdom mission. Training Division programs are often piloted through our related William Carey International University and are made available to schools around the world.

Institute of International Studies (IIS)

The Training Division operates the Institute of International Studies which develops and distributes curricula, administrates certificate programs, and publishes helpful resources for students of mission. The IIS curricula include *Perspectives on the World Christian Movement*, the World Christian Foundations (WCF) degree study program, the freshman year of INSIGHT, the 3-unit "taste" of WCF, *Foundations of the World Christian Movement*, and a new non-credit translatable course, *The Blessing*.

World Christian Foundations (WCF)

www.worldchristianfoundations.org

The *World Christian Foundations* study program is, in some respects, an expansion of the widely used course, *Perspectives on the World Christian Movement*. Editor Ralph D. Winter explains the motivation behind the creation of WCF:

All over the world there are keen individuals who want to take seminary courses but are unable to do so because of family or work responsibilities. Increasingly, perhaps partly because of the *Perspectives* course, their motivation is missionary: what is God doing in the world today, and what is our role in the purpose of

God? The curriculum is designed to give a solid foundation for every serious Christian—to look at the world through different eyes, as a foundation for all of life. That is why the theme of this foundational curriculum is 'Declare His Glory Among the Nations.'



Beth Snodderly is the Coordinator of the USCWM's Training Division.

Missionary statesman, David Hesselgrave, comments,

I am not aware of any other comparable curriculum on planet earth that incorporates and integrates such a massive amount of relevant knowledge into a framework that is so thoroughly and unapologetically biblical.

Assignments follow an integrated approach using a time-frame sequence that organizes a single-story worldview of the growth of the church and the expanding kingdom—a radically biblical re-interpretation of history. Students study differing cultures,



World
Christian
Foundations

ways of thinking, religious traditions and worldviews as they relate to God's un-

folding plan. This unique curriculum can be studied anywhere in the world with a qualified mentor.

Northwestern College uses the WCF curriculum as part of an undergraduate degree leading to a Bachelor of Arts in Global Studies (www.nwc.edu/display/582). William Carey International University offers the program at the graduate level (www.wciu.edu/ma).

A Degree Completion Program with a Difference!

The Institute of International Studies has partnered with Knowledge Elements to design a new version of our *World Christian Foundations* program. This degree completion program will be used by colleges and universities in adult or alternative education departments, as early as Fall 2009. It provides the tools needed by facilitators of cohorts of students going through the program together on a weekly basis in sixteen 3-unit courses. See www.uscwm.org/degree_completion or contact Larry McCullough (larry@knowledgeelements.com) for more information.

INSIGHT

www.uscwm.org/insight

INSIGHT, An Intensive Study of Integrated Global History and Theology, is designed especially for high school graduates. Students strategically invest a year in building an

intellectual and spiritual foundation for the rest of their college experience and beyond. Trinity International University (Deerfield, Illinois) has recently entered into a partnership with the Institute of In-



Insight National Director Melissa Hoffman talking with Insight students

ternational Studies to offer 36 units of college credit for the Insight program, which is held in various locations nationwide, such as churches, the campus of the U.S. Center for World Mission, and even a campground in Ohio. Alternatively a certificate of Bible/Missions studies is available from the Institute of International Studies.

Those interested in offering Insight at church or agency, or potential students, may contact the Insight National Office at insightnationaloffice@uscwm.org.

Foundations of the World Christian Movement

www.uscwm.org/foundations/

A "taste" of the WCF curriculum, the purpose of this course is to provide a chronological overview of

FOUNDATIONS
of the
WORLD CHRISTIAN
MOVEMENT

the historical and cultural aspects of the global development of the biblical faith. Special attention is given to the biblical foundations

for addressing the roots of human problems around the world. *Foundations* is being offered throughout

Every day, 75,000 people around the world join together to pray for a specific unreached people group or a key mission effort. You can join them by committing 30 seconds a day and \$12 a year. You can get a prayer group going by ordering at least 10 copies to one address, and the price drops to \$70 for all 10 copies, within the U.S. Single subscriptions within the U.S. are \$12/year.

Join!

a Worldwide Prayer Effort for the Unreached!



For more information, call (626) 398-2249 or email dan.eddy@uscwm.org
Send payment to: *Subscriptions—GPD*
1605 Elizabeth Street,
Pasadena, CA 91104

the year in the form of an online educational experience with students participating from around the world. The course can be taken for credit or certificate. We are currently looking for facilitators, particularly within agencies or schools, to become qualified to offer this course online to their constituents or students.



The Blessing

www.uscwm.org/theblessing

The Blessing is an innovative non-credit course that is designed to be **downloadable and translatable, at no cost**. Developed with workers from the Global South in

mind, this short course provides a biblical basis for understanding God's heart for all peoples. Emphasis is given to pressing issues facing believers in the majority world. Download the course today and pass it on to friends, use the course in your own context, or translate it for use internationally.

Participate in Our Training Programs

The USCWM Training Division exists to assist the mission movement. If you are a potential student, course facilitator, mentor, or a church or agency leader who sees the potential usefulness of one of these programs for your ministry, please see our websites or contact program leaders through the links listed above. If you have questions, you may also call our IIS information line, (626)398-2106 or email iis@uscwm.org. f

open-access

LATOURETTE LIBRARY

BRINGING MISSION AND DEVELOPMENT RESOURCES TO YOUR FINGERTIPS.
CLICK AND READ!

Latourette Library is committed to making resources available to the entire missions community through open-access electronic books and weblinks portals. We have cataloged thousands of research materials relevant to missions and international development for the benefit of agencies and schools worldwide.

Missions and Development Weblinks Portal

Simply go to library.wciu.edu/links and search for a specific topic of interest or click on a category in the "popular categories" section on the right hand of the page. These links have been categorized so researchers get only relevant and useful results from their search. Numerous databases, such as Mislinks, the Network for Strategic Missions, and **Phronema.org** (a Christian Humanitarian Search Engine) are cataloged in our weblinks database, linking the researcher to virtually unlimited online missions and development resources.

Research Starter Links

Latourette's Reference Links at www.wciu.edu/library/reference.html provides an index of categories and related websites from A (Animism) to Z (Zoroastrianism), within the fields of missions and development. This tool is particularly useful

for those exploring new cultures or who are new to researching online.

Open-Access Electronic Books

More than 2000 open-access electronic books are available through our online catalog. Visit the library's main page, www.wciu.edu/library, scroll down to "Latourette Library's Catalog," click on the link, and type "open" in the location field. Search by author, title, or keyword.

Examples of Electronic books available:

- *Cultural Anthropology* by Paul H. Hiebert, a 1976 classic from a missionary-anthropologist statesman. William Carey International University has recently made this book available as a free electronic book.
- *I Will Do a New Thing* by Roberta H. Winter, an open-access e-book on the history of the U.S. Center for World Mission. f



A MASTER OF ARTS in INTERNATIONAL DEVELOPMENT

BY CHRIS GANDY

WCIU Mission

William Carey International University prepares men and women to discover and address the roots of human problems around the world by offering graduate degrees in International Development, emphasizing the cultural and historical aspects of this field. Through partnerships with NGOs WCIU seeks to improve the effectiveness of their agency members and the quality of NGOs around the world.

Are you a senior pastor, or a missions pastor? Are you on the missions committee at your church and you are wondering how to raise missions awareness and involvement in your congregation? Are you a leader in a missions agency? Perhaps you see a few key leaders in your congregation or agency who would get more involved in the missions cause if only they had a way to receive the right missions education and gain the right tools for the field. William Carey International University, a project of the U.S. Center for World Mission in Pasadena, California, is ready to partner with mission agencies and mission-minded congregations to train world Christian leaders. WCIU uses the innovative World Christian Foundations Curriculum in its Masters of Arts in International Development program. The curriculum is taken at a distance while a person works with a non-governmental organization. However, this is not distance-education in isolation; instead, each student works face-to-face with a personal mentor who guides the student through the distinct, chronological, and integrated curriculum. Read what senior editor Ralph Winter

says about the usefulness and effectiveness of the World Christian Foundations curriculum:

It is a 32 (M.A.) semester-unit program. This extensive curriculum employs 120 textbooks, which constitute a marvelous basic library, plus additional "Readers," which encompass over 1,000 additional chapters and articles from other books and journals. All of this is orchestrated in 320 carefully engineered, four-hour study sessions and is designed for part-time, individual study over a period of two years. This curriculum can be the foundation for a Ph.D. but is more likely going to be a platform for serious Christian service, combining as it does the content of a seminary degree as well as much more than that in the complex picture of global Christian mission. For more information, visit www.worldchristianfoundations.org.

Why not encourage the leaders in your mission agency or church to take up the role of a mentor and begin coaching an up and coming leader? Perhaps your agency's or congregation's leaders can gather a group of students willing to study together and receive their MA all while continuing to work in your ministry. Contact us today to inquire on how to begin training effective leaders for the glory of God. f

Chris Gandy is the Promotions and Productions Coordinator for the Training Division of the USCWM.

WCIU has full institutional approval from the State of California to grant M.A. and Ph.D. degrees in International Development.