

ACMC

Advancing
Churches in
Missions
Commitment

More Stuff you need to know about
Doing Missions in Your Church

A Handbook of Lists

David Mays



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WELCOME to the “**More Stuff**” book.

More Stuff you need to know about Doing Mission in Your Church is the second volume of an encyclopedia of all the things you wanted to know about doing missions but didn't know whom to ask. It is a compilation of one-page lists, outlines, forms, and resources covering everything from Short Term Missions Policies to Missions Pastor Job Descriptions.

It is meant to be a reference book for local church leaders and those helping churches in missions.

I hope you will:

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May God help you to use this and other good missions tools to make world evangelism central in your organization.

David Mays

Here is what some have said about the original “Stuff” book:

"Just the index is worth the price of the diskette. It tells you what you need to know that you didn't know enough to know you didn't know, and best of all it gives you the answers! A winner!" John Gration, missions professor

"For churches seeking to be effective in missions within the current context, the best new resource is *Stuff you need to know about DOING MISSIONS IN YOUR CHURCH*. It offers concise, contemporary and practical wisdom on 86 key church-mission issues." Carol Wilson, MGS Servant, p. 4 (Moody Graduate School)

"While I was scanning the disk of your ‘Stuff’ Handbook on my computer, I received two phone calls for information. For each request I was able to answer it by sending a page from the Handbook." Mike Pollard, Arab World Ministries

"It's absolutely fantastic. I think it's one of the greatest compendiums [sic] of information we could give to people." Mark Struck, United World Mission

"I have just finished reading through your handbook. I wish we had had something like that when I was on the missions committee at Winnetka Bible Church. It is excellent." Cindy Oslund.



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Definitions: What is Missions? What is a Missionary?

“Missions is the worldwide enterprise of making disciples of the nations that falls outside the normal outreach responsibilities of the local church.” *Church Missions Policy Handbook*, ACMC, 3rd edition

“Missions is the method by which, through human agents, God extends his kingdom among men until it shall come to be universal.” W. O. Carver, *All the World in All the Word*

“Mission is the sending across cultural barriers by Christ through the church evangelists whose primary function is to make disciples of Jesus Christ by proclaiming the good news about Jesus.” Robert Reeves, *What the Bible Says About Missions*

Missions is “an enterprise devoted to proclaiming the Good News of Jesus Christ, and to persuading men to become His disciples and dependable, reproductive members of His Church.” Donald McGavran, *Understanding Church Growth*

“Mission is the intentional crossing of barriers from Church to non-church in word and deed for the sake of the proclamation of the Gospel.” Stephen Neill

Missions is “the intentional, sacrificial penetration of major human barriers...to plant communities of responsible disciples of Jesus Christ among groups of people where none have existed before.” David Bryant, *In the Gap*

“When a person is ‘sent out’ beyond the borders and influence of the local church to make disciples, that is missions.” Woody Phillips, *Let’s Define Missions*

“Missions is a specialized term. By it I mean the sending forth of authorized persons beyond the borders of the New Testament church and her immediate gospel influence to proclaim the gospel of Jesus Christ in gospel-destitute areas, to win converts from other faiths or non-faiths to Jesus Christ, and to establish functioning, multiplying local congregations who will bear the fruit of Christianity in that community and to that country.” George Peters, *A Biblical Theology of Missions*

“Missionaries are Christian workers who engage in cross-cultural ministries with evangelistic goals.” C. Peter Wagner, *Frontiers in Missionary Strategy*

Missionaries are “those who leave their home areas to take the gospel cross-culturally.” David Harley, *Preparing to Serve*

“A missionary is a prepared disciple whom God sends into the world with his resources to make disciples for his kingdom.” Ada Lum, *A Hitchhiker’s Guide to Missions*

A missionary is “a ministering agent, selected by God and His church, to communicate the gospel message across any and all cultural boundaries for the purpose of leading people to Christ and establishing them into viable fellowships that are also capable of reproducing themselves.” Ray Tallman, *Introduction to World Mission*

“A Christian missionary is a person whose passion is to make the Lord Jesus known to the whole world. I believe that ‘being a missionary’ in the truest sense of the word is taking the Gospel where it has never been before, or at least to a different culture or a different language group. A true missionary is someone who will risk everything for the sake of the lost of the world.” Keith Green

“Cross-cultural church planting missionaries are messengers sent by their respective churches to places where there is no Christian witness. They live an exemplary life and communicate the gospel in ways their new neighbors can understand. Their aim is to see conversions to Jesus Christ. They teach believers to obey all of Christ’s commandments. The final goal of their missionary activity is a body of obedient Christian disciples who are able to carry on the work of evangelism and discipleship among their own people and who are eager and able to reach other peoples also.” Robert W. Ferris, ed., *Establishing Ministry Training*, p. 33

“When everything is mission, then nothing is mission.” Stephen Neill



Missions Glossary

10/40 Window	An area stretching across North Africa and Asia bounded by the 10 degree and 40 degree north latitudes representing the greatest geographical challenge to the Gospel. Home of the world's three great non-Christian religions, and the majority of the poorest and unreached.
Candidate	One who has been accepted by a church or a mission organization for missionary service
Church Planting	The process of bringing people to Christ and forming them into a local congregation
Closed Country	A country that does not receive individuals entering as missionaries
Closure	Completion or fulfillment of the Great Commission
Contextualization	The attempt to accurately communicate the gospel in ways that are reasonable, understood, and natural to another culture.
Creative Access	Various means of reaching people for Christ in "closed" countries; often used as an alternative, more positive way of describing a "closed country"
Cross-cultural	Across a cultural barrier, usually across barriers of language, values, symbols, and habits
Dependency	The result of doing for others what they could learn to do for themselves, thus depriving them of opportunity to grow
Deputation	Developing financial support from churches and individuals to support the missionary's ministry
Furlough	A time period set aside from regular missionary work to return to the home country for study, refreshment, reporting, personal business, and support raising, commonly called Home Assignment
Great Commission	Christ's command to disciple all nations, usually referring to Matthew 28:18-20
Indigenous	Natural or native to the people in their own culture or context
Nations	Ethnic, cultural, or people groups. Derives biblically from the Greek 'ethna,' ("ethnic")
Nominalism	Claiming a religious faith but not living it
Partnership	Two or more organizations working together to achieve a common objective
Paternalism	Treating people and institutions of other cultures as inferior or childlike
People Group	See Nations, above
Reentry	Returning to one's country or culture of origin, often with negative emotional symptoms
Syncretism	The unbiblical blending of true religion with false; mixing of religions, or worldviews
TEE	(Theological Education by Extension) – a means of Christian education and training in which a missionary or Christian educator circulates among Christian workers on location, teaching and leaving materials and assignments to be completed between visits
Tentmaking	Doing missionary ministry while working in a non-religious occupation
Triumphalism	Believing we can convert the world on the basis of human resources
Unreached	A people group judged to have inadequate Christian resources to evangelize itself
Worldview	The way a people look upon itself and the universe, the way it sees itself in relationship to all else. Four main elements: mankind, nature, the supernatural, and time. Archetypes: secularism, animism, theism



Basic Biblical Missions Principles

- **Bridge** – Acts 13:1-4 Barnabas and Paul choosing to go to Cyprus first
 1. Continuity
 2. Connections
 3. Commitment
- **Missionary Care** – Acts 13:13. John Mark leaving the missionary team
 1. Adequate preparation of candidates
 2. Adequate safety net
 3. Restored relationship is the goal, 2 Ti 4:11
- **Strategy** – Acts 13:14. Going into the synagogues: Utilizing common ground to preach the Gospel
 1. Heritage of the missionary counted
 2. Cultural sensitivity
 3. Respect for the target group
- **“Z Thinking”** – Acts 14:23. in context Indigenization, Intentionally giving leadership to the nationals as quickly as possible
 1. Give away leadership
 2. Give high expectations
 3. Give way and leave
- **Accountability** – Acts 14:27-28. Missionaries returning to their sending church and reporting
 1. Returning
 2. Reporting
 3. Refreshing
- **Recruitment** – Acts 16:1-3. Raising up missionaries from the church, Timothy is commended by the church and taken by Paul
 1. Draft – leadership being proactive in selection for ministry
 2. Farm team system – increasing equipping for ministry
 3. Training and orientation assured by the church
- **Allocation** – Acts 16:6-11. Reflections on “the missionary call” Paul’s Macedonian Vision is unique; “the call” process is simpler and sensible
 1. Discussion – Is it from God?, Is it intended for us?
 2. Conclusion – “knitting together”
 3. Action – immediate and complete
- **Saturation** – Acts 19:8-10. Equipping for long-haul penetration Paul’s establishing a training program which impacted “all Asia”
 1. Disciples – avid learners
 2. Curriculum – implied in establishing a “school”
 3. Completion – intentional and natural result of the strategy
- **Completion** – Acts 20:1-17. Paul’s release of ministry to the planted churches Conscious and ceremonial turnover of responsibilities
 1. Divesting
 2. Directing
 3. Departing
- **Final Charge** – Acts 20:17-38. Paul’s legacy is more than doctrinal Paul’s soliloquy to Ephesian elders highlights core philosophy of ministry
 1. Work ethic
 2. Attitude
 3. Responsibility

Source: David Meade, ACMC, pastors’ mission trip to Turkey, 2000



Quotes on the Church's Global Responsibility

“His purpose for the church was to continue what He began with Israel. God wants to redeem a lost world.” Henry Blackaby, *Fresh Encounter*, p. 68

“I define ‘successful’ as fulfilling the Great Commission. Any church that is not obeying the Great Commission is failing its purpose, no matter what else it does.” Rick Warren, *The Purpose Driven Church*, p. 64

“The church’s mission is the Great Commission.” Aubrey Malphurs, *Ministry Nuts And Bolts*, p. 63

“No pastor is fully obedient to Christ if he does not lead his church to pursue the Great Commission by making disciples both locally and around the world.” Bill Lawrence, *Effective Pastoring*, p. 53

“Jesus himself gave us the mission to ‘make disciples’ of people and to obey his entire teachings.” “What the church urgently needs to do is establish the biblical mission of seeing Christ formed in individuals as the foundational mission of biblical community.” (66) “...the common mission is to see individuals become fully developing followers of Christ.” (67) Randy Frazee, *The Connecting Church*, p. 67

“I believe all Christians and all congregations are to be involved in ministry in their locality, in their nation, in neighboring nations, and on the spiritual frontiers of this earth. And I believe this ministry is to happen simultaneously – we don’t have to win everyone at home before we step out of our own neighborhoods.” Howard L. Foltz, *For Such a Time As This*, p. 30

“Christ’s commission is for the *whole* church to take the *whole* gospel to the *whole* world! Every member is called to participate in mission; therefore, we need to provide a broad range of opportunities.” Art Beals, *When the Saints Go Marching Out*, 138

“We witness because we worship and we worship by our witness.” “Because we love the Lord we reach out in world missions. Worship is the driving force. True worship yields world missions. Missions is simply the evidence of worship in action.” “Worship launches mission outreach, and worship is the outcome of this outreach as new believers join in honoring our Lord.” “Our assignment is big. We are called to join in the chorus of nature to proclaim the glory of God in all the earth, to point the peoples of the world to their Creator....” Ron Blue, *Strategies for Outreach in the 21st Century*, pp. 3, 5, 33

“The church is to be the means of the final achievement of God’s eternal purpose: ‘in order that the manifold wisdom of God might now be made known through the church’ (Eph. 3:10).” “God has seen fit to make his people partners in the world of world redemption.” H. Cornell Goerner, *All Nations In God’s Purpose*, pp. 137-8

“The Church, wherever it is, is not only Christ’s witness to its own people and nation, but also the home-base for a mission to the ends of the earth.” Leslie Newbigin, *A Word In Season*, p. 2

“People’s participation in global missions is waning. While many Americans have adopted a global mind-set within the past decade, American Christians are increasingly devoted to domestic ministry and causes to the exclusion of international ministry opportunities. Even though we continue to give massive sums of money to religious activity, the share assigned to overseas ministry is in decline.” George Barna, *The Second Coming of the Church*, p. 223

“The whole purpose of creation, the existence of the universe and of history is that those who believe in him should become an Eternal Companion to his Son as his Bride and to share his throne and authority. That Bride is to come from every part of the human race.” Patrick Johnstone, *The Church is Bigger than You Think*, p. 181



World Evangelism and the Purpose of the Church

We commonly think of the purpose of the church as consisting of three dimensions, relationships or responsibilities:

- upward in worship, prayer, listening, obedience
- inward in nurture, edification, care fellowship
- outward in service, ministry, evangelism, missions

But are these complete in themselves or do they individually and together focus on something bigger? Something more comprehensive?

The church has historically seen its ultimate purpose as God's glory. Many today seem to say that the primary purpose of the church is worship. However, when we speak of worship we can get fuzzy-minded. Worship is more than what we do when we gather at church and sing praises. It is possible to worship God with our lips while our hearts are far from him. I like to think of worship as honoring God. Then we can think of it terms of our relationships with God. We might compare it to a child honoring his parents. He honors his parents not just when he says good things to them or about them. He honors them when he incorporates into his life his parents' ideals, values, and purposes. That truly honors them. We worship God when we live for what He lives for, his glory - in all the earth. We worship God when we align our lives with His desire to be worshipped—by all peoples.

Therefore, when I think of the purpose of the church as God's glory, it gives me perspective if I think of it as His glory in all the earth. When I think of worship, it gives me perspective if I think of it as the worship of God among all peoples. If the purpose of the church (the *why* question) is God's glory, then the mission of the church (what the church is to do) is to see to it that he is worshiped among all peoples. Therefore, I conclude, as do many writers, that the Great Commission is the marching orders for the local church.

It seems, however, that in most churches the "mission" has slipped down to become one of the programs. And that is so prevalent that it is very difficult to imagine what a church would like if it were restored to the level of a purpose. Programs come and go. Programs are optional. They are meant to fulfill purpose. Purpose is enduring.

There are two important implications here.

1. Purpose belongs to every department and every person in the organization. Therefore world evangelism is a proper component, part of the plan and operation, of every department and ministry. Missions education (input) and/or missions involvement (output) is properly part of every segment of the church.
2. The purpose of the whole is the purpose of the parts. Thus the unifying theme or overarching purpose of each ministry or department is world evangelism. It is not just an add-on, but the direction-giving focus, the guiding principle of every department.

Some possible conditions for implementing the above principles might be the following:

1. Every staff member and lay leader understands that the overarching purpose of his/her ministry is to make the maximum impact on the world, the evangelism and discipleship of our world and the larger world.
2. Every program is designed to make the maximum impact on world evangelism.
3. Every program or ministry is evaluated regularly in regard to its impact on world evangelism.
4. Every leader is evaluated regularly in regard to the above.
5. Every staff member is hired with this understanding.

Source: David Mays. This concept has been expanded and published in *World Christian Magazine*, June 2002



Description of a Missions Mobilized Church

*A mobilized church is one that is maximizing its impact for global outreach.
A mobilizing church is one that is exercising its influence to stimulate other churches to do the same.*

A mobilized congregation can be recognized by the following factors:

- Congregational Involvement.** A large proportion of individuals are personally involved in local evangelism and cross-cultural outreach, going on missions trips, giving, and in other ways contributing to global outreach.
- Strategic Ministry.** The church is supporting strategic international ministries through financial support, prayer support, sending their own people, and support role involvement by individuals at home.
- Communication.** Global evangelism is communicated by a multitude of means to all ages, through all ministries, in ways that develop world Christians starting at all levels of spiritual development.
- Prayer.** Congregation members regularly and naturally pray for lost people at home and abroad. They are knowledgeable of and pray for the expansion of the Kingdom, including, for example, the least reached in the world, for people groups, mission organizations and strategies, missionaries and national workers, and for believers in difficult circumstances world-wide.
- A Global Ethos.** The look, sound, feel, and touch of the church - its leadership, programs, ministry, and decoration - convey an integrated awareness of a global church with a global purpose in a global context.

Key Missions Areas for Church Mobilization

- Leadership** (pastor, staff, committee, purpose, vision, values)
- Spiritual Development** (prayer, commitment, education, mission trips)
- Management** (organization, structure, strategic planning, goals, policy, procedures)
- Communication** (worship, pulpit, education, awareness, promotion, generational and cultural issues)
- Congregational Involvement** (local same culture outreach, local cross-cultural outreach, mission trips, supporting mission efforts caring for missionaries, innovative and personal congregational involvement)
- Preparing, Sending, and Supporting Missionaries**, (long term and short term)
- Stewardship and Funding Missions** (individual and congregation)

Source: APMC Field Staff Training Manual, 2000



Missions Scope and Boundaries

Definitions establish boundaries. Missions committees frequently find themselves dealing with too many ministries of too broad a scope. Further the missions fund becomes the target for every ministry that doesn't fall logically somewhere else. The missions fund may become the "miscellaneous fund." I've heard (this is true!) of churches that have funded their new organ and paved their parking lot with missions funds because they judged these were aids to reaching unchurched people and therefore missions.

In order to clarify what qualifies for missions funding and in order to limit the workload to what is most important and manageable, it is valuable to draw boundaries. Where are the edges? What kinds of ministries, projects, and Christian workers, do not qualify for missions consideration? Your Scriptural basis for missions and your church philosophy of ministry will provide input for your definition.

Following are some questions, which may help, determine what's "in" and what's "out." After answering these questions, it may be possible to write a simple definition of missions for your church. If later on, you want to change it, you may, but in the interim you avoid having missions stretched beyond recognition by the precedent of individual decisions.

For your church, does missions include?

Ministry outside the U.S. only	or	ministries inside the U.S. as well e.g. ministry to ethnic communities in your city
Cross-cultural ministry only	or	same culture ministry as well e.g. ministry to college students, seminaries, retirement
Spiritual ministry only	or	relief, development, & support ministries, as well e.g. emergency disaster relief or missionary aviation
Field ministry only	or	administration and support as well e.g. home office staff, secretaries
Evangelism & church planting only	or	social ministry as well e.g. medical or hospital or education
Social ministry with clear spiritual aims only	or	social ministry on its own as well e.g. Habitat, food pantries, crisis pregnancy center
Missionary support only	or	projects and organizations as well
Missionaries from your church or denomination only	or	other missionaries as well
Vocational ministry only	or	short term and mission trips as well
Work done only by missionaries sent	or	work done by the congregation as well
American missionaries only	or	partnership with national Christians, national churches and national organizations as well
Work done only outside the church	or	work done by your church on your premises as well



Recurring Themes in Globally-Minded Churches

1. The church recognizes the Great Commission as the mandate for the local church
2. The church recognizes the Great Commission as the mandate for all those who claim to be disciples.
3. The church recognizes “the nations,” (meaning all the people groups of the world) as the intended recipients of disciple-making efforts.
4. The church recognizes that reaching the world for Christ is worship in action and truth. It honors and seeks God’s sovereign purpose - to receive glory in all the earth.
5. The church recognizes its mission involves the intentional delivery of the gospel to those who have not yet received it.
6. The church is developing capabilities to reach people who are outside its cultural and geographical boundaries.
7. The church embraces mobilization:
 - a. building global vision into the hearts and minds of its people,
 - b. educating, equipping, and releasing its people make disciples of all nations, and
 - c. resourcing and empowering its people to take steps toward fulfilling the Great Commission.
8. The church mobilizes all the ministries of the church for world evangelism rather than just one team or department.
9. The senior pastor grasps the universal scope of God’s purposes and leads his congregation toward the fulfillment of world evangelization.
10. The pastor and staff recognize that people grow in their faith as they share whatever they have with others.
11. Maintaining an outward focus is continually communicated, encouraged, and reinforced by church leaders.
12. World evangelism mobilization efforts receive the same high quality as other important ministries.
13. Missions trips are effectively employed as a catalyst for mobilization.
14. Partnerships with mission agencies, para-church organizations, indigenous organizations and indigenous churches are recognized as crucial to healthy missions involvement and expansion.
15. Churches send some of their “best” people cross-culturally.
16. Church leaders enlist people in a broad range of prayer efforts, educational topics, and ‘at home’ involvement activities in support of reaching all nations.
17. The principle, "it is better to give than to receive" is applied to church finances. Churches make it a priority to continually increase their giving to world evangelism.
18. Innovative thinking related to the uniqueness of one's church leads to customized efforts in world evangelism that attract interest and involvement of church members.
19. Churches help each other. Pastors, leaders, and members participate in conferences and courses where they learn about what God is doing throughout the world, through the local church. They are challenged to increase their involvement, sharpen their skills, and share their experiences and insights with others.
20. Obedience to the Great Commission involves risk and sacrifice. Churches realize that God will do more through their honest mistakes than their disobedience; more through their fumbled efforts than their lack of efforts; more through their awkward attempts to influence their global neighbors than through grand programs within their comfort zone.

Source: *Building Global Minded Christians – A Study of Local Church Mobilization*, Mark Mays, unpublished



Missions Priority Scale – How World Evangelism is Reflected in the Church

When reaching the world is a...	Pastor	Board	Congregation	Missions Chair	Missions Enthusiast
..Passion	The key criterion for every decision is, How does it help us reach the world for Christ?	We select staff and build the budget around our efforts to reach the world.	I'm developing relationships with unbelievers of my own and other cultures.	A primary role of our team is to resource every other church ministry.	We should have done this long ago.
..Purpose	We are working to get all church leaders to incorporate a world evangelism perspective in their ministries.	We think our church should be a world evangelism-driven church.	Our church is trying to reach the world for Christ and I have found a productive niche to help.	How can we develop partnerships and help other churches so as to maximize our impact on the world?	Why are we spending so much money on a building?
..Priority	We increased our budget x% last year and we are now supporting y missionaries.	We would cut our pastors' salaries before we would fail to pay our missionaries.	We have a big missions program. Seems like missions is all we hear about.	How do we develop a strategy and get enough buy-in to implement it?	We aren't doing anything to reach the internationals in our community.
..Program	We support x missionaries and give y% of the budget to missions.	We'll keep the missions budget the same as last year.	Joe does missions. I'm in the organic gardening club.	We need more people for the missions committee.	The money we spent on those handbells could have gone to missions.
..Project	The pastor adds, "and the world," when he sees you in the audience.	The budget is really tight.	We have plenty of problems right around here.	How can I get people to come to the missions meetings?	This is pitiful!
..Possibility	We have to get established here first.	We don't have the money.	We should get our act together here before we try to fix the rest of the world.	What am I supposed to do?	This isn't a church!



First Steps in Missions for Your Church

At the Individual Level

Pray fervently and regularly for:

- Revival in your church to produce personal holiness and a concern for the nations.
- Your church's missionaries.
- Your church's leaders: that they will adopt God's heart for the world.
- Someone else with a missions vision to help you bring about change.
- Current missions work around the world.
- Unreached people groups and nations.
- People affected by political, cultural, and religious trends and events around the world.

Become more informed about missions by:

- Studying Scripture to learn more of God's heart and plan for all nations.
- Reading current missions books and periodicals.
- Watching the world news with a missions perspective.

Begin working in the church:

- Start a missions focus group to pray for missions or study a missions book.
- Seek help from other churches and missions agencies.
- Recommend missionaries or projects for the church to support.
- Begin accumulating missions resource materials for church use.
- Arrange for missionaries to visit Sunday classes, Bible studies, or cell groups.
- Look for others interested in missions.
- Spend time with your pastor. Discern his interest in missions and encourage him to greater interest.
- Work to identify a core group of people who can effectively and biblically work for change in your church.

At the Group Level

Work with church leaders:

- Seek authorization to work for missions in the church.
- Recruit one of the church leaders to work as part of the group.
- Ask for advice and direction from leaders.
- Befriend and pray for leaders who are obstacles. If possible, involve them in a missions trip.
- Meet with pastors and elders to discuss how missions fits into the life of the church.

Begin a missions committee:

- Recruit creative and influential people to serve on the committee.
- Establish positions and subcommittees to reflect the goals of the committee.
- Begin meeting regularly.
- Pray faithfully.
- Keep church leaders informed.

Educate and Stimulate the Congregation:

- Obtain and make available missions resources.
- Work with church departments to incorporate missions empeducation.
- Initiate regular prayer for missions.
- Hold a missions event.
- Get missionaries in front of the congregation and its ministries.
- Ask key people to house missionaries overnight.
- Involve the congregation in outreach ministries in your community.

Source: Originally published in "Your Church: Taking Its First Steps in Missions," ACMC, out of print



Purpose, Vision, and Values Statements for Church Missions Ministries

Purpose: ...to plan and supervise the development and deployment of human, financial and partnership resources for cross-cultural ministry opportunities locally, nationally and globally.

University Presbyterian Church, Seattle (Art Beals, When the Saints Go Marching Out, pp 14-15)

Purpose: To make His name great among the nations through planting reproducing churches, partnering with nationals, and equipping leaders.

Christian Fellowship Church, Evansville, IN

Mission: To serve Jesus as we motivate, equip and involve all segments of the congregation at CHCC in local, national and global outreach.

Vision: To see the members of Cherry Hills be so passionate about God's heart for the lost that they have become proficient in ministry skills and are pro-actively involved in strategic outreach ministries locally, nationally and globally.

Values: prayer, God's word, quality of ministry, equipping the saints, support of CHCC missionaries
Cherry Hills Community Church, Highlands Ranch, CO

Mission: ...to proclaim the Gospel in its fullness beyond the immediate sphere of activity of the local church, whether in our neighborhood, Fort Wayne, the United States, or abroad.

Vision: To glorify Jesus Christ by creatively and flexibly impacting all parts of our Acts 1:8 in a measurable and identifiable way and to incorporate every member of the Broadway body in the process.
Broadway Christian Church, Ft. Wayne, IN

Mission Purpose Statement: Glorify God by mobilizing the resources entrusted to Xenos Christian Fellowship for the fulfillment of Christ's commission to make disciples in all nations.

Vision Statement: Cross two or more cultural barriers - geo-political, ethnic, linguistic, worldview, or socio-economic - to plant indigenous churches and promote social justice.

Core Values: cell-based community, grace-filled, outward focus, action oriented, culturally relevant, youth oriented, equipping, spiritual depth, discipleship
Xenos Christian Fellowship, Columbus, OH

Mission: Calvary's International Ministries exists to strategically deploy people and resources around the world to introduce lost people to Jesus Christ and to help them become fully devoted followers.

Vision:

For the church – to see every person at Calvary Church become actively involved in International Ministries
For the world – to see God raise up indigenously led, self-sustaining, reproducing churches in targeted regions of the world.

Strategy: To make a significant impact by targeting several key regions of the world.

Calvary Church, Souderton, PA (from World Pulse, January 25, 2002, p. 6)

Vision: To see the church established within each people group of the world and equipped so that it can effectively reach the rest of its people group with the life-changing Gospel of Jesus Christ.

Mission: We want to help establish and equip the church within the people groups of the world by implementing culturally effective global partnerships that demonstrate the grace and holiness of Jesus Christ.
College Park Church, Indianapolis

Mission Statement: Mobilizing Perimeter to facilitate church multiplication movements in Atlanta and the world.

Expanded Mission Statement: To aggressively seek opportunities and relationships to expand the Gospel of Jesus Christ to the un-reached worlds to the end that there is a church for every people and the Gospel for every person, and to facilitate movements of discipleship-based, saturation church planting in the United States and abroad by providing strategic, human and financial resources and equipping to our national church planting partners who share our vision for planting churches that will give themselves away for the least and the lost.

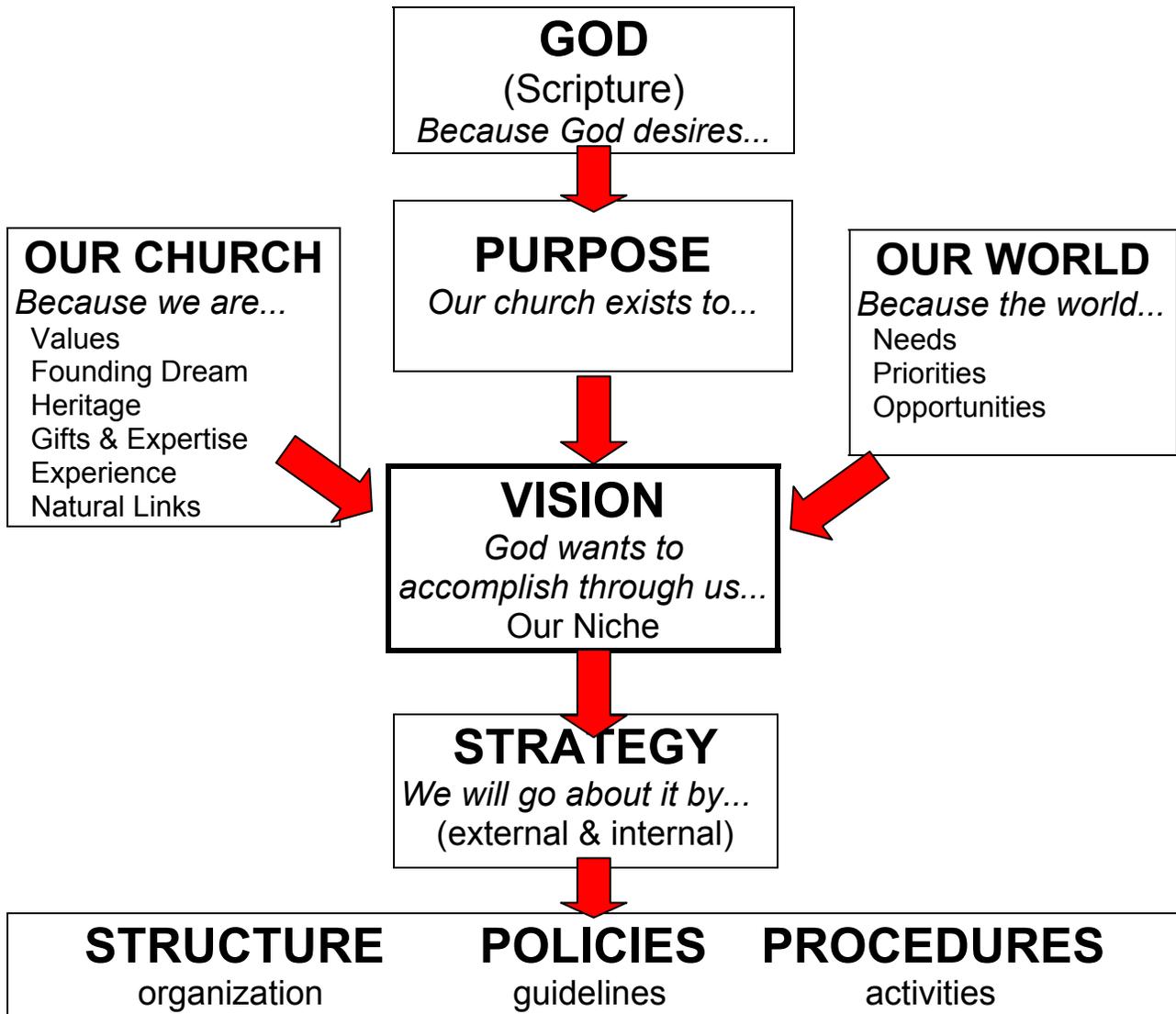
Core Values: the local church, prayer, indigenous ministry, transformation, mobilization of people for mission

Perimeter Church, Atlanta

Note: Some of the above are abbreviated from the full statements.



Discovering God's Global Vision for Your Church - Vision Diagram



Our church's purpose derives from God's purpose in the world. The church's vision is a giant step in the direction of purpose, informed by our circumstances (what the world is like) and the realities of our church (how God has put us together.) The church's strategy describes how we will move toward the vision. Organization, policies, procedures and plans are the means for implementing the strategy.

Source: *Building Global Vision*, David Mays, ACMC



Vision Discovery Process

Vision originates with Leaders

- Usually the senior pastor
- Good leaders are good listeners and learners

Recognize the importance of a vision

Pray

- Spend time in intentional, envisioning prayer
- Ask God for his direction
- Wait for input
- Write down those things God brings to mind

Talk with Others

- Visions usually do not arise in a vacuum
- Secular organization leaders often get the seed of their vision from others

Think Big

- Your vision must be bigger than what you can do
- It must be big enough that if God is not in it, it's sure to fail

Research

- Needs
- Resources
- Opportunities

Brainstorm on Paper

- Write down and organize your thoughts and research

Question

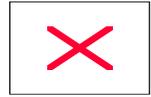
- Review against vision criteria
- Talk with others
- Is it consistent with his character and his desires?
- Is it clearly from God?

Consolidate

- Clarify
- Draw mental pictures
- Put into word pictures
- Develop metaphors and analogies
- Make a slogan

Saturate with prayer and discussion with others

Source: *Building Global Vision*, David Mays, ACMC (adapted from *Developing a Vision for Ministry*, Aubrey Malphurs)



Vision Discovery Worksheet – Our Church

Using this worksheet, describe your congregation as accurately and specifically as you can:

Who Are We?

Founding Dream: Who started our church and what was their dream?

Social Situation: How could we describe ourselves demographically?

Special Circumstances:
What else is special about us? Our location. Rate of growth or decline. Indebtedness. etc.

How Do We Operate?

Philosophy of Ministry: How do we operate? What are our key methods? What are the “rules” around here?

Values: What concepts do we consider to be of paramount importance?

How Are We Resourced?

Vocations: What types of vocations are most common in our church?

Skills and Expertise: In addition to our vocations, what kinds of specialized skills are prominently featured in our church (observed through hobbies, volunteer work, ministry strengths, etc.)?

Gifts: Are we particularly abundant in certain spiritual gifts? Which ones?

How Are We Connected?

Ministry: What kinds of missions work have we done in the past? What have people become involved in the most?

Nations: What ethnic groups are represented in our church? What natural connections do we have to particular peoples, places, cultures, races, or languages (near and far)?

Partners: What organizations, missionaries, and national Christian workers have we had most contact with? What kinds of work do they do, and where? What has been our role?

As we look at the above responses, what commonalities do we see?

What threads run through?

What unique resources and giftings show up?

What integrating picture emerges?

What kinds of mission work do we appear to be prepared for by God?

What kinds of people, cultures, and geographic areas are within our reach?

Resource: *Building Global Vision*, David Mays, APMC



Vision Discovery Worksheet – Our World

Opportunities for ministry are unlimited. Needs are everywhere. Which ministries should we undertake? In the local community, it may be possible to take on whatever ministries individuals feel called to and are equipped to initiate. When it comes to carrying out ministry beyond cultural barriers, the work may be more difficult; we may be less prepared for it; it may take greater commitment; and mistakes or withdrawal may have greater consequences.

However, the church has been commissioned to take the Gospel to all the world, and there is much at stake. It is important to make decisions wisely. There are a number of helpful questions to ask.

Questions about the World:

- Where is the church extremely weak or non-existent?
- Where is the church at risk for lack of effective leadership?
- Where is God clearly at work?
- Where can we work in partnership with people we know and trust?
- What is being neglected by others?
- What strategies is God clearly using?
- Where are there "hinge of history" opportunities?

Questions about individual ministry opportunities?

- How strategic is this ministry?**
How does it contribute to bringing people to Christ who now have little opportunity?
How will this ultimately help build local congregations?
Is this important work that is not being done now?
What level of Christian resources are already being applied?
Will this have an impact? Will it make a real difference that counts?
What kind of leverage or multiplication can be expected?
What about the quality - call, competence, character - of the worker(s) involved?
- Does this work fit our congregation? Has God prepared us for this?**
Will our people understand, accept, support, and participate in this work?
How do we fit into it? What is our part?
Are we prepared to stay for the long haul if that's what it takes?
- Do we clearly have God's leading in this matter?**

Resources:

- Building Global Vision*, David Mays
- Operation World*, Patrick Johnstone
- AD 2000 Global Monitor*, David Barrett
- The Changing Shape of World Mission*, Bryant Myers
- Mission Handbook*, John A. Siewert, ed.



Proposal for a World Evangelism-Driven Church

Purpose:

The ultimate aim of the Church is the Glory of God in All the Earth. A world evangelism-driven church states it front and center in the purpose statement. World evangelism is the overarching theme that gives focus and direction to all subordinate purposes and ministries. It is necessary to be explicit and persistent to help people think globally because people naturally look inward, not outward. Inertia and selfishness always draw us. People cannot be expected to interpret or extrapolate on their own.

Principles:

1. Priority of world evangelism.

God loves the whole world. The church must do the same. We begin with people in our personal sphere and extend our influence in expanding concentric circles to the unreached people groups of the world.

2. Leadership reflects a local and global passion.

Winning the world to Jesus Christ is the concern of every staff member. Each staff member leads reflects the priority world evangelism in his or her ministry. Staff members and elders are personally involved in both local and world evangelism.

3. Spiritual development is evaluated in terms of world evangelism.

As we introduce people to Christ and help them develop as his followers we instruct them in the personal sacrifice and world perspective that this includes.

4. The church exhibits a global ethos.

The look, sound, feel, and atmosphere of the church – its programs, ministries, and decoration convey – an integrated awareness of a global church with a global purpose in a global context. People of all ages and all levels of spiritual development sense this.

5. Congregational involvement is comprehensive.

A large proportion of the church are personally involved in local evangelism and cross-cultural outreach, going on mission trips, giving, and in many other ways contributing to outreach. This norm is communicated in the membership class and all ministries for all ages of church participants and all spiritual development levels.

6. Disciple formation reflects world vision.

Our vision to deploy others includes preparing our people to develop spiritual relationships within our own culture and other cultures. Spiritual formation includes steps toward preparing and sending missionaries.

7. World evangelism is strategic, not sporadic.

Teaching and programming lead to investing ourselves in the strategic people and places God gives us as priorities.

8. Partner with other churches and ministries.

Effectiveness in outreach comes with synergistic linkage with other churches and organizations. We also help churches that are developing a heart for the world. We lead by serving.

Source: A Local Church Proposal, 2001 (abbreviated)



Balancing Domestic Ministry and International Missions

Big Picture – Point A to Point B. Where are we headed?

- Point A – God created the heavens and the earth (Gen. 1:1)
- Point B – Those from every tongue and tribe and nation surrounding the throne and worshipping the lamb. (Rev. 7:9)

World Status. More than 25% of the world live where they are not likely to hear the gospel in their lifetime. The overwhelming majority of these people live outside the United States.

Four kinds of pastors (and boards)

- Pulpit pastors – The people and needs of their congregations fill their horizons.
- Steeple pastors – They have a heart for reaching their community.
- Helicopter pastors – They desire to draw the unchurched from the whole region.
- Astronaut pastors – They rotate the globe, look down on it, and ask God how they can make the greatest impact in the world.

Three kinds of people to reach:

- People like us in our community
- People unlike us in our community
- People unlike us beyond our community

Outreach balance factors. How much responsibility do we have for each kind of people?

- Proximity – we have greater responsibility for those near us.
- Access – we have greater responsibility for those who have little Gospel access.
- Church strength – we have greater responsibility where there are few churches.
- Resources – we who have greater resources have greater responsibility.
- God's call – we have greater responsibility to reach those to whom God has called us (Not listening is not an acceptable excuse.)

Deployment of resources.

- The church has both “fixed assets” and “portable assets.” Fixed assets include our people who can't go and live and work elsewhere in the world. Portable assets are our prayers, our money, and some of our people who can go.
- We can use more “fixed” assets to reach and help people in our community.
- We can use more “portable” assets to reach and help those farther away.

Priorities. Both physical/social and spiritual needs are important responsibilities of the church. Where choices must be made, the spiritual takes priority over the physical/social because ultimately eternal life with Christ is more critical than “temporal” physical and social conditions.

Structuring local ministry and international outreach.

- International Ministries are largely oriented toward the involvement and support of evangelism and church planting among people of other nations and cultures both locally and abroad. Most efforts are carried out by the support of specially trained individuals.
- Local ministries cover a wide range of services, projects, institutions, and personal opportunities for church members. Involving church people and financially supporting local ministries may best be administered by a local ministries team.



Church Ministry Leader World Evangelism Survey

1a. In the past twelve months what percentage of total efforts (time, energy, and resources) did your ministry devote to “reaching lost people” or to equip and influence your people to reach lost people?

- 0-20% 21-40% 41-60% 61-80% 81-100%

1b. Can you give a few examples of efforts (time, energy, and/or resources) your area of ministry made to “reach lost people?”

1c. To what extent do you consider “reaching lost people” a responsibility of your area of ministry?

- not applicable to my ministry
 optional component of my ministry
 marginal responsibility of my ministry
 major responsibility of my ministry
 mandatory for my ministry

2a. In consideration of your ministry’s total evangelistic efforts, to what extent did those efforts focus on ethnic minorities within the USA?

- None Little Significant Extensive

2b. Can you give a few examples of these efforts.

2c. To what extent do you consider reaching ethnic minorities within the USA a responsibility of your area of ministry?

- not applicable to my ministry
 optional component of my ministry
 marginal responsibility of my ministry
 major responsibility of my ministry
 mandatory for my ministry

3a. In consideration of your ministry’s total evangelistic efforts, to what extent did those efforts focus on people outside the USA?

- None Little Significant Extensive

3b. Can you give a few examples of these efforts?

3c. To what extent do you consider reaching lost people outside the USA a responsibility of your area of ministry?

- not applicable to my ministry
 optional component of my ministry
 marginal responsibility of my ministry
 major responsibility of my ministry
 mandatory for my ministry

Source: *Building Global Minded Christians – A Study in Local Church Mobilization*, Mark Mays, Unpublished



Growth Stages of an Intentional Disciplemaking Church

Stages	Mission	Leadership Development	Spiritual Maturity	Small Groups	Mentoring Mindset	Outreach
6	<ul style="list-style-type: none"> Disciple-making vision is influencing other churches and ministries w/ potential world impact 	<ul style="list-style-type: none"> Multiple leaders are using their gifting in leading and equipping the church 	<ul style="list-style-type: none"> People are being transformed into Christ-likeness and are growing as reproducing disciples 	<ul style="list-style-type: none"> Personal and collective spiritual multiplication is occurring within the small groups 	<ul style="list-style-type: none"> 3rd and 4th generation laborers are involved in mentoring 	<ul style="list-style-type: none"> Primary growth of the church is through conversions
5	<ul style="list-style-type: none"> The entire church is functioning around the vision of making disciples 	<ul style="list-style-type: none"> Intentional process is in place for developing emerging leaders 	<ul style="list-style-type: none"> The spiritual growth process is in place and working effectively 	<ul style="list-style-type: none"> The bulk of the Body is involved in meaningful relationships 	<ul style="list-style-type: none"> 2nd generation laborers are involved in mentoring 	<ul style="list-style-type: none"> Intentional evangelism strategies are beginning to bear fruit
4	<ul style="list-style-type: none"> Strategic planning for integration of infrastructure systems has been accomplished 	<ul style="list-style-type: none"> All leadership teams are personally committed to the church's mission and vision 	<ul style="list-style-type: none"> A progressive process for spiritual growth has been defined 	<ul style="list-style-type: none"> Leaders trained in disciple-making are leading small groups 	<ul style="list-style-type: none"> Mentoring is becoming an integral part of the church's ministries 	<ul style="list-style-type: none"> Outreach taskforce has been formed and comprehensive strategies are being developed
3	<ul style="list-style-type: none"> Church-wide mission & vision for DM has crystallized 	<ul style="list-style-type: none"> Disciple-making is being modeled and reproducing DM leaders are being developed 	<ul style="list-style-type: none"> Several members of the Body have an obvious heart to grow spiritually 	<ul style="list-style-type: none"> Disciple-making leaders are being trained 	<ul style="list-style-type: none"> The Body is learning the concept of people helping each other spiritually 	<ul style="list-style-type: none"> Some people evidence a heart for the Lost
2	<ul style="list-style-type: none"> The Senior Pastor is the primary advocate for disciplemaking and a practicing disciplemaker 	<ul style="list-style-type: none"> Critical mass of key leaders embrace and practice a philosophy of DM 	<ul style="list-style-type: none"> Key leaders are focusing on spiritual matters 	<ul style="list-style-type: none"> Leaders recognize need for small groups in making disciples 	<ul style="list-style-type: none"> Some leaders are mentoring others 	<ul style="list-style-type: none"> Some leaders are modeling intentional outreach
1	<ul style="list-style-type: none"> Mission and vision are unclear 	<ul style="list-style-type: none"> Key leaders are focused primarily on administrative matters 	<ul style="list-style-type: none"> Discipleship is undefined and haphazard 	<ul style="list-style-type: none"> Some small group activity is taking place but not resulting in transformation 	<ul style="list-style-type: none"> Mentoring is poorly understood 	<ul style="list-style-type: none"> Emphasis on outreach is minimal

Source: Paul Hensley, The Navigators, Church Discipleship Ministry, www.navigators.org/cdm