“Be strong and courageous! Do not be afraid or discouraged.
For the Lord your God is with you wherever you go.” Joshua 1:9

TAKING STEPS OF FAITH

XENOS CHRISTIAN FELLOWSHIP

2002 ANNUAL REPORT

The 2002 Servant Team Retreat featured a study on the book of Joshua, focusing on the Israelites’ faithfulness to God’s leading. The challenge was put forth by the Elders to the church leadership to remain faithful at all times, knowing God’s plan will be fulfilled. These teachings are available online at www.xenos.org/realmedia/josh/.

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AT THE 2002 FISCAL SUPPORT TEAM RETREAT, Lead Pastor Dennis McCallum shared the global picture of what’s happening at Xenos and what our needs are. He also expressed what God has been doing and the vision for what God wants to do.

**Growth in Student Ministry**

*Junior high home churches*

INCREASED 27 PERCENT IN ATTENDANCE OVER LAST YEAR. That’s exceptional, and reflects the hard work accomplished by Joe Botti, Travis Henderson, Marc Johnson and scores of volunteers who lead these cell groups and home churches. There’s a high level of spirituality among our kids. Also, the percentage of non-Xenos students in the junior high ministry is about 40 percent (up from 25 percent last year).

*High school home churches*

INCREASED 29 PERCENT IN ATTENDANCE. For both of these student ministries, we can thank some of the measures we put in place last year and the year before. We put out the concept of adopt-a-cell, which has mobilized a couple hundred people to serve. We can also thank the many college students who have adopted cells and led home churches; some are being funded. We’ve been able to take the crisis two years ago—where the number of high school groups had actually diminished even though the group had grown overall—completely turned it around and opened up all these new groups.

*College ministry*

INCREASED 25 PERCENT IN ATTENDANCE. This figure compares an average of the planning cycle, so it’s conservative. We’ve seen fantastic growth in student ranks. We can thank God for that; it’s exactly what we prayed for. If it continues, we’re going to reach thousands of students for Christ. Most stay here and become home church leaders and church planters for decades into the future. So, this is a whole new foundation that is being laid, and the biggest harvest will come in the next 10 and 20 years.

**Growth in Adult Ministry**

*Adult home groups*

11 PERCENT GROWTH. Adult home groups are the backbone of many ministries, including junior high and Oasis children’s ministry. They have given more than 40 of their top leaders to the mission field in the last few years. We’ve also recruited a good number of the best leaders in adult home groups for high school and college ministry.
And, in spite of giving up 60 leaders, we’re still seeing 11 percent growth! We’re talking about a much larger group here—1,600 to 1,700 people in adults compared to 300 in high school or 400 in college. If this continues, it will double every six years, not to mention that additional student home groups will plant into the adult ranks over time. (One already did in January!)

Overview of growth in all groups
ABOUT 3,000 PEOPLE ATTEND OUR HOME GROUPS, including Urban Concern (UC) home groups and UC student ministry. This is 14 percent growth over last year! We prayed to the Lord for a harvest and our church is growing at a healthy, aggressive rate.

Evangelism
17 PERCENT INCREASE IN ADULT FIRST-TIMERS in groups from college up. That’s good, however when we remove the college group from this, we get a different picture. Two years ago outreach was very strong, but last year it went down, even though more people were doing outreach.

EVANGELISM WENT UP IN 2002, but only by 4 percent, while growth in those same groups increased 11 percent. This difference means there was a decrease in evangelism. Pray God continues to whet our appetite to be vigorous.

Conclusion
WE’RE SEEING CONSISTENT GROWTH over the last four years in groups from college through adult. This is significant, because these are all self-replicating groups.

FROM COLLEGE ON UP IS WHAT WE CONSIDER the church-planting movement in Xenos. This is not a program-based growth, but a cell-based, self-replicating. And that is the growth we are aiming for.

ALL OF OUR STUDENT MINISTRY FROM OASIS ON points to a church-planting movement in this part of the country. Our growth is about 14 percent, so everything is working exactly as we want. At this rate we’ll double the church every four or five years. If the church grows too rapidly, quality will decrease.

True disciples, mature men and women of God, cannot be produced in just a few months. Therefore, we want growth only as rapidly as we can keep up with in producing qualified disciples.

Large meetings
AS OF OCTOBER 2002, THE AVERAGE of all of our large meetings put together was 3,908 people. That’s 1 percent growth compared to 2001, with much of that growth is coming from the student large meetings.

At the same time, home groups grew 13.8 percent. How can that be? People are coming to home groups and not to Central Teachings (CTs). Decreasing participation at CTs brings dangers of people losing a larger vision, not sitting under the Word of God on a weekly basis and a decreased number of first-timers at CTs.
In a survey at CT in September, we asked how many were in a home group. Between 10 and 30 percent of the people at each CT said they weren’t in a home group. Even the CTs with the highest level of incorporation had 10 percent who said they were not in a home group on a given week.

We had this problem in the college ministry. We’ve improved that over the past couple of years, and now, 75 percent of those in home group attend CT in a particular week. We hope that trend continues, and need to see something like that for the adult CTs.

**Servant Team**

IN OUR FELLOWSHIP, WE BELIEVE IN DISCIPLESHIP. This goes on in home groups all over town. Most groups have at least 60 percent of their people actively being discipled in a mentoring relationship, or they are discipling someone. That’s where the momentum needs to come from in our church. It’s a grassroots movement.

One way to measure how effective we are is through the Servant Team. This team is for people who have substantially completed a process of discipleship to the point they could be considered a deacon, or servant in the church.

TO BECOME A MEMBER OF THE SERVANT TEAM, there are a lot of requirements. Members are proven servants of the Lord, knowledgeable, sophisticated, cohesive and unified, mature with character and personal growth that should characterize a servant of God.

IN 2002, WE ADDED MORE THAN 60 PEOPLE to the Servant Team. That’s 10 percent growth vs. 5 percent in 2001. This is the best year not only in total numbers, but in terms of percentage of growth.

On the other hand, the Servant Team is growing at a rate slower than the rest of the church. That suggests our church is growing in quantity but not matching in quality. We need to pray about improving our discipleship.

**Home Group Leaders**

THE TOTAL NUMBER OF COLLEGE AND POST-COLLEGE or adult leaders is 432. That’s 10 percent better than 392 in 2001. 10 percent growth is good, but it grew by 12 percent in 2001, and by 17 percent in 2000. We’d like more people to become leaders.

**Number of Home Groups**

IN 2002, WE WENT FROM 143 TO 161 HOME GROUPS (and close to 400 cell groups within those larger home churches), which is pretty good at 13 percent. Not as good as last year, but almost as good as the growth in the church. The planting of groups should match percentage and numbers of the growth in our membership.

**Budget**
IN THE BIBLICAL VIEW, MONEY IS A SYMBOL OF TIME, investment and effort. This team considers this question carefully and prayerfully.

In the past, the Fiscal Support Team (FST) had been very generous in increasing the budget. It’s gone up over the past six years, 24 percent, 21 percent, 24 percent, 23 percent, and in 2001—14 percent.

IN 2002, WE HAD TO LOWER THE BUDGET to nearly no change from the year before. That’s a major concern because the church grew in 2001 at a robust 13 percent rate, and yet the budget stayed the same. It may have had to do with a downturn in the economy. Additionally, our actual giving was less in 2002 than 2001, the first time in the history of our church. The pledge drive for 2003 finished short of the 90 percent requirement, with 88.5 percent of the budget covered.

Here is a very interesting point: number of people joining the FST from 1585 in 2001 to 1643 in 2002—only 4 percent growth compared to 15 percent in the last three years. This has nothing to do with inflation, recession—just how many join the team. The church grew by 12 percent but only by 4 percent in the FST. That alone could account for our trouble with giving. Records show FST members are excellent givers and pay for 80-percent plus of what goes on in this church. Looking ahead, 997 people joined the 2003 FST!

**Raises**

WE HAVE A STAFF OF MORE THAN 100 PEOPLE, and the FST approved a 4.5 percent raise given on a merit basis. We decided to freeze the percentage of contribution each staffer makes to health insurance at 25 percent. From now on as insurance goes up the employees’ share will go up, which has not been the case until now. This year it means a 16.7 percent increase for singles and an 18.4 percent increase for families.

**Key Goals from the Planning Retreat**

• **Improve home church attendance at CT by increasing the ownership of the respective CT by home groups.** We’ll ask home church leaders from each CT to get together and go over some plans in this regard.

• **Develop a missions training program for missionaries we send out.** We want to develop our own specialized training. Jim Leffel and Holly McCallum, Director of Missions Mobilizers, are developing this program.

• **Create a new program for “finishers.”** This involves people who have reached the age where their children have left the house. They may be prosperous with lower expenses, and desire to serve God more. We want to create a vision for people to get into a ministry in a bigger way, instead of pursuing a secular career.

• **Implement a new discipleship advocacy plan.** We’re finding the typical student who comes into Principles class lacks this, and there’s no discipleship study in Principles class. We’re putting together a collection of readings on personal discipleship, and we’ll have people study this
in cell groups, or one on one. People will complete this before they start Principles class.

- **Increase giving to keep pace with home group growth.** There’s 1,600 on the FST but 2,200 or 2,300 adults in home groups. That means there’s 600 or 700 people we can recruit to join this team. That would go a long way toward solving this problem.

- **Plant a new college Central Teaching.** (Done in January!) This was a major expansion that’s never been tried there. So far, both CTs are doing great.

- **Keep the church mobilized to meet the incoming tidal wave of student growth.** It is already on us and we want to keep the momentum on this. The measures we’ve taken in recent years to increase the volunteer pool for student ministries have been successful. We’re covered at this point, but with another 20 percent or 30 percent growth this coming year, it won’t be. It’ll be a challenge for us every year.

- **Grow adult ministry in home groups by at least 10 percent every year.** Adult home groups are the base; everything sits on their shoulders. They fund the church and provide the overwhelming majority of volunteers. They must continue to grow, or we’ll end up with just a big student group. We have to believe in the validity and do-ability of adult outreach.

**Overview**

In 2001, we said the church was very healthy. What would we say now? We’re pretty healthy, but three factors raise concerns:

1. Giving needs to increase.
2. Central Teaching participation needs to improve.
3. Adult evangelism needs to increase.

By God’s grace, we can solve these problems, as we always have in the past.

**Is the church motivated?** Our church is a very motivated church. Just look at participation in classes. Thousands come out to take classes at their own expense on their own time, they’re just into that.

Do we still have a reliable direction and vision? We do. The church planting movement is valid. The Lord is blessing it. I believe in it with all my heart.

**Is the church growing?** It is growing. We’re growing at a rate we’re completely satisfied with. That’s huge, considering there have been years we didn’t grow at all. For several years we’ve had good aggressive growth.

**Are we sending people out of our church to bless the rest of the world?** We are sending very aggressively. We spend 36 percent of our budget on missions—significantly higher than ever before. We are missions-minded. In fact, Tom Telford wrote a book on the 12 greatest missions churches in the U.S., which has a chapter on Xenos.

**Is the church serving?** We are. People are serving here and outside the
Adult Outreach
Doug Patch, coordinator

THE ADULT OUTREACH DIVISION (formerly Community Relations) strives to motivate, equip, and provide opportunities for Christians to demonstrate and communicate Christ’s love.

It might help you to know what Adult Outreach does:

• oversees Central Teachings;
• oversees 16 home groups who have focused interests;
• promotes and administers the logistics of the Xenos Summer Institute;
• produces the Xenos News and Weekly Update;
• provides opportunities to meet people: Conversation & Cuisine; PlayGroups, GameTime, Soccer Clinic, VBS Café, parenting seminars and more;
• administers our Web site (www.xenos.org);
• shares our resources: Bookstore, Web & direct sales through books audio tapes and CDs;
• administers/oversees baptisms;
• hosts deck parties after Central Teachings;
• video production;
• develops relationships with churches and Christian organizations.

Highlights from 2002

MORE THAN 13-PERCENT GROWTH in our 16 home groups who have focused outreach interests! These groups focus on showing and expressing their reason for placing faith in the work of Jesus Christ.

Those groups saw a remarkable increase of first-time guests this year. In other words, many new people had an opportunity to learn of who Christ is and investigate the evidence for his claims.

CENTRAL TEACHINGS AT MAIN CAMPUS (post-college) saw very little growth. This is somewhat concerning because they play a critical role in developing vitality in the Christian’s life, in helping non-Christians think through their beliefs, and in groups deepening their relationships among their members.

THE XENOS SUMMER INSTITUTE focused on leadership in home groups. Many new relationships were formed with Christians and churches in Columbus and beyond.

WHEN A PERSON DECIDES to ask Christ for his free gift of forgiveness, they often want to share it at their home group’s baptism. Almost 200 people shared their story and got baptized this year.
Snapshot of the Year to Come: 2003

THESE INITIATIVES BARELY SCRATCH THE SURFACE of how we pray God uses the Adult Outreach Division in 2003. The goal of our work is to provide support of front-line ministry in our home groups.

Central Teachings (CTS)
CTS are central to the life of our home groups. There’s an integral connection between this corporate meeting and God’s commission to share his message with those who don’t know him. And those who know God draw closer to him at those meetings. The new Central Teaching Leaders Council, mini-series advertising, and other post-teaching fellowship enhancements can be used by God to ensure we are tapping into his powerful provision for growth through Central Teachings.

“Investigating Christianity”
This is a new five-week discussion we started in February. Many people are investigating spirituality and have legitimate questions about Christianity and other faiths. These five discussions look at a different topic each week, often comparing the various claims and evidence of the different world religions.

God’s Incredible Plan
God’s Incredible Plan is not only a reality in history, it is also expressed in the book by this name authored by Martha McCallum and Jane Hamblin. Many Christians have read this and then captured God’s vision for the world. Many non-Christians have read this and then seen that only the God of the Bible provides the answers for yesterday, today, and tomorrow. As a result many have made sense out of their lives by entering a relationship with him.

Leadership Training Workshops
Home group leaders desire to grow into more godly and effective servants of God. These workshops, offered in the first quarter only, target essential skills, qualities and tools of leadership.
2002 HAS BEEN ANOTHER GREAT YEAR for the Equipping Division. Your support is helping us equip a new generation of servant leaders, counselors, missionaries and teachers — people committed to giving their lives away in ministry. We’ve also been able to successfully launch our master’s degree program. Please join us in thanking God for what he is doing in this division and in our church!

Highlights from 2002

New teachers and teachers-in-training
• Pam Boseker helped John Cleary shoulder the burden of teaching 264 Sharing Your Faith students!
• The addition of Tracy Glover, John Cleary, Doug Patch and Gary DeLashmutt kept Christian Servanthood class sizes from growing too large.
• Mary Beth Gladwell and Tom Dixon joined our Christian Principles staff.

Bible seminar graduates:
• 10 students completing Jim Leffel’s year-long, 12-hour-per-week survey of the Bible will be better equipped to serve Blow Out, missions, Urban Concern, adult home groups and our campus ministry.

Study Center:
• We added new bookshelves to hold our expanding collection and enhanced our research tools to support the M.A. program.
• All of our papers and teaching outlines were digitized, allowing patrons to search them by keyword.
• We’re now able to burn audio CDs of selected Central Teachings for patrons.

Master’s degree program:
• The faculty at Trinity Evangelical Divinity School, a nationally known seminary in Deerfield, Illinois, approved Xenos as an extension site!
• The next generation of leaders in our church now can receive advanced training in Columbus instead of having to go away to seminary. This is an enormous savings in money and time away from their ministries.
• 67 individuals participated this year, including
12 students from other churches in our area.

**Coming to classes and coming to Christ:**
- Looking for a way to reach your non-Christian friends? Bring them to Basic Christianity, Science and Christianity, Old and New Testament Survey or Building a New Generation. In 2002, we estimate that 25 non-Christians attended one or more of these classes and that six of them began personal relationships with Christ!

**Primary Goals for 2003**

**Summer Institute — July 16-18**
- This year’s institute will feature Gene Getz and Howard Hendricks. Getz leads a vital network of churches around the U.S. In Dallas alone, 30,000 people attend churches he has planted. Hendricks is a prolific author and leads the Center for Christian Leadership at Dallas Theological Seminary.
- Speakers inside and outside of Xenos will share their expertise on in a variety of workshops related to discipleship.

**Adult Education**

Last year, two of our Principles teachers moved over to help teach Christian Servanthood. Meanwhile, Principles enrollment exploded to 330 students! In 2003, we will study ways to manage the growth in enrollment in this important class.

Staff support of classes hasn’t increased over the last two years. During this time, we absorbed the M.A. program and saw yearly class registrations grow by 41 percent. To continue to serve our faculty and students effectively, we have expanded our office staff by adding a part-time administrative assistant.

**Master’s degree program**

Dr. Grant Osborne and Dr. Howard Netland are among the Trinity faculty who will be teaching master’s level courses at Xenos in 2003. We are committed to keeping tuition costs for this program as low as possible.

Two new courses started in late February: the Pastoral Epistles and Apologetics.

**Study Center**

The Study Center continues to be a critical resource for individuals in our church who are preparing teachings in home church and cell group. We’re expanding our collection to keep up with the needs of our patrons and to support masters’ level study in our Trinity program.

We’re gradually making the transition from audio-taped teachings to teachings on CD ROM. Patrons can now request that their favorite teaching be put on a CD instead of a cassette tape. The CDs will play in any CD player. Patrons who own MP3 players can listen to up to 20 teachings in MP3 format on one CD!
IN 2002, XENOS SENT MORE MISSIONARIES to the field than in any year in our history!

• We sent two couples to Southeast Asia, two couples to Cambodia and two couples to Northeast Europe. For this labor, we thank God and you who support these missionaries.

Xenos Missions ministries continue to make an eternal difference in the lives of people here and overseas. Those of us serving you in the Missions Division are grateful that God uses our church so powerfully.

Highlights from 2002

• More than 20 people participated in a short-term missions trip to Cambodia.
• Three couples were approved by World Team to reinforce the work in Cambodia.
• We added a fourth grade at Harambee Christian School. Again the standardized test results for the average student was above the 50th percentile.
• We gave more than $42,000 to foreign relief and development projects.
• We planted a college home church and ministry house in South Linden.
• Urban Concern junior and senior high cell groups grew by 18 percent.

Primary Goals for 2003

2003 PROMISES to be another exciting year with Xenos Missions. We look forward to seeing God’s hand at work in his plan to reach the nations.

• We’re coordinating two short-term trips to Cambodia.
• We’ll add a fifth grade at Harambee Christian School.
• We hope to see the Urban Concern Bible studies grow by 5 percent.
• South Linden high school students who are involved with Urban Concern will join mission trips with the other Xenos students.
• Our SE Asia team will set up a retail store to serve as a lab for interns being trained for tent-making ministries.
• The Eastern Europe (North) team will provide food and clothing for the people they work with and to two local orphanages. In addition, they must develop a business in order to legitimize their visas. A new visa strategy is essential for them to continue their vital work.
• The Taiwan team will acquire evangelistic materials in Chinese and Taiwanese to facilitate their evangelism and discipleship.

• Xenos will contribute funds to relieve famine and poverty in southern Africa and other places in the world.

“Through Him then, let us continually offer up a sacrifice of praise to God, that is, the fruit of lips that give thanks to His name. And do not neglect doing good and sharing, for with such sacrifices God is pleased” (Hebrews 13:15-16).
IN 2002, WE ALL LEARNED MORE about the fruits of greater reliance on God. Faced with the fact that there are always more requests from the users of our services than we can get to, we must operate under grace. At the same time, we strive to prioritize the things that will have the greatest impact in moving God’s kingdom forward, and try to balance impassioned wants against real needs.

After a very hectic 2002, we look forward to providing a year of “pause and polish” in our efforts. No one large project looms—but our plates are more than full. We look forward to 2003 and what God will teach us about diligence, perseverance and “doing our work heartily, as for the Lord” (echoing Colossians 3:23).

**Highlights of 2002**

**FIRST AND FOREMOST**—last year’s take over of Operations functions for Urban Concern (UC) in South Linden effected every one of our division’s departments. We faced providing support to UC’s ministry while reducing costs dramatically. Office Services was a huge help in establishing revised office procedures and policies. Facilities has the biggest job of getting caught up on 2002 work that had to be put off as we undertook the UC restructuring.

DAVE BUCKLEW, OUR FACILITIES SUPERINTENDENT, oversaw the great staff who makes our facilities and grounds work for the church. He also had to match his expertise and energy to the task of taking over Facilities work in South Linden, redirecting resources and creating an effective structure to meet ministry needs there. His efforts paid off, as service levels were maintained, while budget was cut in half. Dan Mayner is the man we count on to keep our grounds ready to use for ministry, and he tackles his job with enthusiasm.

DERF BRAUN OVERSAW THE EXTENSIVE RENOVATION of our South Linden 13th Avenue “Park House,” to provide space for the expansion of Harambee Christian School. Converting a residential structure to an assembly space for children turned out to require City Council variances and many design iterations. Derf worked with the city building department staff, as they tried to understand this unique project. We finished the space in time for classes to move over Christmas break from temporary space at Xenos Main Campus.
MARK GROVER AND JEREMY MYERS are our outstanding team of technical experts who make sure our Central Teachings and events run smoothly. This year, we added to our volunteer work force in sound and light assistance—providing great ministry opportunities while expanding our base of resources who can run our extensive systems. We redesigned our audio recording systems, including centralized recording. Lobby enhancements included video improvements and a newly designed paging system. Main Campus classrooms benefited from a new recording system.

ANDY AULT, WITH THE SOLID SUPPORT of Andy Leedy, Judy Davis and Michelle Snyder, oversaw our incredibly productive (and complex) information systems. Along with taking over UC’s IS work, this team converted our outdated accounting system to a new platform, upgraded servers and user workstations and provided outstanding new reports for ministry management.

THE ‘GUARDIANS OF OUR ASSETS’ maintained their focus on providing information for management decision-making, and accounting for contributions and outlays. Converting to a new accounting software package will help Alan Burkholder, Cate Gilbert and Scot Northrup run an even tighter Accounting & Finance department.

OFFICES SERVICES PROVIDED OUTSTANDING SUPPORT to staff and visitors, under the watchful eyes of Cathy Kaiser. Our ethos of showing people God’s love and attention in the details of daily office work is reflected in Cathy’s work in meeting office needs.

Primary Goals for 2003

IN 2003, WE WILL BE CHALLENGED to provide more support for growing ministry opportunities, while working with a static budget. Insurance costs continue to skyrocket. Energy costs are rising faster each season. Systems grow more complicated to meet diverse and changing ministry needs. The economy we face is uncertain. So, 2003 will provide us with many chances to rely on the God we serve and see his work proceed.

WE WILL BE ABLE TO STEP BACK AND FOCUS on some “important” tasks, rather than just the “urgent” ones that dominated 2002.

• Facilities will work to enhance ministry areas like the patio and deck, along with our wonderful trails.
• Video projection for our key meetings will take a step forward, and we look forward to completing centralized systems for recording and video sources at Main Campus.
• Our Internet access will be revamped and improved—adding connection speed for more productive work between our many work sites.

WE WILL PRAY FOR INSIGHT into using God’s resources wisely and effectively, prioritizing those projects that will provide the greatest impact in building his kingdom.
PASTORAL DIVISION’S 82 HOME GROUPS GREW, but at a slower rate than we’d like to see.

Our home group growth goals are 10 percent. In August, home group attendance was almost 11 percent over the previous year, but by year end it was at 6.7 percent. So, we’re still making progress but it has slowed and needs to be reinvigorated.

The number of first time guests in 2002 stayed pretty much flat with 2000 and 2001 levels. This is quite concerning. Net gain of number of groups is running at about 6.4 percent.

We planted 7.5 home groups. (The “.5” means we did a cooperative plant with another division, and that group is being overseen by a division other than Pastoral now.) Another group we planted went to the College ministry, which means we kept five of our plants. Two home groups ended this year.

**Additional Highlights from 2002**

HOME GROUP CONNECTION RECEIVED 400 INQUIRIES for home group involvement from Central Teachings, and made 252 referrals of people to home groups.

OUR HOME GROUP OVERSIGHT STAFF (supervised by Danny Walker) for 2002 included the following part-time workers: Lee Campbell, Connie Rue, Laura Gordon, Kendall Triplett, John Cleary and Phil Franck. John McKewen served well in this role in 2002; however, since he’s joining the College ministry, his oversight roles will be given to Pastoral’s newest part-time group overseer in 2003, Dave Merker.

KATEY DOWNS CONTINUED TO OVERSEE department staff of Kevin Furno and Bev DeLashmutt (who is part-time).

PASTORAL MINISTRY TEAMS NOW INCLUDE: “Sexual Integrity” (dealing with pornography), “Never Alone” and “SAFE” (both of which deal with substance abuse), “Divorce Care,” “HEART” (Healing the Effects of Abortion-Related Trauma), and “Outdoor Adventures” (quality team-building retreats). “Final Hope” (ministering to the terminally ill) will move to the Adult Outreach division in 2003 because of its primarily evangelistic focus.

THE SERVANT TEAM ADDED 73 NEW MEMBERS and lost 14 members (a net growth of 5 percent) for a total of 741 deacons. This means that effective discipleship and leadership training is happening on the home group level.

MARTHA MCCALLUM conducted Challenge Groups
and met with leadership couples to work on deeper spiritual life.

**Primary Goals for 2003**

**BRING HOME GROUP GROWTH UP to at least 10 percent.** This is a very reasonable goal and one we should expect to reach. It will be key for home groups to keep their focus riveted on reaching people with the good news of Christ and helping them grow in their home groups. Experimental ideas, classes and other verifiably effective outreach methods, such as Conversation and Cuisine, will receive special attention this year. We will also emphasize personalized, smaller setting outreach events in home groups.

**WE SHOULD SEE A NET INCREASE OF EIGHT HOME GROUPS** by the end of 2003 in order to grow by 10 percent. Pastoral Division will continue to forge cooperative plants with the groups of the Adult Outreach Division. The elders see the desire to grow the church overall at 10 percent as being not too fast–attainable, yet making real progress.

**50 MORE PEOPLE** are expected to qualify for the Servant Team this year.

**WE EXPECT TO SEE AN INCREASE** in the number of couples and individuals helped by the Counseling Department this year.
2002 WAS AN EQUIPPING YEAR FOR ME in Old Testament and New Testament studies through Jim Leffel’s Bible Seminar, geared around the Trinity seminar course material.

This year, my Quality Initiative projects will involve developing a management reporting system with Andy Ault and looking at ways to help improve post-college evangelism, including taking a turn at teaching Sharing Your Faith this summer.

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**All Central Teachings Average Attendance, including college meetings (Up 4%)**

*Home Group Incorporation*

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**Church-wide Average Monthly Attendance All Ages (Up 2%)**
THANKS FOR ALL OF YOUR SUPPORT in the past, especially in mobilizing volunteers from your adult home groups! It helped advance the Gospel to and through many students and raised up many toward leadership!

However, in our season of high growth, we must not allow quality to suffer. In 2003, we must match numeric growth with quality. If we only shoot for quantity and neglect quality, we’ll just be spinning our wheels and wasting resources. Quality must be maintained and advanced.

2002 Accomplishments

• Each ministry, from junior high to college, realized more than 25-percent numeric growth in cell-based groups; college home groups erupted with more than 32 percent growth.
  • Many cell groups and home churches planted (eight junior high cells, five high school cells/home churches, and three college churches).
  • Campus Central Teaching (CT) grew by more than 40 percent! A second CT was planted in January to accommodate this growth, and both are off to a good start.
  • Other large-meeting growth was much smaller. Oasis—2 percent, Junior High—9 percent, High School—5 percent.
• 40 junior high students ministered on mission trips to Appalachia.
• College ministry benefited by visiting several churches on the West coast.
• 31 new Servant Team members were raised up from the College Ministry.
• Harambee Christian School renovated space in order to add a fourth grade for 2002-03 and fifth grade in 2003-04.

A Look at 2003

IN ORDER TO MAINTAIN A QUALITY PROGRAM, we must continue to train our adult work force. With our rapidly growing program, we’ve mobilized many green recruits; thus, training becomes very important. “A disciple is not greater than his master;” so we hope to train our new workers by sending them to conferences, worker retreats and church visitations.

IN THE SAME LIGHT, WE MUST PROVIDE training opportunities for students. Do we just entertain students? Do the adult workers carry out all the work? How do you develop students into leaders? We hope to
provide more training opportunities for students—including leadership and mission trips, church visitations, scholarships and internships.

Additional 2003 objectives:
• Implement Oasis reforms to enhance and streamline recruiting.
• Assess our ministry and future direction by sponsoring a retreat for staff and key volunteers.
• Add a fifth grade to Harambee Christian School and maintain or exceed 50th percentile, nationally, in reading and math.
• Plant 14 cell groups/home churches in the junior high and high school groups; grow numerically by 20 percent.
• Plant a second College Central Teaching (done)! Grow the Central Teachings by 25 percent.
• Plant four college-aged home groups and one adult home group. Grow numerically by 16 percent.
• Keep a high percentage of non-Xenos students in junior high and high school (40 percent and 60 percent, respectively).
God blessed us with growth in our financial resources in 2002, in spite of widespread economic uncertainty. At the same time, contributions for the year were short of the target set in February 2002, at the end of our pledge campaign. We were only looking to see a 1.1% increase over the 2001 budget, but even that level proved to be too high in these volatile times. Yet we rest assured that God wants to work mightily through our efforts, and he has provided abundantly. Following our fiscal policies has ensured an adequate cash reserve to meet future obligations, and we remain on solid financial footing.

For 2003, the church’s Fiscal Support Team set a goal to grow over last year’s budget. That growth is now set at 6.6% over 2002 budget, or 7.8% growth over actual 2002 contribution receipts. The following is a high-level view of comparative annual budgets for each of our functional divisions.

### 2002 and 2003 FST-Approved Budget

<table>
<thead>
<tr>
<th>Division</th>
<th>2002</th>
<th>2003</th>
</tr>
</thead>
<tbody>
<tr>
<td>Adult Outreach</td>
<td>$659,782</td>
<td>$685,340</td>
</tr>
<tr>
<td>Equipping</td>
<td>$396,547</td>
<td>$480,051</td>
</tr>
<tr>
<td>Missions</td>
<td>$717,592</td>
<td>$690,293</td>
</tr>
<tr>
<td>Operations and Admin.</td>
<td>1,773,035</td>
<td>$1,802,223</td>
</tr>
<tr>
<td>Pastoral Ministries</td>
<td>$351,960</td>
<td>$375,799</td>
</tr>
<tr>
<td>Quality Initiatives</td>
<td>$42,989</td>
<td>$50,227</td>
</tr>
<tr>
<td>Student Ministries</td>
<td>$835,073</td>
<td>$962,222</td>
</tr>
<tr>
<td><strong>Totals</strong></td>
<td><strong>$4,776,978</strong></td>
<td><strong>$5,046,156</strong></td>
</tr>
</tbody>
</table>

Fiscal-Support-Team-Approved Budget for 2003 in millions (Up 6.6%)