

Xenos Christian Fellowship

# 2003 Annual Report



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To get a true picture of the spiritual health of our church, we have to consider “numbers” (Acts 2:41, Mt. 18:12). So, at the annual Fiscal Support Team Retreat in December, we reviewed our numbers in several important areas.

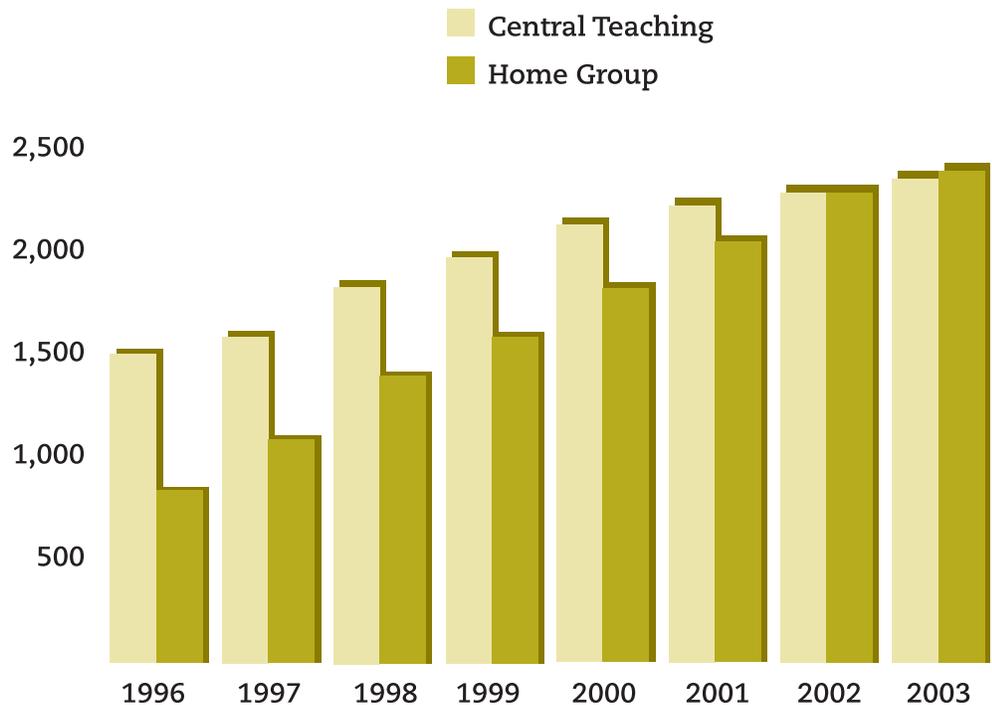
For instance, we were concerned when our giving fell \$219,000 short of budget. And we were disturbed that Servant Team membership went up only up 6 percent in 2003, adding 50 members to 783. By comparison, the team went up 10 percent in 2002.

## Large Meeting Attendance (September 2002 – August 2003)

LOOKING OVER OUR VARIOUS LARGE MEETINGS, we reported good news about our student meetings, but bad news about adult meetings:

- Junior High went up 10 percent to 222 students.
- High School Meetings rose 6 percent to 216 students.
- College Campus Central Teachings were up 25 percent to 300 students.
- Main Campus Central Teachings rose only 2.6 percent to 2,054 adults. This marks three years of poor growth, with only 2.4 percent and 2.6 percent increases respectively since 2000. These low percentages are dramatically lower than the 1999-2000 year of a 7.2 percent increase in attendance. (See chart.)

### Post-College Central Teachings



## Home Group Meetings (September 2002 – August 2003)

A STUDY OF OUR 12-MONTH AVERAGE monthly attendance again revealed increases in student meetings, but much smaller gains in adult meetings:

- Junior High: 23 percent increase to 336 students.
- High School: 35 percent increase to 349 students.
- College: 19 percent increase to 418.

■ Post-College: only 3 percent increase to 1,913, down from three previous years of increases at 15 percent, 11 and 11 percent respectively. This is almost the worst growth in Xenos history.

## Overall Xenos Attendance

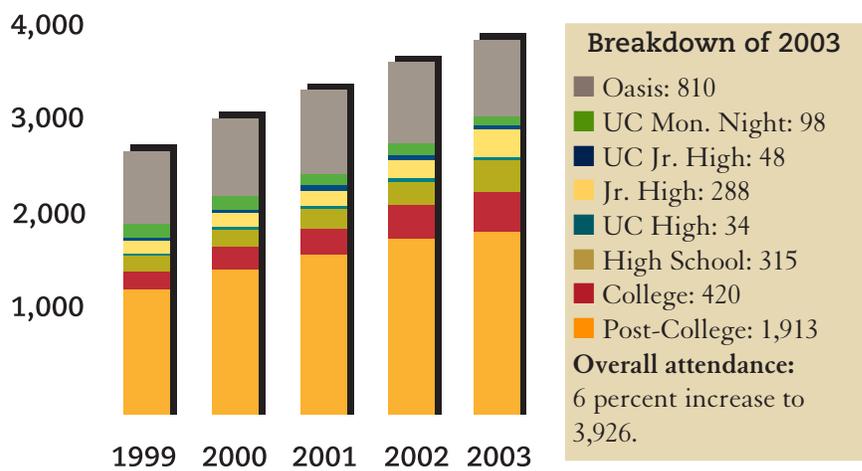
**ALTHOUGH STUDENT ATTENDANCE CONTINUES TO IMPROVE,**

The problematic pattern continues among post-college meetings:

■ Post-College: first timers were up only 1.3 percent to 1,584 adults. This is worse than even last year's poor growth of just 4 percent. This works out to a 26 percent decline since 2000 on a per capita basis (because the church has been growing faster than outreach). Combined with a 13 percent decline in follow-up, we actually are showing a 37 percent decline.

■ In a related area of comparison, while college baptisms were up 64 percent, adult baptisms were down 12 percent.

### Overall Xenos Attendance



## What's the Problem?

**FIRST, THE PROBLEM IS NOT** that older people can't be reached. We note numerous post-college home groups doing good outreach and growing.

Losing outreach is death to a church:

- the church turns inward and learning becomes pointless;
- discipleship becomes a farce;
- the Holy Spirit's power leaves the church;
- loss of excitement leads to spiritual eroticism, secret sin, materialism and defection.

**THE ELDERS DETERMINED THE PROBLEM** to be an outreach emergency that demands immediate attention. Our plan is a church-wide outreach campaign. The biblical basis for our response came from Christ's command to reach the lost and make disciples in Matthew 28:18-20, and Paul's exhortation that we are Christ's ambassadors in 2 Corinthians 5:18-20.

## Solutions to the Problem

**TO FIX THE PROBLEM,** we propose several practical solutions:

**CLASSES.** Here, we were concerned about the four-fold growth in registrations. While pleasing, this growth was much higher than overall church growth, and therefore reflects an inward focus. By temporarily canceling adult classes and urging people to use that time for evangelism, we plan to move significant time investment to what our church really needs. We will also exempt students and people who needed to take basic classes for leadership training purposes.

**CELL GROUPS.** For adults, we call for reducing the frequency of our small same-sex Bible studies for believers. We will offer a new curriculum with evangelism materials, and we are urging home groups to hold workers' prayer meetings and outreach events.

**CENTRAL TEACHINGS.** We are exhorting our membership to increase their Central Teaching participation and to bring at least one guest this season.

**TRAINING/MOTIVATION.** We will be providing materials on "How to start a workers' prayer meeting," and workshops about initiating spiritual conversations and follow-up.

**EVENTS.** We are reassigning Christian Principles teachers to develop training initiatives in evangelism and follow-up. Our hope with temporarily canceling these classes is that married couples will instead focus on outreach events in their neighborhoods.

**TRACKING AND FEEDBACK.** We set up a "Campaign Good News" e-mail for people to be inspired by one another's evangelism efforts and success stories. We will begin sharing personal testimonies at Central Teaching. To better track our progress, we instituted reports on: first-timers, conversions, witnessing and outreach events. Sphere leaders will also begin calling home group leaders more frequently to keep involved and offer any needed assistance.

**OTHER KEY ADJUSTMENTS.** We introduced adult spheres and sphere leaders, which were determined by Central Teachings and set up to encourage personal involvement and ownership of the meeting each person attends. Finally, we set a five-year mission limit on home groups, so that a group in trouble could make changes hopefully enabling them to succeed.

We also set goals for our Outreach Campaign, including:

- increase first timers by 50 percent in 2004;
- improve follow-up to one in five;
- double the number of adult conversions over last year;
- increase Central Teaching growth by 20 percent.

## Will we succeed?

**LOOKING AT OUR OUTREACH PLAN,** we must ask, "Will we succeed?" One indicator is our past record, which is full of success stories. We are a church who went from very poor giving to one that gives generously. We went from a church with negligible student ministry to one that has tremendous student outreach. We went from a church with no missionary sending to one that has sent more than 40 missionaries to needy parts of the world. Xenos has a clear record of being able to correct problems.

**THE BOTTOM LINE IS** that we have to succeed! In order to do this we must stand against the elements of failure, such as defeatism, timidity, fear and cynicism.

**THE ENTIRE CHURCH HAS TO PARTICIPATE** in this campaign. We need every one of our 2,000-member adult work force of focused and committed to the struggle, praying to God and witnessing for Christ.

**THE FORECAST LOOKS GOOD.** In his 2004-released book, *Good-to-Great Churches*, Thomas Rainer states, “We have examined 52,333 churches in America, and your church (Xenos) is one of only 13 that met our criteria of being a ‘good-to-great church.’”

# Adult Ministries Division

Doug Patch, Division Coordinator

**THE YEAR 2003 EXHIBITED** one of the largest organizational restructurings our post-college ministries have ever undergone. It was the logical consequence of one of the greatest threats our church has ever known and required looking to philosophy of ministry, particularly as it relates to home group leadership.

**IN 2001 WE SAW** a concerning decline in evangelism in our post-college home groups. By the end of 2002 and early 2003, it was certain: we were having little impact in sharing the great news about Christ, and seeing little of the growth described in Ephesians 4:15, 16.

**THE GREAT COMMISSION THAT FUELED** the founding and growth of our church was alive and well in the student ranks, but the post-college groups and members were missing something, as these numbers reveal:

- an average attendance in 2002 of 1,874 and 1,937 in 2003 (only 3.3 percent growth);

- 1,419 first-time guests in 2002 versus 1,604 in 2003.

## Our plan for change

**IN EARLY APRIL OF 2003**, the elders held an emergency mini-retreat that yielded a Spirit-led decision for change:

- The church would dissolve the two divisions that each oversaw a portion of the post-college home groups (Pastoral Division and Adult Outreach).

- Post-college home groups would then be placed in a new division called Adult Ministries.

- Ministries and departments supporting home group work, but not directly overseeing groups, would be placed in the new division, Support Services. (Please see the Organizational Changes chart following this division's report.)

April and May were transition months to align the infrastructure, and the official beginning of the new approach was June 2, 2003. The essential element of the new ministry philosophy was “connectivity” between proven leaders and home group leaders.

The post-college home groups were now officially associated with the Central Teaching they attended, and the four Central Teaching “spheres” of churches became four departments in the new Adult Ministries Division.

There was some shuffling of home groups between Central Teachings to bring “families of home groups” back together.

The biggest piece of the new approach was to place a proven home group planter over each sphere of home groups. This person would be free to develop a home group oversight approach that could ultimately help the home group leaders successfully lead their groups.

John Rue was promoted to elder and placed in charge of the groups who attended Saturday evening Central Teaching. Three existing elders – Jeff Gordon, Gary DeLashmutt and Jim Leffel – were placed over the first Sunday morning Central Teaching, the second, and the Sunday evening, respectively.

Later in the summer of 2003, the Central Teaching administrative department (“Adult Central Teachings”) was brought from Support Services to the Adult Ministries Division. Phil Franck is the division coordinator of Support Services, and Doug Patch of Adult Ministries.

Without going into the details, each elder in charge of a sphere – later named, “Senior Sphere Leader” – formed a team of consultants (sphere leaders) to oversee home group leaders, according to a carefully developed oversight approach.

Although the logistics of each sphere’s oversight approach differ, there is one consistent ministry theme: “We must help our leaders deepen their walk in a manner that trains them to do the same for their group.”

All spheres saw the need to increase connectedness between the church’s leadership and home group leaders. They each began to invest heavily into the lives of the home group leaders in their sphere.

## 2003 Results

- We ended the year with a much clearer understanding of areas we can help leaders, and adjusted investment accordingly.
- Home group leaders reported a much greater sense of experiencing God’s sovereignty and trusting him to work through them and their groups.
- Several home groups who had been working ardently for as much as a decade were dissolved and combined with other groups to re-tool leaders and workers.
- We started with 99 post-college home groups at the beginning of 2003 and had 97 at the end, including seven new group plants.
- Outreach increased 13 percent over 2002. This was an improvement since 2002 was only 1.8 percent higher than 2001. Yet, considering how poor 2002 was, we didn’t view the 2003 increase as a sign of being out of the woods. In fact, it led to the 2004 Evangelism Campaign. (See Dennis McCallum’s opening explanation.)
- Home group attendance increased by 3.3 percent, which was still a concern.
- Central Teaching attendance alarmingly also remained stagnant in 2003 – averaging 1,987 per month compared with 2002’s 1,981.

## Looking at 2004

Early indications in 2004 are that renewed evangelism efforts are bearing fruit. We see more home groups growing and more people beginning personal relationships with Jesus Christ. Central Teachings are also on the rise.

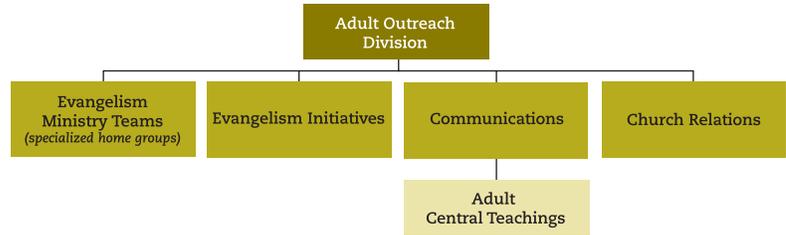
However only half of the year is over, and it’s possible one of the biggest challenges is still ahead for Adult Ministries:

- Will the 2004 Evangelism Campaign become an evangelism lifestyle?
- Will we acquire the values God holds, and the priorities that flow from those values?
- Will our lifestyle transform into one that brings glory to God and expresses our gratitude for his sacrifice?

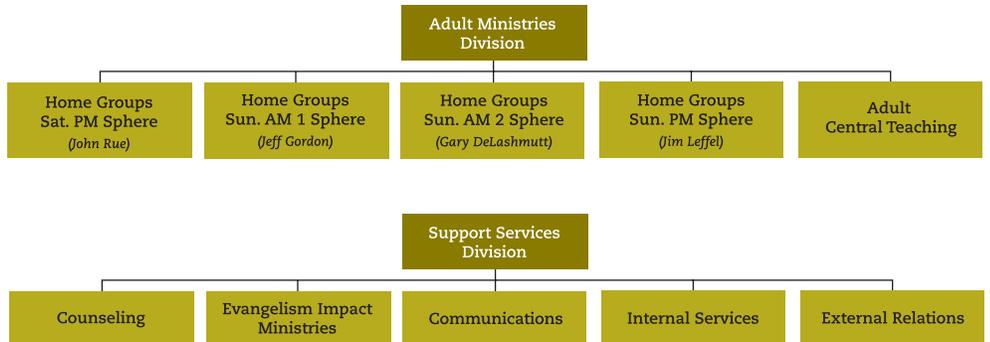
I believe our church has appropriated God’s power and risen to every challenge it has ever faced. I’m confident God’s power can again bring this about, and that our church desires to appropriate his power and experience his victory through us.

# Organizational Changes

Entering 2003



End of 2003



# Equipping Division

Mike Sullivan, Division Coordinator

**ANOTHER YEAR HAS PASSED**, and with it, some important milestones for the Equipping Division. We can't tell full story of 2003 in the space available, but here are the highlights:

**CLASSES GEARED TOWARD EVANGELISM:** We're finding that folks who might not be willing to come to a Bible study are willing to take a class. Sitting in a class offers anonymity and a structured learning environment that appeals to many seekers. One hundred people who had never visited Xenos before came out to seeker-oriented classes last year. These included Investigating Christianity, Basic Christianity, The History of Modern Israel, and How We Got the Bible. Sixteen of them that we know of are now actively participating in a home group.

**MASTER'S DEGREE PROGRAM:** In November, representatives from ATS (Association of Theological Schools) visited Xenos and recommended that our Trinity extension site be accredited. This is the final stage in a three-year approval process fully recognizing our extension site as a degree-granting program. We also attracted more students than we expected, mostly from outside Xenos, reducing the cost of this program to our church (\$6,000 under budget). Up-and-coming leaders in Xenos continued enjoy high level of training, allowing them to stay in Columbus and in their ministry.

**STUDY CENTER:** We aggressively added to our collection of books, videos and courses on tape in order to enhance the resources available to folks preparing home group teachings. Our M.A. program students are better served, as well. A central collection of MP3s of CT teachings, PowerPoint files, videos and papers is now in place, allowing our staff and patrons to access a vast amount of material right at their desk.

**THE XENOS SUMMER INSTITUTE:** Equipping and Support Services work in tandem to develop our program each year for the Xenos Summer Institute. More than 500 pastors from the Americas, Europe and the British Isles joined us last year to hear Howard Hendricks, Gene Getz, Jim Leffel, Dennis McCallum and Gary DeLashmutt teach on the topic of discipleship. This conference is coming into its own as a nationally recognized event, and it's a great chance for our church to share our vision of a home group movement with other churches.

## Looking At 2004:

**LITERALLY THOUSANDS OF CHRISTIANS** have taken courses at Xenos over the last few years. Few churches have such a large group of well trained individuals. The challenge in 2004 for our division and our church is to use what we've learned and put our training into practice.

**INVESTIGATING CHRISTIANITY**, a course designed to answer questions that critics may have about Christianity, is now in its second year. After a very successful trial run, we're revising the material to make it even better. Friends and neighbors who are sorting out their position on the Bible, other religions, science and creation, and other issues will find this class very helpful. Christians who attend the class with their friend have weekly opportunities to engage in meaningful spiritual conversations after each class. There's not better environment that we know of for getting tough questions answered in a non-threatening way.

**THE STUDY CENTER WILL FEATURE** materials geared toward evangelism in a special section designed to support home group outreach efforts. We are increasing our media storage capacity as we continue the process of digitizing our collection of teaching tapes and papers.

Plans are also in place to expand our collection of books and journals to stay current and keep up with the needs of our patrons.

**XENOS IS BECOMING KNOWN** as a great place to receive training thanks in part to the Xenos Summer Institute and the Trinity Masters Degree Program:

■ **XENOS SUMMER INSTITUTE.** This year's institute challenged wealthy churches in the West to mobilize their vast resources to meet the needs of the poor, reach the lost and build community. Featured speakers were be John Perkins, Samuel Stephens and Clive Calver. Perkins is nationally known for his community-based model for urban renewal. Calver heads up World Relief, an organization committed to ministering to the poorest of the poor around the world. Samuel Stephens' organization, India Gospel League has seen 20,000 village churches planted in rural India during the last 10 years.

■ **TRINITY MASTERS DEGREE PROGRAM.** More than half of the students taking courses through our Trinity Extension site attend churches around Columbus. Reasonable tuition and outstanding teachers promise to enhance the theological training we offer in Columbus for years to come.

# Missions Division

## Dave Glover, Division Coordinator

**IN 2003, OUR 12 NEW MISSIONARIES**, sent in 2002 to Cambodia, Southeast Asia, and Eastern Europe (North), continued to adapt to their new cultures and to develop their language skills. God's work continued to progress, often dramatically, in those reinforced fields, as well as in Brazil, Taiwan and Eastern Europe (South).

**FOR THIS LABOR, WE THANK GOD.** On February 4, 2003, Scot "Buck" McCallum, our team leader of the E. Europe (South), was critically injured, and the next day he was in the presence of Christ. Buck's loss, and the loss of his family to this field, continue to be felt. Yet we see how Christ is being glorified as he builds his church through the remaining team members and the young national believers.

### Highlights from 2003

- We conducted two adult and one high school short-term trips to Cambodia.
- A team was sent to India to study the feasibility of short-term trips, our role in equipping nationals and partnership development with the India Gospel League.
- Two couples started raising support and are scheduled to be deployed to Cambodia in the fall of 2004.
- We added a fifth grade class at Harambee Christian School, and the students once again performed well on their annual standardized tests.
- Urban Concern hosted the Christian Community Development Association (CCDA) national youth conference.

### Looking at 2004

**2004 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 hope to see the Urban Concern Bible studies grow by 5 percent. Two college workers will be hired to help with the high school ministry.
- Two couples are scheduled to join the Cambodia team in the fall.
- The E. Europe (South) team will obtain a meeting place for their growing high school work.
- World Team, in partnership, with Xenos, will conduct an evaluation of the Cambodia field. The outcome of the evaluation will help set the strategic direction of the team.
- The Taiwan team will enlist a Taiwanese artist to recreate Bible storyboard pictures and illustrations. These storyboards have proven effective in stimulating interest and communicating the gospel.
- We will introduce the Xenos Humanitarian Aid & Development Portfolio. For 2004, the portfolio features the following projects:
  - relief for the poor in Southeast Asia;
  - youth for Christ Juvenile Justice ministry;
  - Micro-Loan Fund to establish small business in Eastern Europe (South);
  - food assistance for undernourished Cambodian orphans;

- Hope for Cambodia's Children in partnership with World Relief;
- educational opportunities for future leaders in South Linden;
- sponsoring a Children's Gospel Club in India in partnership with India Gospel League.

# Operations & Administration Division

Steve Bauer, Division Coordinator

## 2003 Overview

**2003 PROVED TO BE** a very effective year, as we had a chance to address some projects that we had been forced to back-burner in prior years. We tend to only get to the urgent tasks, while not getting to tasks that are otherwise very important, but lack urgency.

**WE'RE THANKFUL THAT THIS YEAR** the Facilities, Sound & Light and Information Technology departments were able to make strides forward in delivering service and getting to projects that will support greater long-term productivity.

**WE PRAY CONSTANTLY FOR GOD'S INSIGHT** into how we prioritize the many conflicting (and impassioned) requests for support we receive. We are charged with making some sense of where to spend our limited resources, gauging which project will have the greatest impact in furthering God's purposes and his kingdom.

**OUR DIALOGUE IS CONSTANTLY PEPPERED** with words like "balance," "trade-off," "effect" and lots of "yes." Overall, I feel we did a solid job of making every dollar and hour count.

To give you an idea of our division, here's just some of what we support:

- 300 PCs and laptops
- 220 total staff and regular volunteers
- 4-Site Wide Area Network, T-1based Telecomm, 11 servers
- database system - 120 user screens, 380 reports
- every CT and event with multiple uses of every facility
- almost 120,000 square feet of facilities
- 73 acres of Campus property, Urban Concern and schools.

## Highlights of 2003

**OUR DIVISION CONTINUED** to provide manpower and material support for the work of the church, our inner-city mission, Urban Concern, and our Christian school system. This year we were able to make progress in upgrading facilities, improving ministry and financial reporting, providing cost-effective technology, and meeting program needs with support personnel and material.

**THE SINGLE LARGEST CHANGE** in practices affecting Operations was the shift of emphasis to a sphere-based structure. This major 'business' change within the church tested the flexibility and responsiveness of each of our departments.

We had to keep up with a dynamic learning and experimenting process, while changing our staffing and reporting over to reflect this new emphasis. Our internal customers assure us that support for the sphere structure was solid, contributing to the overall success of the new structure.

**SUPPORT CHANGES FOR OUR CENTRAL TEACHINGS** provided a good test for Mark Grover and Jeremy Myers, our technical experts responsible for providing the best meeting environment at our Main Campus auditorium.

We implemented new systems for video projection and improvements to audio. Our meetings and events provided outstanding opportunities for volunteers to see their time and effort really make a difference for God in a direct serving manner.

**OUR FACILITIES TEAM**, headed by Dave Bucklew, worked hard to make sure new meetings were supported, while no opportunity for improving service to facilities users was missed.

**WORK AT URBAN CONCERN** stabilized since our 2002 take-over of property work in South Linden.

**THANKS TO DAN MAYNER, OUR GROUNDS MANAGER**, we were able to meet primary user needs and also provide some enhancements to ministry areas inside our buildings and on our grounds.

**DERF BRAUN WAS ABLE TO FOCUS** his extensive building expertise on a number of projects aimed at enhancing facility usefulness, especially at the Harambee Christian School in South Linden.

**COMPARED TO MOST CHURCHES**, Xenos has a highly productive but complex systems technology environment. We support diverse network needs across multiple geographic locations. Video development and distribution is a growing need, with explosive requirements for system resources.

**ANDY AULT IS THE KEY RESOURCE** when it comes to data management and reporting from our Xenos Database. We had an excellent year of development for our pastoral and management users. Andy Leedy oversaw our expansive network, with Judy Davis providing key support for user systems.

**IN 2003, WE SAW THE FRUITS OF LABOR IN 2002** within our Accounting and Finance functions. Our new system helped us stream-line reporting and ensured system down-time issues did not haunt as they did in past years.

**ALAN BURKHOLDER, CORPORATE CONTROLLER**, ensured his title truly reflects his service to the church. Catherine Gilbert maintained extraordinary financial and business consulting service as a norm (as she has for well over a decade with the church). Scot Northrup took on some new tasks and helped balance work across the department, leading to new levels of overall efficiency.

**CATHY KAISER REMAINS IN THE FRONT LINES** of service in her many roles as Office Manager. Cathy sets the tone for her fellow servants in providing excellent support to staff while meeting the needs of church members and visitors with an ethos of care and hospitality. Without the attention to details from Cathy and Suzanne Fox at the front desk, many important opportunities to show God's love in the front lines would be lost.

## Looking at 2004

**MINISTRY OPPORTUNITIES.** Ministry opportunities abound, and we do not know what specific direction God will take us in 2004. We anticipate growth in the church as we focus on our mission of reaching seeking people and helping them grow into effective followers of Christ.

Our division will meet whatever is required to support growth in the church and changes in programs aimed at bringing people into a relationship with their savior. God is already moving to bring a revival into our midst and we will meet the challenge in every area of support we provide.

**STAFFING CHANGES.** We will have two key staffing changes in 2004 that will help ensure better responsiveness to ministry opportunities at Central Teachings and events and address support needs from our lead pastors and elders.

Michelle Houston will take on new roles as the liaison between Facilities and our Central Teaching and event managers, helping better match what we provide for facility users (e.g., food, decor, ambience) to their specific event needs. We are hiring Laura Pflug as a new administrative assistant to our lead pastors, taking one of Michelle's roles to full-time giving her time to focus on facility needs.

**HEALTHCARE PROVIDER CHANGE.** We will change healthcare providers, which will cause some upheaval for a short time for our staff, but this move will save the church and individuals almost 10 percent compared to 2003. We budgeted for up to a 25 percent increase in this area, so to actually save over last year is a huge win.

This is after we have experienced annual increases of more than 20 percent year after year since 1998. It is great to have a change like this that keeps money directly in the coffers of the church to be used for ministry investment.

**CHALLENGES IN 2004.** We certainly face some challenges in 2004, but we are well-positioned with outstanding staff and solid financial resources to support the work of a growing church. It seems that we are driven to greater reliance on God every day as ministry needs and the pace of change stretch our abilities and resolve.

As he leads his church, Christ is teaching us each to embrace and thrive in the role of focused serving in his name.

# Student Ministries Division

Joe Botti, Division Coordinator

**THANKS FOR ALL YOUR SUPPORT** in the past and this coming year. Many of you have personally stepped in, helping spread the gospel among students while directing several more towards servant leadership! Because students are the future of our church and God granted another year of significant growth, it's crucial for us to capitalize on this wonderful God-given opportunity.

## 2003 Accomplishments

- Oasis along with the adult spheres implemented Adopt-A-Class with great success as participating home churches staffed 30+ classrooms!
- Each ministry, from junior high to college, realized more than 20 percent numeric growth in cell-based groups.
- Many cell groups and home churches planted (six junior high cells, three high school groups and three college home groups).
- Campus Central Teaching (CT) grew more than 20 percent, and the newly planted CT is going well.
- Oasis, and junior and senior high large meetings grew at a much slower rate. We are especially concerned about the sluggish growth in our high school Central Teachings, but hope to find answers this coming year.
- More than 150 high school and college students served on regional and overseas mission trips.
- Fifteen new Servant Team members were raised up from the College Ministry.
- Our schools performed very well in the standardized testing when compared with other schools around the country—over the 80th percentile. Harambee Christian School, our inner-city school, averaged just under 50 percent in math and reading, which is excellent for an inner-city school.

## Fiscal Support Team (FST) Highlights

- Oasis fourth- and fifth-grade classes should experience many enhancements. The FST funded a full-time hire for this important grade level. In addition, this staffer will offer much needed administration to the whole department.
- We're improving divisional oversight in Student Ministries. Travis Henderson was promoted to Junior High Director to free up Joe Botti in his divisional oversight.
- We're improving pastoral care for our senior high groups along with needed CT administration. The FST funded a full-time staffer.
- We're enhancing administrative and pastoral care to keep up with the dynamic growth we're experiencing on the OSU campus. The FST funded additional dollars to bring our part-time administrator, Ruth Cormany, to full time.

## A look at 2004

**TO MOVE AHEAD IN THIS WORK**, we must realize another strong volunteer recruiting year. Many workers rotate out annually as they fulfill their tenure; consequently, many others are needed to replace them. We hope several other adult home groups will adopt an Oasis class. We'd like to cover more than 75 percent of our classes by these innovative teams.

## Other 2004 objectives

- Assess our ministry and future direction by sponsoring a retreat for staff and key volunteers.
- Develop and promote a resource list for parents and youth workers.
- Renovate the Oasis fourth- and fifth-grade program. Congratulations to Adam Rapp, who has been hired to do this.
- Study the impact our Christian schools have on students.
- Help Harambee students reach the 50th percentile in reading and math in standardized test scores.
- Successfully transition Travis Henderson into his new role as Junior High Director.
- Plant 14 new junior and senior high cell groups/home churches and grow numerically by 20 percent.
- Maintain a high percentage of non-Xenos students in junior high and high school ministry (40 percent and 60 percent respectively).
- Increase College Outreach by growing home group and Central Teaching attendance by 20 percent, while planting four student home groups.

# Support Services Division

Phil Franck, Division Coordinator

**THERE WERE LOTS OF BIG CHANGES** this year resulting from the elders' decision to divide home group ministry into spheres. Support Services Division is really a combination of part of the old Pastoral Division, plus part of Community Relations. So here are the five departments that make up Support Services:



## Evangelism Impact Ministries (Sherri Fojas)

This department offers aids and venues for home groups to do their pre-evangelism, evangelism and follow-up.

- Conversation and Cuisine (C&C) is one of our more effective tools in home church outreach and follow-up. There were only 33 C&Cs in 2002, and we sought to increase these in 2003. We saw the beginnings of a comeback with 42 C&Cs; but we hope to do better in 2004, especially since the evangelism campaign is heating up. We also encouraged home groups to do follow-up series to make the most of C&Cs.
- Playgroup Network continued to reach new people through the strategy of getting mothers and their young children together informally to play. In this relational setting, they can talk about issues that matter and exchange ideas, support and friendship. An effective venue for outreach, we feel this ministry is still underused in Xenos.
- Baptisms were fewer at 180, partly because of decreased outreach in the adult ranks of the church, and partly because of the impersonal setting of some large-setting baptisms. Therefore, Xenos is encouraging home groups to host their own baptisms with added flexibility for smaller venues offsite.
- Soccer Clinic was effective for yet another year. Half of the 110 participants were guests, our best ratio yet.
- We produced a powerful evangelism video and study guide, which many cell groups used. We heard reports of many cell group members getting refocused on reaching the lost. This served as a ramp up to the Outreach Campaign.
- Looking ahead to 2004, we'll launch several new initiatives to spark much-needed evangelism in Xenos. Several ideas we plan to try are: live-music Pub Nights in the office auditorium for home groups to bring friends to; inviting a sports-celebrity evangelistic speaker for a father-and-son breakfast; a CD of outreach ideas indexed for home group leaders to share ideas; and a Hispanic outreach ministry.

## Communications (Jay Reilly)

- 2003 on our Web site. We redesigned the site with a tab-navigation system and reduced clutter. About 150 teachings were added, and we began to include MP3 format. We also added teachings from our archive, and outlines and audio of previous Summer Institutes. More people than ever are using our site, with more than 250,000 hits per month.
- 2004 on our Web site: We will further enhance Web features, including: additional video, and a new "Teachings in Spanish" section with high-quality

translations of Gary DeLashmutt's Bible teaching notes.

■ 2004 Xenos brochure: An updated, full-color brochure about Xenos will be ready for people to give to their friends.

■ Central Teachings (CT): We'll spruce up our large meetings with colorful wall graphics to communicate who and what we are to guests. You'll be able to pick up a CD of the teaching you just heard on any given week. CT video testimonies will be conveniently cataloged at the Study Center for personal use.

## **External Relations (Jay Reilly)**

■ We had a banner year for sales of books and tapes. The Summer Institute and ACMC missions conference exceeded all attendance expectations. So, we were able to help the larger Christian community more significantly.

■ In 2004, we plan to complete the revision of Martha McCallum's book, God's Incredible Plan.

## **Counseling (Katey Downs)**

■ Bev DeLashmutt saw approximately twice as many clients as in previous years. Katey oversaw the beginning of two new ministry teams, one addressing sexual integrity and the other dealing with women who have suffered sexual abuse.

## **Internal Services (Kathy Hoffer)**

■ We added a second Open Harvest Celebration this year. We organized them by sphere, creating more of a personal approach to celebrating advances in discipleship and home groups.

■ The Servant Team Retreat focused on 2 Timothy's descriptions of Christian workers as being like the farmer, soldier and athlete.

■ The nomination and compliance processes were greatly streamlined this year.