

Xenos Christian Fellowship

# 2005 Annual Report



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# Change and Ferment in Xenos

by Dennis McCallum

Studies conducted this fall demonstrated Xenos grew well with students, and modestly with adults during 2005. Adult Central Teachings grew poorly. Giving in the church, however, rose to new highs, and evangelism (measured by first time guests at home churches) was healthy. Adult growth for the year was around 7% and student growth was about twice that.

After another modest year of growth, Xenos elders were heavily impacted when reading David Garrison's book, *Church Planting Movements*, this fall. For decades, Xenos leaders have sought to be a New-Testament style church planting movement. But our progress has tended to surge and stall. Overall, we found our progress is considerably slower than that of the movements detailed by Garrison. Only one period in our history has really matched the kind of rapid planting typical of these movements. That was a six-year period from 1978 to 1984. During this period, we went from about six home churches to 60. Annual growth was about 50% per year throughout the period.

At that point, the rapid growth was arrested because the church had become so unstable that the elders called for a halt. Our reputation had deteriorated in part because of misbehavior by carnally minded members. A third of our home churches were teetering on the brink of collapse. During this crisis, Xenos elders instituted a number of conservative measures aimed at slowing and controlling the runaway growth of the church. The elders determined that the main cause of our problems were under-trained and immature leaders. For the first time, new home church leaders were required to complete coursework before becoming leaders. Requirements for plurality were strengthened. Character requirements were strengthened as well.

As we read David Garrison's book, we noticed that the people launching and propagating powerful movements around the world today are mostly untrained and very young Christians. They become trained in most cases after beginning their church planting. Clearly, these groups view training and discipleship as important. But they do not see these as preconditions for launching out in church planting. Instead, people are equipped as they serve.

When we reflected on our own history, we realized this was true for us as well. Those of us who started Xenos were almost completely untrained in the formal sense at the time, and quite immature, as well. Later, we ravenously devoured books and classes because we sensed our need for more training. But if we had waited until we were trained to plant new groups, Xenos may never have happened.

Even 10 years later when year-round courses became the norm, those who qualified to take the so-called "Discipleship Class" were already home church leaders. Our assumption was that central teaching and personal reading and discipleship would adequately equip people to the point where they could lead groups. Then they were ready for formal coursework. New leaders are uniquely eager for learning and tend to retain what they learn longer because they immediately use the material.

Removing formal training as a precondition for church planting likely has another result: enhanced momentum. Garrison demonstrates in his book that church planting movements develop amazing enthusiasm and zeal in prayer and abundant sowing. But when missions groups try to control the movements, this momentum is arrested, and the movement fizzles. Any outside restrictions placed on church planting (particularly when those restrictions exceed what the Bible

requires) will stifle church planting.

In a word, conditions in Xenos during our most extreme period of growth loosely matched those described in Garrison's book. But the controls placed on planting in 1984, and still in place today, match his description of movements that were arrested because of excessive interference. This observation created a puzzling dilemma. Nobody wants to see a return to the chaos and ungodliness of the early '80s. But we don't want to dampen the movement of the Holy Spirit either. How can we recover the momentum we had at that time without throwing the church back into a state of self-destructive extremism?

Xenos elders, division coordinators, and sphere leaders gathered for two days of prayer and discussion to consider this question in September. We came out of this retreat and two subsequent sessions with the following findings:

Clearly, some controls are appropriate because scripture teaches that we should put limits on leadership. Paul warns Timothy not to be too hasty to lay on hands (recognize leaders), and he gives him criteria to consider when making this decision. But the problem comes in when we add to the list of criteria given by Paul. In Xenos, two added criteria stand out: requiring completion of a series of classes, and plurality of leadership for home churches.

While the early church had classes (the schoolroom of Tyrannus) and some church planting movements have classes, the Bible does not teach that these are preconditions for leading a home church. Since adding requirements not taught in the Bible threatens the vigor of church planting movements, we are going to remove this requirement. In fact, we believe we should reserve our main classes for those who are already actively and successfully ministering. Beginning this winter, Christian Ministry 1-3 will require active disciple making and home church leader and sphere approval. The leadership series will only be offered to actual home church leaders. We believe this is the best time for learning leadership. Intro the Bible and Christian Growth will still be open to all home church attendees.

We have always noted that plurality of leadership is not taught for home churches, but for elders. And this requirement has already been relaxed, with a number of church plants going forward during the past year without full plurality. But we now believe it should be dispensed with completely. We may still prefer plurality for large groups, mainly because large groups are too hard to lead without a team. But we see more and smaller home churches being planted with single leaders or a couple leading. Since home churches no longer require plurality of leaders, all groups, including smaller single-leader groups will be called home churches.

Servant Team requirements are very high, and we continue to see a value in gathering those who have learned what sacrifice and real service mean. The problem with our current system is that servant team membership is a prerequisite for home church leadership. We propose dropping this requirement. In the future, people will qualify for Servant Team after they begin leading groups. In fact, leaders will still be required to qualify for servant team, but we will allow two to three years after they begin leading a home church to complete this work. We actually want to increase the requirements for Servant Team to include a viable leadership role. Existing, non-leading Servant Team members will have three years to establish themselves as leaders, or secure a waiver of the leadership requirement.

One deadly feature of the early '80s was the inability of leaders to accept failure in ministry. This was partly our own fault for failing to teach the theology of failure. If the church returns to an ethos of rapid church planting, we must also adopt a perspective that expects and welcomes risk-taking and periodic failure. Our current system places too much emphasis on planting successful home churches even if that means fewer groups are planted. We believe we are too conservative, and that fear of failure still plays a central role in the conservative ethos. We must

accept that individuals or groups that go out to win territory for the kingdom of God and experience group failure are way better than those who play it safe and hold back. Failed groups can always return to existing groups, so nothing is lost unless we interpret failure as being shameful.

In this connection, we saw that the current practice of calling on home churches to warrant their planted groups against failure is conservative and causes hesitance to risk-taking and church planting. We will drop this rule except in key cases where we feel a group may be deliberately planting an inadequate group. In most cases, the sphere will warrant church plants from now on.

Prayer is a clear area of difference between our situation in the early '80s and the church planting movements described by Garrison. Today's church planting leaders pray often for hours a day. Our leaders prayed for minutes per week. While we have seen improvement in the prayer ministry of the church since the early '80s, we still fall short in this area. We must stir our church to greater confidence in prayer. We need to look closely at whether prospective leaders and workers have developed the habit of daily prayer. We can no longer consider this a desirable, secondary part of a leaders' life. It must be the first requirement. We also will be calling on churches to continue and deepen their prayer meetings.

Unlike the church planting movements in Garrison's book, Xenos workers minister in a field that is affluent and lacking in persecution. This presents a huge barrier to radical servitude. Affluence and avarice directly undercut the attitudes essential for victorious church planting. We face a battle with our people and ourselves in fighting avarice in Xenos. Hopefully we can win people over to the proposition that serving in the vanguard of an exciting church planting movement is more exciting than making and spending more money, or languishing in front of our entertainment centers.

We will retain the following controls:

- Spheres will approve church plants (but will use liberal criteria)
- Servant Team/leader nominations will be approved by the sphere (leader criteria will be liberal, except for character issues. Even here, we may watch for objective disqualifying sin rather than calling for proven long-term character qualities. Servant Team criteria will be strict.)
- Formal church discipline will be approved by the sphere as it is today
- Class seats will be allocated to home churches by the sphere leaders
- Removal from leadership/servant team will be approved by sphere leaders.

We believe Xenos workers exert themselves at evangelism, but our evangelism is also conservative. We notice that Xenos workers strive for months or years to win a person. Our belief in friendship evangelism is good, but the problem is that we tend to see friendship as required for evangelism. Workers in church planting movements engage in what Garrison calls "abundant sowing." Instead of only witness to people after a lengthy friendship building process, these workers sow widely and often. People often find those who are already prepared by God and are eager to hear the gospel with, or without friendship. A study of recent conversions shows that many came to Christ after meeting the witnessing Christian only recently, even the day witnessing began. We believe we are missing many opportunities because we hold back from witnessing until the medium is warm. We also believe the practice of merely inviting people to a meeting instead of discussing their beliefs is a mistake. We need to teach our people to share the gospel, not just invitations to a meeting. In abundant sowing, we still anticipate multiple talks over a period of time, but the gospel comes in at the beginning.

We now believe our current goals of planting a new church in three years (adult) or two years (students) are too conservative. Instead, we now anticipate adult groups planting two or more smaller home churches in that time, although some

may return after fizzling. Smaller groups will be better for handling children in adult groups, and with more, smaller groups, we can penetrate more neighborhoods. Also, smaller groups are easier to lead. Student groups may continue to prefer larger groups. We believe we can plant 500 home churches in the next five years if we adopt this more aggressive posture. We believe we can plant more than 40 home churches in 2006, which will be more than any year in our history. We are calling on adult groups especially to study where they might have special opportunities to start new outreach groups in particular neighborhoods or places of work.

# Adult Ministries Division

Doug Patch, Division Coordinator

The springboard has been fully bent in 2005 by the post-college home churches and staff. The potential energy for church growth through evangelism is extensive. Prayers already resound with requests that the 107 home groups (presently) will fully utilize this potential... that each home group member will realize God's potential in us through our lifestyle of abundant prayer and abundant sowing of the gospel. The Elders and Senior Sphere Leaders have set exciting planting goals for 2006 based on this potential. These include:

Plant two more post-college spheres in 2006!

Plant up to 36 home groups – or a 34% increase in the number of home groups by the end of 2006!

Are you thinking, “That springboard must be pretty bent if we expect it to vault us like that!”?

Then let's look at 2005 to see what brought us here.

## 2005 retreats packed a lot of punch!

In May, the Lead Pastors (Dennis McCallum and Gary DeLashmutt) with the post-college Senior Sphere Leaders met at a one-day off-site retreat to pray about and discuss the future of planting – home groups and spheres. We believe we experienced the Spirit's leading and came to a few conclusions:

A home group has a better chance to succeed in spiritual growth – quality and quantity – and to plant a new group, if there is high quality of connection between their staff consultant and the home group leaders.

Leading a relatively smaller home group would be more manageable than a large one.

Therefore we now believe we should try planting most home groups with a smaller number of committed members on each side of the plant.

Likewise on the broader scale of planting spheres (clusters of home groups), a Senior Sphere Leader could more effectively oversee a smaller sphere of home groups than a large one.

In September, the Elders, Senior Sphere Leaders (college and post-college), and division coordinators met for a two-day offsite retreat. The topic: “Church Planting Movements.” We had been asked to read David Garrison's book, *Church Planting Movements: How God is Redeeming a Lost World* and to come prepared to discuss how it impacted our thinking and how it might impact our church.

One month later, the annual five-day Planning retreat further developed the thinking into some clearer goals:

We decided this fall to call on all home church leaders to read Garrison's book. The books were purchased and distributed immediately after this decision. Our thinking: The Spirit led us in our thinking through this, let's let him continue to do so with the leaders in the church. We recommend this book for every Christian to read through – yes, with a critical eye because not all applies to a Western church like ours, but certainly with a spiritually appraised heart to hear from the Lord.

The recurrent themes of “abundant prayer” and “abundant sowing of the gospel”

have really taken a strong foothold in the thinking of all the Senior Sphere Leaders as central to the 2006 vision.

## Our first sphere plant!

### West-Side Sphere Planted in Fall 2005

This sphere plant bent the springboard almost to its maximum when Scott Arnold and his many co-workers developed and planted a new post-college sphere in fall of 2005. We started 2005 with four spheres and finished with five – our first post-college sphere plant since the inception of spheres in mid-2003!

Scott (Senior Sphere Leader) and Annette Arnold, Ed and Lee Ann Fausnaugh, Dan and Terri Gossett, Jack and Tami Strack, and many others have stepped out to see where God might take them in 2006 and beyond. This plant dovetails the work of the Youth For Christ chapter in Central Ohio (Scott is the executive director) with the home group and now Central Teaching ministries of Xenos Christian Fellowship.

Notably, it is an off-site plant – a stand-alone facility in the Columbus area of “The Bottoms” hosting the Central Teaching and Oasis elements of this ministry.

10+% growth (average of their first three months) is seen in the early goings of their home groups. This is above the average growth of Adult Ministries’ home groups overall (4.5% for the same period of time).

By planting spheres of home groups, the number of groups per sphere will be less. As a result, relational connection with leaders and groups with one another will be easier to maintain and the oversight and guidance of the groups will be more personal.

## Modest home group growth

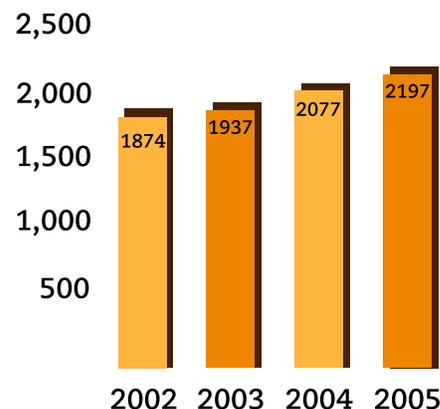
“Is getting bigger that important?” some understandably ask. God is very clear in his word: He put the church here to show his love and tell of his free offer of salvation. The church’s purpose – and every Christian’s – is to be part of his plan to spread that message and help lead those who don’t know Christ personally, into an eternal relationship with him (Matthew 28:18-20; Romans 12; 1 Corinthians 12; Ephesians 4:1-16).

Therefore, if our growth has slowed, you and I need to figure out why. “Growth” means qualitative (primarily our character transformation) every bit as much as quantitative. Unfortunately, we can only measure the quantitative elements.

How are we doing?

In 2005, we have grown by almost 6%, slowing compared with last year (in 2004, Adult Ministries home groups grew by greater than 7% compared with 2003).

### Adult Home Group Attendance Rolling 12-Month Average



This is not strong growth. Indeed, it is better than none and we are grateful to God for certain! But the trajectory is in the wrong direction and we are understandably concerned.

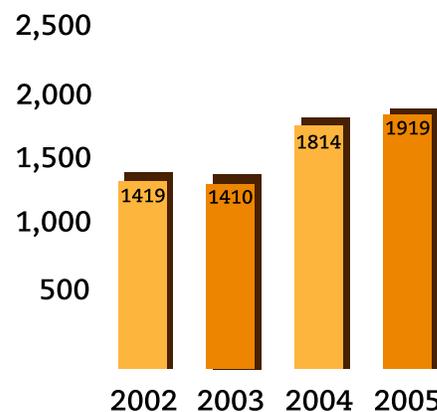
## First-time guests

Jesus personally invites each person to have a relationship with him. “How does this invitation get out to people?” In the U.S., the church. God’s “Plan A” to get the message out is using each follower of Jesus to tell it and live it. And his “Plan B”... well there is no Plan B. We are his duly appointed ambassador (2 Corinthians 5:18-20) – what a privilege!

Therefore, the number of first-time guests to home groups is one clear way to see if we are prioritizing our role as his ambassador. This aspect of his work is very close to his heart.

In 2005, we had over 100 more first-time guests to home groups than in 2004.

### Home Group First Time Guests Rolling 12-Month



We must pause here – literally – and thank God for this! Consider this: Last year (2004) marked one of the greatest surges in guests that we have ever seen in Adult Ministries! God exceeded that in 2005!

This is a great sign that the springboard is bent and that abundant sowing and the growth that results can be fulfilled in 2006.

Please do not forget: these are not “numbers.” We should see them as God does: people he loves as should we. Our friends, co-workers, neighbors and family who have heard the offer of eternal life through the work of Jesus on the cross! With spiritual eyes and hearts we should praise God for him continuing to use us!

## Entering into a relationship with Jesus

This is God’s self-expressed desire in 1 Timothy 2:

...God our Savior, who desires all men to be saved and to come to the knowledge of the truth.

In 2005, post-college home groups have seen well over 200 people enter into this permanent relationship with God by asking for Christ’s forgiveness.

Although not as many as in 2004 (more than 300) we are profoundly grateful to be participants with God in this great work and take him at his word, that he will cause the growth as long as we are actively willing and prayerfully dependent ambassadors.

## Home Groups Planted!

The number of new home groups planted is an excellent visual indicator of spiri-

tual health. Ideally, home groups grow until they must plant a new group in order to manage the size and provide fresh opportunities for new leadership, teachers, etc.

Why is this important? Typically home groups that are recently planted surge forward in growth once again – both the original planting church, as well as the newly planted one. For example, one home group planted in November – having grown into the high 30s and occasionally low 40s in attendance. By each new group's second meeting post-plant, they combined for almost 50 people with several guests investigating the Lord.

In 2005, Adult Ministries planted 15 new home groups.

We started with 99 home groups and finished the year with 108. Six groups were recombined.

## **2006 preview**

### **Up to 36 home group plants**

The Senior Sphere Leaders can see the likelihood of 36 home groups planting in 2006. This would increase the number of home churches from 108 to 144. If the general pattern of growth after planting [described above] continues...

...it is clear why there is so much emphasis in home group oversight and leadership development into our 2006 goals and budget (which supports those goals), and ...it is clear why much will be heard on abundant prayer and abundant sowing of the gospel. Unless this endeavor is God's and unless we are clutching to him for the direction and power to be part of this, we will not succeed.

### **Two more sphere plants**

Sunday AM Café Sphere:

In late March of 2006, Sunday AM 1 and 2 spheres will each contribute home groups to a sphere plant in the Café. Jeff Gordon will take that new sphere into the new facility (many thanks to the contributors to that project!) and Danny Walker will be the new Senior Sphere Leader of the Sunday AM 1 sphere meeting in the Main Campus Auditorium.

Sunday PM Café Sphere:

In late April 2006, the Sunday PM sphere will plant home groups in the Café as well. Jim Leffel will lead that group and Lee Campbell will be the new Senior Sphere Leader and Central Teacher of Sunday PM in the Main Auditorium.

By having smaller spheres of home churches, the personal knowledge of and connection with these groups and their leaders should be deepened. Members' sense that "I have a role" should be heightened. We are praying for accelerated growth if this is synthesized with a rich prayer life in each believer's walk. Please hold them and their families in persistent prayer.

## **Conclusion**

Put these outward signs together and it becomes clear that Xenos Christian Fellowship Adult Ministries is poised for a momentous moving of the Spirit in each member's life. The springboard is bent. There are well over 2,000 people attending post-college home groups. If each of us (ala Ephesians 4:16) responds to the Lord's call for prayer and sowing of the Gospel we will likely experience a moving of the Spirit in our neighborhoods, workplaces and families unlike many of us ever have before.

# Equipping Division

Mike Sullivan, Division Coordinator

## 2005 Highlights

Over the past year, we introduced a number of changes to more closely align our classes with the goals of a church planting movement. In the spring, we replaced our Christian Principles classes with five new courses: Introduction to the Bible, Christian Growth and Christian Ministry 1-3. These courses challenge students to read and obey the Bible early on and call for more Bible reading throughout. They also consistently emphasize putting knowledge into practice and making disciples.

We want students to move beyond rote learning and apply biblical principles to real-world situations. To achieve this, we have also introduced more interaction in Christian Ministry 1-3, case studies in Christian Leadership 1 & 2, and more practical assignments in all of our courses.

The Xenos Summer Institute: The 2005 summer institute focused on evangelism and featured Bill Hybels, Tom Stipe and George Verwer. An attractive offering of day-time workshops and outstanding plenary speakers continued to draw large audiences.

Study Center: We've expanded the books we have for sale at the Study Center and plan to offer even more titles for sale in 2006. We're also aggressively promoting the Study Center to the staff of areas churches to increase exposure to our master's degree program and serve our community. A new leadership library now provides Xenos home group leaders with ready access to the best materials available on leadership development.

Master's Degree Program: We saw a 65% increase in the number of non-Xenos students taking our MA program classes. Every non-Xenos student we attract lowers the cost of educating our own up-and-coming leaders.

Finishing Well: Finishing Well launched two new ministries: Xenos Resources for Seniors assists folks in Xenos in caring for elderly parents and Phone Friends provides fellowship over the phone to individuals in poor health who cannot attend home group or a Central Teaching.

## 2006 Primary Goals

Most of next year's initiatives will involve wise use of resources we already have. Additional improvements can be made at low cost. Our highest priority is to make our training as accessible and flexible as possible.

Every-other-week classes: This winter, we will offer many of our classes in an every-other-week format. This slower pace will better balance training opportunities with the need to be engaged in ministry. It will also give students more flexibility in the way they take our courses.

Course Modules: Christian Ministry 1-3 and Christian Leadership 1 & 2 will be broken into smaller modules, allowing students to focus on the specific training they need.

Classes available on video: We will begin video recording some of our courses. This will allow students to access this material at a time that is convenient to them.

Classes open to one-night visits: Equipping will publish a summary of the content being covered each week in all of our classes for all of 2006. This will allow sphere

leaders to direct individuals in their sphere to specific training opportunities that address the demands of their situation.

The Study Center will continue to expand its retail sales area and overall collection of resources. This will allow folks in Xenos to purchase the resources they need to advance their ministry at a time that's convenient to them. We also plan to move our resources closer to new hubs of ministry by setting up reading rooms for our West-Side home churches and at our new North Campus facility.

For the first time, the Finishing Well Ministry will offer God's Incredible Plan, a course tailored to individuals in Xenos who are 55 and over that introduces them to the story of the Bible. Offering training that matches the life situation of our students is yet another way to make our courses more accessible. Finishing Well will also introduce Phone Friends – a ministry that provides fellowship to shut-ins who cannot attend our meetings due to poor health.

As home groups and spheres continue to grow and multiply, God will be active, equipping and mobilizing a new generation of servants and leaders. We hope that the proposed changes will further advance his work among us, next year and beyond.

# Missions Division

Dave Glover, Division Coordinator

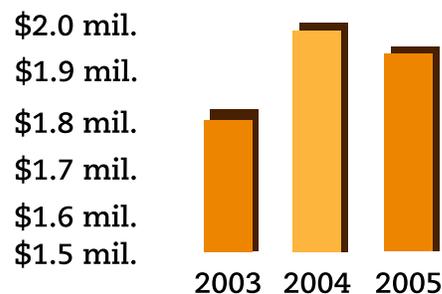
**The Xenos Christian Fellowship Missions Division exists - to advance cross-cultural indigenous church planting movements**

**Long-term Vision - A church accessible to everyone in the people group resulting in changed lives and transformed communities**

## Administration

In 2005, we focused on refining our mission's strategy both at home and overseas. The missions' staff met with several leading missions experts. Each provided valuable input as we look to the future of missions at Xenos. In February, we visited the SEAsia team and had the opportunity to meet many of the national workers. Another major project this year was the development of strategic plans for each of the fields.

### Xenos Missions Spending



The Humanitarian Aid and Development Fund goal was increased from \$75,000 to \$145,000 with six new projects added to the fund. In addition, Xenos adopted the village of Manakudi. Manakudi is located on the southern most tip of India and was destroyed by the tsunami. Through the General Fund, we were able to provide the financial resources to rebuild and sustain the village for up to five years.

We continued to support several Youth for Christ workers. In addition, we provided financial support through the Humanitarian Aid fund for camp scholarships and new meeting venue.

## World Ministries

The SEAsia Team had to deal with the painful loss of two long time XCF co-workers, and two national workers. In addition, two XCF workers lost their local jobs; however, God provided them new VISAs and \$2,000 per month in financial support in less than five weeks. During our February visit to the field, we learned that more than 200 men and women have received Christ during the last 10 years. Twenty-four national workers trained by our SEAsia team are faithfully sharing the gospel, several men's and women's discipleship groups and two home churches are meeting regularly, and there is the sense that the field is ripe for harvest.

The Taiwan Team saw two key working-class men receive Christ, and several non-Christian men are attending weekly tea meetings to talk about spiritual things. Three working-class women who are young believers meet weekly in a women's cell group. One woman was baptized in June 2005. The use of Bible storying and Bible story pamphlets has struck a responsive chord with the working-class people.

The Cambodia Team is making excellent progress with language and culture

acquisition. Our first two families to the field are expecting to be released to full time ministry in the first quarter of 2006, and our second two families had a good first year of training. As our team members have lived out the love of Christ, they have seen a number of salvations, and four Cambodian women are now meeting in a cell group.

The East Europe South Team plans to plant their first nationally led home church in 2006! Indigenous believers primarily lead their weekly home church meeting, and our team meets weekly to equip national leaders. Six national leaders and key workers visited a church planting movement in the Ukraine in December to get a vision for how God can use them.

The East Europe North Team has seen a number of people return to their Friday night Bible Study and outreach group.

Our Brazil Team's ministry to Brazil ended in 2005 with the Watkins' resignation and the Himsworths' return to Columbus.

The Missions Division also hosted four families who were on home assignment. We enjoyed the opportunity to hear how God is working through them in other parts of the world.

## **Mobilization**

We selected and trained five lead advocates for each of our church planting fields. Their job is to work with a team and be a voice for those who have no voice. This new ministry opportunity shows promise in two main areas. One is to raise awareness and prayer for our unreached people groups (UPG's). Information about the UPG's culture, customs, economy, government and history will be communicated to the church through a variety of creative ways. The second area of promise is that missions-minded people will be given something concrete to do to help change the world.

We are one of the six partner churches who have banded together to support the ministry of World Relief in Cambodia. This includes not only financial and prayer support, but also practical ways to meet needs on the field.

We hosted four quarterly prayer meetings, with an average attendance of 90. Visiting missionaries and guest speakers presented a variety of helpful information, prayer updates and challenges.

Eight high school students from Xenos spent two weeks in June ministering in India. The students hosted a youth conference, assisted with children's ministry, and provided lunch to a leper community.

We recruited a number of new Home Group Mission Representatives and 90% of all Xenos home groups now have someone to inform them about advocacy efforts, church planters on the field, and new opportunities to get involved with Missions.

A team of seven, including three of our elders, their wives and one of the teachers from Xenos Schools, traveled to India to lead pastors' conferences and observe the ministry of India Gospel League (IGL). Xenos leaders were encouraged to see the work being accomplished by IGL, and provided teachings to an average of 350 pastors and their wives at each conference.

## **Urban Concern**

We made a number of structural changes at Urban Concern this year. The elementary Bible study was moved from Monday evening to Sunday morning in order to line up with the adult home group meeting. In addition, the junior high and high school large meetings went from weekly to every other week. Two core groups of high school students were formed and our prayer is this group of students will plant a home church in 2006.

The home church meeting in South Linden, Word in the Hood, planted a home church in December. We are excited about the workers and leaders God is developing in the community.

Harambee had an excellent year with the average low-income student scoring over the 50th percentile in both reading (51st) and math (56th). Our new Parent Partnership director led an effort to recruit 12 new kindergarten students. Overall enrollment is at 81 students, short of our goal of 90.

## 2006

David Garrison's book, *Church Planting Movements* has been very thought provoking. We are working with his organization to provide training in church planting to our team leaders and missions' staff. For the team in SEAsia we will establish a partnership with an additional agency. This will allow the team to receive specific church planting training.

We will continue our practice of supporting non-Xenos missionaries. In the past, this support has gone to World Team missionaries and others with whom our missionaries maintain strategic partnerships.

Each of our teams is seeking funding for important projects. The East Europe (South) team will establish a ministry house for three college students. In addition, the team plans to bring several of their key national workers to visit a church planting movement in Eastern Europe. The Cambodia team members are all progressing in their language and cultural studies. This year each of them will attend the month long church planting training offered by World Team. In order to attend, they will need financial assistance.

The team in SEAsia developed a new entry strategy for reaching remote areas of the region. A non-government organization (NGO) was formed and national workers will be trained to provide development assistance. This allows teams of nationals to enter previously unreached areas. In addition, they will continue to train national workers and plan to survey two new provinces.

The Taiwan team continues to see open doors for the gospel. They are requesting funds to produce one new paperback and audio version of a "mini-Bible." Both have been quite effective in exposing people to God's truth. Finally, we will increase the Xenos Humanitarian Aid and Development fund from \$145,000 to \$195,000. We will release the fund options for 2006 at the conclusion of the general fund pledge drive.

Domestically, there are a number of Youth for Christ (YFC) staff attending Xenos. We would like to provide additional assistance for those individuals who must raise their own support.

We would like several of the home group leaders from South Linden to attend the church planters training along with the missions staff. The third Harambee class will graduate in June and we want to give these students the opportunity to attend Calumet for middle school. Finally, we plan to revise our communications materials and website to reflect our ministry initiatives for 2006 and beyond.

# Operations & Administration Division

Steve Bauer, Division Coordinator

## Highlights of 2005

2005 was a huge year for the Operations Division, of looking to the future with the daily work set before us. Much of what we accomplished will bear fruit in 2006 and for many years to come.

### Facility Construction and Acquisition Projects Dominated Work in 2005

Adding ministry space to our Main Campus facilities was a consuming project. The new 'Café' space will allow for expanded ministry in our spheres. Developing the space was the largest building effort we have undertaken with staff oversight, and we learned a great deal about our limitations and strengths. We will have a new space unlike any other area under our facilities resources. We will no doubt apply new insights and specific finishes we have worked with to existing spaces in the future. Derf Braun has been the key resource in several of our building efforts, and he has worked diligently to see this great new space into reality.

Acquiring over 40,000 square feet of space on the OSU campus was a monumental step in future ministry on campus and in that blighted urban area. Designing renovations to make the space usable took a lot of resources as 2005 came to an end. Preparing to build in 2006, and planning for managing a new location, has been a primary focus. We have an aggressive schedule, to open in time for school in September. We have also become retail business landlords in that area, as part of the project, so challenges abound.

Working with city officials and local representatives in South Linden led us to an area site that the city wanted to sell to us for Urban Concern's ministry. After 10 months of negotiation and city ordinances, we held the deed to the future site of the Harambee School and community center. Design started in 2005, and we have an aggressive schedule established to open up a new building in this distressed urban community in 2006.

### Division Work in Support of Staff, Member and Community Needs

Overall, our departments provided outstanding support to our members, staff and within the communities we serve. The people behind these departments have the daily burden and blessing of seeing God glorified in our work.

The Elders receive funding from this division for vision-setting work and retreats, along with administration for managing the church. As always, the church was blessed by the insight they were able to gain as they traveled to study and analyze the best (and not so good) practices of ministries elsewhere in the U.S. The change and visionary work unfolding now across the church is an outcome of the planning and soul-searching the elders are able to undertake as they have the time and resources we provide.

It was a great year for our Office Services team. Cathy Kaiser implemented programs that saved several thousand dollars by focusing on reducing supplies and postage we use. We will continue this focus in 2006, looking at reducing costs office equipment we use and potentially use newer low-cost technology for our phone system.

While maintaining all it takes to provide outstanding Technical Services at

Central Teachings, adult and student sphere meetings and classes and many other events, our Sound & Light staff worked hard at design specifications and plans for new facilities. Mark Grover is a remarkable resource in God's service here, with years of experience, technical expertise and the ability to stretch every dollar to its maximum potential. Jeremy Myers was the key resource for establishing the systems needed to open a new church planted on the west side of Columbus. We will now take what we have learned forward into new church sphere plants in the coming months and years. We thank God every day for the amazing group of volunteers we've gathered together to support our growing meetings and events.

Information Services saw a year of staffing change, ending 2005 with a solid mix of resources positioning us for ministry growth and flexibility. Andy Ault is a unique developer of solutions for the church, with extensive experience as a home group leader and systems 'guru'. Andy Leedy ensures our networks and user systems remain highly effective with experienced help from Ben Gladwell and Greg Lawless, our solid systems support personnel. It's an incredible group of servants God has brought to bear on meeting the needs of our ministry in the church.

The behind-the-scenes servants in our Accounting & Finance department delivered consistent quality in service. Along with growing daily transaction work, we oversaw construction payment processes, made key land purchases and assisted in capital campaign planning and reporting. We negotiated new debt instruments to fund our facility acquisition, building and renovation work. Alan Burkholder showed us again why his title as our 'Controller' is apt, with solid attention to the financial and management reporting and plans, so critical to our success in the Lord's work.

Cate Gilbert is our amazing go-to resource for anything related to business transactions, including a grasp of our history going back over 16 years. Scot Northrup is the key to why we're able to keep high efficiency levels in our daily tasks of getting invoices and vendor requests addressed and checks cut on a timely basis.

Our Facilities department is the most challenging area to oversee as we have new facilities being constructed and acquired, and then opening for use. At the same time, our multiplying and growing church spheres continue to need more support for varied events and activities. Dave Bucklew, our Superintendent, has the job of managing over 75 acres of properties across Columbus, at three Community Park Drive facilities, South Linden, Calumet School and the on OSU campus. With the addition of our new OSU campus facilities, we have over 160,000 square feet of buildings in which to do God's work. Dan Mayner remains stretched as our grounds and landscaping manager, working to meet needs across those geographic locations.

This year we were able to build on 2004 restructuring and renewed focus in Master Scheduling and Central Teaching & Event Support. This department, overseen by Michelle Houston provides a diverse array of support for necessary logistics and food service elements related to our sphere-specific Central Teachings and many events, while wrestling the issues related to facility scheduling and training. Weddings are a growing portion of work in this area. So this role must coordinate with many parts of the church's work within all our divisions, trying to make sense of how to best use our facilities and negotiate between increasing and competing uses (and opinions).

## **Primary Goals for 2006**

Just as a primary goal for 2005 was to identify, acquire and build facilities for the future of our fellowship, 2006 will be a year of completing projects on the OSU campus for our student ministries and then adult sphere space. We will be well underway on our work in South Linden as 2006 ends. So, we will be well-poised

to complete both of these urban facility projects early in 2007. We will complete the Main Campus “Café” expansion and have the unique new space ready for use by a new adult sphere in March. These projects will consume resources in every department in the division, as we all plan and then execute strategies for the best use of those spaces.

The elders will break free from our local setting again this year, to seek out God’s vision for Xenos and set the strategies needed to achieve that vision. In the trenches— we will retain focus on providing the best solutions for lowest cost in Sound & Light, Information Systems and Facilities, while targeting lower overall costs in Office Services. Our Master Scheduling and Central Teaching & Event Support department will be at the center of an increased load in meeting needs across many areas. Accounting will manage funding for several new projects, matching cash flows with income from our highly successful capital campaign.

It is good to report that a goal is to have our staff hours remain mostly fixed, except for slight growth in Facilities personnel to work in our new facilities. We will grow in reliance on God as we continue to upgrade our services while remaining good stewards of all He has given us. I am humbly grateful for the solid and godly staff our Lord has provided in our endeavors and that I get to serve this wonderful church every day.

# Student Ministries Division

Joe Botti, Division Coordinator

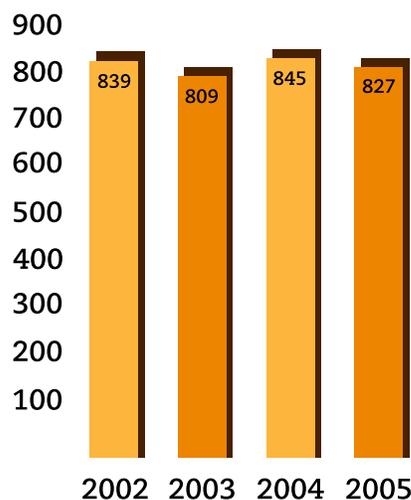
God continues working among the students in our church. The gospel message has multiplied to hundreds of students, many of whom began a personal relationship with Christ this year and now enjoy vital Christian fellowship. We trust many of them will develop into strong workers and leaders for Christ's church.

## Oasis Children's Programs

### 2005

With the advent of Adopt-A-Class, we have had hundreds more volunteers rotating in and out of classes and consequently, a more difficult time giving needed feedback and training. In addition, Oasis attendance has decreased slightly over the last few years. It's concerning, but most likely due to sluggish adult Central Teaching attendance along with an older adult population whose kids are growing out of elementary ages. Adam Rapp implemented significant improvements in TNT, (4th and 5th grade) by developing eight new teaching series topics and a core group of teachers who regularly benefit from teaching feedback. Also, Adam and the group developed a list of the top 25 games and activities most enjoyed by the kids.

Oasis Rolling 12-Month Average



### 2006

Our main goal is to develop a strategic plan to help us adjust to changing structures like adopt-a-class and "off site" sphere planting. This plan should also enable us to adjust to the increasing training and feedback demands for the hundreds of extra volunteers we see from the Adopt-A-Class program.

## Xenos Christian Schools

### 2005

Last year Xenos Christian Schools served over 690 students and exceeded their academic goals at all locations. At Calumet and Xenos, the average student scored in the 83rd percentile in math and the 80th percentile in reading. We're particularly happy about the performance of the students at Harambee, our inner city Christian school. The students from the community exceeded the school's goal by

scoring in the 56th percentile in math and the 51st percentile in reading. This ranks much higher than other neighborhood schools which typically score below the 30th percentile. At Calumet, the middle school students were challenged towards leadership by their teachers at quarterly student/staff luncheons. The students also grew in leadership by mentoring sixth grade students, and responding to the new Bible curriculum which better prepares them for high school life. An outgrowth of this—the middle school students raised over \$7,000 to build a life center in India. A life center is a place where people can come for health care, education, vocational training and to hear about the love of Christ. The Harambee staff implemented a “Token Economy” that teaches students about banking and economics while rewarding them for their accomplishments in all areas of school life.

## 2006

The administrative staff will develop a Xenos Christian Schools annual report by January 2006. We hope many middle schoolers will develop a regular Bible reading habit this year as a result of the new Bible reading plan. A new student government has been formed to focus on service opportunities such as fundraising for relief efforts in Africa and a mission trip to Mexico. The middle school language arts staff will revise the scope and sequence of the language arts curriculum. In addition, a computer and study skills class is being developed for middle school students. Each of the middle school grades adopted a country in Africa. The students will put their faith into action by raising funds to assist in World Relief's efforts to combat AIDS and improve child survival rates. Information about each country will be integrated into both the Bible and social studies curriculum. Also, the staff developed a set of core values which will be integrated into the staff meetings and student Bible classes. They are grace, stewardship, love of learning, diligence, courage, sacrificial love, outreach and missions. Harambee will establish a student government in fourth and fifth grade that includes the identification of the group's charter, student qualifications and responsibilities. The staff will also implement an intervention strategy in the classroom, bringing the percentage of low-income students who excel above the national average, from 52 to 60%. The administrative staff will determine the impact of the school voucher program and participate in fund raising for the new building.

## Jr. High

### 2005

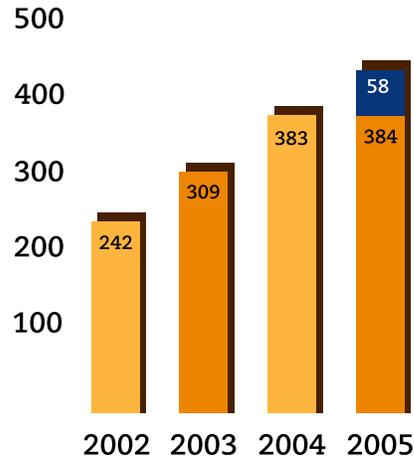
This chart shows a slight increase in jr. high cell group attendance for 2005; however, cell attendance was actually better. In this chart, we decided not to reckon outgoing eighth graders for May and June, as we have in previous years. From September to September, cell attendance actually grew by 15% (about 58 students). At the same time, four cell groups planted (45 to 49). Central Teaching attendance also grew, but still lags behind cell group attendance by more than 100 students! We had hoped Central Teachings would grow to 80% of cell attendance, but it only made it to 73%. On the positive side, we know many of our students are sharing their faith! We know of at least 50 un-churched students, this year, who prayed to receive Christ. Finally, the jr. high staff recently met with leaders of a large youth group who gave helpful ideas on reorganizing and improving the way we run our multiple jr. high CTs. The jr. high staff is super positive about these ideas and looks forward to implementing the changes by early 2006.

### 2006

Over the last several years, the jr. high ministry has enjoyed vigorous growth, mostly because incoming sixth grade classes from Oasis increased in number year

after year. With the number of incoming students leveling off, growth at the jr. high is expected to slow. Travis Henderson and staff believe the ministry will only multiply by one cell group (from 49 to 50) with attendance increasing by 7.5%. Why grow by only one cell group? In May, the ministry will hand off 19 eighth-grade cell groups to the high school ministry while only gaining approximately 12 new sixth-grade cells. That means this group must actually plant eight new cells in order for the ministry to grow by a net of only one cell.

### Jr. High Cell Group Attendance Rolling 12-Month Average



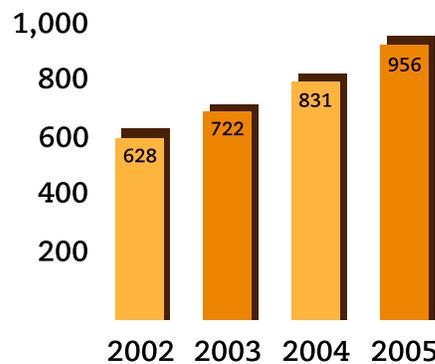
## College-High School

### 2005

The college and high school ministries were combined into the college-high school ministry this year. Then the whole lot was partitioned into three spheres. New sphere leader, Ryan Lowery, was recognized along with Dennis McCallum to lead these spheres. Tom Dixon, our previous high school director, is now working in a new role with Jeff Gordon's adult sphere.

Growth was solid for this ministry at 15.6%, which compares well with last year. High school led with stronger growth this year than college, which could reflect the large manpower commitment by college home churches to leading high school groups. College also had to dismantle two home churches poorly planted several years ago. Altogether, this ministry now involves more than a thousand students in attendance. Our hope is that the new sphere arrangement will enhance oversight and coaching, resulting in continues aggressive growth.

### College-High School Home Church Rolling 12-Month Average



## 2006

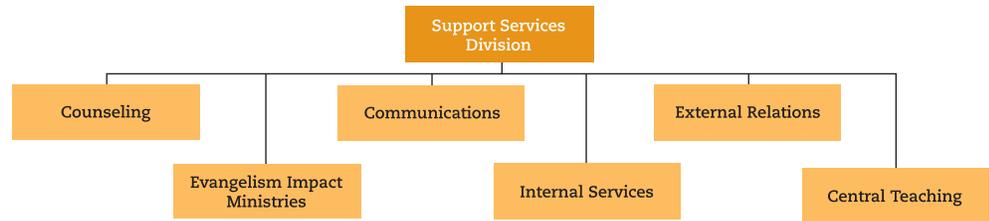
This year, with the south (Calumet) high school Central Teaching approaching 200 students, we believe we will find it necessary to plant an additional Clintonville central meeting. This will require a part-time staff teacher and additional expenses. We should also continue to pray that God will grant us a growing numbers of effective high school leaders and workers to lead the mushrooming number of high school groups.

The college ministry should move into its new facility at 18th and 4th streets in September, in time for fall quarter. We anticipate a significant bump in attendance when we move into this new facility. The group could suffer from over-crowding until the move. We should pray for recently planted college home churches and the less experienced young leaders in those groups.

# Support Services Division

Phil Franck, Division Coordinator

Support Services gained a new department at the end of 2005, namely Central Teaching Administration which came over to us from Adult Ministries. Here are the six departments that now make up Support Services.



## Evangelism Impact Ministries (Sherri Fojas)

This department offers aids and venues for home groups to reach out to friends and community with the Good News of Christ.

- Conversation and Cuisine (C&C) has historically been one of the most effective ways for home churches to do outreach. However, 2005's number of C&Cs was low—only 16—(which is half of 2004's numbers which were low too.) Other new social outreach venues probably competed with C&Cs. But in 2006 we are urging groups to do C&C's on a tinier scale, neighborhood approach that will help leaders make them less complicated and bring down expense. We developed four new facilitators and four new topics in 2005, and aim to add at least three new topics in 2006.
- Playgroup Network reaches out through mothers and their young children getting together informally to play and talk about issues that matter, and exchange ideas, support and friendship. The number of playgroups was 16—one less than last year, and at least three people came to know Christ personally. This also is an underused venue.
- Crew-Xenos Soccer Clinic had 83 people, 34 were guests. This much-enjoyed event moved from May to August which decreased the numbers of people so we'll be moving it back to May next year.
- Live-music Pub Nights at Xenos saw the same good results as last year: 194 guests.
- Father-Son Buckeye Breakfast enjoyed OSU Linebacker Anthony Shlegel sharing a gospel talk with 275 attendees, 63 of whom were guests.
- Playgroup Network put on a one-night seminar on parenting by Bev DeLashmutt and Connie Rue. We expected 150 people and got 300, and 75 of them were guests.
- GameTime (basketball, softball, volleyball, kickboxing) all had record numbers of participation and guests.
- The many season-end parties for kids' sports teams at Building X saw 605 guests and lots of accounts of conversations about the Lord.
- Hispanic Bible Study now almost two years old saw a change in leadership, addition of cell groups. Growth has fluctuated but took a dramatic upsurge in the autumn.

Counting up the number of guests to Xenos we had at the various venues (not including home church or CT; and not including Christmas Eve). for 2005 we had 1,416 guests show up!

## **Communications (Jay Reilly)**

- In 2005 the new Xenos Web site front page went up. The College ministry pages were revamped completely.
- Each week's Central Teachings continue go onto the Web site about one week later, in RealMedia, MP3, outlines, and Powerpoints. We added an extremely helpful new triple-option search function for teachings on the website. Podcast for Xenos teachings is now available too.
- More people than ever are using Xenos' website – we average approximately 300,000 hits per month in 2005.
- We now do edited DVD's of selected Central Teaching series. These may be used in the future for remote sphere sites.
- For the three buildings' capital campaign, we produced the video, the study guide, and special issue of the XCF NEWS dedicated.

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

- The Xenos Summer Institute was successful; reaching the 2000 registrants we hoped for (356 of which were people outside of Xenos, lower than the 500 we hoped for.)
- Book and CD sales ended the year right on target.
- We published Keith and Martha McCallum's book, *The Scarlet Thread*.

## **Counseling (Katey Downs)**

- Amy McCallum was hired on as a part-time counselor to join the ranks of Katey Downs and Bev DeLashmutt.

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

- We netted a 4.9% increase in the number of new deacons in 2005 over last year.

## **Central Teaching Administration (John Rue, Gale Flowers)**

- We supported the successful launch of the new West-Side CT, and we're ramping up to the accelerated launching of smaller CT spheres in the future.
- We raised up 10 new bands to play at CTs.
- Ann Augur came on board to fill Dawn Burkholder's vacancy.
- Improvements were made to the kid-friendly environment and playground outside by the deck.