



Xenos Christian Fellowship
1999 Annual Report

“ I planted the seed, Apollos watered it, but God made it grow. So neither he who plants nor he who waters is anything, but only God, who makes things grow.”

1 Corinthians 3:6-7

Report from the Elders

The leadership at Xenos was very pleased this year to note good progress in virtually every area of ministry in the church. After careful study, we were unable to identify any serious areas of deficiency, although we clearly face serious challenges.

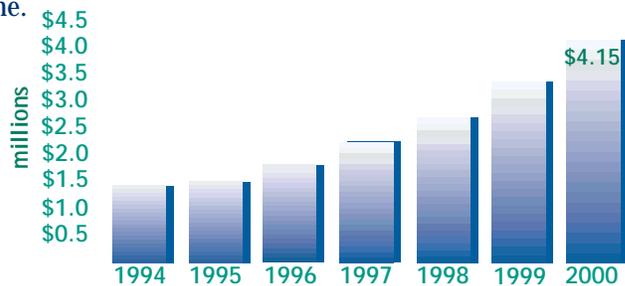
As the following sections show, growth of home groups, student ministries, missions, classes, and central teachings was good, ranging from 10 to 20% increase over 1998. Leadership growth and growth of budget matched growth of ministry or exceeded it. The percentage of our people involved in both home groups and Central Teaching actually improved to well over 80% of adult groups.

In view of these indications of health, the elders announced key new initiatives for the coming year. The first involved sending an additional 20 missionaries over the next 2 years, part as reinforcement to current fields, and some to a new initiative in Cambodia. This project will bring the number of full-time Xenos missionaries to over 40 by 2002.

Xenos leaders also began planning an expansion of our equipping ministry. During the next several years, we plan to add upper level courses and an internship program that will be roughly equivalent to a seminary level course of training. This graduate level program will likely not be accredited as a seminary, but will functionally accomplish the same thing. Graduates could go on to plant churches domestically, teaching classes or central meetings at Xenos, or become missionaries. World Team has expressed interest in collaborating on the missions training portion of this program.

Finally, the elders looked ahead to expansion of our current facilities, and rolled out ideas for a new approach to future central meetings. Instead of moving in the direction of a large auditorium, as earlier discussed, we now anticipate an approach involving multiple, simultaneous meetings on the same campus. The church felt we should empower more large group preachers, rather than focusing on one or two "celebrity" type preachers. By constructing a multi-auditorium facility, we will be able to enjoy a choice of venues for our large meetings, but still have the flexibility to host large conferences and very large meetings.

Clearly, the cost of a new facility involving multiple auditoriums and a training center will be substantial. The project lies several years in the future, but we felt planning should begin now. A key component of success will be retiring our current debt on our existing facilities, and this was moved to front burner for 2000. With the increased payments to debt reduction and other areas of ministry growth, the Fiscal Support Team met in December and voted to increase Xenos budgeted spending by over 20% in 2000. Funding this increase will be one of the main challenges in the year to come.



FST Approved Budget
Up 23% over previous year

Our Mission:

God has called on the church to cooperate with him as he reconciles the world to himself (2 Corinthians 5:19). Therefore, Xenos Christian Fellowship exists to help people learn how to draw close to God. This work begins by inviting people to receive the gift of forgiveness offered through Christ.

We are committed to fostering spiritual growth by encouraging people to respond to God's love through loving service toward God and all people. Specifically, we direct our resources to serving the family, the non-Christian community locally and internationally, and the broader Christian community.

Our Vision:

Xenos has set out to build a highly trained, sophisticated, caring, leadable, cohesive, committed, and flexible work force of Christian servants who continually strive to serve the Lord and do his will.

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Board of Elders

Gary DeLashmutt
Tom Dixon
Jeff Gordon
Dave Glover
Jody Kear
Dennis McCallum
John McKewen

Management Team

Gary DeLashmutt
Lead Pastor

Dennis McCallum
Lead Pastor

Steve Bauer
Administration and Operations
Coordinator,
Executive Assistant to the Elders

Joe Botti
Student Ministries Coordinator

Phil Franck
Pastoral Coordinator

Jim Leffel
Equipping Coordinator

Dave Merker
Missions Coordinator

Doug Patch
Community Relation Coordinator

John Rue
Quality Initiatives Coordinator

Administration and Operations Division

SUMMARY OF 1999

Based on the feedback we've received from the staff we serve and our members, we met our division's goal of facilitating ministry within the church in a very effective way. We learn more each year about how to properly manage our resources, and how to maximize the contribution our facilities, systems and support functions can make to the work of the church. What a great year of service we were able to deliver:

- Our facilities department, headed by Dave Bucklew, completed the fantastic patio and baptism area at Main Campus. We then supported over 200 baptisms during the summer—right in our own backyard! We were also able to take over all our own cleaning and maintenance for our Community Park properties, as well as Calumet Christian School. We did this by reorganizing our facilities functions under a facilities management team that includes Dan Mayner and Derf Braun. We are poised to provide excellence in service to God in 2000.



Steve Bauer

- We acquired some new properties along Community Park. One property is a wooded lot just west of the new youth facility. We also acquired almost 2 acres on the south side of Community Park, ensuring we have some say in any development that might be undertaken across the street.

- Completion of *Building X* was a major milestone in our development for facilities that focus on specific needs within our church. Our youth now have a great place to grow and to take them into the future—the future we all share as we serve God here at Xenos, as our students (and children) will grow into vital members of the church.

- New database applications were developed as we were able to focus more of Andy Ault's time, and expertise, on helping our users make the most of our data warehouse. Andy Leedy led the charge on the support of our expansive networks with the church, Urban Concern and Xenos Schools. We now have T-1 access to the internet, and are poised to meet growing needs in this area well into the future.

- Our sound and light support of a fourth central teaching was one key accomplishment for our Technical Services staff, headed by Mark Grover. We also enhanced the sound systems, stage and lighting in an on-going (never-ending) effort to provide excellence in our public meetings and conferences, to God's glory.

- The office remains a focal point for so much ministry. Cathy Kaiser provides the back-bone of support for our Office Services. She has helped create an efficient environment, with an ethos that really reflects God's love and concern for people.

- Working with Community Relations, we were able to develop and refine policies and procedures for events at all of our facilities. Scheduling of any event has now been centralized at one source—Michelle Houston—making the process much more painless for wedding parties, groups, ministries and others to get the straight answer on what facilities are available for use. Michelle's dual role as administrative assistant to the elders helps her keep in-the-loop on many issues and events as they start up.

- Our Accounting and Finance functions are core providers of information and *guardians of our assets*. Alan Burkholder, Cate Gilbert and Scot Northrup do their work very quietly, but with great effect. Growing budgets and increasing complexity in the operations we support (at the church, Urban Concern and Xenos Schools) require constant diligence. These servants pay attention to the myriad of details that will keep us healthy and in adherence to standards.



The Facilities Department worked tirelessly to complete the baptism area for use in 1999.



· Without volunteers, we would not have been able to see the improvements we had in landscaping. Our Tuesday night cleaning team members are real heroes to us (mostly unsung, except herein). More opportunities abound for 2000...

2000 PRIMARY GOALS

Our division has a full (and fruitful) plate before it in 2000. We will apply what we have learned about supporting ministry in the past years, while pressing forward to grow in our capacity to add value to the work the church is accomplishing. Operations and Administration work behind the scenes to facilitate the work of our other divisions—we experience great joy in helping them meet their aggressive goals for the year.

We will continue to look for ways in which we can provide the elders with the best structures and tools to lead Xenos as we accomplish God's goals into the coming year. Conference opportunities abound, so we will need to focus on the best-of-the-best. Weekly meetings of our elders ensure issues are brought up and dealt with on a timely basis, and we will continue to facilitate these meetings and high activity levels.

The expansion of our properties and buildings will require added attention from our facilities staff. We have fantastic leadership in place to carry us into a bright God-directed future.

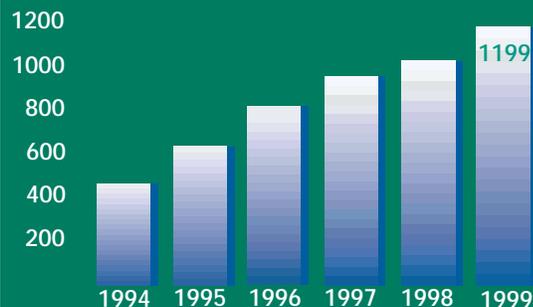
We will help facilitate the first year of meetings and events in Building X—always a busy time in the life of a newly opened facility. The Study Center move to the office basement space will require reconditioning and renovation of that vacated space. We will also assist Urban Concern on some facility enhancement projects in South Linden. Improvement projects at Calumet Christian School will also be on our project lists.

Mark Grover will have substantial work to do in supporting our youth programs in their new space. We will also work closely with the central teaching function to provide improved sound and lighting systems. We will support bands at a higher level, too.

We enter 2000 in solid shape when it comes to any Y2K problems and our internal systems. As long as utilities are OK, we won't miss a beat in ministry due to systems. We will work to make the most of our reporting tools and communications capabilities (e-mail, T-1 lines, intranet capacity), as we support the divisions in sharing data and making information available to our leaders and the church at-large.

Finance and Accounting will continue providing excellent services to our management, staff and members. Requirements will grow, as they do every year in a dynamic organization, and the great team we have will meet the challenge. The Personal Finance Ministry Team, headed by Tim McDaniel, to continue its provision of financial consultation and instruction to church families and members.

The Administration and Operations Division provides administrative support, tools, and facilities, helping focus the ministries conducted by our church staff and members.



Fiscal Support Team Membership
Up 14% over previous year



The Fiscal Support Team voted in an approved budget of under \$4.15 million dollars for the 2000 Xenos fiscal year.



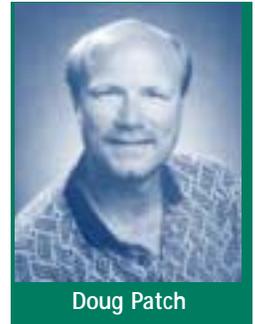
The Community Relations Division's mission is to mobilize Xenos Christian Fellowship workers and Christians outside of Xenos toward an effective witness for Christ, and provide effective structures that assist non-Christians in the Greater Columbus area in their investigation of Christianity.

Community Relations Division

SUMMARY OF 1999

God continued to work through our church in 1999 in tangible ways that resulted in healthier home groups and Sunday Central Teachings. This puts Xenos in an excellent position to see significant numerical growth in 2000.

Sunday Central Teachings grew by over 7% this year, averaging almost 1900 adults in November 1999. To accommodate the growth, volunteers in our Central Teaching ministry and Oasis ministry spearheaded the addition of a third morning central teaching. Since September the evening Central Teaching is also enjoying an earlier starting time of 5:30PM, and the frequent parties following the teaching have only added to the warm and friendly atmosphere that we prize. A great sign of health was the 16% combined growth of the eight evangelistic ministry teams in our division (home groups that are accredited for the specific purpose of evangelism) since January 1999. The positive signs continued when two new groups planted from existing ones (Lipovsky planted the Knisely group and Leedy planted the Armentrout group).



Doug Patch

Over 200 people were baptized this year in our new patio! Over 2000 people heard their compelling testimonies of how Jesus Christ changes lives. Many thanks go to the Operations Division (particularly Dan Mayner and Dave Bucklew) and their crew for designing and building the patio and pool. Their behind-the-scenes work affected many people for God's kingdom.

The Media Productions wing of our Communications department received a sizable boost this year. We hired Jeff Gabriel as the full-time Webmaster and Chris Kavinsky as a graphics specialist. Chris Lang now specializes in video productions, and these three men combined as a team for more than 75 print and video projects. The Home Group brochure and video, Soccer Clinic brochure, Xenos catalog, CD's and their covers, and Central Teaching videos are a few examples of this talented team's work. Our website had almost 20,000 visitors in October of 1999—up from about 12,000 in January. The Real Media section of our website now has the capability to download the audio and visual presentations of an entire Central Teaching. This enables viewers to display and listen to these teachings on their computers at their leisure.

We added some new large-scale events this year to assist home group members in their efforts to share Christ with friends. The Soccer Clinic in May enabled our youth to invite their friends to a one-day clinic run by Major League Soccer professional players. Rob Smith, Mike Clark, and Matt Napolean of the Columbus Crew (and Xenos home group members) brought some teammates and instructed 120 youth in a well-run clinic. Mike and Rob

shared that their source of strength and stability in a growing sport came from Christ alone. In August, Christine Walker of our Adult Special Projects department spearheaded the first Xenos Community Festival which hosted 3,000 or so adults and children from the area. She is indebted to the many volunteers who gave so selflessly in that large effort.

External Relations is living up to its name! A 25% increase over 1998 in attendees (1045 registrants) enjoyed Os Guinness and Mark Dever at our fourth Xenos Summer Institute. 170 were non-Xenos attendees. "This has been a 'breakthrough' year for



Baptisms, the Xenos Soccer Clinic, and the Community Festival were some of the events the Community Relations division organized in 1999.



our church's efforts to impact Christians outside our church" according to Jay Reilly. Also, the cooperative conferences with George Barna and APMC (Advancing Churches in Missions Commitment) each resulted in attendance numbers over those organizations' expectations. The sales of Xenos-authored books, tapes, and CD's soared in 1999 and will end the year almost triple that of 1998. Our mission to use our resources to equip Christians and churches outside of Xenos is bearing fruit!

We have changed directions with the *Real Life* program. Through our association with various missions agencies, we discovered that this program is a natural match for children of missionaries returning to the States for their college education. Therefore, our primary focus in promoting this program will focus on missionary children rather than Ohio high school graduates.

PRIMARY GOALS FOR 2000

This year the elders have commissioned our division to:

- Help facilitate home group outreach. The number of first-time guests visiting home groups (Community Relations and Pastoral divisions combined) dropped slightly in 1999. While this decrease is not life-threatening, we will work diligently in 2000 to reverse this trend.

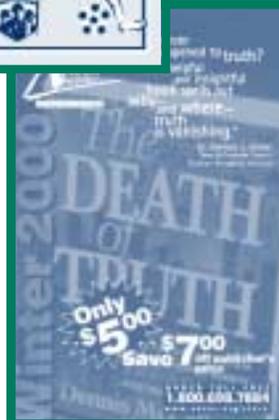
- Reduce the clutter of communication while extending the reach church-wide to help keep focus on outreach. Being well informed on the impact God is having in our church is key to remaining motivated and focused in His service.

Central to our plan to facilitate home group outreach is making it easier for them to host Conversation & Cuisines. For over five years these events have consistently yielded guests who investigate Christ at our Central Teachings and home groups. We know of no other ministry event that is this effective—yet home groups hosted fewer of these events the past two years. We will use moneys voted in by the Fiscal Support Team for 2000 to subsidize home groups who host two or more events this year. We will also provide honorariums for facilitators who develop new topics and share their materials with new facilitators.

Central teaching guests consistently report that they experience a unique warmth and friendliness at our Sunday meetings. They will enjoy our Sunday Central Teachings even more this coming year, because the 2000 budget will subsidize more deck parties following the meetings. External Relations will also be managing the resource table in the lobby next year, and adding more inventory that will appeal to our guests.

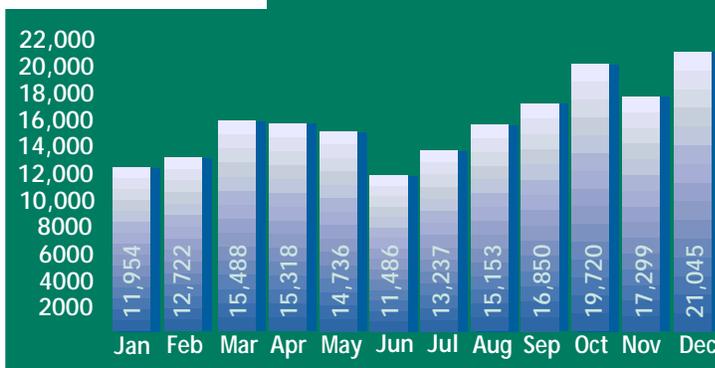
The general feeling in our church is that we receive too much Xenos mail. The Communications department has a two-stage plan to reduce that clutter while enhancing the impact of the information. First, we will hire a managing editor who will help streamline various pieces of mail and information into one monthly packet for Servant Team members. Secondly, we will provide a monthly newsletter that will combine church-wide announcements of events, employment, and other forward-looking items in one publication. The newsletter will serve as our primary church-wide mailing and reach even casual attendees to promote greater spiritual involvement. The managing editor will wear two hats (like many of us), and assist John Rue with Central Teaching program responsibilities. This will give John more time for other Communications goals and more time as the Quality Initiatives Division Coordinator.

Please pray with us that these initiatives will result in God's goal—that more people come into a personal relationship with Him through Jesus Christ.



A small sampling of the media projects produced by the Communications Department.

1999 Monthly Visits to www.xenos.org



The Equipping Division provides educational resources for Christians to understand and apply biblical truth to their lives, and to prepare for a fruitful ministry.

The success of the 1999 Summer Institute, with Os Guinness and Mark Dever, breeds excitement for the 2000 Institute.



Equipping Division

SUMMARY OF 1999

1999 has been an outstanding year for Xenos equipping ministries. I'd like to pass on a few developments that are particularly encouraging as we seek to build on them in 2000.

Enrollment in adult education classes is at an all time high, with 2,450 registrants. Hundreds of people are taking classes for the first time. This is one crucial indication that with significant growth we can maintain the level of depth that has always characterized Xenos. Over 200 people are taking Christian Principles, which means that our Servant Team will likely continue to grow. This year we trained Todd Fox and Lee Campbell to teach Christian Principles, so we'll be able to substantially reduce class size and offer multiple sections each quarter. Christian Servanthood and Leadership classes were expanded to ten-week courses to facilitate more effective home group ministry. We added several excellent new classes, including a much needed course on hermeneutics geared toward more effective home group teaching.



Jim Leffel

We had our second Bible Seminar, a rigorous 12 hour per week seminar that includes four seminary-level courses in the New and Old Testament. It provides high level training without leaders having to leave the ministries they lead.

Crossroads Project contributors remain active in a variety of venues. We have spoken at several national conferences and major universities, and continue to publish through periodicals, books and The Crossroads Project web site. The Xenos Summer Institute continues to attract inspiring speakers and generates enthusiasm for our ministry around the country. Os Guinness was very well received this year.

PRIMARY GOALS FOR 2000

Next fall we will offer a much expanded Challenge Group program for male Servant Team leaders, complimenting the existing program.

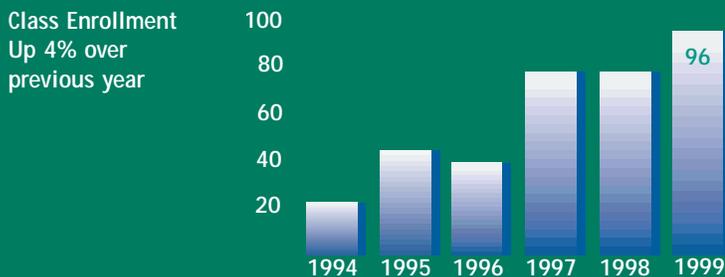
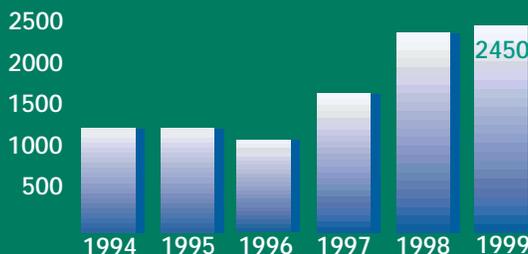
We will have another Bible Seminar this year, targeting leaders and teachers of the future. This program will expand in 2000 and beyond as we prepare for a three-year curriculum for cooperative training initiatives with World Team and other institutions. This is the first step in realizing our vision to become a regional training center for missions, youth, and other cell-based ministries.

We are excited to have Dr. D. A. Carson as the keynote speaker for The Xenos Summer Institute in 2000. He is one of the leading evangelical New Testament scholars in the world today, so it is a great privilege to learn from him.

We have big plans for the Study Center in 2000. We will be occupying the more spacious facilities of the former youth room (downstairs). This will provide room for group study, enhanced security for our collection, and a more hospitable (and quiet!) place for personal study. Several

excellent CD-ROMs have been added to our collection along with scores of new reference and popular books. Soon we will have the entire Study Center collection on-line so patrons can order tapes or reserve materials via e-mail. All you'll need to do is place an order and pick it up!

Finally, I want to thank you for your ongoing support of these vital ministries. Xenos Christian Fellowship is unique in both cultivating opportunities for a lifestyle of Christian ministry and providing the tools necessary to make ministry effective and rewarding. None of these things are possible without your vision and generosity.



Class Enrollment
Up 4% over previous year

Graduating Christian Principles Students
Up 22% over previous year

Missions Division

SUMMARY OF 1999

Recently our good friend and missions consultant, Tom Telford, came back to visit us. He told us that there are only about 100 churches in America that are growing by making converts. Xenos, he thinks, is one of the best of them!



Dave Merker

Robertson McQuilkin said that Xenos is the only church of its kind in the country! Steve Miller of World Team said that Xenos is the strongest cross-cultural evangelistic church he's ever seen! And Telford thinks that Xenos is one of the top three missions churches in the country!

Here are just a few reasons why we agree with them:

- Over 1500 prayer and financial supporters for our missionaries
- 32 accredited missionaries in 7 different fields
- Almost 50 people expressing interest in possibly going to the field
- Nearly 200 people participating in 5 unique short-term mission trips in 1999
- About 60 people taking missions classes this year
- 75 home group missions representatives and about 250 Missions Mobilizers
- Just this year, giving nearly \$41,000 to foreign relief and development projects, in addition to giving tons of clothes and medical supplies to orphans and refugees
- Erwin McManus, Robertson McQuilkin, Peter Maiden, Badu, Rob Larken, Ray Howard, and Kim Brown coming here this year to promote missions
- Scores of people attending conferences, training opportunities, prayer events, etc.
- Over 150 youth attending South Linden Bible studies
- 5 new cell groups planted in South Linden
- Nearly 30 students enrolled in Harambee Christian School

We're grateful that God has seen fit to use our church so powerfully to make disciples of all the nations. And, we're thankful that you've supported this work so generously. Finally, we couldn't be more excited about the elders' vision for missions in the future.

Our prayer is that the Lord will cause us to "increase and abound in love for one another, and for all people..." (1 Thessalonians 3:12)

PRIMARY GOALS FOR 2000

Many missions leaders have urged us to share our training and ministry methods with the rest of the missions community. Therefore, in 2000 the Missions and Equipping Divisions will pursue developing a regional training center on the Xenos campus.

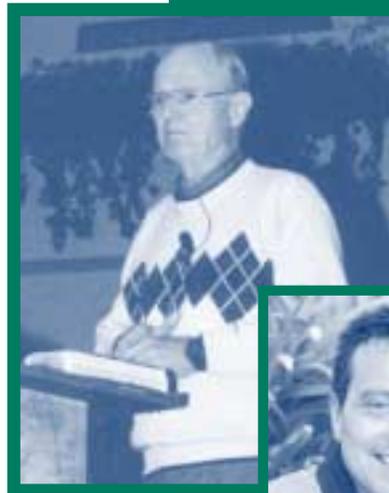
Other Missions goals for 2000 include:

- Sending 8 more missionaries to the field
- Accrediting 8 more missionaries (4 for N. Russia, 4 for SE Asia)
- Accrediting 6 missionaries for Cambodia

Locally, Xenos will be forging a partnership with the Indonesian Christian Fellowship. With funding voted in by the Fiscal Support Team, the Youth for Christ ministry (led by our own Scott Arnold) should be able to make a couple of important new hires. International Students Ministry Services will add to its Visitation Fund and continue to provide quality ESL (English as Second Language) classes, conversation partners, outreach events, and start up Home Stay and Overseas Connection programs.

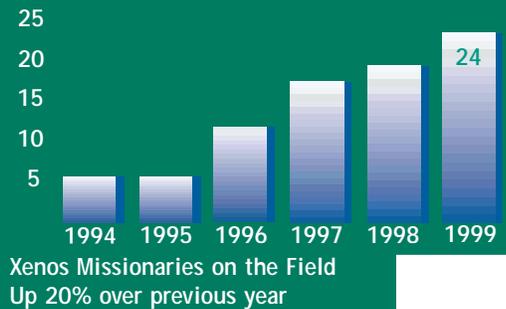
Our effort to enlist 50% of Xenos home group members as Missions Mobilizers will continue in 2000. Additionally, the Mobilization Department will administer two short-term mission trips, outfit a house for visiting missionaries, and contract the services of a missionary trainer. And they will help prepare 14 more

The Missions Division exists to glorify God by mobilizing the resources entrusted to Xenos for the fulfillment of Christ's commission to make disciples in all nations.



The ACMC Conference brought several key teachers of world missions together at Xenos, including Robertson McQuilkin and Erwin McManus.





missionaries for service, complete the development of the Missions Display and computer kiosk in the Main Campus lobby, and host 3 or 4 local Missions events.

Finally, Urban Concern will press ahead with ministry to the needy of South Linden. To help them, we plan to expand the Harambee Christian School by one class (adding second grade), send youth on short-term missions trips, develop leaders, volunteers, and staff, and enhance the Vocational Development ministry.

Pastoral Division

SUMMARY OF 1999

Greetings! The Lord has brought a decent year for growth in Pastoral Division. Home groups are the main ministry of the Pastoral Division. This year, we had 6 group plants to bring us up to 64 home groups in the Pastoral Division alone (Community Relations and Student Ministries also have home groups).

One of these plants was an *inorganic* plant and it's doing well. What's an *inorganic* plant? We start with putting together a team of one leadership couple and two assisting worker (or leader) couples. We then add 8-12 completely new people (4-6 couples) in to form their new home group around them. New people could join via the Home Group Connection or through the leader-workers bringing them directly in. From there, growth and group life would progress as in any of our other types of home groups. It's *inorganic* in that it "is not arising from natural growth" (Webster). Most home group planting in Xenos occurs from a group developing a *group within their group* and then splitting off into two groups, much like living cell reproduction. Other successful churches use the *inorganic* method, so we are trying it in order to observe whether it's an effective means of multiplying groups that we've overlooked. One home group from the Pastoral Division folded this year. Of course, we expect some attrition in number of groups.

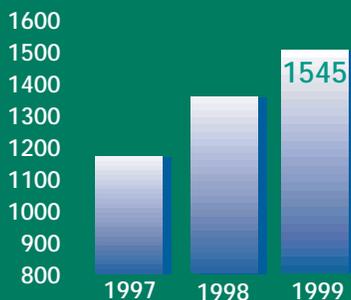


Pastoral home group attendance has risen by 90 people since this time last year. We've gone over the 1200 mark for the first time since the Pastoral Division's existence. (Our attendance was slightly affected by one of our division's home groups having become an evangelistic ministry team in 1999, so this group's attendance numbers are now reckoned in Community Relations' statistics instead of ours.) Home Group Connection has referred almost 400 inquirers from Central Teachings to home groups since this time last year. We produced a new home group video for the *All About Xenos* reception. It has been effective in emphasizing the main thrust of our church to these new people: home groups! Home group incorporation is running well: our combined-divisional adult home group attendance number is 80% of our combined adult Central Teaching attendance number—right about where we want it.

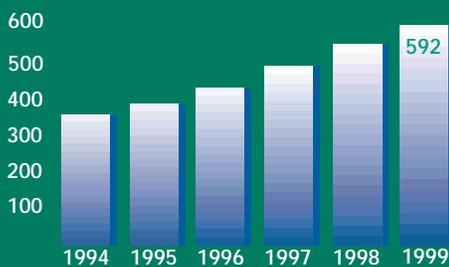
More groups are planting and planning to plant than have in the last decade. We're accustomed to seeing certain powerhouse home groups plant prolifically, but this year we've seen an exciting new trend—a number of groups who haven't traditionally been powerhouse planters, yet who are planting and bearing fruit. There has been a heartening upsurge in Christian leaders and workers in the church who have been willing to do the hard work it takes for their groups to multiply. In fact, one of the most discouraged home groups a few years back has recently planted and both groups are experiencing unsurpassed spiritual vibrance and stunning growth!

In 1999, each home group conducted an annual review for the first time, and many report the process challenging but worthwhile for the objectivity and vision they receive. Annual reviews will be a regular feature now.

The Pastoral Division provides Christian community and spiritual care to Xenos members, encouraging them toward normative Christian maturity.



Adult Home Groups Average Attendance
(Includes college home groups)
Up 11% over previous year



Servant Team Membership
Up 9% over previous year

The counseling department has grown substantially in the past year. Katey Downs is our full-time counselor, and in addition to her classes she teaches, the number of counseling oriented ministry teams she oversees is growing this year, and her clientele has increased by over 50%. This is to be expected with the church growing. This necessitated hiring a new counselor that the Fiscal Support Team approved for 2000.

The Servant Team added 54 new deacons during this planning cycle, while 20 people left the team. While we regret their departure, we are convinced that maintaining high standards for team membership is essential for its effectiveness.

Divorce Care became a new ministry team offering it's 10-week supportive classes twice a year.

PRIMARY GOALS FOR 2000

We hope to plant 8 new home groups in the Pastoral Division. We would love to see another cluster of leaders come forward to try another *inorganic* home group plant. We feel that 10% growth in attendance is a good expectation for Pastoral home groups, and pray the Lord would grant us being at least into the low 1300's attendance-wise by next year.

In conjunction with the Equipping Division, Jeff Gordon and Lee Campbell are developing a new men's challenge group to be launched as a pilot in autumn 2000. This new challenge group will seek to supportively address the spiritual and practical issues that men leaders face.

Outdoor Adventures ministry team will build on the success of a retreat format specifically for people new to Xenos who are not in a home group but who want to know more about getting in one.

The Fellowship Retreat will now be held every other year, alternating with the Community Festival. We don't want these two events to compete with each other or clutter people's busy schedules.

Plans for an experimental pornography cessation group are also taking shape.



Central Teaching Attendance and Home Group Incorporation (includes college) Attendance up 7% over previous year

Quality Initiatives Division

SUMMARY OF 1999

As we all know, Xenos is an exciting church and is growing in many ways akin to the early churches of the New Testament. As Paul teaches in 1 Corinthians 12, individual Christians need to work together to support the growth of the whole body. The larger the church, the more challenging this is. Specifically, we need to make it easy for new people to move across traditional organizational boundaries (e.g., from Central Teaching to a home group), and we need to manage unanticipated growth (e.g., Central Teaching attendance).



John Rue

In Xenos these issues can affect quality in many ways, such as the initial experience of our guests, the ease in getting incorporated into a home group, potential blind spots in serving the needs of home groups, and inadequate communications to lay leaders. Typically, these problems become more accentuated with growth—especially when the growth is rapid—and can limit the overall expansion of the church.

My role leading Quality Initiatives this part year was in addition to my other responsibility as director of the Communications Department within Community Relations.

These roles fit together well, since the communications role requires an exhaustive understanding of our church's internal and external needs.

Below are key 1999 results:

- Attended conferences to research new ideas for Xenos and to better understand critical ministry issues and trends in other churches. These included Saddleback

The mission of the Quality Initiatives Division is to provide focus and leadership on critical ministry issues organization-wide that affect church growth and to foster continuous process improvement as an ethos within the church.

“So speak and so act, as those who are to be judged by the law of liberty.”

James 2:12

Church Pastor Rick Warren's *Purpose Driven Church* telecast, a presentation by quality guru Christian Schwarz, church statistician George Barna's conference here at Xenos, and church consultant Bob Logan's *Developing Cell-Based Ministries* conference in Chicago.

- Published the Xenos *Exchange* in a new quarterly report format, which features divisional summaries and key statistics to monitor overall church growth and trends. It is mailed to all Fiscal Support Team members and a broad list of third parties internationally who follow Xenos.

- Re-tooled the *All About Xenos* class to offer it as a reception in the Study Center auditorium. Attendance increased from an average of 30 in 1998 to over 60 in 1999. We now promote the reception through a written invitation distributed at our Central Teachings. The new format includes a buffet, a welcome by Gary DeLashmutt and Dennis McCallum, and a one-hour multimedia presentation that addresses the commonly asked questions of our new guests. The reception also emphasizes getting involved in a home group and offers a free coupon to the Basic Christianity class as next steps within Xenos.

- Developed a master calendar process for Xenos that consolidated all recurring and event-based activities under the supervision of our elders' administrative assistant, who also now handles scheduling of facilities church-wide. This provided our ministry leaders one point of contact for reserving rooms and helped prevent conflicts in scheduling important events.

PRIMARY GOALS FOR 2000

In 1999, I spent about 30% of my time on Quality Initiatives activities. Closer to 70% is needed for this job. To accomplish this, the Fiscal Support Team approved a full-time hire in our Communications Department to manage some of my current responsibilities for our Central Teachings and also to serve as managing editor for Xenos publications.

With this new hire in place, I will spend more of my time pulling together important information on how we're doing as a church. This will assist our management team and elders in monitoring growth and reviewing key trends during the planning process. One of the priorities in this regard is to track the number of individuals at each stage of spiritual development in our church, from seeker to Servant Team member.

Working with the new managing editor, we will better streamline communications on a monthly basis for the church at large through a monthly newsletter, and especially for Servant Team members through a consolidated information packet. The benefits of these two publications will be:

- Increased involvement by those on the *fringe* of our church at central teachings and other Xenos activities
- Better overall church awareness of upcoming events, volunteer opportunities and key calendar items with more detail, organization and editorial direction than what we can currently publish in the *Weekly Update*
- Free up the *Weekly Update* for more items of interest to our guests at Central Teachings
- Reduce the frequency, cost and clutter of Xenos mailings through increased coordination of divisional needs
- Improved organization of communications to Servant Team members

Other goals include assisting in developing a specialized assessment tool for home group leaders. We also will begin developing and releasing new intranet tools to make it easier for home group leaders to access information relevant to their ministry.

Time will also be freed up to assist in planning for long-term growth. This can be accomplished by defining ways to maximize our current facility and starting research on a framework that could ultimately guide our thinking in future domestic church-plants.



The Xenos *Exchange* was retooled in 1999 to inform members of the vast work that God performed each quarter.

Student Ministries Division

SUMMARY OF 1999

From September 1998 to September 1999, our combined growth in Oasis, junior high, senior high and college ministries was less than 2%, from 1255 in weekly attendance to 1275. This growth rate is much lower than previous years, but we're not alarmed for two reasons. First, this past September was an unusually low month for our large meeting attendance. October and November posted much higher attendance levels. Secondly, our *cell-based* growth (home groups and cell groups) was very strong. The number of *cell-based* groups multiplied from 33 to 48. This represents a 45% increase in the number of groups, not to mention the dozens of unchurched students added to these groups. Therefore, even though the large meetings posted little growth from September to September, our *cell based* ministry grew significantly. This is a healthy sign.



Joe Botti

The Oasis program accomplished a major task this year, the staffing and programming of a fourth Oasis Central Teaching program for the kids. Many of the new volunteer workers

were actually recruited throughout the year by a small band of volunteers who had formed themselves into a recruiting team. Kathy Steinman, Nancie Baker, and Sherri Dannemiller all worked extremely hard this year in their efforts to keep pace with our growing program.

We saw growth at Xenos Christian Schools as well. Enrollment increased by 52 students, for a combined total of 542 in all three schools—Calumet, Xenos, and Harambee. Congratulations to Dave Glover, superintendent, who stayed on course and on budget. Academically, Calumet and Xenos matched performance expectations in the standardized test scores. Harambee scored above expectations in reading, but fell below expectations in math. The new Language Arts and Math curriculums were fully implemented and the results, according to our standardized tests scores, were excellent. Hats off to our hard-working teachers who demonstrated sacrifice and flexibility as they fully implemented this new curriculum. In addition, the middle school Bible curriculum was refined.

This year, Lori Sivey developed a new monthly outreach to fourth and fifth grade girls. It is the *twin* program to MELEE, our monthly outreach to fourth and fifth grade boys. This new girls program got off to a good start this past December. They had 48 girls attend, eight of whom were unchurched friends.

At the junior high level, we're seeing record numbers at our cell group meetings. Nine cell groups planted this past year, adding over 30 unchurched students! As of September of this year, 160 students came out for each cell group as compared to 130 in September of 1998! We're thankful to God for that kind of growth. Conversely, during the same time at the Blow Out Meeting on Sunday nights, we saw virtually no growth—mostly because September attendance was down. We're not worried, though, because summer and fall attendance soared. Travis Henderson has done a fine job of keeping our meetings lively, fun, and spiritual. Our Sunday morning meeting, JAM, has

The Student Ministries Division seeks to reach non-Christian students for Christ while developing workers and leaders for Christ's church.



In less than a year, this empty lot transformed into Building X, Xenos' new youth facility, where a record 210 students arrived for the high school bible study on opening night.



grown some. Even better is the fact that many of these *JAM only* attendees have been incorporated into the Blow Out and cell group meetings!

Last year, one of our main goals for the large Sunday night high school meeting was *to grow in the midst of crowded conditions*. One idea was to hold two semi-separate meetings during the same time and in the same building. We tried this, but didn't get the kind of results we hoped for. By the end of the year, the high school group posted a loss in their large meeting attendance (from 167 to 151). We're confident this loss was due to lack of space, and we're thankful to the Lord for providing Building X, the new Fiscal Support Team-approved facility. It has room for over 800 students and even more adult workers. This should solve our space problem for a number of years to come. With our cell-based ministry, four cell groups were planted (from 15 cells to 19) and about 25 unchurched students were incorporated into them and our other cell groups. Many of these unchurched students came from one of our three new after-school Bible studies, called *Bush Groups*. Some of our leading students formed these Bush Groups at Centennial, Whetstone, and CAHS. They either met at the school or in a nearby home.

Our college outreach experienced solid growth, most of it coming from the *cell-based* side as home churches grew by almost 40 students (from 181 to 219). In the Campus Central Teaching, attendance only grew by four students (from 148 to 152). This past year our director, Dennis McCallum, met the goal of planting two college-age home churches. These plants are crucial, because they stimulate evangelistic outreach while providing additional leadership opportunities. Ministry houses did not multiply as expected. We hoped for six house plants, but netted only four. We hope many of you will pray diligently for this most important outreach and discipling ministry. OSU campus is a mission field and a hard one at that. Fruit doesn't come without struggle and perseverance.

PRIMARY GOALS FOR 2000

We want to continue filling up our new facilities! This year we hope to add hundreds to our student programs while taking measures to build effectively and deeply.

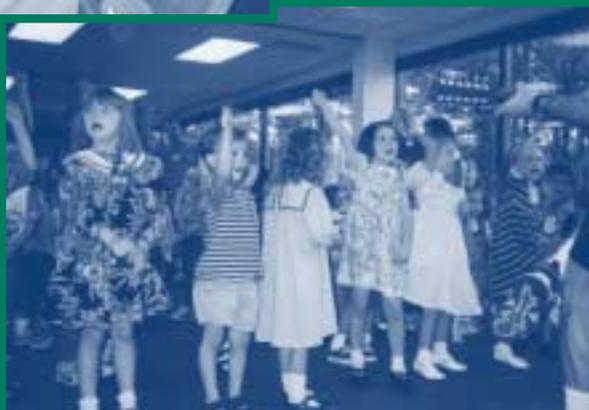
At Oasis, we want to successfully manage the program growth by accommodating the growing enrollment without turning children away. To achieve this, we may need to use the Study Center auditorium for overflow with the older grades. Each year, hundreds of kids and families benefit from Vacation Bible School. This year, key volunteers will develop and implement our own Oasis VBS curriculum.

At Xenos Christian School, the leadership plans to reorganize the administrative staff in order to improve the efficiency while accommodating the enrollment growth. Also, the Kindergarten-5th Grade Bible curriculum will be reviewed and updated. In addition, Dave Glover plans to make several web-site enhancements, including online student registration and online homework assignments.

We are hoping to see the junior high large meetings grow by 40 students, from 136 to 176. With cell groups, we hope to plant three while incorporating at least 30 students in them and in other cells. To effectively implement this, we hope to add another nine workers. As churches grow and age, their youth groups often tend to weaken in outreach. We'd hate to see this happen with



One of the many highlights of 1999 was the amazing growth of the Oasis children's ministry.

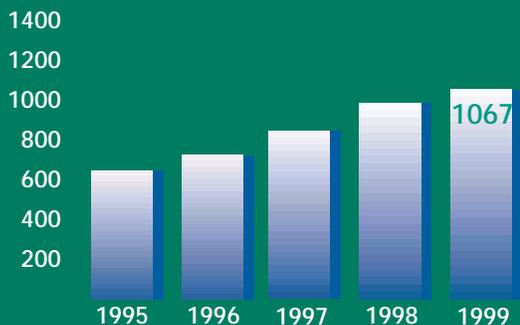


our students. Our goal is to maintain the non-Xenos student portion at 40% of our total Blow Out meeting attendance. Along these same lines, we hope to see several junior high students accept Christ as their Savior. Finally, we hope to transition over a dozen *JAM only* students to our regular Blow Out meeting.

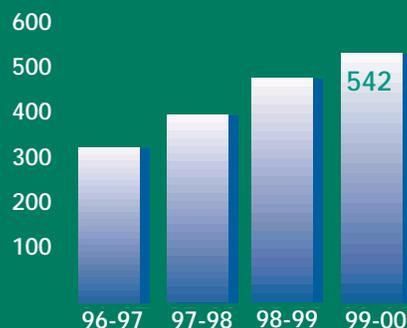
With Building X available, the high school leadership hopes to grow by 60 students, from 151 to 210. In addition, they hope to add 40 students to their cell-based ministry, from 164 to 204. To manage this kind of growth, the leadership will need to re-assess the structure of the ministry, keeping in mind the limited availability of our church's volunteer base. Some cell groups have joined forces to become high school home churches. Most of these new home churches will meet on Tuesday nights so they can enlist the help of college age students. (College-age students are more available on Tuesday nights). This direction will enable our cell-based ministry to grow without taxing our adult workforce.

This year we hope to see a growth of 50 students within our college ranks, from 219 to 269. This would be an increase of 24%! That's quite a tall order; however, it can be done, especially since home churches are so attractive to college age students who desire a sense of community in a fragmented world. To help accomplish this, we hope to plant at least four new ministry houses (from 22 to 26) while planting two more student home churches (from 8 to 10). Ministry houses are an essential element in our ministry. These Christian rooming houses provide excellent support and discipleship for our college age students.

Finally, we ask for your prayers. Student ministry is almost like mission work—and it doesn't seem to get any easier! However, with your prayers and God's grace, we can continue on, reaching non-Christian students for Christ while developing workers and leaders for his church.



Student Ministries (infants-high school)
Average Attendance
Up 5% over previous year
(see Adult Home Groups for college)



Xenos Christian Schools Enrollment
Up 11% over previous year

1999-2000 Summary Financial Information

1999 was another year of growth in our church's stewardship of God's resources. We exceeded budgeted collections by over \$35,000. In addition, division coordinators met their goals while spending under their budgets by over \$96,000. The December Fiscal Support Team retreat targeted an overall 2000 budget of just over \$4.4 million. The following is a summary of financial information for 1999 and 2000.

1999 and 2000 FST Approved Budget

Division	1999	2000 pending outcome of pledge drive
Missions	\$ 485,334	\$ 609,565
Community Relations	520,925	575,570
Quality Initiatives	20,560	38,787
Student Ministries	561,546	649,059
Pastoral	279,371	311,097
Equipping	229,036	292,357
Administration and Operations	1,298,536	1,670,732
Totals	\$3,395,308	\$ 4,147,166

Xenos Statement of Faith

Xenos Christian Fellowship encourages people of all beliefs and persuasions to investigate what the Bible teaches. There is no official membership at Xenos. However, we consider a number of biblical doctrines to be central to our faith and vital to the integrity of all aspects of our ministry. We affirm significant historic creeds of the church, such as the Apostles Creed and the Nicene Creed.

The Bible

The Bible is the inspired word of God. The 66 books which constitute the Bible are entirely reliable and truthful, and the Bible stands as the central authority over our lives, our faith and the direction of our church. *2 Timothy 3:16; Matthew 5:18*

The Trinity

Three persons eternally share the Divine Nature. The Bible refers to these persons as the Father, the Son, and the Holy Spirit. God is both self-existent and personal. *John 14:10, 26; 15:26*

Jesus Christ

Jesus Christ, the Son, is fully God and fully human. He lived a sinless life, died for the sins of humankind, was resurrected bodily on the third day, ascended into heaven and is coming again as King and Judge. Jesus Christ is the only provision that God has given for people to be reconciled to Him. Jesus' life on earth also serves as the model for the Christian life. *John 14:6; Acts 4:12*

Holy Spirit

The Holy Spirit is God. He indwells us at the moment we place our faith in Christ. He empowers us to live an effective Christian life by affirming our salvation, encouraging us and giving us the strength to live a life that is pleasing to God and personally fulfilling. The Holy Spirit also endows each believer with a unique spiritual ability to serve the church and the world.

John 14:16; Ephesians 1:19-20; 1 Corinthians 12

Salvation

Salvation is reconciliation with God through the atoning work of Jesus Christ. God offers us salvation by His grace alone and we receive it as a gift through personal faith in the finished work of Jesus Christ. This right standing before God must be received and cannot be earned. God freely offers salvation to all people, and our salvation is secure. *Ephesians 2:8,9; Romans 8:38,39; Ephesians 1:13; 2:4*

Humanity

Human beings are created in the image of God. As such, we are unique among all of God's creation. Through the abuse of our God-given free will, we have turned against God and this has resulted in spiritual death for all humankind. Humanity lives in a state of alienation and profound need which can only be satisfied by reconciliation with God through Christ. Without this reconciliation, all people stand under God's righteous judgment. Humanity, although fallen, maintains the image of God and is, therefore, still dignified and unique. God continues to love us and reach out to us, even though we are hostile to Him. *John 3:16; 2 Corinthians 5:17*

The Church

The church is composed of all those throughout history who place saving faith in Jesus Christ. The church is not an institution, but a people. God wants all Christians to live out their spiritual lives in a corporate context. The church is God's chosen instrument through which the message of salvation is spread to all people. This mission is the central purpose for the church. We are to carry the good news locally and worldwide and demonstrate the gospel by relevant social action.

John 13:34, 35; 1 Corinthians 12:12-26; Matthew 28:19

Satan

Satan is the personal, spiritual adversary of God and God's followers. Satan actively opposes the work of the church and the spiritual vitality of Christians. We therefore take seriously, but in a balanced way, the reality of personal, spiritual opposition. Satan is doomed to final defeat and judgment when Christ returns.

Ephesians 6:12; Revelation 20



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History of Xenos Christian Fellowship

Xenos Christian Fellowship “began” in 1970 as a newspaper *The Fish*, printed in a boarding house by some Ohio State University students. It derived its name from the Greek word *Icthus* (fish), which was an acronym used by early Christians meaning “Jesus Christ, God’s Son, the Savior.” *The Fish* was dedicated to helping other students discover that Jesus Christ holds the key to humanity’s problems.

The boarding house, known as the Fish House because of its association with the paper, became a center for regular Bible studies. These meetings—referred to as the Fish House Fellowship—attracted students searching for answers during turbulent times. Gary DeLashmutt and Dennis McCallum, Lead Pastors at Xenos, were among those students.

The Fish House Fellowship became Xenos Christian Fellowship in 1982, and grew into a nondenominational, evangelical church which includes thousands of people from all walks of life. The small bible studies are now a network of home-based Bible study groups and ministries in Columbus, Cleveland, Cincinnati, and Dayton. Xenos currently supports several missionary teams around the world, operates three private schools in Columbus for students from preschool to eighth grade, offers adult education courses on biblical knowledge and faith, and provides a variety of community and social services that minister to the poor, prison inmates, and youth.

Xenos is a Greek word which refers primarily to one who is a sojourner in a foreign land, a biblical description of Christians whose ultimate home is in heaven. The word also applies to one who provides hospitality to sojourners. As a church, we want to identify with the world we live in, but also strive to be distinctive in our love and sacrifice.

