Table of Contents

Missions Division ................................................................. 3

Operations & Administration Division ........................................ 10

Support Services Division ......................................................... 14

Adult Ministries Division ......................................................... 19

Equipping Division ................................................................. 24

Student Ministries Division ....................................................... 27

Church Finances ................................................................ 36
Missions Division
Dave Glover, Division Coordinator

The missions division exists to advance cross-cultural indigenously led church planting movements.

We continue to focus on equipping and releasing indigenous leaders and workers. While providing ongoing support to the missionaries we have sent, we are also determined to increase financial support to national workers. Presently, we support national workers through our own mission operatives, and through other strategic partners. We plan to increase funding to these proven ministries and find others that will mobilize, support, and supervise effective national workers.

Praise God for His hand of blessing and protection.

Overview
As of the end of 2015, we have 23 fully accredited missionaries serving in five countries (see chart). In addition, we have 21 people serving as well-wishers, 10 on foreign fields and 9 domestically. Through our missionaries in the field and strategic partners, we support 120 indigenous workers.

To supplement the work God has called us to, we maintain partnerships with a dozen different organizations, ministries and local churches.

In 2015, over $3 million dollars was directed to missions or 36% of all donations to Xenos Christian Fellowship. We are incredibly grateful for this outpouring of generosity.

World Ministries Support

Fountain of Hope
The Fountain of Hope completed their first full year of operation and had their first board meeting in February. All the necessary paperwork was completed and they currently work in 4 different provinces in Cambodia. We provided significant administrative support from the USA, including donor communication, partnership development and financial oversight. We look forward to how God will continue to use the FOH in 2016. Please visit the FOH website (http://www.fohcambodia.org) for more information about this exciting ministry.

Short-term Trips
We saw more short-term trip participants than in any previous year. There were 3 trips to Haiti and one to Cambodia with a total of 38 and 37 participants respectively. We plan to add 3 short-term trip options in 2016. There continue to be unique opportunities to expand our partnerships with other individuals and groups interested in church planting.

In the fall, we returned to Ecuador to meet with a number of leaders who are part of Verbo Church. We hope to establish a partnership with them to plant churches in two cities. We also had the opportunity to meet a number of home church leaders and to provide several training sessions.

<table>
<thead>
<tr>
<th>ACCREDITED MISSIONARIES</th>
<th>COUNTRY</th>
<th>NUMBER</th>
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<tbody>
<tr>
<td></td>
<td>Cambodia</td>
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<tr>
<td></td>
<td>E. Europe</td>
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<tr>
<td></td>
<td>Ethiopia</td>
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<tr>
<td></td>
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<tr>
<td></td>
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<tr>
<td></td>
<td><strong>TOTAL</strong></td>
<td><strong>23</strong></td>
</tr>
</tbody>
</table>
This summer, 6 couples were here on home assignment. Several of these couples also attended a two day retreat hosted by the missions division. Several of the missions staff made field visits to Cambodia, Ethiopia and Ecuador. This provided a unique opportunity to encourage our ministry partners and to observe the work God is doing firsthand.

**Humanitarian Aid and Development (HADF) and Global Partnership Fund (GPF)**

In 2015, we divided the HADF into two separate funds. The HADF focuses primarily on domestic ministries working to meet important relief and development needs. There were nine different ministry options totaling $75,000. For more information about the specific ministries, please refer to the HADF web page [http://www.xenos.org/aidfund](http://www.xenos.org/aidfund).

We launched the Global Partnership Fund in 2015. The GPF focuses on church planting initiatives integrated with social services for the poor. Our goal is to raise $275,000 for these ministries. **Thanks to the incredible generosity of our church we were able to raise $353,600.** Global Partnership ministries are funded in part from the Xenos general fund, reflecting our ongoing priority for missions.

The GPF supported projects this year in Cambodia, Haiti, SEAsia, India, Ethiopia and Eastern Europe. There are a wide variety of projects ranging from health education, school fees, feeding programs, equipping resources and medical clinics. While supporting different ministries in several countries, they have one thing in common - each are seeking to plant indigenously-led churches.

For more information please visit our website [http://www.xenos.org/globalpartners](http://www.xenos.org/globalpartners).

**Global Partners**

**Cambodia**

The Mercy Medical Center (MMC) had another good year. Over 12,000 patients visited the facility. Along with the many physical needs met there was an incredible spiritual impact as well. Over 129 people prayed to receive Christ. There are 8 house churches overseen by MMC staff and over 50 overseen by referring partners. Tim and Marjie Benadum serve as the executive medical director and partnership director respectively.

The Friendship School in Kampong Cham added seventh grade bringing the total enrollment of the school to 170 students. There is one house church made up of parents from the school. The school staff oversees a junior high Bible study of approximately 30 students. The team identified 15 of the older students to mentor. Each of them have shown strong spiritual interest and are influential with their peers.

A new ESL curriculum was started and once it is complete will be used in the local university. Our hope is this will allow us to provide a needed service, meet college students and establish a Bible study.

Chris and Amy Gesler oversee the operation of the Friendship School. Bill and Amy Barson completed their language study and are an integral part of the team. Amy is using her medical background to provide a “Fit for School” program. The program will provide basic health and hygiene information for both students and parents.
The Fountain of Hope completed their first full year of operation and has established each of their programs in 4 provinces. Their programs include the Life of Hope, Joy of Our Children, Life with Value and Our Strong Village. More information about these programs is available at www.fohcambodia.org. There are 38 cell churches with over 200 adults attending. The Joy of Our Children program has 72 groups with over 2,450 attending. Praise God for the way He is using the Fountain of Hope staff and programs to reach many people for Christ.

Southeast Asia

2015 was another excellent year of ministry in Southeast Asia with the adult and youth ministry continuing to expand. Today we have a network of house churches planted in 16 different areas of SEAsia. During our team’s tenure, they have seen over 2,600 people come to Christ. We are also excited to report there are 190 indigenous people leading these groups. Please join us in prayer for protection of these leaders.

This year 30 students participated in the leadership training course. The training course provides both vocational and biblical training. One group of students recently completed the course and we plan to commission a team of five to reach a new area in SEAsia. Praise God for this bountiful harvest in Southeast Asia!

Ethiopia

In the spring of 2015, we conducted a training seminar for over 75 workers and leaders in Bahir Dar and 20 more in Addis Ababa. The Lord has brought about incredible growth since Lou and Genet Kassa’s arrival. In 2015 there were 6 house churches planted bringing the total to 32 in 11 different cities.

This was a year of training for the many new workers and leaders. There were 17 total training sessions with over 370 participants. The training covered topics such as evangelism, home church leadership, church planting and Christian growth.

Significant progress was made as well in identifying opportunities to establish a college ministry at several of the local universities. In December, Lou spoke to a large group of medical students giving them the vision of learning how to plant house churches.

Eastern Europe

Mark and Laura returned to the USA in July. They left behind 3 indigenously lead house churches. They will still maintain regular contact with these groups and visit several times per year. In addition, Mark serves as the country director and on the Europe area leadership team. Laura assists in the development of leadership materials for the mission agency. Both Mark and Laura mentor multiple couples and coach missionary teams throughout Eastern Europe.

Haiti

As noted earlier we held three short-term trips to Haiti with 38 participants. The teams provided medical clinics, youth evangelism, and pastoral training programs in partnership with the Baraka church in Jacmel. In the last five years, we sent 11 short-term teams and 150 people to Jacmel. Since the inception of these trips, over 30 house churches have been planted.
In conjunction with these trips, there were numerous training sessions held with MEBSH pastors and home church leaders. These sessions covered the strategic and biblical priority of house church planting. They along with the leaders of their denomination are committed to developing a house church planting strategy. A follow-up training session is scheduled for January 2016.

**India Gospel League (IGL)**

In addition, to supporting 6 “barefoot pastors” we adopted the region of Gondia. The India Gospel League has a 5 year plan with the goal to see 200 churches planted and 70 church planters trained. God provided in a miraculous way which allowed us to partner with IGL. A generous donor agreed to make a matching donation for up to half of the expenses of this project. We look forward to God working in a powerful way in Gondia.

**Domestic Missions**

**Xenos Free Clinics**

In April, Margo Shaw was appointed director of the Xenos Free Clinics. This year the clinics served over 280 patients and saw 5 decisions for Christ. There were a total of 115 clinic sessions, down somewhat from 157 in 2014. Since the clinics opened in 2008, they have seen 2,670 patients and report over 90 decisions for Christ.

Effective in 2016, the Xenos Free Clinics will move from the missions division to the support services division. This will provide a closer link to adult ministry where we draw the vast majority of our volunteers for the clinics.

**Bhutanese/Nepali Ministry**

It was a difficult year for the Bhutanese home church and central teaching meetings. There was a decline of 3.2% compared to last year for the Sunday morning central teaching. The meeting averaged 42 people. We continue to see a good number of students participating in the junior high ministry. This year we averaged 45. Unfortunately, only 3 of 23 eighth grade students successfully transitioned into a high school home church. We are seeking to remedy this problem and actively implementing structural changes for the coming year.

**Domestic Church Planting**

Joe and Erin McCallum continued their efforts to plant churches in the smaller communities surrounding Columbus. This year the decision was made to combine several groups. Grove City combined with a nearby group and Millersport and the Newark combined. The Newark group anticipates establishing a boy’s ministry house in 2016. Overall they have a solid core of students in place and hope to build on this foundation in the coming year.

**Urban Concern**

In 2015, we continued to labor in Christ’s name to help inner city youth to overcome the challenges they face and thrive in the body of Christ. The staff and volunteers also continued to enjoy clarity of purpose and unity with one another.

**Lighthouse**

Lighthouse is a weekly Bible study meeting for K-8 students. Some students attend Harambee; others are from the community, but do not attend the school.
From January-September, the weekly average of students who attended was 44. There were 49 students on average in the month of September. These attendance averages are lower than the previous two years. However, the leaders of the meeting report that the quality and ethos of the meeting is also higher.

Our main concern for the coming year is to continue to reach out to new students in the community but also to incorporate the many new students that attend Lighthouse each month. We especially want to incorporate new middle school students into cell groups.

**Middle School Ministry**

Middle school cell groups continued to grow in 2015. Cell groups moved to a weekly schedule and increased the number of meetings by 50% over the prior year. Attendance rose from an average of 29 students in 2014 to 34 students in 2015. Every incoming sixth grade student has transitioned to a cell group. Ruth Larson was hired part-time in May to help lead the girls groups and their volunteers.

Overall, we are pleased with the state of the middle school cell groups. However, we would like to incorporate more students from Lighthouse into cell groups.

**High School Ministry**

Only 5 of the 14 (36%) eighth grade students transitioned well to their respective high school home churches. Currently, there are 11 Urban Concern freshmen, sophomore & junior students who are active in high school home churches. That represents 28% of the total number of students that we have attempted to transition to high school home churches over the past three years. While we are pleased with how those who have persisted in their home churches are doing spiritually, we are concerned with the number of students who have fallen away.

**Mentoring**

There are currently 33 active mentoring relationships. Expanding the quality and quantity of the mentoring program will be a focal point of our 2016 goals.

**Harambee Christian School**

2014-15 was one of the most difficult school years on record at Harambee Christian School. During the course of the school year enrollment dropped from 142 to 127 mostly due to severe behavioral issues, especially in the K-2 classrooms. We have increased our vigilance in screening new students in 2015-16 with good results. As a result of several new teachers and an unusual amount of disciplinary issues, academic results were not as strong as a typical school year. Reading, in particular, was below par - at the 55th percentile. We are making curricular and instructional changes to address this.
Volunteers, Communications & Fundraising

We hoped to build partnerships with churches over the past couple years. Rhema is still the only real partnering church other than Xenos. Our emphasis has shifted to building relationships with individual donors who will help to champion our cause with others. We also went through a fairly extensive rebranding process with a new logo and message to communicate our purpose. For the sake of unity and vision, we held two ministry-wide events for staff and volunteers.

Looking toward 2016

**Ecuador:** We plan to partner with Verbo church and their church planting initiatives in Huaquillas and Santa Rosa.

**Short-term Trips:** We have short-term trips planned for Cambodia, Haiti, SEAsia and Ecuador. We will also revise our short-term trip policies and procedures as well as identifying clear outcomes for each trip.

**Mercy Medical Center (MMC):** The leadership of MMC will seek to recruit additional Khmer churches to be referring partners for the purpose of church planting. They will plant a new house church in close proximity to MMC. This will serve as a modeling and training resource for future home church plants.

**Kampong Cham:** We hope to see several church plants take place in 2016; one at a local university, two youth and one adult church.

**Fountain of Hope:** They will continue to operate in four provinces and plan to expand the Life of Hope cell church planting initiative from 32 to 40 different villages and grow the number of cell churches from 30 to 100. The Joy of Our Children program plans to grow from 72 to 135 groups and 2,450 attendees to 6,300.

**Ethiopia:** To oversee the expanding home church network, new coaches will be identified and trained. A leadership training course will be developed and conducted for 29 influential leaders. They plan to form high school home churches in 3 different cities and establish college home churches at 2 major universities. Finally, the leadership identified 6 cities where they plan to plant adult home churches.

**Southeast Asia:** A team of 5 national workers will be sent to start a new ministry and non-government organization in the north. The team will implement their community development programs for each age group in 13 different areas. The team will continue to provide discipleship training and materials for the national workers. They will also focus on training and equipping for the burgeoning youth movement.

**Haiti:** Create 4 new beachheads lead by resident house church planters in La Fond, La Montagne, La Vallee, and Peredo. These house church planters will develop a strategy to reach the prominent towns in their region. Our ministry partners identified 25 leaders who will be trained through the Institute Biblique Lumière.
Urban Concern

An urban ministry group was formed to assess and improve our current youth ministries. We anticipate and are preparing to make a number of changes in the coming year.

We will continue to reach out in the community and through Harambee School to add new students at Lighthouse. More importantly, we are going to take measures to improve the follow up and incorporation of new students, including the incorporation of middle school students into cell groups. Our goal is to incorporate at least 15% of the new students who attend Lighthouse.

We will make a number of structural changes to the middle school ministry to increase the sense of community, excitement and provide additional interaction with the students.

In the coming year, we hope to grow the number of students who have a mentor to 50, which will require a substantial recruiting effort. We also will increase the follow up and training for mentors, making quarterly contact with every mentor.
2015 saw some great fruit borne out of plans made years before within Operations and the divisions it serves in Xenos. This was especially true as we opened a new venue that has seen incredible use from the first day it was available. We made staffing decisions in key support areas within our division. And we reaped solid results in finances across multiple funds in our increasingly generous church.

We were able to support the opening of The Warehouse on Oakland Park Drive in the Clintonville neighborhood of Columbus, about one year from when we acquired the property. God gave us a remarkable site and we were able to capitalize on timing to deliver a much needed space to keep our vibrant college and high school ministries growing. We had an amazing first night of use on February 27th, with a packed house for a college and high school “harvest” celebration. It delivered not a moment-too-soon as our 4th St. facilities were maxed out. We now have great space for Central Teachings housing over 700 people, plus 4 classrooms and a large multi-purpose lounge area attached to a gym. And we used what was manufacturing space to house parking – a covered garage, which was the least expensive option for using that space.

In 2015, we focused resources on planning for changes in the way we manage key administrative work in the church. With growing needs in major programs (such as registering students and adults for things like summer camps and conferences and similar tasks) that could be stream-lined, we wanted to see if there was one core vendor-provided system we could build around to address those kinds of needs. After work steeped in prayer and great hope in 2014 and into this year, we threw up the white flag by late summer this year. We found that existing “church-wide” or integrated systems fall short in the details of how to support the way we do our work. While Xenos may not be entirely unique, we have been left with the impression that we have enough unique needs and focal points for ministry that we do not fit into systems designed to meet “normal practices” for “most” churches. It was a good lesson to learn, so that we can now focus with confidence on developing systems that meet our needs and then work to integrate those systems back into a core, home-grown, reporting system.

The Xenos Accounting & Finance department remained diligent and hard-pressed to keep up with contributions for growing missionary sending, missions trip funding and other humanitarian aid and development work. We also saw a continued outpouring of support for the Building Fund campaign that we kicked off in 2014. Giving remains on track to exceed $5.3 million in funds toward The Warehouse facility along with meeting a goal of eliminating other existing long-term debt from prior facility development, by the beginning of 2017. We didn’t need to borrow anything to complete the new venue and are building savings toward future needs.
Xenos has developed a strong “Missions Agency” perspective and function. Our Accounting & Finance departments act as a conduit and reporting agency for a growing mix of Xenos-sent missionaries and other missions work (see the Missions section for more details).

We have an exciting opportunity to expand our work in God's kingdom because He has brought us outstanding staff resources in the “back office” who allow us to take on new and more kingdom work. We are fully staffed in this area for the first time in a couple of years, as we head into 2016.

In our Technical Services, Sound & Light area, after working a lot of overtime to see the new Warehouse venue open, our very first meeting featured a new technical program, referred to (by us) as “trimulcast”. We've used “simulcast” technology to send a teaching image, PowerPoint slides and audio between locations for 3 years, but this was a whole new level of streaming between facilities. We were able to have 3 separate locations each celebrate a “harvest meeting” for new groups and leaders raised up in ministry, while in succession each of the other 2 locations looked in on that site's meeting as we switched between sites. Three different locations each shared with the other locations in a much fuller experience than they've had in the past.

We’re blessed to have an incredible group of volunteers who help run audio and visual aspects of every meeting we have. These diligent and committed servants come out to help each and every week. We have 14 weekly Central Teachings (along with many other recurring meetings) and each is “staffed” by volunteer resources running all the technical aspects of the event.

Our Information Systems department entered 2015 under leadership, with Greg Lawless stepping in to lead. With support of well over 400 computer devices across our offices and schools, the technical team has a remarkable capacity to meet needs and not miss an opportunity to serve well and with focus. Our telecommunications and internet infrastructure took a huge step forward during the year, as we now have dedicated fiber running to each facility, along with cable back-up as a fail-safe for all systems. This is a great development for ensuring we have no down-time in major meeting systems and for users relying on our servers and the internet for their daily work.

The foundation of our office staff - the providers of support to staff, church members and visitors alike - are in Office Services and Master Scheduling & Event Support. Cathy Kaiser is the servant leader of troops dedicated to ensuring the office is a place that excels in provision of service and support. Michelle Houston is charged with overseeing one of our toughest jobs – making sense of competing needs for our many venues and all of the many rooms in each location. Without such key servants, we’d have a lot more chaos in our ministry, so prayer for the support staff is coveted.

As Division Coordinator for Administration & Operations, I always get to be involved in a mix of sometimes strange circumstances. I oversee Human Resources, legal work and anything else that might otherwise fall through the cracks. With a church our size and with a model of ministry that strives to support new work every day, we run into legal concerns, human resource issues and so many other situations that require focus and ability to balance competing concerns. After 20 years on staff, I feel I can speak to most issues with clarity and competence, and then I am also totally convinced that God has us covered over-and-over in the details. I land on that truth every day in the nuances that come with our vibrant work for Him.
I continue to be humbled by the opportunity to work for Xenos, Urban Concern, our schools and our many ministries. We can never lose sight of the blessing God bestows on this church when you look at what He brings us through every year, and look at the history of our church. The Bible calls on God’s people to remember that promise over 160 times between both testaments. That’s a great call. When we put in perspective God’s work in our individual lives and match that with a view for what He has done in and through Xenos, I can’t help but be in awe to be part of His kingdom work through this church.

**2015 Summary**

We had a very productive year enhancing our support for ministry this past year. Looming large was the huge project of working to open The Warehouse, and that was a great success. The technologies put in place as part of that project will help ministry for years to come. The personnel we have in place as we exit 2015 give us great confidence in the support we can and will provide into the future. God is good, and that’s a fine summary statement.

**Looking to 2016**

In the coming year we will see a consolidation of the gains we made in 2015 in establishing a foundation for expanded and enhanced ministry. In particular, we have new staff in Facilities who we expect to position for long-term fruitful work as part of staff.

As we see Xenos getting younger with God’s blessing in our student ranks, even as some of us age, we see the same thing in our staff. Looking at the Operations staff, we will implement transition plans for staff. We also assist in overall “diminished capacity” planning for the older guard on staff. We have taken great strides in the past 5 years of establishing a foundation for future leadership, that just needs to continue with some focus on practical issues under the umbrella of ‘human resources’ functions.

We were able to see 2015 budget decrease slightly versus 2014, even as we added a whole new facility, due to debt payments being covered under our Building Fund. From 2015 to 2016, we again have a minor increase of 0.5%. This is great news, allowing the ministry areas to grow more and is thanks to the frugal and focused work of our staff. They do so much, with relatively little, compared to many other churches we study. And we will work hard to keep that frugal ethos intact as we move forward.

There’s a historical trend that bodes well for the future - from 2010 to 2012 the division had virtually no increases in budget. In 2013 thru 2015 we increased budget less than 2% on average each year, while we go into 2016 budgeted at just about 2014 budget levels. That’s something we hope to maintain with a focus on enhancing productivity, by pursuing cost reductions and by employing the best practices to support growing ministry needs.

“Xenos is not a large meeting church that happens to have home groups. It is a home group-based church that also has large meetings.”

—Gary DeLaRmut, Lead Pastor
Administration & Operations—Who are We?

The staff of Operations oversees a broad range of the business elements of Xenos, or the ‘behind-the-scenes,’ indirectly spiritual elements of the church’s work. Our basic mission is, ‘to provide excellence in administrative support, communications and facilities, helping focus the ministries conducted by our church staff and members.’ We serve those who serve in the front lines. Key focal points by department include:

**Administration**
The Senior Pastors and elders have budget and some staff resources in the department to oversee the work of the divisions to meet strategic goals.

**Office Services**
Professional staff in our Community Park office meets a diverse array of needs for systems, supplies and service required to pull off weekly events and classes, to meet member and visitor needs and to ensure our staff remains efficient in their work.

**Facilities**
Our largest department is charged with ensuring our spaces - from Main Campus off I-270 to 4th St., The Warehouse, Harambee in South Linden and Calumet Christian School are maintained, clean and equipped to meet incredibly diverse, always changing ministry needs.

**Technical Services (Sound & Light)**
With multiple large meetings at varied venues each week, and with high excellence needed at each venue, our sound and light experts are kept among the busiest of all Operations staff. We squeeze every bit of productivity out of our systems, and this dept. is called on to stretch every resource until it is time to implement new systems.

**Information Systems**
Our technical group ensures communications between and within our offices, venues and schools remain available 24/7 to meet user needs. Phones, office equipment and computer systems have all converged as technology has blurred lines between these functions, and our IS professionals must keep up-to-date on what is happening, in a widening number of areas.

**Accounting & Finance**
God has entrusted amazing resources to us in Xenos; He has given us land and buildings, money, remarkable staff and a sacrificial church. Our professional accounting staff is called on to steward our financial resources, and to protect our assets with diligence.

**Scheduling & Event Services**
With a church of over 5,600, we have an incredibly complex calendar. From the actual scheduling of all key functions, to providing for the needs of each, this area serves internal and external users of facilities, making sure God stays in focus.

**Human Resources & Legal Services**
With a staff of over 300 across our organizations and dynamic ministry across the city and beyond, we run into issues related to employment and many other areas. Operations provides fundamental Human Resource support. We also oversee any consultation with legal advisers and follow-up with all matters related to the law and our business.
Support Services
Phil Franck, Division Coordinator

External Relations
Kim VanKeuls, Director

In 2015 the External Relations Department completed a year with new staff, new roles and responsibilities. Keira Williamson completed her first year at Xenos as the External Relations Coordinator; Julie Beal, the External Relations Administrator took on new responsibilities, as did Stephanie Conklin, CT Bookstore Manager.

In 2016, the External Relations Department will move from the Support Services Division led by Phil Franck to the Equipping Division led by Pat Reeder. The External Relations Department has worked closely with the Equipping Division in planning the Summer Institute and has increasingly taken on an equipping role over the years. With the External Relations Department overseeing the Xenos Summer Institute, the Central Teaching Bookstore and public relations inquiries (mostly pertaining to ministry resources) it seemed natural for this department to be under the Equipping banner.

The Summer Institute, “Things to Come,” came and went with many challenges unlike the department has ever experienced! Both plenary speakers cancelled along with a breakout session teacher. Plenary speaker, Gary Habermas canceled in early spring and Michael Licona agreed to take his spot. A few weeks prior to the conference, key speaker Paul Tripp canceled due to health issues which left 2 teaching spots open. Equipping Coordinator, Pat Reeder contacted Bishop Timothy Clark, who is a local pastor in Columbus, and Bishop Clarke agreed to teach our Wednesday evening plenary. Xenos Elder, James Rochford filled in for the Thursday morning plenary teaching. Both of these plenary sessions were very popular and enthusiastically received. During all of this uncertainty, the department was able to keep calm by praying, trusting God as the owner of this conference and that He would provide.

Due to the main speaker cancellations, there was a decrease in attendance by 11.5% (around 3,500 people attended). The 70 breakout sessions held in classrooms were still crowded. New breakout session teachers were introduced this year. There were a total of 14 new teachers; 2 who are pastors from other churches and the remaining 12 from within Xenos. There are plans for 2016 to have attendees register for breakout sessions as a means to alleviate some of the overcrowding. Breakout session registration will allow the External Relations Department to know which sessions are the most popular prior to the conference and schedule them in the larger classrooms.

Thanks to the Xenos Audio/Video Department, the simulcast of the evening plenary speakers to the Fourth Street, Warehouse, Building X, and Main Campus Café locations went very well and had minimal difficulties. The group texting system seemed to have some problems. There was confusion about what characters should be used when sending a text. Overall, the staff concluded the texting system isn’t worth the cost and effort for 2016. The walk-in registration and bookstore once again saw a standstill in processing credit and debit cards due to Wi-Fi issues. In 2016 there is a plan to upgrade and test technologies, meet with the I.T. department, and have a walk-through at Xenos Main Campus in hopes of having a more reliable processing system.
With only 4 department staff who all work part-time, the logistical success of this conference goes to the over 300 volunteers to help out many months before the event and during the 3 days of conference. Thank you.

Looking forward to 2016, the summer Institute will have 3 key speakers: Author and well-known psychologist, Dr. Larry Crabb; Youth for Christ Teaching Director in Sri Lanka, Ajith Fernando and Senior Pastor of Walnut Creek Community Church Connecticut, Clive Calver. The theme will be, “Love: The Mark of the Christian” and the conference dates are July 13-15, 2016.

The CT bookstore underwent many changes in 2015. The inventory continued to be refined, reduced and re-categorized. Currently, the bookstore carries 400 titles and typically has 3 copies of each title. However, books authored by Xenos elders and members will have ten or more copies available. The new categories, along with the new scanner system have made it easier for volunteers to run the bookstore and for the manager to track inventory and place orders.

A new system for tracking wholesale costs and income has allowed for the manager to stay on task with the annual budget and produce more accurate monthly reports. In 2015, Julie Beal took on some time in the CT Bookstore to help with book promotions and set up. This allowed the manager to have more time for office work and budget oversight.

Sales at the bookstore seem to be holding steady. This year, there was an increase in sales of books written by Xenos elders and members. However, the Xenos Summer Institute books sales took a drastic hit with all of the key speaker cancellations and had an impact on the overall projected income. Thanks to the changes made in 2015, the future of the bookstore seems headed in a positive direction.

In 2016, we will fine tune some of the management processes, introduce gift cards that customers can use at both the CT Bookstore and Main Campus Study Center, and we will work with the Xenos Main Campus Study Center so that retail prices and promotions are consistent at both locations.

Internal Services

Kathy Hoffer

- **Servant Team** (church deacons): We end 2015 with 758 Servant Team members. (We ended 2014 with 742). Our annual retreat was held at Sawmill Creek Resort.

- **Access Ministry** (Serving and integrating people with disabilities into fellowship):
  - **ASL interpreting** was provided consistently for 7 major events (VBS, XSI, sphere retreat, state of the church meeting, etc) and 5 ongoing meetings (Central Teachings, home groups, classes). There are currently 12 ASL interpreters (up from 11 in 2014) and 9 deaf recipients (no change from 2014).
  - **Access Oasis**: We ended 2015 with 21 volunteers (up from 10 in 2014) providing individual care for up to 12 students each week (up from 10 in 2014) via the HUB (special low-stimulation room) or in-class volunteers.
  - **Saturday Night Bible Study** averaged 20-25 people (no significant change from 2014), and one person became a Christian.
• **Finishing Well** (mobilizing people 55 years and older for ministry): This year was a re-tooling year; there were no seminars held this year, but we now have an exciting new direction in place for 2016 and beyond.

• **The Grief Share** course was offered 4 times this year (2 10-week sessions, plus 2 special holiday sessions). 125 people took the course.

• Twenty families were served through **Helping Hands** ministry.

• **Hardship Fund**: 66 individuals/families received funds for counseling or assistance paying bills.

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**Communications**

**Diane McGuire,** Director

Website traffic is high, but was down 2% in 2015, probably because people increasingly prefer the new, free mobile app which had 2,500 downloads in 2014 and over 6,400 downloads in 2015. It was launched over 115,000 times in 2015. Many portions of the website have been updated (High School, Counseling, Outreach, Charts and Outlines), and the entire site continues to be reviewed for potential updates and upgrades. A new home page is being tested now and should launch early in 2016.

Most Fridays, an email newsletter is sent out to 800 people in Xenos who subscribed. Information on upcoming events, profiles of the elders, missionary news and more is shared. The graphics team created hundreds of signs, book and program covers and website images in 2015.

In 2016, we are adding another full-time web developer, Travis Clark, to help us improve the website and app. We plan to launch the new home page which will be responsive to mobile devices (phones and tablets). We also hope to revise the Classes section with up to date information in an easier to navigate format. Other sections being reviewed are Home Groups and About Xenos.

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**Biblical Counseling Department**

**Phil Franck**

**Coming and Going**

Lindsay Matthews left the counseling department in September to move to Ireland. Tim Feeney was added to the counseling department part time and works primarily with college students. An additional 3-6 new, part-time biblical counselors will be added to the staff on a fee-for-service basis in 2016.

**Monetary Changes**

Counselors with varying levels of experience and expertise will receive various pay hikes in 2016, instead of the straight $35/session across the board. Adult fees will go up from $45/session to $50/session. The benevolence fund will help the truly needy who cannot afford counseling.
Counseling
We had a record high of Xenos counseling sessions this past year, with at least 2,522 sessions conducted. The high number of sessions and the large waiting list of people wanting counseling influenced our decision to hire on more biblical counselors. As a quality control measure, we now invite clients to fill out feedback forms on their counselor.

Counseling-Oriented Ministry Teams

**Divorce Care** is searching for new leaders as Alan and Dawn Burkholder have faithfully led this ministry for 15 years but are now involved in different ministries.

**Never Alone** substance abuse group (meets at Main Campus, 1340 Community Park Drive), led by Bob Graham with help from many including Ron Verrillo.

**Hope** substance abuse group (meets at 4th Street, 1934 N. 4th Street), led by Scott Foster, Rob Nugen, Dustin McElhaney and Adam Simon.

**Griefshare** (helping people who’ve suffered great loss in the death of a loved one) Randy and Lynda Jones and John Montgomery.

**Final Hope** (helping the terminally ill find hope for the future) – Rhonda Reese

**VICTORY** (helping women dealing with rape) – Ann Augur, Barb Hulett

**HEART** (resolving issues related to abortion) – led by Barb Hulett, Michele Nugen, Jill Waterman

**GRACE** (for women recovering from abuse)— led by Ann Augur and Barb Hulett

Marriage Mentoring
Our Marriage Mentoring program is maintaining success, with 31 couples being mentored by the end of 2015. Kim Geiser is in charge of intake. We pray to expand to 40 couples being mentored in 2016 as need dictates.

Training
- Last year FST approved money to use for counselors’ ongoing training. This was partially used for online coursework through Christian Counseling Educational Foundation (CCEF) run by authors David Powlison and Ed Welch. 2016 will see more Xenos biblical counselors take counseling coursework from Trinity Evangelical Divinity School (TEDS) right here on Xenos’ campus.

- At the end of 2015 and going forward, Xenos Biblical Counseling Department began quarterly Enhancement training sessions for leaders on counseling and pastoral issues which can be confounding for leaders. In November 2015 Lee Campbell taught on “how to listen to people” and in December lead pastor Gary DeLashmutt taught on “praying for spiritually stuck people.”
Adult Central Teaching (CT) Administration

Ann Augur

- Adult CT Administration provides programming support, hundreds of recruited and trained volunteers, literature, welcome booths, teacher support, quality assurance, CT attendance reports, and web and technical support for Adult Central Teachings each week.

- 399 CT Volunteers were recruited and trained, helping at our Adult Central Teachings weekly or every other week.

- All Xenos ministry advertisements and brochures are processed through this department for CTs.

- 1,300 weekly bulletin updates are produced and distributed for adult CTs.

- The department distributed 692 free books at CT to first-time guests.

Evangelism Impact Ministries

Sherri Fojas

This department not only offers ideas and venues for adult home groups to reach out to friends and community with the Good News of Christ but also helps home group leaders to address the heart issues of what keeps folks from doing evangelism.

- **Evangelism Consultations:** Phil Franck and Sherri Fojas met with 16 home group leadership teams for Evangelism Consultations that addresses practical tools for evangelism as well as heart issues that hinder evangelism.

- **International Friendships:** There are at least 388 Xenos members which served hundreds of international students involved in this ministry. This ministry has an incredible need for volunteers to help with hosting, airport pick-ups, conversation partners, etc. There are at least 34 foreign students who discovered faith in Christ this year. There are still many more students who are waiting for a conversation partner.

- **Parenting Meeting** (formerly CARE group): This is a monthly meeting for parents to learn how the Gospel makes a positive difference in parenting. This year we moved back to our schedule meeting the first Wednesday morning of the month during the school year. Previous teachings are online at [http://www.xenos.org/care-group](http://www.xenos.org/care-group)

- **High School Open Houses:** About 23 out of 45 High School groups hosted a Parent’s night in the calendar year. This helped promote good will with parents and give them a vision for how Christ changes people’s lives.

- **Additional:** At least 2 Conversation & Cuisine events occurred to help stimulate spiritual interest with good results, as well as Pub-night’s live music. Final Hope serves the terminally ill with bedside reading of the Good News and at least 29 folks responded in saving faith this year.

- **For 2016,** we are working on finding and promoting outreach series for home group leaders to do in their home group. New ministry team concepts are newly emerging for adult evangelism in 2016.

Almost 400 Xenos members volunteer with International Friendships, Inc., a ministry for foreign students attending central Ohio colleges.
The Adult Ministries Division consists of spheres (i.e. congregations) of home churches that attend the same large weekend meeting, which we call Central Teachings. Each sphere is led by a Senior Sphere Leader who pastors the home groups in that sphere and oversees its Central Teaching (CT), often as the main teacher.

2015 in Review
Dennis McCallum and Gary DeLashmutt, elders who are directly in charge of the Adult Ministry, continued to promote unity amongst the senior sphere leaders by meeting together more regularly for fellowship, support, and discussing issues. They report that there has been an unprecedented level of unity among them. Home Group attendance remained about the same as in 2014. Central Teaching attendance was down by about 100 persons over the previous year.

The number of first time guests to adult home churches decreased by about 6% from the prior year. However, hundreds of adults received Christ as their personal savior this year, not only through the ministry of adult aged home churches, but also through other initiatives of the home churches. Adult home groups participated in many initiatives in the community such as short term missions trips, service to the refugee populations and ministries such as International Friendships, Hospice Care, nursing homes and drug and alcohol rehabilitation programs, which have added to the number of those entering the Kingdom of God.

A total of 77 people transitioned from a college home church to a post college home church in 2015. Of these, there was 1 large group that came up in mass to form a new adult home church. The 33 young people joined with some older leaders to form this group. This trend will continue as the college group grows and ages. The adult spheres are always making plans for how to incorporate these younger people into their groups.

A program started in 2014 is called the Home Oasis Program (HOP) ministry. It was noticed that childcare was an obstacle when people invite parents with young children to attend home church. HOP brings in screened babysitters to watch children during a home church meeting. The sitters bring crafts, snacks and spiritual materials to the home church host location. They oversee the kids during the bible teaching and a little of the fellowship portion of the meeting and then the children join their parents for the rest of the evening. HOP has contributed to home group growth, with HOP groups averaging 1.22 first time guests per month, which is greater than non-HOP groups in this demographic. What started with 6 home churches in 2014 has grown 11 total groups in 2015 due to its success.

Currently we have 6 adult spheres led by: Scott Arnold on Columbus’s west side, Kendal Triplett on east side; Doug Patch, Jim Leffel, and Ryan Lowery on the north side; and Gary Delashmutt at 4th street near OSU campus.

Hundreds of adults have started a relationship with Christ through the ministry of adult home churches
Here are a few words from the current Adult senior sphere leaders on progress in 2015:

2015 has been a year in which we held the bar higher in relation to cell groups and discipleship. The result has been some walking away and others growing.

Overall it’s been good thing even though we lost 2-3 people for the year. People have found more ways to serve the communities we’re involved in and adorning the gospel this way has caused some to take notice. Our local school district now contacts us when they have students or families in need of help based on the voluntary help we’ve provided in serving a significant number of poor people. We now have bible studies going on in three facilities for the elderly and they all are great human investments. Several people have come to the Lord through them. None have become incorporated into our sphere, but now some of those people themselves are vigorously promoting the Gospel right where they live! Same as last year, many if not most of our people are involved in ministry one way or another and working together and growing.

—Kendal Triplett, East Side Sphere
God continued to powerfully direct and sanctify the 9:30 Main Campus Sphere in 2015. While the sphere saw a 4% decline in home church attendance, there were encouraging signs of character and commitment growth. Three home church plants produced eight new home churches. Twenty two new home church leaders, six senior leaders, 17 sit in leaders, and 3 new Servant Team members were raised up by the Lord this year. CT attendance grew by 6%, halting a two year decline, after rolling out a sphere-wide cell series on CT participation in January. In 2016 we prayerfully anticipate two or more home church plants and increased faithfulness to God sphere-wide as we work to hone specific demographic-based vision for each home church.

—Ryan Lowery, Sunday Morning; Main Campus Cafe and Auditorium

2015 was a fruitful year for the 21 home churches making up the Sunday night sphere. A lively and dynamic mix of twenty-somethings and older groups provided a broad focus to our mission. While our seven young adult groups led the way in peer evangelism, older groups led the way in strategic missions around the city and the world. From outreach to neighbors and friends on the soccer field to medical clinics in the developing world and ministry to marginalized populations locally, home churches from the Sunday night sphere helped 400 people enter the Kingdom this year. It was incredible to see how all of this came together—a true work of the Spirit. We are also sobered by the loss of two servant-leaders this year who have gone to be with the Lord and continue to pray for the families and home churches they left behind.

—Jim Leffel, Sunday Evening; Main Campus

The 4th Street adult sphere remains deeply thankful for being permitted to serve God in the many ways He has given us to serve Him. We have an army of committed home church leaders and leaders-in-training. They have responded eagerly to the equipping and direction they received at our sphere’s leaders’ retreat and meetings. Overall home church health has improved slowly but consistently over the past four years. Our baptism was (as always) well attended, and it was so exciting to hear people from every stage of life share how they met Christ. Our monthly prayer concerts unite scores of us in intercessory prayer for our home churches and other Xenos local and global ministries. We have seen a marked increase this fall in widespread ownership of our Central Teachings. We sent another team to help in Haiti, and plan to send teams every year. We are heavily invested in IFI, Hope and Renegade – and we rejoice to see these ministries bearing fruit. We eagerly anticipate the “Honing Our Vision” plan to foster greater faithfulness in every stage of adult life!

—Gary DeLashmutt, Sunday Morning; 4th Street
The year began and ended with exciting advances. In January, a collaborative effort among four groups planted a fifth. The Harvey-Sherry, Flowers-Marzullo, Fisher-Yund, Fojas-Patch groups planted the Furno-Hewlett home church. The Lord restored former leaders to leadership and added new ones, raising up Bill and Caris Post and James and Ellen Bardeen into leadership. In October, two college spheres collaborated and sent members and leaders from the Vinyl and Cartel home churches into our sphere. Their leadership – Grace Maxwell, Jason Morz, Bob and Carol Stasko, were joined by the Fojas’ and Patches (who increased the average age of the new group – “Vanguard”).

We thank God that faithful evangelists continue to see fruit, apparently more folks coming to Christ this year than any year previous. We need prayers in at least two areas. Renegade 29 continues its fine work in serving and reaching children in the Maple Canyon area but they have taken some hits in their work force and need Spirit-led workers with a heart for this ministry. And we are certain the Lord wants most of our home groups to make more headway in discipleship; there are still many who know the Lord who aren’t flourishing in their walk through this biblical ministry. We praise and thank Him for the advances and are committed to faithfully cooperate with His efforts to work through us.

—Doug Patch, Sunday 11:30 am; Main Campus

Average Adult Attendance

The number of first time guests to adult home churches decreased by about 6% from the prior year. However, hundreds of adults received Christ as their personal savior this year, not only through the ministry of adult home churches, but also through other initiatives of the home churches.
What’s Ahead in 2016

A sharpened focus comes to Adult ministry in 2016. Ryan Lowery spearheaded the presentation of this at the January 8th, 2016 State of the Church meeting.

Several Elders and staff produced a booklet called *Faithfulness is What Matters*, unveiling a Biblical and positive yet realistic focus for the adult ministry, which a growing number of adults are already being led by the Lord to see.

On the one hand, the booklet points out: “The church has a clear call to reach the lost and make disciples (Matthew 28:18-20). We have great structures to facilitate that mission: home churches, CTs, classes, discipleship and many other useful expressions of biblical community and God’s provision. It’s clear that the Lord has led us into many fruitful ventures. We are uniquely blessed with an incredible workforce of committed believers across many generations who are prepared to go all out for God.”

And yet it’s also true that...

“.... adult ministry is not one demographic but many. We don’t think we need a distinct young adult ministry, middle-aged ministry and senior ministry. In fact, there are many advantages to adults in different life stages fellowshipping and serving the Lord alongside one another; however, there is much to be gained by considering the different needs of these stages. What is there to look forward to spiritually as you get older? What new opportunities present themselves as you move through life? What new challenges? What obstacles have others faced who wanted the same thing you do — to serve God with all their strength, all their heart and all their soul? How did they fare in overcoming those challenges? What vision might be gained by examining adult ministry from a more multifaceted perspective? We think this is an overdue exercise.”

The booklet goes on to unfold a picture of several distinct demographic stages of life within the Adult “umbrella”: Newly married, Newborns and Toddlers, Elementary and Tweens, Teens, Empty-nesters, Retirement and Elderly. An entire discussion blossoms about the many unique and true challenges and opportunities which spring up at each stage. Testimonies from people at each stage are eye-opening and inspiring.

There is a growing spectrum of ministries and ministry teams at each stage of life that the Lord is opening up, in addition to a number of existing excellent ones already bearing fruit. These are highlighted in this winsome booklet, which we hope all adults and many students read in the early part of 2016.
The Equipping Division provides educational resources that help Christians learn about God and serve him more effectively.

What We Do
We offer dozens of classes to prepare adults for leadership and other forms of Christian service. Advanced training is available through our Master’s Degree program. Home group teachers can access a wide variety of resources in our Study Center, a full-service lending library. Smaller libraries at 4th street and on the west side make similar resources available to people in other parts of the city.

2015 Review

Xenos Summer Institute
The theme for the 2015 Xenos Summer Institute was Things to Come. Due to illness, one of our key plenary speakers, Paul Tripp, had to back out with only a few weeks notice. In Tripp’s absence, a like-minded pastor in the Columbus area, Bishop Timothy J. Clarke of First Church of God, stepped up to the plate and delivered an impassioned opening teaching. Some of our elders volunteered to fill in for Tripp’s sessions, including Scott Risley and James Rochford. The event was a success in spite of this unexpected set-back. We saw approximately 3,300 people in 2015. After 20 years, we’re as eager as ever to host such an enriching and vital training opportunity for churches all over the United States and beyond.

Classes
Registration remains high in our courses as the church continues to grow steadily. We saw 4,011 unique registrations in 2015. While registration has remained somewhat steady, we’ve multiplied our leadership class sessions to improve the student-teacher ratio. This has the benefit of placing our pastoral staff members in closer contact with the home groups they oversee. To accommodate this multiplication, our course system is now spread across three sites throughout the city.

On top of our steady sequence of leadership development courses, several new courses were introduced in 2015. In the fall, Jim Leffel taught a new course on the New Testament’s use of the Old Testament. This course covers the important topic: how do the authors of the New Testament cite and argue from the Old Testament? Lee Campbell, our senior counselor, has also introduced a course on the topic of deep interpersonal relationships, Intimacy. This was a very popular course with over 200 registrants!

Trinity Master’s Degree Program
Total registrations shrank slightly this year compared to the last two years: we had fewer auditors by comparison, while degree-seeking student numbers were steady. In light of this latter fact, the minor drop is not viewed as a cause for alarm by either Xenos leadership or the central management of Trinity’s extension education.
During the 2015 Summer Institute, Dr. Mike Licona of Houston Baptist taught our wrap-around course on the historicity of the resurrection. Dr. Licona has authored several books including *The Resurrection of Jesus, A New Historiographical Approach.*

**Study Center**

We have the largest lending library of evangelical books and resources in Columbus and a robust journal collection to support seminary-level research. Our study center team, Caitlin Kleinpaste and John Ross, continue to skillfully and creatively manage the study center. They have recatalogued thousands of titles, making them easier to find and have digitized tons of resources from old formats (VHS, cassette tapes, etc.).

The most significant change in the Study Center this year was the introduction of Koha, a publicly available, searchable database of our collection. This has enabled patrons to search our collection remotely on the web, reserve resources and then pick them up from any of three separate sites throughout the Columbus area.

In 2015, we also introduced a trial run of OverDrive, a digital lending library. This enabled our users to access their favorite Christian authors and books directly from their e-readers. To our pleasant surprise, OverDrive increased patron checkouts by an average of 40%! We intend to continue the program in light the trial’s overwhelming success.

**2016 Goals**

**Xenos Summer Institute**

The 2016 Xenos Summer Institute theme is *Love: the Mark of the Christian.* This event will feature the following international trifecta of speakers: Dr Larry Crabb, Dr Clive Calver and Dr Ajith Fernando. Due to swelling attendance, we will continue to simulcast to our 4th St. and Warehouse facilities to relieve crowding at our Cleveland Avenue site.

Coming in 2016, there also will be an exciting shift in management over the Xenos Summer Institute. Historically, the event has been co-managed by two separate divisions: Equipping and Support Services. Equipping provided speakers and Support Services provided administrative support. In an effort to unify the vision and leadership of the event, the Institute is now coming under the exclusive management of the Equipping Division. Kim Van Keuls and her skilled team will be migrating into Equipping.

**Classes**

Pat Reeder, the director of the Equipping division, has developed a four-course series on the Pentateuch, the first five books of the Bible. He started this series in 2015 with classes on each of Genesis and Exodus. He will complete this sequence in 2016 with a single course on Leviticus-Numbers and another course on Deuteronomy.
In 2016, there will be a couple minor alterations in Adult Classes that will be helpful for both students and ongoing course management. First, the DVD courses will be revamped as audio courses. The DVDs of our Core Course series were produced in 2007 and are out-of-date. For the sake of simplifying production, we are updating this “remote education” option using audio only. Second, all Core Courses will run on the same schedule through the year. This will enable students to more easily predict when classes they need will be offered next.

Trinity Master’s Degree Program

During the 2016 Summer Institute, Ajith Fernando will offer our wrap-around course. Fernando serves currently as the Teaching Director of Youth for Christ (YFC) in Sri Lanka. Prior to this, he was YFC National Director for 35 years. We hope to have him speak from his voluminous practical experience on how sacrificial love is essential to Christian leadership.

Study Center

For 2016, the Study Center plans to sharpen the tools we currently have, including Koha and OverDrive. In the case of Koha, we aim to improve user awareness as well expand what resources can be web-searchable. For OverDrive, we hope to expand what’s available digitally by increasing acquisition.

The most significant change in the Study Center this year was the introduction of Koha, a publicly available, searchable database of our collection.
The Student Ministries Division focuses on infants through college age. As you can see by the chart, God has blessed us with thousands of kids and students who enjoy large fellowship gatherings (Central Teachings) and smaller home group fellowship (Home Churches & Cell Groups). **Combining all the attendance of the various ministries in student, the ministry grew by 3.4%**. God continues bringing hundreds into a living relationship with Jesus Christ through this ministry. As in previous years, most of these converts came through college, high school, and junior high groups. We praise God for this work, yet we understand the challenging task in helping these young Christians become committed followers of Christ. Discipling others is fun, but also difficult! Leading someone to become a fully committed walking believer runs counter to our culture. Pray for the leaders in this ministry as they attempt to develop workers and leaders for Christ’s church, which is our foremost challenge.

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Oasis Children’s Program

**Jeff Risley, Director**

**2015**

Oasis attendance continues declining. This doesn’t speak to a lack of quality in our program, we simply have fewer kids in our church than before. With the strong growth in our college ministry and dozens marrying each year, we thought a large wave of kids would be coming into our Oasis ministry within a few years. But that may not be realized for several more years—as many as five or ten.
With declining Oasis attendance, has the ministry reduced their budget correspondingly? Yes. Oasis continues striving for fiscal responsibility by reducing their annual budget year after year, corresponding to attendance. Another bright spot is the Oasis HOP ministry (Home group OASIS Program). This program helps home churches with young families by providing on-site child care. Parents enjoy their home church meeting while screened and trained child care workers invest in their children in another part of the house. HOP also facilitates improved outreach efforts while helping members towards a high commitment ethos. As per last year, data shows that groups utilizing HOP have increased outreach results with a more committed membership. In 2015, five additional home churches utilized HOP, bringing HOP home churches to eleven.

Making curriculum enhancements often gets postponed, but Katie Nunn has done an excellent job getting this process started. She plans on completing the enhancements by the end of this year.

Another qualitative enhancement—gender specific classrooms. We tried this in four early elementary classrooms with excellent results. Gender specific classrooms give teachers greater ability to target their audience. Boys and girls are different; we see this in the way they learn and play. We may expand this idea to a few more early elementary classrooms in the coming year.

357 children enjoyed a great time at VBS this year. Of those who attended, 85 were non-Xenos guests. We think a better job can be done following up with these guests! Oasis plans to coordinate better follow up with these non-Xenos families.

Finally, Caitlin Kleinpaste led TNT’s 6th annual missions camp for 79 fourth and fifth graders, a 75% increase from last year. At this three day camp, located near Columbus, students discovered what life is like in Haiti. They had such a good time and learned so much they didn’t want the camp to end.
The mission of our pre-kindergarten through eighth grade program is to prepare students for high school and beyond by developing in them a solid academic, spiritual, and relational foundation.

2016

We want to continue our focus on qualitative growth. To that end, we will explore a few areas:

- **Gender differences!** Expand this idea to four more classrooms in 2016.
- Curriculum. Does our curriculum present a clear message throughout the activities, crafts and lesson? We plan to complete this process.
- VBS follow up. So many guest families are touched by VBS and we need to improve follow up efforts with these families.
- Continue to keep budget aligned with attendance.
- Be ready to connect adult home church teams with Oasis as per the new adult ministry initiative.

Xenos Christian Schools

Jim Fulford, Principal

2015

Calumet Christian school enrollment is 275 and Xenos Christian Pre-School enrollment is 23 for a total enrollment of 298. Classrooms are full, which has enabled the schools to continue in strong financial position. Because of this, several capital improvements have been possible, such as air conditioned classrooms, restoration of the rear east deck, and energy efficient lighting. The schools will also have enough cash buffer to install a new roof, when the need arises, which could be soon.

The state sponsored EdChoice programs have enabled many young Xenos families to afford our schools while remaining in the city, near OSU campus. We think this is important as it enables many of our key leaders to stay close to their ministry while insuring a quality education and environment at our schools.

The school administration reviewed the Emergency Operation Plan and made adjustments to ensure it aligned with new state standards. This was a tedious and time consuming project. Accordingly, the administration has since implemented new safety drills and staff responsibilities.

As with the previous year, aggregate standardized test scores remained high. MAP™ (Measures in Academic Progress) scores: math = 77th percentile; reading = 78th percentile; language usage = 76th percentile; and science = 77th percentile. We think many curriculum enhancements have helped.

Formal technology instruction was integrated into grades three through sixth. Teachers transitioned to using Google Classroom in grades three through eighth, which eliminates lost homework and thumb drives! A third Bible class was offered in eighth grade, a class some students are enjoying the most.
• After piloting Math in Focus (Singapore math) during the 2014-15 school year in grades K, one, and six, the teachers and administration are implementing it across grades K-6 in 2015-16.

• The teachers are in the process of transitioning to integrated science in middle school and have adjusted the fourth and fifth grade science accordingly for 2015-16.

• Fourth and fifth grade social studies have also been revised to meet Ohio standards and to dovetail with the middle school curriculum.

• Further curriculum enhancements are targeted for the 2016-17 school year. For instance, the integration of middle school science will be completed and and elementary science curriculum will be aligned to meet and exceed state standards.

• Another goal for 2016-17 is to modestly renovate the middle school science classroom with new countertops, cabinets, electric outlets, and sinks. This will enhance hands-on instruction in middle school science.

• Because we beginning to see some families turned away in kindergarten due to limited classroom space, we need to gain a better understanding if and when to start up a second elementary school. This year, our administration will survey existing young families regarding their interest in our schools.

2016

Jr. Hi Cell

As you can see by the chart, junior high attendance declined again, by 7.6% this year. However, we don’t believe this is a sign of ill health. The decline is due to fewer Oasis kids transitioning into the ministry than eighth graders transitioning out to the high school ministry. In fact, the junior high ministry sent at least 75 more students into the high school ministry than they received from Oasis. This trend is simply a result of church demographics. When discounting this disparity, the actual numeric growth is 16.5%. That means outreach is still strong and the cell groups are doing well. We also know of at least 32 students who prayed to receive Christ as their savior. With the trend of smaller incoming classes, Joe Botti will not be needed as much here, but will spend this time elsewhere in the growing student division while guiding the junior high ministry as needed.
Other qualitative areas:

- **Weekly Cell groups:** Our main goal for 2015 was to restructure the junior high ministry. This was accomplished and done well. In previous years, cell groups were only offered on a bi-weekly basis while the main CT, “Blow Out,” met each week. Yet, because cell groups have born more fruit than CT meetings, the leadership has given cell groups the opportunity to meet weekly while reducing the frequency of the Blow Out meeting to bi-weekly. We didn’t want to change the amount of time students are involved (1.5 nights/week), but move the emphasis away from large meetings towards cell groups. We believe these smaller friendship and neighborhood based meetings are more organic and better fit the heartbeat of our church. Weekly cells should enable junior high students to experience deeper fellowship, more consistent spiritual growth, while enabling them to more easily bring their friends. We hoped to have 50% of our cell groups meeting weekly instead of bi-weekly, and that goal was surpassed. Presently, 55% of our cell groups meet weekly, most on Sunday nights.

- **Cell group plants:** six cell groups planted from Oct 2014 to Oct 2015. This is a mark of real health in our cell groups.

- **CT participation:** Central Teaching participation continued to decline from 55% of cell group attendance to 53%. However, we anticipate this trend to turn around with the advent of Friday night Blow Out. We’d like to see the CT participation climb to 65 or 70% within the next 5 years. Our students need to experience Christian body life while sitting under quality CT Bible teachings.

- **Mentoring:** 83 students are mentored by 52 leaders, which is about the same as the previous year (83 students mentored by 48 leaders). Mentoring is simply when a leader meets with one or two students to study the bible, pray, have fun and discuss ways to bring quality into the cell group. It’s encouraging to see so many students being mentored!

2016

- **Maintain high contact coaching.** With the number of groups meeting weekly, cell group leaders will welcome more help in developing weekly activities, teaching series, and teaching rotations. Therefore, we must assist our leaders with adequate support and coaching.

- **Increase the number of classes offered to our students** (from 3 classes to 6). We have found students want to learn even more about topics such as Sharing your faith, Evidences for faith, Prophecy in the Bible, etc.

- **Increase CT participation.** We hope to increase participation from 53% of cell group attendance to 60% in 2016.

- **Summer Camp:** We want to increase the percent of cell students who attend summer camp from 72% to 80%. Many students look back at camp as a defining time in their spiritual lives, so we want to capitalize on that by getting as many students to camp as possible. In addition, camp will be held earlier in the summer, concurrent with Epic high school camp, to make it easier on families and avoid competing with late summer school sports practices.
Renegade is a ministry that draws low-income urban students toward Christ through bible teachings, fellowship and fun activities. In 2015, the ministry declined in attendance slightly, by 2.9%. This ministry is struggling to retain high school upperclassmen (see explanation below). Just short of our goal, seven additional students benefited from life coaching (from 10 to 17). Life coaching helps upperclassmen learn how to successfully master life skills, such as securing a driver’s license, getting a job, purchasing a car, etc. Life coaching makes a big difference in whether spiritually minded students will live healthy, functional lives.

Improving transitions from one ministry level to the next (ex. elementary to junior; high; high to college) was an important goal for Renegade. The ministry set out to transition 80%. This goal was exceeded from elementary to junior high and junior high to senior high; however, only 50% of seniors transitioned to the Xenos college ministry. Unfortunately, the prospects for attaining even a 50% transition rate for 2016 seniors looks even worse next year. We are very concerned about this retention problem with upperclassmen. Several of our urban ministry leaders have been meeting to discuss the issue and formulate ideas. We hope to roll out plans in 2016. The goal of sending 140 students to the Fourth St. summer camps was adjusted as the ministry decided not to accommodate junior high students. Renegade junior high students already attend Blow Out summer camp, so we felt the day camp should only be available to the younger kids. 48 students attended the Xenos junior and senior high camps, which was three students higher than anticipated. However, our leadership is considering changing the emphasis away from putting high numbers in the camps (see 2016 goals). Finally, ground was made in sending former Renegade students, now in the Xenos college ministry, back into the Renegade ministry. In 2015, three college age workers returned to serve in the Renegade junior high ministry!

2016

The overall goal is to focus on quality rather than quantity.

- Improving retention: We want to see more Renegade upperclassmen stay committed to Christ as they move into their adult years. Xenos urban leaders have been meeting to discuss the problem and what can be done. Among several ideas, we could potentially start a private, Christian urban High School in 2017-18. We think a new high school could vastly improve their environment while increasing our contact time. This could give students just what they need to build a core group of committed urban students who walk with God together during these tumultuous years and eventually become urban leaders. This goal is not finalized, but it is of primary consideration along with other organizational ideas and strategies. We hope to roll out a strategic plan mid year in 2016.
• **More life coaching:** We plan to offer life coaching to three additional students (from 17 to 20). Life coaching has played an essential role in preparing our young adults to master practical life skills and live independent and productive lives.

• **Improving our summer camp experience:** We believe the quality of our junior high and high school student’s experience at Epic and Blowout camps will be improved by initiating higher qualifications for camp participation. We anticipate a smaller percentage of Renegade students attending these camps but with a higher quality experience.

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**College-High School**

Dennis McCallum, Director and Sphere Leader

Other sphere leaders: Scott Risley, Chris Hearty, Conrad Hilario, Ryan Weingartner, Bret McCallum and James Rochford

**2015**

The college and high school ministry combined had a home church attendance growth of 7.2%, which is higher numeric growth than experienced in 2014 (6.6%). Looking at the ministries separately, **college ministry grew by 9.8%** (from 1,555 to 1,707) while **high school ministry grew by 2.7%** (742 to 755). Both high school and college enjoyed their additional venue, The Warehouse, which enabled the ministry to expand. As you may recall, space and parking were tight, especially for the college ministry. **Thank God He found this site in early 2014 and mobilized our church with adequate funding!** This facility should enable the college CT ministry to expand by another 1,500 people with adequate classroom space for additional leadership training.
Other accomplishments in 2015:

- Over 750 students attended Epic, our high school summer camp. Watching hundreds enjoying devotional readings, corporate teachings, and fellowship was a blast.

- High school home church growth was not as strong as the 14% CT growth (566 to 645). South CT grew by 22.7%! This was much stronger than North CT’s growth of 2.4%. However, some of this growth differential is because a North CT home church relocated to South CT mid-year. Because of this strong growth, CT participation expanded from 76% of HC attendance to 85%! South CT also moved from the Fourth St Pavilion auditorium to The Warehouse. This gives the CT more room to grow before needing to plant.

- Chris Hearty was raised up as fifth college CT teacher as well as our seventh College-High Sphere Leader. Raising up another sphere leader and CT teacher is a major accomplishment and we are glad to have Chris contribute on this level.

- College CTs grew by 5.7% (1,213 to 1,282). Participation in CTs dropped from 78% to 75% of HC attendance.

- Several college home churches planted, which resulted in a net gain of four total home churches, (52 to 56). (Note: The HC number previously reported in the 2014 annual report, 53, was incorrect). The high school ministry grew by six home churches (36 to 42). This shows strong home church multiplication. The leadership figured this would be a stronger year of planting since we didn’t see as much in 2014. Xenos’ partnership with Fellowship of Christian Athletes (FCA) continues bearing fruit in area high schools. The results have been positive, with many students hearing the gospel and coming to faith.

- 30 college leaders were raised up this year, but the actual net growth of college leaders was 23 (248 to 271) because seven leaders transitioned to the adult ministry.

- Ministry houses multiplied by an additional 12, from 122 to 134. We expect many more in 2016.

- Once again, over 300 students received theological and leadership training through the college Leadership Training Class (LTC).

- The non-Xenos portion of attendance is still strong and growing. This is an important area to study, because it shows if our church is reaching out to unchurched people. In high school, the percentage of non-Xenos students grew from 57% to 62%. That increase is remarkable and we thank God for it. In college, the percentage declined slightly, from 73% to 72%.

- A second coffee bar and study center was opened to accommodate the new CT venue.
Over 750 students attended Epic, our high school summer camp. Watching hundreds enjoying devotional readings, corporate teachings, and fellowship was a blast.

Plans for 2016

- Leadership training and class work is an important aspect in raising up leaders for a church planting movement. In keeping with this, Kate Mizelle will be raised up to teach an LTC class. A few more promising leaders may begin apprenticeship training in order to teach the Leadership Training Class sometime mid year.

- Internet pornography is ravaging hundreds of students, from pre-teen all the way through college. It is becoming the secret drug of choice, rendering their spiritual lives anemic. Kids can access it anywhere, including smart phones, which some brands make it almost impossible to monitor or install accountability software. Parents feel technically inadequate to work with the software and squeamish in talking to their kids about it. Please pray for a good solution to this menacing problem.

We also ask you to pray for God to raise up many more leaders this year, ones who are growing in maturity, depth, and ministry competence. Pray that God will reach hundreds more through Xenos Student Ministries.
We are richly blessed by God in this church, …with every spiritual blessing in the heavenly places in Christ

—Ephesians 1:3

Over the years, we have been able to grow into more-and-more of a blessing to other in our communities as He has led us. This has been evident in our ability to steward the financial resources God has put into our hands, toward people and projects around the world.

Our annual funding of the Xenos General Fund is the foundation for work done around the world. All of our infrastructure (building, systems, etc.), program budget, pastoral staff and administrative staff are funded under the General Fund. Year-after-year donations and wise spending have allowed us to complete the work set before us and not run into “red ink”. Looking back over 20+ years now, we have never had a year in which we spent more than we took in for our General Fund needs, that’s a great legacy that we will maintain into the future.

Over the past 2 years, Xenos contributors have provided over $10 million each year toward our General Fund, Building Fund, Global Partnerships Fund and Humanitarian Aid & Development Fund. And we know that many households also give generously to charitable purposes outside of Xenos. So we are a richly blessed and a richly blessing church.

You can read more about the Global Partnerships and Humanitarian Aid & Development funds in the Mission section of this report, but we have been able to grow our commitments outside of North America in new and substantive ways, even as our General Fund has grown each year. We plan to push out even more in coming years.

A ‘Securing Our Future’ building fund campaign kicked off in 2014, and to date almost $3.6 million has been provided to renovate and furnish the Warehouse and to reduce debt and/or provide for growth needs into 2017. We will remain flexible in how we use the funds provided, as the church continues to grow and new facility needs will certainly arise in the next few years. In the mean-time, we have only $1.1 million in debt, very manageable for a church of our size, especially as we are unified toward God’s kingdom work.

One of the guiding messages we talk about a lot in our ministry is that we want to seek out where God is working and then diligently strive to come alongside His work in His ways. It is encouraging to feel that His continued blessing in the finances of His church stands as a clear “keep going, excel all the more” message from Him.

Our primary focus on finances in the church annually is to establish and communicate a budget that makes sense – it covers the work we have set before us and funding it is achievable. Then it follows that people will give strongly, as the vision and message of the church is shared clearly. We’ve seen our budget grow in a measured manner each year since the 2008-09 global recession. We anticipate continued budget growth in 2016, matched by the sacrificial giving of God’s people toward the goals of the church.
2016 Finances Overview

We expect to grow our budget by a total of about 3.5% in 2016. This ~$245,000 in proposed budget growth would be in line with growth of the church overall. And since we know that the people who call Xenos home have stepped up in substantive ways every year, we think the goal set is quite achievable.

Each year our primary financial contributors, members of the Xenos Fiscal Support Team, provide input and votes on the annual General Fund budget. Unlike most other years, we felt that for this year, rather than vote on a broad number of Strategic Initiatives, we included more budget growth in our base budget. We decided the most prudent course was to fully fund those necessary programs and staffing to meet longer term commitments we have made and to also meet the diverse needs of our membership. Specifically, we funded more counseling resources for the church, added staffing for booming use of our Xenos.org web-site and addressed needs in our growing Student Ministry work. In future years we think we will expand what is voted in, now that we have addressed some foundational issues.

We don’t often celebrate frugality in the church, but we are glad that we have maintained an ethic of doing much with little. We have a fantastic staff group who keep our eyes on the details of best practices in our stewardship of what God gives us through His people. This has freed us to focus resources where God is moving and reinforce His troops to great effect.

Pledging, Budget and Contributions to General Fund 2013-2015