# Table of Contents

Missions Division ................................................................. 3  
Operations & Administration Division ................................. 6  
Support Services .................................................................. 9  
Adult Ministries Division ...................................................... 11  
Equipping Division .............................................................. 13  
Student Ministries Division .................................................. 15  
Church Finances .................................................................. 18
Missions Division
Dave Glover, Division Coordinator

Mission: To advance cross-cultural indigenous church planting movements
Vision: A church accessible to everyone in the people group resulting in changed lives and transformed communities.

World Missions

Cambodia: The Mercy Medical Center (MMC) facility was opened in July 2011. Praise God for the many generous donations that helped make this vision a reality. MMC treated over 7,000 patients this year. Through the ministry of MMC, 149 people prayed to receive Christ and one new house church was planted. In addition, six churches were planted in Preah Vihear Province through a man who came into a personal relationship with Christ at MMC.

The Kompong Cham School added a third grade classroom for the 2011-12 school year. There are approximately 90 students enrolled. The Khmer school staff meets with parents twice per month to build relationships and share the Gospel. There was one house church planted with approximately six people attending. The teachers and administrative staff are all Khmer.

World Relief: Cristine completed the first 2 levels of Khmer language study and is currently in level 3. She also completed the Father Heart A and B school. She shared the A school material with the staff in Kampong Cham and Kampong Thom. She began work with other NGO’s to develop strategies for training village health care workers.

Eastern Europe: As part of an overall exit strategy, one of the couples returned to the USA in July. One couple remains to continue to work with the indigenous leadership. There are three house churches in place and they plan to appoint elders within the next several months. Two of the churches intend to plant in the first half of 2012. In addition, a 12-week discipleship class was developed and translated. Dennis McCallum’s Satan and His Kingdom was translated and printed. Jim Leffel taught his hermeneutics class for 25-30 national workers and leaders.

Southeast Asia: This has been a year of transitions. One family returned to the USA after serving in SEAsia for 18 years. With their departure, a new couple assumed leadership of the team.

The team played a role in helping 8 churches. 2 of these are entirely made up of workers we trained and discipled. One of them was planted by one of the national workers. The other 5 were not planted by the team. However, the team helped them develop and they each have key workers they helped train.

Our 3 development organizations also played a key role in all of these churches. We sponsored over 100 kids providing school fees and after school programs. Some of the services included: help with homework, big brother, big sister program, savings program, computer skills, reading and summarizing novels, English lessons, etc.
We ran 11 community libraries, which served over 500 children and their families. Some of the services included: help with homework, big brother, big sister program, savings program, computer skills, reading and summarizing novels, English lessons, etc.

5 new teen groups were formed this year which had regular meetings and did various activities such as watch and discuss movies, play sports, go camping, etc. Most of these had a spiritual component as well.

**Taiwan:** The team in Taiping held a number of outreach events in the local park and the community at large. They trained a couple to conduct evangelistic meetings at the local high school. They continued to hold the Sunday morning house church and meet with believers individually. It was a challenging year, due to the relocation of some key individuals.

They also taught classes at a local seminary regarding church planting among the Taiwanese working class. Part of the McCrackens role is to assist new field workers. In 2011, they released 4 couples and 1 individual to their first ministry assignments.

Seann and Amy oversee a young adult group who are using the self-leading materials. They also oversee a high school group that had 10-12 students attending. Many of them graduated and they are starting the new school year with 4 students. They planted an “evangelism” group with 4 families, 3 of which have children. Finally, the Gibsons moved to a suburb outside of Chiayi and trained another couple who leads a small team in the city.

**Mobilization, Relief and Partnerships**

We held one short-term trip to Cambodia for 36 adults. In preparation for the trip, the Mobilization Director conducted the short-term mission’s class. In addition to the short-term trip, we sent a team to lead a retreat for the World Relief staff in Cambodia.

The Humanitarian Aid and Development Fund featured 13 different options for donors. In spite of a challenging economy, there was a generous outpouring of support and we were able to fund each of the projects. Our goal was $250,000 and we were able to raise over $300,000.

The missions staff made field visits made to E. Europe, SE Asia, and Cambodia. In addition, we provided pastoral oversight for 3 couples on home assignment as well as assisting two families in their transition back to the USA.

Cristine Masters raised the necessary prayer and financial support to be deployed as a staff member with World Relief Cambodia in February.

The missions coordinator worked with the SE Asia field director to develop a 5-year strategic plan including determining the need for an additional expatriate couple. We also worked with the sending agency to determine leadership requirements and organizational affiliation.

**Domestic**

Joe and Erin continued their role of domestic church planters overseeing home churches in both Newark and West Jefferson. They offered their first equipping class, which was successfully completed by eight students.
Looking Toward 2012

John and Ruth will participate in prefield training and raise both prayer and financial support. They hope to be deployed to SEA-sia by late summer 2012.

We plan to conduct a research trip and training seminar for church leaders in Ethiopia. We hope to develop a partnership with the leadership to provide training and ongoing church planting support.

In the mobilization area, we plan to hold short-term trips to Cambodia, Haiti and Southeast Asia. We also will recruit a couple to join the Geslers in Cambodia.

In Cambodia, both the MMC and Friendship School will seek to build on the church plants that took place in 2011. The MMC will plans to develop a curriculum to help train village health care workers. The Friendship School will develop a training class that upon completion will grant participants a certificate to teach in Cambodian schools.

Eastern Europe will appoint elders to lead the 3 churches. Mark and Laura will continue to provide leadership training for key leaders and workers.

The Southeast Asia team will develop a “central church” for people in the community and the expatriate team. A major emphasis will also be placed on developing programs to reach the youth.

The Taiwan team will continue to train nationals to lead their home churches along with developing self-leading Bible study materials.

Urban Concern

We will file the necessary paperwork with the department of education and hire staff in preparation for the addition of 8th grade to the Harambee Christian School. Continued emphasis on the spiritual vitality of the students including participation in weekly Bible studies and mentoring will be our focus for 2012.

We plan to launch a Bible study aimed at students in grades third-eighth.

We plan to send all middle school students to junior high camp.
Overall, 2011 saw the Operations & Administration Division pursued a cost-containment and cost reduction focus that started in 2008. Our goal is to ensure that what we do to support church ministry is done both effectively—doing the right things—and efficiently—doing things right. We spent time in every Division area: Facilities, Information Systems, Sound & Light, Accounting & Finance, Office Services and Master Scheduling & Event Support, asking how we could end some policies and practices that do not add enough value in support of the goals of the church. This look at work tasks was matched with a view of how also to enhance support to critical ministry with resources available to us.

Division budget remained stable from 2010 into 2011. As we look to 2012, the budget will not grow, again. This means that for 3 years in-a-row we will have been able to fully absorb non-discretionary costs increases while finding cost areas we can decrease or eliminate, to remain at a stable budget.

We face several challenges each year in containing these church-wide costs:

- Staff benefits, due primarily to health care cost increases, continue to grow at around 10% each year. Health care costs remain a huge budgeting hurdle, as they are for other businesses.
- Utility costs for natural gas and electricity have been stabilized recently by reregulated markets, but increasing use of facilities off-sets any potential savings.
- More of our aging capital infrastructure, asphalt and roofing in particular, needs attention, as our main first-constructed facilities turned 15 (Main Offices) and 14 (Main Campus) years old.
- Sound and lighting equipment supporting meetings across many venues is in constant need of repair and upgrading. Major facilities opened in 2005-2007 at our Main Campus (the Cafe addition), in the OSU University District (4th St.) and in South Linden have equipment that is now entering a typical 5-6 year obsolescence phase for some large items.
- Office copiers and phone systems are big-ticket items, even as we have some components of our office support in place from 20 years ago. Our phone system remains from before we moved to our new offices and is no longer supportable.
- We work hard to maximize use of our information systems / computers, with desktop and laptop computers in service for 4 to 6 years, but there are needs every year for new equipment.

The departments in Operations & Administration support the work of God’s church. Our “customers” are the staff of Xenos, Urban Concern and the Xenos Schools, along with our members and the communities in which we serve. Our work touches lives across central Ohio and across the world.

The largest department in terms of both man-power and budget is Facilities. Our Superintendent of all facilities is Dave Bucklew. Dave maintains a responsive and hard-working professional staff across our key ministry locations. In 2011 we were able to budget reduced costs in facility support knowing that we could call on our staff to find ways to make better
costs in facility support knowing that we could call on our staff to find ways to make better use of vendors and contractors, with the right staffing mix. By year-end we had achieved savings in support while meeting all needs at our key facilities:

- **4th Street Coffee Bar & Study Center and the 4th Street Pavilion on the Ohio State University campus** – the Xenos college ministry’s home and one of inner-city ministry locations for our adult members.

- **Harambee Christian School and Community Center in South Linden**, which added a middle school we now support. We also retain the 13th Ave. park and house for local ministry.

- **Calumet Christian School** in central Columbus.

- **Main Campus facilities**, close to Westerville off of the Columbus I-270 outer-belt, including the Café and Main Auditorium, 2 large contiguous meeting spaces, plus the detached Building X youth facility off of Community Park Drive.

Information Systems is overseen by Andy Ault and he leads a team of incredible technical resources who support technology use across all of our ministry. In 2011 we were able to reduce costs while increasing internet band-width, as our staff is constantly on the look-out for the best ways to use new technology while squeezing the very last drop out of the systems we invest in. Greg Lawless is our lead technical manager and has the natural capacity to look at fast-moving technical innovation and help us understand how to best apply it to our environment – after it has proven been in use elsewhere. We are blessed to have many resources in the church who are willing to step forward and help us navigate through the constantly evolving systems and services that are now possible through multiple user platforms and an otherwise overwhelming myriad of applications.

Running the systems for 13 Central Teachings and many events each week requires a host of volunteers and support from the professional staff directed by Jeremy Myers. In particular, we have seen our audio-visual needs at our 4th St. venues grow each year as ministry with college students and adults increases in the University District. We have opened our facilities to outside users more in 2011 than in any previous year, and they all need technical support to run their meetings. More than any other department in this division, Sound & Light has seen a reduction in budget over the past few years that epitomizes the meaning of “doing more with less”.

Accounting & Finance is under the solid guidance of Alan Burkholder, CPA. We think our “open book policy”, allowing anyone interested to review our financials, reflects the core of our ethos as a church – we want to be transparent and open to input. Our staff ensure that our books reflect all that happens across a church of our breadth-and-depth. We have seen increases in support of newly funded initiatives as our church Spheres have developed programs in support of local, national and international ministry. It takes a lot to make sense of changes and keeping up with technical reporting requirements in the non-profit world. At the same time, our finances have remained solid over the years, so the work in this area is a joyful endeavor. In 2011, we were able to pay-off one of our 2 outstanding property loans, freeing up budget for ministry; we now have just over $1.8 million in debt for all of our properties.

A well-run office environment is critical to the effectiveness of staff getting their work done and for members and others seeking assistance through the church. For over 18 years Cathy Kaiser has been the foundation of a service-oriented, God-honoring team of staff who make up our Office Services. Cathy has a primary role in administrative support for our (highly active) senior pastors, and still has the capacity to see people served as they have contact with our office. It is often said that, “You should have the pleasure of being helped by Cathy”, which a testament to her professional and godly approach to ministering.
Keeping up with all that is happening across Xenos’ locations and ministries and communicating those events is a huge job, one of 2 handled with excellence by Michelle Houston. She also oversees support for large church events and recurring needs for meetings. Provision of food at multiple venues requires someone who is able to juggle priorities and understand the best way to meet needs with low expense. Michelle brings a background of event management to bear along with many years on staff with us (over 13 in varied roles). Her skills make our weddings (more than 3 each month), church events and outside meetings reflect our ministry ethos every single day.

In the coming year, we expect to see ministry increase in all of the neighborhoods we serve. There will be new members to serve, new meetings to support technology changes to keep up with, and a myriad of other support opportunities to tackle. We have a fantastic team of diligent, focused and flexible staff to support ministry growth and changes. We feel well-positioned to meet the challenges of maintaining a focus on costs while steeping in to meet the next need.

**There are some large projects we face as we enter 2012:**

- We will work with Student Ministries to deliver a re-done interior for the well-used Building X student meeting facility and gym.
- We will replace our decades-old phone system with a new internet based, Voice-Over-IP system, saving us thousands of dollars over the next 10 years.
- We will invest in some large parking lot asphalt replacement and repair.
- We will study all church facility lighting and HVAC systems for optimal targeted infrastructure replacement to lower utility bills long-term, and replace what we can to gain usage efficiencies.

In summary, we feel well-positioned to meet growing ministry needs while maintaining costs. We have an incredible staff across all of our support departments who give us confidence that we can weather what is thrown at us, in God’s power and to God’s glory.
Evangelism Impact Ministries
Sherri Fojas

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

- We worked with International Friendships to help match up Conversation Partners and housing. We have over 450 volunteers from Xenos supporting this ministry. There have been numerous reported faith decisions. Of the 1400 new international students who came to OSU this year, 207 requested conversation partners, and 73 of those got matched with a partner, many of whom were adults in Xenos.

  There is much more to be done here.

- In 2011, there were 10 reported conversation and cuisine events and with 73 guests attending.

- Meetup Group’s version of Conversation and Cuisine had over 39 guests, and some have come to the only 2 Home Churches involved.

- CARE Group is a monthly meeting for parents to learn how the Gospel makes a positive difference in parenting. Attendance averages around 50. Teachings are online: [www.xenos.org/caregroup](http://www.xenos.org/caregroup). We anticipate growth as more parents discover the value of these meetings.

- We offered 2 Live-music Pub Nights with 40 guests attending.

- We piloted several 4-week outreach groups centered on improving marriages called “Grow Your Marriage” which look promising for outreach in this area of terrifically felt need.

- Close to half of the Xenos high school groups partnered with adult home groups to do open houses for parents to come check out Xenos. One mother of a teen came to faith in Christ through this and another couple came out to an adult Home Church.

Communications
Jay Reilly

- Worldwide website traffic on Xenos’s massive website went up 9% over last year and page hits are in the millions. Many of the pages were automated and beautified by our staff.
External Relations
Jay Reilly

- The Summer Institute had best attendance ever in 2011 with 2591 registrations, and broke even financially.

- Bookstore met its sales goals, and supported satellite Xenos bookstores at 4th street, study center, and east side sphere. We see the beginnings of the trend toward electronic books and are considering the possible implications of offering paper books.

Counseling
Katey Downs

- Katey Downs, Bev DeLashmutt, Lee Campbell and Amy Moreno conducted 1,816 counseling sessions.

- Amy Moreno left staff at Xenos to start her own clinical counseling practice.

- Connie Rue came on staff part-time as a counselor.

- 13 couples participated in the Marriage Mentoring program for pre-married and newly married couples.

- Classes: Several counseling oriented classes were offered to the church to help equip people in Xenos to help others.

- Ministry Teams: DivorceCare completed two workshops. GriefShare completed two workshops.

- GRACE (post-abortion help) did two workshops. Never Alone (substance abuse help) continues to meet every Friday night.

Internal Services
Kathy Hoffer

- We have 685 Servant Team members at the end of 2011.

- Access special needs ministry is now a regular fixture at CTs.

Adult Central Teaching Administration
Gale Flowers

- This Department provides programming support, 100’s of recruited and trained volunteers, music, literature, welcome booths, teacher support, quality assurance, technical support for Adult Central Teachings each week.

- We raised up more than 5 new musical acts to play at CTs.

- 370 CT Volunteers were recruited, trained, and did ministry at our Adult Central Teachings weekly or every other week.
The Adult Ministries Division consists of “spheres” (i.e. congregations) of home groups 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.

2011 in review

Home Group attendance went up slightly in 2011. Central Teaching attendance ran steady with last year’s numbers. The number of First-Time guests to adult home churches went up dramatically. Kim Geiser became the point person for helping individuals and clusters of people transfer from College ministry up to Adult home churches in a healthy helpful way, and there was a slow steady increase of people transitioning. More home groups and individuals continued the trend of mobilizing to show the love of Christ in new diverse fields of service around Columbus, two service fairs were conducted to help more Christians in Xenos adorn the Gospel with good works around the city.

Scores of Bhutanese refugees were reached for Christ and joined home bible studies and central teachings this year, and there is continued spiritual depth being fostered in this population through personal investment of time and loving relationships.

Rediscovery of International Friendships ministry by several hundred Xenos adult volunteers has infused additional new life into adult ministry, opening many doors for the love of Christ to show through to many of the 1400 new OSU students arriving yearly in Columbus from all over the world.

The number of first-time guests to adult home churches went up dramatically.

Number of First-Time Guests

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<td>2010</td>
<td>1383</td>
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<td>2011</td>
<td>1639</td>
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Currently we have 8 adult spheres led by these people: Scott Arnold on westside, Kendall Triplett on eastside; Doug Patch, Danny Walker, Jeff Gordon, Jim Leffel, and Ryan Lowery on the north side; and Gary Delashmutt at 4th street near OSU campus.

**Plans for 2012**

A major initiative will be launched in 2012 for adults to shore up and rediscover the important discipleship component of “The Great Commission” (found in Matthew 28:18-20). Through instruction and counsel, we aim to massively reverse the downward trend in numbers of people involved in personal discipleship relationships in adult ministry.

Another important emphasis will be to add more vigor and depth to Christian community in adult home groups by teaching and urging more frequent meetings with each other in Home Church. We found that the home groups meeting only every other week typically did not grow very well, but the home groups meeting weekly grew significantly better. We anticipate many home groups switching over to meeting weekly in 2012.

Another important finding to act on in 2012 is that smaller home groups—those under 14 people—often have significant struggles in growth. Therefore we will aid in the process of helping smaller groups to join forces to create larger more vibrant groups capable of greater Christian body-life. Similarly, it was demonstrated that home groups with less than 4 leaders showed less growth than those with 4 or more leaders. Therefore the merging of smaller led home churches together will increase the size of the leadership teams.
Equipping Division
Mike Sullivan, Division Coordinator

Mission: 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 folks in other parts of the city. The Finishing Well ministry provides training and opportunities to serve for folks who are 55 and older.

2011 Review

Study Center
We created a secure journal room at the Study Center so that students writing academic papers have ready access to a wide range of scholarly articles. We also provided patrons with online access to a large number of journals.

Trinity Master’s Degree Program
Seminaries around the country saw declining enrolment due to the struggling economy. We bucked this trend and enjoyed registered a higher number of students than the previous year.

Adult Classes
• Xenos teachers created nine new courses.

• Adult senior sphere leaders taught core classes and collaborated more closely on course revisions.

• 159 people came to Xenos for the first time by attending a class, and 45 of them went on to visit a home group.

Domestic Church Planting
A team of researchers from Xenos spent a week in Austin, Texas to research the feasibility of planting churches like Xenos in Austin and other U.S. cities. The trip raised interest in church planting among Xenos members and helped to clarify the approach to church planting we might take.

Renegade
Renegade began in the summer of 2008 as a ministry to low-income students living near our 4th Street facility. Mike Sullivan and Patty Young lead this ministry which now serves over 100 students from kindergarten through high school. In 2011, 42 students became Christians at our weekly meetings. 99 campers attended three different week-long summer camps offering Bible studies, a free lunch, and enrichment activities centered around music, art and sports. Renegade also launched a second Bible study in an impoverished neighborhood south of German Village.
2012 Goals

Xenos Summer Institute
The 2011 Xenos Summer Institute, “My Whole Life for God,” featured Gene Getz, J.P. Moreland, and Ken Sande and was very well attended. In 2012, we plan to expand our workshop venues at Xenos’ main campus to accommodate increased daytime attendance. Our conference theme will be Multiplying Churches, Leaders, Home Groups, and Disciples.

Expanding Classes at 4th Street and the West Side
In 2012 we hope to expand the number of courses offered at our 4th Street location and at the site of a growing Xenos central teaching on the west side of Columbus.

Trinity Master’s Degree Program
To raise interest in our Trinity extension site, Dr. James Hoffmeier (a well-known Egyptologist from Trinity Evangelical Divinity School) will give a presentation on Exodus in Light of Recent Archaeological and Geological Work in North Sinai.

Classes with Childcare
We want to make it easier for parents of young children to attend our core classes. In the fall of 2012 we will begin providing childcare while classes being held on Saturday mornings at Xenos’ Main Campus.

Study Center
We will continue digitizing old teaching cassettes and converting our collection of VHS videos to DVD. We hope to complete this project sometime in 2014.

Renegade
Mike Sullivan and Patty Young will consult with the staff of Urban Concern to help launch a new Bible study for kids in South Linden called “Lighthouse.”
The Student Ministries Division includes infants through college age. Our kids and students enjoy large fellowship gatherings (Central Teachings) and smaller home group fellowships (Home Churches & Cell Groups).

Praise God. He blessed us with yet another year of hundreds coming into a living relationship with Jesus Christ! Most of them came through the college and high school ministry. Our children’s program (Oasis) attendance continued declining as did the Xenos School enrollment. But, as mentioned in previous reports, these declines are due to aging family demographics in our church. Although jr. high attendance was growing slightly from the previous year, the ministry actually grew more than appearance because they transitioned out many more students into the high school group than they received from Oasis. Our high school ministry showed vigorous growth after years of flat attendance and the college ministry was thriving again. Throughout student ministries, the bible continues to be taught with ample opportunities for rich body life. Extra-curricular school activities compete for students’ time and affections. Despite this cultural shift, we will continue making the case for biblical body life involvement.

Oasis Children’s Program
Kathy Steinman, Director
2011

As you can see, attendance continues dropping in Oasis. This doesn’t speak to a lack of quality in our program. We simply have fewer kids in our church than we did 10 years ago. However, due to the amazing growth in our college ministry and the many marriages forming, we see another large wave of kids coming through our church, but not for another five to ten years. This year, one of our main goals was to enhance classroom quality. We approached this in three main areas. First, we made concerted efforts to secure feedback regarding our guests. Did they enjoy their experience? We queried teachers, bringers, and even some guests. In each case they assured us the new kids enjoyed their experience and their parents were appreciative as well. Secondly, we wanted to improve the application sections of our curriculum. Our leadership replaced some didactic portions with more discussion oriented questions. Teachers reported good results. Another qualitative goal was to equip teachers with ideas on improving classroom management. We gave them some insightful reading on this as well as instruction. In terms of extra programs, we provided a VBS program and a challenging fifth grade missions camp. Both proved successful. At VBS, through Macho Macho and the Great Island Disaster, 350 children (100 guests) learned about the super heroes of the Bible and how God can accomplish great things through anyone who is willing. Regarding our three day missions camp, 41 fifth graders gained a better understanding of what life is like for persecuted Christians in “underground” churches around the world.

2012

Kathy Steinman, our long time director, is retiring in early 2013. Our main goal is to find a qualified replacement! Kathy has spent over 20 years serving in this important role, and for that and her contribution, we are extremely grateful.
Xenos Christian Schools

2011
As reported last year, our long time Superintendent, Dave Glover, retired in 2010. He became our Xenos’ full time missions director. In his place, a seven member management team was created. However, our goal in 2011 was to evaluate whether this measure would be a sufficient replacement for a superintendent. Although we felt the management team was a good stop gap measure, we didn’t feel it offered the kind of leadership the school needed. A new superintendent will be hired in 2012. Secondly, we wanted to increase communication and community at the schools, so we developed a new parent team who really got involved and accomplished this goal. Thirdly, we partnered our middle school bible teacher with the jr high Blow Out staff in making changes to the middle school bible curriculum. More application oriented material was introduced and additional service projects were added. Financially, the school continued functioning on a balanced, but tight budget. However, declining enrollment will make a balanced budget more difficult to achieve in the coming years. And nothing in our demographic studies show any change in the declining enrollment trajectory. Finally, aggregate standardized test scores declined this year. Math dropped from 81% to 76%. Reading stayed at 78%. And Language Arts slightly increased from 76% to 77%.

2012
First, we’d like to research the costs and benefits of implementing a full day kindergarten program. However, many questions need answered before moving ahead. Who should benefit from this option? How will this option fit in with Xenos’ philosophical ideals? How would space be managed? Would it be cost effective? Another goal is to review and adjust some curriculum. Although our Language Arts curriculum is good, it needs to be in closer alignment with the new state standards, which are even more rigorous than before. We hope to review grammar and writing in grades K-3. And, our staff will incorporate more application oriented material in Bible class, including more hands on serving internships, group service projects, and lessons in reading the bible and journaling.

Junior High
Brian Runk, Director

2011
Although the graph shows marginal growth in 2011, we actually saw God do great things. Because we transitioned out more kids to the high school ministry than we take in from Oasis, actual growth was just over 10%. This has been an answer to prayer. And, we know of 45 kids who met Christ this year, many of whom were incorporated into jr. high cell groups. Another positive movement was how God increased the number of non-Xenos students who attend our ministry! It finally climbed back to 40% after several years of decline! In terms of quality, more leaders chose to mentor students this year. This is where a leader meets with one or two students to study, pray, have fun and discuss ways to bring quality into the cell group. 52 of our leaders joined in mentoring relationships with 87 students! Efforts were made to enhance leadership training, such as offering new leaders a class, Teaching the Bible to Jr. Highers. The dozens of leaders who took this class gave positive feedback about it. Finally, a few dozen students got fired up after they took the Sharing Your Faith class. Many put what they learned into practice.

2012
We want to continue improving leadership training. Getting our leaders out to trainings is challenging because they are busy with their own adult ministries and families. However, we will press for a higher quality and committed team with our new incoming sixth grade leaders. We want to continue enhancing our training on how to have fun
cell groups, how to continue improving their cell group teachings, and how to evaluate the health of their cell group. For students, we hope to offer another Sharing Your Faith class. We also want to offer at least 10 outreach parties and continue with strong participation in mentoring.

**College-High School**

*Dennis McCallum, Director/Sphere Leader.*

*Other sphere leaders: Scott Risley, Conrad Hilario, and Ryan Weingartner*

**2010**

As you can see, God has blessed this ministry with another year of remarkable growth, 17%. This year, God enabled the high school ministry to grow by 16.3%. It’s been many years since we’ve seen this in high school. The college ministry grew by 17.4%. Once again, hundreds of students met Jesus Christ in

**2011**

We know that about 1 person per day met the Lord through this vital ministry. God is doing an incredible work.

**Other accomplishments of 2011**

- Ryan Weingartner was raised up as a new Sphere Leader! The college-high ministry now has four spheres.

- More home churches planted. The number of home churches grew by 10, from 69 to 79. Seven of these plants were from our high school ministry.

- One home church was planted into the adult ministry.

- Ministry houses multiplied by an additional 19, from 80 to 99

- Over 200 students received training in the college Leadership Training Class (LTC).

- Two new LTC teacher trainees began their training.

**Plans for 2012**

If things continue growing, another College CT will be planted in 2012, totalling four. We are looking to God for future assembly and parking needs. To keep up with growth, we must multiply our home churches and home church leaders. We must also multiply LTC classes and teachers. All of this means a real commitment to stay strong in our discipling ministry. Please pray for this dynamic ministry. We want our leadership to grow in maturity, depth, and ministry competence.
As we all know, we live in an on-going time of economic uncertainty. What we have found is that with God we can be certain our needs will be met. We need to take greater care that we are focused on the right things, and that we are following where God is leading. We feel God has shown us, through solid financial backing, that we’re on the right track.

2011 looked much like 2010 in terms of both the spending budget established by the Xenos Board of Elders and the giving through contributions in support of our ministry. At the same time, we continued to receive gifts to our Building Fund, which help to pay for capital repairs and improvements. We also exceeded the Humanitarian Aid & Development Fund Goals (see the “Missions” section of this report for details). We met primary funding needs while supporting a number of smaller sphere-oriented fund-raising goals.

We were able to divest some large debt this past year, reducing outstanding mortgages on our properties in central Ohio from $3.4 million to $1.8 million at year-end. This was made possible through the consistent sacrificial giving of donors to our church and ministries. We have an amazing church at so many levels.

We have one key item to draw attention to. In 2011, our staff went without a wage raise, making it 3 years since we received any additional compensation. We feel this was the right thing to do in our current economic condition, but since wages are low in the church to start with, this is not a pattern to follow long-term. We will look toward what God provides in 2012.
God has blown away our expectations year-after-year when it comes to His plans for our stewardship. We can have no doubts that He will cover His goals, we just need to seek our His will and ways and walk in those.

The following comparison shows budget, by Division, planned for the 2012 fiscal year.

### 2010 and 2011 Budget Summary

<table>
<thead>
<tr>
<th>Division</th>
<th>2011 Authorized Spending</th>
<th>2012 Spending Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>Student Ministries</td>
<td>$1,086,500</td>
<td>$1,177,6408</td>
</tr>
<tr>
<td>Adult Ministries</td>
<td>1,029,230</td>
<td>1,078,820</td>
</tr>
<tr>
<td>Missions</td>
<td>689,770</td>
<td>700,050</td>
</tr>
<tr>
<td>Equipping</td>
<td>522,670</td>
<td>519,130</td>
</tr>
<tr>
<td>Support Services</td>
<td>464,600</td>
<td>473,680</td>
</tr>
<tr>
<td>Operations &amp; Administration</td>
<td>1,888,480</td>
<td>1,887,150</td>
</tr>
<tr>
<td>Debt Service</td>
<td>400,000</td>
<td>250,000</td>
</tr>
<tr>
<td><strong>Total All Divisions</strong></td>
<td><strong>$ 6,081,250</strong></td>
<td><strong>$ 6,086,470</strong></td>
</tr>
</tbody>
</table>

Please see [www.xenos.org/budget](http://www.xenos.org/budget) for current information on annual giving and spending.