

“Managing for Success”

Bob Strauss

Some leaders feel a tension between the “ministry side” and “business side” of managing a Christian nonprofit organization. On the ministry side, human resource demands are often overwhelming. People are an organization’s most valuable resource (DePree 1989), with the most effective ministry being done in the context of relationships. This is time consuming. In addition, do some board members and executives feel tension between a philosophy of total dependence on God and a philosophy of business management?

Christian nonprofit leaders want to trust God for effective ministry processes and outcomes. Most of these leaders are pressed for time and the available resources are stretched to the limits. Should they

trust God, focusing their energies on relationships with people, or devote their attention to business management?

If board members and executives do not understand and apply management principles, such lapses and/or deficiencies on the business side are to the peril of the Christian nonprofit’s ministry side. Failure to properly manage the business side of a nonprofit will result ultimately in the collapse of the ministry side. How are the Board and Executives to understand organizations?

Reframing Organizations

Lee Bolman and Terrence Deal (1997) provide a helpful tool for analyzing organizational function and development (see table below). They outline four organizational frames that represent the

concepts, activities, and relationships within all organizations. The frames include: (1) structural, (2) human resource, (3) political, and (4) symbolic. No one frame alone is the key to understanding organizations, doing organizational development (OD), or solving organizational problems. Bolman and Deal argue that OD involves all four frames concurrently (1997: 10). Sometimes it is tempting to begin organizational development with the structural frame, most often represented by an organizational flow chart. Though important eventually, the organizational flow chart is really less essential than the components in other organizational frames. I would argue that the starting point for any organizational development is the symbolic frame. Note the descriptions of each frame in the table.

Bolman and Deal’s Four Frames of Organizational Development

Symbolic	Human Resource	Political	Structural
The symbolic frame is first in organizational development. It has to do with organizational culture, stories, rituals and meaning. Other frames will emerge from these worldview assumptions.	Although people and organizations need each other, organizations exist to serve human needs. When individuals find meaningful and satisfying work, organizations get the energy and talents they need.	Coalitions always form within organizations, each developing agendas and establishing power bases. The degree to which the symbolic frame is undeveloped will be the degree to which coalition differences will struggle for power.	Often addressed first in organizational development, the structural frame is really the final frame of consideration. A workable structure within an organization provides clarity about what to do and who is to do it.
Included in this frame are ideology, vision and mission statements, value statements, logos, tag lines, slogans and images.	Included in this frame are human relationships, selection, allocation, training and empowerment.	Included in this frame are resources, conflict, power and negotiation.	Included in this frame are goals, guidelines, maps, roles, systems and informal networks.

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The Symbolic Frame

The symbolic frame is the most natural starting point in organizational development. The Christian nonprofit exists for a purpose reflected in its vision statement. Next, a mission statement, brief and often repeated, describes how the nonprofit will accomplish its vision. Finally, the value statements reflect the ethos or culture of the organization, functioning as parameters for day-to-day operation. It is essential that the board of directors and the executive officers diligently work at identifying, clarifying, embracing, and promoting the organization's vision, mission, and values. The vision, mission, and values should be communicated in tag lines, slogans, and imagery. They should be repeated often. These activities, related to the symbolic frame of the organization, are crucial.

Based on a well developed symbolic frame, the human resources will function more smoothly, many political issues can be successfully negotiated, and an effective structure can be built. Do not attempt to manage human resources without knowing the organization's vision, mission, and values. Do not try to resolve political disputes without a firm grasp of the organization's value statements. Political disputes are inevitable, even within Christian organizations. Resources are often scarce and competition for those resources is real. People naturally form networks and alliances. The flow of power (that is, the control of the resources) typically runs through these networks and alliances (Adams 1975). Without value statements, political decisions tend to be arbitrary, biased, and ideographic.

The Board of Directors—Key to Successful Management

A well organized and effectively functioning board of directors is the key for successful manage-

ment. Even a small Christian nonprofit should have a board, consisting of three to five members. They should be chosen based on a profile describing the needed knowledge, understandings, spiritual qualities, values, skill sets, relationships, experiences, and education. The profile governs selection, allocation, and performance evaluation (Spencer and Spencer 1993). Board members should not be chosen arbitrarily or because of friendships alone.

A nonprofit board should meet two to four times a year. Minimally the board should have three designated positions—chairperson, secretary, and treasurer. A formal process of selecting, adding, and rotating board members should be drafted. Also, the philosophy of the board's role and function should be made clear. Most nonprofit boards operate at a macro level, delegating most of the operational aspects of the organization to the executive officers and their staffs. Effective functioning depends on the board members understanding the difference between governance and day-to-day operation.

The board of directors holds the executive officers accountable to the vision, mission, and value statements of the organization.

Standard Financial Practices

All nonprofits should have clear, written accounting practices, including internal protocols and external controls. A budget should guide decision making. A three to five year expense projection provides a foundation for doing donor development and assists in long range planning. The annual budget is the basis for determining monthly cash flow, which in turn forms the foundation for investment management.

Branding and Marketing

Christian nonprofits must not overlook the importance of brand-

ing. The logo should bespeak the organization's vision, mission and values. The logo, with its accompanying color hues and font selections, should appear everywhere—web pages, all print collateral, all advertising, videos, handouts, PowerPoint slides, mailings, overheads, coffee mugs, and all apparel. Additionally, the nonprofit should have one or more tag lines. Notice the attention Continental Airlines gives to tag lines the next time you fly with them. The wise nonprofit board and executives will allocate resources for branding development and advertising while at the same time fervently praying for God's blessings and provisions.

The key instrument in marketing is the web site. It should be dynamic, with frequent updates and communiqué changes. The site should accommodate registrations, key information, contact capability with users, downloads, and perhaps have eCommerce capability.

Donor Development

Few Christian nonprofits offer sufficient products and services to be self-supporting. Fewer still have a business side that funds the ministry side (Rundle & Steffen 2003). Consequently, Christian nonprofits trust God for fiduciary donor funds, which sustain the ministry over time. Often referred to as donor development or sometimes as stewardship, a rule of thumb in fund raising is the 10/10/80 principle. One hundred percent of the time, trust God explicitly to meet the financial needs of the organization. Such an attitude of total dependence on God who is a faithful Creator and Father does not preclude the proactive development of relationships with donors. Typically, ten percent of the development team's resources are devoted to direct mailings. All nonprofits should have detailed contact information on prayer partners and donors. There is wisdom in seg-

menting the donor database, i.e., not relating to every donor in the same way.

An additional ten percent of the development team's resources are devoted to foundations. Although there are thousands of Christian foundations, the process of soliciting a foundation is time consuming and detailed. Ideally, each foundation should be researched for its interests and procedures. This research is a prerequisite before a letter of inquiry is drafted and mailed. Most foundations

communicate? What are valid expectations? Who can spend money and how much? What is the flow of power? This mapping is critical to effective functioning.

In thinking of organizational structure, I would not necessarily argue for hierarchy over egalitarianism. In most dynamic settings where people work together, a controlled chaos is preferred and most would admit it is unavoidable. Yet, in the midst of a dynamic environment, the flow of work, energy, resources, and communication can

Few Christian nonprofits offer sufficient products and services to be self-supporting. Fewer still have a business side that funds the ministry side.

have web sites that provide helpful information. Also, Form 990s are readily available on the Internet to development teams.

Major donor development comprises eighty percent of the available development team resources. Major donor development involves key board members, executive officers, and a development officer or stewardship coordinator. Time should be devoted to authentic relationships. The relationship between the organization and a major donor must be one that values competencies and is guided by integrity. Money is not the key ingredient, but the glory of God is paramount in the mutual accomplishment of God's vision for ministry.

The Structural Frame

The day-to-day operation and function of a nonprofit are delegated to the executive officers by the board of directors and are facilitated through a clear, thoroughly dynamic structure. Who should do what and when? In what order? In concert with whom and with what other tasks? To whom should one

and must be clear and doable. The defined structure makes this clear.

A Scriptural Example

Bolman and Deal's four frames provide a manageable model for organizational development. Christian board members and executives must find the balance between totally depending on God and effectively managing the organization. The tension that some feel may actually be a cultural construct. I would appeal to the Scripture as the foundation for both faith and planning working together. Note the emphasis and balance in Proverbs on wisdom and planning (all verses are from the NLT):

Prov. 4:26—Mark out a straight path for your feet; then stick to the path and stay safe.

Prov. 12:15—Fools think they need no advice, but the wise listen to others.

Prov. 14:8—The wise look ahead to see what is coming, but fools deceive themselves.

Prov. 14:15b—The prudent carefully consider their steps.

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EMS Regional Reports — 2005

South Central

New Orleans Baptist Theological Seminary March 11-12, 2005
"Business and Missions."

The South Central Region of the EMS met with the ETS in New Orleans. While attendance by EMS members was low this year, the attendance of some 45 graduate students of NOBTS and ETS members at each session showed the interest our subject held for them. Our thanks to Dr. Philip Pinkard, head of missions at NOBTS and Dr. Ken Keathley of ETS for hosting the ETS and EMS. We certainly felt welcome at the seminary.

Gordon Olsen, who had planned to present a paper similar to the article on "The Rest of the Story in Modern Missions," which earlier appeared in *The Occasional Bulletin*, became ill on the way to the conference and had to turn back.

EMS presenters took up issues primarily related to the 2005 theme of "Business and Missions."

- **Dana Fowlkes** of East Texas Baptist University dfowlkes@etbu.edu presented "Missionaries at Work: A Critique of the Business Platform Approach to Restricted Access Countries."

- **Philip Pinkard** of NOBTS ppinkard@nobts.edu presented "A Comparison of Church Planting in the New Testament and Church Planting Movements in the 21st Century."

- **Ken Taylor** of NOBTS ktaylor@nobts.edu presented "A Case Study of An Effective Business Platform in a Restricted Access Environment."

- **Howard Owens** of NOBTS howens@nobts.edu presented "The

Nestorian Merchant Missionaries and Today's Unreached Peoples."

- **Michael Pocock** of Dallas Theological Seminary mpocock@dts.edu led a session to synthesize the collected papers intended to form "Concluding Recommendations for Business and Bivocational Models of Missions."

Participants in the conference sessions enjoyed lively interaction over these and some ETS presentations on other topics. EMS members concluded that while tentmaking or bivocational models of missionary enterprise are evident in scriptures and throughout the history of the Church, several factors must be taken into account if the missionary impact of ministry in the context of business is to succeed:

1. Workers using a business model must truly know the business they expect to utilize. This assumes either prior experience or training in that business.

2. Workers with the business skills for a business platform must also be adequately trained in Bible and theology and intercultural coping skills.

3. Better studies of the communities and the possibilities for business must be undertaken if projects are to succeed. This calls for clear pre-engagement market analysis by the individuals anticipating ministry and the organizations that send them.

4. Workers in business models of missions need more guidance, accountability and care by knowledgeable regional supervisors.

5. The kind of businesses or NGO's needed in a given area should be determined together with

local people.

6. A business model must have integrity as a sound, productive entity for it to serve as a basis or vehicle for ministry.

7. Workers in a business or bivocational ministry must include intentional Gospel sharing through the business or alongside it for the effort to be truly missionary in nature.

8. Workers should never lose sight of the goal of forming communities of believers, or strengthening those that exist.

The participants named a number of "best practices" already in existence, but their identities are omitted here. In the future, emphasis must be given to better biblical and intercultural grounding for Christians working as expatriate labor all over the world, and to shepherding those that work under difficult circumstances.

In the future, the international Christian labor force of majority world peoples will be the chief hope for spreading the Gospel world-wide. They already need, and in some cases are beginning to receive, better preparation, field encouragement, and networking with other Christian entities where they work. A careful consideration of how the ancient Nestorians and the more modern Moravians conducted their work should yield insights for the contemporary task.

—Michael Pocock South Central Regional Evangelical Missiological Society Dallas Theological Seminary.

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Southeast

Southern Baptist Theological Seminary, March 17-18, 2005
"The Role of Business in Missions."

The Southeast Region of the EMS met with the ETS in Louisville, Kentucky. We had approximately twelve EMS members attending each presentation with an occasional visi-

tor from the ETS membership. This was better than last year's meeting in Orlando. The number of local students participating was low due to my failure to promote this and the recent transition of EMS member faculty in Louisville. We will do better next year.

Our thanks to Bruce Ware of SBTS who hosted the meeting for ETS. It is a shame that ETS did not mention EMS during any of the plenary sessions nor did they include us in their advertisements prior to the meeting. I even mentioned this to Bruce, but to no avail. Not sure what that is about? Our presenters were listed on the meeting schedule. Southern Seminary is an excellent venue for such meetings.

Papers presented:

- **Patrick Lai** (international businessman), "Understanding Various Types of Tentmaking" (read by Joseph Kilpatrick, Toccoa Falls College)

- **Mark Russell** (international business platform developer, Europe), "The Biblical Basis for Integration of Business and Missions" (read by Mike Barnett)

- **Mike Barnett** (Columbia International University), "Creative Access Platforms: Why Use Them?"

- **David Befus** (The Latin America Mission [LAM]), "Economic Development and Wholistic Missionary Outreach"

- **J.D. Payne** (Southern Baptist Theological Seminary), "Tentmaking and North American Church Planting"

- **Mark Russell**, "21st-Century Models for the Integration of Business and Missions" (read by Daniel Wainright, a businessman and former IMB worker)

- **Joseph Kilpatrick** (Toccoa Falls College), "The Role of Business in Missions:"

We held a 30 minute "business meeting" on Saturday and discussed the following:

1. Thanked all for their participation.

2. Held the South-Central region as a model for how we need to build a stronger region (thanks Mike P for doing it well).

3. Decided to continue to meet parallel to ETS, though we need to strengthen that relationship as well. Some mentioned that we need to be "salt and light" among our theological colleagues-- :>).

4. Discussed upcoming topics, need for early writing, inclusion of students, and use of published EMS volumes.

It was a productive and pleasant time in Louisville.

—Mike Barnett

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North Central Trinity Evangelical Divinity School, April 8, 2005

The North Central Region of the EMS met April 9 at Trinity Evangelical Divinity School. Following the 2005 national EMS theme, the conference focused on business and missions. However, in light of the upcoming national meeting in 2007 focused upon Short-term missions, Robert Priest, the EMS vice president of the North Central Region, expanded the meeting's focus to also address the topic of short-term missions.

The combination of topics produced great interest in the regional meeting—with 170 registered participants. Of the registered participants who provided details on themselves, 28 were professors from 14 institutions; 24 were staff from 15 different mission organizations; 31 represented 12 different churches; eight represented five business organizations; and over 60 were students from four institutions (Trinity International University, Moody Bible Institute, Wheaton College and Northwestern College).

Robert Priest opened the confer-

ence with devotional thoughts on Prov 19:2 "It is not good to have zeal without knowledge, nor to be hasty and miss the way." Steve Rundle, economics professor at Biola University, and Roger Peterson, CEO of STEM, led in plenary sessions that addressed the two main topics of the meeting. Rundle began by presenting an overview of the business as mission movement with emphasis upon its origins and the present challenges. Rundle challenged the evangelical tendency to categorize ministry as more sacred a profession than secular work. He concluded his remarks by saying that if short-term missions and business are thoughtfully and Biblically considered, they can have a tremendous potential for mobilizing lay people to ministry and for expanding God's kingdom. Peterson introduced the topic of short-term missions by addressing its breadth, its participants and the missiological issues facing the movement. Central to Peterson's remarks was his distinction between trips that are "other" focused, which he defined as "mission", and those that are "self" focused, which he terms "trips." He strongly encouraged everyone to commit to short-term work that is "other" focused and that understands a process that includes pre-field, on-field and post-field issues. For him, the type of trip and how it is undertaken is central to the success and relevance of the short-term mission.

From the plenary sessions, the conference broke into three parallel tracks. One was devoted to the topic of business and mission and the other two were devoted to short-term missions. Presenters based their papers on various research methods that included quantitative and qualitative studies, literature review, personal experience and participant observation. One unique feature of the North Central Region is the emphasis to allow more than practitioners, professors and aca-

demicians to read papers; a special place is also reserved each year for students to make presentations. This year, both Ph.D. and Master's level students from Trinity International University and Wheaton College participated. Robert Priest has always emphasized the place of student papers at the regional conference because he believes it provides a forum for future missiologists to gain invaluable experience. One special note highlighting the future came when Ralph Winter's granddaughter, Wheaton Student Rachel Dorr, read a paper.

Besides Steve Rundle, key presenters at this year's conference on the topic of business and mission were: Terry Williams, Scott McFarlane, Craig Shugart, Tom Stallter, Norm Ewert, Steve Pointer and Michael T. Cooper. In the area of short-

term missions, presenters were: Jim Pleuddemann, Alvin Sanders, Dave Livermore, Kyeong-Sook Park, Douglas Rutt, Kurt Ver Beek, Stephen Ybarrola, Kevin Birth, Miriam Adeney, Jeffrey Cook, Paul Blezien, Vaughn Walston and Terry Linhart.

One prominent question asked by many presenters concerned the impact of short-term trips upon the receiving community.

A number of presenters spoke of the positive impact short-term missions can have upon the participant and his or her community.

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Student presenters were: Steve Rasmussen, Rachel Dorr, Esther Fowler, Terry Dischinger, Kersten Bayt Priest, David Ngaruiya and Jason Rice. Abstracts for each paper and the text of some of the papers are posted at www.tiu.edu/tedsphd/ics_research/conferences.htm.

To close the presentations on business and mission, EMQ editor and Wheaton College professor Scott Moreau led a panel dis-

ussion that allowed the presenters to interact with each other and directly with those attending. Harold Netland, professor of Philosophy of Religion and Intercultural Studies at Trinity International University and Brian Howell, assistant Professor of Anthropology at Wheaton College, concluded the conference with cogent responses to and summaries of the issues presented by the papers on short-term missions.

While summary of all presentations is not possible, several key themes emerged. In the business and missions track, Williams and Stallter talked of the need to integrate business and mission in order to help develop self-sustaining, indigenous churches. McFarlane and Ewert proposed that business is an underutilized institution in mission and argued for the importance

of business in extending the Kingdom of God. Rundle expounded seven potential pitfalls that agencies need to be aware of before embarking on the integration of business into their mission strategies. While Shugard gave an overview of some critical theological foundations for engaging in business as mission, Pointer and Cooper, using Puritan missions as the example, warned that the marriage of business and missions as a missions model could pose serious problems.

One prominent question asked by many presenters concerned the impact of short-term trips upon the receiving community. Kurt Ver Beek presented research that showed that

the positive impact of short-termers building houses in Honduras was minimal when compared to Hondurans building the houses. David Livermore, in a presentation from his recent *EMQ* article, noted how American pastors training nationals assessed their training as vastly successful while most of the nationals receiving the training did not. Ngaruiya, using interviews with church leaders in Kenya, shared how short-term missions has left some indelible wounds and impressions upon the local church. Others noted that training is important to the success of the trips. Using case studies, Kevin Birth and Steve Ybarrola illustrated how such training could help participants better understand and interact with the local cultures. Studying the impact of tourism upon cultures, Adeney encouraged short-termers to think deeply about how they can bring Shalom to those who receive them.

A number of presenters spoke of the positive impact short-term missions can have upon the participant and his or her community. Through the use of personal narrative, Sanders presented a theoretical framework for understanding the practical benefits for cultural understanding that urban immersions experiences can have. Blezien looked at the possible effects short-term trips can have upon the cross-cultural sensitivity of participants. Cook looked at the essentials of a three-day poverty immersion program in helping suburbanites understand communities that face significant racism, poverty, injustice, violence and lack of opportunity. Linhart discussed how a short-term mission can be a curriculum of becoming as students are engaged in practices that foster new habits of service and that strengthen their faith. Finally, both Pleuddemann and Rutt discussed issues of short-term that mission agencies face. ■

EMS Annual Conference

2005 Theme: *Business as Mission*

The missiological issues of income producing businesses managed by kingdom professionals; creative access platforms; and, other ventures which integrate business and world evangelization.

Overview (all together): When Mission Can Be Business: Where Both Business and Mission Fail—Ralph D. Winter, US Center for World Mission

Session 1

Overview: The Business as Mission Movement: Its Origins and Challenges—C. Neal Johnson, Belhaven College, and Steven L. Rundle, Biola University

• **Overview:** Suits or Sandals: Making Business as Mission Work—Sue Russell, Carla Hausman, Sarah Vinateri, Biola University

Session 2

• **Missiological Foundations:** The Biblical Basis for Integration of Business and Missions—Mark Russell, International Platform Development Consultant

• **Missiological Foundations:** God's Model for Great Commission Companies: Restored Rule, Relationships and Rest—Tom Steffen, Biola University

Session 3

• **Missiological Foundations:** Historical and Missiological Reflections on Colonialism and 19th Century Missions: Implications for the Business as Missions Movement—Steve Pointer, Professor of History and Associate Academic Dean Trinity College; Michael T. Cooper, Assistant Professor of Biblical Studies and Christian Ministries

• **Missiological Foundations:** God's Kingdom Purpose for Business—Norm Ewert, Wheaton

Session 4

• **Missiological Foundations:** Nestorian Merchant Missionaries and Today's Unreached Peoples—Howard Owens, NO BTS

• **Missiological Foundations:** Discovering the Rest of the Story of the Modern Missionary Movement—Gordon Olsen

Session 5

• **Missiological Foundations:** The Creative Capacity of Global Business Professionals and Business Owners to be Redemptive and Missional—Scott McFarlane, Executive Director of EC Institute

• **Missiological Foundations:** God's Transformation To, Within, And Through The Marketplace: Toward A Marketplace Missiology—C. Neal Johnson, Belhaven College

Session 6

• **Case Study:** Business as Missions in Islamic Daw'ah—Bill Wagner, Golden Gate Baptist Seminary

• **Case Study:** Tying the Knots: From Macrame to a Multi-million Dollar Indigenous Success Story—Meg Crossman, Perspectives Partnership

Session 7

• **Case Study:** Missions and a Sustainable Economic Base for Local Ministry(Chad)—Terry Williams,

President, Integra Ventures USA

• **Case Study:** Business as Mission: Another Strategy for China—Allan Bergstedt, Businessman and Consultant

Session 8

• **Case Study:** Business and Vocational Training for Self Sustaining Churches in the 2/3 World: An Example—Tom Stallter, Grace Theological Seminary

• **Case Study:** Economic Development and Wholistic Missionary Outreach—David Befus, Latin American Mission

Session 9

• **Platforms:** Creative Access Platforms: Are They Ethical and Do They Work?—Mike Barnett, Columbia International University

• **Platforms:** A Study on the Effectiveness of Workers Serving in the 10/40 Window: The Effective Tentmaker—Patrick Lai, International Businessman in Asia

Session 10

• **Platforms:** Missionaries at Work: A Critique of the Business Platform Approach to Restricted Access Countries—Dana Fowlkes, East Texas Baptist University

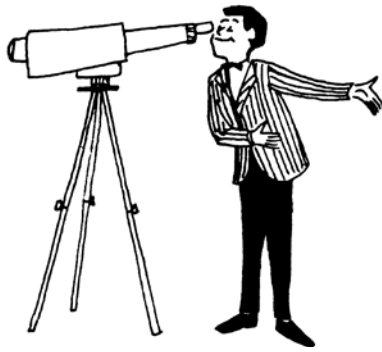
• **Platforms:** An Effective Business Platform in the Restricted Access Environment—Ken Taylor, NOBTS

Session 11

• **Overview:** Seven Obstacles to Successfully Integrating Business and Missions—Steve Rundle, Biola University

• **Overview:** The Future of Business Models of Ministry—Michael Pocock, Dallas Theological Seminary

As seen through the LE NZ



This edition of the *Occasional Bulletin* is dedicated almost exclusively to our annual theme of Business As Mission. Bob Strauss not only gets us off to a good start in thinking about the topic, but I believe his ideas are seminal to what our annual EMS meeting in Minneapolis will be discussing. We are grateful to Bob for his valuable article and contribution to this issue of *OB*.

The regional reports all deal with this subject. Although I have been a member of EMS for a number of years, I can't recall such a coordinated effort to touch on the annual theme as I have seen the regionals present this year. I was at the North Central meeting, and the sessions I attended were outstanding. One "wave" today is short-term mission trips, which someone observed as being today's youth substitute for the summer camp experience. The sessions were timely in analyzing the pros and cons of this wave.

Finally, we have printed the schedule for the annual conference in Minneapolis. You will be receiving the brochure for registration, and undoubtedly this outline will be included. But we can never have too many reminders of what we can anticipate when we meet in September.

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Prov. 15:22—Plans go wrong for lack of advice; many counselors bring success.

Prov. 21:5a—Good planning and hard work lead to prosperity...

Prov. 21:31—The horses are prepared for battle, but the victory belongs to the LORD.

One of the most poignant examples of this dual emphasis on faith and action is in Nehemiah. Sanballat, Tobiah, and others of ill-repute angrily plotted against Nehemiah and the Jews who were rebuilding the walls of Jerusalem. Note Nehemiah 4:9, "But we prayed to our God and posted a guard day and night to meet this threat" (emphasis added). There was no tension between praying to God for his divine deliverance and strategically managing the human situation by posting guards against the angry plotters. To manage for success, depend on God and understand organizations.

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