

50 CHANGES IN FIVE YEARS 2014-2019

by Dr. Harvey A. Herman



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U.S. MISSIONS

Chi Alpha Campus Ministries, U.S.A.

1445 N Boonville Ave
Springfield, MO 65802
417.567.4710
info@chialpha.com
chialpha.com

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Introduction

On April 1, 2014, Chi Alpha Campus Ministries, U.S.A. welcomed a new senior national director, E. Scott Martin, and with him a fresh vision for ministry and refocused values for our shared life. We now stand at the five-year anniversary. With this report, we look back on the developments within National Chi Alpha over this time span.

This document recounts the breadth and depth of the significant changes within National Chi Alpha over these 60 months. After reading this, we believe you will join with us as we declare, “We give thanks to you, Lord, with all our hearts; we will tell of all your wonderful deeds,” (Paraphrase of Psalm 9:1).

Cultural Changes

01

The new leadership values of honor, respect, unity, and prayer are infused to guide our corporate behaviors.

We give *honor* to whom honor is due, especially as it pertains to leaders within and without Chi Alpha who hold positions of honor.

We highly regard people who earn *respect* because of the way they lead.

We seek the *unity* of the Spirit through the bonds of peace expressed through integrity of mission, unity of vision, consistency in practice, and bonds of brotherly love.

We *pray* for God's leading, empowerment, timing, healing, and for God to usher in a Great Student Awakening on U.S. campuses.

The Change

We are changing the narrative surrounding Chi Alpha to a ministry of honor and respect.

We intercede for Chi Alpha nation every day. We lift up the personal and ministry needs of our 1,320 affiliated staff. We pray expecting God to answer, deliver, provide, heal and save.

We are praying for a spiritual transformation to come to the university, the marketplace, and the world.

We are discovering unity to be the value requiring high amounts of energy and our most insightful strategies. We are very pleased to see the progress we are making. Real unity demands more than lip service and it is very hard work.

02

We redefined the purpose and name of the National Chi Alpha Ministry Center in Springfield, Missouri.

The Five-Fold Purpose of the National Chi Alpha Ministry Center:

- Apostolic Covering
- Prophetic Voice
- Keepers of the Trust
- Administration
- Bureaucracy

The Change

We no longer refer to the Springfield office as the “National Chi Alpha Office.” It now functions as the “National Chi Alpha Ministry Center.” Our five-fold purpose is defined as:

- **Apostolic Covering:** We lead with spiritual authority to offer clarity over the mission of Chi Alpha at the national, area, district, and local levels.
- **Prophetic Voice:** We seek the will of God and communicate it to everyone in Chi Alpha Nation.
- **Keepers of the Trust:** We lead and make decisions consistent with our clearly defined cultural values.
- **Administration:** We manage our organization for effectiveness and excellence.
- **Bureaucracy:** We work in harmony with our parent organization.

03

We outlined what a healthy Chi Alpha group is comprised of for the local Chi Alpha group by establishing the “Healthy Chi Alpha” initiative.

The Four Priorities of “Healthy Chi Alpha” are:

- Healthy Leaders
- Spiritual Empowerment
- Disciple-Making Groups
- Cross-Cultural Missions

The Change

Chi Alpha is healthy when we pursue these priorities across our entire organization. We organize ourselves, set our training curricula, assess our local groups, and affiliate our missionaries around these priorities.

Healthy Chi Alpha



04**We are embracing a prophetic word regarding a coming great awakening.**

In May 2016, the Spirit of the LORD began to speak through multiple credible sources that we should prepare to experience the greatest student awakening in history.

God also spoke that The World Missions Summit 4 would be a precursor to this awakening and that Chi Alpha was called to serve in a leadership and stewardship role in this awakening.

The Change

This will be a Great Awakening characterized by Kingdom courage, Kingdom abandonment, Kingdom power, Kingdom discipleship, and Kingdom covering.



05

We updated our Chi Alpha Beliefs and Best Practices documents.

For decades, the theological belief statement of Chi Alpha was concise and abbreviated. We determined Chi Alpha must be more explicit and detailed in detailing our long-held beliefs.

This updated document of Beliefs and Best Practices now sets the national standard for all of our affiliate staff and for the best practices in our local groups.

The Change

Every one of the 6,500+ words in these two documents combined were vetted by the Chi Alpha Executive Ministry Team, the Guiding Coalition, and by the 1,222 attendees of the Campus Missions Conference in July 2018.

We also vet our missionaries by this belief statement.

06**We experienced healing and the mending of fences.**

Our new national director determined it necessary to reorganize and repurpose our national leadership teams to foster health.

The Change

The New Leadership Values (see #1) became the expectation for leaders at the national, area, and district levels. A new, more representative Guiding Coalition was established, and a new national staff team of ministry specialists was forged.

Ministry Developments

07

We experienced dramatic growth in the Reach the University Institute (RUI), the new staff training conference.

The Reach the University Institute is a conference established to orient our new missionary staff to the core beliefs, values, and practices of Chi Alpha. RUI is Chi Alpha's annual new staff training conference tracing its roots back to 1976.

Most RUI attendees enter a ten-month internship program and then into a Chi Alpha missionary staff position.

The Change

RUI new missionary attendees for the past five years (and 2010 for reference purposes):

- 2010 = 73
- 2014 = 122
- 2015 = 156
- 2016 = 164
- 2017 = 194
- 2018 = 238



08**We witnessed dramatic growth in the Campus Missions Conference (CMC), the national Chi Alpha missionary staff conference.**

The Campus Missions Conference is a national gathering for all of our missionary affiliates and their families. It is held every four years. Each of the previous CMCs were held at the Arizona Grand Resort in Phoenix, Arizona.

The Change

CMC attendance numbers for the previous three conferences:

- 2010 = 617
- 2015 = 891
- 2018 = 1,222



09

We are seeing dramatic growth of the Campus Missionary-in-Training (CMIT) new staff internship.

The Campus Missionary-In-Training new staff internship, which officially began in 1977, is a ten-month program designed to equip new leaders in the core competences of Chi Alpha leadership.

At the completion of the CMIT program, a university graduate is eligible to apply for Certified Minister ministerial credentials with the Assemblies of God.

Over 90% of our CMIT interns do not come from an Assemblies of God background.

Approximately 85% of all Chi Alpha missionaries serving today completed a CMIT program.

The Change

As of April 2019, we have 40 CMIT Programs hosted on 71 universities. Each internship program is extensively vetted. Following is the total number of interns per school year:

- 2014-2015 = 115
- 2015-2016 = 145
- 2016-2017 = 164
- 2017-2018 = 208
- 2018-2019 = 227

10**We are undergoing dramatic growth of national Chi Alpha affiliated leaders.**

Every person who serves as a staff member with Chi Alpha is required to affiliate annually.

The affiliated list includes nationally appointed missionaries and missionary associates, district appointed missionaries and associates, church staff, CMIT interns, and volunteers.

The Change

Chi Alpha has grown by 450 staff members over the past five years. Prior to 2014, the annual growth was incremental, but now we are springing forward by leaps and bounds. Here are the total number of affiliated Chi Alpha staff for the past five school years:

- 2014-2015 = 871
- 2015-2016 = 980
- 2016-2017 = 1,072
- 2017-2018 = 1,200
- 2018-2019 = 1,320

11

We are experiencing a dramatic increase of revenue flowing into the National Chi Alpha Ministry Center.

The three largest sources of revenues for the national Chi Alpha budget come from missionary half-tithes, general offerings, and conference registrations.

The national budget covers the expenses of the National Chi Alpha Ministry Center and all of our ministry initiatives in the field.

The Change

The total income for the national Chi Alpha budget nearly doubled over the past five fiscal years:

- 2014-2015 = \$1,144,678.05
- 2018-2019 = \$2,112,530.32

12**We are right-sizing the National Chi Alpha Ministry Center staff team.**

As a ministry organization experiences significant growth, leading that growth does not grow additionally, but it grows exponentially.

We are right-sizing our National Chi Alpha Ministry Center staff team to give leadership to a rapidly expanding ministry organization.

The Change

In April 2014, the National Chi Alpha Ministry Center staff team was comprised of nine individuals (5 employees and 4 serving with missionary appointment).

In April 2019, the National Chi Alpha Ministry Center staff team was comprised of 27 individuals (8 employees and 19 serving with missionary appointment).

13

We continue to see dramatic growth in The World Missions Summits (TWMS), which occur once every four years.

A partnership now exists between AGWM and Chi Alpha, and the first point of convergence in our partnership is The World Missions Summit (TWMS).

It is a win for Chi Alpha as it maximizes our message for living a missional life, challenges our students to become directly involved in the Great Commission on a global scale, keeps missions primarily focused on evangelism and secondarily for compassion services, and builds the Kingdom of God.

It is a win for AGWM in that they are recipients of hundreds and hundreds of college graduates skilled in evangelism and disciple-making learned in a secular environment to fill their open positions for missionary associates around the globe. Then many give-a-years become three-year missionary associates, and many MAs become career AGWM missionaries.

The Change

History of Attendance:

- TWMS1 “It’s not about me:” Louisville, KY; Dec. 30, 2005 – Jan. 2, 2006; 3,270 attended; 646 made a commitment to give-a-year and pray about a lifetime.
- TWMS2 “It’s up to me:” Cincinnati, OH; Dec. 30, 2008 – Jan. 1, 2009; Nearly 4,000 attended; 850 commitments.
- TWMS3 “Because I Care:” Fort Worth, TX; Dec. 28-30, 2012; 4,200+ attended; 1,064 commitments.
- TWMS4 “Sent:” Houston, TX; Jan. 4-6, 2017; 6,064 attended; 1,876 commitments.

14

We have continued the expansion in our Expeditions Teams.

Short-term mission teams are inspiring and equipping our students to fulfill the Great Commission and include “of all nations” in their disciple making.

Students who befriend a missionary often become missionaries.

The Change

Involving students in cross-cultural missions is becoming a key component in the discipleship strategy of our Chi Alpha groups. In the 2017-2018 school year, we had a historic high of 4,452 students participate in 479 teams around the globe.

This is a significant increase from the prior four years average of 2,067 on 264 teams. The 2018-2019 school year is tracking to exceed our 2017-2018 record.

Chi Alpha is a fountainhead of AGWM workers for several regions of the world, especially among Unreached People Groups.



CHI ALPHA EXPEDITIONS

15

We created the Chi Alpha Missionary Kid (XAMK) Program.

With CMC 2015, we launched a ministry initiative to serve the children of our Chi Alpha missionaries. We aspire to match the AGWM missionary kid program to serve the needs of Chi Alpha affiliates.

We intend to create a unique culture custom designed to the needs of our children with a missional intent.

The Change

The XAMK ministry is now a regular presence at our national, area, and district Chi Alpha staff conferences and student retreats.



16

The Diversity Task Force initiatives is altering the composition of our missionary staff.

One thing setting Chi Alpha apart from our sister campus ministry organizations is the diverse composition of our student groups. Whereas other campus ministries tend to serve each ethnicity singularly, 42% of the 25,000+ students involved in Chi Alpha across the nation are non-white. That's right, 42%!

On campus after campus, Chi Alpha is frequently known as the most ethnically diverse student organization on that college.

The Change

It is our intent for the missionary staff composition to match the ethnic diversity of our student involvement.

While our affiliated leaders have grown overall from 871 in 2014 to 1,320 presently, the percentage of non-white affiliated leaders has grown from 11% to 19%.

Our most recent CMIT intern class is 31% non-white. Our younger staff is becoming more ethnically diverse.



17

Our Pioneering program has grown substantially.

For many years the approach to strategically planting a new Chi Alpha was inconsistent—it was attempted through a host of different processes.

Over the past three years, we instituted a clear pathway including all the leaders with a vested interest in a new pioneering effort.

We believe consistency of practice creates momentum and movement.

The Change

Starting with the 2019-2020 school year, we intend to pioneer 100 new Chi Alpha local groups with 100 missionary planting teams, most of which will emerge from our CMIT internship programs.

We anticipate chartering 13 newly pioneered local Chi Alpha groups during the 2019-2020 school year.

18**The New Director Training is instituted.**

The typical new missionary in Chi Alpha is a recent 23-year old university graduate who is entering one of our CMIT internship programs. However, each year we also receive missionary candidates from “non-traditional” backgrounds, e.g., a transferring AGWM missionary, a church pastor, or a second-career marketplace leader.

The Change

Even though these candidates often represent a different demographic from the typical CMIT intern, we still believe the internship is the best place for non-traditional staff to start, but for many it is not feasible for personal reasons.

We now offer cohort-based, online, curricula specific training with occasional residencies for three different cohort groups:

- A missionary associate moving up to local directorship
- AGWM transfers and second-career marketplace leaders
- Applicants coming from church staff backgrounds

19

A redefined partnership of the local AG church and the Chi Alpha campus ministry is forged by a new planting model.

For many years we experimented with partnering with local churches to reach out to colleges near their church, but the success of a Chi Alpha-Local Church collaboration has been inconsistent due to issues of accountability, cultural incompatibility, independence, and lack of specific training.

We are confident Chi Alpha works on campus when you do it the “Chi Alpha Way,” that is, you utilize our field-proven and time-tested values and models of ministry.

The Change

We believe we now have a clear pathway going forward. By clarifying mutual expectations, providing customized training, and insisting on the adoption of the Chi Alpha cultural values, we believe a partnership with local churches and Chi Alpha has a bright future.

We added a full-time staff person to lead the Chi Alpha-Local Church planting initiative.

20

The Minority Mobilization Fund (MMF) is established.

A big challenge for African-Americans, Latinos, and Asians to become missionaries with Chi Alpha is for similar reasons their host cultures are resistant to the faith-based support raising model and they face higher hurdles to raise a budget than others.

Today, minorities represent roughly 42% of our student groups, but just 19% of our missionary personnel.

The Change

In response to this dilemma, Chi Alpha established the Minority Mobilization Fund. To date, the main sources of funding for the MMF are contributions from our current missionaries and offerings from our student groups.

The MMF is designed to help a minority staff person complete their budget after they have raised 80% of their funds. Presently, all funds go to CMITs.

This is a new initiative and already we are funding half of the applicants for MMF funds.

21

We are targeting the Historically Black Colleges and Universities (HBCUs) for new group plants.

Another initiative promoted by our Diversity Task Force is to deliberately plant new Chi Alpha groups on HBCUs.

There are 107 HBCU colleges in America, and they also represent some of the most unreached universities with the gospel in the country.

HBCU college graduates become highly successful leaders in society and it is Chi Alpha's dream to graduate Spirit-Filled, gifted, missional African-American leaders from HBCU campuses to help us reach the university, the marketplace, and the world.

The Change

As we plant Chi Alpha on HBCUs, we are reaching many of the best African-American future marketplace global leaders.

As African-American graduates enter our CMIT internship programs, we will see a new generation of college-educated ministerial candidates flowing into the AG.

As African-American graduates participate in our Expeditions mission trips, we will see a new generation of college-educated missionary candidates flowing into AGWM.



22**Chi Alpha is partnering with MyCounselor Online.**

An unprecedented partnership emerged as Josh Spurlock from MyCounselor Online approached Chi Alpha and offers to serve our missionaries with personal counseling services.

The Change

We are now able to offer free or low-cost counseling services to our missionary staff, interns, and students by means of video conferencing with accredited counselors.

23

We launched “We Live Missions.”

We Live Missions (WLM) is a maxim, a motto and a slogan, but it is much more than that. It is a manifesto, an appeal, and a challenge to live a peculiar lifestyle. WLM is a national communication initiative to call university students to live a missional life for their whole life.

The following is the Proclamation we ask them to adopt: “I choose to make missions my lifestyle, embracing this calling fully in obedience to my Savior, under the empowerment of the Holy Spirit, for the glory of the Father among all nations. **I LIVE MISSIONS** by going, giving, praying, and welcoming every day!”

We intend for every student in Chi Alpha to know by memory what it means to go, give, pray, and welcome.

The Change

Our Plumb Line

- *Go*: Christ mandated that we go into all the world. He promises that we need not fear, for He will go with us. Consider giving a year and praying about a lifetime.
- *Give*: We cultivate a culture of compassion and generosity when we give of our finances, time, and talents to see the whole world filled with Christ’s glory.
- *Pray*: Missions begin with the heart. In prayer, we cultivate the heart of Christ that we may come to see the world through His eyes and love deeply with His great love.
- *Welcome*: We have the opportunity to host international students on our campuses. We open our homes and hearts so that we may partner with Christ in serving the alien among us.

24**The Cross-Cultural Missions team added an experienced missiologist to their team.**

When a Chi Alpha graduate serves with an AGWM missionary, they are praised for their innate ability to connect with a national and begin the discipleship process.

We've discovered, however, a lack of sufficient exposure to missiology training in our Chi Alpha give-a-years.

The Change

The Cross-Cultural Missions team of Chi Alpha reached out to an experienced missiologist, Paul York, and asked him to join our national team.

Paul is beginning to provide the missiology training that will only enhance the effectiveness of our Chi Alpha overseas missionaries.

25

We have experienced dramatic growth in XAi, our International Student Ministry.

XAi is Chi Alpha's outreach to the 1,094,792 international students on U.S.A. campuses. The top international student sending nations per numbers of students come from the most unreached people groups in the world. We see international students as both a harvest field and future laborers in the harvest field.

Sevo Lwali, our XAi Director, is a former international student from Kenya and he works collaboratively with 14 other directors of other international student organizations. He is considered a first among equals with these leaders.

The Change

Discover the Nations (DTN) is a training conference for our Chi Alpha staff on reaching international students. We have annual DTN conferences in five of our eight regions.

All Nations is a national conference for international students for inspiration, equipping, and empowerment. In 2018, 36 nations were represented with more than 300 in attendance.

XAi provides international students with a Re-Entry Initiative to prepare international students to return home with a Kingdom mindset.

XAi has ten area representatives in our eight regions to help Chi Alpha mobilize to reach and disciple international students for Christ.

Today, half of our chartered Chi Alpha ministries are intentionally reaching international students with approximately 3,840 international students involved.

Organizational Excellence

26

Chi Alpha’s Guiding Coalition is created.

Chi Alpha’s Guiding Coalition, established in 2014, is a nationally representative leadership group existing to inform, advise, endorse, and ratify the actions and decisions of the Executive Ministry Team.

The GC is a diverse group made up of Springfield directors, area directors, ministry specialists, missionaries nominated to serve, and missionaries elected to serve from the eight areas of the country.

The GC is comprised of about 30-35 people, and they convene twice a year.

The Change

The GC makes it possible for younger and more diverse leaders to find a place at the leadership table alongside the most experienced leaders among us.

The GC provides prayer covering for the national Chi Alpha movement and serves as a key advisory leadership group to give accurate feedback to the Executive Ministry Team.

The GC are empowered to be “Keepers of the Trust”—to ensure the historic core values of Chi Alpha continue to be our key commitments.

Sometimes the GC is referred to as the “general presbytery” of Chi Alpha.

27

The Matrix organizational design is drafted.

Organizational design is about defining and clarifying your task allocations for the purpose of achieving Chi Alpha's objectives and aims.

The various programs comprising our organizational structure are part of a strategic plan to ensure we accomplish our objectives.

The Chi Alpha Matrix is designed for minimal levels of hierarchy, fostering authentic relationships, and promoting concurrent and honest communication from the national to local levels.

The Matrix can be found in the Appendix of this booklet.

The Change

We instituted the Matrix in 2015. Since then, the staff additions to the National Chi Alpha Ministry Center (see #12) are a direct reflection of right-sizing the national team in concordance with the leadership roles identified by the Matrix.

The Matrix is dramatically reducing the silo effect and reducing unnecessary duplication of resources, resolving unintentional inconsistencies, and improving in-house communications, while promoting the formation of high-performance work teams.

National Chi Alpha is a team comprised of five teams: training, personnel, field, cross-cultural missions, and operations.

28

Area Directors are now serving in all eight areas of the country.

Chi Alpha is chartered on 306 universities and those college ministries are staffed by 1,320 affiliated missionaries and leaders. In order to serve all the universities and missionaries effectively, Chi Alpha identified eight areas of the country as the Northeast, Great Lakes, Great Plains, Big Sky, Northwest, West Coast, South Central, and the Southeast.

An Area Director (AD) is assigned to an area and serves the district and local Chi Alpha directors to implement the national model of ministry and the four priorities for “Healthy Chi Alpha.” An AD facilitates area staff and student conferences and training initiatives.

The Change

We now have an AD for each area and many of them are establishing an area administrative team. All eight have the AD role as their primary role, i.e., no one is a lead director on a campus.

Seven of the eight have area staff development training conferences. All eight have Support Raising Training events and have an XAi Representative in place to develop international student ministry.

We are working toward Discover the Nations training in all eight areas. SALTs have exploded in numbers in many of the areas and have increased in all of them.

29

We acquired the T.F. Zimmerman office annex.

As the National Chi Alpha Ministry Center leadership team expanded (see #12), it demanded more office space. The space allotted to Chi Alpha in U.S. Missions operations was fully occupied.

The U.S. Missions administrative team gave Chi Alpha permission to look outside of the NLRC to set up operations for the expanding team. The T.F. Zimmerman building, one block north of the NLRC, became available and was remodeled and furnished.

The Change

As of April 2019, the Zimmerman Chi Alpha office annex is home to 15 national-portfolio leaders all with missionary status.

Twelve members of the national Chi Alpha staff team continue to reside within the U.S. Missions office complex, including the office of the senior national director of Chi Alpha.

Zimmerman is a valuable space for team meetings and to host our missionary personnel when they visit from the field. It provides a place for the unique Chi Alpha culture to be expressed.

30**We instituted a new budgeting process.**

Chi Alpha is being diligent in accounting for all our funds.

The Change

Department budget: we began preparing monthly budgets for each individual department so directors may better see how they are spending the money directly related to their ministry teams and initiatives.

Ledger lines: we work at ensuring expenses fall into more appropriate ledger lines so we may more accurately understand how money is being spent and better plan for budgeting.

Conferences: our event budgets allow us to better monitor expenses and ensure resources are available to cover necessary costs.

Monitoring income: we track income more closely to make sure it is falling into the right ledger to better differentiate between lines like General Giving and Half-Tithes.

QuickBooks: we detail every expense entered into QuickBooks so we may have an accurate record of how money is spent in comparison to previous years.

31

We revamped the missionary affiliation and group chartering processes.

By affiliating missionary staff members and chartering local groups:

- We implemented a system to insure best practices for pioneers, directors, and short-term and career missionaries.
- We implemented a pre-approval communication loop with DXADs/ADs with the national personnel office.
- We developed healthy staff crisis and preventative systems and healthy staff budgetary expectations that are reviewed at affiliation.

The Change

We are:

- Getting the right people in the right positions.
- Raising the bar of excellence in Chi Alpha, which is leading to more effective ministries and healthier staff and families.
- Increasing the health and care of our Chi Alpha missionaries.
- Ensuring our missionaries truly represent the values and priorities of the Chi Alpha program.

32**We created a Digital Resource Library.**

Chi Alpha local missionaries are known for their creativity. For example, they compose Bible studies for discipleship small groups, deliver sermon series, and formulate training resources.

However, national Chi Alpha historically had no system to collect, brand, and distribute these resources for the general use of our local Chi Alpha groups.

The net result, our local missionaries were unnecessarily under-resourced.

The Change

A digital resource library, organized around our four priorities for Healthy Chi Alpha is now available to our missionary affiliates (see #3).

This significantly assists our missionaries with sermon preparation, student leader development, staff maturation, and ministry promotion.

33

We transformed our personnel files into a digital format.

For decades, paper files were stored in multiple physical locations, and then refiled and updated when an account or missionary status changed.

An extensive literal paper trail was maintained for each missionary. Many hours were logged to copy, file, tote, and recategorize files requiring multiple administrative personnel to maintain this system.

The Change

Now digital files including emails are stored as a trail for each missionary.

One central location for all files saves time for our administrative personnel and makes this information accessible to our managerial staff anywhere they travel in the world.

This is an extraordinary administrative win for Chi Alpha and we are in process of going back to digitize all of our archived files.

34**We produce a weekly video blog by our senior national director.**

Each Monday, the Senior National Director of Chi Alpha addresses current news and information related to Chi Alpha and campus ministry to all our affiliated staff via a video blog.

The Change

We now have a consistent voice into Chi Alpha Nation relating to updates and information. The senior National Director of Chi Alpha enjoys this platform to share his heart and priorities with our affiliated missionaries.



35

We revised our missionary budgets.

We prioritized financial health by instituting regular communication of budgetary health with ADs and DXADs for the missionaries under their supervision.

The Best practices for handling underfunded missionaries is the 90/80 Rule. If under 90% of budget but above 80%, a missionary has six months to raise needed funds working out a plan with his/her DXAD. If under 80% of budget, a missionary must come off campus and full-time support raise until above 80%.

There is now a proactive process for amending inadequate budgets for large families. The development of a new Career Associate Category was also recently completed.

The Change

Missionary families and marriages are now under less financial stress. Inadequate finances will no longer force missionaries out of Chi Alpha.

ADs and DXADs have clear guidelines and resources to better pastor their local missionaries toward financial health. Chi Alpha missionaries are raising more funds.

Missionaries who serve in associate staff roles will have a viable financial structure to better provide for their families, their retirement, and have incentive for their spouse to serve within the ministry (i.e., stipend), which results in better personal health and makes larger staff teams more feasible.

Financial Advancement

36

We received major financial contributions.

In May 2014, we received the single-largest gift in the history of Chi Alpha that launched the National Chi Alpha Advancement efforts. That same year, we built the first Advancement Advisory Group made up of major-gift donors.

At the District Directors Conference (DDC) meeting in November 2014, we presented the first advancement campaign to fund “The MAZE” and invited Chi Alpha leaders to nominate major donors to the Advancement Advisory Group.

Following DDC, the Advancement Advisory Group raised more than \$1 million in the first year of its inception.

The Change

These major contributions have given the funds to update chialpha.com, purchase necessary communication equipment, fully fund THE MAZE evangelistic outreach, and empower our major-gifts donors to spread the message of Chi Alpha.

37

We formed the first National Chi Alpha Alumni Association.

Over the past 60 years, Chi Alpha alumni have been transforming the university, the marketplace, and the world. Unfortunately, we did not have a system to collectively track and communicate with them.

Under the leadership of the Advancement Advisory Group, we organized a system for alumni to connect, pray, and give. We are committed to empowering Chi Alpha alumni to advance the Chi Alpha movement on all levels—locally, regionally, nationally, and internationally.

The Change

In 2015, the Advancement Advisory Group created the National Chi Alpha Alumni Association. With the creation of the association, we opened a private Facebook group to connect with Chi Alpha alumni, and over 5,000 joined within the first 48 hours. We also began recruitment of an Alumni Association Executive Committee led by Chi Alpha alumni.

In 2016, we announced the Alumni Association to the first RUI class and invited them to register by text. That same year, we began a monthly alumni e-newsletter.

In 2017, we launched the first Alumni Association website, chialphaalumni.com and xaalumni.com.

In 2018, we began the recruitment of campus and city alumni ambassadors throughout the U.S. to streamline our alumni efforts.

In 2018 and 2019, we hosted alumni luncheons at the Great Plains and South Central SALT conferences and began expanding into new regions.

38

We created the Chi Alpha Foundation.

The Chi Alpha Foundation gives language to funding for National Chi Alpha. It allows donors to understand the significance of their gifts at every level and gives them the awareness and opportunity to fund national initiatives.

Our foundation dinners are a place to celebrate, honor, and recognize our major-gift donors and the impact Chi Alpha is having on a national level.

The Foundation created a platform to introduce new people to Chi Alpha and to remind current donors that Chi Alpha is the best place to invest their time, resources, and money.

The Change

In 2016, the Chi Alpha Foundation launched as the fund to support the efforts of National Chi Alpha to cover, resource, and train Chi Alpha missionaries.

In 2017, we hosted the first Foundation Dinner at TWMS4 with 180 guests raising over \$200,000 for National Chi Alpha.

In 2018, we hosted the second Foundation Dinner in Phoenix, Arizona and awarded the first *Christou Apostoloi* Medal of Honor to a major-gift donor for going above and beyond to advance the mission of Chi Alpha.

Legal Defense and Public Advocacy

39

We offer liability insurance to affiliated missionary staff.

Chi Alpha missionaries, like local church pastors, are best served if they are provided a risk management plan for professional liability.

Since our missionaries serve a single young adult demographic, they can be in a place where capriciousness, bias, and perceived offenses by others could land them in litigation. Even the best intentions of care and concern by a campus missionary may be responded to with animus and without mercy or the misbehavior, whether intentional or not, of a missionary may receive a harsh response.

The resulting loss due to litigation to a missionary and his/her family could be devastating.

The Change

Now National Chi Alpha provides liability insurance to every person affiliated with Chi Alpha. The affiliation is renewed annually.

This allows our missionaries to also be covered in case of bodily injury and property damage, and auto liability if the vehicle is rented by Chi Alpha.

40

Becket Law represents Chi Alpha concerning religious liberty issues.

In 2014, we had our first local Chi Alpha group removed from a state university under charges of discrimination. Within weeks, The General Council recognized the need to provide legal representation for our campus access challenges and secured Becket Law, headquartered in Washington, D.C., with Chi Alpha as a chief client.

Becket Law views religious liberty as a universal human right. Their cases span a wide range of beliefs and practices, but all share a common vision of a world where freedom of exercise and expression is a protected right, free from government reach.

The Change

Becket Law has provided Chi Alpha counsel regarding religious liberty issues on 116 campus across the country and helped Chi Alpha update its club constitutions on 248 campuses nationwide.

Becket has assisted Chi Alpha on the development of its Foundations of Faith and Common Convictions and its Best Practices for University Student Ministry (see #5) and provided over 1,000 hours in pro bono legal services to Chi Alpha, valued conservatively at over \$500,000.

41

Chi Alpha made major news on national networks regarding religious liberty.

After being derecognized on California State University-Stanislaus, Chi Alpha was on multiple television news networks (FOX News, EWTN, CBS, and more), radio outlets, blogs, and published news outlets as well helped lead the way in challenging the California State University system edict that Christian organizations on their campuses had to allow non-Christian students access to become leaders.

Chi Alpha is a leader in the fight for religious liberty. We are consistently being quoted and written about in multiple news venues. Chi Alpha helped lead two successful legislative outreach and education campaigns in Washington, D.C., holding face-to-face meetings with over 40 U.S. Congressional leaders. And Chi Alpha has testified at state legislatures in California, Missouri, and Kansas.

The Change

With the assistance of Becket Law and in collaboration with Cru and Intervarsity, Chi Alpha was able to work with the California State University-Stanislaus system to receive recognized status once again.

Strategic Partnerships

42

Partnerships with major university ministry organizations are substantially deepened.

The national directors of campus ministry of Cru, InterVarsity, The Navigators, Campus Christian Outreach, Campus Renewal, and Chi Alpha gather annually to pray for each other and minister to one another.

The Change

Meaningful and committed relationships have been developed amongst these leaders.

A veritable transparency of life and ministry has developed as well as a commitment to revival and awakening.

The trust established has opened the doors for unprecedented collaboration and partnership amongst these ministries.

INTERVARSITY
INTERVARSITY CHRISTIAN FELLOWSHIP/USA

 **navigators™**

 **CAMPUS RENEWAL**
CATALYZING UNITED MOVEMENTS FOR CHRIST

CCO


CRU 

43

Assemblies of God Theological Seminary (AGTS)

Chi Alpha is partnering with the Assemblies of God Theological Seminary to provide continued education to our missionaries.

The Change

There quality degree options are available: Master of Leadership and Ministry, and the Master of Theological Studies, and the Doctor of Ministry.

AGTS is offering several pathways for these programs including: value-added learning experiences at major Chi Alpha events such as RUI, CMC, TWMS, SALT, Area Training Conferences; valued-added seminars at national and regional events; and education through online programs.

Possible funding could include patronage, a discount for Chi Alpha missionaries, and federal financial aid (the potential of discount for Chi Alpha missionaries is still a work in progress).

44

Ravi Zacharias International Ministries (RZIM)

The primary mission of RZIM is to reach and challenge those who shape the ideas of a culture with the credibility of the Gospel of Jesus Christ. Distinctive in its strong evangelistic and apologetic foundation, the ministry of RZIM is intended to touch both the heart and the intellect of the thinkers and influencers of society through the support of the visionary leadership of Ravi Zacharias.

RZIM uses apologetics for evangelistic purposes.

The Change

RZIM is partnering with Chi Alpha through their emerging apologist training program.

RZIM is providing a discount to Chi Alpha missionaries who engage in their RZIM Academy, an online training curriculum designed to help individuals become better equipped in Christian thinking and reasoning.

RZIM is now being hosted by local Chi Alpha ministries for week-long outreaches engaging students in issues on sexuality, faith, culture, and pertinent social issues.

45

Israel Collective

The Israel Collective, an initiative of Christians United for Israel, was founded in 2014 by a team of young Christian leaders dedicated to building vibrant relationships between American Christians and the people of the Holy Land.

The Change

The first Chi Alpha Israel Collective trip took place April 2018 with the Executive Ministry Team of Chi Alpha.

Israel Collective desires to gift Chi Alpha missionaries with free ten-day trips to Israel to take them the locations of the roots of their faith and introduce them to the real lives of Israelis and Arabs alike.

ISRAEL COLLECTIVE

UNITED FOR PEACE

46

Collegiate Day of Prayer

In 1823, it was decided to set aside the last Thursday of February for a National Collegiate Day of Prayer. This was the very first national prayer movement in the U.S.A.

The goal was to pray on and for each college and university in America for two things, that a spontaneous movement of the Holy Spirit would capture the hearts of collegians, and that God would send graduates around the world to spread the gospel of Jesus Christ.

For more information, go to collegiatedayofprayer.org.

The Change

Chi Alpha hosted the leaders of over 40 different university ministry organizations for the planning of the Collegiate Day of Prayer in January 2019.

On February 28, 2019 history was made. This is the first time, all 4,941 four- and two-year colleges and universities in America were prayer-walked and/or interceded for.

Chi Alpha, along with Cru and InterVarsity, is one of the largest participants in the National Collegiate Day of Prayer.



47

The Vessel

The Vessel is a 501(c)(3) non-profit organization dedicated to helping individuals give expression to God's purpose for their lives by serving worldwide.

Unlike most mission organizations, The Vessel's focus is on the individual person going on mission, even more than on those being served. They believe going on a mission trip is one of the most powerful ways to learn we have nothing to bring and the Holy Spirit supplies all of our needs when we open ourselves to Him. That's why they invest in the people going, not in the sending organization.

A student will come back permanently transformed, ready to be a force for change at school, and they are ready to join a growing movement of graduates who purpose to live all of their life "On Mission."

The Change

In 2019, The Vessel has given 47 grants to Chi Alpha students going on a nationally approved Chi Alpha mission trip averaging \$327 per grant for a total investment of \$15,369.

Chi Alpha is in their top three of national university ministries and they're looking for increased partnership to help us with our priorities and needs.

We view this partnership as a great way to help us mobilize students on our HBCUs. These grants are a great encouragement to those who are new believers or come from church backgrounds without a missional heartbeat.

48

Assemblies of God World Missions (AGWM)

Assemblies of God World Missions is a highly valued strategic partner with Chi Alpha. AGWM and Chi Alpha partner together so Chi Alpha can fulfill its mission in transforming the world as well as Chi Alpha serving AGWM to fulfill its mission.

The Change

Chi Alpha could not make The World Mission Summits happen without the strong sponsorship and participation from AGWM administration and their missionaries.

TWMS is recruiting hundreds and hundreds of Chi Alpha graduates to serve as give-a-year missionaries in every corner of the world.

Chi Alpha graduates are infusing scores of new missionary personnel into AGWM. For example, an AGWM leader in the Arab world claims a vast majority of all of the AGWM missionary personnel stationed there have Chi Alpha backgrounds.

49

Every Campus

If you refer to #46, there are 4,941 colleges and universities in America. This large number may be surprising, but what is even more staggering is that over 2,000 of these schools have *no* gospel witness on them, at all. No campus ministry organization has a presence on these schools. In fact, no Christian group to our knowledge has a presence on them.

InterVarsity Christian Fellowship, Cru, and Chi Alpha Campus Ministries, U.S.A. are founding the “Every Campus Initiative.” This level of collaboration is groundbreaking, and we are soliciting other campus ministries to join with the three of us.

For more information, go to EveryCampus.com.

The Change

It is our intent to see this story change. We are praying for a “Gospel Movement” to be available to every university student in America within the next ten years. We want the gospel planted on every campus regardless who gets the privilege of planting the flag.

We want the gospel available to every student. We need every campus ministry organization to expand their reach, and individual volunteers to catch a vision for reaching students near them.

For our part Chi Alpha is working to plant 100 new Chi Alpha groups with full-time missionary teams within the next five years.

We are actually ahead of schedule at this point. Beyond that, we are partnering with local AG churches to reach a campus near them. With over 12,000 churches in our Fellowship, we can reach far and wide.

50

Awaken the Dawn

Awaken the Dawn (ATD) is a prayer movement ministry launched in 2017 by setting up 58 tents on the D.C. national mall representing 1,600 groups and 50,000 people praying in the tents 24/7.

David Bradshaw is the founder of ATD, but he established a relationship with our Chi Alpha ministry at Virginia Tech nine years ago.

From the VT example, the national leadership of Chi Alpha is partnering with ATD for national exposure for our chartered campus groups.

ATD will assist Chi Alpha with catalytic events and resources.

The Change

ATD serves as a discipleship tool to help students develop a lifestyle of prayer and worship. It does not want to “own” anything; Chi Alpha will fully own their events with Chi Alpha branding, leadership, and follow-up.

The “Tent America” event is characterized by the operation of the gifts of the Spirit, people being baptized in the Holy Spirit, healings, and salvations.

ATD will provide a local Chi Alpha group with video, social media, graphics and teaching to help establish a campus Tent Event.

A Tent Event is normally a 50-hour prayer and worship gathering in the center of campus with one to two hour shifts of worship and prayer leaders.

Appendix



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THIS IS THE PROGRAM SIDE
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 from the top down.) ▶▶▶▶

CHI ALPHA MATRIX ORGANIZATIONAL DESIGN

The National Chi Alpha Programme



OPERATIONS DIRECTOR
NATHAN COLE

INTERNAL OPERATIONS MARY HITEMAN	RUI ALEX RODRIGUEZ	NATIONAL APPOINTMENT MINISTRY JEFF ALEXANDER	AREA DIRECTORS	XAI SEVO LWALI
FINANCE MATT ROJAS	CMC ALEX RODRIGUEZ	SPIRIT EMPOWERMENT [^] DICK & JOY SCHROEDER	DISTRICT DIRECTORS CONFERENCE STEFANIE CHAPPELL	EXPEDITIONS BRIAN HARGETT
COMMUNICATIONS BRANDON CRANOR	CMIT ALEX RODRIGUEZ	SUPPORT RAISING GREGG GLUTTING	PIONEERING PAUL AUSTIN	WORLD MISSIONS SUMMIT E. SCOTT MARTIN
CONFERENCES GARY PASCHAL	DISCIPLE- MAKING COMMUNITIES [^] NOT FILLED	HEALTHY LEADERS [^] JEFF ALEXANDER	NEW DIRECTOR & 2ND CAREER TRAINING PAUL AUSTIN	DIVERSITY BELKIS LEHMANN
ADVANCEMENT MARY VALLONI	SICM NOT FILLED	MISSIONARY KIDS NOT FILLED	FIELD SPECIALIST MIKE OLEJARZ	GLOBAL STUDENT MOVEMENT E. SCOTT MARTIN
LEGAL NATHAN COLE & CURTIS COLE			COACHING & MISSIONARY ASSESSMENT DELYN COLE	feedONE TOM & MISSI TRASK
			XA AND LOCAL CHURCH JERRY GIBSON	MISSIONS TRAINER PAUL YORK



Dr. Harvey A. Herman serves Chi Alpha Campus Ministries, U.S.A. as the Program Director, overseeing the training, personnel, field, and cross-cultural missions teams.

