



START RIGHT: ESTABLISHING A SUCCESSFUL MINISTRY

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INTRODUCTION

It is part of God's great design for His church, that every member partakes in the fundamental law of life, which is living to serve others. Many have found that working with a ministry, whether it be a small business, a school, or a health facility, is a fulfilling way to participate in the gospel commission.

If you have ever considered starting a new project, or are working with one, this small booklet will be of inestimable value to you. Our purpose in putting this tool in your hands, is that you will have a resource to help set up or improve your ministry.

Naturally, this is not an exhaustive manual, many other complementary ideas could be added. Nevertheless, we are confident that you will find many helpful suggestions that can be adapted to your situation.

If we can be of further service to assist your desire to start or improve a ministry, please contact us by writing to info@outpostcenters.org.

In Him,

Pastor Steven Grabiner

President of Outpost Centers International

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STARTING A MINISTRY

IS GOD CALLING YOU TO START A MINISTRY?

God gives “to each his work” (Mark 13:34). However, not everyone is called to establish an institution or to initiate a ministry. So then, how is a leader identified? “The call of the hour is answered by the coming of the man” (*Testimonies for the Church*, vol. 6, p. 332). Equipment, property, money, and the team are destined to fail, unless God has placed His hand on the person we call the leader. A God-ordained leader will find a way forward with or without great resources.

Should God call you to pioneer a project, there are principles that ensure your success in this matter.

GUIDING PRINCIPLES

- 1. Know Your Role:** Ascertain, without the shadow of a doubt, that God has put the responsibility of pioneering a project on your shoulders. Impulses come and go. Inspiring speakers may awaken a vision that excites you, but none of that necessarily means God wants you to lead out. The prophet Jeremiah expressed a very important truth: “The way of man is not in himself; It is not in man who walks to direct his own steps” (Jeremiah 10:23). We should “lean not on [our] own understanding,” (Proverbs 3:5) because “there is a way that seems right to a man, but its end” may be less than desirable (Proverbs 14:12).
- 2. Follow God’s Lead:** God promises to guide us to the place where He would have us labor. “I will instruct you and teach you in the way you should go; I will guide you with My eye” (Psalms 32:8). “In all your ways acknowledge Him, and He shall direct your paths” (Proverbs 3:6; see also *Education*, p. 267).
- 3. Go Forward:** Once you are absolutely certain as to what God wants you to do by way of ministry, go forward. Do all you can in pursuit of God’s will for you. Obstacles will invariably appear to be insurmountable, but you cannot fail because you are being led by One who knows no failure. “Now thanks be to God who always leads us in triumph in Christ” (2 Corinthians 2:14; see also *Prophets and Kings*, p. 594 and Zechariah 4:6).
- 4. Seek Counsel:** Talk to as many experienced pioneers as possible.

There is no point reinventing the wheel. Look for leaders and ministries that have started something similar to what you wish to start and are successful and thriving. Seek counsel from the leaders and pioneers who actually started the ministry, as they know what it required to do so successfully. The people who are leading the ministry now, if they were not the founders, may not have the same insight as the people who originally founded it, but may provide useful counsel about how to manage a ministry.

- 5. Visit Established Ministries:** Visit as many similar institutions as possible to see and experience various models, and then implement what would work the best in your context.
- 6. Build a Team:** Give much study to the selection of your initial team and how to keep a team united. This is where a spiritual leader is invaluable. Drawing the team to prayer and the study of the Bible and Spirit of Prophecy principles, which apply to your ministry, will help keep your people inspired and directed.
- 7. Stay Humble:** Avoid instilling in your staff the idea that what you do is superior to what others are doing. Seventh-day Adventist are theoretically all on the same team. It's better to treat everyone that way.
- 8. Embrace Creativity:** In establishing a ministry, do not conclude that there is but one model. Each country will possess its unique challenges as well as its special approach to solutions. Move forward prayerfully as a team allowing for the guidance of the Holy Spirit.
- 9. Work With the Church:** Consult with the leaders of your home church. Share your dream with them. Share the potential benefit that this ministry will bring to the church. Visit the church leaders at the highest level. Understand their challenges and help them to see the possibilities for evangelism and goodwill in the community.
- 10. Be Friendly:** Make friends of everyone on every level.

KEYS TO SUCCESSFUL LEADERSHIP

Success in Christian ministry is guaranteed to those who meet God's unfailing conditions:

1. **Be on God's Team:** Jesus said, "Without Me you can do nothing" (John 15:5). Therefore, we must make sure we are on God's team. God's promise to Joshua was also meant for us: "As I was with Moses, so I will be with you. I will not leave you nor forsake you" (Joshua 1:5).
2. **Prayer:** "Prayer is a heaven-ordained means of success" (*Sons and Daughters of God*, p. 335).
3. **Obey:** "Obedience to every word of God is another condition of success" (*Testimonies for the Church*, vol. 6, p. 140).
4. **Be Goal-Oriented:** "Success in any line demands a definite aim. He who would achieve true success in life must keep steadily in view the aim worthy of his endeavor" (*Education*, p. 262).
5. **Apply Yourself:** "Thus Hezekiah did throughout all Judah, and he did what was good and right and true before the LORD his God. And in every work that he began in the service of the house of God, in the law and in the commandment, to seek his God, he did it with all his heart. So he prospered" (2 Chronicles 31: 20-21).
6. **Be Faithful:** "It is the conscientious attention to what the world calls little things that makes the great beauty and success of life" (*Testimonies for the Church*, vol. 4, p. 543). "He who is faithful in what is least is faithful also in much" (Luke 16:10).
7. **Work Hard:** "Success has ever been granted proportionate to the labor performed" (*Testimonies for the Church*, p. 202).
8. **Be Enthusiastic:** "In proportion to the enthusiasm and perseverance with which the work is carried forward will be the success given" (*Prophets and Kings*, p. 263).
9. **Be Courageous:** "Those who would win success must be courageous and hopeful" (*The Ministry of Healing*, p. 497).
10. **Dress for Success:** "You cannot expect the Lord to give you the

fullest success...unless your whole manner and appearance is of a nature that will win respect. The truth is magnified even by the impression of neatness in dress" (*Colporteur Ministry*, p. 65).

11. **Accept Trials and Obstacles:** "Trials and obstacles are [God's] chosen methods of discipline, and His appointed conditions of success" (*The Acts of the Apostles*, p. 524).

HOW TO FIND YOUR MINISTRY IDEA

Where do ministry ideas come from? There are generally three avenues the Holy Spirit uses to impress our minds with new ideas:

1. **Knowledge:** Books, studies, videos, etc.
2. **Experience:** People we meet, events we attend, etc.
3. **Personal Desire:** a problem we face, a pain/problem we want to change.

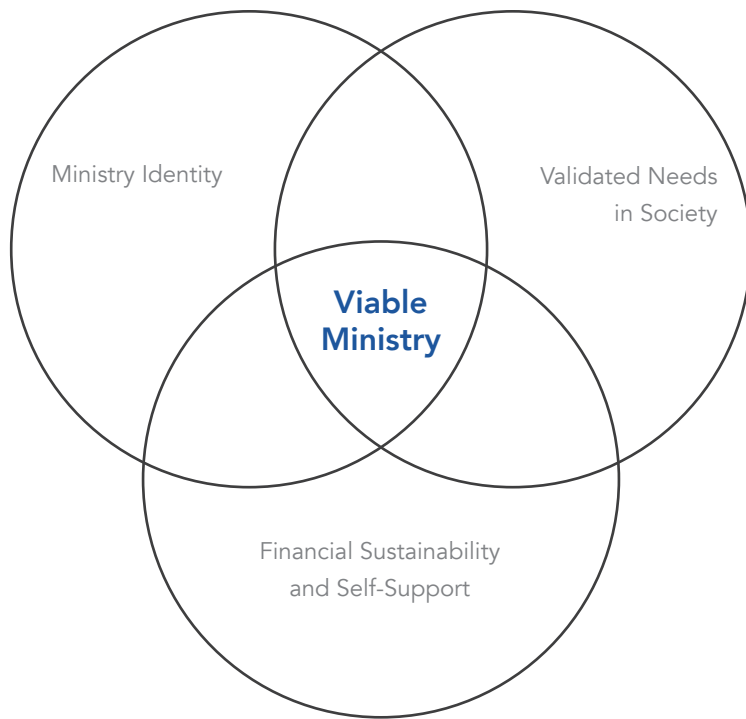
The more you expose yourself to different settings, the more ideas you will have that may be a good fit for you.

Before starting a ministry, it is important to test your idea based on three fundamental questions:

1. **Ministry Identity:** What are you designed to offer?
2. **Validated Needs in Society:** What need or problem are you solving in society?
3. **Financial Sustainability and Self-Support:** Can you generate sufficient income to ensure long-term sustainability?

MINISTRY IDENTITY

What are you designed to offer? While being aware of your weaknesses, what are your team's talents and highest interests? What are your core beliefs? Does your idea fit with the instructions found in the Bible and Spirit of Prophecy?



TALENTS	INTERESTS	CORE BELIEFS
What talents and gifts has the Lord given you?	What do you and your potential team love doing?	How does your idea fit with biblical principles?
What are you and your potential team really doing well?	What are you passionate about, besides sharing the gospel?	How do Ellen White's writings inform your ministry idea?
		What are your most important beliefs about God that shape your ministry idea?

VALIDATED NEEDS IN SOCIETY

What need or problem are you solving in society? What is one major need in society (not several) that you can supply that fits your Ministry Identity? Identify how large that need is. How much is spent on solving that or a similar problem now within your ministry's geographic sphere? Find out what your unique selling proposition would be. Determine why your target group would rather come to you than to any of your competitors.

FINANCIAL SUSTAINABILITY

Identify what your target group is willing to pay for your offering. In case of a donation-based ministry, determine what your partners or donors are willing to pay for and how much. What is your cost structure? Find out what the minimal requirement (breakeven point) is for your ministry to be sustainable. What is the market trend? What is the potential for growth?

BUILDING A MINISTRY MODEL

WHAT IS A MINISTRY MODEL?

A ministry model can best be described through 11 basic building blocks that show the logic of how a ministry intends to reach people sustainably. It describes the rationale of how an organization creates, delivers, and captures value and reaches people with the gospel.

WHAT IS THE MINISTRY MODEL CANVAS?



The Ministry Model Canvas (MMC) is a powerful, simple, and tested tool for understanding, describing, analyzing, designing, reworking, and implementing ministry models. The right side of the MMC is focused on creating value and effectively reaching the customer, and the left side concentrates on internal efficiency. It is a new approach to validating ministry ideas and reducing long business plans to one page, which is often more accurate than comprehensive business plans. It doesn't always fully replace a business plan, but it gives you a more informed idea without spending too much time on it.

HOW TO USE THE MINISTRY MODEL CANVAS

This tool is reminiscent of a painter's canvas—preformatted with the eleven blocks—which allows you to paint pictures of new or existing ministry models. The main goal of this panel is to generate a viable ministry on paper that meets the desired objectives before actually implementing the product or service and spending a lot of time and money.

1. **Canvas:** The MMC works best when printed out on a large surface so multiple people can jointly sketch and discuss ministry model elements with Post-it® notes or markers.

The Ministry Model Canvas

 Purpose What is our philosophy and core purpose? What is our vision? What do we want to grow? What are our most cherished values and beliefs? What is our view of God, humanity and the world? What is the deeper meaning behind the ministry?		 Evangelistic Impact What is the socio-cultural impact we desire to see in the world? How do we make a spiritual impact on society? How can customers learn more about our God? How do we refer the person to another event or institution that can lead the person further?	
Key Partners Who are our key partners? Which key resources are we acquiring from partners? Which key activities do partners perform?	Key Activities What key activities do our value propositions require? Our distribution channels? Relationship development? Revenue streams?	Value Propositions What value do we provide to our target group? What products and services are we offering to our target group? Which needs of our target group are we ministering to? What makes our product or service unique in comparison to other ministries or competition? How do we differentiate ourselves? Why should our target audience choose us over any other offering in the same industry?	Relationship Development What type of relationship does our target group expect us to have? How do we follow up with them and keep them engaged? Are there high switching costs, or are we a love brand? How do we build relationships integrated with the rest of our ministry model? How costly are they?
Key Resources What key resources do our value propositions require? Our distribution channels? Relationship development? Revenue streams?	Channels Through which channels do our customer segments want to be reached? How are we reaching them now? How are our channels integrated? Which one is most cost-efficient?	Target Group For whom are we creating value? Who are the people we want to reach? (Don't say everyone!) What are their demographic characteristics? What are their psychographic, ideological, interests? What are their pain points? What is the general industry size? How large is the Target Group that can be reached in the industry? Identify the main competitors. Everyone has them. Compare price and quality. Compare geography or any other important metric that demonstrates that we will prove more successful.	Revenue Streams For what value is our target group really willing to pay? What is the price code for business to business or business to customer? How much does each revenue stream contribute to overall revenues? What is our pricing model? Is it based on cost plus margin, on the competition, on the buyer's perceived value, etc.?
Cost Structure What are the most important costs inherent in our ministry model? Which key resources are most expensive? Which key activities are most expensive?		Revenue Streams For what value is our target group really willing to pay? What is the price code for business to business or business to customer? How much does each revenue stream contribute to overall revenues? What is our pricing model? Is it based on cost plus margin, on the competition, on the buyer's perceived value, etc.?	

2. **Hypothesis:** Write your hypothesis/assumptions of what you think would be a good solution on a Post-it® and stick it on each respective field. Usually you start with the Target Group and Value Proposition fields, as those two determine all others. Then you generally move from right to left.
3. **Validate:** Get out of the building and test your hypothesis by requesting feedback from at least 10 people for each field. Make sure you ask people who are within your target group. You can also do some desktop research to look for some answers, such as identifying the major competitors and market size.
4. **Consolidate:** Consolidate your findings on the canvas.
5. **Minimum Viable Product:** Now it's time to test the overall ministry model to see how your target group will respond to your product or service. Identify your minimum viable product (MVP) by reducing your main product or service to the most minimal (and least expensive) yet still viable product or service. For example, instead of buying a big property for a lifestyle center, put up a simple website where you promote a 7-day program six months in advance and see if people sign up. If they do, then take that week off of work and conduct the program in a rented facility.
6. **Build, Measure, Learn:** Once you have built an MVP, make sure you have a good way to measure the impact on your target group. Getting feedback from your target group is essential for you to learn what to change in order to "tune the engine" of the ministry, so that there are no "but's" and "if's" in their vocabulary when talking about your ministry. With each program, you learn more and improve the program, until you have enough people bought in and the risk minimized so that you can take the next step of investment.
7. **Legal Establishment:** Depending on the type of MVP, you might need to establish a legal body—whether that be a non-profit or a for-profit entity—before or after you launch the MVP. The principle is to wait to complete the legal papers until you absolutely need them.

Evidently, the MMC is a hands-on tool that fosters understanding, discussion, creativity, and analysis. It gives clarity and minimizes risk when starting a new ministry or developing a new product or service within an existing ministry.

RESOURCES

Download The Ministry Model Canvas template at:
outpostcenters.org/resources

THE TEAM

WHERE TO FIND WORKERS AND HOW TO SCREEN BEFORE HIRING

Nearly all ministries need staff and volunteers from time to time. How can you find the quality people that you need? Earnest, persevering prayer is vital. Only God knows the person who is most suited to the needs of your ministry. It is unfortunate to invite someone to join you, only to discover shortly after their arrival that they are unsuitable for the work by causing divisions among staff, spreading discontentment, misusing funds, not supporting the ministry's core values and standards, or causing some other difficulty.

Where can you find options? For OCI members, placing "help needed" posts on the OCI website (outpostcenters.org/opportunities/) is a good place to start, as many individuals who have received training in OCI ministries or who have a missionary spirit visit the website to look for options. OCI members can log into their accounts to submit job opportunities.

Whether your ministry is an OCI member or not, you can go to the list of ministries on OCI's website (outpostcenters.org/ministries/) and contact ministries directly about any graduates or other individuals they could recommend to fill specific jobs who speak the language you need. A positive recommendation from someone who knows the person is worth a lot, as it will help you narrow down your potential options.

One of the best ways to get quality staff is to train them yourself. Ministries with a school and lifestyle center generally find it easier to attract and maintain adequate staffing since they are able to train interested and dedicated people in their own facility. Each year you can

invite some of the most dedicated and promising graduates who do not have prior commitments to serve in your ministry. They understand how your ministry functions, having embraced its vision and principles, and can often make some of your most faithful and lasting staff members.

Here are some factors to consider before offering someone a position:

1. **Job Description:** Frequent misunderstandings occur because no clear job description exists. As a result, the employer and the new staff often entertain widely different views on what the expectations are. Putting the job expectations in writing helps the individual decide if they are interested and it helps the person doing the hiring find out if they are a good fit for the position. Also, after being offered the job, the expectations are clear to both the administration and the new staff member.
2. **Qualifications:** A description of needed qualifications helps you identify if this person is qualified to meet your needs or can be trained to adequately fill the position. It is important to develop a staff application to gather important information about a person's qualifications. To help you develop your own staff application, ask well-established ministries to send you their staff applications. You may even find applications on their website.
3. **Interview:** Get to know an applicant better by interviewing them before you bring their name to your committee. When possible have more than one person in the interview, as each may have a different perspective of the interview. Take notes, as the memory often fades quickly regarding details. Ask the same basic questions of all individuals you are considering for the same position. Focus your questions on the position and their skills. Try to create open-ended questions, so the person shares more about themselves, their skills, and vision, rather than just a Yes or No. Ask thought-provoking questions, i.e. "How would you deal with ____ situation?" "What is your vision for _____?" Try to talk less than a quarter of the time. Let the interviewee talk more.
4. **Mission, Vision, and Core Values:** During the interview, assess the person's position on the mission, vision, and core values that your ministry holds to make sure that you share the same vision and values. Explore such issues as their perspective on the

Bible, Spirit of Prophecy, and how they feel they could practically contribute to the mission of the ministry.

- 5. Check References:** Check several references who know the person well. This should not include family members. If you can, call people who know the individual who were not listed as references, as they will often give you a more unbiased response.
- 6. Discuss Remuneration and Benefits:** If you are considering the person as a potentially good option, it is important to discuss expectations for remuneration, other benefits offered with the position (i.e. housing, utilities, health insurance, etc.), working hours, and other important policies. Find out when they would be able to begin, if offered the position, and how long they are willing to commit. Communicate when you will give them an answer.

VOLUNTEERS OR SALARIED/HOURLY PAID WORKERS

Should your staff be volunteers or salaried workers? Much of this depends on the laws of the country in which you live. The ministry must know the laws and follow them. "Volunteer" generally refers to people who have freely offered to help part-time and who are unpaid for services—such as a retired person who receives a pension or government subsidy and can help a ministry without being worried about their finances. Many governments also require certain withholdings and healthcare coverage. All of this needs to be carefully evaluated and followed.

WHAT IS RIGHT BEFORE GOD IN THE CARE OF WORKERS

It is easy to care more for the ministry than the staff. God wishes us to show His love to others, beginning with our staff.

Staff members should be in a position to meet their basic human needs. Everyone deserves adequate housing, healthful food, and pure water. They should be safe from violence, theft, and sexual harassment. Provide adequate time for sleep. For many that means silence and darkness for eight hours to thrive. Your staff need devotional time and time designated (and respected) to be alone as an individual, as a couple, or family. Care for faithful staff in times of sickness, and

meet their dental and vision concerns responsibly. An insurance or contingency plan should be in place against injury by workers and guests. Provide proper education for children, if families with children are accepted as part of the ministry. Staff also need resources to purchase basic living necessities and give tithe and offerings without feeling that they must beg for assistance.

Often, little actions speak louder than money. For example, one ministry made produce from their ministry's agricultural program freely available to staff, while selling it to people off campus. This was done to show appreciation to the faithful ministry of the staff. When staff feel valued and appreciated, production will be higher and turnover will be lower.

CONTRACTS

Written agreements help clarify what one person said and what the other person understood. When there are questions later, or a person acts contrary to the agreement, the written contract is useful in resolving the situation. However, it is important that every agreement a leader asks their staff to sign be ethically sound, in harmony with the laws of the country and the Bible, and with the well-being of the person in mind.

FINDING HELP WHEN FACING A PROBLEM

OCI tries to help when ministries which face challenges. Within OCI are individuals who have had many years of experience in Christian administration and/or starting and running ministries. When ministries are in a situation they do not know how to handle, they may contact OCI for counsel. OCI cannot guarantee to solve every problem, but OCI will seek to do what it can to provide guidance and connect you with individuals who may have the wisdom and knowledge to help you resolve the situation before it leads to permanent damage to your ministry.

The first place to start is with the field vice president (FVP) for your region, who may be able to help resolve the issue. If additional help is needed, they may then take the concern to or suggest you contact OCI leadership for further guidance. OCI generally cannot help with financial obligations, but rather with counsel in managing the situations that you

meet and seeking to help you find a solution.

If you feel the need of mentoring, ministry leaders may contact their FVP and express their felt needs. The FVP may be able to suggest the name of someone in the OCI family who may have experience in the area where you are needing support. You can then contact them directly to see if they would be willing to give you mentoring in that area.

CHURCH RELATIONS

Before entering an area, consider conversing first with the church leadership of your home church and the conference to share with them your dreams for ministry, and your desire to work in harmony with and support of the church. Give them time to express their concerns, fears, or seek clarification. Aim to understand the vision and challenges of the leadership of the church where you are hoping to establish your ministry. Ask them how you may help them to advance the vision of the local church and the conference through your ministry. Seek to become friends with them and understand them as you would wish to be understood. Work to receive a welcome from the local church leadership on the conference or mission level before beginning a ministry. This may take multiple visits and time to develop relationships and trust but will open many doors for working together in the future and prevent misunderstanding.

Express clearly that you will not solicit or accept tithe or criticize the church or its leadership by word or example. Nor will you teach what is not in harmony with the fundamental beliefs of the Seventh-day Adventist Church. It is important to nurture an ongoing relationship and communication with the church leadership, sharing your plans with them on a regular basis, inviting them to preach or teach a class at your ministry, come for the commencement or graduation of a program, invite them to an outreach program you intend to initiate, etc.

There is a place for godly laypeople to work in harmony with and support of their church pastors and leaders to advance the gospel.



A CALL TO WORK TOGETHER

"God is calling not only upon the ministers, but also upon physicians, nurses, canvassers, Bible workers, and other consecrated laymen of varied talent who have a knowledge of present truth, to consider the needs of the unwarned cities. There should be one hundred believers actively engaged in personal missionary work where now there is but one" (*The Review and Herald*, April 7, 1910).

"Long has God waited for the spirit of service to take possession of the whole church so that everyone shall be working for Him according to his ability. When the members of the church of God do their appointed work in the needy fields at home and abroad, in fulfillment of the gospel commission, the whole world will soon be warned and the Lord Jesus will return to this earth with power and great glory" (*The Acts of the Apostles*, p. 111).

"The work of God in this earth can never be finished until the men and women comprising our church membership rally to the work and unite their efforts with those of ministers and church officers" (*Testimonies for the Churches*, vol. 9, p. 116).

"In this perilous time the Lord has given us men of His choice to stand as the leaders of His people. If these men will keep humble and prayerful, ever making Christ their confidant, listening to and obeying His words, the Lord will lead and strengthen them. ...Our brethren and sisters should not stand ready to criticize and condemn those who are bearing heavy burdens. Let us refuse to listen to the words of censure spoken regarding the men upon whom rest such weighty responsibilities" (Letter 255, 1904).

"I know that the Lord loves His church. It is not to be disorganized or broken up into independent atoms. There is not the least consistency in this; there is not the least evidence that such a thing will be" (Letter 16, 1893).

"There is no need to doubt, to be fearful that the work will

not succeed. God is at the head of the work, and He will set everything in order. If matters need adjusting at the head of the work, God will attend to that, and work to right every wrong. Let us have faith that God is going to carry the noble ship which bears the people of God safely into port" (*The Review and Herald*, September 20, 1892).

"[God] has a church, but it is the church militant, not the church triumphant. We are sorry that there are defective members, that there are tares amid the wheat.... Although there are evils existing in the church, and will be until the end of the world, the church in these last days is to be the light of the world that is polluted and demoralized by sin. The church, enfeebled and defective, needing to be reproved, warned, and counseled, is the only object upon earth upon which Christ bestows His supreme regard" (*Testimonies to Ministers and Gospel Workers*, p. 45, 49).

"The Lord has an organized body through whom He will work.... When anyone is drawing apart from the organized body of God's commandment-keeping people, when he begins to weigh the church in his human scales and begins to pronounce judgment against them, then you may know that God is not leading him. He is on the wrong track" (*Selected Messages*, vol. 3. p.17, 18).

"The secret of our success in the work of God will be found in the harmonious working of our people. There must be concentrated action. Every member of the body of Christ must act his part in the cause of God, according to the ability that God has given him. We must press together against obstructions and difficulties, shoulder to shoulder, heart to heart" (*The Review and Herald*, December 2, 1890).

"The conversion of souls is now to be our one object" (Letter 233, 1905).

WORKING WITH OTHER MINISTRIES

The Bible says: “In the multitude of counselors there is safety” (Proverbs 24:6). Be intentional about connecting with ministries that may help your ministry in networking, finding quality staff, possibly help with funding for specific ministry projects, give counsel and guidance in the development and management of a ministry, school, and more.

ADVENTIST-LAYMEN’S SERVICES AND INDUSTRIES

In 1947, E.A. Sutherland was called by the General Conference to visit Washington D.C. to discuss how to unify supporting ministries and the denomination. After one week of discussion and prayer ASI was birthed, which stood for Association of Seventh-day Adventist Self-supporting Institutions.

Over the years, ASI began to include businesses and Adventist entrepreneurs and professionals. Thus in 1979, to better reflect ASI’s diverse membership, the organization’s name was changed to Adventist-laymen’s Services and Industries (asiministries.org).

ASI’s headquarters is located at the North American Division office in Columbia, Maryland. All members of ASI must demonstrate support of the vision, purpose, and doctrines of the Seventh-day Adventist Church, and agree not to accept tithe money from church members into their ministries.

MEMBERSHIP BENEFITS

As an ASI member, you have the opportunity to attend the yearly North American conventions at a discounted rate with many other like-minded believers. You may apply for an exhibit booth to share about your ministry with others. You may also submit an application to request funding for special projects, if you are a legal non-profit ministry.

EXAMPLES OF ASI MEMBERS

3ABN	Gospel Outreach International	Outpost Centers International
Amazing Facts	Adventist Frontier Missions	Uchee Pines Institute

OUTPOST CENTERS INTERNATIONAL

Through the 1970's and early 80's Wildwood Lifestyle Center was instrumental in helping establish several supporting ministries around the world. With ASI growing and broadening its membership, there was a felt need for a nurturing organization that could serve as counselor and encourager to many of the new supporting ministries. This organization could facilitate the growth of those ministries, network existing ministries, and help train and strengthen leaders. In 1983 OCI was formed to serve this purpose. OCI and many of its members ministries are also ASI members.

MEMBERSHIP BENEFITS

OCI members find moral and spiritual support and guidance in reaching ministry goals. Leaders receive counsel from their OCI FVP or a local OCI ministry. They may often participate in a regional activities as well as the annual OCI International Retreat at a discounted rate. Being a member opens up networking opportunities with established OCI ministries and other family projects. Member ministries gain exposure through OCI publications, OCI's website, (outpostcenters.org), and exhibits. Member ministries may post job opportunities for staff or short-term volunteers on OCI's website. Also, OCI processes donations for and sends those funds to ministries within and outside of the United States. Tax-deductible receipts are issued as appropriate for donations made from US bank accounts.

EXAMPLES OF OCI MEMBERS

Herghelia Lifestyle Center	Cedarvale Health & Lifestyle Retreat	VIDA Internacional
Kingsway Preparatory School	Chinese Ministry Center Jakarta	Eden Valley Institute

LAY INSTITUTE FOR GLOBAL HEALTH TRAINING

In 2008, the Lay Institute for Global Health Training (LIGHT) was formed to provide short health evangelism trainings around the world to people in their own country and language and to assist in the further establishment of permanent schools of health evangelism. As an ASI and OCI member, LIGHT is a supporting ministry of the Seventh-day Adventist Church.

AFFILIATION BENEFITS

If you are involved or want to become involved in health evangelism training, affiliation with LIGHT (lightingtheworld.org) provides you with quality training materials for shorter programs, as well as guidance in the establishment of a health evangelism school and quality teaching resources for the school.

EXAMPLES OF LIGHT AFFILIATES

Instituto Quebrada León	Fundación Nuevo Amanecer	Better Way Foundation
Los Aromos Wellness Center	Healing Way	LIGHT Nigeria

DISSIDENT AND INDEPENDENT MINISTRIES

All ministries and their leaders and staff need to be cautious regarding close association with ministries that solicit and accept tithe, hold positions that are not in harmony with the teachings of the Seventh-day Adventist Church, or that are critical of the church. Often, a close association with dissident organizations will make others, including church leaders, believe that you are a part of or sympathizing with such movements, and this may cripple your ministry in the future. If you wish to help another ministry reconcile with the church after your ministry has developed a strong, positive relationship with the church, this should be done only upon communicating with and securing the support of local church leadership for your visit.

IS A NON-PROFIT OR FOR-PROFIT MODEL BETTER?

There is no right or wrong answer to this question. The question is, which is best for your ministry? If you are already a for-profit business, or a small, family-owned and operated ministry, and if the ministry is located on personal or family property, it may be better to stay with the for-profit model. If it is a private ministry, you will most likely have to operate as a for-profit business, even though in reality you might not make a profit, and therefore, pay little or no taxes.

If the desire is to establish a larger ministry, and you wish to receive donations, attract volunteers and help from others, and would thrive better if operated by a larger group of individuals (a board of directors),

then a non-profit structure may be better for your ministry. In this case, no one person owns the assets of the corporation.

Most larger institutions run as non-profits or “not-for-profit.” This requires some kind of charter or articles of incorporation, by-laws, and a board of directors. In addition to those leading the project, the board should include others of good business management skills and some with years of institutional experience.

ORGANIZING A NON-PROFIT MINISTRY

No one individual owns a 501c3 non-profit ministry. A non-profit ministry is owned by a collective group of people known as the board of directors.

To avoid making costly mistakes, spend time studying what you need in your legal documents, including your articles of incorporation and by-laws. It would also be useful for the leader to read the non-profit laws of the country. This information can help the ministry team accomplish the mission and vision more effectively.

ARTICLES OF INCORPORATION

Articles of incorporation are articulated in a written document filed with a U.S. State by the founders of a corporation. They detail the major components of a ministry’s goals, management structure, and purposes for existing.

For the best results, study the articles of incorporation that have been formulated by other institutions. Many non-profit, OCI member organizations would be happy to share their legal documents with you, if you ask them. After doing what you can to develop by-laws using other institutional by-laws as a guide, seek legal counsel before submitting your documents.

BY-LAWS

By-laws are rules adopted by an organization chiefly for the government of its members and the regulation of its affairs. Such rules include the number of directors on the board, their qualifications, the length of time they may serve, rules of election, removal, etc.

Do not rely solely on lawyers to write your by-laws. Lawyers can help us with the right wording and with the law, but it may be better to first draw from the by-laws of successful institutions to tailor the language and content for your ministry. Then ask a lawyer to review the by-laws before submitting your documents.

STRATEGIC PLANNING FOR YOUR MINISTRY

Whether you are still praying and dreaming about establishing a ministry, or whether you are already in the process of starting a ministry, a strategic plan is important. A strategic plan helps a ministry clearly define what their mission is, what they would like to achieve, and develop plans for how they can practically make this a reality. If we don't have a clearly defined goal, it is easy to spend much of our time simply "living," only to discover that although we have been busy, we have not achieved the goals that, as a ministry, were desired.

1. Determine where you are as a ministry. Outside perspectives are very important in this process. Using the SWOT analysis may help: S=Strengths, W=Weaknesses, O=Opportunities, T=Threats. Be honest while completing your analysis. This you should give you a fair picture of where you are in reaching your goals.
2. Identify what is really important for you as a ministry—what your mission is, why you exist.
3. Set your ultimate goal or objective? What do you wish to achieve? Where would you like to be in five years? Think through this as a team, and put it in writing in practical, measurable terms.
4. Plan how you are going to reach your ultimate goal. Keeping your five-year goal in mind, write down measurable steps that can be taken every year to reach your goal. Determine who is accountable for each steps. Develop each of the steps as necessary.
5. Put your plan into practice with God's help, then review it at least every three months. If needed, you may need to revise the plan in harmony with God's providence.

VISION STATEMENT

A vision statement expresses in few words **why** we exist and **where** we are going. It ensures that every action we take contributes to our reason for being and frees us from distraction. A vision statement should be short, easy to remember, and recitable. It must remain results driven, with a focus on how much more the ministry can contribute to the Lord's cause.

SAMPLE VISION STATEMENTS

Habitat for Humanity

"A world where everyone has a decent place to live."

The Nature Conservancy

"To leave a sustainable world for future generations."

Outpost Centers International

"To see a thriving network of lay ministries reaching every country of the world."

MISSION STATEMENT

A mission statement describes **what** our ministry does, **how** our ministry aims to do it, and **why** our ministry does what it does.

SAMPLE MISSION STATEMENTS

Patagonia: "Build the best product, cause no unnecessary harm, use business to inspire and implement solutions to the environmental crisis."

Redeemer Presbyterian Church: "To build a great city for all people through a gospel movement that brings personal conversion, community formation, social justice and cultural renewal to New York City and, through it, to the world "

Frank Fournier: "I exist, at all expense to myself, for the honor and glory of God and for the good and happiness of others."

VALUE STATEMENT

A value statement declares to our customers and to our coworkers what our ministry prioritizes and what its core beliefs are. Value statements help the ministry to identify with and connect to targeted souls, as well

as to remind volunteers about its priorities and goals.

SAMPLE VALUE STATEMENT

OCI's core values are:

Accountability: Showing responsibility through transparency.

Balance: Demonstrating a balanced approach to ministry.

Diversity: Showcasing unity in the midst of diversity.

Excellence: Striving to bring glory to God.

Integrity: Committing to the highest moral standard.

Service: Serving unselfishly.

Sustainability: Demonstrating sustainability.

BOARD OF DIRECTORS

The main purpose of the board of directors is to set strategic goals and develop an overarching vision for the organization. The board of directors bears the responsibility for moving the organization in a productive direction.

An individual board member has the right to give advice to the president or any of the president's subordinates, but he has no power to demand or command that his will be executed. The president is subject to the board as a whole and not to one individual board member. The president's subordinates are subject to the president, not to anyone else.

The board of directors should meet on a regular basis, as stated in the by-laws, with advance notice (at least two weeks). Meetings may take place annually, twice yearly, quarterly, or as often as the organization feels is necessary.

Those who serve on your board should share your sense of mission. If they don't care deeply about your purpose and goal, they will add very little value to your board. They need to have competence—either in business or successful prior experience in starting or leading a ministry that shares the same overall mission. They should be willing to give

of their time and resources to see the mission of the organization accomplished. They must be people of integrity. They should not have a conflict of interest, in which they would seek to benefit themselves or another organization as a result of being on the board. They should realize that their work is governance (vision, mission, establishment of programs, overall strategic plan for ministry), not day-to-day management of the people or ministry. Seek for a balance of abilities among the board members—some who are strong in business, some who have successfully started ministries, some who have good management experience, etc. Accountants and lawyers should not be added just because of their profession, but rather because they meet the other desired qualities of board members.

The majority of board members should be individuals who are working in supporting ministries and are more likely to understand the issues that face the institution at any given time. If you do not have a church leader included on your board, it is generally good to welcome one as an observer and counselor to demonstrate that you value good working relationships. We should take the initiative to reach out to them by visiting their offices, inviting them at times to speak on your campus, attending church camp meetings and other meetings, and offering to help in any way possible. This kind of effort will help promote transparency, provide clarity that the ministry is truly in support of the church and its leadership, and dispel any rumors about the ministry's work, as well as provide natural ways in which the church and the ministry can collaborate.

Board members' terms should be staggered. For example, if you have nine board members, and they serve three-year terms, then the terms of three members would expire the first year, the terms of three other members would expire the second year, and the terms of the remaining three members would expire the third year. This helps to maintain stability in the board, so that everybody cannot be voted off in one year and another whole board be brought on, totally changing the vision of the ministry. In the year when a person's term expires, they will serve to the end of that board, and the new person will begin to serve in a voting capacity at the following board. The board members whose terms are expiring may be reelected for another term, if desired.

The number of family members on a board should be limited to less

than half of the board. When family represents more than half of the board, the rest of the board members feel disenfranchised. They may think that their opinions have no weight and that all decisions are made by the family before they even come to the meeting. It also makes it very difficult to vote objectively, as families generally feel that they need to be loyal to each other, and thus tend to vote the same, and may feel hurt if one of their family member's suggestions was not supported by other board members. In some countries, it is illegal to have a non-profit board in which the majority of the members are family members.

A board also needs to study what is legally acceptable in their country. For example, some countries will allow citizens of other countries to serve on their boards, while others do not.

A small ministry should have at least five members on their board, but this number may be increased as the size of the organization increases. However, in your by-laws you should state the number of members that your organization may have on its board. Very large boards tend to be hard to manage, while very small boards often do not receive the depth of counsel that would be helpful to grow the ministry most effectively.

Keep communication open to all supportive, interested parties, even if they are not serving as board members.

OFFICERS OF THE CORPORATION

PRESIDENT

The president shall serve as its principal executive officer, reporting directly to the board of directors. He or she is responsible for the overall supervision and control of all functions of the organization. The president is responsible for helping the ministry fulfill its mission, and is expected to carry out this duty in a godly, transparent manner with integrity.

The president's responsibilities include:

1. Directing the ministry according to the vision outlined by the board of directors.
2. Providing administrative and spiritual leadership.

3. Leading the organization and the staff to perform their assigned tasks.
4. Generally serving as chairperson of the executive committee.
5. Delegating responsibilities.
6. Occasionally appointing committees and/or ministry teams as set forth in the by-laws and other such special committees or task forces as deemed advisable.
7. Using his or her skills in meeting the needs of persons under their supervision.
8. Partnering with the corporate officers to grow the ministry, strengthen it, and ensure its sustainability.
9. Representing the ministry as required, including attending important functions and public meetings.
10. Working closely with the chief financial officer to prepare annual budgets, complete risk analysis on potential investments, and advise the board of directors with regard to investment risk and return.
11. Working closely with human resources regarding hiring practices, payroll, and benefit disbursement.
12. Overseeing quality control throughout the ministry, and establishing goals for each department in partnership with department heads.

SECRETARY

The secretary of the corporation is the custodian of the organization's records. The secretary serves as an active conduit for communication between the board, management, and members, by giving proper notice of any meetings and timely distribution of materials, such as agendas and meeting minutes.

The secretary's responsibilities include:

1. Preparing and sending meeting materials with sufficient time for each director to review the materials, correct any errors, and

prepare questions and comments.

2. Recording minutes of meetings.
3. Maintaining accurate documentation of all meetings, and meeting legal requirements, such as annual filing deadlines.

TREASURER

The treasurer is typically charged with overseeing the management and reporting of an organization's finances, including budgets and IRS form, or the equivalent.

The treasurer's responsibilities include:

1. Recording all financial transactions in the order of their occurrence.
2. Preparing the following statements at the end of the financial year:
 - Receipts and payments account.
 - Income and expenditure account.
 - Balance sheet of the organization.
 - Facilitating the audit of the organization's accounts by a certified accountant every year (not compulsory), adding credibility to the organization.
 - Ensuring that funds are handled honestly, transparently, and that accounting is done in a timely and accurate manner.

EXECUTIVE COMMITTEE

The role of the executive committee is to act on behalf of the board and gives direction to the ministry between board meetings. Because of that important role, the committee is primarily comprised of the officers of the corporation and whomever they may choose to add or invite to their committee meetings. The existence of the executive committee needs to be clearly stated in the by-laws.

If you have a strong, active executive committee, beware of one pitfall: board disengagement. To avoid this danger, thought should be given

as to the types of decisions the board of directors reserves to itself and which it allows the executive committee to make.

The executive committee is more directive, focuses on vision, and deals with the corporate decisions. It reviews decisions made by any sub or operating committee.

OPERATING COMMITTEE

An operating committee may exist in large institutions. In such cases, it oversees the day-to day management decisions—i.e., landscaping decisions, purchasing decisions, etc. Smaller ministries may choose to handle these issues with their executive committee.

ADDITIONAL LEADERS

MANAGERS

Managers work directly under the leader to develop the vision and goals of the board of directors.

They are often needed after a ministry becomes too big for one person to manage on their own. Managers should be brought into the picture to complement and develop what the leader constructed, but under his or her leadership, after they understand correctly his starting vision and what he or she wants. Often, a manager can do much harm if chosen too early in the development of the ministry, and especially if they hold so much power that the leader becomes secondary.

DEPARTMENT HEADS

Department heads, which are sometimes members of the executive committee, are responsible for the successful management of their departments. They are accountable to their team and to the executive committee under the president.

MEETING STAFF NEEDS

WELLNESS CENTER STAFF-TO-GUEST RATIO

A wellness center with a capacity of between 12-40 guests would likely

need a staff of equal numbers, depending on a few factors. However, there are ranges of staff-to-guest ratio that may be considered:

- 12 staff to approximately 8-12 guests
- 14 staff to approximately 12-16 guests
- 18 staff to approximately 16-22 guests
- 22 staff to approximately 22-28 guests
- 26 staff to approximately 24-34 guests
- 30 staff to approximately 30-40 guests

For example, for a 12 to 16 patient wellness center, the following staff are needed: 1 administrator, 1 chaplain, 1 program director, 1 accountant, 1 doctor/lecturer, 1 nurse/massage therapist/presenter, 4 kitchen staff, 1 grounds person, 2 housekeepers, 1 male therapist/presenter.

HEALTH EVANGELISM SCHOOL STAFF-TO-STUDENT RATIO

The following is a suggestion for health evangelism schools. The numbers may vary depending on the ministry and its other activities. These persons may also serve a role within another branch of the ministry. In very small schools, one person may potentially carry more than one of the roles listed above. Some could also come from outside to teach specific classes or help with specific needs.

Position	Number of Students					
	6	12	24	36	50	75
Education Director	1	1	1	1	1	1
Assistant Education Director	0	0	0	1	1	2
Health Teacher(s), Assistants	1	1	2	2	3	4
Bible Teacher(s)	1	1	2	2	2	2
Cook/Baker	1	2	2	3	3	4
Maintenance	1	1	1	1	2	2
Accounting	1	1	1	1	1	1
Men's Dean, Assistants	1	1	1	1	2	2
Women's Dean, Assistants	1	1	1	1	2	2
Registrar	0	0	0	1	1	1

CHOOSING A LOCATION FOR YOUR MINISTRY

"Repeatedly the Lord has instructed us that we are to work the cities from outpost centers. In these cities we are to have houses of worship, as memorials for God, but institutions for the publication of our literature, for the healing of the sick, and for the training of workers, are to be established outside the cities. Especially is it important that our youth be shielded from the temptations of city life" (*Country Living*, p. 31).

"Let men of sound judgment be appointed, not to publish abroad their intentions, but to search for such properties in the rural districts, in easy access to the cities, suitable for small training schools for workers, and where facilities may also be provided for treating the sick and weary souls who know not the truth. Look for such places just out from the large cities, where suitable buildings may be secured, either as a gift from the owners, or purchased at a reasonable price by the gifts of our people. Do not erect buildings in the noisy cities" (*Medical Ministry*, p. 308, 309).

WELLNESS CENTERS AND SCHOOLS—IN THE COUNTRY

"A sanitarium should have the advantage of plenty of land. ...Life in the open air is good for body and mind. It is God's medicine for the restoration of health. Pure air, good water, sunshine, the beautiful surroundings of nature—these are His means for restoring the sick to health in natural ways. To the sick it is worth more than silver or gold to lie in the sunshine or in the shade of the trees.

"In the country our sanitariums can be surrounded by flowers and trees, orchards and vineyards. Here it is easy for physicians and nurses to draw from the things of nature lessons teaching of God. Let them point the patients to Him whose hand has made the lofty trees, the springing grass, and the beautiful flowers, encouraging them to see in every opening bud and blossoming flower an expression of His love for His children.

"In the effort made to restore the sick to health, use is to be made of the beautiful things of the Lord's creation. ...Under these influences, combined with the influence of careful treatment and wholesome food, the sick find health" (*Counsels on Health*, p. 166-167).

"We should choose a location for our school apart from the cities, where the eye will not rest continually upon the dwellings of men, but upon the works of God; where there shall be places of interest for them to visit, other than what the city affords. Let our students be placed where nature can speak to the senses, and in her voice they may hear the voice of God. Let them be where they can look upon His wondrous works, and through nature behold her Creator" (*Fundamentals of Christian Education*, p. 320).

"From the light given me in regard to the location and building up of our school interests, I know that it is the purpose of God that this institution be established at a distance from the city. ...He designs that we shall connect manual labor with the improvement of the mental powers" *Historical Sketches of the Foreign Missions of the Seventh-day Adventists*, p. 38).

"Should schools be located in the cities or within a few miles from them, it would be most difficult to counteract the influence" (*Fundamentals of Christian Education*, p. 312).

"The location that has been secured for our school and sanitarium is all that could be desired. The land resembles representations that have been shown me by the Lord. It is well adapted for the purpose for which it is to be used. There is on it ample room for a school and sanitarium without crowding either institution" (*Last Day Events*, p. 104).

BENEFITS OF LOCATING WELLNESS CENTERS NEAR SCHOOLS

"There are decided advantages to be gained by the establishment of a school and a sanitarium in close proximity, that they may be a help one to the other. ...Whenever it is possible to have a school and a sanitarium near enough together for helpful cooperation between the two institutions, and yet separated sufficiently to prevent one from interfering with the work of the other, our brethren should give most careful consideration to the benefits that would accrue through placing the institutions where they can help each other. One institution will give influence and strength to the other; and, too, money can be saved by both institutions, because each can share the advantages of the other.

"Whenever a well-equipped sanitarium is established near a school, it may add greatly to the strength of the medical missionary course

in the school if there is cooperation between the two institutions. The teachers in the school can help the workers in the sanitarium by their advice and counsel, and by sometimes speaking to the patients. And, in return, those in charge of the sanitarium can assist in training for field service the students who are desirous of becoming medical missionaries. Circumstances, of course, must determine the details of the arrangements that it will be best to make. As the workers in each institution plan unselfishly to help the other, the blessing of the Lord will surely rest upon both institutions" (*Counsels to Parents, Teachers and Students*, p. 519, 520).

SIZE AND QUANTITY OF BUILDINGS ON A MINISTRY CAMPUS

"Instead of centering so many large buildings in a few places, schools should have been established in many localities" (*Child Guidance*, p. 309).

"It is that thirsting souls may be led to the living water that we plead for sanitariums—not expensive, mammoth sanitariums, but homelike institutions in pleasant places" (*Counsels on Health*, p. 211).

"The sick are to be reached, not by massive buildings, but by the establishment of many small sanitariums, which are to be as lights shining in a dark place" (*Counsels on Health*, p. 211).

GOOD SOURCE OF WATER AND AMPLE DRAINAGE

"I was impressed that this was just such a location for our school as we had been looking for. Here was a large tract of land away from the cities, where we could have an abundance of water and wood, and a healthful climate" (*Manuscript Releases*, vol. 1, p. 327).

"The atmosphere is pure and the water is pure. A beautiful stream runs right through our land from north to south. This stream is a treasure more valuable than gold or silver. The building sites are upon fine elevations with excellent drainage" (*Last Day Events*, p. 104).

AGRICULTURE AND AGRICULTURAL LAND

"It is God's plan that agriculture shall be connected with the work of our sanitariums and schools" (*Testimonies for the Churches*, vol. 8, p. 227, 228).

"I have been shown that study in agricultural lines should be the A. B. and C. of the educational work of our school" (*Historical Sketches of the Foreign Missions of the Seventh-day Adventists*, p. 39).

"An effort should be made to secure grounds away from the cities, where fruits and vegetables can be raised. Agriculture will open resources for self-support, and various other trades also could be learned" (*Special Testimonies on Education*, p. 99).

"Had there been agricultural and manufacturing establishments connected with our schools, and had competent teachers been employed to educate the youth in the different branches of study and labor, devoting a portion of each day to mental improvement and a portion to physical labor, there would now be a more elevated class of youth to come upon the stage of action to have influence in molding society" (*Counsels on Health*, p. 179).

"A few words more in regard to the location of our sanitariums. ...Never, never should these institutions be established in the cities. They should be established in the country, amidst pleasant surroundings and in connection with plenty of land. This is a positive necessity. Flower- and vegetable-gardens and orchards will be found to be health-giving agencies in the successful treatment of the sick" (*Manuscript Releases*, vol. 19, p. 231).

ELECTRICITY AND CONNECTIVITY

It is not always possible to have electricity or telephone/internet signal where you wish to establish your ministry, but these are assets that will make it easier to communicate with potential students, patients, do publicity, etc. On the other hand, many students and guests feel that constant availability of phone or internet may be a distraction for them and may find the absence of such to be a blessing. Before purchasing the property, it is important to carefully assess if and how you will be able to adequately reach your mission if these are not readily available and if your team has the skills necessary to explore alternative options, if needed.

ACCESS TO CITY

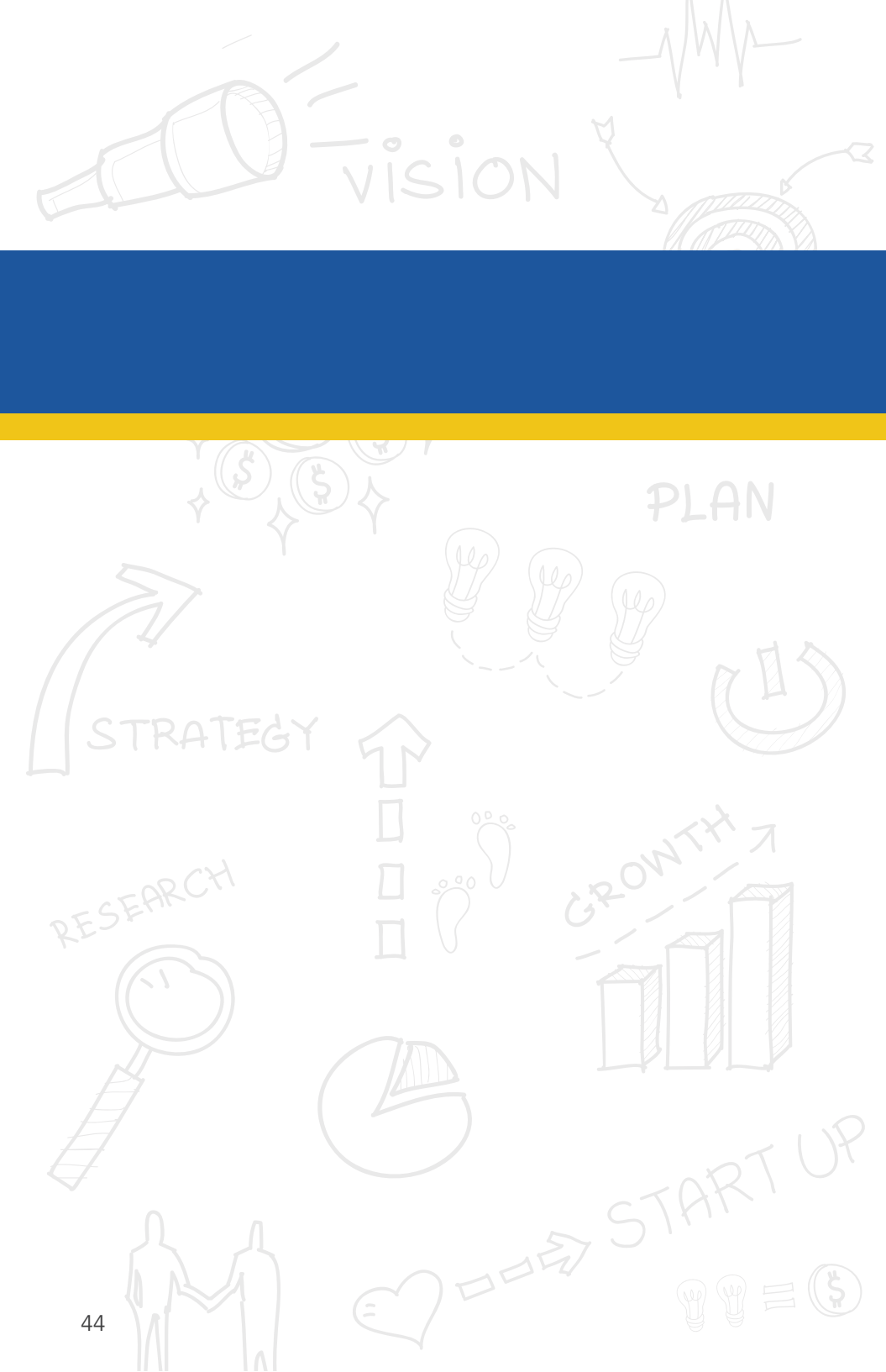
"Search for such properties in the rural districts, in easy access to the

cities, suitable for small training schools for workers, and where facilities may also be provided for treating the sick and weary souls who know not the truth. Look for such places just out from the large cities, where suitable buildings may be secured, either as a gift from the owners, or purchased at a reasonable price by the gifts of our people" (*Medical Ministry*, p. 308, 309).

RESTAURANTS AND TREATMENT ROOMS—IN THE CITY

"I have been instructed that one of the principal reasons why hygienic restaurants and treatment-rooms should be established in the centers of large cities, is that by this means the attention of leading men will be called to the third angel's message. Noticing that these restaurants are conducted in a way altogether different from the way in which ordinary restaurants are conducted, men of intelligence will begin to inquire into the reasons for the difference in business methods, and will investigate the principles that lead us to serve superior food. Thus they will be led to a knowledge of the message for this time" (*Testimonies for the Churches*, vol.7, p 122, 123).

"In every city where we have a church, there is need of a place where treatment can be given" (*Counsels on Health*, p. 486).



SHARING ABOUT YOUR MINISTRY

Record, photograph, and video every service rendered, every miracle experienced, and every testimony given by those God has touched through your instrumentality. Look for every opportunity to share your experience and to promote God's ministry wherever He opens the door.

Nehemiah gives us Biblical guidance on how best to approach this business of promoting our projects. He was tasked with the responsibility of rebuilding the wall in old Jerusalem. He needed help, and he needed means to do it. Nothing has changed in that regard.

1. He called the people together. "Then I said to them, 'You see the distress that we are in, how Jerusalem lies [a]waste, and its gates are burned with fire' " (Nehemiah 2:17a).
2. He described to them what the needs were. Nehemiah continued, "Come and let us build the wall of Jerusalem, that we may no longer be a reproach" (Nehemiah 2:17b).
3. He recounted all that God had done by way of miracles for him. "And I told them of the hand of my God which had been good upon me" (Nehemiah 2:18a).
4. He related to them what other people had contributed to the project. "And I told them...also of the king's words that he had spoken to me" (Nehemiah 2:18a).
5. Inspired, the people rose to the occasion. "So they said, 'Let us rise up and build.' Then they set their hands to this good work' " (Nehemiah 2:18b).

MARKET GOD'S MINISTRY TO FIND SUPPORT

1. **Determine Your Target Audiences:** Who are the groups and audiences that ministry wants to reach. Remember that one target group may respond differently to a marketing message than another group, so make sure that each strategy is tailor-made for each audience.
2. **Develop a Communications Strategy:** Creating timelines for marketing efforts, such as newsletters, press releases, special events, and others.

3. **Develop a Visual Image:** Prepare your logo and other branding tools. Use them consistently across various mediums. Make sure that you repeat your branding messages or slogans in everything you make from brochures to newsletters.
4. **Employ Multiple Communications Tactics:** Organizations often target several audiences, which may respond to different approaches. Communications campaigns across various media outlets can help establish and maintain a more widespread positive image.
5. **Select and Use Appropriate Media:** Plan to use a combination of approaches best suited to reaching your targeted audiences that make the most effective use of your financial resources. Include a variety of methods such as phone calls, letters, e-mail, newsletters, press releases, and editorials.

ESTABLISHING WORK POLICIES

Consult with trusted ministries to gather ideas for your ministry's working policies.

SAMPLE WORKING POLICIES

This ministry operates under the assumption that each staff member is a motivated, capable, and dedicated individual. A spirit of working together toward a common goal of worldwide service is essential.

1. **Attendance:** A normal week consists of 40 hours. Staff is expected to be in the office by 8:30 AM for worship and leave no sooner than 5 PM. Each staff member is responsible for getting his or her work done, which may require extra time without additional compensation. Time off should be cleared with the president or the executive vice president.
2. **Breaks:** Up to one hour is allotted for lunch, and it is preferable that staff be back in the office by 2:00 PM.
3. **Dress Code:** Nice-casual attire maintaining a high Christian standard of modesty and professionalism is required while in the office. The wearing of jewelry, with the exception of a wedding

band, is not permitted.

4. **Access to Work Premises:** Access to the office for personal reasons should be cleared with the president or vice president.
5. **Personal Business:** Each staff member will act in a responsible manner regarding personal business during work time, including phone calls and the use of Internet.
6. **Personal Conduct:** All staff will conduct themselves with propriety and have a lifestyle that is representative of the aims of the organization. Sexual harassment is a form of discrimination and will not be tolerated. Specific examples include, but are not limited to:
 - Subtle pressure for sexual activity
 - Physical aggression, assault, unwelcome touching
 - Disparaging remarks
 - Verbal sexual abuse
 - Requests for dates when the other is not interested
 - Sexual joking, etc.

SAMPLE GRIEVANCE POLICIES

A grievance policy exists for any work-related complaint by which a staff member wishes to obtain an action or response. This ministry is committed to promoting an atmosphere of openness and communication, and staff members may use this policy without fear of reprisal.

After an offended member has followed the Bible injunction found in Matthew 18, he or she is free to bring his or her complaint to the president or the vice president. If this does not bring the desired response, he or she may go to the executive committee for redress.

From there the offended party may want to take his or her grievance as far as the board chair and seek a board ruling on the matter.

SAMPLE ETHICS POLICIES

It is the policy of this ministry is that its volunteers and board members uphold the highest standards of ethical, professional behavior. To that end, these volunteers and board members shall dedicate themselves to carrying out the mission of this organization and shall:

- 1.** Act in such a manner as to uphold and enhance personal and professional honor, integrity and the dignity of the ministry.
- 2.** Treat with respect and consideration all persons, regardless of race, religion, gender, maternity, marital or family status, disability, age or national origin.
- 3.** Engage in carrying out this ministry's mission in a professional manner.
- 4.** Collaborate with and support other professionals in carrying out this ministry's mission.
- 5.** Recognize that the chief function of this ministry is to serve the best interests of its constituency.
- 6.** Accept as a personal duty to conduct themselves with professional competence, fairness, impartiality, efficiency, and effectiveness.
- 7.** Respect the structure and responsibilities of the board of directors, provide them with facts and advice as a basis for their making policy decisions, and uphold and implement policies adopted by the board of directors.
- 8.** Exercise whatever discretionary authority they have under the law to carry out the mission of the organization.
- 9.** Serve with respect, concern, courtesy, and responsiveness in carrying out the organization's mission.
- 10.** Demonstrate the highest standards of personal integrity, truthfulness, honesty, and fortitude in all activities in order to inspire confidence and trust in such activities.
- 11.** Avoid any interest or activity that is in conflict with the conduct of their official duties.

12. Respect and protect privileged information to which they have access in the course of their official duties.
13. Strive for personal and professional excellence and encourage the professional developments of others.

THE IMPORTANCE OF REGULAR MEETINGS

Some ministry leaders call meetings only in the event of a crisis, or at most once every couple of months. This is evidence of a dictatorial mindset. Here are some reasons why meetings are essential:

1. Meetings are great for encouraging buy-in, building a team spirit, and supplying a sense of importance and belonging.
2. Meetings are vital for learning about our colleagues' potential for future leadership.
3. There is wisdom and safety in a multitude of counselors.
4. Meetings allow attendees to lift their head out of day-to-day operations and to create an air-pocket for attendees to focus on something else, and work on cross-functional tasks together.
5. They're a great reminder, after all, that we are in fact a team and not alone!
6. In the end, meetings are designed as a way to arrive at important decisions. Remain in a business mode at all times.

HOW TO RUN MEETINGS

Effective meetings that produce results begin with meeting planning. First, decide what you hope to accomplish by holding the meeting. Stephen Covey said, "Begin with the end in mind." Your meeting purposes will determine the meeting's focus, the meeting's agenda, and the participants you need to accomplish the purpose.

Make sure the agenda is sent to every person involved in the meeting long before the meeting happens that they may have time to think about the issues and take note of appropriate questions.

ROBERT'S RULES OF ORDER, SIMPLIFIED

Utilizing Robert's Rules of Order will help you run more efficient meetings (https://assembly.cornell.edu/sites/default/files/roberts_rules_simplified_0.pdf).

GUIDING PRINCIPLES

1. Everyone has the right to participate in the discussion if they wish.
2. Everyone has the right to know what is going on at all times.
3. Only urgent matters may interrupt a speaker.
4. Only one item (motion) can be discussed at one time. Nothing goes to discussion without a motion being on the floor.

OBTAINING THE FLOOR

1. A member raises his/her hand when no one else has the floor.
2. The chair recognizes the member by name.

HOW THE MOTION IS BROUGHT BEFORE THE ASSEMBLY

1. The member makes the motion: "I move that/to..." and resumes his or her seat.
2. Another member seconds the motion: "I second the motion," or "I second it," or "Second."
3. If a motion is not seconded, the motion dies.
4. If the motion is seconded, the chair restates the motion and opens the floor for discussion of the motion.

CONSIDERATION OF THE MOTION

1. Members may debate the motion.
2. Before speaking in debate, members obtain the floor.
3. Debate must be confined to the merits of the motion.
4. Debate can be closed by the chair if no one seeks the floor for further debate.

THE CHAIR PUTS THE MOTION TO A VOTE

1. The chair asks: "Are you ready for the question?" If no one rises to claim the floor, the chair proceeds to take the vote.
2. The chair says: "The question is on the adoption of the motion that... As many as are in favor, say 'Aye.' (Pause for response.) Those opposed, say 'Nay.' (Pause for response.) Those abstained, say 'Aye.'"

THE CHAIR ANNOUNCES THE RESULT OF THE VOTE

The chair says: "The Ayes have it, the motion carries, and... (indicating the effect of the vote)."

OR

The chair says: "The Nays have it, and the motion fails."

WHEN DEBATING MOTIONS

1. Listen to the other side.
2. Focus on issues, not personalities.
3. Avoid questioning motives.
4. Be polite.

AMENDING A MOTION

You would like to change some of the wording that is being discussed. After recognition, say:

"Mister Chairman/
Madam Chairwoman, I
move that the motion
be amended by adding
the following words
_____."

OR

"Mister Chairman/Madam
Chairwoman, I move that the motion
be amended by striking out the
following words: _____, and
adding in their place the following
words: _____."

PERMISSION TO WITHDRAW A MOTION

You have made a motion and, after discussion, are sorry you made it. After recognition, say, "Mister Chariman/Madam Chairwoman, I ask permission to withdraw my motion."

REFER TO A COMMITTEE

You feel that an idea or proposal being discussed needs more study and investigation. After recognition, say, "Mister Chairman/Madam Chairwoman, I move that the question be referred to a committee made up of members Smith, Jones, and Brown."

PREVIOUS QUESTION

You think discussion has gone on for too long and you want to stop discussion and vote. After recognition, say, "Mister Chairman/Madam Chairwoman, I move the previous question."

LIMIT DEBATE

You think discussion is getting long, but you want to give a reasonable length of time for consideration of the question. After recognition, say, "Mister Chairman/Madam Chairwoman, I move to limit discussion to two minutes per speaker."

POSTPONE DEFINITELY

You want the membership to have more time to consider the question under discussion and you want to postpone it to a definite time or day to have it come up for further consideration. After recognition, say, "Mister Chairman/Madam Chairwoman, I move to postpone the question until ____."

POSTPONE INDEFINITELY

You want to kill a motion that is being discussed. After recognition, say, "Mister Chairman/Madam Chairwoman, I move to postpone the question indefinitely."

TAKE A RECESS

You want to take a break for a while. After recognition, say, "Mister Chairman/Madam Chairwoman, I move to recess for 10 minutes."

ADJOURNMENT

You want the meeting to end. After recognition, say, "Mister Chairman/Madam Chairwoman, I move to adjourn."

PERFORMANCE APPRAISALS

A performance appraisal can help evaluate staff (or the president) on a regular basis. It gives accountability as to how well the job description is being met and gives the opportunity to identify and discuss areas that can be improved to put in place a plan of improvement so that the organization may more fully reach its mission.

In the hope of arriving as close to reality as possible in a performance appraisal, choose a list of professional criteria by which to assess the person's performance, for example:

Knowledge	Productivity
Cooperation	Dependability
Communication	Judgment
Quality	Initiative
Orderliness	Attendance

Then the worker is scored 1, 2, 3, 4 on each of these values:

- Below job performance
- Achieves job performance
- Exceeds job performance
- An authority in their work place

The appraiser assesses the staff member and adds up his or her score. The staff member also has the privilege of assessing him- or herself and adding up his or her score. This gives the appraiser and the assessed the opportunity to discuss the differences or the similarities in regard to the specific strong points and points where the staff must improve or needs training.

If applicable, the staff is assigned new objectives and special projects, with a plan of action agreed upon by both, to be reviewed during the next performance appraisal. Then, the staff, the supervisor, and the management sign and date the agreement.

WAGES

"We do not establish [sanitarium health institutions] as a speculative business, but to help men and women to follow right habits of living" (*Counsels on Health*, p. 249).

The question of wages is a matter of finding the balance between too much and too little. The word most often used in the Spirit of Prophecy for the wages of God's workers is equitable.

Ellen White writes, "You suggest that if we paid higher wages, we could secure men of ability to fill important positions of trust. This might be so, but I should very much regret to see our workers held to our work by the wages they receive. There are needed in the cause of God workers who will make a covenant with Him by sacrifice, who will labor for the love of souls, not for the wages they receive" (*Counsels on Health*, p. 302).

The idea is not that men and women of great talent and training lack value, but that persons eager to engage in the work whatever the sacrifice requires are of more value to God.

"[God] gives [the self-sacrificing workers] success and victory. This has been presented to me over and over again. The Lord that sees in secret will reward openly for every sacrifice that His tried servants have been willing to make" (*Selected Messages*, vol. 2, p. 180).

Our recommendation, therefore, is that wages offered our wellness center workers should be equitable, comparable to the pay received by anyone in the same area who is able to live comfortably.

SUCCESSION PLAN

Many ministries falter or fail because they do not plan for the loss of personnel. The loss of a leader, doctor, or farmer in a small institution may be irreparably damaging.

PREPARE FOR THE INEVITABLE LOSS OF WORKERS

1. Prepare current job descriptions.
2. Take an inventory of your talent pool.
3. Review yearly the possibility of having to replace someone.

You may have to change the name from Succession Planning to Succession Development. Plans by themselves do not develop replacements. You may have to grow your own.

LICENSING FOR WELLNESS CENTERS

In most countries, there are no licensing requirements to run a wellness center any more than there would be to operate a guesthouse. Be careful not to portray your work as medical, or you could end up being regulated like a hospital; we host “guests,” not patients. However, all facilities that house and feed paying guests generally need to pass a health inspection and fire safety inspection. Most wellness centers function as educational centers in healthy lifestyle, rather than an invasive medical clinic or hospital. However, each ministry needs to study the legal requirements in their country.

LEGALITY OF STAFF IN COUNTRY

It is not appropriate nor legal to have people serving in your ministry who are in the country illegally. It is important that each ministry study the steps needed to regularize the immigration status of their staff and take responsibility for such. If it is very difficult to bring people in from another country, perhaps it would be best for you to offer a school to attract people from your country who you can train to serve later in your ministry.

THE VALUE OF EVERY TEAM MEMBER

It has often been said: “All important decisions are made in the bedroom,” meaning that the leader and his or her spouse discuss issues at home, come to conclusions, and then implement the decisions the next day. When this happens, the other staff generally feels that they are being used and are not valued or important. This type of ministry often has difficulty retaining staff.

Important decisions need to be made through the correct channels: the board of directors, if it relates to the leadership or the vision of the ministry or the executive committee (or other committees such as an educational committee), to deal with decisions which departmental

leaders have not already been specifically empowered to decide. Individuals serving in a leadership capacity should have a place on a committee, and decisions should be made using appropriate decision-making processes, utilizing Robert's Rules of Order or another suitable method.

Leaders who operate like dictators often get results, but generally those who come out of that ministry do not know how to think for themselves and pattern all their decisions according to the leader they served with before. They repeat in their new ministry all the dictator's good qualities, but also the mistakes, whether it is appropriate or not in a new country or situation. Take time to pray together, study together, share together, plan together for the present and the future, and together make it a reality. If the staff feel they are a part of the vision, they will give much more in heart and output, and will likely stay with the ministry much longer.

PREVENTING AND DEALING WITH PERSONNEL PROBLEMS

A staff handbook developed by a subcommittee and approved by the executive committee is very useful in preventing staff problems and clarifying expectations. All ministries which include more than one family should have one. This clearly states expectations regarding work, remuneration, time off, health issues, Christian behavior, behaviors meriting immediate expulsion (such as theft, abuse and harassment, use of alcohol, tobacco, etc.), steps for mediation of a disagreement, etc. Then it should be faithfully upheld in a Christian spirit. If it is noted that there are issues arising on a regular basis that were not addressed in the handbook, consideration should be made to the need for this to be addressed in the policy. This should be given to individuals before they agree to join the ministry, so that they may know what they are agreeing to and decide if they can support it. In ministries that have a school, student handbooks are also important, as students will have issues differing from that of the staff.

Where persons are involved in open sin, blatant rebellion, or have become a risk to the community, the executive committee should be promptly called and in many cases the person may have to be asked to leave campus the same day (violence, theft, drunkenness, etc.). It is

important to recognize that there are certain situations, which should be brought to the police, and which could cause the ministry much grief and possibly a lawsuit, if not taken to the police. These include violence, physical and sexual abuse, abuse of children, physical threats against a person or a ministry, etc.

If the situation has not reached that level, it is ideal if one person in leadership talks with them and seeks to help find healing and restoration. If that is not adequate, then it would be appropriate to take a second person, seeking again for restoration. If this still does not achieve the objective, then it should be brought to the executive committee, again seeking for redemption and restoration. If the person shows true sorrow for sin and a desire to change, the leader or committee may work with them to find healing and make restitution, if necessary. If the person is not willing to change after working with them in a Christlike spirit, with much prayer, the person may have to be asked to leave. Generally, the breaking of trust and of institutional policy has consequences, and these are not necessarily alleviated by repentance, but when a person desires to change, a plan for restoration and growth may be put in place and the person allowed to stay under that plan, and with much prayer and support, many times individuals may be restored and go on to become leaders in God's work. Restoration should always be our goal, if the person is willing to be restored.

However, there are times when a person seeks to subvert and overthrow the leadership set up by the board or the mission and values of the organization either openly or in an underhanded manner (example of Lucifer and also of Korah, Dathan, and Abiram). These individuals should be worked with promptly and faithfully, and if there is not full restoration of their support for leadership and the vision and mission of the organization within a short period of time after dialog, and if they continue in their efforts to destroy the influence of the leadership and the ministry, they should not be retained. Their influence will be like a cancer in the organization, and over time, without prompt, decisive action, may destroy the organization.

PERFORMANCE APPRAISAL

PROFESSIONAL CRITERIA	Below Job Requirements Performance is below requirements in one or more important areas and immediate improvement will be required	Achieved Job Requirements Performance meets all requirements in one or more of the following: quality, quantity, timeliness, or other important dimensions of performance	Exceeded Job Requirements Performance exceeded the requirements of the job in several important areas	INSERT NUMERIC VALUE
	0	1	2	3
KNOWLEDGE Consider knowledge of skills, procedures, methods, equipment, and materials required to do the job.	Inadequate job knowledge. Understanding of the skills, procedures, and methods required for job is insufficient.	Understands and effectively completes normal job routine. Needs little additional instruction.	Well informed. Completely understands all aspects of this job and related jobs.	0-3
PRODUCTIVITY Consider amount of work the individual produces during an extended period of time.	Works at extremely slow pace. Rarely meets deadlines. Needs constant follow up.	Works at a steady pace. Output definitely meets requirements. Occasionally completes work ahead of deadlines.	Works fast. Produces more than most. Often work is completed ahead of deadlines.	
QUALITY Consider the accuracy and thoroughness of employee's work. Assess work results in terms of rejections, errors, and overall neatness.	Excessive errors and mistakes. Requires constant checking and rework.	Meets standards for accuracy and neatness. Makes some mistakes, but of a tolerable level. Needs normal supervision.	Consistently high degree of accuracy and neatness. Work can be relied upon. Seldom needs supervision.	
INITIATIVE Consider the degree in which the employee is a self-starter, can work with minimum supervision, and seeks new and better methods to do the job.	Shows little initiative. Never volunteers. Must be told to do everything.	Voluntarily solves non-routine job problems when necessary. Effective worker.	Seeks new tasks and responsibilities. Resourceful in familiar situations. Self-starter.	
COOPERATION Consider the effectiveness of the employee in accomplishing duties by working with others (i.e. peers, supervisors, and customers).	Frequently is hostile and uncooperative when working with others to complete an assigned task. Attitude is unacceptable.	Generally cooperative. Willing to accept suggestions and direction. Acceptable relations with others.	Very cooperative. Usually shows consideration of others' viewpoints. Often offers assistance. Can be counted on to help.	
DEPENDABILITY Consider the extent to which the employee can be relied upon to be available for work and to complete work properly.	Frequently undependable. Often fails to deliver a complete job. Leaves routine tasks incomplete.	Dependable. Can be relied on to complete all aspects of job. Needs normal supervision.	Very dependable and consistent despite possible difficulties. Completes normal work and occasional special projects with little supervision.	
ORDERLINESS Consider the employee's ability to organize work and the work area.	Frequently disorganized with work area in constant state of high degree of lost time and inefficiency.	Work is sufficiently organized to efficiently perform job.	Highly organized and efficient worker.	
ATTENDANCE Consider the employee's record of being at work regularly and on time.	Unacceptable attendance record. Continual lateness or absences from work.	Occasionally is absent or tardy. Reports absence or tardiness in advance.	Seldom absent or tardy. Always reports absence or tardiness in advance.	
COMMUNICATION Consider employee's ability to effectively present ideas and information orally and/or in written form.	Unacceptable communication skills. Does not communicate message in a timely manner.	Generally communicates effectively with coworkers, management and clients.	Effectively verbalizes thoughts to coworkers, management, and clients.	
JUDGMENT Consider the extent to which the employee makes good decisions.	Frequently exercises poor judgment.	Usually exercises good judgment.	Regularly exercises good judgment. Able to think quickly and logically under normal situations.	
OVERALL RATING DETERMINATION: Check appropriate box on basis of total points. <input type="checkbox"/> Exceeded Job Requirements in all major areas <input type="checkbox"/> Exceeded Job Requirements in several important areas <input type="checkbox"/> Achieved Job Requirements <input type="checkbox"/> Below Job Requirements				TOTAL POINTS 27-30 Points 17-26 Points 9-16 Points 0-8 Points

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STRENGTHENING FAMILIES WITHIN MINISTRIES

Many excellent resources exist to help strengthen families. The books *Adventist Home* and *Child Guidance* by Ellen White have valuable instruction in this area and should be read by all families involved in ministry. Another good resource is *Family Outreach and Evangelism* by Jaime Espinal of Centro Misionero de Salud (cmsmex.com).

It is important that working members of the family have a clear division between work and family time, giving quality time to the ministry, and then the ministry giving them quality time to spend with their family. Only as a family takes time together will they stay strong and healthy.

Families often give stability to ministries, as young, single adults are often restless, looking for a life partner or further education, and often do not stay for a long time. Families have generally already resolved these issues. If you desire the help of families with small children, make it workable for them to be able to thrive as a family as well. This generally includes a private dwelling (even if small) for the family, time together, and financial resources so that basic living expenses and health and educational needs are met. However, it is also important that the member(s) of the family who serve at the ministry do not take advantage of the Christian, country environment by spending most hours of the day involved in family issues, and just a few hours daily in support of the ministry. This soon becomes a big expense to the ministry with little in return and breeds discontent among others who serve faithfully.

PREVENTING MORAL FALLS

We read of moral falls in the Bible, such as between David and Bathsheba. Unfortunately many have occurred over the years within the church and supporting ministries.

The fall from an upright, godly life into moral sin does not happen overnight. "The work of apostasy begins in some secret rebellion of the heart against the requirements of God's law. Unholy desires, unlawful ambitions, are cherished and indulged, and unbelief and darkness separate the soul from God. If we do not overcome these evils, they will overcome us. Men who have long been advancing in the path of truth, will be tested with trial and temptation. Those who

listen to the suggestions of Satan, and swerve from their integrity, begin the downward path, and some masterful temptation hastens them on in the way of apostasy, till their descent is marked and rapid. Sins that were once most repugnant, become attractive, and are welcomed and practiced by those who have cast off the fear of God and their allegiance to his law. But the most pleasurable beginning in transgression, will end in misery, degradation, and ruin" (*The Review and Herald*, May 8, 1888).

What are steps that can be taken to help prevent moral falls?

1. Nurture your personal relationship with God. Only God can keep the heart and the thoughts pure. Ask God to help make your intentions pure from the core of your being.
2. If you are married, take time together sacredly and regularly as a couple (and the ministry should support this in word and action) to nourish your relationship. Cultivate your respect and your love one for the other.
3. Avoid an appearance of evil. Time spent with those of the other sex should never be in excess or alone, thereby replacing the time with or the attentions of one's family.
4. Avoid familiarity with those of the other sex. Time "hanging out," joking, laughing, lingering touches, or anything which nurtures an unholy desire should be avoided.
5. Counseling someone of the other sex should only be done with another person present, and not for a prolonged period of time. Do not provide marital counseling alone with someone of the opposite sex.
6. As a man, don't meet alone with a woman without another woman nearby.
7. Bible studies should not be given alone with a member of the opposite sex. Take your spouse or another person of their same gender.
8. Hold others accountable. If you see something that doesn't add up, don't wait until sin occurs. Go to, talk with, and pray with this

person. Help them overcome the temptation before it blossoms into sin.

9. Be an open book with your wife or husband, keep him or her informed of your activities, and listen to his or her observations or cautions. Make your spouse a point of conversation when talking with someone of the opposite sex, so that they know that you love him or her and that you are not looking for someone to fill that spot in your heart.
10. Have an accountability partner, if you struggle in this area.

PREVENTING LAWSUITS

Lawsuits vary dramatically from country to country, and from ministry to ministry; however, there are some points that would be helpful to consider.

The golden rule, found in Matthew 7:12, has wise counsel: "Therefore, whatever you want men to do to you, do also to them." If we would treat all others in our ministry, whether staff or guests, as we would desire to be treated, we would go far to prevent lawsuits. True kindness, looking for tangible ways to show others that they are valuable and important, honesty, transparency, and helping others feel that they are involved in the decision-making and direction of the ministry are very important. People generally remember longer how they felt about their treatment than about what really happened. "By this shall all men know that ye are my disciples, if ye have love one to another" (John 13:35).

Put your agreements in writing, but as a staff or guest, make sure that you read before signing. As a leader, think about what you could imagine going wrong, and make sure you address that in the agreement or contract.

Understand and abide by relevant employment laws. Pay special attention to issues related to sexual harassment, termination of a volunteer, discrimination, or stipend/wage disputes. Due to the fact that many ministries are low in resources, they often impose illegal employment conditions that can lead to a lawsuit if they become disgruntled.

Make careful steps to prevent the occurrence of injury to your staff and guests. This could include physical injury, injury to reputation, emotional distress, or injury to the property of a staff or student. It would be wise to have somebody from outside the ministry do an evaluation of the property, buildings, and activities to evaluate for potential risk. Seek to find ways to minimize risk through repairs of hazardous conditions, good management, and adequate supervision.

MAINTAINING A HIGH SPIRITUAL TONE IN OUR MINISTRIES

I wish I could announce that all we need to do to maintain a high spiritual tone in our ministries is to send someone to the nearest seminary to take a course in theology, but it isn't that easy, is it?

Jesus was the greatest spiritual leader His world had ever known, but the people were hard put to determine how He became such. To them, He had scuttled His chances at greatness by refusing to go to the rabbinical schools. He was, for all intents and purposes, just a lowly peasant. Yet, officers who came to arrest Him found themselves powerless in His presence. When reprimanded for not taking Him they could only say, "Never man spake as this man" (John 7:46).

How can that be? Why was it so? In the book *Ministry of Healing*, Ellen White explains: "The reason [never man spoke as He spoke] was that never man lived as He lived. Had His life been other than it was, He could not have spoken as He did." "There is an eloquence far more powerful than the eloquence of words in the quiet, consistent life of a pure, true Christian. What a man is has more influence than what he says" (p. 469).

So it is today that "In the kingdom of God, position is not gained through favoritism. It is not earned, nor is it received through an arbitrary bestowal. It is the result of character" (*Acts of the Apostles*, p. 543).

He or she who is closest to Jesus, who drinks deepest of His Spirit of self-sacrificing love, who gives all, to live and labor and sacrifice even unto death for the saving of humanity, he or she will maintain the highest level of spirituality wherever he or she is.

KEEPING THE VISION ALIVE

The best way to keep a vision alive is to keep moving toward it.

“Everyone who seeks to follow the path of duty (vision) will at times be assailed by doubt and unbelief. The way will sometimes be so barred by obstacles, apparently insurmountable, as to dishearten those who will yield to discouragement; but God is saying to such, Go forward, do your duty at any cost. The difficulties that seem so formidable, that fill your soul with dread, will vanish as you move forward in the path of obedience, humbly trusting in God” (*Patriarchs and Prophets*, p. 437).
“Nothing shall be impossible unto you” (Matthew 17:20).

As Yogi Berra used to say, “Ninety percent of the game is half mental.”

Here’s a question I bet you’ve never been asked before. At what mile do most people quit a marathon? If you are like me you would probably say the 26th mile. But like most things in life, there’s more to the story. Besides the first mile, the 26th is when the least number of people quit. The reason is vision.

Most runners don’t quit during the 26th mile because the end is in sight. so they keep striving for it. Sure, they are physically exhausted, but their vision fuels them and tells them to keep going to reach their destination.

Most runners quit a marathon at the 20th mile because this is when they lose sight of the end. This is when they are both physically exhausted and mentally drained. This is when runners feel they have come so far and yet still have so far to go.

“Where there is no vision, the people perish” (Proverbs 29:18, KJV).

This underscores an important principle that is a key to success—health and happiness. We must keep our vision alive. There will be times when it seems that everything in life conspires to sabotage our goals and dreams. And there will be weeks or even months when we feel like we are hitting the 20th mile. The answer is to maintain your vision and focus on it. Keep your vision alive and it will keep you alive. Don’t give up. Keep striving towards the vision planted in your mind and heart. Here’s a simple three-step process to keep your vision alive:

1. Write down your vision.
2. Know why this vision is significant to you. What do you hope for? What is the bigger reason for your vision? Your Why is your purpose. Write down your Why.
3. Read your vision and your Why statements each morning.

Remember, if you keep your vision alive it will keep you alive.

If you know what God wants you to do, then you cannot fail. However, succeeding in raising a ministry demands knowledge and talent supplemented by godly counsel based in practical experience.

The pamphlet you hold does not claim to be an exhaustive how-to in ministry startup, but it will provide the impetus needed to make an informed start. Therefore, "Be diligent to present yourself approved to God, a worker who does not need to be ashamed" (2 Timothy 2:15). You cannot but succeed.



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