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A Training Manual for WGM Regional Directors and Area Representatives (A Proposal)

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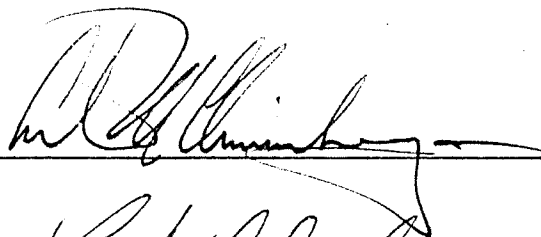
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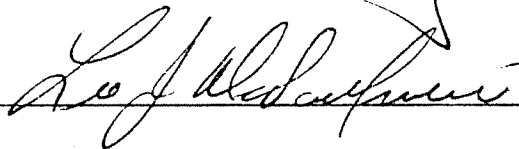
APPROVAL SHEET

APPROVED BY

Major Professor:



Cooperative Reader:



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A TRAINING MANUAL FOR WGM REGIONAL DIRECTORS
AND AREA REPRESENTATIVES
(A PROPOSAL)

A Research Paper
Presented to
the Faculty of
Western Evangelical Seminary

In Partial Fulfillment
of the Requirements for the Degree
Master of Arts in Religion

by
James Thomas Marshall
March 1976

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Chapter 1

INTRODUCTION

World Gospel Mission is an independent missionary organization that not only ministers in various countries around the world, but also conducts a vigorous ministry in the United States. This discussion is directed for area representatives and regional directors of the Church Ministries Department, who represent the Society in public meetings and from regional offices. Material presented is useful as a training manual for new personnel as well as a reference source for established personnel of the department. The reader should note the use of the term representative, for it refers to area representatives and regional directors alike.

LIMITATIONS

This manual is not intended to be an exhaustive, detailed discussion of the work of a representative; rather, the material is comprehensive. An attempt is made to clarify and carefully delineate some policies and procedures that heretofore have been vague. The material provides a general knowledge of the organization's departmental function, the relationship of representatives to each department, and a presentation of a representative's role in the Society.

SOURCES

Sources used for the manual can be classified as "in-house" information. However, this discussion represents a compilation of

information, some of which has never been in written form. Personal interviews with department heads, correspondence with WGM's President, and mimeographed material from the various departments provide resources for the manual. In addition, the author injects personal knowledge as a result of almost three years of on-the-job training as a regional director.

PROCEDURE OF DEVELOPMENT

Actual discussion of the material is divided into three chapters. Chapter two presents the Scope of WGM, and includes a discussion of (1) the history of WGM, (2) its theological stance, (3) WGM's distinctives, and (4) the organizational hierarchy of the Society.

Chapter three involves the Divisional and Departmental Organization of WGM. Topics discussed entail: (1) the department of Homeland Ministries, (2) Field Ministries Operations, (3) Missionary Center Services, and (4) the aspects of Finance and Stewardship.

Chapter four presents the main thrust of the manual, for the Job Profile of a Regional Director is presented. Material in this chapter includes: (1) general qualifications of the director, (2) his ministry, (3) office guidelines, and (4) scheduling procedures. An Appendix provides samples of important forms used by a regional director.

Chapter 2

SCOPE OF WGM

Representatives of the Society need to understand WGM's heritage, its distinctives, and its management in order to properly promote the organization. This chapter is designed to present an overview of the Society's framework. Discussion of the material is divided into six sections, which include: (1) the Historical Perspective, (2) the Statement of Faith, (3) WGM Distinctives, (4) the Board of Directors, (5) the President, and (6) WGM's Organizational Chart.

HISTORICAL PERSPECTIVE

The history of World Gospel Mission begins during the early years of the twentieth century, when the leaders of the interdenominational holiness movement in the United States, then known as the National Association for the Promotion of Holiness, but known now as the Christian Holiness Association (CHA), had a growing concern for a direct channel through which the increasing missionary interest of interdenominationally minded holiness people could be expressed. (Hollis F. Abbott, "History of World Gospel Mission" Marion, Indiana: World Gospel Mission, Mimeographed.)

Various groups were appealing to the CHA for support for their respective missionary endeavors. Holiness leaders desired an independent organization that would serve the holiness constituency, who were scattered among a number of old-line churches. This organization must have a sound doctrine, a permanent work, and a responsibly managed ministry.

The formation of this new holiness-oriented missionary endeavor occurred on June 10, 1910, on the campus of Central Holiness University, now known as Vennard College in University Park, Iowa. The annual meeting

of the CHA was being conducted at the Iowa State Holiness Association Campmeeting. The first name for the movement was The Missionary Department of the National Association for the Promotion of Holiness. In 1926 in the State of Illinois, The Missionary Department was incorporated as The Missionary Society of the National Association for the Promotion of Holiness. This step was taken to ensure the organization the legal right to own property and receive bequests. Its first office was established the same year in Chicago, Illinois.

Several years later the name was changed to National Holiness Missionary Society. Headquarters of the organization moved several times within the Chicago area as the work continued to grow. In 1948, a subsidiary organization known as World Gospel Mission was incorporated in the state of Illinois. Foreign work was conducted under this new name, while homeland functions continued under the name of National Holiness Missionary Society.

With further growth, it became apparent that a larger building for the headquarters was needed. Mr. Merlin J. Loew of Marion, Indiana, presented the Society with a building in downtown Marion, Indiana. On April 12, 1952, the headquarters moved from Chicago to Marion.

The organization continued to grow, and in August, 1947, representatives of Peniel Missionary Society met with leaders of World Gospel Mission in Los Angeles for consideration of merger. On January 12, 1949, the Peniel Missions corporation was formed in California. Membership of the Peniel Board of Directors gradually changed, until in 1956 it became identical with the Board of Directors for WGM. Peniel Missions is now an integral part of WGM, and functions as one of its fields.

In 1954 the Board of Directors voted to include both homeland and foreign ministries under one name, that of World Gospel Mission. However, WGM has maintained a close relationship to its parent organization, the CHA. Annual reports of income and expenditures are made to CHA, members of WGM's Board of Directors are approved by CHA, and comprehensive reports are periodically submitted to the CHA. The parent organization does not have any official responsibility for support in WGM, but allows the Society to be free to operate under its own Board of Directors.

Due to a continually expanding overseas ministry and an enlarged homeland staff, the donated building in downtown Marion became quite inadequate. Property was purchased on State Road 18, three and three-fourths miles east of Marion. Building began in early April of 1975 and was completed in mid-November. The new building, named the George R. Warner Missionary Center, was occupied in December, 1975. (Hollis F. Abbott, "History of World Gospel Mission" Marion, Indiana: World Gospel Mission, Mimeographed.)

STATEMENT OF FAITH

WGM is built on a solid theological base. All activity of the Society has reference in the Statement of Faith. WGM believes in the following:

That both Old and New Testaments constitute the divinely inspired Word of God, inerrant in the originals, and the final authority for life and truth.

That there is one God, eternally existent in the Holy Trinity of Father, Son, and Holy Spirit, each with personality and deity.

That the Son, our Lord Jesus Christ, manifested in the flesh through the virgin birth, died on Calvary for the redemption of the human family, all of whom may be saved from sin through faith in Him.

That man, although created by God in His own image and likeness, fell into sin through disobedience and "so death passed upon all men, for that all have sinned" (Romans 5:12).

In the salvation of the human soul, including the new birth, and in a subsequent work of God in the soul, a crisis, wrought by faith, whereby the heart is cleansed from all sin and filled with the Holy Spirit. This gracious experience is retained by faith as expressed in a constant obedience to God's revealed will, thus giving us perfect cleansing moment by moment (I John 1:7-9). We stand for the Wesleyan position.

That the Church is the body of Christ; that all who are united by faith to Christ are members of the same; and that, having thus become members of one another, it is our solemn and covenant duty to fellowship with one another in peace, and to love one another with pure and fervent hearts.

That our Lord Jesus Christ in His literal resurrection from the dead is the living guarantee of the resurrection of all human beings; the believing saved to conscious eternal joy, and the unbelieving lost to conscious eternal punishment.

That our Lord Jesus Christ, in fulfillment of His own promise, both angelically and apostolically attested, will personally return in power and great glory.

It is a mission requirement for all WGM personnel, including members of the Board of Directors, to annually sign an agreement to the Statement of Faith. (Hollis Abbott, "World Gospel Mission Statement of Faith," Call to Prayer, 57:6, November, 1975, 14.)

WGM DISTINCTIVES

WGM, like other organizations, has some distinctives which characterize its operation and outreach. Dr. Hollis Abbott, President of WGM, summarized these characteristics in his report to the Board of Directors in 1972. These include:

1. Theological--WGM has a commitment to Wesleyan-Arminian theology, with a strong emphasis on scriptural holiness as a doctrine to be believed, an experience to be received, a message to be declared, and a way of life to be demonstrated.

2. Prayer--There is an emphasis on prayer as an essential aspect of support for the whole missionary program. WGM's prayer fellowships are well-structured and carry tremendous responsibility for the supporting of personnel and programs with consistent prayer.

3. Method--Evangelism takes precedence over every other activity. Closely allied with evangelism is a strong Bible teaching ministry.

4. Function--WGM's flexibility in adapting to field operations is unique. Over the years four patterns have developed:

(a) WGM acts as a service mission on several fields, with a particularly outstanding ministry in India. No attempt has been made to establish a WGM-related church.

(b) Church planting activities result in the outgrowth of a National church, out of the efforts of missionaries and national co-workers. Outstanding examples of this are in Kenya, Burundi, Honduras, and Bolivia.

(c) WGM cooperates with a single indigenous national church which predated our arrival on a field. The outstanding example of this is WGM's relationship with Immanuel Church in Japan.

(d) WGM cooperates with another mission organization, which is theologically compatible, and helps to establish a single national church. Examples of this are WGM's cooperation with the Missionary Church in Brazil and Haiti.

5. Stance--WGM is conservative without being obscurantist. The term "progressive conservative" denotes the general mood of the Society, for WGM is open to needed change.

The distinctives provide a framework for the world-wide missionary outreach of the Society. WGM is thankful for its heritage and strives to be an organization used by God. (Personal correspondence from Hollis F. Abbott, Marion, Indiana, to the author, January 20, 1976.)

BOARD OF DIRECTORS

WGM is managed by a Board of Directors, who are not employees of the Society. Members of the board range from a minimum of twelve to a maximum of thirty. New members are elected by the existing board, and must be ratified by the Board of Administration of the CHA. One-third of the board is elected for a one-year term, one-third for a two-year term, and one-third for a three-year term.

Some members are nominated by cooperating denominations to serve on the board. Cooperating denominations are groups who have accepted WGM's Statement of Faith, and appoint and support missionaries to serve under the auspices of the Society.

Ex-officio members of the Board of Directors include the President of WGM and the President of the CHA. When a new President of CHA is elected, that constitutes a nomination to the WGM board. The former

President of CHA continues to serve on WGM's board until the new President's nomination is ratified.

To qualify as a member of the Board of Directors, one must heartily endorse WGM's Statement of Faith. Members need a clear, personal testimony to the scriptural experiences of regeneration, witness of the Spirit, and holiness of heart. An exemplary life in the community and among associates is necessary. A member should be committed to the cause of missions, and exhibit a genuine interest in the ministry of WGM. No new member seventy or over may be elected, and any present member over seventy-five needs a two-thirds vote of the board in order to continue serving.

The primary responsibilities of the Board of Directors are: (1) the determination of Mission policy, (2) the establishment of objectives, (3) the election of board members and officers, (4) the election of the President and Vice-Presidents, and (5) the appointment of administrative and other personnel upon the President's recommendation. Other responsibilities include the annual review of WGM's objectives, and the evaluation of all plans, appointments, and policies. (Hollis F. Abbott, "Management of World Gospel Mission" Marion, Indiana: World Gospel Mission, Mimeographed.)

THE PRESIDENT

The principle leader of the Society is the President. He is elected by the Board of Directors and is directly responsible to them. His role involves the monitoring of all Mission activity through the divisional Vice-Presidents. The President provides spiritual leadership for the organization. He contributes to Mission policy by writing on

relevant subjects such as fund raising and missionary service. The Executive Committee, comprised of the divisional Vice-Presidents, is chaired by the President. All Vice-Presidents are responsible to him. Being the leader of an organization the size of WGM could influence one to be rather impersonal, but WGM's President endeavors to know all employees personally.

For an over-all view of the organizational structure of WGM, refer to Figure 1.

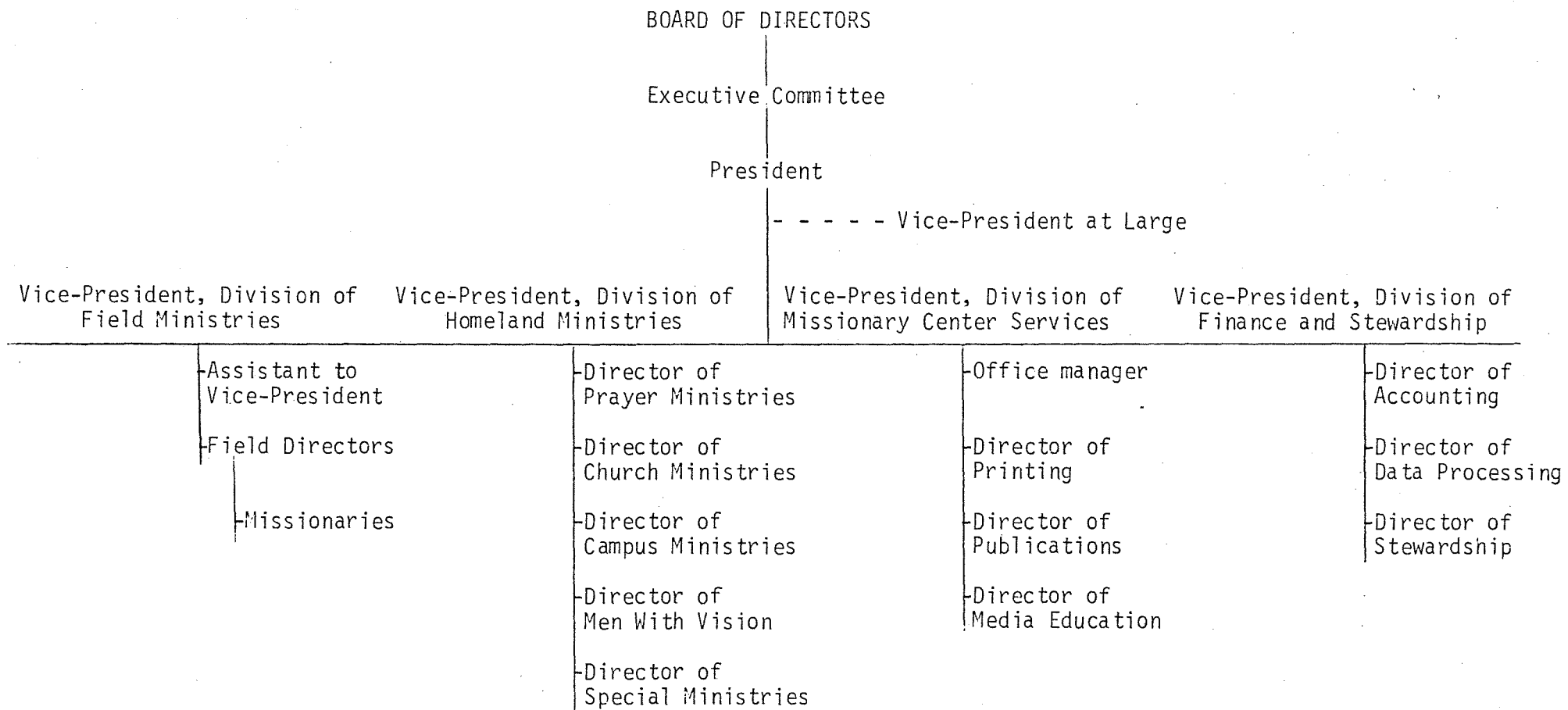


Figure 1
Organizational Chart

Chapter 3

DIVISIONAL AND DEPARTMENTAL ORGANIZATION

Representatives of WGM need a clear understanding of the organizational structure of the Society. This chapter outlines the divisional and departmental organization and function. Representatives must interact with these departments in order to properly do their job. Material in this chapter describes the work of each department, and suggests ways in which representatives should relate to these various departments.

There are four divisions within the organizational structure of WGM, each headed by a Vice-President of the Society. Each division is presented as a section of this chapter, with discussion of its respective departments. These sections are: (1) Homeland Ministries, (2) Field Ministries, (3) Missionary Center Services, and (4) Finance and Stewardship. The first two divisions are primarily ministry oriented, with the latter two primarily service oriented.

HOMELAND MINISTRIES

The Division of Homeland Ministries encompasses all homeland departments involved in representative and ministry-oriented activities. Area representatives and regional directors are a part of this division. Homeland Ministries includes five major departments. These entail: (1) Church Ministries, (2) Special Ministries, (3) Prayer Ministries, (4) Men With Vision, and (5) Campus Ministries. For purposes of this

discussion, only four departments are presented, with Special Ministries being subsumed under Church Ministries.

Church Ministries Department

WGM is a "faith mission," hence it has no one denomination supplying the funds for operation. All personnel, particularly missionaries, are responsible for raising their own support. This is accomplished through personal contacts, letters, and services. Deputation schedules of all WGM personnel are coordinated by the Church Ministries Department. This department has regional offices in the United States that schedule missionaries in their respective areas, helping to maintain the personal contact between the local church and the missionary. The primary goal of deputation is fund raising, and WGM personnel should consider this aspect of missionary work a real ministry.

Fund raising. Dr. Hollis Abbott, President of WGM, provides some helpful insight into the whole process of fund raising. Some of his thoughts are now presented.

Money is not evil, it is morally neutral. However, it is one's attitude toward money, or one's use of money, which is good or bad. Scripture declares it is the love of money which is the root of all evil.

The place of money is taken for granted in everyday living. Yet, one must recognize that money is an essential ingredient in building the Kingdom of God. Money is necessary to the outreach of the church in obedience to the Great Commission.

Money plus prayer equals total missionary support. The major reason for a missionary's deputation ministry is to secure support so he can go to, or return to, his field of service. One aspect of support without the other renders a missionary inoperative. Without prayer support his ministry will be spiritually unproductive; without money he cannot fulfill his call. Money and prayer, both are important; both constitute missionary support. (Hollis F. Abbott, "A Scriptural Philosophy of Fund Raising" Marion, Indiana: World Gospel Mission, Mimeographed.)

Fund raising is Scriptural, as indicated in II Corinthians 8-9, and can be a ministry to people. As they give, they are expressing their love in action, and glorifying God in their obedience. They are producing spiritual fruit, and making spiritual investment. Through giving, people can avoid the tragedy of having their hoarded wealth used as evidence against them during the judgment.

There is sufficient money to do the work God has called us to do. Let us make sure our objectives honor God, then effectively tell our story, show ourselves worthy of support, and show people how they may share in bearing fruit around the world.

These insights into the spiritual implications of fund raising need to be reflected upon by both missionaries and representatives of the Society. Area representatives and regional directors are heavily involved in fund raising, not only for others, but also for their own personal ministry. This necessary fund raising will become more vital and effective when it is viewed as a Scriptural part of missions.

Special Ministries. The Special Ministries Department functions under the auspices of the Church Ministries Department. It is a vital support ministry, having the responsibility to develop and give oversight to the varied retreats, seminars, conventions, and conferences sponsored by WGM. Responsibilities of the department are concentrated in four main areas:

1. Camps. Special Ministries assigns WGM personnel to camps that desire missionaries, working closely with the camp leadership in developing a more effective total camp program.

2. Churches. Special Ministries works closely with pastors and mission committees in developing the mission program of the church.

The department conducts mission training seminars for missionary committees and provides materials to assist in promoting missions in the local church. The department also helps plan the church missionary convention by meeting with the pastor and mission committee. WGM personnel are then assigned to the convention.

3. Conferences. The department assigns WGM personnel to WGM conferences, conventions, retreats, and seminars. These activities are coordinated by the Conference Planning Committee.

4. Representation. Special Ministries gives oversight and assigns WGM personnel to all other activities where WGM is to have representation, such as conventions of the Christian Holiness Association and the National Association of Evangelicals.

Regional directors assume some of the responsibilities of Special Ministries, including the assigning of WGM personnel to camps and conventions. Much of the personal work with the churches is conducted by the regional director, since he is usually more closely associated with the pastors in his respective area. (Dale Holloway, "Special Ministries Department" Marion, Indiana: World Gospel Mission, Mimeographed.)

Missionary Evangelists. Dr. Jimmy Lentz, Vice-President at Large of WGM, has coined the phrase, "A heart for the homeland." This slogan denotes the emphasis WGM places upon homeland ministry. Missionary evangelists represent a part of WGM's concern for the homeland. These evangelists are full-time personnel, and minister in literally scores of revivals, campmeetings, missionary conventions, and retreats annually. Their keen awareness and involvement in missionary work give an added dimension to their ministry. Missionary evangelists also

function as area representatives of the Society, often helping local churches in their missionary programs and encouraging pastors. Regional directors should use these evangelists in WGM conventions and retreats as main speakers.

Prayer Ministries Department

Prayer is the source of power for WGM's great missionary outreach. The Prayer Ministries Department organizes and coordinates hundreds of prayer groups world wide, who consistently pray for WGM. Prayer is the oil that keeps the "machinery" of WGM running smoothly. Representatives of the Society should be thoroughly acquainted with the operation of the Prayer Ministries Department.

Types of prayer groups. Prayer Bands are groups of Christians who meet regularly to pray for WGM missionaries. Bands have much variety, including bands for men, professional women, young married couples, home bands, families, retirees, and young people. Membership is interdenominational. Bands are comprised of people who desire to be vitally involved in missionary outreach through prayer. Meeting places are preferably in a home where the atmosphere is conducive to a relaxed prayer experience. Most bands are not large, thus a home is more suitable than a church; also, since membership is interdenominational, a home does not identify with any one denomination. Bands usually meet once a month for one hour, spending most of the time in actual prayer for specific requests.

1. Home Bands. A Home Band is a family who pray specifically for missionary needs at their family devotions. Prayer requests are obtained through periodic mailings and the Call To Prayer magazine.

Home bands help to create missionary interest among family members, and are an increasing segment of WGM's praying constituency.

2. Prayer affiliates. Many people pray for missions singly, being isolated from organized bands. These "prayer warriors" often start new bands. They are periodically informed of prayer requests and answers from the fields.

3. Affiliated groups. Some groups of people are keenly interested in WGM as well as other missionary programs. These groups do not pray for WGM exclusively, but include WGM as a part of their prayer program. Prayer is needed and welcomed from any prayer group; these groups are participants on an affiliated basis.

4. Shut-ins. The Lord's intercessors are not limited to those who have healthy bodies and can be up and active in His work. Hundreds of affiliated Christians of different age levels meet around the Throne of Grace at 9:30 every morning. These people, who know the experience of pain and suffering, pray specifically for the physical needs of WGM missionaries. The Call to Prayer and "Shut-in News Letter" are sent to these people on a complimentary basis. Many of these members support Shut-in Band projects financially. Those who are "shut-in" but not "shut out" are involved in a tremendous labor of faith in behalf of a harvest of souls on all WGM fields.

5. Young people's Band. Young people from teens to young adults can develop a missionary vision. The counselor for the group should be a mature Christian adult who is a person of prayer, has a missionary vision, and enjoys youth. If possible, this group should meet at least every other week. Experience indicates that in most cases it is best to meet in homes. Interested groups or prospective counselors

can secure information and materials from the state president or from the Prayer Ministries Department.

6. Junior Band. The purpose of a Junior Prayer Band is to instill missionary vision in the hearts of boys and girls. To have a Junior Band there must be at least one adult sponsor who is interested in WGM missionary work, and a group of children who can meet regularly. The sponsor arranges the time of meeting and secures a regular meeting place, preferably in a home. Weekly meetings are best for maintaining interest. Meetings should be well organized, with prayer as the central theme.

Prayer Ministries offers a wide variety of programs, giving mission-minded people an opportunity to pray with other people who share the burden for missionary outreach. (Leona Taves, "Extended Prayer Ministries" Marion, Indiana: World Gospel Mission, Mimeographed.)

Ministries of the Department. Prayer Ministries staff endeavor to keep in touch with all WGM prayer groups through correspondence and personal visitation. Their activities include:

1. Shut-in news letter. A report of prayer requests and answers is sent to shut-ins eight times a year.
2. Junior sponsors. Once a month all sponsors of Junior Prayer Bands are sent a mailing which includes a handwork project.
3. Prayer letter. A bi-monthly mailing is sent to all prayer affiliates giving current prayer answers and requests.
4. Director's letter. Each month a letter is sent to all Prayer Band presidents from the Director of Prayer Ministries. These letters are for inspiration and sharing ideas, and they include a

check list on the work. Every quarter the director of the department writes to all Prayer Bands located on WGM's fields.

5. Conventions. State Prayer Band conventions are held annually in those states having a state-wide Prayer Band organization. Prayer Ministries staff and various missionaries participate.

The staff of Prayer Ministries help to keep the urgency of prayer alive among WGM prayer groups. Knowing that specific requests have been answered gives added faith for the new challenges of missionary outreach. (Information from Kay Young, Associate Director of Prayer Ministries Department, World Gospel Mission, Marion, Indiana, in a personal interview with the author, January 9, 1976.)

Representatives and Prayer Ministries. A regional representative is consistently prayed for by WGM prayer groups, especially after they have personally met him. Prayer Ministries not only strengthens the work of an area representative, but also needs his support. Specific suggestions for involvement are:

1. Contacts. When in services the representative should be alert for new Prayer Band contacts.

2. Conventions. Area men should visit State Prayer Band conventions. Prayer Ministries desires the services and help of area representatives, but representatives should not try to reorganize the program in any manner. They should only make themselves available to Prayer Ministries staff or the State Prayer Band president for specific assignments. Another caution is to not solicit offerings or shares for any project other than approved Prayer Band projects, in any type of Prayer Band meeting. A representative may request prayer for shares.

3. Bands. When opportunity affords, regional men should organize local prayer groups, in whichever type of band is feasible.

As a general guideline, any new contact or problem encountered by a representative should be reported to the State Prayer Band president or to Prayer Ministries. (Information from Kay Young, Associate Director of Prayer Ministries Department, World Gospel Mission, Marion, Indiana, in a personal interview with the author, January 9, 1976.)

Directives for starting a Prayer Band. Area representatives and regional directors can do more than just provide contacts; they should, when the situation calls for it, organize a local Prayer Band. Appropriate materials can be secured from Prayer Ministries. Directives given by Prayer Ministries for starting a Prayer Band are:

1. People. Representatives should look for people who are wanting to pray, are acquainted with WGM, are interdenominational or all of one group, and who have leadership qualities.
2. Meeting. Have a meeting in a home and give a brief, positive message of inspiration on prayer.
3. Organization. Have the group decide on a meeting time and place. Choose officers to serve until the first of the year when all bands have their elections. The representative has the option of choosing the president if he knows someone who is a good leader. Vice-President, secretary, and treasurer can be selected from among the group. A report to Prayer Ministries should be submitted promptly so the new band may be contacted and helped through the department.
4. Precautions. When dealing with prospective Prayer Bands, avoid using the words member, join, and organize. Keep the presentation

simple and brief, and do not be pushy. If the group does not want to start a band, leave them on a friendly relationship.

The continued world-wide outreach of WGM is dependent on the prayer support of its constituency. Representatives are key people to promote and perpetuate the work of Prayer Ministries. (Leona Taves, "Directives for Starting a Prayer Band" Marion, Indiana: World Gospel Mission, Mimeographed.)

Men With Vision Department

Men With Vision, the layman's arm of WGM, seeks to see men truly sanctified and inspired to help fulfill the Great Commission, enlisting them in local groups to actively promote world missions. Men With Vision believes that missions should be "masculinized." With the motto of "Every man thinking, praying, and talking missions," MWV endeavors to motivate men toward active involvement in missionary outreach.

Management. An Executive Committee, comprised of a President, a Vice-President of Program and Promotion, a Vice-President of Membership and Attendance, and a Secretary-Treasurer, is responsible for the management of MWV. All committee members are laymen. The National Director of MWV serves as a member ex-officio of the Executive Committee. Members of the committee should be spirit-filled men who heartily endorse and support the ministry of MWV and WGM. The primary responsibility of the Executive Committee is to formulate methods of promotion and assist in organizing local chapters. (Gene Lewton, "Men With Vision Officers' Manual" Marion, Indiana: World Gospel Mission, Mimeographed.)

National Director. The National Director of MWV is appointed annually by the Board of Directors of WGM, upon recommendation by the MWV Executive Committee. Due to the nature of the organization, it is highly desirable that the National Director be a layman. However, this goal is contingent upon available personnel.

Duties of the National Director are many and varied, with the primary responsibility of coordinating and promoting the overall program, in cooperation with the Executive Committee. Other duties of the director include:

1. Cars. Men With Vision operates a fleet of cars which are used by missionaries and homeland staff. The director gives leadership in purchasing and maintaining the cars. Repair work, insurance, gas credit cards, and anything pertinent to the operation of these vehicles must be channeled through the MWV Department.
2. Tours. The director promotes and directs all tour activities of WGM, often acting as the tour guide.
3. Retreats. General oversight and promotion of MWV retreats, dinner rallies, and special events is another activity of the director.

The National Director maintains a vital public ministry in the general promotion of MWV. He endeavors to challenge and inspire national and local MWV officers toward greater involvement.

Ministries. Men With Vision is a ministry-oriented organization, aimed at expansion of missionary outreach through the involvement of men. Areas of involvement include:

1. Chapters. Local organization of MWV is handled through chapters. These usually have monthly meetings, often a prayer breakfast.

Christian fellowship and prayer for specific missionary needs is the focus of these meetings. Chapters are often interdenominational, or may be comprised of men from one church.

2. Cars. Missionaries in deputation need dependable and comfortable transportation. A fleet of well-maintained cars is provided by MWV, helping missionaries in their deputation.

3. Miler Program. The miler program underwrites part of the mileage charged to WGM personnel for travel. Milers are people who make faith promise pledges to pay a certain amount into the miler program per year, which helps to cover some of the travel costs. Those who join the miler program can choose a special day, such as an anniversary or birthday as the day they will underwrite part of the travel of all WGM missionaries in deputation. Any mode of travel the missionary uses is aided by the miler program.

4. Minuteman Program. Occasionally an urgent need arises on one of WGM's fields. When this occurs, finances are needed immediately to cover the expense. Minutemen commit themselves to give ten dollars three times a year to special requests. Minutemen are not solicited more than three times a year. This is a most effective way of rapidly covering the costs of field emergencies.

5. Tours. People who pray for and give to missions are certainly involved in outreach. However, experience has indicated that visiting missionary fields is the most enlightening and challenging involvement possible. Once people have been on a field, their knowledge and burden for missionary work generally increase. Tours of various WGM fields are a vital ministry of MWV. These tours vary from work tours, which go to build some needed item on the field, to field exposure tours,

which have no specific building project, but provide tour members with a general exposure to missionary life.

Although women are encouraged to be involved in MWV, most of the programs are designed for men. Attractive, practical programs help to make missions come alive to members of MWV.

Representatives and MWV. Area representatives and regional directors need to be enlisting new members of MWV. By mentioning the programs of MWV in one's sermons or presentations, interest can often be generated. Some denominations stress women's involvement in missions, leaving the men feeling rather unattached. MWV provides programs geared for men. Representatives should endeavor to establish new MWV chapters when in various churches and communities, always making sure any MWV activity is channeled through the local pastor. MWV programs are not to compete with the program of the local church, but to only complement it. Pastors will be more supportive of MWV if they are consulted prior to any MWV programs being established. General suggestions for forming a new chapter are:

1. Literature. Display MWV brochures on a literature table when in meetings.
2. Names. The names of men on the Call to Prayer mailing list who are in a representative's area can be secured from the Vice-President of Missionary Center Services. Names on the list are potential members of MWV.
3. Other chapters. When other organized chapters in surrounding areas are available, they should be contacted to help in the organizing of a new chapter that a representative has initiated.

4. Dinner rally. In order to introduce MWV to people, a dinner rally should be planned, inviting interested men and their wives. The representative is not necessarily responsible for the rally, but can help in coordinating the event.

Regional directors are involved with MWV primarily in the assignment of special speakers in prayer breakfasts, dinner rallies, and other MWV activities. Missionary speakers should be instructed to express to the chapters the advantages of the MWV program, such as the use of MWV cars and the impact of the minuteman program on their respective fields. Speakers help to encourage the local chapters and keep members in touch with the missionaries. Personal contact with chapter presidents will help the regional director to better understand the desires and needs of each chapter.

Campus Ministries Department

The primary responsibility of the Campus Ministries Department is to recruit new missionary candidates. With new opportunities of service opening around the world, more personnel are needed to fulfill the missionary task. Becoming a missionary is a rather complex process, and new candidates need help in fulfilling God's call to service. The Campus Ministries Department works with candidates from the initial contact through appointment as a missionary.

Types of ministry. The department's staff visit scores of college campuses each year, ministering to hundreds of prospective missionaries. College retreats are conducted to provide current mission information for the interested student. WGM offers not only full-term

appointments, which are for four years with a one year furlough, but also has short-term assignments and summer ministries for college students, known as Summer Career Corps. All the application procedures are handled by the Campus Ministries Department. Each summer college students from all parts of the United States apply for a summer field experience. Campus Ministries processes the applications, contacts the various fields concerning the field assignment of each applicant, and coordinates the individual fund raising and orientation of each student. These "summer missionaries" make invaluable contributions to the fields, and some later apply for missionary service with WGM.

Career guidance is another aspect of Campus Ministries. Many young people want to be in full-time Christian service, but have little knowledge how to prepare. Campus Ministries develops files on all interested prospects and corresponds with individuals during their years in college, giving counsel on curriculum. Frustration and time loss are reduced for many potential missionaries, as Campus Ministries helps them through their college years and practical experience. Then, when graduation day comes, the student has an established relationship with WGM, and can plan his future with a greater sense of direction.

General guidelines for recruitment. Regional directors, area representatives, and all employees of WGM should be recruiters. Though God calls people into His service, mission personnel need to be alert to potential candidates as they minister in services and retreats. Often these prospects need guidance and encouragement to become involved in missions. Representatives of the Society can provide the leadership and counsel potential missionaries need.

General guidelines suggested for recruitment of new candidates are:

1. Age. Viable candidates must be of college age through age thirty-five, for either full or short-term service. Those thirty-five to fifty-five years of age may participate on work crusades or as short-term volunteers. Volunteer workers, ages fifty-five through retirement, may serve the Society on various WGM fields. Summer Career Corps field experience is available for college youth.
2. Education. WGM desires that candidates have a minimum B.A. degree. Technical skills are valuable assets for the candidate. Bible training is vital to every missionary candidate, for the primary thrust of mission work revolves around spiritual skills. Additional education and skills are desirable, but must be built upon a basic bachelor's degree.
3. Experience. Prospects should have some experience in their chosen field. Seminary and graduate work are important credentials for the candidate. Teaching, pastoring, musical abilities, and all practical and professional experience will greatly aid any new candidate in missionary service.
4. Doctrine. Prospective candidates need to be born-again, spirit-filled believers. WGM is fully committed to the Wesleyan-Arminian persuasion. Candidates must heartily endorse and practice WGM's statement of faith.

Familiarization with these general guidelines will aid WGM representatives to properly screen potential candidates for Campus Ministries. For additional guidelines, representatives should review the booklet "Qualifications of Missionary Candidates."

Representatives and Campus Ministries. Representatives are in a strategic position to aid the Campus Ministries Department. Area men and regional directors are in constant contact with college students and professional people who are potential missionaries. Representatives are known and trusted by people in their respective areas, and have an advantage in making initial contacts with prospects, later channeling the information to Campus Ministries for follow-up.

The Director of Campus Ministries suggests ways in which an area representative or regional director can help the department. These suggestions are:

1. Campus contacts. Representatives are familiar with many college students by having ministered in their local churches and retreats. Students should be periodically contacted by a representative, and arrangements made for a representative of Campus Ministries to personally interview these contacts.

2. Pre-candidate seminars. Representatives can organize a pre-candidate dinner or seminar in a local restaurant or church. Prospects attending this seminar will be those with whom Campus Ministries has had correspondence, and who show a genuine interest in service with WGM. Campus Ministries staff conduct the seminar, providing pertinent information on what is involved in becoming a missionary with WGM.

3. Follow-up and interviews. Occasionally a representative can, under the auspices of the Director of Campus Ministries, do follow-up work and possible interviews with prospects. This work is for the gathering of information on particular prospects, maintaining personal contact with individuals, and reporting the data to the Campus Ministries Department.

Campus Ministries needs the cooperation and help of WGM's representatives. The work of Campus Ministries can be greatly strengthened and broadened through this interdepartmental support. (Information from Marvin Asfahl, Director of Campus Ministries, World Gospel Mission, Marion, Indiana, in a personal interview with the author, January 14, 1976.)

Application and appointment procedures. To be effective recruiters, WGM representatives need to have a working knowledge of the missionary application and appointment process. Prospects are often concerned about what is involved in becoming a missionary and how to apply to WGM. Representatives should be able to explain in a simplified manner the steps to become a missionary. General application and appointment procedures are:

1. The call. Having sensed the call of God to be a missionary, the candidate should acquaint himself with the necessary requirements.
2. Knowledge. Through contacts with missionaries, consultation with his pastor and Christian friends, the reading of missionary literature, and inquiries with mission boards, the candidate may gain a general knowledge of requirements.
3. Inquiry. A prospect can apply as a missionary candidate by writing a letter to the Director of Campus Ministries at WGM's Missionary Center in Marion, Indiana. The letter should request the necessary papers for application. Representatives who know the potential prospect can take the initiative and request Campus Ministries to send the necessary papers for application. This should be done only when the prospect has expressed a desire to receive initial application forms.

4. Preliminary Information Blank. The first application form sent by Campus Ministries to the applicant is a Preliminary Information Blank. This form is exactly as its nomenclature describes, and provides a basis for correspondence.

5. Application forms. Upon submission and approval of the Preliminary Information Blank, Application for Missionary Service, along with two medical forms, are sent to the candidate.

6. Reference forms. After the completed Application and medical forms are returned, a Candidate Reference Form is sent to each person whose name has been given as a reference by the candidate, and each of these persons is asked to give the names and addresses of three other persons who know the candidate well. All of these references are studied as to how exemplary is the candidate's life, how effective his witness, and whether he possesses the essential qualities of a missionary.

7. Psychological Testing. The candidate must take psychological tests and have an interview with a Christian clinical psychologist. This is a necessary phase of the over-all evaluation of a candidate.

8. Interviews. Personal interviews are arranged for the candidate to meet with the Executive Committee and with the Board of Directors.

9. Appointment. Often two steps are taken in the making of an appointment. When the Board of Directors is sure the candidate is acceptable, but some further point of their application needs to be clarified, a preliminary appointment is made, subject to confirmation at a later date. When a couple is placed under appointment, both husband and wife are appointed as missionaries.

Representatives should have a good grasp of application and appointment procedures, for this will help alleviate anxiety and reservation on the part of the candidate.

Becoming a missionary is no easy task. Representatives of WGM have a wide open ministry in helping young people to pursue a missionary career. (Hollis F. Abbott, "The Missionary Candidate" Marion, Indiana: World Gospel Mission, Mimeographed.)

FIELD MINISTRIES

WGM's ministries on the field are supervised by the Division of Field Ministries. All aspects of missionary activity on the field are channeled through Field Ministries, including much of the necessary preparation for first-term missionaries. Furlough arrangements are also coordinated by the department. Discussion of the division will include: (1) the responsibilities of the division, (2) the comprehensive share plan, and (3) ways in which representatives relate to Field Ministries.

Responsibilities

Field Ministries assists the missionaries at home and abroad. Some of the services for missionaries include:

1. Shares needed. Each missionary is required to raise a certain number of shares before going to the field. The amount of support needed is designated by Field Ministries.
2. Passports. All passports, visas, and entry permits are handled by the division.
3. Travel arrangements. Because of their wide experience, the Field Ministries staff are able to arrange travel to and from the field at the lowest possible rates.

4. Field supervision. The Vice-President in charge of Field Ministries makes periodic visits to the fields for purposes of inspiration, information, and to maintain personal contact with every WGM missionary. Field directors are amenable to the Vice-President in charge of Field Ministries. All field matters are first handled by the field director, who reports to the Vice-President. A missionary's plans, his work, his physical, mental, and spiritual health, and eventually his retirement are all matters of concern for the Vice-President of Field Ministries.

Share Plan

Some have the honor of being called to go personally to the field. Others may share this honor by prayer and financial support of those who are sent. Field Ministries computes the cost of having a missionary on the field for a given number of years. The cost is contingent on the field, the type of ministry the missionary will be doing, the amount of time spent on the field, and the size of the missionary's family. The total cost is broken down into shares. A share is the investment of five dollars a month for five years. This covers four years on the field plus one year of furlough. Many shareholders continue their support in a missionary for his entire career.

So that the missionary may do his work well, the Comprehensive Share Plan makes provision for:

1. Salary. This covers the cost of food, clothing, and other personal needs.

2. Field operational funds. These funds help with the cost of housing, language study, travel on the field, station upkeep, field conferences, field administration, and station work.

3. Support ministries. This portion of the support gives assistance in receiving, receipting, and forwarding funds to the field; in enlisting prayer help and keeping homeland friends informed; in securing deputation meetings for appointees and furloughing missionaries; in seeking and enlisting recruits.

4. Administrative services. The share plan helps to cover the costs of administrative personnel who establish mission policies and maintain continuity of the entire ministry of WGM.

5. Medical costs. Medical care and health safeguards for the missionary and his family are covered through the share plan.

6. Retirement. Living costs of missionaries in retirement are covered by the share plan.

7. Contingency fund. Emergencies of any type caused by unforeseen circumstances are included in the share plan.

8. Furlough fund. Shares help to cover the cost of a missionary's return to the homeland when his furlough is due, and his return to the field when his furlough is completed. The costs of new missionaries getting to the field are not included in the share plan, but must be raised in cash before leaving the homeland.

Many people "share the honor" in a missionary's ministry. The share plan involves much prayer support as well as financial support. (Hollis F. Abbott, "The Comprehensive Share Plan," excerpt from a brochure Marion, Indiana: World Gospel Mission, n.d.)

Representatives and Field Ministries

Field Ministries and Church Ministries work together in matters of missionary furlough and deputation schedules. Area representatives

and regional directors are dependent upon Field Ministries to establish furlough dates before missionaries can be scheduled in conventions and services. Details, such as arrival and departure dates from the field, place of residence while on furlough, and available dates for services must be established by Field Ministries before regional directors can properly formulate schedules. Continual communication between Field Ministries and Church Ministries is essential for successful deputation.

MISSIONARY CENTER SERVICES

The majority of WGM homeland personnel work at the Missionary Center. At the Center much of the "behind-the-scenes" action occurs. The Division of Missionary Center Services gives oversight in four areas of services. These include: (1) Office Management, (2) Publications, (3) Media Education, and (4) Printing. Only the latter three areas are applicable to this discussion.

Publications

WGM's Publication Department provides quality printed materials for promotional and informational reading. The Call to Prayer magazine, the major publication of the Society, is sent out eleven times per year. Information from the fields is communicated through missionary-authored articles. Format of the magazine is structured as to direct the reader to the principle challenge of missionary work, that of prayer. The Publications Department creates and organizes the entire magazine, including art work, lay-out, and selection of articles. Due to the volume of subscriptions, the printing of the Call to Prayer is contracted through an independent printing firm.

Brochures, concerning every phase of WGM's work, are handled by the Publications Department. General promotional literature and special field reports are presented in brochure form, and provide the bulk of display materials used in public services. Regional offices should maintain an adequate supply of literature. The ordering of all publications should be channeled through the Executive Assistant to the Director of Church Ministries.

Media Education Department

The Media Education Department is a resource and training center for teaching the use of audio-visual equipment and materials to WGM personnel. Missionaries and homeland staff must be proficient not only in their own jobs; they also must be able to effectively present their own ministry to the public. This is a day of audio-visuals, and the people to whom WGM personnel minister deserve the best possible presentation of missions. Media Education seeks to make each representative of the Society an effective communicator.

Ministries of Media Education. The Media Education Department at WGM's Missionary Center provides the following services for missionaries and homeland staff:

1. Resource center. Audio-visual materials and equipment can be obtained through the department.
2. Training center. Proper use of audio-visual equipment and materials, along with radio, video taping, and photography, are taught by Media Education staff.
3. Art lab. This lab is used for creating and assembling displays.

4. Audio lab. Sound tracks for slide presentations and other public ministries are made in the audio lab.

5. Photo library. The library is utilized for creating effective slide presentations.

6. Photo lab. Photo prints and films for use in displays and brochures can be processed in the photo lab.

7. Video lab. Video tape presentations are prepared in this lab.

8. Media seminars. The Media Education Department offers special seminars to missionaries and staff which expose them to the latest methods of communication, and equip them with skills and hardware to effectively share the vision for missions.

9. Public seminars. The department provides a center which can offer seminars for pastors and Christian Education personnel in media education.

10. Public relations. Media Education provides a center for creation of public relation materials for WGM.

11. Radio. The center plans to create a broadcast center for Christian radio.

The Media Education Department seeks to provide all the equipment and skills possible in the use of audio-visuals to WGM personnel, in order that representatives of the Society may effectively communicate. (Jay Seldon, "Purposes of Media Education Department" Marion, Indiana: World Gospel Mission, Mimeographed.)

Representatives and Media Education. Representatives of WGM are also beneficiaries of Media Education, for the department helps the

representative in his own presentation and use of audio-visuals. Media Education gives the regional director a greater sense of confidence in the scheduling of missionaries, for often he is not able to observe missionaries' presentations before scheduling them in churches. However, once a missionary has attended a Communications Seminar sponsored by the Media Education Department, the regional director is assured that the missionary will possess some degree of competence in his presentation. This is an important factor in knowing where and how to use various missionary personnel. Also, Media Education provides audio-visuals to the different regional offices. Any repair work or replacement of equipment should be channeled through the department.

Representatives have a responsibility to Media Education, primarily in the maintenance of an audio-visual inventory and a record of usage on each item of equipment. Regional directors especially, will be concerned with this responsibility, since each regional office has its own equipment. However, area representatives could possibly have an inventory of equipment to be used by missionary personnel when in the representative's area. WGM personnel pay a depreciation charge when using audio-visual equipment. Representatives are not to collect the charges directly from the missionary, but to submit monthly reports of equipment usage to Media Education. A list of equipment charges can be obtained from the department.

Printing Department

WGM's Printing Department handles almost all printing work of the Society, excluding the Call to Prayer. In addition to promotional literature, the department prints prayer letters, prayer cards, and

business cards. Occasionally permission is granted to have printing of missionary prayer letters done by an independent printer. In order to maintain quality control, all materials must be submitted to the Vice-President of Missionary Center Services for approval. If a missionary desires to have printing done at a local printer in a regional director's area, the director should instruct the missionary of the policy for approval of printing.

FINANCE AND STEWARDSHIP

WGM's world-wide outreach is dependent upon people, prayer, and finance. Christian organizations have a big responsibility to be careful stewards of contributions. The Division of Finance and Stewardship directs the financial aspect of the Society. This division is presented in three sections, which include: (1) the Accounting Department, (2) Data Processing Department, and (3) the Stewardship Department.

Accounting Department

The Society believes in the one hundred per cent designated dollar. Keeping records on contributions and disbursements, including share support, is the responsibility of the Accounting Department. Departmental expenditures and individual expense reports are monitored by the Accounting Department. Regional directors should be prompt in submitting their monthly expense reports. Accuracy is most important, for errors cost valuable time.

Each regional director is responsible for submitting an annual budget to the Church Ministries Department. This budget is then carefully watched by the Accounting Department. Monthly expense reports are categorized in designated budget areas. Account numbers denote different areas of expense. Budgets are necessary to maintain a proper balance of funds and to project future programs. The Accounting Department is more than just a service, but provides a real ministry for the Society.

Data Processing Department

This is a computerized age, and WGM operates a sophisticated computer department known as Data Processing. This department works

closely with Accounting, transferring expenditures and receipts to a print-out. Each month regional directors receive an updated record of their budgeted accounts, plus a current status of individual shareholder support. This information aids the director in knowing how his budget stands, and who are his consistent share contributors.

A projected service of Data Processing for regional directors is an on-line system. This system would be used in scheduling. A master record of a missionary's schedule would be maintained in a central computer service at the Missionary Center. Regional offices and area representatives would have remote terminals which could be used to ascertain a missionary's current schedule. Such a service would greatly reduce paperwork and provide a basis of automatic information and communication between the regional areas.

Stewardship Department

Every department of WGM is vital to the ministry of the Society. However, it is the Stewardship Department that is important for the future of WGM. In this day of rising prices and world-side inflation, God's work must and will continue. It requires tremendous financial funding to carry the gospel forth, and the Stewardship Department helps people to channel their resources into the work of the Kingdom.

All representatives of WGM should be actively involved in the Stewardship Department. Although one may not be knowledgeable concerning wills and trusts, one may still enhance his own ministry and greatly aid the Department of Stewardship by being alert for prospects. The Director of Stewardship gives several suggestions as to ways in which those serving WGM in a public ministry can benefit the Stewardship Department.

1. Preach more messages on stewardship. Christians should not only tithe, but also allow their possessions to belong to God.
2. Spend a week with a Stewardship representative. The area representative or regional director can give the morning message on stewardship in a church, followed by a wills clinic in the evening service presented by the Stewardship representative. During the week before and after a meeting one can visit likely prospects for the department.
3. Provide the Stewardship representative an opportunity for a presentation in a church missionary convention.
4. Follow up inquiries made through the Call to Prayer; contact prospects by phone to qualify them as genuine leads.
5. Show Stewardship audio-visuals in services. Materials available through the Stewardship Department include the film "God's Will Through Yours," and slide presentations entitled "The State Has Made Your Will" and "Andy Average Plans His Estate."
6. Secure stewardship contacts from the Director of Stewardship or a representative of the department. When going on a trip these contacts could be made by representatives of WGM and then reported to the department for follow-up.

Area representatives and regional directors come into contact with many people who have possessions that need to be channeled into Christian work. One should consider it a real privilege and opportunity to further the cause of missions and WGM by promoting the services of the Stewardship Department. (Information from Glen Larrison, Director of Stewardship, World Gospel Mission, Marion, Indiana, in a personal interview with the author, January 10, 1976.)

Chapter 4

JOB PROFILE OF A REGIONAL DIRECTOR

WGM places great faith in a regional director. He is a dedicated man performing a valuable service for God and for the Society. Certainly not just any minister can fill the role of a regional director. Though the work is ministry-oriented, it is also business-oriented. Discussion in this chapter presents an overview of the director's responsibilities. Topics discussed include: (1) general qualifications, (2) ministry of the director, (3) ministry regulations, (4) WGM conferences, (5) office guidelines, (6) work priorities, (7) office management, (8) scheduling procedures, and (9) reporting responsibilities. Area representatives should carefully read this chapter, for they are potential regional directors.

GENERAL QUALIFICATIONS

The primary responsibilities of a WGM regional director are to schedule missionaries in deputation services and to promote the total program of WGM in an assigned area. These two responsibilities precede the obligation of the director to cooperate with all other departments of the Society. Suggestions for such cooperation are outlined within each departmental section of this manual.

Minimal qualifications for regional directors are:

1. Commitment. A genuine commitment to the cause of missions is a prerequisite for a regional director.

2. Endorsement. Regional directors must be completely in sympathy with the doctrine, principles, and practices of WGM.

3. Experience. A consistent, victorious Christian experience is mandatory.

4. Personality. An agreeable personality with an ability to relate successfully to people is vital to the role of regional director.

5. Understanding. A key to a director's success is his understanding of missionaries and pastors.

6. Expression. Directors need the ability to express themselves both orally and in written form.

7. Exposure. A firsthand exposure to mission fields, either through prolonged experience or field visitation, is desirable.

Men who have built strong mission programs while serving as a pastor are viable candidates for the position of regional director with WGM. (Richard T. Brunk, "Preliminary Job Description for an Area Representative of World Gospel Mission" Marion, Indiana: World Gospel Mission, Mimeographed.)

Regional directors need to be flexible in their thinking and daily schedules. The role of operating a regional office is one with great variety. As in the pastorate, the regional director will have many interruptions in his schedule, and will need to adapt to varied routines. Since regional offices are located some distance from home base, much of the constituency consider the regional office as their WGM. Therefore, public relations are paramount in the job of a regional director, for he represents WGM and is regarded as the official leader of the Society in his respective area. Activities and life style of the director are a reflection of the Society as a whole. It is important for directors to

use discretion in both public and personal life. They are ambassadors not only of the Society, but also of God.

MINISTRY OF THE DIRECTOR

An indispensable aspect of a regional director's work is his ministry. Meeting pastors and the constituency is most vital for effective communication with churches. Letters sent to pastors and church leaders can be more personal and better received when the director is personally acquainted with the local leaders. By ministering in various churches, the director can better assess the needs of congregations, and be able to help them with their missionary program. Local churches gain a deeper appreciation for the work of WGM and the director by this personal contact.

The late Dr. George R. Warner, President Emeritus of WGM, recognized the importance of public relations, especially in Christian work. He stated:

Public relations begin in the innermost thoughts of the heart. "As a man thinketh in his heart, so is he." Temperament, personality, and actions are, to a very large extent, outward expressions of the inner thought and devotional life. Therefore, right attitudes are the foundation, while sincerity and tact are the materials with which good public relations are built. (George R. Warner, "Memo to WGM Personnel" Marion, Indiana: World Gospel Mission, Mimeographed.)

Dr. Warner suggested some guidelines to help build good public relations for WGM personnel in public ministry. These suggestions are:

1. Enthusiasm. WGM personnel should be visibly excited and committed to what they are presenting. Real concern and deep conviction about one's message are contagious, and will help bring about right results.

2. Courtesy. Under every circumstance be polite and considerate. A knowledge of generally accepted rules of etiquette is of great value

in all relationships--on the platform, in the crowd, in the home as guest, everywhere.

3. Punctuality. Promptness of personnel in keeping appointments and commitments gives others a feeling of restfulness in their presence, and of confidence concerning responsibilities they may wish to place upon them.

4. Time limits. When given five minutes to speak, a speaker should breathe a prayer that God will help him to fill that brief time with something very worthwhile, and he should stop at the end of five minutes, if not before. Regional directors should not hesitate to remind missionaries of time limits if they abuse them.

5. Appreciation. An expression of gratitude to those who have been courteous, who have shown interest for the missionary's work and ministry, will help to develop closer fellowship and support from people.

6. Cooperative spirit. In conventions, campmeetings, and other places, WGM personnel will be working with representatives of other organizations. Great care should be taken to be non-competitive, but to assume a co-laborer role. Some groups have pre-assigned projects and support; WGM personnel should not try to divide their interests in order to obtain support for WGM. Critical remarks about other organizations or people should be avoided. Also, in contacts with students and prospective candidates, personnel are free to present the challenges and opportunities of involvement with WGM; but, high pressure tactics to secure new candidates for the Society are undesirable.

7. Messages. A speaker's message should be accurate. Begging, scolding, or criticizing other groups or the people to whom the speaker is

talking, and the telling of "hard luck" stories with the thought of enlisting sympathy from the audience should be avoided.

8. Meeting criticism. Regional directors who meet criticism of WGM should not be defensive. If one knows the answer to a critical remark, he should answer it clearly and directly. If an answer is not known, all details concerning the point of criticism should be noted and sent to the appropriate department director. Those initiating the criticism should be thanked for their honesty, and be assured the matter will be researched.

9. Personal appearance. Directors need to project a well-groomed, contemporary image. Clothing should be well-fitting, and in style. Directors are constantly working with pastors and people in public work, and it is important to look sharp and "with it." A slipshod appearance may give others the impression of slipshod methods of work.

Regional directors are major public relations agents of the Society. Attention to the positive qualities of appearance and decorum will be a real asset to the director's ministry. (George R. Warner, "Memo to WGM Personnel" Marion, Indiana: World Gospel Mission, Mimeographed.)

MINISTRY REGULATIONS

WGM essentially has no general fund to finance homeland operations. In today's economy very few undesignated dollars are given. Hence, it is important for those who serve in a public ministry with the Society to be funded. Area representatives and regional directors, as well as other staff who have public ministries, are required to raise a

certain number of shares before assuming their assignment. In this way their particular ministries are not a liability to the Mission, but are self-supporting. In addition to share support, psychological testing is required of new staff members involved in administrative positions and public ministry assignments--this includes area representatives and regional directors.

Occasionally a regional director will desire or be requested to hold a meeting that is not related to WGM activities. Honorariums may be kept by regional directors who arrange personal meetings and revivals, according to the following procedures:

1. Vacations. Meetings scheduled during vacations may be considered personal.
2. Frequency. Once a quarter personal meetings, not to exceed ten days in length, may be scheduled within a reasonable commuting distance if they do not interfere with daily office hours and responsibilities. Such meetings shall be so scheduled that there will be a reasonable amount of time between them.
3. Weekends. Sunday services, and weekend meetings of three days or less, may be considered personal if they are arranged solely on a personal basis and do not interfere with Mission activities.
4. Long-distance. Meetings and revivals which are scheduled in areas where residence away from home is necessary, cannot be considered personal, unless arranged during vacation periods.
5. Missionary meetings. Meetings to which regional directors are invited to represent WGM interests may not be considered personal.
6. Undesignated offerings. Directors who receive undesignated offerings from WGM-sponsored meetings should apply such funds to their

ministry accounts. Only if there is no need in that account should such offerings be credited to approved projects.

When in meetings for the Mission, expenses such as travel, lodging, and meals are charged to one's ministry account. Any remuneration received from these meetings is credited to the ministry account. Regional directors who are properly doing their job will have very few personal meetings. The challenge of the work plus the sharp identification of the director with the Mission compel the director to be representing the interests of WGM in every way possible.

WGM CONFERENCES

Representatives of the Society meet together periodically for times of inspiration, fellowship, and discussion. Family Conference, held annually at the Missionary Center for all furloughing missionaries, is an important function that all representatives and wives should attend. Family Conference provides a time of meeting with new and veteran missionaries, of being spiritually rejuvenated, and of receiving a fresh update on the total program of the Society. Church Ministries Seminars are usually scheduled in conjunction with Family Conference. Wives of representatives need to attend the seminar to experience the fellowship of the group, and to become better informed of the ministry to which their husbands belong. Team effort is very important in the work of an area representative and regional director. Often the wives must remain at home to care for the children while the husband is "on the road" in meetings. The Church Ministries Seminar can help the wives to fully discover and appreciate their roles as a definite ministry to their husbands and the work of the Society. Travel, lodging, and cost of meals

for both husband and wife are covered by WGM during the days involved for the conferences. If while at the Missionary Center directors and representatives need to conduct necessary business with the various departments, these appointments should be as expeditious as possible, in order to minimize expenses of one's stay at the Missionary Center.

When wives travel with their husbands in meetings and have an active ministry, or are required to attend a meeting with their husbands, their expenses can be charged to the husband's ministry account. An active ministry is when the wife is involved in conducting women's meetings, children's work, or any other activity that directly promotes WGM and augments her husband's ministry. If wives go with their husbands as guests, their expenses will be personal. When wives of area representatives are involved in actual secretarial work, in cases where other secretarial help is not available, they will be paid on an hourly basis. Regional directors responsible for a regional office may not have their wife as the office secretary. The regional office should maintain regular office hours, and this can be best accomplished when the office secretary is independent of the director and is not necessarily involved in a public ministry. Wives should be free to travel with their husbands in meetings. (Richard T. Brunk, "Minutes of the Executive Council" Marion, Indiana: World Gospel Mission, Mimeographed.)

Representatives of WGM should periodically visit the fields. This occasional exposure is necessary to the ministry of the representative, for a fresh encounter with the work on a field will aid him to better promote missionary work. Scheduled trips abroad must be cleared with the Director of Church Ministries. Representatives who have had less recent field exposure will be given priority for field trips.

OFFICE GUIDELINES

Guidelines are essential to a smoothly running office. Regional offices should strive to be uniform with office practices of the Missionary Center. Guidelines for regional offices are presented in light of the comprehensive responsibilities of a regional office, in contrast to the departmentalized Missionary Center.

Work Days

Monday through Friday are the regular work days of regional office staff. It is understood that regional directors, in order to direct and execute adequately the responsibilities of their position, will volunteer some of their free time to the work, which includes evenings, Saturday afternoons, and Sundays. There is no overtime provision for this extra volunteer work. However, WGM believes the regional director should plan his work to take a day of rest regularly each week. There are times when the director finds it impossible to have the weekend off because of meetings and conventions. Directors are to use discretion and to take a minimum of one day a week for rest and relaxation. Secretaries of regional offices are occasionally needed for extra work in regional conventions and retreats. Any hours over the minimum forty-hour work week by the secretary can be adjusted by time off or overtime pay. However, it is suggested that the regional director discuss arrangements for overtime work of the office secretary with the Director of Church Ministries before pursuing any course of action.

Office Hours

Regular office hours for regional offices are from 8:00 a.m. to 12:00 noon, and from 1:00 p.m. to 5:00 p.m. Since the Missionary Center uses the first half hour of each work day for chapel, regional office staff may elect to have devotions at the office or privately. If the devotional period is at home, staff should report to the office at 8:30 a.m. daily. Occasionally necessary errands must be taken care of before work or during the lunch hour. Regional office staff must care for errands such as banking, buying supplies, car repair, etc. The director should plan his activities so as to coincide as much as possible with regular office hours. The use of an answering service is advisable when the office must be closed for longer than the prescribed time.

Holidays

Paid holidays for regional office staff are New Year's Day, Good Friday afternoon, Memorial Day, Independence Day, Labor Day, Thanksgiving, and Christmas.

Vacations

After one year of employment, a vacation of one week, five working days, is granted with pay; after two years of employment, two weeks with pay; after four years of employment, three weeks are granted; and after five years of employment, a vacation of four weeks each year is granted.

Sick Leave

Time off for sick leave is computed at the rate of one day per month. It may accumulate to a total of sixty days. Time which must be used for medical, dental, and eye appointments may be reported as sick

leave. Sick leave may not be used when a worker is absent because of the illness of a member of his family.

Emergency Leaves

Time off may be taken in the case of the death of a relative or to attend the funeral of a friend. Up to one day will be granted to attend the funeral of a friend, and up to three days in the case of the death of a relative.

Personal Appearance

Regional office staff should always look presentable in the office. Extremes in fashion should be avoided. Office secretaries are expected to dress modestly. A business-like appearance is the most acceptable mode of dress for regional office work.

Travel

In order to avoid criticism, it is recommended that regional directors refrain from riding alone in a car with a lady other than one of a proper relationship. Directors should be especially careful at this point in reference to their secretary. Under emergency conditions, exceptions sometimes need to be made. Regional office staff need to use much discretion in all their working relationships, since the staff is usually comprised of only the director and his secretary. (Harold M. Good, "Rules for WGM Office Personnel" Marion, Indiana: World Gospel Mission, Mimeographed.)

WORK PRIORITIES

The responsibilities of a regional director are numerous. Missionaries and churches alike are dependent upon his leadership and careful planning. To effectively do the work, the director must continually set priorities. Three major areas of priority are:

1. Scheduling missionaries. Regional offices are scheduling offices. Missionaries in deputation should be kept busy with services. All activities of the director should contribute to the scheduling of services. Homeland staff may also be scheduled by the regional director upon special arrangement.

2. Cooperation with other programs. Directors should give total cooperation to other programs of the Society operating in their areas. A regional office has the advantage of a permanent location. Thus, various programs such as Prayer Band Conventions, MWV activities, and regional conventions can be aided by the regional office. Helping other programs should not take priority over or distract the director from doing his job. Should another department pressure the regional director to do extra assignments at the expense of his regular work, the director should consult with his immediate superior, the Director of Church Ministries.

3. Public ministry. Representing WGM in services and conventions is a real privilege. Directors are expected to be adequate public speakers. The constituency often expects the director to be a main speaker in a convention. Ministry activities should be an integral part of a director's work, but office activities have priority.

OFFICE MANAGEMENT

The proper use of time and staff is vital to a regional director. Each office should have a secretary who has a pleasing personality and is proficient in secretarial skills. In order for a secretary's time to be properly utilized, the director must be organized. A secretary's work can be no more effective than that of the director. Therefore, it is important for the director to daily plan the secretary's work load, outlining the priorities. General routine such as filing, posting, and processing the mail should be a pre-scheduled daily activity.

A director and his secretary should maintain good rapport, and work as a team. The secretary needs to view her role as a definite ministry rather than just a job. This goal can be accomplished when the director includes his secretary in some of the decision making and office responsibility.

A regional secretary performs a vital role, not only as a receptionist and typist, but also as the assistant to the director. In this sense she functions to guard the director's time for priority activities. Creative scheduling is time-consuming work. Directors need to work on schedules without constant interruption. Much of the routine phone calls and office business can be handled by the secretary. Occasional visitors can be scheduled for appointments with the director, if the secretary is so instructed. Phone messages can be recorded, and important calls returned at a later time. A director must always be flexible to accept non-scheduled visitors and long distance calls. But, it is important to have a definite plan for protecting the director's time.

A secretary's time is also valuable. Acting as a receptionist, much of her time is often used in receiving calls and visitors. The

director can help his secretary by instructing her in the proper use of the phone, and how to maintain a relatively business-like manner with visitors. Missionaries sometimes come to the office on business. However, since missionaries have no office responsibilities, they may, unknowingly, hinder the secretary's work by talking too much. Each regional director should explain to the missionary at the beginning of his schedule the importance of limiting office visits to business. These policies should not be rigid; but, sharing general office procedures with missionary personnel will help them to plan their time wisely. The director and secretary need to work together in guarding each other's time.

Office time must be used wisely to do effective work. Regional directors are free agents in the sense that they have no one to report to each morning. It is imperative that they be "self starters," and able to organize their office time to accomplish their assigned tasks.

SCHEDULING PROCEDURES

As previously discussed, a regional director's first responsibility is scheduling missionaries. The Church Ministries Department has established definite scheduling procedures. A thorough understanding of the procedures is mandatory for a regional director. Knowledge of WGM's philosophy of deputation is a prerequisite to actual scheduling.

Philosophy

Share raising requires not only services, but also personal contacts. Sundays and Wednesdays, or mid-week services, are primary schedule targets. With many churches altering their regular mid-week

service, creative scheduling is very important. Regional directors need to work closely with pastors in developing varied services. Such meetings could include potluck family nights, home meetings, retreats, Sunday School class meetings, and camping. There is no limit to the possibilities for service contacts with local church groups. However, this kind of scheduling takes time, for many pastors need to be convinced of the feasibility of diversified missionary emphasis.

Weekdays that missionaries are not scheduled in services can be used to visit personal contacts, to work on correspondence, and to prepare for further ministry. Directors should endeavor to schedule missionaries into Prayer Band and MWV meetings. Prayer is essential to the work, and MWV chapters need to personally identify with missionary personnel.

Steps in Scheduling

Each regional office will, in many respects, reflect the personality of the director. However, in order to achieve uniformity and continuity, basic steps in scheduling must be performed according to prescribed guidelines. These steps entail:

1. Regional assignments. Twice a year regional directors meet at the Missionary Center for the regional assignment of missionaries. Furlough dates of missionaries returning to the homeland are submitted by the Division of Field Ministries. This information is then taken by the panel of regional directors to assign missionaries to the respective regional areas. Criteria for regional assignments are (a) where the missionary locates to live, (b) areas of support, (c) denominational affiliation, (d) scheduled conventions, (e) specific requests for the missionary, and (f) needed field exposure. Regional directors should

come to the meeting knowledgeable of their region's needs. If the directors are unable to resolve a missionary's regional assignment, the Director of Church Ministries can make a final decision. Once the dates of regional assignments have been finalized, they are placed on an assignment sheet. A sample assignment sheet may be found in the Appendix. Each director receives an assignment sheet giving the dates which a missionary will be in his region. The assignment sheet must be considered authoritative. Directors must work within the limitations of the assignment sheet. Any changes or problems must be channeled through the Executive Assistant to the Director of Church Ministries. Any scheduling activity contrary to the assignment sheet is prohibited.

2. Letter to missionary. After the director returns to his office with an up-dated assignment sheet, the director should write each missionary that has been assigned to his area. This letter is to inform the missionary of his assignment and to welcome him to the area. In addition, basic deputation information needs to be ascertained. The letter should request Possibility for Future Missionary Service slips from the missionary. A sample PFMS slip may be found in the Appendix. These slips are contacts and churches which the missionary wants to visit. It is suggested the missionary be asked to denote an order of preference on the slips. Information such as what transportation the missionary desires and what type of lodging will be required, need to be known. The director should be candid in the letter and ask the missionary how busy he wants to be, and if he desires any dates to be reserved for special occasions. In brief, the more information and communication received from the missionary, the better his schedule will be.

3. Selection of contacts. Once the contacts have been received they must be sorted. Some PFMS slips have incorrect information, while others do not provide enough information for making the contact. If a missionary gives a priority rating to the contacts, it proves most helpful to the director. Occasionally a missionary does not have current information of his prior contacts, especially if he has not been in the area for several years. In this case, the director should research the old meeting reports of the missionary. These will provide a basis for contacts, augmented by services arranged through office contacts. Schedules should be filled first from conventions, then requests, followed by PFMS slips, and finally in services arranged through the director's contacts. It is helpful for the director to plan an entire missionary's schedule before writing any letters. This procedure will aid the director to reduce unnecessary travel and provide sufficient time for a missionary to make important contacts. Regional directors must guard against becoming too mechanical in scheduling. It is important to remember that missionaries are God's servants, and directors continually need His direction in scheduling.

4. Letter to contacts. The initial contact with a pastor or church leader is very important, for it can often open or close the door for a service. Directors should endeavor to write to contacts a minimum of three months prior to the service. These letters should be arresting, informative, and conversational. Regional offices should receive a deputation form from Field Ministries. This form gives information about the missionary's education, type of ministry, and his particular skills. It should be reviewed before writing a pastor. It is important to know a missionary's gifts before making the first contact.

Not all missionaries are Sunday morning speakers, nor do all have special rapport with youth. Thus, not only should the letter to the pastor describe the ministry of the missionary, but also must be sent with the intent of using the missionary in a part of the service he is qualified to handle. It is important to offer only one date, for this will help expedite the pastor's response. The enclosure of a reply card helps to secure a response. (See Appendix). This card provides space for the pastor to suggest alternate dates. Always allow sufficient time for return of the reply card. A minimum of ten days is suggested, but this is contingent on the location of the contact. Once the director is acquainted with the pastor, the letters can be less formal. The director will soon discover the pastors who do not answer their mail. A personal phone call during the morning hours usually finds the pastor in his study. Phone calls are quite necessary in some cases, but the director should use discretion.

5. Follow-up letter. When a reply card has not been returned after a given time, a follow-up letter should be sent. This letter is a reproduction of the original accompanied by a memo to the pastor. The memo should always be accommodating, never critical. With depreciating mail service, it is quite possible the letter was lost. Giving the pastor the "benefit of the doubt" will help in obtaining a response. If the follow-up letter is not answered, and the contact is considered worthwhile, a personal phone call can be made. Once a contact has been made it is generally easier to confirm than to make a new contact.

6. Confirmation letter. When a reply card is returned marked convenient, or an alternate date has been established, the director sends a confirmation letter to the contact. In the letter specifics are stated,

such as date, time of service, and type of presentation. The pastor should be informed that the missionary will contact him directly concerning arrival time and lodging arrangements. At the same time, the meeting notification is sent to the missionary, denoting date, place of service, phone numbers, directions to the church, and any available information concerning the church and nature of the service. It is important to send notifications immediately upon confirmation, for this will help the missionary to properly prepare for the service. Some reply cards will be returned marked inconvenient. It is suggested, as a matter of public relations for the Society, that the director send a "bread and butter" letter to the pastor. This letter simply states appreciation for return of the card and a desire to work with the pastor in the future. Such a letter means extra work, but is often the key for future services in that local church.

The everyday routine of scheduling missionaries tends to be monotonous at times. A director should keep in mind the importance of his job, for he plays a vital role in getting the missionary back to the field. Good schedules mean better deputation, more opportunities for support, and the high probability of returning to the field on time. Regional office staff need to see the total picture of the work, for theirs is not just the everyday routine office work, but is, in a true sense, an important facet of world evangelism.

Special Guidelines

There are many important items to know about operating a regional office. The director "learns the ropes" of scheduling mainly through experience. However, there are several important guidelines related to

scheduling that a director should be aware of before formulating any schedules. These special guidelines include:

1. Working with pastor. The pastor of any congregation is usually the one in charge. It is important for the director to work with a pastor in all areas of scheduling in his parish. Some PFMS slips provide only the name of an individual of a church. These people have good intentions, but do not always know how to consult with their pastor about a missionary's schedule. Therefore, great effort should be placed in dealing directly with the pastor, for this will help maintain proper rapport. No missionary should ever be scheduled in a service without the pastor's consent.

2. Cancellation of service. WGM missionaries are very conscientious about their deputation services. Occasionally, however, a missionary may find it difficult or impossible to fulfill a service, due to over-committing his schedule or to illness. Directors should discuss cancellation policy with a missionary at the beginning of his deputation. If a service cannot be fulfilled, the missionary must call the regional director and explain his problem. Then the director must decide whether or not the service should be cancelled. This procedure is most important in public relations, for an individual service represents the Society as well as the missionary. The director can explain to the missionary if there are extenuating circumstances surrounding the service, and urge that he try to hold the meeting if at all possible, or he may contact the pastor and offer a substitute speaker. If the service must be cancelled, the director, not the missionary, is responsible for contacting the local pastor and explaining the difficulty. An alternate date should be scheduled for the service if possible.

3. Own arrangements. When a missionary is making his own schedule arrangements, he should clear all services with the regional director before confirmation. This will help the director to avoid scheduling another missionary at the same time and place.

4. Recording inconvenients. Not all meetings are scheduled. A missionary may have several meetings cancelled or inconvenient. The director should make a record of the contacts which did not materialize, and note this in the missionary's schedule folder. Then, if there is any question as to the work that has been done on a particular schedule, the director has written information of his scheduling efforts. This guideline should be viewed as an item of good business practice.

5. Charismatic movement. WGM is fully committed to the Wesleyan position. The practice of speaking in an unknown tongue as promoted by members of the charismatic movement is out of context with WGM's theological stance. Regional directors are prohibited from knowingly scheduling any missionary into a church or group that actively promotes from the pulpit the speaking in an unknown tongue. It is recognized that some churches have factions who do identify with the charismatic movement, but the doctrine of the movement is not promoted from the pulpit. In these churches much discretion is advised. WGM does not criticize the Charismatics, but does not desire cooperation with the movement due to distinct theological differences.

Scheduling missionaries is a rather detailed process. Familiarization with the dynamics of the process will aid the director in his work.

Conventions

Annual missionary conventions in local churches can be a major highlight of the church calendar when planned and promoted properly.

Regional directors should seek to develop conventions, since missionaries tend to receive a much better exposure and opportunity for support in conventions than in regular meetings. Conventions are a part of creative scheduling, and should be given priority. The regional director often acts as the Special Ministries agent in arranging conventions in his area. WGM personnel should be used wisely in these conventions, and the director needs to have a clear understanding of the dynamics of a convention.

Suggested guidelines for church conventions are:

1. Duration. In this fast-paced age, a convention of three to four days is usually most fruitful. Although some congregations can handle longer conventions, most churches benefit from a Thursday or Friday through Sunday program. Directors should note that even though they have expertise in planning conventions, the local pastor best knows his congregation. Program possibilities can be discussed with the pastor, then allowing him to decide on a sensible program for his church.

2. Number of personnel. Many churches desire more missionaries than their budget can afford. This is a place wherein the director can work closely with the pastor and his committee, helping them to understand the expense of having missionaries in their convention. Although the director's job would be made easier by scheduling several missionaries into one convention, the local program is often hindered by having too many missionaries. The missionaries and people alike will benefit from having the proper number of personnel in a convention.

3. Team-concept. Missionaries have varied gifts, and should be scheduled in conventions in a manner as to highlight their gifts. The team-concept has proven successful. In this arrangement a certain number of missionaries are together in a convention, led by a team leader or

main speaker. This speaker can be a missionary with the gift of pulpit preaching, or one of WGM's missionary evangelists, or someone in the homeland staff who is of main speaker quality. The team leader fulfills an important role, for he can promote the financial needs of the other missionaries more effectively than they can themselves. Also, the other missionaries are able to specialize in their particular areas, such as children, music, or audio-visual presentations. Regional directors are often team leaders. When the director employs another team leader, it is important to make the leader understand he is the spokesman for the team with the local leadership. In the event of a communication break concerning lodging, displays, or speaking assignments, the team leader is responsible to go directly to the pastor and maintain proper communication. This function will greatly aid the team members to know exactly their role in the convention.

4. Co-op conventions. Many churches have more than one missionary board represented in the convention. WGM personnel should cooperate in every way with the local leadership and other missionaries to help achieve a successful convention. Regional directors, when possible, should consult regional leaders of other boards, particularly OMS International, before confirming personnel in a convention. This will help to avoid having too many missionaries scheduled, and duplications of field representation.

5. Local leadership. Church conventions should be localized, not necessarily WGM conventions. Although WGM personnel participate in the convention, the local church needs to sense the responsibility and blessing of handling their own convention. The regional director needs to schedule a convention, helping the pastor and missions committee to

develop a knowledge and strategy for their own missionary program. Pastors usually do not receive any kind of training in the organization of a missionary convention. Therefore, directors must patiently work with the churches to help them create a comprehensive program, one that will promote greater involvement.

6. Representing total program. WGM personnel working in conventions should promote the total work of the Society as well as their own particular ministry. This can be done by displaying general literature, speaking to men's and women's meetings, and in one's own presentation. Directors should encourage missionaries to emphasize missionary service, for new candidates are desperately needed, and the missionary is in the best position to recruit.

7. Avoiding high-pressure. WGM is a faith mission, hence it strongly relies on God to supply all the missionaries' needs. This does not mean that personnel do not actively promote the Society and present their need for support, but high-pressure tactics should be avoided. Anointed, quality presentations will be blessed of God to touch the hearts of people. Missions is certainly not obsolete. There is much work to do, and God will faithfully supply when His people do their part. It is the missionary's responsibility to let his needs be known, but it is the Holy Spirit who personally deals with people about their involvement in the work. Presentations should not coerce support, but provide information and inspiration for involvement.

These guidelines are applicable not only in conventions but also in regular services. Careful attention to the spirit of these suggestions will help to make a profitable convention.

Working with a missions committee. Part of a director's ministry with a local church is working with the pastor and his missions committee. This is time consuming work, but is time well spent. Most pastors and committees simply do not have training in the art of organizing a missionary convention. The regional director should try to meet with the committee as much as is necessary, especially in a first-time convention. Areas to discuss with the committee include:

1. Program plans. The director not only provides personnel, but also can share program ideas with the committee. Ideas such as convention theme, format, and decorations need to be shared with the group. Special activities such as dinners, youth rallies, women's meetings, and men's breakfasts add variety to a convention. Directors receive many ideas from various conventions, which can be shared with other groups.

2. Financial goals. WGM believes that giving to missions is a spiritual exercise. A general discussion with the committee on faith-promise giving and share support can be most beneficial. It is helpful to suggest to the pastor that he determine what his congregation is presently giving to missions annually. This amount can be greatly increased by requesting members who independently support mission organizations, to channel their gifts through the local church treasury. Once the committee knows what the church is presently giving, it can establish goals. The director should encourage the group to establish goals, for this is vital to a successful convention. Financial support of missions and spiritual fervor of the local church are closely related. The director will be doing a great service not only to WGM but also to the local church by challenging the people toward goal-setting.

3. Long-range planning. Annual conventions are only a part of mission emphasis. The director should work with the church in helping them to enhance their missionary program, giving it proper exposure throughout the church calendar. Missionary speakers can be scheduled on a periodic basis. Conventions should be permanently established for a definite time each year, which will help the people to plan for the event.

4. Local leadership. Regional directors should strive to teach local pastors and their committees how to organize and operate their missions program. The missionary program of any church will be stronger, in the long run, if it is operated by the local leaders. Directors should give consideration to providing strategy seminars for pastors and missions committees. These seminars can help educate local leaders in the dynamics of missionary enterprise.

An effective training aid for local pastors is a sample convention outline for a Wednesday through Sunday Convention. This outline is very adaptable, but does provide a guideline that the pastor can use in planning his convention. Such an outline is given in Figure 2.

- I. Wednesday, Thursday and Friday (evening service only)
 - A. Slides or missionary witness - 10 minutes
 - B. Missionary message - 30 minutes
- II. Saturday
 - A. 7:30 a.m. - Men's Breakfast (ladies invited)
 - B. 9:30 to 10:30 a.m. - Children's Rally (up to eleven years of age)
 - C. 3:00 p.m. - Ladies' Meeting (prayer meeting, tea, etc.)
 - D. 6:45 p.m. - slides - 25 minutes
 - E. 7:30 p.m. - Youth Rally (main message-30 minutes; missionary witness-10 minutes)
- III. Sunday
 - A. Use missionaries for opening exercise and in Sunday school classes
 - B. Morning Worship (main message-30 minutes; missionary witness- 5 minutes)
 - C. Evening Worship (main message-30 minutes; missionary witness-5 minutes)

Figure 2

Sample Convention Outline for a
Wednesday-Sunday Convention

Some of the terms used in the outline need to be explained. An explanation of some of the terminology is:

1. Missionary witness. A witness is a five to ten minute personal testimony of one's call to missions, or an inspiring report of answered prayer on the field. A slide presentation may be presented if it can be done in the allotted time.
2. Main missionary message. The main missionary message is one that is to climax the service. It can be an evangelistic type, closing with seekers at the altar, or it can be directed toward fund raising, asking people to commit themselves to a financial obligation in support of the church's missionary budget.
3. Breakfasts. Men's prayer breakfasts are quite enjoyable on Saturday morning. A missionary can be used to share with the group in this service. Also, a Friday morning youth breakfast with a missions emphasis is a possibility. Pastors should arrange transportation to school after the breakfast.

4. Dinners. For an informal gathering a dinner is most profitable. A carry-in dinner to start a convention is effective. Missionaries are introduced to the people and share in informal fellowship.

The regional director has a real opportunity to not only create new conventions, but also to develop established ones. Working with missions committees is very worthwhile, for their combined efforts are an extension of the director's ministry. (Lee J. DeSaulnier, "Sample Convention Outline" Marion, Indiana: World Gospel Mission, Mimeographed.)

Regional conventions. In addition to church conventions, WGM also sponsors regional conventions. These events provide an activity for many churches in a regional area. The regional director has the major responsibility of coordinating the convention, working with the Conference Planning Committee. Publicity, registration, and operation of the convention are responsibilities of the director. Regional conventions make it easier for people to attend a WGM convention, and provide inspiration, program ideas, and Christian fellowship. The planning of a regional convention should be discussed with the Director of Church Ministries.

REPORTING RESPONSIBILITIES

In addition to scheduling responsibilities, the director must maintain regular reports of his region's activity to the Church Ministries Department. Major monthly reports are: (1) the director's personal activity report, (2) expense report, and (3) report of meetings held by missionaries. The latter report is formed from the deputation and offering reports of the missionaries. Samples of these reports are in the appendix.

APPENDICES

OCTOBER 1976

NOVEMBER 1976

DECEMBER 1976

WESTERN REGION

in 17, Clark, Loren
wley, Sid
bar, Tom?
in 3, James, Tom
ler, Herb
ewman, Mildred
nhardt, Herb

Clark, Loren
Crawley, Sid
Dunbar, Tom
James, Tom
Keller, Herb
Newman, Mildred
Reinhardt, Herb

Clark, Loren
Crawley, Sid 12
(13-31 O/A)
Dunbar, Tom
James, Tom
Keller, Herb
Newman, Mildred 19
Reinhardt, Herb

NORTHEASTERN REGION

rown, David
c, Don 24
pratt, Jeannine
rachsel, Carol

Brown, David 11
3 Henry, Lois end 28
Spratt, Jeannie 14
Trachsel, Carol 14

POSSIBILITY FOR FUTURE MISSIONARY SERVICE

City_____ State_____

Church or Group_____

Person in Charge _____

Who Requested a Meeting _____

Who is Wanted_____ (Who Sent_____)

Leave this space blank

When_____

For What Kind of Meeting_____

How Important Do You Consider this Opening_____

Name and Address of Person to Contact_____

If any further information on the back, Check Here_____

Date_____ Signature_____

RD-S25-D70

MISSIONARY

Missy
Notified[illegible]

FURLOUGH AND DEPUTATION SURVEY
(For Deputation Department)

With your cooperation we hope to make your deputation ministry both pleasant and effective. Please fill in this form and mail it to the Deputation Department, Box 948, Marion, Indiana 46952. REMEMBER, THE BETTER WE ARE ACQUAINTED WITH YOU, THE BETTER WE CAN PLAN YOUR DEPUTATION SCHEDULE. (Husband and wife should fill out separate forms)

NAME Levena Bushong Date of Birth March 20, 1947

Names of children	Birth dates	Names of children	Birth dates
<u>None</u>	<u></u>	<u></u>	<u></u>
<u></u>	<u></u>	<u></u>	<u></u>
<u></u>	<u></u>	<u></u>	<u></u>

approximate date of departure from field (15) Arrival in U.S.
 date available for deputation schedule September 13, 1972
 approximate date you plan to return to the field
 anticipated United States address 1205 Oakwood Drive, Port Huron, Michigan
 how do you plan to travel while in deputation? our own car?

For married couple: Will husband and wife travel together or must one stay at home and care for the children? We will travel Together

do you have films? 16mm Slides x A narration x We will have slides-some from HRUC
 do you have your own audio visual equipment to use in deputation? No

Names of schools attended:	Experience:			Instrument
No. of years	Degree rec.	Yes	No	
<u>Port Huron High 4</u>	<u>High School</u>	<u></u>	<u></u>	<u>Played</u>
<u>Vennard College 4</u>	<u>B.A.</u>	<u></u>	<u></u>	<u>piano-a little</u>
<u></u>	<u></u>	<u></u>	<u></u>	<u></u>
	a. Pastor	<u></u>	<u></u>	
	b. Evangelist	<u></u>	<u></u>	
	c. Musician	<u></u>	<u></u>	
	d. Youth wkr	<u>x</u>	<u></u>	<u>Vocal soloist?</u>
	e. Childrens wkr	<u>x</u>	<u></u>	
	f. Teacher	<u>x</u>	<u></u>	
	g. Other (specify)	<u></u>	<u></u>	<u></u>
				<u>Song leader?</u>

denominational affiliation Salvation Army

where is church membership? Port Huron, Michigan
(city) (state)

Summary of spiritual experience, missionary call, and missionary burden:
 I was saved at the age of 14 at a Salvation Army Youth Meeting. I later felt a call to Vennard College. After attending Vennard for 2 years my husband and I were married. Before we were married we felt a missionary call to Latin America. As we continue at Vennard the Lord gave us both a definite call into Radio Ministry. When we went before the board they gave us a preliminary appointment to Honduras. From this point on the Lord lead in this direction.

Summary of work on the mission field:

My husband will be the Program Director at HRUC a Conservative Baptist Station in the capital of Honduras. I will probably do some work there and also children's work for WCM

General comments: Things are not definite as to what I will be doing.

ate of report April 25, 1971 Signature Levena Bushong

Re: _____ File: _____
 It will be... ☐ Convenient..... ☐ Inconvenient to have the meet-
 ing suggested for _____
 If above date is inconvenient, please suggest an alternate date
 _____.(WGM will comply if
 possible.)

Signed _____

If convenient:

Place of meeting _____

Time of services _____

Are pictures desired? ☐ Yes ☐ No ☐ Motion ☐ Slides

Pastor's name _____

Street or Route _____

City & State _____ Phone _____

Remarks:

RD-C21-D70

DEPUTATION MEETING NOTIFICATION

Missionary _____

Meeting Date/Hour _____ Church or group _____

Place _____ Phone _____

Pastor _____ Phone _____

Address _____

Key Lay Person _____ Phone _____

Address _____

How to notify of arrival _____

Pictures wanted _____

Make your own literature _____ Literature sent to _____

Definite support _____

Other help _____

CONVENTION and CAMP MEETING WORK SHEET

MEETING		TYPE						
GROUP								
PLACE								
PERSON IN CHARGE							YEAR	
DATE	MISSIONARY	METH	DATE	CONF	PASTOR	MISSY	A DIR.	FOLLOW UP
REMARKS:								

MEETING		TYPE						
PERSON IN CHARGE							YEAR	
DATE	MISSIONARY	METH	DATE	CONF	PASTOR	MISSY	A DIR.	FOLLOW UP
REMARKS:								

REPORTATION AND OFFERING REPORT

Report No. 13
(number consecutively)

and report **PROMPTLY** whether or not an offering was received.

Yellow: Original for Accounting Department

Blue: Copy for Headquarters Regional Director

White: Copy for your records

(Note: Make certain carbon copies are legible.)

Country Lane Bible Church

Name of organization or group sponsoring meeting, to which receipt should be issued.

14309 South Country Lane

Anytown, Indiana 46999

317-123-1234

Organization or group address: Street, RFD, or Box No.

City, State, Zip

Phone no.

Mr. John Doe

9814 South 300 East

Anytown, Indiana 46999

Name and address of person in charge of meeting.

Mr. and Mrs. I. M. Friendly

345 East 425 South

Anytown, Indiana 46997

Name and address of host, hostess, or key missionary-minded person.

Offers: 5 yr. 3 Other _____ Paid on shares . . \$ 10.00

Pledges \$ _____ Paid on pledges \$ _____

Checks or gifts in envelopes \$ 45.00

Cash offering \$ 13.83

Total cash received \$ 68.83

Amount kept for expenses: \$ 13.83

(Enter on next expense report under B)

Amount sent to office with this report \$ 55.00

Additional information concerning offering:

Purpose of offering:

John Smith ministry

Send receipt in care of whom?

Mr. George Cash

Box 398

Anytown, Indiana 46999

If all or part of offering was handed to someone else, please give particulars:

CAUTION: Make certain checks are payable to or endorsed to WGM.

Make certain names and addresses are complete and legible.

Prepare envelopes for checks which do not show addresses.

When cash is removed, be sure to mark plainly on envelope the amount found therein.

Be sure envelopes are **with their proper yellow report**.

Date of meeting May 27, 1973 Approximate attendance 83

How many times did you speak? 2 Type of service Morning and evening worship

Names of other WGM missionaries present _____

Missionary projects supported by organization WGM

Would you want to return to this place on your next furlough? yes

Information on opposite side of sheet contacts for Prayer Bands, Men With Vision, etc.

Transportation and other helpful information for next representative:

77

Date of report May 28, 1973 Signature John Smith

(person reporting)

RD-S11-C72

MISSIONARY	STATE WHERE MEETING HELD	REGULAR MISSY. SERVICE			CONVENTIONS			No. of other Missys. present	CAMPMEETINGS			REVIVALS			VBS		
		No. of Meetings	Spoke How Many Times	Shares	No. of Conventions	Spoke How Many Times	Shares		No. of Campmeetings	Spoke How Many Times	Shares	No. of Revivals	Spoke How Many Times	Shares	No. of Meetings	Spoke How Many Times	Shares

MONTHLY SUMMARY BY STATES

A. Summary of "Appointments" - Please give the number of DIFFERENT meetings held in each state. This figure will NOT necessarily be the totals of the above. If 3 people attended a convention it will be listed above 3 times, but only once in the summary. Regional Directors will know where there is more than one missionary attending the same meeting. When a church is visited on two different occasions within the month, it should be listed as two meetings.

B. Summary of "Times Spoke" - This summary will be the total by states as listed above.

	A		B		A		B		A		B		A		B		A		B		A		B		A		B		A		B		A		B	
. Regular Missionary Mtg.																																				
. Conventions																																				
. Campmeetings																																				
. Revivals																																				
. VBS																																				

REGION _____ MONTH COVERED _____ DATE OF REPORT _____

MISSIONARIES AVAILABLE	DATES MISSIONARIES ARE IN REGION		TOTAL DAYS	COMMENTS
	IN	OUT		

COMMENTS:

EXPENSE REPORT

No. _____

Amount brought forward from last report No. _____ (Date) _____ \$ _____

RECEIPTS

A. From Marion Office
Date received Amount
 \$ _____

Total A \$ _____

B. Amounts kept for expenses
(as indicated on Offering Reports)
Report Number Amount
 \$ _____

Total B \$ _____

C. Gifts from other sources previously reported to the office by letter, and
 kept for expenses.
Date of letter Amount
 \$ _____

Total C \$ _____

GRAND TOTAL \$ _____

EXPENDITURES

Meals (No. of meals _____)	\$ _____
Dining or Room Rent (No. of nights _____)	\$ _____
Fare (No. of trips _____)	\$ _____
Telephone Fare (No. of trips _____)	\$ _____
Use of own automobile (No. of miles _____)	\$ _____
_____	\$ _____
_____	\$ _____
_____	\$ _____
_____	\$ _____
_____	\$ _____
_____	\$ _____
_____	\$ _____
_____	\$ _____
_____	\$ _____

TOTAL EXPENDITURES \$ _____

Balance on Hand / Amount due \$ _____

Amount of this balance (if any) sent to
 office with this report \$ _____

Balance still on hand \$ _____

Date of report _____

Places visited during the period of this report

Sign here

MONTHLY ACTIVITY REPORT

81

Month covered _____ 19 ____

Area Representative () Regional Director ()

Area or region _____

Date of report _____ Signature _____

I. Activities

A. Correspondence

1. Number of meetings arranged (area reps only) _____
2. Number of personally dictated letters _____
3. Number of personally dictated memos _____
4. Number of meetings arranged by letters _____
5. Number of pieces of printed matter mailed _____
6. Number of meeting notifications mailed _____

B. Literature

1. Number of packages mailed _____

C. Visits and Contacts

1. Number of visits to new pastors _____
2. Number of pastors recontacted _____
3. Number of laymen visited _____
4. Number of stewardship contacts _____
5. Number of Men With Vision contacts _____
6. Number of prayer band contacts _____
7. Number of candidate contacts _____
8. Number of Gaius homes used this month _____

D. Materials to the proper persons. Have you submitted the following:

- | | | |
|--|-------|--|
| 1. Personal meeting notifications | _____ | |
| 2. Duplicate deputation offering reports | _____ | |
| 3. Duplicate expense reports | _____ | |
| 4. Duplicate camp meeting reports | _____ | |
| 5. Duplicate convention reports | _____ | |
| 6. Duplicate data information sheets | _____ | |
| 7. Changes of pastor/church information | _____ | |
- If you have
not sent these
items, please
include them
with this re-
port.

E. Various types of meetings

- | | | |
|---|------------------|---------------|
| 1. Number of WGM missionary meetings held | _____ | visited _____ |
| 2. Number of WGM missionary conventions held | _____ | visited _____ |
| 3. Number of camp meetings attended as WGM representative | _____ | visited _____ |
| 4. Number of conferences attended | _____ | |
| 5. Number of revival meetings held _____ | Total Days _____ | |

F. Miles traveled for WGM by car _____, plane _____, other _____

G. Comments on other activities:

