



ANNUAL MINISTRY REPORT 2013

# GROWTH & IMPACT



It is time to report on Great Commission Ministries 2013 ministry and financial year. Our Annual Ministry Report is part of our commitment to you—that your generous gifts are secured and wisely used on behalf of the missionary work you support. It's part of our unwavering commitment to transparency and Christian integrity.

In past years we have sent printed annual reports which have included images and glimpses of the impact of our over 400 church planters and campus missionaries. However this year we are containing our report to our website.

This is not because God is not moving! For the fifth year in a row your gifts—whether you support one missionary or many—have led to growth and increased impact that we could not have imagined.

The simplicity here is exactly because of this success in what we are doing. Our energy is highly focused on exciting upcoming goals, and this format allows us to give you clear information while keeping our "head in the game".

This year we are issuing our forward direction using the new format recommended by GuideStar, a leading non-profit reporting agency. We hope these five "Charting Impact" questions help you better understand why we exist to support the churches and missionaries you care about.

So while we keep our eyes focused ahead, we present you this simple but strongly encouraging report of GCM's impact for this past 2013. We are strengthened by your generosity.

Thank you.

Tom Mauriello  
Executive Director, GCM

# INTEGRITY & ACCOUNTABILITY

Thank you for another incredible year of financial generosity!

We continue to be committed to the highest standards for Christian integrity in all our financial operations.

We also continue to strive to be efficient. GCM provides all of its outstanding missionary administrative support at 12% on individual donations and only 3% on those gifts from sponsor organizational ministry partners.

We also continue to join with national non-profit reporting agencies like GuideStar in encouraging donors to follow the full impact of their gifts, and not simply the ministry's budget line used for administration costs. The Charting Impact initiative helps reveal the bigger picture that administrative investments (like computers) are essential and critical to well-run and sustainable modern non-profit organizations.

Our complete financial information and ratios can be found on pages three and four of this report.

As always, our 2013 financial records were audited by the CPA firm of Capin Crouse, LLP, a national leader in non-profit accounting.



Their report is available upon request.

Dave Meldrum-Green  
Treasurer of the Board

## REVENUES

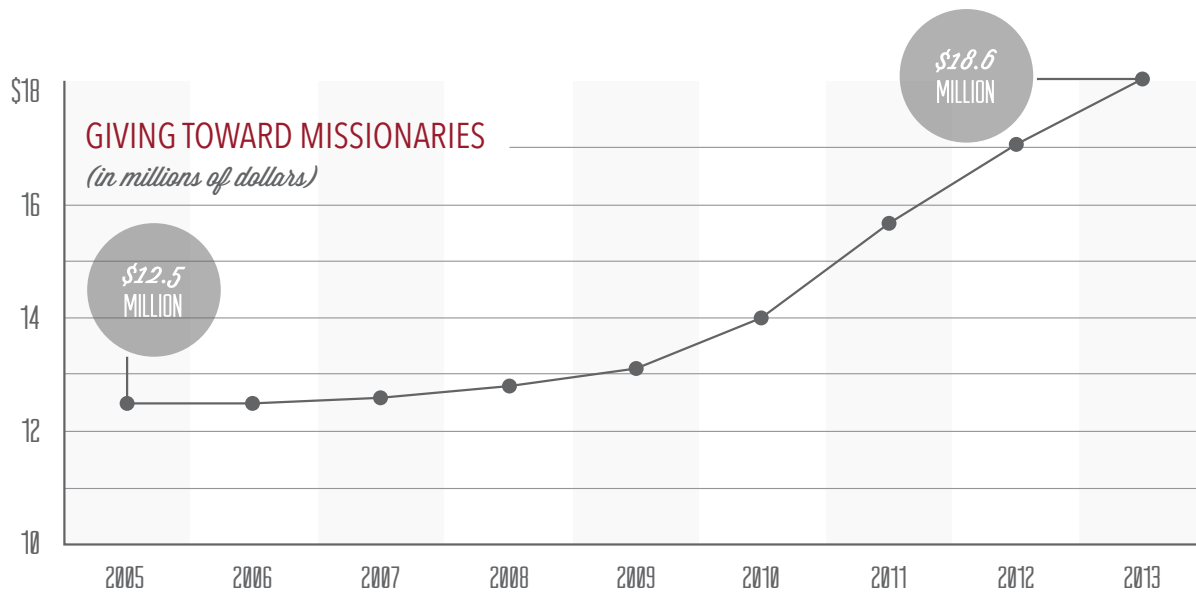
	2013	2012	CHANGE
Contributions	19,375,667	17,720,042	^ 9%
Conference & Program Fees	364,333	272,871	^ 34%
Investment Income	74,729	121,038	v -38%
Other Revenues	70,948	42,188	^ 68%
<b>Total Revenues</b>	<b>\$19,885,677</b>	<b>\$18,156,139</b>	<b>^ 10%</b>

## EXPENSES [MINISTRIES & PROGRAMS]

U.S. Staff & Ministries	14,193,614	13,172,961	^ 8%
International Staff & Ministries	2,689,096	2,417,638	^ 11%
Conferences & Events	355,878	333,464	^ 7%
<b>Total Ministries &amp; Programs</b>	<b>17,238,588</b>	<b>15,924,063</b>	<b>^ 8%</b>

## EXPENSES [SUPPORTING SERVICES]

Management & General	2,196,561	2,120,770	^ 4%
<b>Total Expenses</b>	<b>19,435,149</b>	<b>18,044,833</b>	<b>^ 8%</b>
<b>Excess (Deficit) of Revenue over Expenses</b>	<b>450,528</b>	<b>111,306</b>	



# CHARTING

*five simple yet powerful questions*

1

What is your organization aiming to accomplish?

2

What are your strategies for making this happen?

3

What are the organizational capabilities you need to be doing?

# CHARTING IMPACT

*Powerful questions*

3

Are your  
organization's  
activities for  
this?

4

How will your  
organization  
know if you are  
making progress?

5

What have and  
haven't you  
accomplished  
so far?



## OUR MISSION

*Great Commission Ministries partners with missional churches and gospel-centered non-profits to mobilize*

*support-based missionaries for the Great Commission.* We provide the fundraising and support structure for some of the most energetic evangelical Christian missionaries, church planters and their networks.

## OUR CHALLENGE

As North America & Europe have become increasingly post-Christian, the need for missionaries has increased, not only in international contexts, but right here in the United States. Innovative Christian networks have risen to the challenge—speaking of the missional church and actively reaching local unchurched communities.

These innovative churches and ministries are reaching students, urban centers, and specialized groups who need the gospel. Yet funding for this critical mission often doesn't come from those who are being reached. The traditional pass-the-plate model is not sufficient to fund the mission.

Just as missionaries from the Apostle Paul to Hudson Taylor have depended on the investment of other Christians to support

their critical work, so missional pastors and next-generations missionaries depend on ministry donors to provide life to their mission.

What's more, structures historically provided by denominations are not always available.

Great Commission Ministries is a mission agency for the networked missional world. We serve as a hub between local churches, missionaries, and the donors who support the work.

GCM becomes a deacon ministry—a servant-partner—for frontline ministries.

We exist—and our donors invest—because we are motivated by a singular truth: the hope offered through the life, death, and resurrection of Jesus Christ. Our mission is the text of Matthew 28:18-20:

<sup>18</sup> And Jesus came and said to them, "All authority in heaven and on earth has been given to me. <sup>19</sup> Go therefore and make disciples of all nations, baptizing them in the name of the Father and of the Son and of the Holy Spirit, <sup>20</sup> teaching them to observe all that I have commanded you. And behold, I am with you always, to the end of the age." (ESV)

C O N T I N U E D O N N E X T P A G E



... C O N T I N U E D


Founded in 1989, GCM for many years was the mission agency for the Great Commission Church movement and the groups that spun off that movement. However in 2006, our board of directors slowly expanded our capabilities to serve other networks, as we realized the need that was there. Today, our missionaries labor across a spectrum of gospel initiatives, new and established. We are non-denominational, seeking to serve all those driven by the mission of the gospel.

Outside the family of groups we served for many years, our recent ministry partnerships have included churches associated with the Acts 29 Network, the Ecclesia Network, the Christ Together network as well as many independent ministries with such examples as Africa New Life Ministries (OR), Box 7 Ministries (TX), Shepherd Community Center (IN), and Hands and Feet (NM).

Our long-term goal is to be a top trusted partner across the evangelical world for missionary and church-planter fundraising.

Our three to five year goal is to successfully scale our support systems while growing to 600 active missionaries worldwide. We have grown eight to ten percent each of the last five years, navigating large-scale changes in personnel and systems while transitioning small-to-medium-to-large. We want to accomplish further growth while retaining our strong record of financial competence and integrity, the warmth and family atmosphere that our missionaries have come to know us for, and our focus on the Great Commission of Jesus.

THEREFORE GO AND MAKE  
**DISCIPLES** OF ALL **NATIONS,**  
BAPTIZING THEM IN THE NAME  
OF THE *Father* AND OF THE *Son*  
AND OF THE *Holy Spirit* MATT. 28:19



## WHAT ARE YOUR STRATEGIES FOR MAKING THIS HAPPEN?



Our history in the 1970s Great Commission movement taught us much about how to establish a solid support structure for mission. Jesus-focused energetic church planters dropped people in pairs in campus environments with a vision to reach the next generation for Christ. Though enthusiastic, many of these attempts struggled due to lack of structural support. In 1989, GCM was founded out of a recognized need that passionate ministry requires fundamental planning and financial stability. Now, as GCM serves the wider evangelical world, our strategies are shaped by our history: providing structure and support for those with a mission.

For missional churches and gospel-centered non-profits, *we provide a path to assess, hire and train support-based staff, allowing the ministry to focus on their local mission and not administration.*

For missionaries, we provide critical fundraising training and coaching, medical and retirement benefits, and a full range of care and support.

For donors we provide a strong, audited, and secure giving system that allows confident giving towards gospel work. These simple services, done well, are the practical key to helping missional churches and gospel-centered non-profits expand their ministry impact.

Our last five years has seen record expansion for us: 8 to 10% each year through the years of the recent economic downturn. We have nearly doubled the missionaries we support to over 400, and we have transitioned from training 30 to nearly 80 annually.

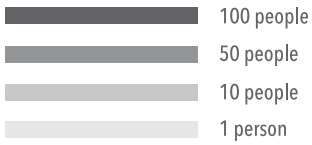
This opportunity comes with challenges as we seek to aggressively expand our capabilities while retaining our sound financial audit record, our “by name” relationship with every single one of our missionaries, and most importantly, our heartbeat for the gospel.

Our short term strategies have been rapid and significant: we’ve executed a move of our administrative team to a new, well-equipped facility in Orlando, FL. We’ve poured significant financial and time investment into world-class database software that prepares us for the future of the mobile web, with expanded secure giving options. We are in the process of a three year plan to re-organize and expand our internal teams, such as our Missionary Resources department, by adding positions and pursuing further outside experience.

Our final planned strategy (coming in 2014-15) is to update our brand and story to help churches and donors understand who we are today--our desire and ability to serve the evangelical world more broadly.



## MISSIONARY RESOURCES



Number of missionaries trained in 2013 = 109



Number of missionaries exited (full-time equivalent) = 18



Total number of missionaries = 405

## MINISTRY FOCUS



Campus = 263



Urban = 66



International = 37



International Support = 10



Other Ministries = 13



# 3

GCM is centered around administrative support structures for mission. We provide the critical framework for support-based church planters and missionaries to do the work they do: focusing more of their time on the gospel

and less on paperwork!

To meet this mission, our capabilities are focused on technical and business solutions for the needs of missionaries. Our administrative offices employ 30 staff (26 FTE) dedicated to support missionary operations. Some of the capability highlights include:

## CONFIDENCE-BUILDING FUNDRAISING TRAINING

*A particular strength is our missionary fundraising training. "Ministry Team Development" is the core process GCM missionaries use to raise funds.*

The training philosophy is scripturally grounded and incorporates William McConkey's "Win, Keep, Lift" relational strategy for building donor teams.

*Donors are invited to become more than simply financial givers, but true ongoing partners in prayer and resource and spirit.* The approach is shared with Campus Crusade for Christ (Cru), who gifted their system to us in 1989 and taught our original missionary cohorts.

We've modified the system for church planting and non-profits, and our eight-day comprehensive training covers everything from the theology of giving to how to present their calling in a clear, concise, and story-oriented manner.

Importantly, our instructors themselves have real experience in raising support. Our missionaries consistently leave training reporting a strong change from "fearful" to "confident" in their ability to trust God for finances.

## DETAILED MISSIONARY ASSESSMENT & PROFESSIONAL HUMAN RESOURCES

GCM has created an independent assessment tool that reviews seven key factors for missionary success, which provides local churches a unique role in co-evaluating candidates. Our 2012 upgrade included a new online application system implementing the latest web application technologies. Located at [go.gcmweb.org](http://go.gcmweb.org), the new system gave us custom workflow capabilities that greatly improved our ability to track missionaries through our assessment process. Instant online access for local church leaders improved our ability to work in partnership with—not separate from—local spiritual leadership.

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## FAMILY-FRIENDLY BENEFITS

We recently joined the GuideStone benefits network which joined our missionaries with almost 80,000 other pastors and missionaries across the US and helped improve our insurance offerings. This has worked to keep costs as reasonable as they can be in this difficult health benefits environment.

## TRUSTED FINANCIAL ACCOUNTING

We continue to invest in our experienced accounting staff with staff CPA, internal and external audits, and heavy emphasis on our accountability memberships such as the Evangelical Council for Financial Accountability. GCM uses only generally accepted accounting principles (GAAP) as defined The Financial Accounting Standards Board (FASB).

## EASY ONLINE GIVING & DONOR SERVICES

Our secure donor information is managed with Blackbaud systems, an industry leader in enterprise-quality donation tracking. Nearly 83% of new individual donors in 2013 established their gift online using our secure website. This statistic leads the non-profit giving sector.

## FRIENDS, PARTNERS, AND MEMBERSHIPS

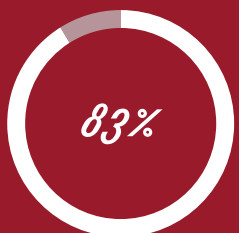
GCM's administrative headquarters are located in Orlando, FL and share space with Converge Worldwide and Crosspointe Church. We are across the street from Cru and Wycliffe Bible Translators and down the street from Pioneers—all of whom we maintain personal and informal connections with (until recently our missionary trainings were regularly hosted at Wycliffe's missionary village). GCM's formal associations include the National Association of Evangelicals, the World Evangelical Alliance, the Evangelical Council for Financial Accountability, Missio Nexus, and the Christian Leadership Association.



“ OVER 83% OF OUR NEW REGULAR GIFTS FROM FAMILIES AND INDIVIDUALS IN 2013 CAME VIA OUR SECURE WEBSITE. NATIONAL STATISTICS SAY THIS LEADS THE NON-PROFIT SECTOR, AND WE'RE GRATEFUL TO OUR GENEROUS DONORS WHO HAVE REDUCED OVERHEAD AND INCREASED THE SPEED WITH WHICH GIFTS REACH MISSIONARY WORK! ”

- CHRIS RIDGEWAY, SENIOR COACH FOR MISSIONARY TEAM DEVELOPMENT

# ONLINE GIVING



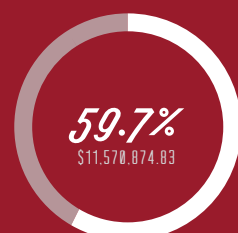
% OF ALL NEW ONLINE RECURRING GIFTS (EXCLUDING ORGANIZATIONAL GIFTS)



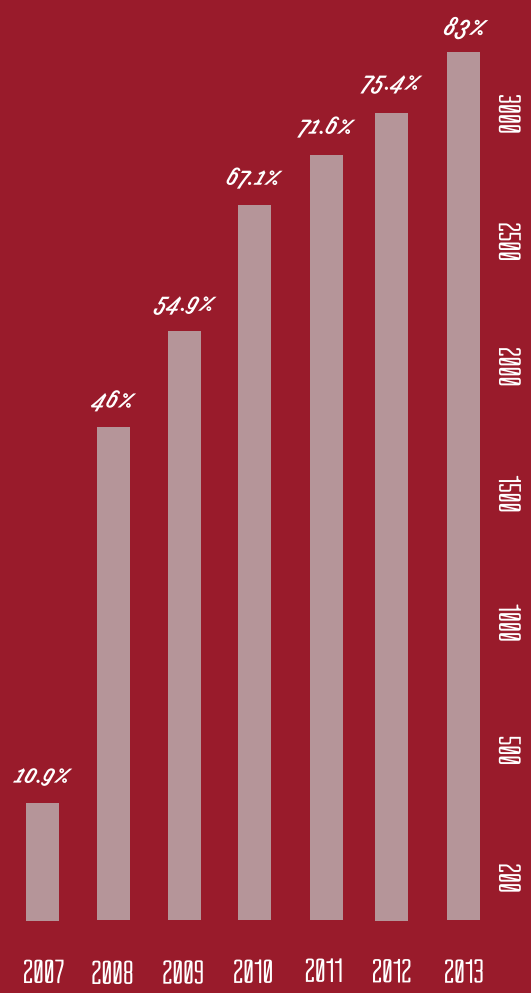
% OF ALL CURRENT RECURRING ONLINE GIFTS



\$ AMOUNT AND % OF TOTAL INCOMING CHARITABLE GIVING PROCESSED ONLINE  
\$2,681,850.43



\$ AMOUNT AND % OF TOTAL INCOMING CHARITABLE GIVING PROCESSED ELECTRONICALLY  
\$11,570,874.83



## HOW WILL YOUR ORGANIZATION KNOW IF YOU ARE MAKING PROGRESS?

# 4

Quantitatively GCM can measure our progress simply by the number of missionaries we support under our church and non-profit partnerships.

*Currently at 425 missionary or missionary families, we hope to be able to support 700 by the year 2020.*

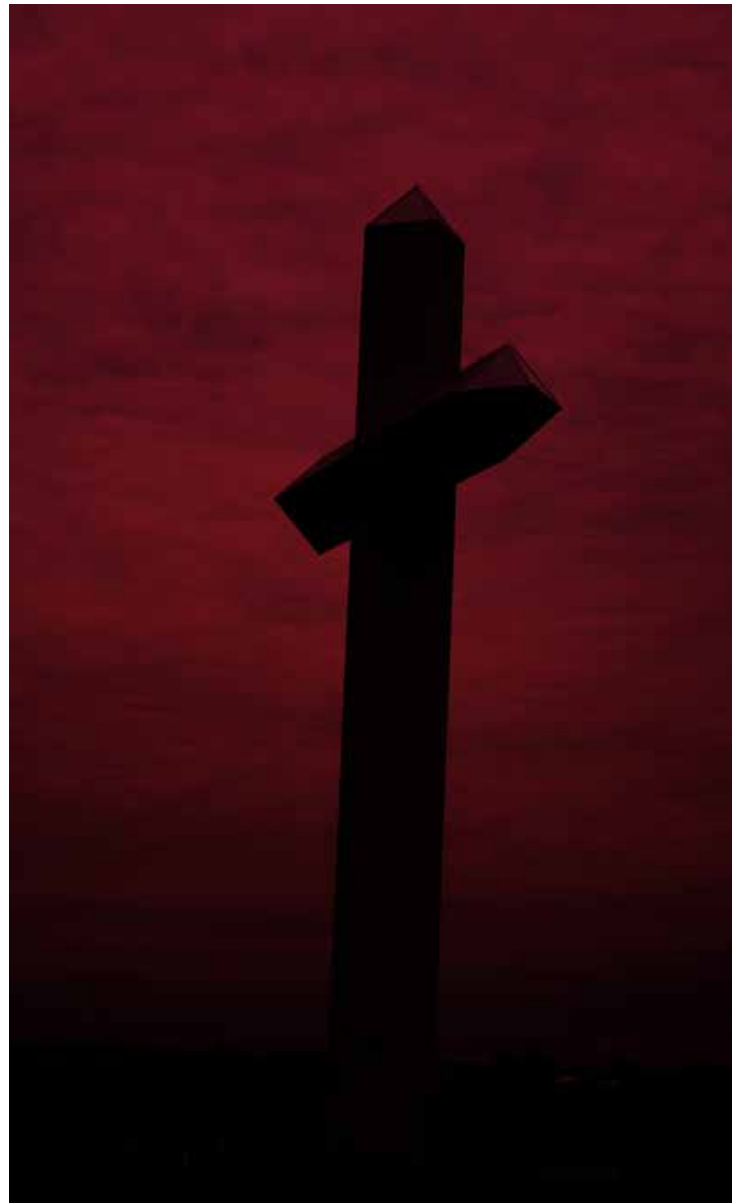
We also have a strong record of measuring fundraising progress through self-reported metrics from missionary efforts. For instance, while the timeframe for the initial fundraising phase in the US has averaged at nearly two years, GCM's missionaries have averaged closer to ten months. While we believe that raising a supporting ministry team is part of—not a distraction from—the ministry, we also believe that tracking this key indicator will help us read some success.

Qualitatively, however, we also take care to focus on the spiritual care, clarification of calling, and character growth opportunities the missionaries often encounter on their journey. We want healthy missionaries, and we measure this through annual review and career assessment process tailored to the missionary experience.

Further, we are committed to providing the right services that most benefit our church

and ministry partners and our missionaries, fulfilling our promise that *“we focus on the details so you can focus on the mission.”*

We currently receive feedback on this through leadership connections, but we also have board-directed plans to establish an annual quality survey with our partners.





## WHAT HAVE AND HAVEN'T YOU ACCOMPLISHED SO FAR?

5 In some ways, our desired outcomes are within the scope of our dreams but beyond the scope of our mission. That is, our desired outcome is that more people in a post-Christian North America and worldwide will come to know the saving grace of Jesus Christ. We reside several steps behind that: providing the administrative structures that are critical to supporting missionaries. Our partner ministries—the churches and networks we serve—are the frontline leaders. They will measure their outcomes in baptisms, lives changed, disciples made, and churches planted.

We'll take the "assist." Like the athlete who passes the ball or the actor who supports the lead, we know we're critical to the mission.

Our widest outcomes, then, are best framed: "Are people on mission well-supported and freed up to accomplish their daily work in the gospel?"

Certainly more people are being supported, as our growth from 200 missionaries in 2007 to more than 400 in 2013 can attest.

By God's grace, what we have accomplished is a strong, historical foundation of quality services with an organizational culture of high integrity and "doing things right." We

believe we are nearly the top in our field at leveraging practical fundraising knowledge into reproducible training. Our team members are talented and loyal. Our missionaries worldwide are young and full of passion: the average age of missionaries we onboarded in 2012 was 26 years old, and our overall average is just 34 years old.

Today, because of our significant recent growth, we feel that the road forward is clear but challenging. The recent moves that we have made to respond to growth—relocating to a new office facility, establishing an upgraded database, adding positions to our organization chart—have used a lot of our available energy and resources. These are the right moves for the future, but they have natural costs in transition. *The forward challenge is to effectively grow business processes, technological solutions, and the demand for human resources so that our missionaries and church planters worldwide can remain fully focused on the Great Commission of Jesus Christ.*



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financial ministry support. *Thank you!*

