

OPPORTUNITY PROFILE

For the position of

VICE PRESIDENT of ADVANCEMENT



CROSSWORLD USA

Bala Cynwyd, Pennsylvania-moving to Kansas City, MO Summer 2010

www.crossworld.org

April 2010

OVERVIEW

CrossWorld is seeking Christ-centered candidates for the position of Vice President of Advancement. This is a senior level position that serves as a member of the Executive Team and reports directly to the President of the organization. Resourcing the vision of CrossWorld's ministry around the world is critical to the success of missionaries in the field. Accordingly CrossWorld is dependent upon the generosity of kingdom-minded people and foundations to provide the financial and manpower resources needed to do what God has called CrossWorld's missionaries to do. The Vice President-Advancement plays a focal point leadership role in crafting the communication of the vision and connecting people and resources to the vision.

HISTORY

CrossWorld was founded as Unevangelized Fields Mission in 1931 with 36 missionaries serving in the Congo and Brazil. Today some 350 missionaries serve on 80 teams in 30 ministry areas of the world.

The love of Jesus has compelled CrossWorld missionaries to follow Him to remote areas since their founding in 1931. Now at the beginning of the 21st century, they are still whole-heartedly committed to this work. Compelled by their passion for Jesus and for the world He loves, they continue to go to some of the least reached places on earth. Their goal is to be disciples who reproduce the life of Christ in others and who live out their faith in community.

MISSION

CrossWorld serves the church by mobilizing teams to make disciples and train leaders, which will result in movements of reproducing churches among the unreached.

PASSION – TRANSFORMING LIVES

As the world becomes a globally-connected society, missions are changing. Previously closed nations are opening their borders. Creative approaches to economic stimulation and growth are gaining ground as a means of entry and more than ever missions has taken a wholistic approach. And CrossWorld is moving in.



In Hard Places

Today's unreached peoples have limited or no access to the gospel. By going with creative entry solutions like *Business as Mission* and partnering with traditional missions, CrossWorld plans to significantly increase the reach of the gospel message.

In the past ten years, CrossWorld has launched creative disciple-making ministries in over a dozen of the least-reached and most difficult places on earth; many of these places cannot be mentioned in print. These include work among Muslims, Hindus and Buddhists across North Africa, the Middle East and Asia.

About three years ago, CrossWorld missionaries began a *Business as Mission* initiative in East Asia. Now there are 18 full-time employees working in a for-profit business having a regular workplace Bible study that includes workers from neighboring factories. So far, nine have come to Christ, and two house churches have formed! But even more amazing, immediately following a devastating earth-quake, one of the new believers returned to her hometown to check on her family. While there she pitched in to help in the disaster recovery AND proclaimed the gospel message to all she met. So now the gospel has spread from a city in the east to an unreached rural town in the west.

Business As Mission

What do solar panels, bakeries, and water purifiers have in common? In addition to being the products of three CrossWorld business initiatives, these gateways into groups of unreached people literally tell the gospel story. And people who have never heard are coming to Jesus.



Imagine working with a crew of central Asian men and women to transport solar panels and vented wood-burning cooking stoves up mountainous terrain. As a result of the project, numerous families have a smoke free and lighted home. Now imagine the conversation as the team leader shifts from light in the home to the Light of the World.

In an area in Haiti, people walked 12 miles to get bread. By the time they brought it home, it was expensive and no longer fresh. A CrossWorld engineer saw this opportunity and designed, built, and provided machines so local folks could have their own bakery which provides jobs and saves money.



While these men and women work to put food on their table, they are also learning and believing that Jesus is the Bread of Life.



Projects like water purification are relatively simple tasks in North

America but require real innovation in regions that lack the resources and infrastructure we take for granted. A CrossWorld venture in Indonesia is using available resources to manufacture a water purifier that can be built and sold locally. The result: jobs, relationships, and opportunities to talk about Jesus as the Living Water.

These are powerful metaphors come to life and they are happening right now. *Business as Mission* partners with traditional missions, allowing for entry into limited access nations and development of deeper ministry in existing mission areas.

To Make Reproducing Disciples

CrossWorld has a proven record of making disciples and training leaders so that they establish churches that in turn go to the nations to do the same. Living in the remote mountains of Papua, Indonesia, the Dani tribe did not know about their loving Creator and his Son, Jesus Christ. They did not know that Jesus died on a cross to forgive their sins and provide a way for them to know and worship the true God. Today, the Dani tribe of 400,000 people, as a second generation of believers not only knows the good news, but also proclaims the gospel as missionaries to other people groups in Indonesia.



The WaiWai people group, populating the jungles of Brazil and Guyana in South America, did not know this good news either. Elka, a tribal chief and witchdoctor, heard the gospel and led his tribe to repentance and faith in Jesus. Today, WaiWai Christians are missionaries to other tribal peoples.

On the poverty stricken island of Haiti, many people did not know Jesus. Today, there is a strong Haitian church that shines brightly in the midst of the spiritual darkness. Now Haitian believers are beginning to carry the message of the cross to the land of their forefathers, the Muslim nation of Senegal.



The same plot line weaves through each of these stories: God reveals himself in Jesus, leaves His indelible mark, and sends us off in praise of him, never to be the same. CrossWorld wants to see the nations worship Jesus Christ.

VALUES



At the heart of CrossWorld are their core values of Godly worship, mutual care, and strategic ministry. These shape their upward, inward, and outward focus. Living and modeling these values is essential to a productive, legitimate, and enduring missionary ministry. With this reinvigorated emphasis, they are now seeing missionaries better prepared for long-term service and reduced premature returning from the field due to preventable attrition through burn out, discouragement, or unsure calling.

WORSHIP CrossWorld is committed to the primacy of God's first call on hearts - an upward love relationship with Him. Upward love means worshipping with a passion for God's glory, a commitment to prayer and the centrality of the Word, and the rigor of theological integrity.

LOVE Godly worship spills over into a life of caring community. Inward focus means supporting and caring for one another in tangible ways, showing and telling each other of the love of Christ and demonstrating it through servant leadership, an eagerness for accountability in holiness, and attention to one another's hearts.

GO Godly worship and mutual care drive mission. This is the outward focus of relationships with the people served and to whom Christ is preached. Biblical integrity, cultural relevance, engaging unreached peoples, understanding where God is already working, partnering with local churches to evangelize, disciple, and train leaders, and effecting the reproduction of churches in Christ's expanding kingdom is paramount.

TYPICALLY WHERE DO CROSSWORLD MISSIONARIES COME FROM

In the past CrossWorld missionaries have often been graduates of Columbia International University, Dallas Theological Seminary, Moody Bible Institute, Philadelphia Biblical University, Lancaster Bible College and, more recently, Liberty University. It's likely future missionaries might also come from Gordon-Conwell Theological Seminary, Cedarville University, Cornerstone University, Multnomah University & Seminary and Masters College & Seminary as well as secular universities and graduate schools.

THE MOVE TO KANSAS CITY

For a long time it was apparent that CrossWorld's operations in a Philadelphia suburb would be more economical in another location, so the board did a strategic study and found a like-minded missions organization, Avant Ministries (www.AvantMinistries.org) in Kansas City, Missouri. CrossWorld's administrative office is currently being built, and the two organizations will share other facilities in common. Between them will be a shared Chief Financial Officer overseeing for both organizations accounting, IT, receipting and other back office administrative functions.

It's a cost effective move that makes sense. CrossWorld's staff will move this summer to Kansas City and be in temporary facilities until the new building is ready in the fall.

THE POSITION

Reporting to the President are the VPs of Advancement, International Ministry, Canada and the Chief Financial Officer. Reporting to the VP-Advancement are the areas of Advancement, Marketing & Communications, and Mobilization.

Currently in Advancement is a Director of Advancement, Bob Simrak, who may or may not stay in his current role. A half time donor relations person needs to be hired.

The current Director of Communications has moved into the Director of Training role, so a new Director of Communications needs to be hired.

The new Director of Mobilization, Mark Silvers, was a missionary until recently recruited to this role for which he is personally well-equipped. His staff handles all functions associated with attracting, recruiting, processing, training and support raising training of prospective missionaries. Mark will have four staff in the office and four to six people in the field. CrossWorld over the past decade has gone from a high of 400 missionaries to roughly 325 currently.

The VP of Advancement will work from CrossWorld's future headquarters in Kansas City, Missouri. He will report directly to the President as a member of the Executive Leadership Team and have access to the Board of Directors, and the board's Development and Finance Committees. He will work directly with International Ministry Directors, administrators and staff responsible for the mission, and volunteers.

He will provide strategic leadership for the organization as part of the Executive team as it specifically concerns U.S. operations, as well as general input of foreign operations. He will plan and implement a simple, yet comprehensive fundraising program designed to provide significant contributed income to CrossWorld.

With department directors, he will develop, implement, and measure annual and long-term goals, objectives, and plans for resourcing the organization, while assuring strategic alignment of the organization by working with departmental directors to develop integrated messaging, marketing, mobilization and funding strategies that will advance the purposes of the organization.

Character and Competencies

The candidate must exhibit spiritual leadership and maturity, sound judgment, strong interpersonal skills, and the ability to motivate and manage a diverse small group of creative

professionals and have a strong understanding of brand messaging and implementation across multiple departments. This person will be active in a local church and will have a vibrant, mature personal walk with the Lord.

The candidate should be a self-starter who can organize work and time without having a great deal of direction. He must be able to develop a plan and work the plan to successful conclusion, and be committed to measurable outcomes.

The candidate should be a strategic thinker and a good to excellent communicator (both written and verbal), winsome, personable, and highly relational. He must be articulate and able to speak effectively in one-on-one situations and to larger groups. This person will have a clear grasp of the importance of developing a coordinated, compelling internal and external communications plan.

The candidate must be able to manage 50 +/- personal major donor caseload and identify additional donors who may have an interest in the organization, and to cultivate that interest, cast a vision and ask for the gift, although in some instances the President will assist in the asking. Professional salesmanship done in a genuine, sensitive, non-mercenary, friend-making manner is needed. The position requires demonstrated abilities to effectively interact with donors and prospects of all types from grant making organizations to individual givers. Proven ability to cultivate and close major or deferred gift commitments is required whether the experience has been in secular sales and marketing, or in fundraising.

With the move to Kansas City resulting in the loss of some staff, and the current development ministry focusing on relatively basic development functions this is a time where a new leader has almost a clean slate from which to work. This is an opportunity to strategically evaluate what is best-in-class for fund raising in missions...and then design, develop internal support for, and implement the program at CrossWorld. While funds for new positions are limited as financial results start to bear fruit then more investment in fleshing out the full program can be done.

This person must have strong organizational skills and be able to lead a small team of advancement staff to develop and implement the funding strategies of the organization. This could include an annual fund and strategic initiatives, major gift solicitation, planned giving, foundations, capital endowment campaigns, direct mail, phone campaign, monthly donor club, memorial/honorary giving programs, eNews, electronic and media campaigns, and special events. He must be able to craft and implement innovative methods and future strategies for resourcing CrossWorld commensurate with the vision of the organization.

CrossWorld has historically been reluctant to make direct requests for funding. While recognizing the value of a direct ask, CrossWorld continues to value an approach that focuses on developing the relationship and exercising sensitivity and tact in asking individuals to prayerfully consider giving.

DESIRED BACKGROUND

Candidates should have a BA/BS or equivalent degree. A Masters degree is beneficial but not required.

The selected candidate will have a demonstrated history of leading a group of professionals, making a major difference in the training, cohesiveness and professionalism of the team and achieving remarkable results. This could either have been a fundraising team for a non-profit or it could have been a sales and marketing department in the for-profit world. If the latter, the sales should have been based on “relationship selling” rather than retailing or commodity selling.

Fundraising, perhaps best called “friend raising,” requires both a strategic and tactical plan. While results do not happen quickly, the right person for this position will possess a sense of urgency and a “fire in the belly” for results.

If one’s experience is in fundraising, the selected candidate will have at least ten years of experience including the areas of major donors, direct mail/e-direct mail, special events, planned giving, capital campaigns, annual funds, communications and working with volunteers, boards and field reps. Having raised at least \$1 million per year is expected. CrossWorld is presently raising around \$200,000 per year although the income for the whole organization is around \$15 million.

If one’s experience has been in sales and marketing, then one must have shown the ability to be a very good salesperson and a leader, trainer and developer of a sales team. The person will have hopefully also supervised marketing and communications teams. The selected candidate would be looking for an opportunity to move **from success** in the business world **to significance** in serving as part of a Great Commission ministry. If the VP-Advancement comes without specific experience in fundraising then CrossWorld will provide short term coaching from a fundraising consultant and/or seminars.

Software systems are integral to any effective advancement program. CrossWorld uses Donor Direct (www.DonorDirect.com) plus has its own proprietary contact management software. If coming from the business world, the person should be adept with using a contact management system like GoldMine or ACT. Additionally the person should be effective with using Excel spreadsheets and Power Point, as well as knowing budgeting and project management.

This person should have a personal history of managing one’s credit well, with no drunk driving charges nor a criminal record (felonies). As an agency treating children, the standard for personal behavior is very high.

PROFESSIONAL AND PERSONAL ATTRIBUTES

The desired attributes may seem extremely comprehensive and probably no one has everything that's desired, but the majority should be present.

This person must enjoy and be effective at working in fast-paced organizations with a positive, "can do" attitude. This person must be able to put together a plan and work to a successful conclusion. He should be motivated by and want to be accountable to measurable outcomes.

He must be astute at reading people, discerning their thoughts and relating to them in the most tactful, effective manner. He must learn from others and appreciate a boss who gives latitude; being both coachable and a coach. Self-confidence and humility should be sufficiently balanced to create excellent working relationships at all levels.

The candidate must be able to find donors who will have a strong interest in the various field projects, to cast a vision and to ask for the gift, occasionally assisted by the President, a person who is not reluctant to do "the ask" at the appropriate time.

This person will develop warm relationships with board members and draw on that relationship to whatever degree the person wishes to be a donor or introduce the VP-Advancement to others who might be interested. One needs to be highly respectful of whatever amount, large or small, with which a board member may wish to assist.

This person must have a proven record of assembling or developing a professional advancement or sales and marketing staff, able to motivate, mentor and inspire a team to accomplish the goals. The person must have had successful experience in identifying, hiring, training, motivating and leading others on the team to successful results.

Success in this job will require the ability to work with a sense of urgency and sometimes even stress. Persistence and perseverance coupled with honesty, integrity and a gentle touch are needed to be a successful advancement person.

The candidate will not find travel a problem and hopefully will enjoy it. This person must be a high energy person who takes pleasure in "the hunt" for new donors as well as lifting the existing donors to higher giving levels. Travel could be as much as 30-50% of the time, and will likely include evenings and weekends, while being accomplished in a financially modest manner.

One must view this position as "a calling" rather than just a job. It's important to understand the relationship between mission and money and to be able to communicate this effectively and with passion. This is an opportunity to be used to help donors learn about being good stewards of the resources with which the Lord has blessed them.

The candidate should understand what being a "servant" leader means and how that is lived out in the Vice President-Advancement position. Integrity, grace and character are the most important attributes needed in this servant.

This person will work closely with the President to regularly visit existing and potential donors. There should be a "moves management" approach in working with major contributors, using a donor contact management system to maintain effective communication, express appreciation, and plan the next steps.

One highlight of an outstanding Advancement Department is gratitude. CrossWorld wants to be sure donors feel appreciated for choosing to invest their money in the transformation of lives through CrossWorld.

To do the job right, the hours may be long but there is the expectation the person will keep balance time-wise with their own needs for spiritual, personal/family and emotional growth.

COMPENSATION AND BENEFITS

Compensation is modest in cash but the deferred compensation (given in Glory) is incredible. So that there is no perceived conflict of interest when soliciting donors, this position, unlike the vast majority of CrossWorld staff, is fully funded by the organization. CrossWorld has a modest employee benefits package. If coming from the for-profit world, it is possible the person might be taking a significant reduction in cash compensation.

THE LOCALE

Kansas City is unusual for it is two cities...in both Kansas and Missouri and divided by the Missouri River. Kansas City, MO is the largest city in area in the state of Missouri encompassing 318 square miles. It is officially nicknamed the *City of Fountains*. With over 200 fountains, the city claims to have the second most in the world, just behind Rome. Informal nicknames include *BBQ Capital of the World*, and residents are known as *Kansas Citians*. It is sometimes referred to colloquially as the *Heart of America* as it is near both the population center of the United States and the geographic center of the 48 contiguous states.

For additional information: http://en.wikipedia.org/wiki/Kansas_City,_Missouri

THE SEARCH AND SELECTION PROCESS

The Executive Leadership Team (ELT) and the Search Committee Chairman, Dale Losch who is the president of CrossWorld, will interview the top three to four candidates individually during a two-day period in early June. The ELT will make its recommendations to Dale Losch who will invite the preferred candidate(s) to return for a second visit.

During the return trip it is hoped the following will happen:

- The candidate will individually meet with the President and members of the ELT.
- The candidate and spouse will have dinner with the President and a few board members.
- The candidate will meet with the potential direct reports.
- The candidate and spouse will have time to look at houses, school districts, etc.
- The candidate will debrief with the President at the end of the visit.

The President will gather feedback from the ELT and the direct reports. Assuming everything is a “go,” the President will officially extend the job offer.

Assisting in the search is Bruce Dingman, President of The Dingman Company, Inc., (www.dingman.com), an executive search firm which has a successful track record of numerous similar searches. He is the contact person for candidates or persons wanting to suggest a possible candidate. Bruce and Janet Dingman have had a long term relationship with CrossWorld through their support of CrossWorld missionaries in Brazil.



Anyone considering applying for the position should know that significant effort will be taken to maintain confidentiality up to the time the preferred candidate is introduced. The recruiter and the search committee will be cautious and sensitive in trying to preserve any prospect’s anonymity.

Our client is an equal opportunity employer and does not discriminate in its practices or procedures on the basis of race, age, color, national origin, veteran status, medical condition, or physical or mental disability. However, by the nature of this organization and its purposes, it does limit its hiring to people whose beliefs, theology and lifestyle are consistent with the organization’s “Statement of Faith” (see addendum)



For further information on this position, please contact:

Bruce Dingman, President
THE DINGMAN COMPANY, INC.
Consultants for Executive Selection

Westlake Village ◆ California ◆ 91361
E-mail: Bruce@Dingman.com

STATEMENT OF FAITH

At CrossWorld, we believe that doctrine is important. Doctrine is not personal opinion; it is the understanding of what Scripture teaches as a systematic body of truth upon which the mission stands.

Scripture

We believe in the divine, verbal, plenary inspiration and the inerrancy and historical infallibility of the original Scriptures, and their supreme authority for faith and practice.

God

We believe in one God, the creator of all things, eternally existing in three persons, Father, Son, and Holy Spirit.

Jesus Christ

We believe that Jesus Christ was begotten by the Holy Spirit and born of the Virgin Mary and is true God and true man.

Salvation

We believe in the necessity of the substitutionary death of Christ and that all who believe are justified on the basis of His shed blood and, therefore, have the assurance of their eternal salvation.

Man

We believe that man was created in the image of God and that he sinned, thereby incurring not only physical death but also spiritual death which is separation from God. We believe in the total depravity of man and the absolute necessity of the new birth for individual salvation, which results in a new man within.

Holy Spirit

We believe in the regenerating, indwelling, sealing, and sanctifying work of the Holy Spirit, Who baptizes each believer into the body of Christ upon his acceptance of the Lord Jesus Christ as Savior. The Holy Spirit distributes spiritual gifts to believers as He wills for the edification of the Church.

Sanctification

We believe the Christian's sanctification begins at salvation, giving the capacity for holiness, but not eradicating his capacity for sin. Identification with Christ's death and resurrection and dependence upon the Spirit's power enable the believer to experience victory over sin.

Church

We believe in one universal Church, embracing all who are united to Christ by saving faith and divine grace, and that the founding of local self-propagating churches is the goal of missions. Two ordinances are enjoined by Christ upon all believers: Baptism and the Lord's Supper.

Angels

We believe in the existence of the holy angels, the personal existence of Satan and his demonic hosts. Though we wrestle with principalities and powers in spiritual ministry, victory is assured by Christ's death on the cross.

Eschatology

We believe in the imminent coming of Christ to receive His church to Himself, and His premillennial and personal return to earth to establish His kingdom reign of peace and righteousness. We believe in the bodily resurrection of the just and the unjust, the everlasting blessedness of the saved and the everlasting conscious punishment of the lost.

Service

We believe that the "Great Commission" of our Lord Jesus Christ to give the Gospel to every creature throughout the world is still incumbent on every believer. We believe in the will, power and providence of God to meet our every need in His service.