

Board Field Organization – Historical Overview

ACCESSION NUMBER:	2605
DATE:	Jun 10, 1846
LOCATION:	Richmond, Virginia
TYPE:	SBC

FIELDS OF LABOR

In the early part of the labors, the Board turned their attention to the important question of fields of labor. In lifting up their eyes they were not at a loss to find whole nations of men involved in spiritual darkness, and needing the light of the Gospel. Their selection was to be made according to the facilities of diffusing that light. They soon determined that the indications of Providence were favorable to the occupancy of **China** as missionary ground. This nation, on account of its widely extended territory, its immense population and its comparatively civil and social improvement, may be regarded as the most interesting upon the face of the earth. What renders this a point of such vast importance to the christian missionary, is the sudden and surprising change, which has recently been wrought in the policy of the government towards other nations. This change must affect the whole spirit and character of the people. Their self-complacency will give way to the spirit of enquiry and an irresistible flood of light will pour in upon them. Intercourse with christian nations must increase. Regular steamers from Great Britain and America will soon enter all her ports and an opportunity will soon be furnished of sounding in the ears of her teeming millions, the gospel's joyful sound. This field, "white already to harvest," the Board have determined to occupy with all the force they can command. A score of men would not be too many at once to send in addition to those already appointed. They could find immediate and profitable employment.

Another important position, which the Board consider themselves as specially invited to occupy, is **Africa**. They are only waiting to secure men of suitable qualifications to enter the field. Africa is doubtless to be evangelized. Who can doubt that she will be claimed by Him who has been authorized to ask for his possession, "the uttermost parts of the earth." Various considerations combine to urge upon our sympathies, her spiritual interests. Many of her sons are among us, and from them we may hope, in process of time, to select those who will become eminently qualified to preach to their countrymen "the unsearchable riches of Christ." This mission could be economically sustained. The preacher or teacher located in the vicinity of colonies on the western coast, would find immediate access to several tribes, and might commence operations without the tedious process of acquiring a new language. From communications recently received these most encouraging prospects of success urge the immediate occupancy of the field. The Convention during the session, will doubtless take the subject into consideration. Their united wisdom may suggest some method of securing an immediate supply of the field.

James B. Taylor Administration (1845-1871)

China (1845)
Liberia (1846)
Sierra Leone (1846)
Nigeria (1850)
Japan (1859) – failed due to Civil War, two missionary couples lost at sea
Brazil (1859) – T. J. Bowen appointed but resigned due to ill-health
Italy (1870)

Henry Allen Tupper Administration (1872-1893)

China
Nigeria
Italy
Mexico (1880)
Brazil (1881)
Japan (1889)

Robert J. Willingham Administration (1893-1914)

China
Nigeria
Italy
Mexico
Brazil
Japan
Argentina (1903)
El Paso Baptist Publishing House (1906)
Macao (1910)
Uruguay (1911)

NOTE: Between 1893 and 1913, the terms “papal” and “pagan” missions were used. Beginning in 1914 until 1941, the reports were done by country.

ACCESSION NUMBER:	2384
DATE:	Mar 20, 1914
LOCATION:	Richmond, Virginia
TYPE:	FMB

The President stated the object of the meeting to hear from the Special Committee on **Reorganization**. After the retirement of Brethren Smith and Ray (at request of Committee), the report of the Special Committee on **Reorganization** was presented by Dr. R. H. Pitt, and upon motion of Brother Johnson, the report was, after remarks by Drs.

Winston and Pitt, divided, and the first five sections were unanimously adopted. After further remarks by Dr. Skinner and others, the three next sections were upon motion, adopted.

Special Committee --

Report of Special Committee to the Foreign Mission Board. The Special Committee appointed some months ago and enlarged at the last meeting of the Board respectfully submits the following report:

The Committee interprets the resolution of the Board adopted at its recent meeting as instructing them to consider in the light of recently changed conditions the wisdom and feasibility of a further **reorganization** of the Board and to report their conclusions to the Board with respect to such **reorganization**, together with such nominations as the proposed plan of **reorganization**, if adopted by the Board, would make necessary.

After conference, full, cordial and affectionate with Dr. Willingham, and with his unreserved acquiescence and approval, the Committee suggests the following outline of organization, as in their judgment most likely to meet the present conditions of the great work of this Board...

1. The Committee recommends that the present plan of organization be abolished and that we have the following Secretaryships: (a) General Secretary, (b) Corresponding Secretary, (c) Home Secretary, and (d) Foreign Secretary.
2. The Committee recommends that Dr. Willingham be elected General Secretary and that in this position he shall have consultative and advisory relations with other secretaries and with all the departments of work, but shall not be held responsible for any of them; that his attendance at the rooms of the Board, his visits to Conventions or public meetings and all his other activities in the interests of the Board shall be left to his discretion, the Board most affectionately exhorting him for the sake of the work, as well as for his own, not to overtax his strength. The Committee feels certain that it represents not only the wishes of this Board, but of Southern Baptists generally when it declares its own conviction that the continued presence of our beloved Secretary in this work, even though with necessarily lessened responsibility and activity, will be a benediction and a blessing which we could ill afford to lose.
3. The Committee recommends that the Corresponding Secretaryship, the Home Secretaryship and the Foreign Secretaryship shall be of equal rank and with equal salaries; that each of these Secretaries shall be responsible directly to the Board and shall have the fullest measure of freedom and initiative in the conduct of his work.
4. It is further recommended that the four Secretaries, the Treasurer and any others of the office force whose presence may be desired, shall meet regularly and as

frequently as may be found practicable, indeed daily if that is possible, to confer together concerning the affairs of the Board. The General Secretary will preside over these conferences. It is not desirable, in the judgment of the Committee that any Secretary should be restrained by the judgment of this Cabinet from bringing any matter connected with his department, or any recommendations that he may wish to make directly to the Board. The conference is to be advisory and is not to have authority over any one of the Secretaries. We do not attempt to work out the details of this proposed meeting. They can be safely left to those who are to participate in it.

5. The duties and responsibilities of the General Secretaryship have already been mentioned. It is recommended that the Home Secretary shall have charge in general of the interests of the Board on the home field, planning and conducting the work of arousing and interesting our churches in the work of the Board; keeping in touch with leaders in the various states, visiting State Conventions, etc., etc. **To the Foreign Secretary would be assigned the business of correspondence with the missionaries, of keeping in close, intelligent and sympathetic touch with all the work on the foreign field, of making occasional visits to the mission fields, of bringing recommendations to the Board concerning its missionary policies in foreign fields, etc., etc.** To this Secretary also the educational work of the Board ought to be committed. The Corresponding Secretary, it is recommended, ought to have general charge of the offices, editorial conduct of the Journal, preparation and publication of the literature of the Board and such other duties and responsibilities as are not directly assignable to either the Home or Foreign Secretary.
6. The Committee respectfully makes the following nominations; for Corresponding Secretary, W. H. Smith; for Foreign Secretary (including superintendence of educational work) T. B. Ray; for Home Secretary, J. F. Love.
7. It is also recommended that a committee of three be appointed at this session to prepare and submit to the Board a fuller definition of the duties and responsibilities of the respective offices provided for in this report.
8. It is recommended that this plan of organization go into effect, May 1st, and that the elections under it take effect at that date.

James Franklin Love (1915-1928)

China
Nigeria
Italy
Mexico
Brazil
Japan

Argentina
El Paso Baptist Publishing House
Macao
Uruguay
Chile (1917)
Palestine-Syria (1921)
Romania (1923)
Spain (1924)
Russia

T. B. Ray Administration (1929-1932)

China
Nigeria
Italy
Mexico
Brazil
Japan
Argentina
El Paso Baptist Publishing House
Macao
Uruguay
Chile
Palestine
Romania
Spain
Russia

ACCESSION NUMBER:	2734
DATE:	May 16, 1934
LOCATION:	Fort Worth, Texas
TYPE:	SBC

**REORGANIZATION AND READJUSTMENT NECESSARY ON THE
FOREIGN FIELDS**

It has been fourteen years since a Secretary of the Board visited our mission fields in Europe and the Near East. The work in every country needs reorganization and readjustment to meet the changing conditions and enlarging needs. It is now more than sixty years since we began work in Italy. It is one of the most difficult mission fields in the world, but our cause is making sure and steady progress in the face of diminishing income and our inability to send reinforcements so sorely needed. Dr. and Mrs. D. G.

Whittinghill have carried the whole burden of our Italian Mission alone for a number of years.

The Secretary plans to spend the month of July in visiting the Italian churches. We are hoping to be able to **reorganize our work** in Italy along lines of greater self-support, and self-direction. We believe the time has come when Italian Baptists must be given a larger share in the management, direction and control of the work in the churches. There is to be a national gathering of representatives from the churches, in the city of Rome during our visit in July, and plans are in the making, for a complete **reorganization** of our Italian Mission.

A COMMISSION TO THE ORIENT

The following motion was adopted at the March meeting of the Foreign Mission Board. "Fully three-fourths of all the mission work of the Foreign Mission Board is being done in Japan, China, Brazil, Argentina and Chile. In each of these countries within recent months, the changes in the political, social, industrial, and religious life of the people have been far-reaching in their sweep and revolutionary in their character.

"These nations are seething with unrest and a spirit of intense nationalism and a desire for self-determination that will inevitably destroy the very life and structure of our work in these countries, unless we are far-seeing and wise.

"Therefore, it behooves the Foreign Mission Board to make a careful and accurate survey of all phases of our work in these lands, and formulate and recommend to the Convention, a plan and program of work that will guide the energies, and challenge the endeavor of our people for the next decade.

"We, therefore, recommend that the Convention authorize the Foreign Mission Board to select a wise and judicious committee of five brethren and sisters who at their own charges, will visit our mission work in the Orient early in the new year of 1935, and report their findings together with their recommendations, to the Board.

"We recommend further that a similar committee be sent to South America in the summer of 1935, to make a careful survey and study of our mission work in those countries, and report their findings and recommendations to the Board."

It is therefore the purpose of the Foreign Mission Board, if the matter meets with the approval of the Convention, to send out to the Orient, early in the new year, a commission of five or six brethren and sisters, who will go at their own charges, make a careful and systematic study and survey of our mission work in the Orient, and report to the next Convention, through the Foreign Mission Board, their findings, together with their recommendations.

The Foreign Mission Board proposes also to send a like commission to South America in the summer of 1935. We ask the Convention for instructions upon this proposal.

ACCESSION NUMBER:	2285
DATE:	Oct 16, 1934
LOCATION:	Richmond, Virginia
TYPE:	FMB

GENERAL EUROPEAN WORK

We recommend that the appropriations for the General European work be adopted.

GENERAL RECOMMENDATIONS WITH REFERENCE TO NEW WORK AND POLICIES

We recommend that as soon as possible the Executive Secretary submit to the Board a perfected plan for **reorganization** of our European work, suggesting possibly following administrative divisions: Italy and Spain; Jugo-Slavia and Hungary; Rumania. We suggest that our missionaries be sent to Europe in the following order as far as possible:

1. A couple to Rome immediately.
2. A couple to Jugo-Slavia in 1935.
3. A couple to Rumania.
4. A young woman to open a school in Budapest.
5. A young woman for the training school in Italy.
6. A couple for Jerusalem.
7. A couple for Spain within two years.

ACCESSION NUMBER:	2726
DATE:	May 14, 1936
LOCATION:	Saint Louis, Missouri
TYPE:	SBC

The Board has realized for many years the need for closer contact and more direct supervision of its work on the several foreign fields. The visits of the secretary to the mission fields are too infrequent, and uncertain for intelligent and efficient direction and supervision.

In the Orient, for instance, the Board has 207 of its 400 missionaries and the annual budget is nearly a half million dollars. The secretary had not visited the Orient in fifteen years,

and the Board in Richmond knew very little of the needs and condition of its work in the Orient. There was a crying need in all the missions in the Orient for a complete **reorganization** and unification of the work.

The same need existed for closer supervision and more intimate contacts with the work in all lands. **To meet this compelling need the Board created the office of Secretary for the Orient, for Latin-America and for Nigeria, West Africa, these positions to be filled by devoted and experienced missionaries serving in these lands. M. T. Rankin was elected Secretary for the Orient, W. C. Taylor for Latin-America, and George Green for Nigeria.** These men receive the same salary as a regular missionary and are simply missionaries-at-large. They will spend three years on the field and one year in the homeland. Thus the work on the foreign fields will have closer and more efficient supervision and the constituency in the homeland will have a more direct and intelligent contact with the work in all lands.

ACCESSION NUMBER:	2039
DATE:	Apr 10, 1940
LOCATION:	Richmond, Virginia
TYPE:	FMB

An executive session of the Board was called by the President to consider a matter which was referred to the President and Executive Secretary.

The President named the following as a **Reorganization** Committee:

Jesse F. Wood
Basil M. Gwathmey
Hill Montague

ACCESSION NUMBER:	2038
DATE:	May 09, 1940
LOCATION:	Richmond, Virginia
TYPE:	FMB

Brother Wood, Chairman of the **Reorganization** Committee, read a letter to the Board suggesting that the committee be discharged from further service since the work of the committee has been fully completed through an executive order which closes out the matter altogether. It was moved by Brother Bryant and voted by the Board to adopt this suggestion.

Charles E. Maddry Administration (1933-1944)

China
Nigeria
Italy
Mexico
Brazil
Japan
Argentina
El Paso Baptist Publishing House
Macao
Uruguay
Chile
Palestine
Romania
Spain
Hungary
Yugoslavia
Hawaii (1940)
Colombia (1941)

M. Theron Rankin Administration (1945-1953)

China
Nigeria
Italy
Mexico
Brazil
Japan
Argentina
El Paso Baptist Publishing House
Macao
Uruguay
Chile
Palestine
Romania
Spain
Hungary
Yugoslavia
Hawaii
Colombia
Paraguay (1945)
Ghana [Gold Coast] (1947)
Guatemala (1948)
Lebanon (1948)
Philippines (1948)

Switzerland (1948)
 Taiwan (1948)
 Costa Rica (1949)
 Hong Kong (1949)
 Thailand (1949)
 Venezuela (1949)
 Ecuador (1950)
 South Korea (1950)
 Peru (1950)
 Southern Rhodesia [Zimbabwe] (1950)
 Singapore (1950)
 Malaysia (1950)
 Bahamas (1951)
 Indonesia (1951)
 Jordan (1952)

ACCESSION NUMBER:	1702
DATE:	Oct 08, 1963
LOCATION:	Richmond, Virginia
TYPE:	FMB

On the motion of Mr. Martin it was voted to adopt the following recommendation of the Committee on Europe and the Middle East.

1. That the position of Secretary for Europe and the Middle East be offered to Dr. John D. **Hughey**.

Mr. Martin asked that the word of this motion not be communicated to any one, inasmuch as Dr. **Hughey** has not yet been notified that this position will be offered to him.

REPORT TO THE BOARD

H. Cornell Goerner
 Secretary for Africa
 October 10, 1963

I wish to speak today primarily as your Secretary for Africa. I shall continue to serve gladly as the acting Secretary for Europe and the Middle East until such time as the Board can select and secure the man best suited to assume the administrative responsibility for this newly established area. My report in September was devoted exclusively to that area, and I expect to leave Richmond on Friday afternoon for one last official trip to Europe. I want today, however, to focus the attention of the Board upon the vast continent of Africa

and its adjacent islands, in order that we might think in terms of a long range program designed to bring the light and the lifting power of Christ to the emerging peoples and nations of Africa.

Upon the division of the territory, it was decided that the five countries of Africa which border upon the Mediterranean Sea should be grouped together with Europe and the Middle East, rather than being linked administratively with Africa south of the Sahara. This is appropriate because the linguistic, anthropological, and cultural affinities of North Africa have been closer to Europe and the Middle East than to the remainder of the African continent. For our purposes, this division will probably continue to be very real and effective for many years to come, despite the growing sense of unity among the nations on the African continent.

Africa
Europe and the Middle East
Latin America
The Orient

ACCESSION NUMBER:	1453
DATE:	Apr 08, 1968
LOCATION:	Richmond, Virginia
TYPE:	FMB

THAT the Latin American Area be divided into two areas as follows:

1. **Middle America and the Caribbean** (including Mexico, Central America, the Caribbean, Guyana, and the Baptist Spanish Publishing House, El Paso).
2. South America (except Guyana).

THAT the Orient area be divided to form two areas, **East Asia** (composed of Korea, Japan, Okinawa, Taiwan, Hong Kong, Macao, and Mainland China when it reopens) and **Southeast Asia** (composed of Thailand, Vietnam, Malaysia, Singapore, Indonesia, and the Philippines, plus Guam), with India and Pakistan becoming part of the Europe and Middle East area.

Africa
Europe and the Middle East
Middle America and the Caribbean
South America

East Asia
Southeast Asia

ACCESSION NUMBER:	1397
DATE:	May 05, 1969
LOCATION:	Dallas, Texas
TYPE:	FMB

REPORT OF DIRECTOR OF OVERSEAS DIVISION
May 1969

At this meeting of the Foreign Mission Board instead of having separate reports from the several area secretaries and consultants, we are presenting a combined report for the Overseas Division. This is being presented in panel form. I shall give a summary statement and then several of the Overseas Division staff members will mention specific new developments in their area of responsibility or significant items being presented to the Foreign Mission Board for consideration at this meeting. Afterward we will respond to questions or discussion from Board members.

In this introductory statement I wish to focus on the role and functions of the Overseas Division. We are just now completing one year of operations under this new administrative arrangement. This year has been a time of retooling. In the meantime, the other new divisions of the Foreign Mission Board have been established and we are all learning how to work together in the division structure.

The basic responsibility of the Overseas Division is administration of the work on the fields. In the exercising of this administrative responsibility, the division is subject to the authority of the Board itself and has the administrative guidance of the executive secretary. Of course, there are many principles and policies of long standing in connection with our overseas work and the new division structure does not change these.

The programs of work assigned to the Foreign Mission Board by the Southern Baptist Convention fall essentially in the area of overseas administration and, therefore, in the province of the Overseas Division. As Board members know, there are six of these programs. These include the sending out and maintaining of missionaries, evangelism and church development, schools and student work, publication work, hospitals and medical care, and benevolent ministries. The program assignment for the sending out of missionaries touches also on the work of the Mission Support Division at many points and so the Overseas Division and the Mission Support Division relate to each other in these matters.

In recent discussions in the Overseas Division, we have been studying the functions and organization of the division. We have not yet arrived at a formal statement. However, I do

wish to share with you the directions of our thinking. The functions of the division, of course, are the details of the implementing of the basic administrative responsibility for the overseas work.

A major function is the actual projecting of programs of work in selected lands. These programs are projected through the missionaries appointed by the Board and their mission organizations on the field.

The Overseas Division and its staff members have responsibility for implementing the policies and the directives of the Board in relation to missionaries and their work.

Area secretaries enter into the decision process on the fields through their counsel in such a way as to exert leadership and give direction to field decisions and actions.

The functions I have mentioned thus far move from the Board toward the fields. There is a similar liaison function in the opposite direction from the fields back in this direction. This is the function of presenting and interpreting field needs (for personnel, finances, special projects, etc.) both to the Board and to the Southern Baptist constituency.

There is a special responsibility of the division in relation to the missionaries personally to help to prepare them for more effective work and to provide for their needs.

In order to exercise these various functions most effectively, the division needs to develop and coordinate appropriate internal organization and continually improve and update policies and procedures. This involves also study and research projects in relation to missionaries and their work.

The organization of the division is essentially a line and staff organization. Area secretaries are in the direct line of administrative responsibility. Consultants have a staff function. However, in addition to this basic organization, the division has been using periodic division meetings as an approach to group decisions on matters of policy and procedure and ad hoc committees have been set up within the division to handle special assignments.

Beyond the general agreement now being reached with reference to the essential role, the main functions and the internal organization of the division, there are two fairly urgent next steps ahead of us. One is the defining in more specific terms of the work of the consultants. The other is the clarifying of the points at which and ways in which the Overseas Division and its staff relate to the other Foreign Mission Board divisions and departments.

Any **reorganization** involves a period of adjustment, a sort of “shakedown cruise.” I feel we are midway in the cruise in the new Overseas Division. Comments and suggestions from Board members will certainly be appreciated as we move ahead.

ACCESSION NUMBER:	1482
DATE:	Sep 12, 1972
LOCATION:	Richmond, Virginia
TYPE:	FMB

The revision in the assignment of membership to the area committees, in keeping with action of the Board in June, 1972, to become effective as of January 1, 1973 -- This action was on behalf of a **reorganization** of the area of Africa to include two divisions: West Africa, with Dr. Cornell Goerner serving as secretary; and Eastern and Southern Africa, with the election of a secretary to come at a later date.

ACCESSION NUMBER:	1287
DATE:	Nov 07, 1972
LOCATION:	Richmond, Virginia
TYPE:	FMB

Dr. Cauthen called the Board's attention to another Administrative Recommendation of special significance: a revision in the bylaws of the Board, necessary to coincide with action taken by the Board June 28, 1972, involving the **reorganization** of the area of Africa into two areas; West Africa and Eastern and Southern Africa.

The revision necessary to be made in the bylaws was stated as follows:

“ARTICLE II. Committees

“Section 2. The area committees are: West Africa, Eastern and Southern Africa, East Asia, Southeast Asia, Middle America and the Caribbean, South America, Europe and the Middle East. These committees shall have jurisdiction over the general missionary affairs in the territories and fields of endeavor covered by them respectively.”

West Africa

Eastern and Southern Africa

Europe and the Middle East

Middle America and the Caribbean

South America

East Asia

Southeast Asia

ACCESSION NUMBER:	1174
DATE:	Oct 07, 1974
LOCATION:	Richmond, Virginia
TYPE:	FMB

THAT the South American area be divided into two areas, as follows:

Western South America (including Equatorial, North and South Brazil, Uruguay, Argentina, and Paraguay);

THAT the effective date for the division be January 1, 1975;

THAT Dr. Frank K. Means, secretary for South America, be elected as Secretary for **Eastern and Southern America**, effective January 1, 1975;

THAT Dr. Frank K. Means continue to work with the Missions in Western South America until a Secretary for the new area is elected and able to assume his new responsibilities;

THAT the Board's president appoint a Committee on Western South America, to oversee the work in the new area and to recommend a Secretary for Western South America; and

THAT gratitude be expressed by the Foreign Mission Board to Dr. Frank K. Means for the leadership he has given to South America in the progress of the work in the entire area.

West Africa

Eastern and Southern Africa

Europe and the Middle East

Middle America and the Caribbean

Eastern South America

Western South America

East Asia

Southeast Asia

ACCESSION NUMBER:	855
DATE:	Jun 29, 1976
LOCATION:	Ridgecrest, North Carolina
TYPE:	FMB

THAT the area now known as Europe and the Middle East be named **Europe, the Middle East, and South Asia**.

West Africa
Eastern and Southern Africa
Europe, the Middle East and South Asia
Middle America and the Caribbean
Eastern South America
Western South America
East Asia
Southeast Asia

ACCESSION NUMBER:	766
DATE:	Sep 09, 1980
LOCATION:	Richmond, Virginia
TYPE:	FMB

One of the most outstanding characteristics to be observed in all the mission fields visited is the unanimous esteem and appreciation that is held for the Area Directors. These men of God are looked upon not only as wise administrators, but are equally revered for their role as caring pastors to the missionaries. They readily identify with the missionaries in their hurts, their dreams, and in the distinctive problems of their environment and calling. Southern Baptists can give thanks to God for the quality and dedication of the Area Directors in their difficult and strategic tasks.

A second relevant observation is the wholesome acceptance by the missionaries of the personnel and structural changes being effected at Board headquarters. Naturally, exaggerated rumors reach the fields and minor misunderstandings are inevitable due to the distance between Richmond and the foreign countries. Yet, in spite of these problems, the missionaries want to believe the best and are wholeheartedly in support of Dr. Parks and his staff. Everything that has transpired since January 1, 1980 in the **reorganization** structure of the Board has not been fully comprehended by the missionaries as to its purpose or its details. One common reality is apparent, however, the missionaries want to follow Dr. Parks' leadership and they look forward eagerly to new ideas and new encouragement from Richmond.

ACCESSION NUMBER:	636
DATE:	Oct 07, 1985
LOCATION:	Richmond, Virginia
TYPE:	FMB

Dr. Parks then presented the following report:

SHAPING CHANGE IN FOREIGN MISSIONS

As we welcome new board members to this annual meeting of the Foreign Mission Board, there is value in looking at one facet of the significant responsibility that board members and staff carry. The facet on which I focus is that of shaping change in foreign missions. The volatile nature of politics, world religions, international economies and technology guarantees increasingly rapid change in all facets of life. The only constant we are dealing with today is change. The axiom, "To change nothing is to change everything, to change everything is to change nothing, is applicable to foreign missions. It is extremely important that all of us understand our relationship to the changing shape of missions.

The staff and board, working as a team, have different roles to play in shaping this change. Neither of us is in the role of simply predicting and reporting anticipated changes as a meteorologist could predict a change in the weather. Nor must we allow ourselves to be in the role of merely reacting to change. We should avoid allowing changes to shape foreign missions. Rather, we must be in the role of shaping changes in foreign missions.

This can better be understood by reflection on recent changes. Some of these changes have such volume or intensity that the result is not merely a change in degree, but a change in kind. It is similar to an airplane moving down a runway. At one point it is rolling on the ground. When the speed is adequate, it no longer is rolling; it is flying. Or, to move more in the arena of missions, the relationship of a person who gives a few weeks in mission service and then is appointed as a career missionary changes, not simply in degree, but in kind of relationship.

These kinds of changes are in process in foreign missions. Examples are the growth in the number of volunteers from about 1,200 in 1976 to over 6,200 in 1984 and the rapid escalation of funds given to meet human needs moving from approximately 100,000 a year before 1976 to 12 or 14 million this year. In another way, and for other reasons, changes are also happening because of such things as the Global Consultation on World Evangelization held at Ridgecrest in June of this year. Also, the creation of the role of Cooperative Services International, which the board voted in May of this year, will be a part of changing the shape of foreign missions. The intensification of the data processing staff and equipment, along with expertise and research, will have a similar impact. The **reorganization** of staff, which is in process most of the time, also plays a role in the reshaping of missions.

It is not the intention of this report to detail how each of these elements plays a part in reshaping missions except in illustrative ways. Rather, the intent of this report is to challenge all of us as staff and trustees to recognize the significant role thrust upon us. We must shape these changes rather than allow these changes to reshape foreign missions. This can only be done by meeting some rather stringent prerequisites.

We must understand the charter and purpose of this organization. There must be an awareness of the philosophy that shapes our decision-making processes.

We must be knowledgeable about the basic purpose and the guiding principles that move us together in foreign missions. There must be a clear understanding of what has happened and knowledge of the current situation in different mission settings where we work. All of these elements must combine to guide the administrative staff in recommendations it brings. Likewise, these must be the guiding principle for board members in their determination of policy. All of us must guard against applying the same criterion that we would apply in another decision-making arena. Those elements that determine what we do in business or in a local church or in a state convention or in one country or in one area of the world do not always apply in policy-making decisions for the total scope of foreign missions. The complexities of our world, the sensitivities in different parts of the world and the constant shifting of political and religious forces provide a never-ending challenge.

Some illustrations of shaping change rather than allowing change to shape the Foreign Mission Board would be seen both in the rapid increase of numbers of volunteers, as well as in the tremendous increase in funds for human needs ministries. Rather than allowing the surge of short-termers to become the main thrust as some groups have, our board very wisely shaped that burgeoning flow of people into a complementary and supplemental force while continuing to focus on the role of the career missionary. Similarly, there was resistance to accommodating the unusual surge in funds for human needs ministries by setting up a separate relief agency. Rather, those funds were integrated into the primary purposes and thrusts of the foreign mission effort. In both cases, it was important to focus on our principles and our primary purpose. Without this, there could have been decisions made that might have deflected the Foreign Mission Board from its true nature. Also, this could have turned this board from the expectations of Southern Baptists.

The internationalization of missions and Cooperative Services International represent some of the current challenges.

Therefore to our new board members, we say welcome to a challenging, demanding and exciting opportunity. Changes are coming more rapidly than ever before. Pressures are stronger from more directions than they have ever been. In order to function appropriately, all of us must take the time and expend the effort to have a thorough understanding of foreign missions as it now is and as it ought to be. A clear understanding of basic purpose, policy and principles is essential. The awesomeness of our task is seen in the fact that the decisions recommended by staff and determined by this board will affect the eternal destiny of souls around the world. It is a sobering responsibility. It cannot be done apart from God's revelation to us and our earnestly seeking His face. This is more than a human enterprise. It is a spiritual enterprise. The scope of its impact may be larger than any other to which we are related. In all likelihood, it is of much greater consequence than any of us understand.

Therefore, to all of us as staff and board, whether newly arrived or not, the Lord challenges us to push aside all distractions and give ourselves to this task of world missions with

dedication and commitment that would please Him. With His guidance, may we shape change until foreign missions is shaped in a form that is pleasing to Him.

ACCESSION NUMBER:	447
DATE:	Feb 09, 1987
LOCATION:	Richmond, Virginia
TYPE:	FMB

Robert E. Smith, chairman of the Transition Committee, presented the following recommendation:

1. THAT approval be given for **reorganization** of staff and the following staff positions under the selection authority of the Board of Trustees:

President
Executive Vice President
Director of Research and Planning
Vice President for Finance and Treasurer
Vice President for Mission Management and Personnel
Five regional vice presidents (including Cooperative Services
International)
Area Directors
Associate Vice President for Mission Management
Associate Vice President for Mission Personnel
Assistant Recording Secretary

THAT Regional Designations and Division by Areas be as follows:

The Americas -- Division by Areas with an area director for each:

Middle America and Canada
Spanish South America
Brazil and the Caribbean

Africa -- Division by Areas with an area director for each:

West Africa
Eastern and Southern Africa

Europe, Middle East and North Africa -- Division by Areas with an area director for each:

Europe
Middle East and North Africa

Asia and the Pacific -- Division by Areas with an area director for each:

East Asia
Southern Asia and the Pacific
Cooperative Services International

ACCESSION NUMBER:	573
DATE:	Aug 08, 1987
LOCATION:	Glorieta, New Mexico
TYPE:	FMB

Reorganization Report

Dr. Keith Parks reported that the reorganization is on schedule. The Global Strategy Group is learning how to function in a strategy role and is making the transition from the end of an era led by Dr. Cauthen and key staff for 26 years. Dr. Parks indicated that with the retirement of Winston Crawley, it will be the end of this era.

Dr. Crawley reflected on his role as Vice President for Planning since 1980 indicating that his basic purpose was to focus on planning and research without administrative responsibility. From his long years of experience, Dr. Crawley helped formulate the plan for planning under which staff planning was done through the Coordinated Planning Steering Committee.

He monitored Bold Mission Thrust progress as it relates to intentions. He helped formulate the Foreign Mission Board's approach to strategy. He had an ongoing editing role in production of mission study books and the A.D. 2000 series, along with other writing for publications. In handing off responsibilities to other offices, Dr. Crawley expressed three concerns:

1. Accuracy and integrity.
2. Soundness of missiology.
3. The continuing broad and harmonious relationship with other Christian groups.

ACCESSION NUMBER:	1331
DATE:	Aug 16, 1993
LOCATION:	Richmond, Virginia
TYPE:	FMB

Rick Scarborough presented recommendation from staff **reorganization** study committee as follows:

We, the members of the Staff **Reorganization** Study Committee, comprised of five trustees and five staff members, unanimously and enthusiastically affirm the proposal of our President, to reorganize the operational structure of the Foreign Mission Board, in an effort to streamline the organization and better utilize financial and personnel resources.

Furthermore, we recommend the creation of the position of Executive Vice President in charge of Overseas Operations.

Upon motion by Rick Scarborough, this recommendation was approved.

ACCESSION NUMBER:	1358
DATE:	Oct 10, 1993
LOCATION:	Richmond, Virginia
TYPE:	FMB

RECOMMENDATIONS OF THE STAFF **REORGANIZATION** COMMITTEE

Hoyt Savage presented the following recommendations:

1. THAT the position of Executive Vice President for Overseas be changed to the title of Senior Vice President for Overseas, and that Avery T. Willis, Jr. be elected to fill the position.

Upon motion by Hoyt Savage, this recommendation was approved unanimously.

2. THAT the organizational changes outlined by Dr. Rankin in his presidential report be approved for implementation, and that appropriate committees be instructed to recommend modification to any policies that would be affected by the **reorganization**.

Upon motion by Hoyt Savage, this recommendation was approved.

President's Report

Jerry Rankin gave the report of the president.

Since our last board meeting there has been a great deal of momentum to impact changes signaled regarding the organizational structure of the Foreign Mission Board staff. Extensive discussions and consultation with trustees and staff have given shape to specific recommendations which I am pleased to present to you at this time. However, I would first like to reiterate some of the rationale for these changes.

1. The organization should support the primary focus of our overseas witness and ministry being carried out as effectively as possible.
2. The programs and departments which directly impact overseas work should be consolidated into a unified structure.
3. Decision-making should be streamlined for efficiency and more rapid response to field needs and opportunities.
4. The perception of centralized control and authority over strategy should be replaced by restored initiative and a sense of ownership by missionaries and field staff while maintaining accountability and basic directions.
5. The structure should reflect a multi-level team approach to administration which, while defining basic directions, functions to serve, enable, motivate and inspire vision on the part of missionaries and staff.

DR. AVERY WILLIS -- SENIOR OVERSEAS VICE-PRESIDENT

Some of these recommendations have already been shared with you in a memo earlier, notifying you that Dr. Avery Willis would be recommended for election as Senior Overseas Vice-President. Although the details of specific job descriptions, relationships and procedures remain to be worked out in detail, Dr. Willis will fill an administrative role over all of our overseas work. The area directors will be directly accountable to him, and he will give strategic direction to the work of the area offices and other departments and programs closely related to the fields.

Dr. Willis had a distinguished period of service on the mission field, serving for 14 years in Indonesia. During that time he was a leader in developing innovative strategies. He led in pioneering an effective program of theological education by extension, and, working with others, structured the prototype of the MasterLife discipleship training program which is now being used worldwide. He has written two books on missiology and has continued to be a strong proponent of missions in his speaking and writing while on the staff of the

Sunday School Board these last 15 years, where he is currently Director of Adult Discipleship Training.

He has traveled, preached and led workshops on every continent and is already well-known by mission and national leadership around the world. His high profile and respect throughout the Southern Baptist Convention will be an asset to this board. He is a superb speaker and communicator with wide exposure in state conventions and national conferences. Not only has Dr. Willis exhibited outstanding administrative ability, academic attainment and relational skills, he is recognized as a spiritual leader among Southern Baptists. You are aware that he was given high consideration by the search committee to become president of the Foreign Mission Board. He is ideally equipped to give direction to our overseas work, provide improved training for new missionaries, and to assist in mobilizing the support and involvement of Southern Baptists in reaching the world for Christ.

CONSOLIDATION WITH RESEARCH AND PLANNING

We are recommending the elimination of a separate Research and Planning Department and shifting those programs and services into the overseas part of the organization. These would include the present Research Department, Human Needs Consultant, Media/Communication Consultant, and the re-establishment of an Evangelism and Church Growth Consultant. Along with these functions, the Missionary Health Department and Family Services would be moved from Personnel to the Overseas Office. Each of these offices would be responsible to Dr. Billy Bullington as Vice-President for Overseas Services. Bullington, serving under Dr. Willis, would be an administrative liaison with the area offices to see that field needs were met and appropriate services provided by these various functional units.

I am asking Dr. Clark Scanlon, until his retirement, to serve as Assistant Vice-President to Dr. Willis to assist him administratively during an initial period of transition. As Director of the Research and Planning Department there is probably no one in our entire organization who has a more comprehensive overview of the world situation, research information, and what is happening on our fields. He has been the primary architect of global objectives and goals as formulated by the Global Strategy Group, and these skills and insights should continue to be available to our area offices as they assume more of this responsibility. Last week Dr. Scanlon was awarded a 40-year service pin in honor of his many years of missionary service in Guatemala, field administration in Middle America, and formerly as Assistant to Overseas Vice-President, Dr. Charles Bryan.

MLC AND VIM

Since the Missionary Learning Department serves primarily to equip personnel already approved for overseas assignments, ownership of orientation and training along with furlough conferences and functional workshops should remain under the domain of the overseas office rather than the Personnel Department. Norman Burnes and his staff

continue to do a superb job, but their effectiveness will be enhanced by a closer relationship with the area offices. I am recommending that this organizational shift be delayed until the overseas office has adequate time to review and evaluate missionary orientation and make appropriate adjustments in the program.

Another significant change being recommended is the move of the Volunteer in Missions Department to the Overseas Office. Since VIM promotes partnerships and enlists an increasing number of volunteers for overseas projects, the coordination of this program with field strategies and needs will be greatly improved by the closer relationship within the organizational structure.

Area Directors are being encouraged to work with their missions to recognize the positive impact short-term volunteers can have through an evangelistic witness and service supplementary to the role of our career missionaries. We have encouraged them to provide adequate administrative staff and logistical support to enlarge the channels of opportunity and utilize this valuable resource among Southern Baptists. There is tremendous interest for personal involvement in missions. Churches, state conventions and other agencies are ready to focus resources on reaching a lost world overseas, and they want to do it through the Foreign Mission Board. We must elicit cooperation with these forces of volunteerism by facilitating the opportunity for more Southern Baptists to participate in the greatest experience in the world -- having a part in sharing Christ with a lost world.

MR. JIM FURGERSON -- DIRECTOR, VIM

To lead this effort through our Volunteer in Missions Department, I am delighted to announce that we have asked Mr. Jim Furgerson to join the FMB staff as Director. Furgerson is presently serving as Adult Division Director of the Southern Baptist Brotherhood Commission. In this responsibility he has directed the National Fellowship of Baptists in Missions and has served as the national coordinator for church renewal and disaster relief. He has had an active part in volunteer projects in the Virgin Islands, Hawaii, Guam, Mexico, India, Peru, Ecuador, Jordan, Europe, the CIS, East Asia. He had a high profile and leadership role in the recent Kurdish relief projects in Iran, Iraq and Turkey. He was involved in recruiting volunteers, helping in orientation and providing logistics for the project.

He attained the rank of Lieutenant Colonel as a Naval Aviator with the U.S. Marine Corps. He has degrees from Southwest Baptist College in Missouri, Mississippi College and the University of Indiana. He has extensive experience in Church Youth Ministry and Recreation and has served as a BSU Director and in interim pastorates. Prior to joining the Brotherhood Commission in 1989 he served as administrator of Baptist Children Homes in Texas and Missouri. Jim's commitment to volunteerism is surpassed only by his genuine enthusiasm for Jesus Christ. All who know him speak with admiration of the spiritual depth evident in the lives of Jim and his wife Patty. He has worked on inter-agency groups and has a thorough knowledge of the denomination; few people are as well connected with the scope of state leadership, churches and laymen across the Southern Baptist Convention

as Jim Furgerson. Few people understand networking and have used it as effectively. His relationship with the Brotherhood Commission and Baptist Men organizations will serve to enhance the relationship of our agencies to the mutual benefit of each. His military background, managerial experience, love for people, and energetic enthusiasm will enable the Foreign Mission Board to enter a new dimension of Volunteer involvement in Missions as we move toward the 21st century.

I want to express appreciation to Billy Peacock who has very effectively led VIM as interim director these last few months, and will continue until Jim joins the staff in December. Billy was one of the pioneers who led the FMB to initiate volunteer partnerships. Because Thurmon Bryant, Vice-President of Personnel, has worked so effectively with the Volunteer in Missions Department and played such a significant role in state partnerships, we are recommending that the transfer of VIM from Personnel to Overseas be delayed until later, at an appropriate time in 1994, when both Willis and Furgerson have had adequate orientation to their new administrative roles.

REGIONAL VICE-PRESIDENTS

With the streamlining of administration and the elimination of the Global Strategy Group, we are asking the remaining Regional Vice-Presidents to assume administration of specialized strategic assignments. These will include a World A advocacy that will keep the whole organization cognizant of the challenge of unreached people groups. This role will extend beyond CSI to mobilize other areas in applying strategies and resources to focus on this segment of our task. It will include leadership of the Muslim task force, designing a program of rapid deployment teams, and seeing that communication and prayer strategies keep the priority of World A in focus.

Another assignment will be to put in place a program that will mobilize Southern Baptists to effectively impact Internationals in the United States with the gospel. It is a travesty that any of these hundreds of thousands of people from around the world -- many from restricted countries; many who will return as national leaders -- would spend years in the States and return, never having been touched by a gospel witness. We have the cross-cultural understanding, the personnel and the resources, and must take initiative to reach internationals without further delay. We are also asking someone to provide training and guidance to overseas missions in conducting church growth surveys and strategy studies to give a solid foundation for formulating effective field strategies, for utilization of resources and deployment of personnel. This role will also provide leadership to the evaluation and review of mission training and orientation.

Another recommendation is that the administrative responsibilities of Don Kammerdiener, as Executive Vice-President, be extended over the entire organization. This will be a valuable asset to the President and will serve to unify rather than fragment the organization. The President, Executive Vice-President, and Senior Vice-President for Overseas will function as a top-level administrative team. Kammerdiener will create

appropriate forums for coordinating planning and communication among other departments and administrators.

We would anticipate the election of Avery Willis to become effective December 1, and the new organizational structure to become functional January 1, 1994. The Missionary Learning Department and Volunteer-in-Missions Department would shift to the overseas office at the appropriate time, not later than the end of 1994.

ACCESSION NUMBER:	1787
DATE:	Apr 27, 1995
LOCATION:	Huntsville, Alabama
TYPE:	FMB

COVENANT FOR A NEW CENTURY

There has been a distinct effort of this board to focus on a vision for the future as we recognize that God is moving in dramatic and unprecedented ways to fulfill His mission. It is a tremendous encouragement to find our entire denomination confronted with an opportunity for restructuring and renewed focus on the historic mission purposes which led to the formation of the Southern Baptist Convention 150 years ago. After almost two years of study, a Program and Structure Study Committee, has presented a comprehensive proposal that calls upon the SBC to move beyond dated structures, programs and traditions and implement a **reorganization** that will equip us for the challenge of the 21st century.

For possibly the first time, the convention has an opportunity to identify a mission statement that reclaims the priority of the Great Commission and affirms the polity of our cooperative structure in which autonomous local churches are the foundation, the heart and authority of the SBC. This statement says,

The Southern Baptist Convention exists to facilitate, extend, and enlarge the Great Commission ministries of Southern Baptist churches, under the Lordship of Jesus Christ, upon the authority of Holy Scripture, and by the empowerment of the Holy Spirit.

The significance of the fact that the convention and its agencies exist to serve the ministries of local churches and that this basic ministry is identified by the Great Commission cannot be overstated. The entire proposal reflects recent adjustments in the Foreign Mission Board organization toward consolidation, streamlining and strategic networking for greater effectiveness and efficiency. While time would not allow us to speak to the entire recommendation, I do want to review the impact on the Foreign Mission Board.

The mission and ministry statements assigned to us are quite compatible with current program statements and revisions which were already in process. We have formed a task

force to recommend amended wording to the SBC Executive Committee so that there is no inconsistency with the internal perception of our task and that assigned to us by the convention. We have been told that this is a dynamic document and such revisions and editing will be welcomed. Each agency will be expected to formulate action plans for implementing assigned ministries, so we want these to be consistent with our budgeting and reporting process and how we are organized.

NEW NAME AND RELATIONSHIPS

The most apparent change is that of a new name. We are to become the International Mission Board of the Southern Baptist Convention. This has been welcomed with widespread approval. The nomenclature of "foreign" was certainly appropriate a century ago in contrast with domestic or home missions. However, in the shrinking global community and era of partnership with Baptists and other Christian entities and societies around the world, it carries a patronizing and condescending connotation that is not in our best interests. "International" clearly represents the scope of our task on behalf of Southern Baptists. In fact, the alternate name of "International Board" was approved several years ago for use overseas and is already being used in many sensitive areas of the world.

We feel that consideration should also be given to deleting the word "mission" from our name as the identification is confused with diplomatic missions in some places and a conspicuous concept of religious colonialism that creates an unnecessary obstacle in other places. We are already engaged in a survey overseas and consultation with our lawyers to determine the implications of a name change. We would certainly not want to follow through on this recommendation if it necessitated exorbitant expenditures to change property titles and registration documents in the United States and in more than 130 countries overseas. We do not believe this will be necessary and a new name can be utilized without canceling the continuing legal recognition of our identity as the Foreign Mission Board.

GREAT COMMISSION COUNCIL

The two mission boards are being asked to coordinate ministries more closely through a "Great Commission Council" which will consist of the two board presidents, three vice presidents from each board, the chairman of each Board of Trustees, and two other trustees. This will not infringe on the authority of each board to determine its work, budgets and strategies but will strengthen cooperation in fulfilling the convention's world mission ministries.

Obviously this coordinating council is being recommended in lieu of what many anticipated being a consolidation of the Home and Foreign Mission Boards. The committee recognized there was too great a diversity in philosophy, strategies, and the nature of our task and that effectiveness would be compromised. However, the recommendation will enable us to assist in cross-cultural ministries in the U.S. while

utilizing the media technology of the Radio-Television Commission which will become a part of the North American Mission Board. The focus of the Brotherhood Commission, which also becomes a part of the NAMB, on missions education, volunteer enlistment and disaster relief could also benefit the International Mission Board through the coordination of this Great Commission Council.

LOTTIE MOON CHRISTMAS OFFERING

The proposal which seems to be eliciting the most reactionary response is the recommendation in a footnote that the International Mission Board assume primary responsibility for promoting the Lottie Moon Christmas Offering and concern for implications regarding the role of the Woman's Missionary Union. Since the WMU is an auxiliary to the SBC, it was not within the sphere of the committee's assignment to speak to its role, and I would not presume that the recommendation implies any change in the way we have worked together with the WMU in the past. The WMU is not prohibited from promoting the Lottie Moon Offering and continuing its very significant role in missions education.

The fact is that the Foreign Mission Board and Home Mission Board have had total access and allocation of the offerings since the 1960's. For years the strategy and planning for promoting the offering has been directed by an inter-agency task group in which the FMB has had a leadership role. The FMB has actually provided funding to the WMU for their assistance in promoting the offering. The structure and study committee has recognized that 46%, almost half, of our budget and missionary support comes from the Lottie Moon Christmas Offering and also that over 30% of the Southern Baptist churches don't have a WMU to promote the offering. Although begun as an offering among ladies, for many years it has been a church-wide offering. If we are to generate the kind of convention-wide support needed to sustain our growing missionary program, we need to have responsibility for promotion of this essential resource of financial support.

We are deeply indebted to the WMU for the success of the LMCO and would never presume to replace what they do nor exclude them in any way from continuing the significant role they have had in missions education, mobilizing prayer support and promoting the mission offerings.

TRANSFER OF WORK IN CANADA

Another impact of the proposal on the Foreign Mission Board would be a phase-out of our work in Canada as it is to be assumed entirely by the North American Mission Board. Since the Southern Baptist Convention began working in Canada more than ten years ago, it has been a joint effort of the Home and Foreign Mission Boards. The FMB, in its responsibility for Student Work and Theological Education, has 29 missionaries assigned to Canada with an annual budget of over \$200,000. The HMB supports more than 80 personnel and provides a budget approximately four times that of the FMB.

Because of the similarity in strategy and needs with pioneer areas of the U.S., as well as proximity in distance and culture, it was felt Canada would better fit the ministry of the North American Mission Board. This would not be a precedent that would imply other international mission work, such as in Mexico and the Caribbean, being assumed by NAMB. The time frame for adoption and implementation of these recommendations would allow sufficient time for a transition for FMB personnel. Some of those assigned to Canada may transfer to other fields, while some may choose to transfer to the North American Mission Board in order to continue their assignment. There is the possibility some could continue under FMB support but be seconded to NAMB for a specified period of transition.

It would be unfortunate if the Southern Baptist Convention found itself incapable of evaluation and change in an era of new challenges and opportunities. It has been forty years since any effort has been made to implement structural changes that would result in a sharper focus on our basic purpose of missions. Although some agencies are being phased out and others are being consolidated, the programs and ministries are continuing with a renewed commitment of purpose and focused utilization of resources on churches fulfilling the Great Commission. I recommend that we strongly endorse the recommendations and affirm the proposals as we enter into a covenant for a new century as Southern Baptists.

The chairman recognized Reed Lynn who presented the following motion.

**MOTION TO THE FOREIGN MISSION BOARD
CONCERNING SBC STUDY AND STRUCTURE RECOMMENDATION**

The Foreign Mission Board expresses approval and appreciation for the SBC Study and Structure Committee recommendations concerning **reorganization** of Southern Baptist Convention agencies, as those recommendations relate to the Foreign Mission Board. We commend the committee for formulating the recommendations and the Executive Committee for endorsing them. They have shown courage in facing difficult issues and making wise decisions that will result in greater efficiency and better coordination of our work.

We endorse recommendations that relate to the Foreign Mission Board for the following reasons:

1. The streamlining of structure will emphasize fulfilling the Great Commission and focus resources on missions and evangelism, the original and primary purposes of the Southern Baptist Convention.
2. The proposed name change of the Foreign Mission Board to the International Mission Board will demonstrate that our missionaries go to identify themselves with the people of other nations, not to be intruding foreigners. The new name will make it easier for our missionaries to be accepted and embraced in many nations.

3. The Great Commission Council will enable us to work more closely with the proposed North American Mission Board and will make possible the building of a coordinated mission strategy for the whole world.
4. The assignment of primary responsibility for promotion of the Lottie Moon Christmas Offering to the International Mission Board is reasonable because of our dependence on this offering as the largest source of support for our international missions program. We call on all Southern Baptist entities to join us in that promotion, especially our historic partner Woman's Missionary Union.

Following discussion, upon motion by Reed Lynn, this recommendation was approved.

ACCESSION NUMBER:	2369
DATE:	Jun 07, 1996
LOCATION:	New Orleans, Louisiana
TYPE:	FMB

Avery Willis - Senior Vice President for Overseas Operations, presented the **reorganization** of the Overseas Office. (Attached)

ACCESSION NUMBER:	2509
DATE:	Feb 10, 1997
LOCATION:	Winston-Salem, North Carolina
TYPE:	FMB

Dr. Jerry Rankin, president, Foreign Mission Board, gave the following report:

It continues to be evident that God is accelerating the pace of evangelizing the world. The wind of the Spirit is moving in an expanding harvest. God's power and providence are being demonstrated in open doors that would have defied mission strategists a short time ago. Baptisms and new church starts in 1996, while not reflecting significant growth, continued at the record breaking pace of the previous year. We rejoice that over 283,000 new believers were baptized and more than 2,000 new churches were organized where our missionaries are working. We have celebrated the fourth consecutive year of record missionary appointments with 592 personnel commissioned.

However, we do not take pride in these as accomplishments of the Foreign Mission Board, but give praise to God that He would allow us to have a part in fulfilling His mission -- a mission planned before the foundation of the world. A new era in missions began in 1792 when William Carey sailed for India. Another era of advancement began 50 years ago

with the conclusion of World War II. With the fall of the Berlin Wall, the dismantling of communist governments and the opening of Eastern Europe another era has dawned. This historic development coincided with an enhanced awareness of the unfinished task worldwide as evidenced by the AD2000 and Beyond movement. There has emerged a renewed thrust to impact the unreached and unevangelized people groups that have for almost 2,000 years been denied access to the gospel. While we are seeing marvelous growth among Baptists, it concerns me that we may miss out on the extent to which God would desire to use Southern Baptists. We want to be on mission with God, but I think it is evident we are not moving at His pace.

God has blessed us in numbers and resources, but our denomination is yet to be fully mobilized to impact a lost world commensurate with our size and strength. However, a new vision has enabled us to restructure the denomination for the explicit purpose of facilitating the fulfillment of the Great Commission. We need to seize the opportunity provided by the Covenant for a New Century and position ourselves to truly lead Southern Baptists to be on mission with God. Dr. (Cal) Guy challenged us last April to do whatever is necessary to accelerate the harvest. More trustees than ever have been involved overseas, and you recognize the tremendous need of a lost world and how God is moving.

We have streamlined and refocused our Richmond staff. We have empowered and revitalized our overseas missions through church growth strategy studies to assess their methodologies and prioritize resources as needed. We have moved into a new era of unity and trust in the board's relationships and functions and created an enhanced awareness and support among our constituency.

But we cannot afford to remain locked in to organizational structures created for a different era for administration and logistical support overseas. Though significant changes have been made in recent years, essentially the way missions function and relate to the board has been an evolutionary process. It was in 1935 before Dr. Maddry recognized the need for overseas regional secretaries to be added to the staff due to the growth in missionary personnel. Dr. M. Theron Rankin was selected to administer the Asia area as the first of these to be selected. Later four area secretaries, which represent familiar names, gave superb leadership in this era of growth. They were Dr. Winston Crawley in Asia, Dr. Cornell Goerner in Africa, Dr. Frank Means in Latin America, and Dr. J. D. Hughey in Europe, the Middle East and North Africa. Yet with the rapid expansion and opening of many new fields after World War II, the work on the field continued to be autonomous with very little guidance and direction provided from Richmond.

As growth continued these areas were subdivided in Asia and Latin America in 1968 and later in Africa. From time to time there was some reconfiguration and shifting of countries from one area administration to another to give balance in personnel and geographic affinity. Eventually field representatives were added to the staff on the field to assist the area directors who continued to reside in Richmond. Another recent evolution has been the emergence of mission administrators in most of the larger missions. This came from the necessity of an official liaison with national conventions which were coming to

maturity, for handling governmental affairs on behalf of the board and missionary colleagues and in order to provide a more efficient administrative link with the FMB.

One of the most significant changes came in 1987 when the Global Strategy Group was established, made up of Regional Vice-Presidents, and the area directors were shifted to the field to provide closer contact and involvement in strategic decisions on the field. As I assess the recent history of the FMB, I would see the move of the area directors to the field as one of three significant changes. This allowed us to work more effectively with missions that were bogged down in the group process of decision-making and to better prioritize the flow of personnel and resources. The second was the decision that our basic purpose was evangelism that results in churches. This moved us out of the paradigm of parallelism where everything was of equal value to focus on evangelism and church planting.

A third significant change was deciding that we would not be limited to doing missions only where missionaries were allowed to be in residence. Recognizing that we have a higher mandate to disciple the nations than to conform to restrictions imposed by restrictive government authorities, we have found innovative strategies to be far more effective than anyone envisioned. Yet success and effectiveness have brought new challenges. As God has moved in China, we have attempted to move with Him. This has brought tension, even within our own organization. This is not a new problem, but it has been heightened to an unacceptable level as we have now been able to assign FMB personnel to China openly again for the first time in almost fifty years.

Yet this is only one aspect of the challenge we face. Organizational decisions made in the past have continued to evolve into a dichotomy that has created a lack of unity among our missionaries. Some would say this is an unfortunate by-product of what it takes to get the job done. Others would say a degree of chaos is unavoidable to keep pushing the envelope to the cutting edge of the last frontier. I think most of us are aware that these situations could minimize our momentum in global evangelization. I believe we can have an organization which works together in unity and in which every entity works together in cooperation with mutual respect and support of others, a structure in which there is no internal competitiveness, turf protection and jealousy, an organization that would facilitate a mobility of personnel flowing freely between units to priority areas of need.

I also believe that we need to adapt our structure for future growth. Every indication is that we will continue to experience record missionary appointments. We cannot wait until the administrative structure is overburdened or effectiveness is paralyzed by loss of morale to make adjustments. We cannot risk bogging down as we approach a new century. But, as someone has said, "We will stumble over the future if we continue looking into the past." We cannot be locked into past decisions or become enslaved to the present structure; we must anticipate the future. But I believe if we keep on going the way we are, we risk missing the road to the future due to having to deal with problems and being caught up in internal conflicts. We must start a new path before the old one leads us to a dead end. If we wait until we know where we ought to go, we will find it is too late to get there. We

must charge into the future in faith and confidence that God is leading, driven by the vision to be on mission with God.

Changes always encounter resistance. Most people are more comfortable with the status quo and prefer to live in the traditions and structures of the past. These are the ones who say, "If it ain't broke, don't fix it." That means keep doing things the way they have always been done, but it reflects a lack of vision for the future. Others can come to the point of decision only as present circumstances compel them to. But any particular moment in time is merely a transition between the past and the future, and decisions must be designed, not to cope with the present, but to impact the future, otherwise we will always find ourselves like those who buy into technology just as it is being phased out or finally adopt a fashion style when it is no longer in vogue.

I have asked the officers of the board to assign a task force to work with the Senior Executive Team to explore a paradigm shift in our overseas organizational structure that will position us to accelerate our thrust into the 21st century. I want to affirm in the strongest terms the personnel, work and strategies of Cooperative Services International and express unequivocally that we have no intention of diminishing the potential of this approach to limited access people groups. At the same time, I also affirm the personnel, work and strategies of the nine geographic areas. But I want to add that it is essential that we create a structure that enables our total missionary force to be unified and mobilized to reap the harvest and penetrate the last frontier.

We will be suggesting a total reconfiguration of our overseas administrative areas and reassessment of the roles of overseas leadership. We are advocating that, with boldness, we confront the challenge of organizing our overseas structure to seize the momentum and opportunity of the future. It is imperative that we move deliberately and quickly. We are asking the task group to meet and prepare a general recommendation for the April board meeting. We will be asking the area directors to convene for special consultation and involvement in the process. It is essential that the process be handled with appropriate sensitivity and confidentiality lest speculations and uninformed reactions undercut the effort.

It is interesting to note Dr. Maddry's report to the Southern Baptist Convention in 1936 in explaining his administrative changes. He said, There was a crying need in all the missions in the Orient for a complete **reorganization** and unification of the work. The same need existed for closer supervision and more intimate contacts with the work in all lands. (end quote) Obviously we have been there before!

In closing let me reiterate for clarification -- this is not primarily about CSI, it is not primarily about China, it is not primarily about reconfiguring the areas, nor is it about the leadership of our area staff; it is about positioning the International Mission Board to move at God's pace. This is also a time when visionary leadership must be exerted. I would not presume that everyone would be in agreement with what is done. The options are too numerous; the implications are too radical. I know that your heart, and the heart of our

missionaries and staff beats with a passion to see the peoples of our world come to saving faith in Jesus Christ. Let us pray that God would show the way and give us courage to be obedient wherever He leads.

ACCESSION NUMBER:	2577
DATE:	Jul 28, 1997
LOCATION:	Glorieta, New Mexico
TYPE:	IMB

The recommendation was changed as follows:

1. THAT Phil Templin and Larry Gay be elected as regional leaders and that the others listed in italics be affirmed. THAT the following regional leadership be selected:

Western Europe (62000)

Regional Leader: Eddie Cox
Administrative Associate: Ron Coker
Strategy Associate: Tim Vaughn
Richmond Associate: Joel Sutton

Central and Eastern Europe (64000)

Regional Leader: John Floyd
Administrative Associate: Lynn Terrill
Strategy Associate: Dan Panter
Strategy Associate: Fred Dallas *
Richmond Associate: Roger Briggs

Central and Southern Asia (72000)

Regional Leader: Mark Morris
Administrative Associate: Phil Porter
Strategy Associate: Fred Beck
Strategy Associate: Jack Rager *
Richmond Associate: Kenn Shirley *

East Asia (74000)

Regional Leader: Bill Fudge
Administrative Associate: Hal Cunyngham *
Strategy Associate: Larry Phillips
Strategy Associate: Don Gardner
Richmond Associate: Jack Ollis * (reappointment)

Western Pacific (76000)

Regional Leader: Tom Williams
Administrative Associate: Mark Edlund
Strategy Associate: Sam Stallings
Richmond Associate: Christine Hailey **

Southeast Asia and Oceania (78000)

Regional Leader: Clyde Meador
Administrative Associate: Steve McCord
Strategy Associate: Don Dent
Strategy Associate: Rodney Hammer
Richmond Associate: John Ingouf

Middle East and North Africa (82000)

Regional Leader: Larry Cox
Administrative Associate: Mike Barnett *
Strategy Associate: Ken Perkins
Strategy Associate: Mike Edens *
Richmond Associate: Gerry Volkart

West Africa (84000)

Regional Leader: Bill Phillips
Administrative Associate: Rick Funderburk
Strategy Associate: Roger Haun
Strategy Associate: Larry Driggers
Richmond Associate: Ron Hunt

Eastern Africa (86000)

Regional Leader: Jon Sapp
Administrative Associate: Lynn Burton
Strategy Associate: Vance Kirkpatrick
Richmond Associate: Larry Pumpelly

Southern Africa (88000)

Regional Leader: Gordon Fort
Administrative Associate: Mark Hatfield
Strategy Associate: John Gordy *
Richmond Associate: Clyde Berkley

Middle America (92000)

Regional Leader: Phil Templin
Administrative Associate: H. Rhea Chafin *
Strategy Associate: Frank Johnson *
Richmond Associate: Peggy Compton *

The Caribbean Basin (94000)

Regional Leader: Ron Wilson
Administrative Associate: Carter Davis *
Strategy Associate: Steve Baillio *
Richmond Associate:

Eastern South America (96000)

Regional Leader: Robin Hadaway
Administrative Associate: Walter Justl
Strategy Associate: Wade Akins *
Richmond Associate: Ann Fallaw **

Western South America (98000)

Regional Leader: Larry Gay
Administrative Associate: Brian Allen *
Strategy Associate: Steve King *
Richmond Associate: Tom Vassar *

*To be affirmed

**Transition for 1997

Upon motion by Hoyt Savage, this recommendation was approved.

ACCESSION NUMBER:	2671
DATE:	Sep 16, 1999
LOCATION:	Wichita, Kansas
TYPE:	IMB

Avery Willis, senior vice president, **Overseas Operations**, gave the following report:

Where are we going in the next millennium? This question was asked by Erich Bridges in an interview this week. He asked me to tell him the ten greatest things that have happened in the last thousand years. I told him that I was not going to do his research for him. I am not sure you can list the ten great things that have happened in the last thousand years. He said what he was most interested in was my statement, "We are living at 'the hinge of history'." As we finish this millennium where are we going in the next millennium?

I am going to do a quick review of what I see has happened in this last millennium that points to the next millennium. When we started into the present millennium, we were in the middle of the dark ages. We were in the middle of the Crusades, which is one of the blackest pictures of Christianity. Even the Pope recently has asked forgiveness for the

Crusades. We did not have much missionary activity at that time by the Catholic church until after the Crusades. Later many outstanding missionaries were sent out by the RCC.

One of the heroes of Dr. Guy is Francis Xavier. He, Francis of Assisi, and others went across the face of the earth trying to start Catholic churches or share the gospel. It often was on the heels of political or economical initiatives. The Spanish and the Portuguese missionaries began to follow the merchants and government conquests. Many times in collaboration with the governments or merchants they tried to bring “the heathen” to adopt Christianity.

From our perspective we would have thought that the Reformation in 1525 was the beginning of the great Protestant missionary movement. The truth is that the Reformers were not really for missions. Luther said that the Great Commission was given to and fulfilled by the disciples. The church today does not really have a responsibility for the Great Commission. For about 200 years, there was very little mission emphasis by the Reformation forefathers.

The modern mission movement had its roots in the Pietist revival. Missions grew out of revivals in history and today. Spenner and Fracke emphasized Pietism. Count Zinzendorf led the Moravian brethren in what was probably the best example of a whole people dedicated to missions. They went every where, all over the world with the gospel of Jesus Christ. They were influential in people like John Wesley coming to the Lord.

Out of that same Pietist revival there came the First Great Awakening in the early 18th century. From 1780-1790, a tract written by Jonathan Edwards during the First Great Awakening that called for revival, was circulated in England and America. The second Great Awakening in England sprang from the reading of the tract and came back here to America. Out of that revival William Carey issued his call for missions in 1792 which is called the beginning of the modern mission movement as we know it.

Following the Great Awakening to America came the Haystack Prayer meeting in 1804. Then came the first missionaries from America that went out with Adoniram Judson, Luther Rice and their group that went to join Carey in India. They became Baptists on the way after reading their Bible, and were baptized there. Luther Rice had to come back and try to enlist support for Adoniram Judson. That was the beginning of the Triennial Convention of 1814. That mission movement grew in many different ways during the 1800's. Toward the end of the last century there was a call led particularly by A. T. Pierson to say, *How can we reach the world in this generation?* Out of that came the Volunteer Christian Movement at the beginning of this century. It was a great movement of God during the last century. Over 100,000 people made commitments to go as missionaries.

Now let me give you a thumbnail sketch of the twentieth century that we are in now and are about to leave. Most of the growth of Christianity has happened in this century. In 1900, in Africa, only three percent professed to have faith in Jesus Christ. Today there are 46 percent and growing. Some say maybe there will be a majority by the year 2000. South

of the Sahara 70 percent have made professions of faith. In Latin America, there were approximately 40 thousand evangelicals in 1900. Today there are 40 million evangelicals and they are coming to Christ at the rate of about 400 per hour. In Asia, a few years ago, 15-16 million people were Christians. Today, there are over 100 million. There has been a tremendous growth during this century.

Of course, World War I and the depression slowed up the growth but World War II really began to expand the vision of the people in America to go all over the world. With the awakening that came out of World War II and the renewed mission interest, IMB had about 600 missionaries after World War II. At that point there began to be a great acceleration. Parallel to that there was a great acceleration of population. It took until 1800 to get the first billion people in this world. It took only a little over 100 years to get the second billion people. It took from 1930 to 1964 to get the third billion people. It only took to 1978 to get the fourth billion people. In the 1980's, we had the fifth billion. Now in the 1990's we have already passed the sixth billion. Since the population has grown from two billion to six billion people in the last 70 years, there has to be a tremendous acceleration or we will just fade into the woodwork.

God has initiated a correspondingly great mission thrust at the same time as the population explosion. The Generations video cites the following statistics. I have not been able to find them anywhere else. Seventy percent of all the people who have come to Christ, have come to Christ in this century. Seventy percent of them have come to Christ since 1945. Seventy percent of them have come since 1990. It really adds up when you begin to look at what's happened since November of 1989 when the wall fell and the communist countries were open to the gospel. There has been a tremendous response in Eastern Europe and across the world. I do not need to recite what has been happening again in places like the Ukraine and those that were under communist domination until that time.

We are beginning to see church planting movements all across the world. Nepal had maybe 25 Christians in the early sixties, but by 1990 they had two thousand. They did not change the law that prohibited persons from becoming Christians but they changed the government. They just didn't enforce it, so they are claiming 500,000 Christians in Nepal today.

In Cambodia, the most Christians that have ever been in history at one time were five thousand. After "the killing fields," the most there had been was one thousand. I talked to one of the missionaries who was there in 1990 who said there were 600 Christians in all of Cambodia. Today there are 10 thousand Baptists in Cambodia and 60 thousand evangelicals.

Take the Massai people who for all these centuries have not responded to Christ because they were very resistant. In the 1980's, a missionary family spent two terms living among the Massai without really any visible results. They left. Later a missionary started dropping by a couple of days a week sharing the Gospel and all of a sudden found a response. What happened was that some of the little children who had been taught by those first

missionaries had become young men and women who could lead and make decisions. In the 1990's, we have seen from a small number of Massai grow to over 100 thousand people who have become Christians. We could cite similar statistics all around the world. Mozambique had a tremendous growth. In one small area of that country they have grown from no churches to 300 churches today. Also, in Zambia, you have heard me tell about the tremendous response to the gospel.

God has prepared us in this particular era with a great emphasis on Mobilization which has really become one of the big trends out of this time. The AD2000 Movement basically gained steam beginning with the meeting that the IMB called in Singapore in the 1980's. Dr. Parks came saying this will not result in any kind of organization. But Thomas Wong, an Asian Baptist, was there. He went to the Lausanne meeting in 1987 in the Philippines; and organized the AD2000 Movement with Luis Bush as the director. That has probably done as much as anything to mobilize and popularize the idea of unreached people groups around the world.

Where did the emphasis on unreached people groups come from? Basically, missions focused on the concept of geopolitical areas until the time of McGavern. In the 1950's McGavern began to write and talk about how to reach people groups. His emphasis was primarily on the harvest in respect to discovering where God has opened a bridge into a people group. The idea was to follow up, reach them and then move on to another group.

Winters in the 1970's changed that focus somewhat when he came to the Lausanne Committee with "the hidden people's" concept and said that there is half the world that we cannot even get to. He carried on the concept of people groups from McGavern but he said we cannot just go where it is easy to go and just where we find response because we cannot go as missionaries to half the world. Out of that came this great emphasis of how to get the gospel to people where you cannot send missionaries officially. Dr. Parks picked up on that idea in the 1980's.

In 1985–1986 began what became CSI that pioneered the non-residential missionary approach. David Garrison wrote the book that was circulated among the Christian community. How to get the gospel to all the people who have never heard has become one of the big movements of this day. We are seeing a mobilization of our churches, of our young people, of overseas Baptists to recognize that the whole people of God need to be involved in the mission of God.

We stand on the threshold of a new millennium. God has been preparing us for this time and for this day. We dare not miss it. We must be consecrated as well as concentrated and focused on what we are going to do in this next millennium. The whole **reorganization** of IMB called *New Directions* came from the concept of getting ready for the 21st Century.

We knew it would take two or three years to get ready. We want every missionary to be ready to take opportunities in the 21st Century that are given to take the Gospel to every one.

One of the great movements going on right now is among the “receiving” churches overseas that now are becoming the “sending” churches. We are seeing Baptist conventions and others Great Commission Christians beginning to spread across the world. I predict that probably in the next 25 years, they are going to out number the number of missionaries that are coming from North America.

Globalization is another one of those trends. Your shirt was made in Indonesia. Your shoes were made in Brazil. Your coat was maybe made in one of the European countries like Czech or Slovakia or somewhere like that. Your food came from many different places. It would be interesting to go through one day and find out how many other countries touched your life by what has been made and sold to you. The whole globalization of information has brought us the opportunity that it is possible to get that Gospel immediately to millions of people that we could not have reached.

The people behind the Islamic curtain are hooking onto the internet finding out what is going on. We are finding ourselves on the edge of all kinds of possibilities. We must ask God, what are you doing and why have you let us be ready at this time to enter this new century? How do we join God on mission? How do we share what we have found out? How can we reach the rest of this world? What else do we need to do to get there? God has awakened many people of this world. God has brought us to the Kingdom for such a time as this. I want to encourage you to encourage our missionaries and do all that we can to reach this world as we enter into this new millennium.

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We also took board action in regard to the office of Overseas Operations, which was a new office. In Overseas Operations we created an associate position called the associate vice president for Strategy Coordination and Mobilization. We no longer were just guided by how many countries we could get in but how many lost people were out there and how could we go about winning and leading them to know the Lord Jesus Christ. What is it going to take? What must we do? These positions were developed with this in mind.

Another action taken in April of 1997 was that the regional leaders would lead the field units to focus on bringing all peoples of the world to saving faith in Jesus Christ. You think about where we have been, what we have done and how long we were in Nigeria. Yet there were places in the world where we had never been and there were actually people in Nigeria who had never been reached. Our focus now is to make sure we reach all people not only in the countries where we are but in all the people groups all over the world.

Also board action was that we would have the current area leadership which would be not only the area directors but associate area directors and field associates; and the area directors were to continue to function in their present assignment until this new organization took place in July 1, 1997. Around April or late May, I did not think we could do it. We were interviewing people. We did not have everyone positioned. We continued and we finished. Every Friday we either came here or Atlanta and spent one or two days interviewing and reviewing who could fulfill these roles. We assigned before July 1, a person in every position that was needed. It was the fifth board action that had been targeted for the **reorganization**. It became the benchmark for the New Directions. You will note in a number of your graphs that we used 1997 as the end mark and the beginning of New Directions.

Another action was the trustees naming a task force to serve in the capacity of evaluating the results. Three years later, we are seeing what is happening as a result of all that we have done. The first thing was that we learned that we did not know all that had taken place. We learned that it is going to take a longer time to put it all together. We do see some trends. I believe a good percentage of them are very positive trends. We will be honest and you will see in the report, there are some that we are concerned about. We did not know what it would be. As we look at these, I want you to see the seven outcomes that we have identified that are clearly linked to New Directions.

Outcome number one is that we have focused upon people. Our focus is upon people groups rather than countries. That became one of the focal points of New Directions. We are focusing on people. Where they are, who they are, unreached, those who can be reached, it does not matter. We want to focus on reaching all peoples in all places. We have begun to see New Directions do that. We do not know what kind of influence we have had in the number of countries but we do know that as we have moved across barriers that we could never have moved had we made our focus just simply on countries.

As we focused on reaching people, we asked, how would we reach those people? We knew we could not do it with a missionary force even twice as large as what we had. We realized that as a part of New Directions and regional leadership teams we should establish a church planting movement, churches planting churches. Not missionaries planting churches but churches planting churches that will plant churches that will plant churches. The responsibility of the teams on the field is to say we must get vision of how to start church planting movements. We never trained anyone in that direction. All of a sudden it was thrust upon us. Not only were policies being changed here but on the field all of a sudden what people may have been doing for 40, 30, 25 years was changing. They were hearing that they would not just start churches but learn how to start churches that would start churches. That becomes the outcome of our focus.

The third outcome dealt with what was going to be required for all people everywhere to have the opportunity to hear and respond to the gospel. We began to ask some questions. The normal question would be, "What can we do?" Even as we focused upon people, we focused back on ourselves and we quickly realized that we could not do enough. It is

beyond us. The world is God-sized. We are only a part of what God is up to. We changed the question to “What will it take to reach all people groups all over the world?” That began to stretch us and it ought to stretch trustees. What is it going to take? In the days ahead you are going to be asked to appropriate money, send people, and establish new policies. Keep in mind we are trying to reach all peoples all over the world and that we are willing to do whatever it takes as we allow God to use us to do what we thought we could not do.

Another outcome is that we need to position ourselves for growth and innovation as the future unfolds. We have more room to grow now that we have fourteen regions rather than ten. We are putting more people into leadership. We are getting people more focused. The culture and traditionalism of the past is now moving toward how can we innovate and what we can do. What will it take for us to touch the whole world in the 21st century? We only have a three-year start on the 21st century. Today, we are at that place where it is beginning to unfold before us. We are going to accomplish that which we looked at and said it was an impossibility because, now, it is becoming reality, and we have been willing to change and do whatever it takes.

The outcome of number five is that we must be dependent upon God. So many times, we say we are dependent on Southern Baptist. We are dependent on the Cooperative Program. We are dependent on Lottie Moon. That is causing us to live in a man-sized world saying, “What can man achieve?” We need to say, “What is it that God can achieve if we allow Him to do all that He wants to do?”

The next outcome is New Directions said we are going to look for, we are going to find, we are going to be open enough to use any and every practice, strategy or anything that works. While in Africa just a number of months ago, several said, “You know the thing we do not like about New Directions is what works in Indonesia does not necessarily work in Africa.” I was able to say back to them, “Then do not do it. Find out what works right here and do it. If CSI strategy does not work here, that is OK. If what they do in the Orient does not work here. That is OK. Find out what it is going to take in order to establish church planting movements across eastern Africa, western Africa, wherever it is, in order that not only Africa be reached but all of the world.”

We spent a good portion of time hearing about church growth studies. Not so much now, but it was a hot button around here for a while. We questioned what in the world were they going to do with those church growth studies? They were going to gather all that information, put them in a book, put them in the Jenkins Library, and we would say that we have done it. God knew something that we did not know. It appeared that they were wasting money here. They sent people from Poland to Argentina to look at the mission down there to say what is wrong and what needs to be done. Even though we were not sure the people who originated the church growth studies really knew what they were doing, it was the background and became the material out of which we were able to really focus in New Directions.

As we were beginning to go in New Directions, we began to say, “Let’s look back at those church growth studies. What is going on here? How did they do it? What should we do?” They became a source book to make much progress that we would never have made or would not have made as quickly if we had not had the studies in hand. That was an example of a God-sized task. God, in His providence, allowed us to use something that we were not sure we really knew what we were going to do with when we finished. All the church growth studies became the backbone out of which we found ourselves. We give people the opportunity all over the world to focus in anyway they can on reaching people.

As a part of that, we find in outcome number seven. As we went all over the world, focused on people, we found we had to move away from what we use to do. We had missions all over the world – little conventions, associations – made up of missionaries. So much time was spent focusing on what the missions were going to do. But remember, New Directions said to look on a lost world; reach all the people in all the world. What is it going to take? We did away with all of those missions that had to meet every year and focus on what must be done. We put teams together that would focus upon people in the area where they were. Smaller groups reaching more people with the gospel and those people becoming the catalyst out of which those church growth movements would start.

We are in progress today. When we began to look at our evaluation, we began to focus on ten questions found on page two of the New Directions Progress Report. We tried to condense the vast amount of material into the Executive Summary. All the other material is explanation for these ten questions. We do not have enough information for this to be final. It is not to be final. We really have information for just two to three years, yet some of our Baptist partners only report every two years. We tried as best we could in saying, “What will be the long-term results?” We do not want to wait too long to evaluate. The early signs are very good but they are not conclusive.

The first in-progress report asks this question, “Is the gospel being preached more globally by Southern Baptist today than it was three years ago?” It is easy for you to see that field personnel are now taking responsibility for every people in every country in the world. We may not be there but we are responsible and we are headed there. That is our intention. There is not a country that is considered off limits. It may be that we do not have a count of churches but it does not mean that they are not targeted and efforts are being made to get the gospel to them. In 1997, there were 584 people groups engaged out of 13,000. In three years time 1,015 were touched in the year 2000. We must keep moving at that pace. I say to our regional leaders here today, you must keep it up because we are behind and we must keep at least this kind of increase. It is an encouraging word to say we have gone from 584 to 1,015.

The next question, “Is the number of churches overseas growing faster in the wake of New Directions?” This wake is just the beginning. The average annual church growth rates of all of the churches from 1993 through 1997 are the years we have used as our base years. We had somewhat of an impressive growth rate of churches of 5.3 percent. That is ahead of the population growth of the world. However, we are so far behind, we could never

catch up. We have almost doubled that between 1997 and 1999. Once again, trustees, you have got to do what ever it takes; and regional leadership team, we have got to keep this up. It must stay at the same or a better level of growth. All of the churches with which we deal as convention partners all over the world, we see this growth rate for them.

We move from that to what we would call an average annual growth rate of new churches. In 1993 to 1997, we had an annual growth rate of new churches all across the world of 13.5 percent. At first glance, without the other figures, that is a pretty good job. Look where we have moved to since New Directions has come along, from 13.5 to 19 percent. That caused us to be optimistic and to be encouraged.

What is the average annual growth rate? You see them in preaching points. Preaching points are possible places for the establishment of churches that will be involved in church planting movement. We moved in three years by almost 35 percent. We were on a downhill slide and it has turned around. You see it moving at an annual growth rate of 31.6 percent but moving in this period of time of over 35 percent. That says something about what is going on with New Directions.

The next question, “Is Church membership growing faster today than it was before 1997?” Our average annual church growth rate is members of churches all over the world. From 1993 to 1997 we were moving along at 2.9 percent. As good a Baptist would say, that is not bad, that is pretty good. It is not pretty good when we know what our task is. When we know the lostness of mankind and the soon coming of the Lord. In the midst of New Directions, the annual number of people enrolled and members of churches has grown to 8.4 percent. That speaks well of what we are doing.

Question number four, “Are more people being baptized today than when New Directions began?” Our growth rate from 1993 to 1997 was 4.1 percent and we have seen in the last three years, the growth rate of baptisms go to 8.6 percent. We rejoice in that. I do not know a person in the room that would not like to have an 8.6 percent growth rate in his church.

We ask, “Are church planting movements appearing among more people groups today?” We cannot say definitely. The facts are not in. We are now focusing upon this and have identified nearly two dozen people groups that are showing signs of emerging church planting movements. In this very room, we have heard from missionaries who have talked to us about church planting movements in various areas of the world that are experiencing mushroom growth. There are some things that we cannot say because of security reasons. We do see ourselves involved in more church planting movements all over the world than any of us even imagined.

Next question, “Have organizational structures been realigned appropriately and sufficiently to assure continuing success of New Directions?” What we have done as we have reconfigured the earth, we have said that this ought to help us to grow. We have re-deployed people. We have looked at areas and said not how many missionaries do we have but how many missionaries do we have in regard to the number of people. By increasing

our areas of the world across all of the regions, we have given ourselves the opportunity to grow. In comparison to the 80 percent rule in your auditorium when it is 80 percent full, it is full. We have looked at the world and said, we must have more parts of the world spread out so we can have more people and give more people an opportunity to go more places to deal with more people. We would say that we think we have done those things that are necessary. When we started, our effort was to get us as evenly divided all over the world as we possibly could. We started at 300 as our benchmark. Since that time the number of missionaries have grown all across the world except in areas like western South America, eastern South America and a number of others. These are older fields. We do not need to continue to deploy missionaries there because those people are beginning to send missionaries to other places under the influence of the church planting movement.

It is important that you see the significant number of increases in the number of teams that are focusing upon developing strategies to reach people. When we started in 1997, which you might say was the end of CSI, our strategic program was in that direction, we had 83 people who were focusing on specific population segments. We have moved from 1997 to 2000 where today we have over 1,118 people who are responsible for people groups and the teams are in there to meet that need. What is this going to do? We are somewhere close to having 5,000 missionaries. If we keep this up, our personnel count will move along this line, that says that in just five years, you will have over 8,000 missionaries. What will that call for? Whatever it takes. We talked about keeping fourteen regions at that point we are limited by trustees. How can we spread you any thinner all over the world? Whatever it takes is what we must be willing to do.

We look at this to re-deploy and realign in order to match our people to all the peoples of all of the world. In examining the chart, green tells us about the distribution of our personnel on a percentage basis with the number of people in the countries where they are. The lost population in 2000, the missionaries that we have and are already deployed. You can see we still have re-deployment to do if we are to reach all the peoples in all of the world.

We still do not have the full picture. We believe that what we have is significant growth in the number of people who are dealing with strategy. In 1997, we had field personnel involved in administration. It took 170 in administration. We have changed so that now we have 598/224 are those that give administrative help. We have gone up but those involved in strategy have also gone up more than four times.

The structures that we have placed - have they and will they help to spread effectively the methodologies from around the world? We have looked at the whole world and said, how can we change it and what must we do. We have said that throughout the world, rather than limiting them to only one or two administrative areas, we must be about taking care of the whole world. How are the field personnel responding? What are they saying? There have been some reactions on the field just like there have been here. Some have said that they are very enthusiastic. What we are doing is what is critical and right. Others have said, we will have to give it some thought. Most of our missionaries have embraced New

Directions. Difficulties come and you will see what they have said. Some have said that New Directions has allowed them to dream, giving them the freedom to consider new ideas. Others have said New Directions was not communicated well, changes were abrupt and rapid. Yet as we look at all ten questions, there may be some difficulties and they may require some change but we are moving in the right direction.

Is New Directions personalizing missions for Southern Baptist and giving them more opportunity? In 1996 we had just a little over 15,000 Southern Baptist who had volunteered and had been involved in world evangelization and international missions. In 1997, it went up over 1,000. In 1998, more than 20,000 Southern Baptist were getting geared up. In one year, it moves from 20,000 to over 25,000. We are involving Southern Baptists not only in giving but also in going and in praying on a greater basis than we have ever done before. That is the answer to question eight.

The next question, “Are there any unexpected results of New Directions that need to be evaluated?” Yes. We have already begun to deal with it but you will be asked to deal with it in days ahead. What are they? One is the confusion regarding the solicitation of funds. We cannot take the whole world on with the same financial structure that we have had in the past. As a result of putting people out there, asking them to do new things, and pushing them to the limit, we have had confusion as to how we are going to fund it. What will it take? It is going to take more than what we are used to which are our usual channels of Lottie Moon and the Cooperative Program. Our residential theological education is not showing what we would call great growth. We see it as being a negative. Another negative is a great downturn in discipleship and Bible teaching ministry. With all the good things, there are some things that are not so good. You are going to have to deal with them. These things must be taken care of.

Is New Directions the appropriate and correct directions for the IMB at this time in history? It certainly is better than what we have done. Unless someone comes up with a better idea, we better pursue it. As far as we can determine, this is the appropriate direction. Yes, there are problems, obstacles, and difficulties but we are ready on the basis of the ten questions to make some recommendations:

1. **THAT** you, as trustees, will be asked to reaffirm and endorse the course that has been set in New Directions. That does not mean we will not go over it again or re-evaluate it, but at this point, in light of what we have done in the past and what we are doing now, you are going to be asked as trustees to say we are going to reaffirm the direction that we are going.
2. **THAT** the IMB leadership continue to emphasize church planting while exploring ways to promote discipleship and leadership training for churches all over the world. We must figure out how we can turn the downturns into upturns.
3. **THAT** we affirm our primary commitment to people group focus without neglecting mega-cities and mega-populations. That does not mean we have deserted cities just for the frontier. They are a part of our strategy. We must win the cities, we must win the frontier, we must go into all the world.

4. **THAT** the senior vice president of Overseas Operations continue to evaluate the world's needs and personnel growth and recommend changes in our organizational structure to meet these needs.

These recommendations have four sub-points that follow:

- A. **THAT** the senior vice president evaluate and facilitate strategic advance by increasing the number of strategy associates where requested by regional leadership and affirmed by the regional committee. That has been discussed in meetings today that we did not foresee the great need for as many strategy associates as we foresee today. We have had an increased number of teams all over the world.
- B. **THAT** regional leaders continue on field personnel status. What does that mean? That our regional leaders will continue to be missionaries. If they are on the field from this board, they are a missionary. Some of them who are not on the field who have a field assignment in the United States are missionaries. The only bureaucracy is from the field to the office of Overseas. Regional leaders will continue to be missionaries leading missionaries.
- C. **THAT** the senior vice president and regional leaders review the Richmond associates' job description; clarify the mobilization roles; define the process for conducting the formal evaluations; and determine the appropriate balance of the various responsibilities. That is a general statement that has reference to the report that came from overseas today. We are not through at this point in evaluating and determining all the things that are in regard to the Richmond regional associate.
- D. **THAT** the senior vice president work with the regional leaders to determine when and how to rotate personnel to ensure maximum flexibility in rotating Richmond associates based upon regional strategic needs, and that the Richmond associate position remain on field personnel status. We want to keep the staff as close to the field and as small as it can, and the field missionaries as close to the field and as close to the staff at the very same time.
- E. **THAT** in 2003 the Office of Overseas Operations initiate with trustees a five-year evaluation of these strategic initiatives and directions including a survey of field personnel.

This brings us to a conclusion of this presentation and it is the conclusion of the Executive Summary that you have in your book. I remind you that you also have the opportunity at the next trustee forum to ask questions. Those included in last Friday's meeting of this report were Avery Willis, John White, Sam James and David Garrison along with about five or six trustees. We questioned the four staff members at great length. They brought a report; we made changes in it that we thought would be appropriate. You have it, you need to read it and absorb it, then be ready to act upon it.

Avery Willis, senior vice-president for Overseas Operations, recognized Clyde and Elaine Meador, regional leader for Central and Southern Asia, for twenty-five years of service.

The meeting adjourned with prayer.

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President, **Jerry Rankin**, gave the following report:

Many of you have heard me tell the story which someone used to introduce me during the chaos of **reorganization** as we were launching new directions. It seems a man was working on his house and smashed his finger with the hammer. It was bloody and injured pretty badly, so his wife suggested that she drive him to the medical clinic to get it taken care of. She dropped him off at the door, and when he went inside he found an empty waiting room with a few chairs. There was no receptionist, but there were two interior doors and over each of them was written “injury” and “illness.” He went through the door marked “injury” and found himself in a similar situation of an empty waiting room with no attendant but confronted by two more doors, over which were written “major” and “minor.” He went through the door labeled “minor” and found himself in yet a third empty waiting room. No one was there, but there were two more doors, over which were signs “internal” and “external.” He went through the door marked external and found himself in yet a fourth waiting room. There was still no receptionist, but written over two doors were the words “cash” and “credit.” He went through the door marked “credit” and found himself back on the street. Walking around the corner to the car, he was asked by his wife if they had helped him. He replied, “No, but I have never seen a place so well organized.”

I think the point of that story is that how something is organized is not the point but whether or not you fulfill your purpose. We can be well organized and help no one, or in our case, fail to reach a lost world with the Gospel of Jesus Christ. An organization is simply a tool, a means which enables us to meet our goals. We often state our vision which is *to lead Southern Baptists to be on mission with God to bring all the peoples of the world to saving faith in Jesus Christ*. We don't frequently allude to our mission statement which is expressed in two parts. The first part is *to lead Southern Baptists in international missions efforts to evangelize the lost, disciple believers, develop churches and minister to people in need*. The second part clarifies that *leading Southern Baptists is done by mobilizing prayer support, appointing missionaries, enlisting volunteers, channeling financial support and communicating how God is working overseas*.

Our vision and mission is unlikely to change, though some future administration may choose to state it in a new and revised way. However, the goals and action plans that move us toward its accomplishment must be constantly revised in order to stay relevant and seize the opportunities God sets before us. It would be unthinkable to continue mission strategies of the pioneer era of the 19th century in the post-World War II era of global expansion and modernization. Though the timeframe is more compressed, due to the rapidity of change taking place around the world, it would be just as foolish to continue to implement

methods in the first decade of the twenty-first century just because they were effective in the 1990's. Not only is the world changing, American society, our denomination, our churches and opportunities to fulfill the Great Commission, are changing. The way we communicate, relate to our constituency, mobilize support and involvement and tell the missions story cannot rely on media tools of the past. Neither can our organizational structure remain static and assume it will adequately serve our needs in the future, simply because it has in the past.

When "new directions" began to evolve, we found that our overseas administration and mission structure was basically the same as that which had evolved out the 1930's. Few realize how radical the changes were in reconfiguring our ten areas into fourteen regions, merging CSI into a unified structure and redefining leadership. This was followed by a disbanding of most mission organizations into smaller, people-group focused teams. I was often asked by our missionaries, shaken by the rapidity and scope of these changes, if there would be more changes in the future. I replied that I certainly hoped so. There was little chance that the world would cease its accelerated pace of change, and whenever the changes external to an organization exceed the internal changes, the organization is moving toward irrelevance and ineffectiveness. A statement in Kotter's book, Leading Change, says, "An organization is in decline if it ever finds itself adapting its work to fit the organization." We would like to think that we can build our comfort zones, attain some degree of stability, and then get on with the work. But that is an illusion. We must expect change, embrace change and anticipate the future if we are to be positioned on the cutting edge of effectiveness.

Most of our board was not involved in the changes that characterized the early years of my administration. I found a top-heavy, centralized organization that was quite complex and fragmented. Some principles that guided our changes at that time were consolidation, streamlined decision-making, and a flattened organization with decentralized empowerment. We eliminated twelve department directors and vice-president positions. We consolidated everything that had to do with our missionaries and their overseas strategies into one Office of Overseas Operations. This meant moving the MLC program, Volunteer-in-Missions, and Missionary Health from the Office of Missionary Personnel and merging a self-standing Research and Strategy Office. Later we did the same thing with all the departments and functions that relate to communicating and promotion among our Southern Baptist constituency. This meant taking separate departments such as Public Affairs, Communications and Development and consolidating them into one office. When the need for information technology expanded to serve global applications, we created the Office of Global Information Systems. In our last meeting, Larry Cox presented a new organizational structure of OPRD that will be the Office of Mobilization to better provide the products and services needed for mobilizing Southern Baptists.

Now, I have been working with the Administration Committee regarding another major change in how we are structured to do our work. From time to time consideration has been given to combining the department functions that exist essentially to serve the rest of the organization; in fact, sometime in the past there was such an Office of Management

Services. With the change in leadership of OGIS and the need to assess where we go in the future, we have evaluated whether or not to bring in a super IT administrator as a new vice-president or whether the organization would be better served by a different structure. Since the executive vice-president serves as the chief operating officer of the home office staff, we are considering whether the administration of these departments which serve the organization be incorporated into his job description.

When we find ourselves with an outstanding leadership team, functioning effectively and moving us forward, we would like to freeze time and assume everything will stay in place indefinitely. However, that is just not the case. At the conclusion of one of our AWE conferences last year, Avery Willis, Don Kammerdiener and I were serving as a panel to answer any remaining questions and concerns. One of the convention leaders from somewhere in Latin America observed that most of our missionaries and the new cadre of regional leaders were quite young, yet the three of us had gray hair. He paused, trying to be tactful, but what he was saying was obvious. We were not going to be around forever. We had set a clearly-defined vision for the future, but, I think what he was asking was, "Who will be around to lead it since you guys are so old?"

I have tried to deny the inevitable and pretend that Don Kammerdiener will be around forever. His administrative skills and respect both within the IMB and externally have contributed significantly to our success. But passing one's 65th birthday and approaching forty years of service inevitably brings one to the point of considering retirement. Change continues, and we must look to the Lord for others to step into the roles of leadership. The success of a leader is often reflected not in what he accomplishes, but how well he has prepared the organization for the future beyond his tenure. That entails preparing and nurturing the next generation of leadership.

We have been blessed to have those with maturity who have given themselves to our mission task, such as Don, Avery and Carl Johnson. Others have not given indication of retirement plans, and we would discourage thoughts in that direction, but age is a reality that eventually brings one to that time of transition. Lloyd Atkinson and I were in seminary together and went to the field about the same time. Along with Larry Cox, the three of us lag behind these senior patriarchs by eight or ten years and represent what is now becoming the older leadership of the board in the near future. Assuming you elect David Steverson, he, and others that follow, must represent an even younger generation that must shoulder the administrative responsibility for the future. They, along with an outstanding group of regional leaders, need to more closely identify with the predominant age of our young and growing missionary force. More than half of our missionaries have been on the field less than five years and 70% percent have been under appointment less than ten years. Yet 71% of our board is over 50 years old, and 45% is over 60. We must realize that these folks do not think like you and I do. Their values and priorities are different as is their style of communication. They are deeply committed and willing to take risks, but they do not fit well in an organization that would force each one into cookie-cutter conformity.

We cannot make decisions from a narrow, monolithic perspective of our own thinking and experience. We must recognize the value of diversity among our board and stretch our understanding to embrace the thinking and values of a younger generation. And above all, we cannot base our decisions and policies on trouble-shooting the challenges of the present. We must put every action in the context of the big-picture of where it will lead us in the future. I challenge you to join us in providing the visionary leadership that will position a future generation, when you are no longer on the board and I, too, have retired, to build on the foundations we have laid. Because we have had a willingness to make changes and to take risks, the missionary generation of the future will not be bound by traditions but will be liberated to move forward to even greater effectiveness in fulfilling the Great Commission.