

# RESEARCH REPORT

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## *Missions Personnel Deployment Survey*

Phillip B. Jones

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Phillip B. Jones

December 2003

**North American Mission Board**

Robert (Bob) Reccord, President and CEO

**Organization and Development Group**

Mike Day, Vice President

**Information Services Section**

Mike Carlisle, Director/Chief Information Officer

**Research Services**

Phil Jones, Director

Marilynn Kelly, Administrative Secretary

(770)410-6386

Richie C. Stanley, Strategic Information Researcher

Bob Rennier, Marketing Researcher

Paulette Villarreal, Information Specialist

Patricia Findley, Secretary/Research Assistant

(770)410-6388

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## PART I—BACKGROUND

### Introduction

In early 2003, the Deployment Matrix Team was formed to lead the North American Mission Board to develop and implement strategy for the deployment of missions personnel as called for by the continental strategy planning document “*Answering His Call, Telling His Story, Changing Our World*”: *A Strategy for Reaching North America with the Gospel of Jesus Christ*.<sup>1</sup> The team consists of Randy Wood, Director, Personnel Deployment Team; Ken Tan, Director, Recruitment Team; Van Sanders, Strategic Design Associate, Readiness Team; Jeff Wagner, Special Ministries Evangelism Manager, Direct Evangelism Team; Donald King, Associate, Missionary Mobilization Team; Douglas Beggs, Strategy Coordinator, Mideast, Strategic Coordination Team; and Phil Jones, Director, Research Services Team.

The assignment of the matrix team called for development of an empirical study of the impact of missionaries. Survey questions were formulated that focused on ministry results in the areas of evangelism and church planting. Four categories of long-term missions personnel were targeted for study—appointed missionaries, approved missionaries, chaplains, and Missions Service Corps (MSC) missionaries. Missions personnel were mailed questionnaires in early June 2003. Completed questionnaires were accepted through early September 2003. Analysis of the returned questionnaires provides the basis for the remainder of this report.

### Survey Methodology

Based on the year end counts for 2002, there are approximately 7,500 missionaries and chaplains. Missionary counts include spouses so an attempt was made to survey only the primary missionary. Also, only missions personnel with 1 or more years of experience were surveyed. As a result, the population of missions personnel was reduced to about 5,000 people.<sup>2</sup> The number of persons invited to participate in the study by missions personnel category is as follows:

Appointed missionaries <sup>3</sup>	733
Approved missionaries	606
Chaplains	2,401
Missions Service Corps missionaries	1,202
Total	4,942

Four different questionnaires were designed for the study—one for each category. While most of the questions were the same, there was some customization to allow for differences in job classifications and sources of funding. Survey items were included regarding the type of service missions personnel perform, whether their work is more “hands-on” or catalytic, how they spend their time, how they feel about their job, funding and NAMB, and the results of their evangelistic and church planting efforts.<sup>4</sup> Copies of the questionnaires are included in appendixes A, B, C, and D.

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<sup>1</sup> Primary Strategy #4, 2003 Major Ministry Goal P4.1.

<sup>2</sup> The entire population of missions personnel was surveyed and not just a randomly selected sample (or samples). As a result, there is no sampling error. Any error that potentially exists in the survey will be due to nonresponse or measurement problems.

<sup>3</sup> For this survey, state administrative personnel are included in the appointed missions personnel category.

<sup>4</sup> Questions were also included regarding the people groups or types of people that are being effectively reached with the gospel and those that not being effectively reached. Response to those questions is not analyzed in this report but will be the subject of a later report.

The Personnel Deployment Team handled the mailing for the survey. The first wave of questionnaires was mailed the first week of June. Each questionnaire was accompanied by a letter from Randy Wood requesting participation in the study. (See appendix E.) Also included was a postpaid business reply envelope. Most of the approved missionaries were inadvertently omitted from this mailing so they received surveys in a mailing that took place toward the end of June.

Because anonymity was promised for the survey, individual responses were not tracked; therefore, reminders had to be sent to all participants—even those who might have previously responded. Follow-up reminders were mailed to the appointed missionaries in early July along with a second copy of a questionnaire. Chaplains with correct email addresses were emailed a reminder and a second copy of their questionnaire on August 18, and encouraged to email or fax completed copies to the Research Team at NAMB. Approved missionaries and MSC missionaries were not sent a follow-up mailing.

### Response to the Survey

Table 1 displays the number of missions personnel who completed a questionnaire along with the response rate for each personnel category. Response rate is the percentage of returned questionnaires from those surveyed. The response rate was very high for appointed missionaries—70 percent. In contrast, the response rate was low for chaplains, only 22 percent. Even the response rate for approved missionaries was less than 30 percent. Given the relationship of NAMB with approved missionaries and MSC missionaries, response rates of 40 percent or more might have been achieved with additional follow-up.

Table 1—Response and Response Rates

	Questionnaires Mailed	Completed Questionnaires Returned	Response Rate
Appointed missionaries	733	510	69.6%
Approved missionaries	606	167	27.6
Chaplains	2,401	527	21.9
MSC missionaries	1,202	419	34.9
Total	4,942	1,623	32.8

Response rates are important because they serve as a gauge of how confident one can feel that those responding are representative of their respective populations. For example, since 70 percent of appointed missionaries who were surveyed completed a questionnaire, one can feel fairly confident that those responding are representative of all appointed missionaries. In contrast, the fact that 78 percent of the chaplains who were invited to participate in the study did not respond, raises questions about how well the 22 percent that did represents all chaplains endorsed by NAMB. The entire population of chaplains may feel less positively about NAMB than the 22 percent who chose to respond and they may have different results in the areas of evangelism and church planting. Nonresponse is an inherent problem in social research because no practical methodology results in 100 percent response. Despite this potential unknown bias, information provided by respondents is the best information available.

Several factors may have contributed to lower participation in the study for approved missionaries, chaplains, and MSC missionaries. Some respondents had trouble with some of the questions. Some chaplains and MSC missionaries indicated that the questions related to church planting and baptisms were not relevant for their situations. Also, the questionnaire asked for statistical summaries of results for the previous twelve months, possibly many people did not

respond because they had not kept track of the information requested. Another factor is that some missions personnel turned in statistical reports earlier in the year and this survey may have seemed redundant, e.g., chaplains have a regular reporting system and all MSC missionaries were mailed report forms with some of the same questions a few months prior to this survey. A fourth factor is that a second mailing was not implemented with approved missionaries, MSC missionaries, and chaplains with without email addresses. Fifth, chaplains might have responded better to a request for participation in the survey from the Chaplaincy Evangelism Team than from the Personnel Deployment Team. Also, the follow-up questionnaire emailed to chaplains was not designed as an email survey and it appeared that some of the chaplains had difficulty opening the attachment, completing it, and returning it.

## PART II—RESULTS OF THE STUDY FOR THE FOUR MISSIONS PERSONNEL CATEGORIES

### Job Classification

Missions personnel were asked to identify the type of service they perform. While there was some overlap, most of the categories were unique for each of the four missions personnel designations. Figure 1 displays responses for appointed missionaries. The most frequently reported job classifications are associational missionary and church planting missionary. These are followed by state administrative personnel and ministry evangelism missionary. Nearly 1 in 10 indicated they performed a job other than the categories provided. Some of the more frequently specified other types of service were church and community ministries, church planter strategists/consultants, and miscellaneous state convention positions. (A complete list of specified responses is included in appendix F.) About 10 percent of the appointed missionaries indicated two or more job assignments. Associational missionary, church planting missionary, and ministry evangelism missionary were the three jobs most often reported in combination with some other type of service.

Figure 1—*Identify which type of service you perform. (Appointed)*<sup>5</sup>

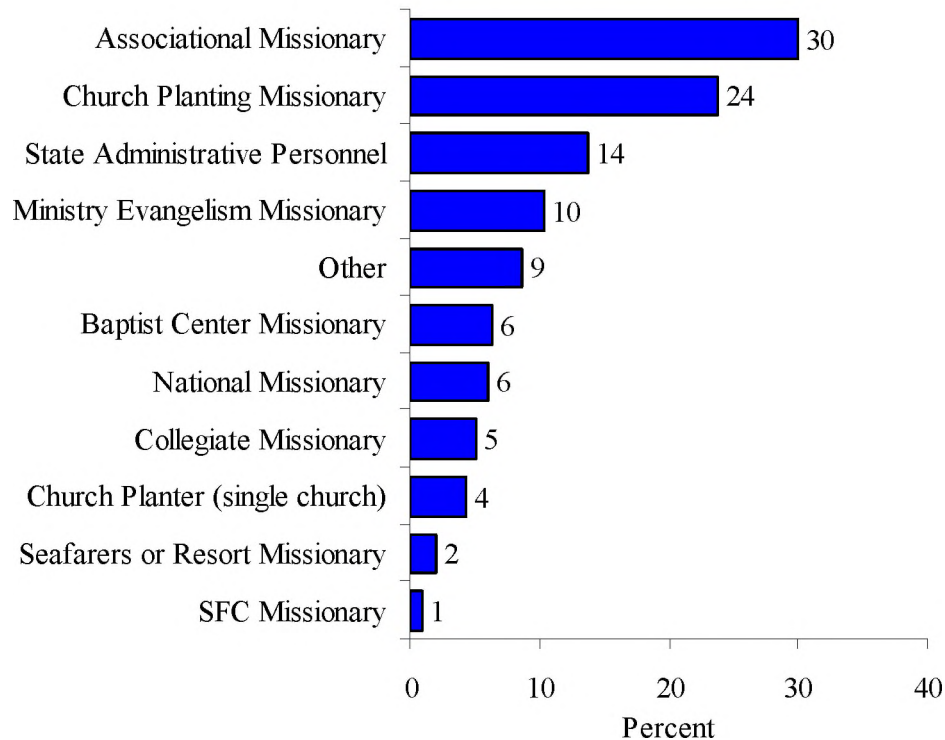
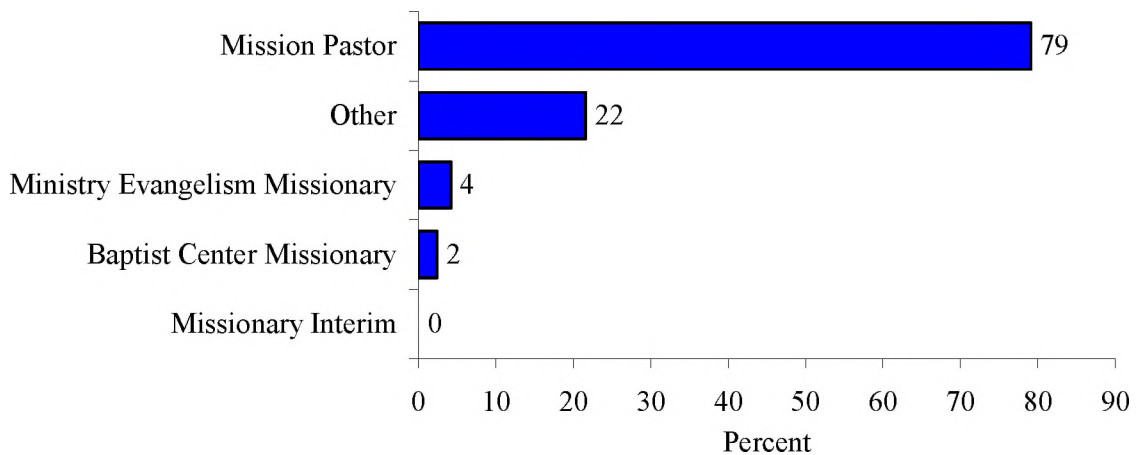


Figure 2 displays the job classifications for approved missionaries. Four of 5 approved missionaries indicated they were mission pastors. Most of the remainder indicated “other” rather than one of the specific designations provided. The most common other job specified was church planter. Church pastor was also specified several times, apparently to differentiate themselves from mission pastors. Director of missions was also written in multiple times. (See appendix F for specified “other” responses.) Only 1 in 14 approved missionaries indicated two or more jobs. Nearly all of these were a combination of mission pastor and “other” responses.

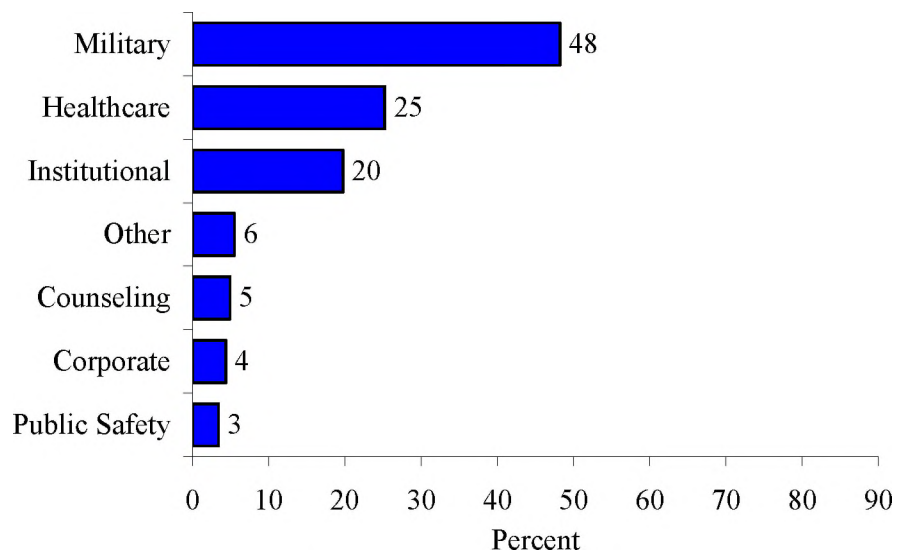
<sup>5</sup> Because multiple responses are allowed for type of service performed, the percentages in figure 1 do not total to 100.

Figure 2—*Identify which type of service you perform. (Approved)*



Chaplains self classified their work in the seven categories listed in figure 3. Nearly half of the chaplains reporting are military. One in 4 is a healthcare chaplain and 1 in 5 is an institutional chaplain. Ten percent of the chaplains reported two or more jobs—healthcare chaplaincy was most frequently reported in combination with some other type of chaplaincy. Only about 1 in 20 specified some other type of chaplaincy other than the categories listed. Most of the jobs specified can be classified in the categories provided. (See appendix F.)

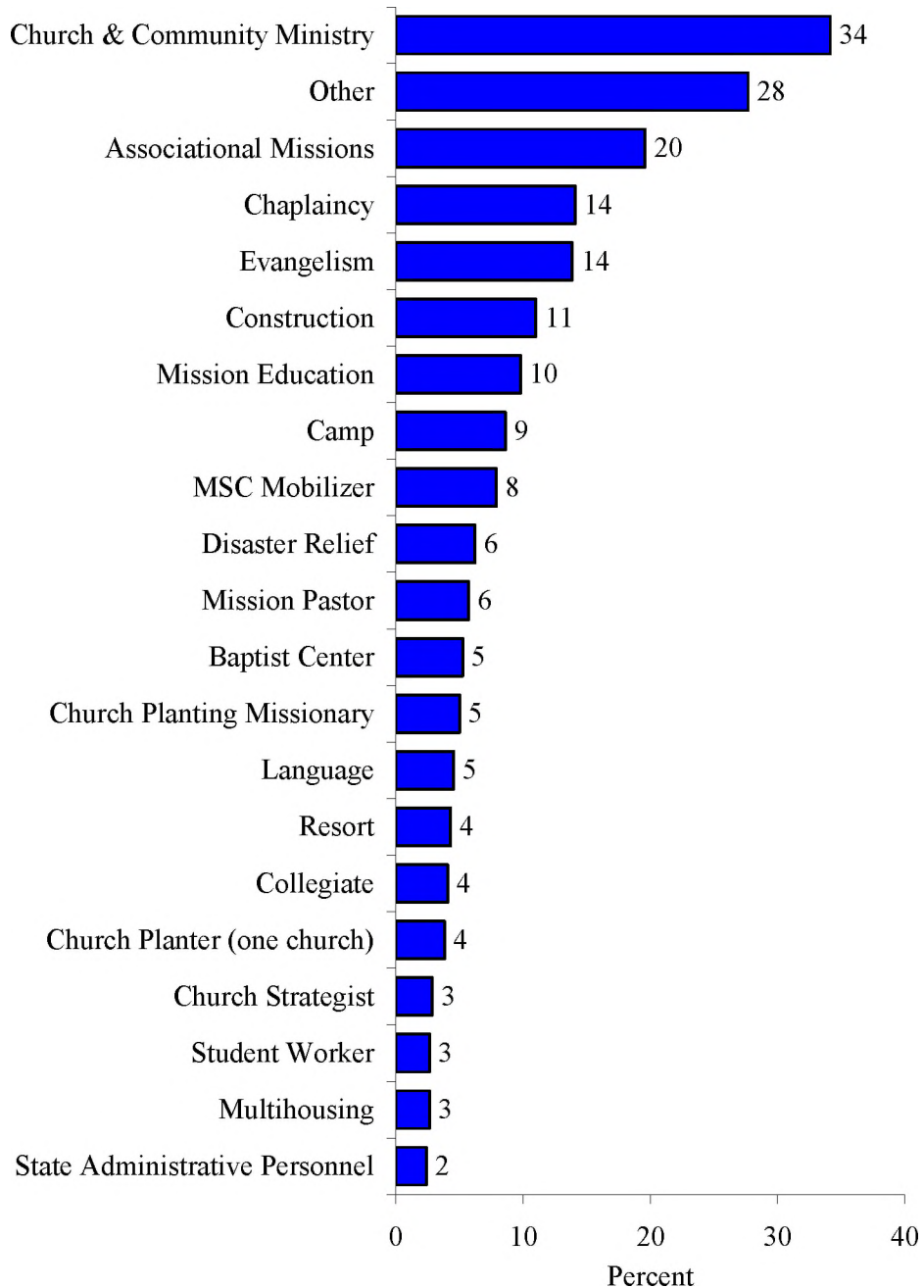
Figure 3—*Identify which type of service you perform. (Chaplains)*



The greatest variety of jobs is found among MSC missionaries. Furthermore, they more frequently reported multiple types of service than the other three personnel categories. Forty-five percent of MSC missionaries reported two or more jobs and 25 percent indicated three or more types of service. The most frequently reported job classification was church and community ministry—a third of respondents. The second most frequent classification was “other.” A wide variety of “other” responses were specified. Some of the more numerous responses were pastor, church strengthener, literacy, nursing home, prison ministry, VIM consultant, music, and administrative assistant. (See appendix F.) Church and community ministry, associational

missions, and “other” were most often reported in combination with some other job. It appears that in many instances both husband and wife jointly completed the questionnaire. This may partly explain the large number of multiple types of service reported.

Figure 4—*Identify which type of service you perform. (MSC)*

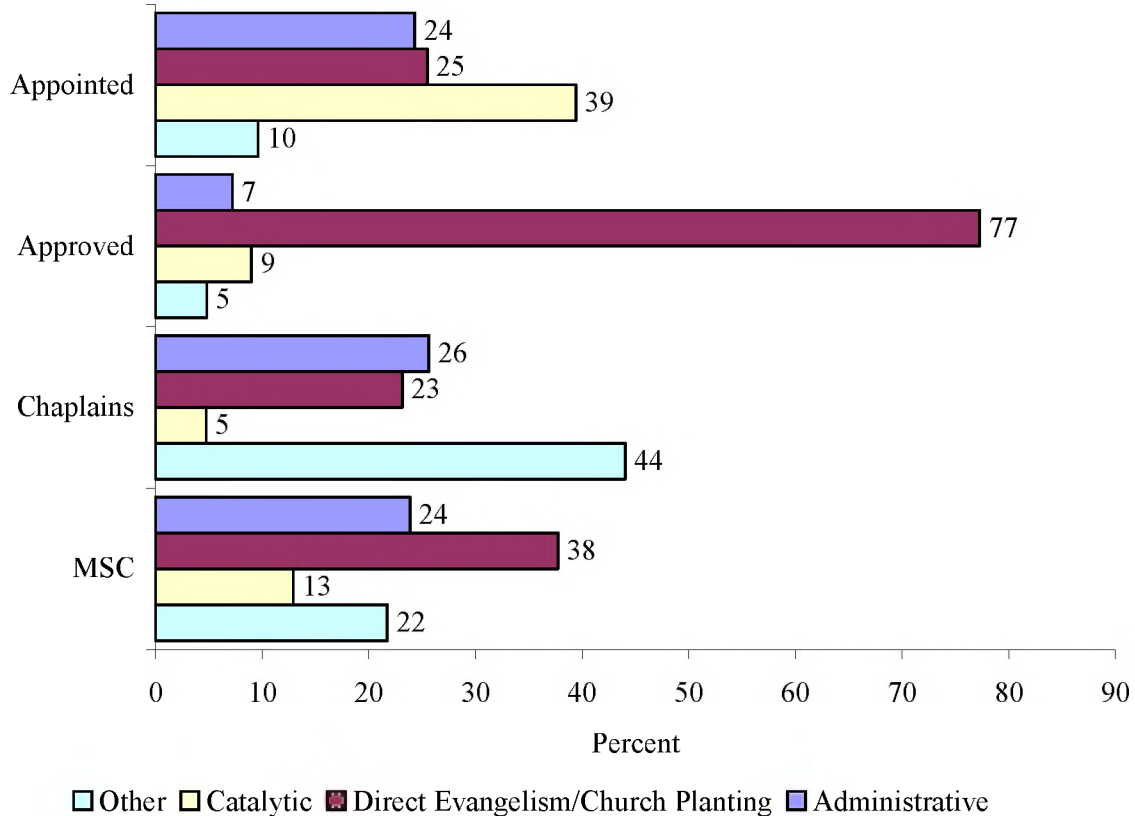


#### **Identification of Ministry as Administrative, Catalytic, or Direct**

As a follow-up to the type of service missions personnel perform, participants were asked to indicate whether their jobs are primarily administrative, hands-on evangelism or church planting, or catalytic, i.e., mobilizing or working through others to start multiple ministry units or churches.

(See figure 5.) The plurality of appointed missionaries (39%) reported their work to be catalytic. One in 4 reported their work to be primarily direct or hands-on while 1 in 4 indicated their work was more administrative. One in 10 appointed missionaries indicated their work was something other than these three categories. Respondents that checked “other” were given opportunity to further specify what they do. Apparently some respondents could not choose just one category of response because they specified that their ministry was both administrative and hands-on or catalytic and hands-on for example. Other specified responses included teaching, training, and equipping of various types. A complete list of all the specified responses for each of the missions personnel categories is included in appendix G.

Figure 5—Would you say that your ministry is more: (Please check only one.)



The large majority of approved missionaries (77%) indicated their work was primarily direct evangelism or church planting. This is consistent with a most of them being mission pastors. About 1 in 10 indicated their work was primarily catalytic. Few appointed missionaries had to resort to using “other” as a response.

In contrast to appointed and approved missionaries, chaplains most frequently (44%) could not classify their jobs as administrative, direct, or catalytic. Probably the designations direct and catalytic were defined too narrowly in terms of church planting and evangelism, and some of the chaplains did not view them as applicable. Instead, they specified that their work as primarily counseling, direct hands-on ministry, comfort and care, pastoral, or pastoral care/counseling/ministry. There were also instances where they specified a combination of administrative and hands-on types of work. In summary, this questionnaire item was not designed well for chaplains. (A complete list of the specified responses for this questionnaire item is included in appendix G.) In spite of any problems, 1 in 4 chaplains classified their work as administrative and 1 in 4 classified their work as direct hands-on evangelism or church planting.

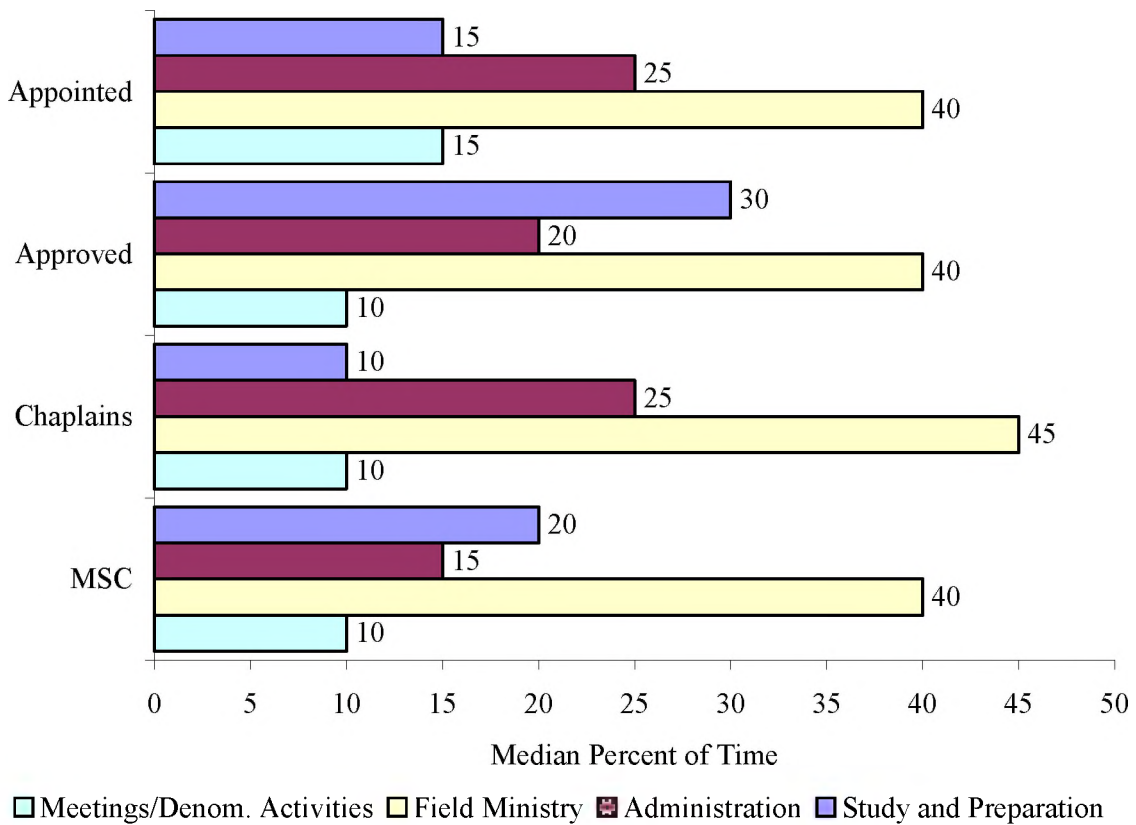
A plurality of MSC missionaries (38%) responded that the work they do is primarily direct hands-on evangelism or church planting. One in 4 indicated their work is primarily administrative. About 1 in 5 opted for the “other” category to describe their work. Because of the extent of specificity, responses are hard to classify, but some of the repeated descriptions are construction, ministry, and teaching. (See appendix G.)

In summary, approved missionary personnel are primarily involved in direct hands-on evangelism and church planting. No other missionary category is characterized by one type of work to such an extent. A significantly higher percentage of catalytic missionaries is found in the appointed missionary category than in any other category. Approximately 1 in 4 appointed missionaries, chaplains, and MSC missionaries are primarily administrative personnel. (Part III of the report further discusses this topic by examining whether ministry is more administrative, catalytic, or direct for each job classification.)

### How Time is Spent

A third questionnaire item was used to attempt to understand the work performed by missionary personnel. Participants were asked to quantify the amount of time they spend in study, administration, ministry, and meetings. Figure 6 displays the median percentage of time that missions personnel spend in these activities.<sup>6</sup>

Figure 6—Based on 100%, please place a percent of time you spend doing the following activities.



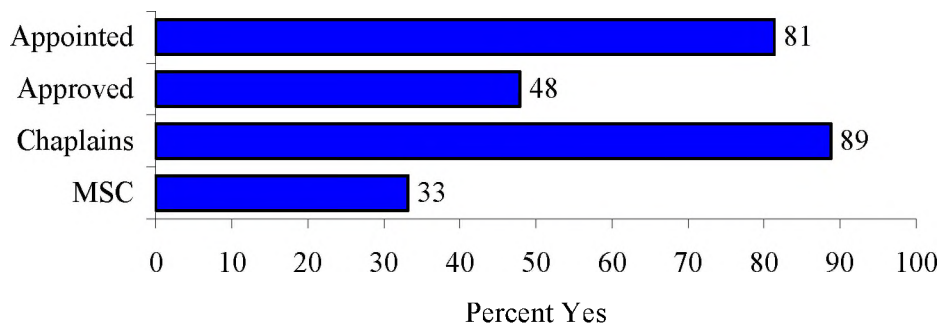
Approved missionaries spend the largest percentage of time (30%) in study and preparation—apparently this is a result of this category being dominated by pastors and the study and preparation is for sermons. In contrast, chaplains spend the smallest percentage of time (10%) in study and preparation. Missions personnel spend from 15 to 25 percent of their time in administrative activities. Both chaplains and appointed missionaries spend about a fourth of their time in administration. Overall, missions personnel spend from 40 to 45 percent of their time in field ministry—chaplains report the highest percentage. Each group spends about 10 to 15 percent of their time in meetings and denominational activities—appointed missionaries report the highest percentage.

### Organizational Issues

A series of questionnaire items exploring some of the organizational aspects of the missionaries jobs was included. Participants were asked if they have annual reviews of their work, regular meetings with a supervisor, and accurate job descriptions.

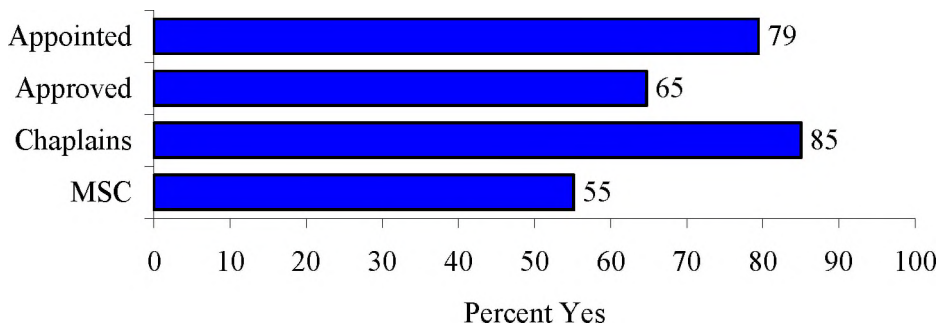
First, they were asked if they had a performance review within the last year. (See figure 7.) The percentage of respondents who answered yes varied greatly by missionary category—from 89 percent of chaplains down to 33 percent of MSC missionaries. Note that only half of approved missionaries reported performance reviews.

Figure 7—Did you have a performance review last year?



Second, participants were asked if they regularly meet with their supervisors. Again, there was considerable variation by category. (See figure 8.) The percentage ranged from 85 percent of chaplains down to 55 percent of MSC missionaries.

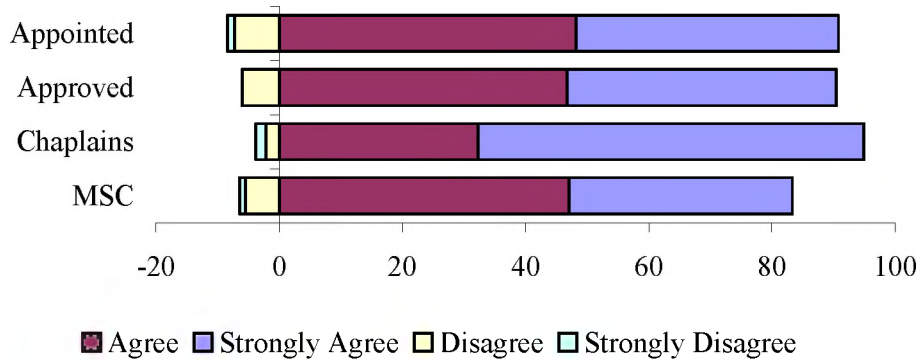
Figure 8—Did you meet regularly with your supervisor? (Percent Yes)



<sup>6</sup> The percentages reported in figure 6 will not add to 100 because they are independently derived from median responses for each activity in each missions personnel category. Also, individual participants did not always allocate all of their time to these four categories.

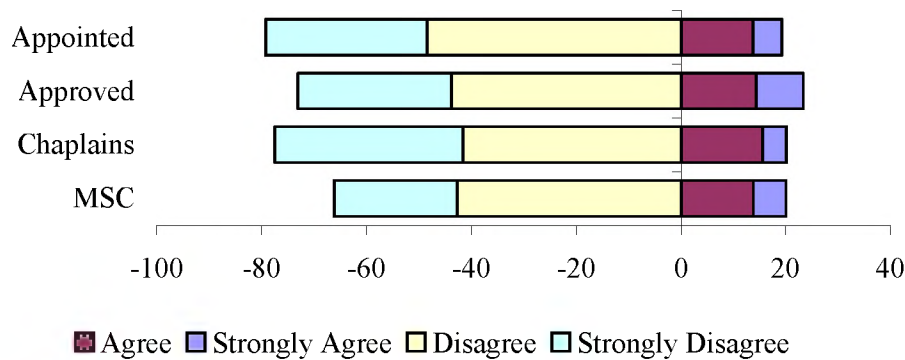
The third item in this section of the report relates to a missionary’s job description. Participants were presented the statement “My current job description accurately reflects my responsibilities,” and asked to respond on a scale ranging from strongly agree to disagree. Response to this question is included in figure 9. Percentage disagreement has been graphed as negative numbers on the chart in order to visually contrast it with percentage agreement.<sup>7</sup> The chart shows that most missions personnel agree that their job description accurately reflects the work they do. Eight percent or less of each audience indicates that their job description is not accurate.

Figure 9—*My current job description accurately reflects my responsibilities.*



Fourth, participants were asked to react to a statement about being under-utilized in their jobs. Response has been graphed in figure 10. Most respondents in each missionary category disagree that they are being under-utilized. However, about 1 in 5 in each category indicates they are not being used to the extent of their potential. Note that 5 to 10 percent strongly feel they are being under-utilized.

Figure 10—*I am being under-utilized in my current ministry.*



<sup>7</sup> The percentages have been computed for all respondents in each missionary category including those that did not respond to this particular statement. Nonresponse is not shown on the chart. This explains why total agreement for MSC missionaries is less than that for appointed missionaries, while total disagreement is also less than that for appointed missionaries. Item nonresponse might be greater for MSC missionaries because more of them might not have a formal job description. Ten percent of MSC missionaries did not rate this item.

## Calling

Missions personnel were asked whether they feel that their ministry is God’s call for their life. Overwhelmingly, respondents in every missions personnel category feel their ministry is God’s will for their life—97 or 98 percent of every audience feel this way and at least 87 percent of every audience feels strongly this is so. The specific wording used and resulting response are included in table 2.

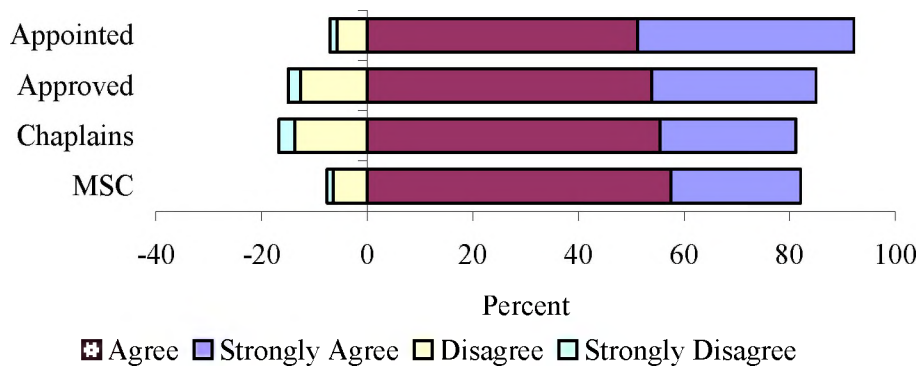
Table 2—Which is most true for you? (Please check only one.)

	Appointed	Approved	Chaplains	MSC
I am absolutely certain my ministry is God’s call for my life.	89.0%	92.8%	92.2%	86.9%
I am fairly certain my ministry is God’s call for my life.	7.7	4.8	5.3	10.0
I am uncertain whether my ministry is God’s call for my life.	2.2	0.6	1.1	1.4
I am reasonably certain my ministry is not God’s call for my life.	1.2	1.2	0.2	0.2
No Response	0.0	0.6	1.1	1.4
Total	100.0%	100.0%	100.0%	100.0%

## Relationship to NAMB

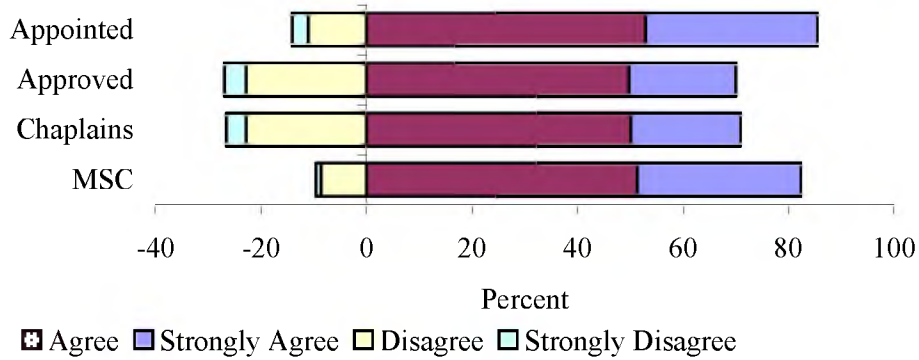
Four statements were used to explore a missionary’s relationship to the North American Mission Board. All four were scored on a strongly agree to strongly disagree scale. The first of them is graphed in figure 11. The large majority of every audience agrees with this statement. Appointed missionaries have the highest level of agreement and also the largest percentage of strong agreement. While disagreement is expressed by only a small segment of each audience, disagreement is highest for chaplains and approved missionaries, 17 and 15 percent respectively.

Figure 11—I understand the role NAMB plays in my ministry.



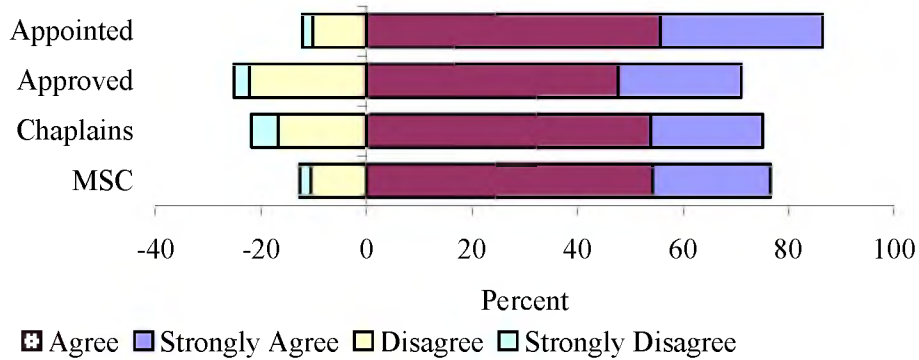
The second of these items relates to whether they feel adequately oriented to NAMB. (See figure 12.) Again there is considerably more agreement than disagreement with this statement. However, 1 of 4 approved missionaries and chaplains disagrees with this statement and at least 1 of 10 in the other two missions personnel categories also disagrees.

Figure 12—*I was adequately oriented to NAMB and NAMB resources.*



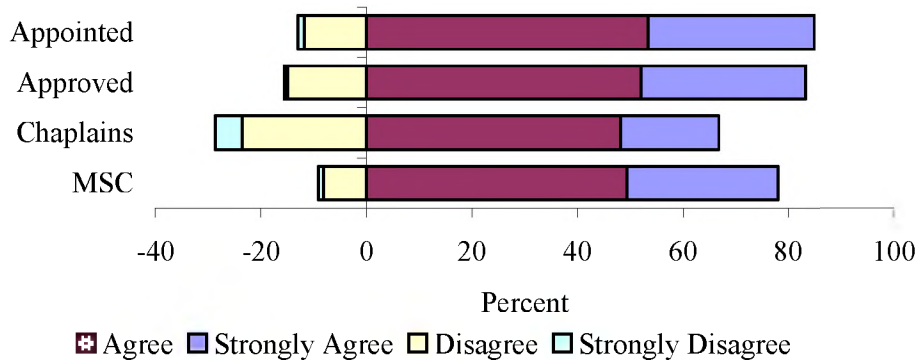
The third of these NAMB related items probes whether they feel that NAMB is supportive of their ministry in ways other than financial. As with the other statements, there is much more agreement than disagreement. Still, 1 of 4 approved missionaries and 1 of 5 chaplains feel that NAMB is not very supportive of them. In addition, 1 of 8 people in the other two missions personnel categories feels that NAMB is not supportive. (See figure 13.)

Figure 13—*NAMB is supportive of my ministry in ways other than financial.*



The last of these statements examines the relationship from the opposite perspective and examines whether they are supportive of NAMB. Figure 14 shows that at least two-thirds of every audience is aware and supportive of NAMB's direction. In contrast, at least 1 of 10 in each category is not supportive of NAMB. In particular, nearly 30 percent of Chaplains disagree with this statement—5 percent strongly disagree.

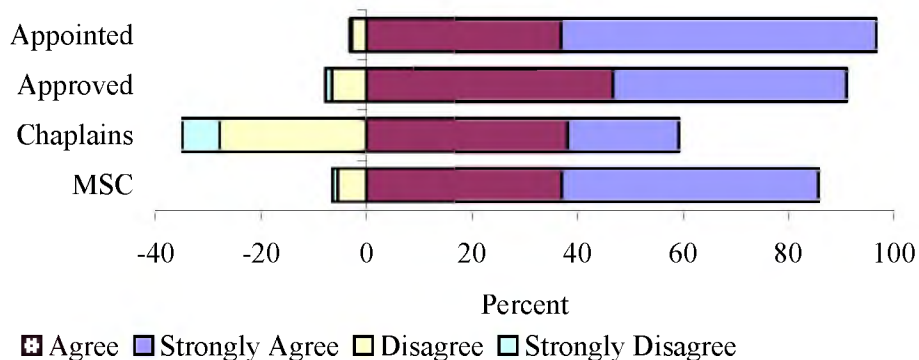
Figure 14—*I am aware and supportive of NAMB's direction.*



### Promotion of the Annie Armstrong Easter Offering and Cooperative Program

Missions personnel were probed about their support and promotion of the Cooperative Program (CP) and the Annie Armstrong Easter Offering (AAEO). Even though chaplains and MSC missionaries are not directly supported by these funding sources, this item was included on their questionnaires as well. Figure 15 shows that the majority of every audience regularly promote CP and AAEO. As might be expected, appointed and approved missionaries are the strongest promoters—in particular, 60 percent of appointed missionaries strongly agree that they regularly promote CP and Annie. Although MSC missionaries do not receive direct funding from these sources, they are still highly supportive with 4 of 5 regularly promoting them. Even the majority of chaplains indicate they regularly promote CP and AAEO. However, 35 percent of chaplains disagree that they regularly promote these sources of missions funding.

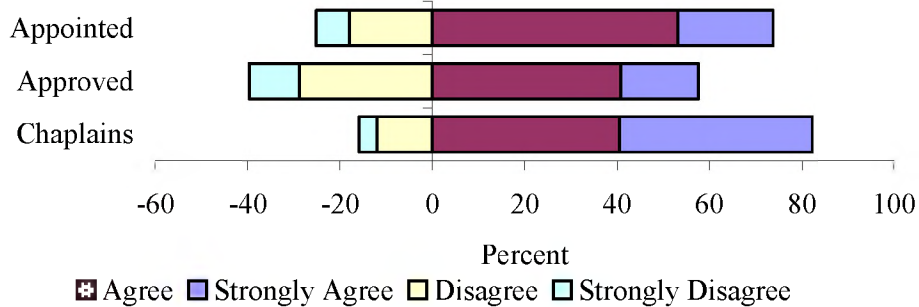
Figure 15—*I regularly promote the Cooperative Program and the Annie Armstrong Easter Offering.*



## Financial Compensation

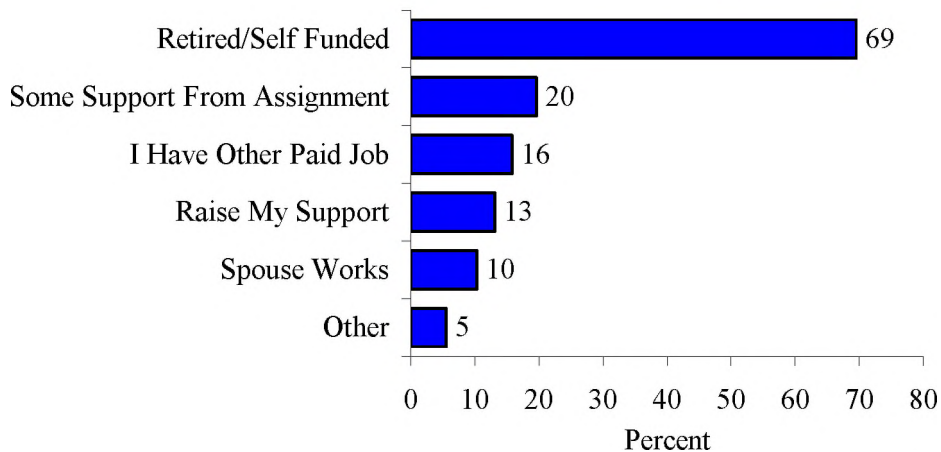
Appointed missionaries, approved missionaries, and chaplains were given a statement regarding being adequately compensated for their ministry. (See figure 16.) The majority of every audience feel adequately paid for their ministry; however there are differences among the missionary categories. Chaplains, who do not receive funding from NAMB, have the highest proportion of folks who feel adequately paid for their work—4 of 5. In contrast, only 57 percent of approved missionaries feel adequately paid for their ministry. Appointed missionaries are in the middle with 3 of 4 agreeing they are adequately paid. Looking at the negative end of the scale, 40 percent of approved missionaries disagree that they are adequately compensated—11 percent strongly disagree.

Figure 16—*I am adequately compensated for my ministry.*



Since most MSC missionaries are volunteers, they were not asked to react to the statement above. Instead, they were asked how their ministry is funded. Response to this question is included in figure 17. The large majority of MSC missionaries (7 of 10) are self funded. One of 5 indicates receiving some financial assistance from their place of employment. The third most frequently provided response was that they have a paid job which they use to fund their ministry.

Figure 17—*How is your ministry funded? (MSC)*<sup>8</sup>

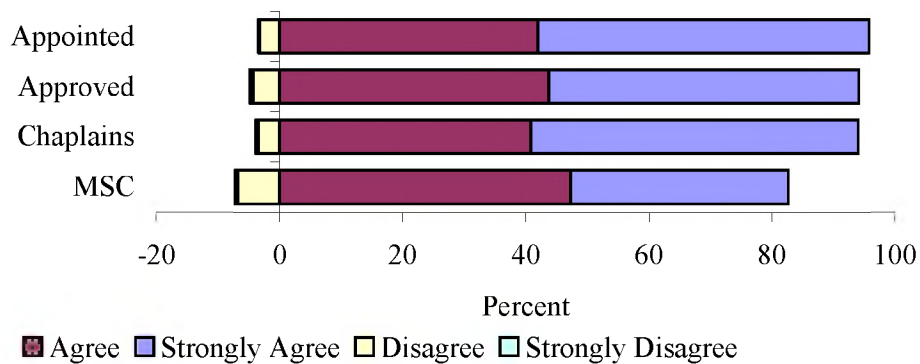


<sup>8</sup> MSC participants were allowed multiple responses to this question; thus, the percentages do not equal 100 percent.

## Perception of Impact on Lost People

The survey instrument included a statement that explored whether participants believe their ministry is having a significant impact on lost or unsaved people. Responses to this statement are included in figure 18. The overwhelming majority of every missionary category agree that their ministry is having a significant impact on lost people. About 95 percent of appointed missionaries, approved missionaries, and chaplains agree with this statement and in each instance, the strongly agree responses outnumber agree responses. The response for MSC missionaries is a little lower at 83 percent agreement with agree responses outnumber strongly agree responses, indicating that, as a group, they do not feel as strongly about the impact of their ministry as the other missionary categories. Also, they had just slightly higher percentages of disagreement with this statement.

Figure 18—*My ministry has a significant impact on lost (unsaved) people.*



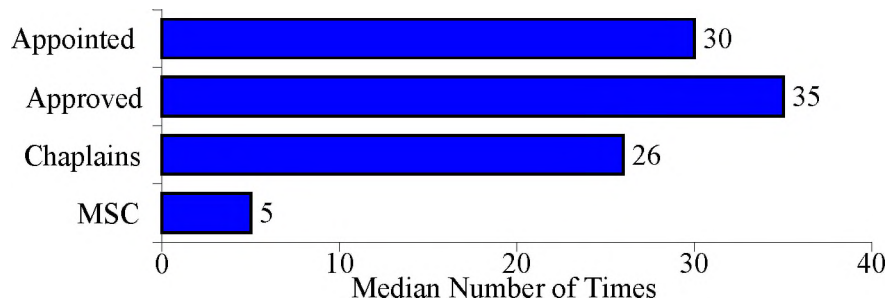
## Direct (Hands-on) Evangelism and Church Planting Results

The primary purpose of the survey is to discover types of missionaries most effective in evangelism and church planting. Thus, survey participants were asked questions about their witnessing and the resulting professions of faith, baptisms, and people joining churches. They were also queried about starting new churches, Bible studies, and other ministries. Missions personnel were asked to provide summary statistics for the preceding twelve month period, and were encouraged to provide estimates if they did not have exact figures.

### *Evangelism*

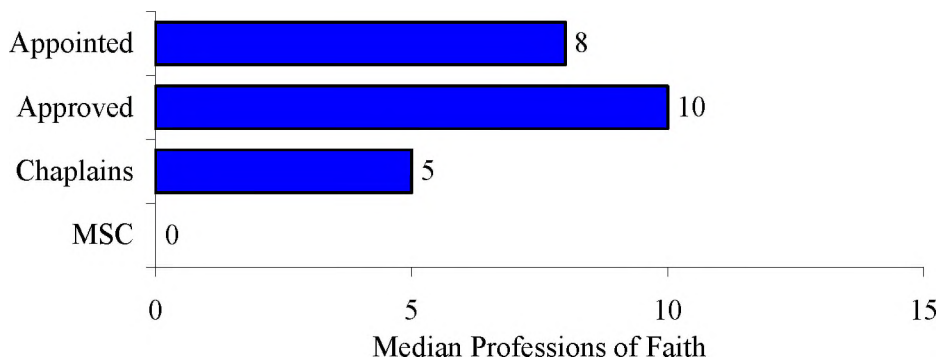
Missionaries and chaplains were asked to provide the number of times they personally shared the gospel with a lost person during the past 12 months. The median number of times the gospel was shared is charted in figure 19 for each missions personnel category. At the top end of the scale, the typical approved missionary shared the gospel 35 times over a 12 month period, while at the other end, the typical MSC missionary shared the gospel 5 times.

Figure 19—*How many times have you personally shared the gospel with a lost person? (in the past 12 months or last year)*



Next, survey participants were asked how many people came to know Christ as a direct result of their ministry. That information is charted in figure 20. The ordering of missions personnel categories from highest to lowest is the same as for figure 19. The typical approved missionary reported 10 professions of faith over a 12 month period. At the bottom of the range, the typical MSC missionary reported no professions of faith.

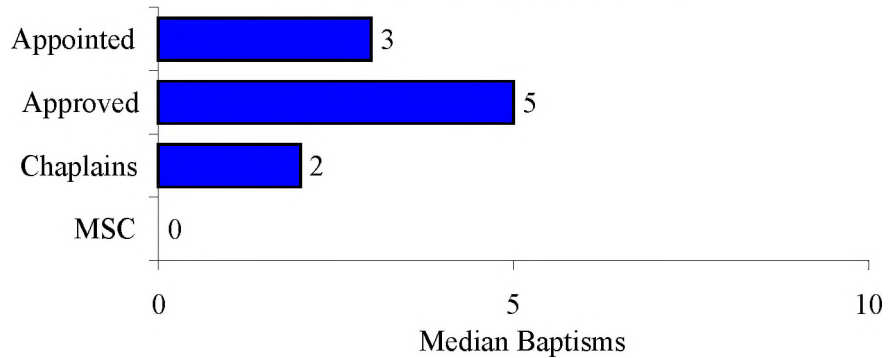
Figure 20—*How many people have accepted Christ as a direct result of your ministry? (in the past 12 months or last year)*



Missionaries were then asked how many baptisms resulted from their ministry. Generally, the number of baptisms reported is half or less than the professions of faith reported. Technically, as asked, the questions concerning number of times a person shares a personal witness, number of professions of faith, and number of baptisms are independent. Specifically, missions personnel were not asked to provide the number of people who made a profession of faith as a direct result of chaplains or missionaries having personally shared the gospel. Then out of those who made a profession of faith, how many of them were baptized. While there is not a direct link between the questions, there is an implied link. In general, it appears that roughly half or less of those making professions of faith are actually baptized and as a result are disciplined in the context of a local Baptist church.

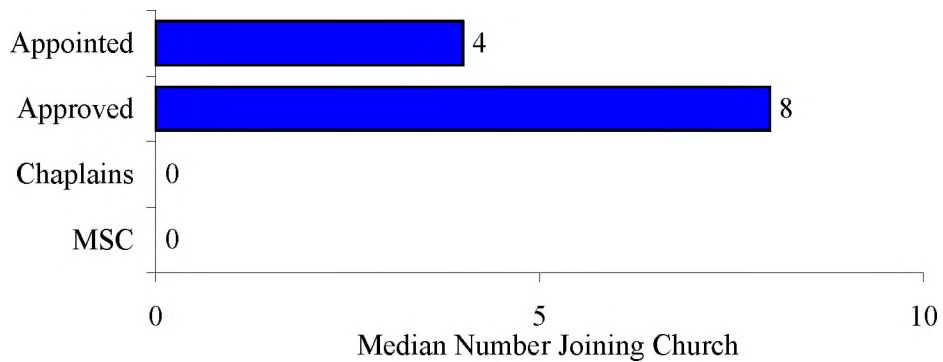
Figure 21 shows that median baptisms ranged from 0 to 5. At the low end of the scale, the typical MSC reported no baptisms as a direct result of their ministry over a 12 month period, while at the high end, the typical approved missionary reported 5 baptisms.

Figure 21—*How many baptisms directly resulted from your ministry? (in the past 12 months or last year)*



Participants were then asked how many lost persons joined a church as a direct result of their ministry. Median responses are reported in figure 22. Again, this question was intended to gauge how well people who make professions of faith are channeled into churches; however, people could have joined the church as a direct result of ministry but not necessarily a direct result of having made a profession of faith and being baptized. In fact, the typical approved missionary reported 8 people joining a church as a direct result of their ministry, while the typical appointed missionary reported 4—both numbers are greater than the corresponding median number of baptisms reported. The median number for both chaplains and MSC missionaries is 0.

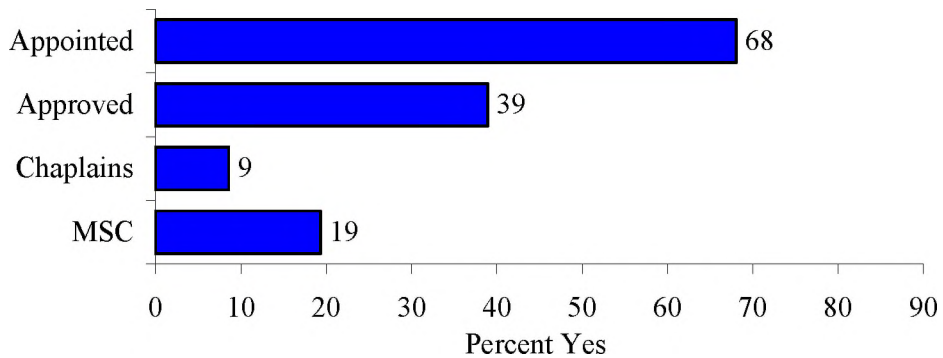
Figure 22—*How many lost people joined a local body of believers as a direct result of your ministry? (In the past 12 months or last year)*



### *Church Planting*

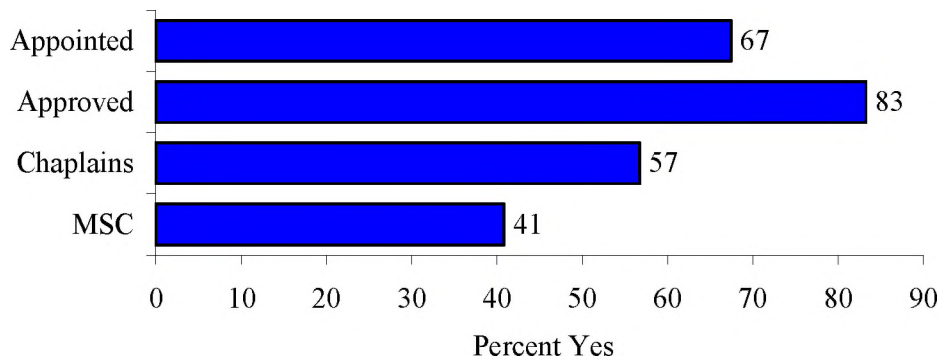
As a part of the direct results of their ministry, survey participants were asked if they started churches or church-type missions, Bible studies, and other missions or ministries during the past year. Figure 23 shows the percentage of missionaries by category who reported starting either a church or church-type mission during a 12 month period. Appointed missionaries are most involved in church planting. Seven of 10 reported either directly starting or helping to start churches or church-type missions. This compares with 4 of 10 approved missionaries, 2 in 10 MSC missionaries and 1 in 10 chaplains. The typical appointed missionary who reported starting new churches or missions reported starting 2 units over a year’s time. The median number reported for the other three categories of missionary was 1.

Figure 23—*Did you start or help start: churches or church-type missions? (in the past 12 months or last year)*



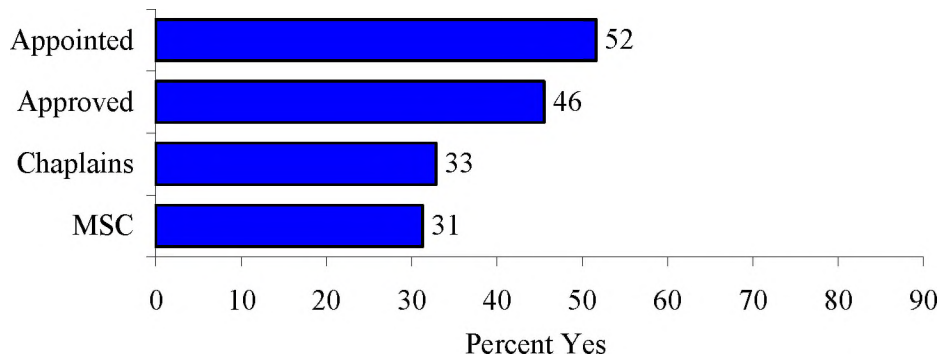
The percentage of missions personnel who started Bible studies in the prior year is shown in figure 24. Approved personnel exhibit the greatest propensity to be involved in starting Bible studies with 83 percent starting new units. At the bottom end of the range are MSC missionaries with 41 percent starting new Bible studies. Even though a greater proportion of approved missionaries reported starting Bible studies, appointed missionaries reported a median of 3 new Bible study units started. The comparable number for each of the other three missionary categories was 2 new units.

Figure 24—*Did you start or help start: new Bible studies? (in the past 12 months or last year)*



There was one final catch-all category where respondents could report all “other-type” missions or ministries they had directly been involved in starting during the year. Roughly half appointed and approved missionaries reported starting some other-type unit, while approximately a third of chaplains and MSC reported starting work. For those starting other-type units within the year, the typical MSC missionary reported 1 new unit while the median units for each of the other three missionary categories was 2. (See figure 25.)

Figure 25—*Did you start or help start: other-type missions or ministries? (in the past 12 months or last year)*



**Indirect (Catalytic) Results**

Persons who work through and motivate other people to get work accomplished were given the opportunity to report results achieved indirectly. They were asked to give an overall summary of the number of professions of faith, baptisms, and people who joined a church as an indirect result of their ministry. They were instructed not to include direct results reported in the previous questions. The median numbers given for each of these three items are included in figures 26, 27, and 28.

Figure 26—*How many people accepted Christ? (Indirect results, past 12 months or last year)*

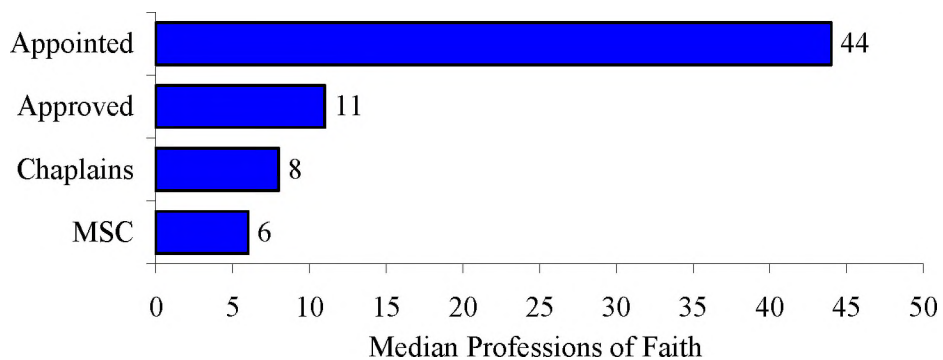


Figure 27—*How many people were baptized? (Indirect results, past 12 months or last year)*

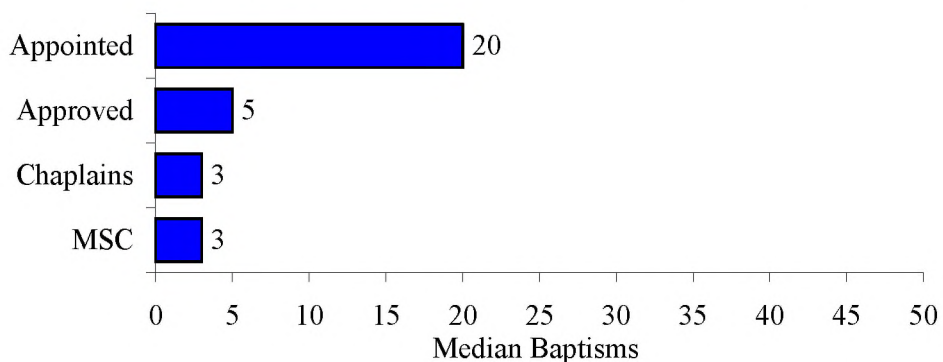
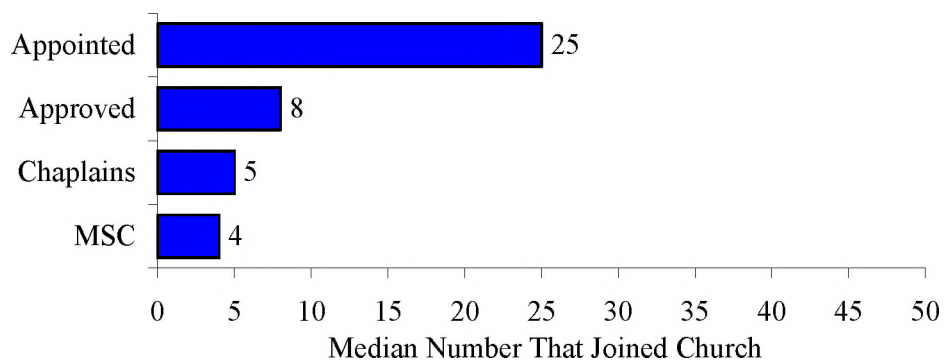


Figure 28—How many lost people joined a local body of believers (church)? (Indirect results, past 12 months or last year)



It appears that most of the catalytic results are being accomplished by appointed missionaries. This is consistent with the fact that a greater portion of them reported that their ministry is more catalytic. The typical (median) appointed missionary reports 44 professions of faith, 20 baptisms, and 25 people who joined a church as the indirect result of working through other people.

### PART III—RESULTS OF THE STUDY BY JOB CLASSIFICATION

Part II of this report focuses on the four categories of missions personnel—appointed missionaries, approved missionaries, chaplains, and MSC missionaries. Part III takes a more granular look by examining the results of the survey by the job classifications provided by respondents. For this portion of the study, job classifications for appointed and approved missionaries are grouped together, while the job classifications for chaplains and MSC missionaries are kept separate.

#### Identification of Ministry as Administrative, Catalytic, or Direct

##### *Appointed and Approved Missionaries*

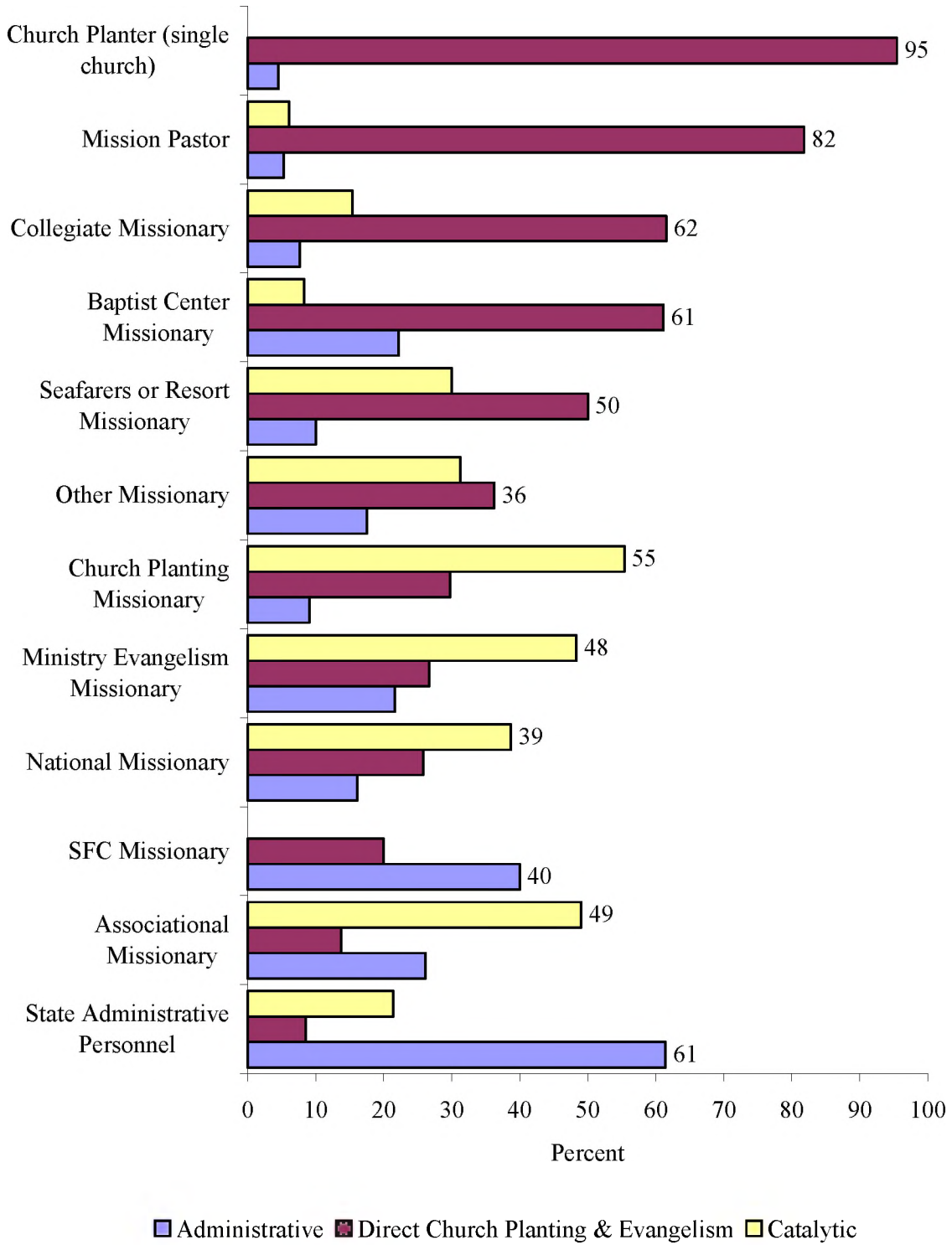
Figure 29 shows the percentage of appointed and approved missionaries, by job classification, who identify their jobs as primarily administrative, direct hands-on evangelism/church planting, or catalytic.<sup>9</sup> Job classifications are sorted in order of the percentage of respondents who indicate their work is primarily hands-on evangelism/church planting. Note that the percentage of the most frequently reported type of service for each job classification is displayed.

Half or more of church planters (single church), mission pastors, collegiate missionaries, Baptist center missionaries, and seafarers/resort missionaries view their job as primarily hands-on evangelism or church planting. While some participants in every job classification say the type of service they primarily perform is direct evangelism or church planting, these are the only five categories where the majority of respondents indicate this is the best description of what they do. In contrast, the majority of church planting missionaries (55%) indicate their job is primarily catalytic and the majority of state administrative personnel (61%) respond their job is primarily administrative. For the remaining classifications, no single type of service is indicated by a majority of respondents; however, the plurality of responses for ministry evangelism missionaries, national missionaries, and associational missionaries is catalytic and the plurality of SFC missionaries is administrative.

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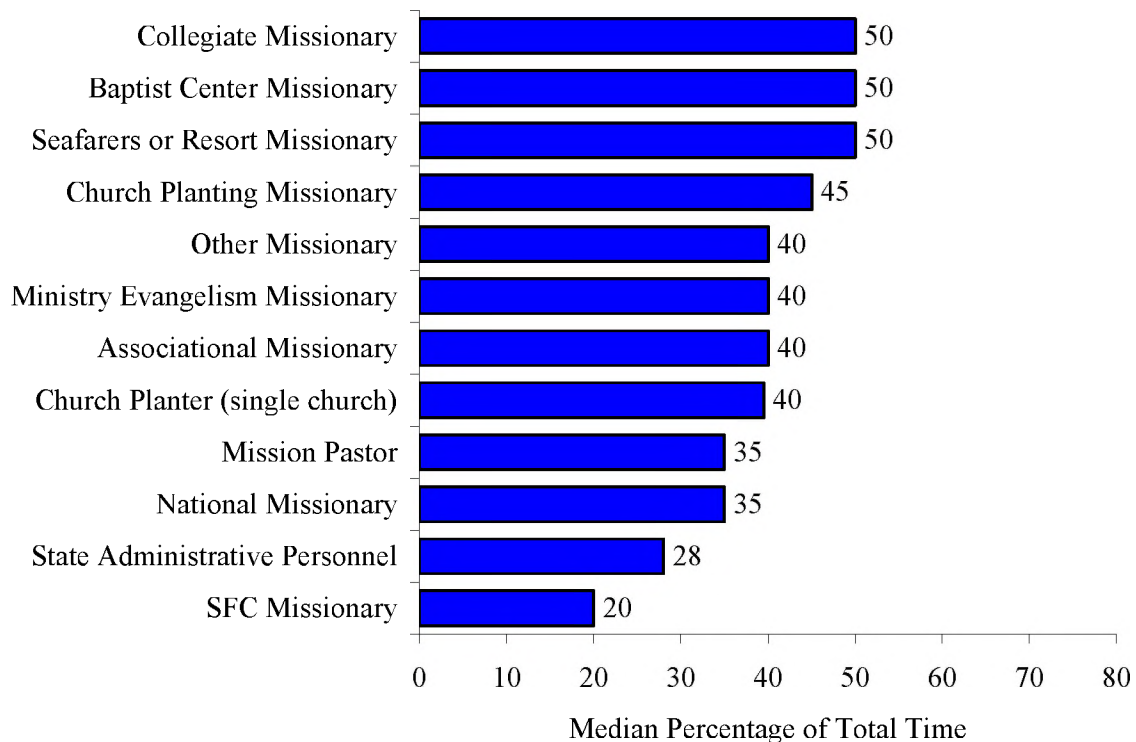
<sup>9</sup> Participants were given the option of also specifying “other” on the questionnaire but this option is not included in order to simplify the chart. The “other” category accounted from 0 to 19 percent of responses for the job classifications. The highest percentage “other” responses were for national missionaries (19%), collegiate missionaries (15%), other missionaries (14%), and associational missionaries (10%).

Figure 29—Would you say that your ministry is more [administrative, direct, catalytic]:  
 (Appointed and Approved Missionaries by Job Classification)



Further insight into the nature of the jobs of appointed and approved missionaries is found in figure 30. This figure shows the median percentage of time spent in field ministry. All missionaries report being directly involved in field ministry to some degree. In general, missionaries spend from 20 to 50 percent of their time involved in field ministry. It is interesting that associational missionaries report spending as much or more time in field ministry as church planters and mission pastors.

Figure 30—Median Percentage of Time Spent in Field Ministry (Appointed and Approved Missionaries by Job Classification)



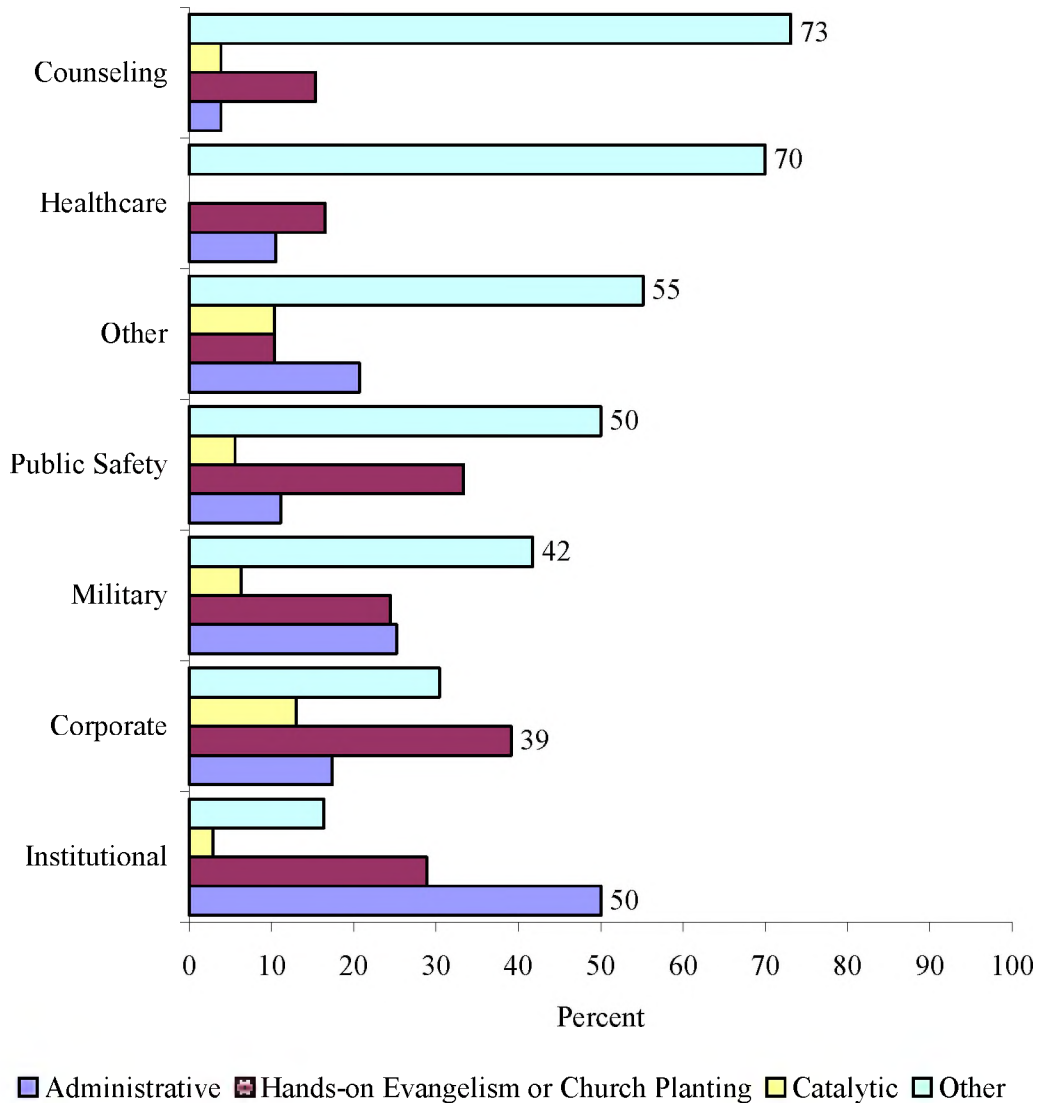
The information in figures 29 and 30 show some of the difficulty in classifying missionary positions. First of all, there is not complete unanimity among the personnel in a job classification about whether the work is more administrative, hands-on, catalytic, or something else. Possibly this is due to lack of precise definition for these categories, or it might be due to the variation of work performed by people with the same job title, or perhaps both. It is obvious that the work of individual missionaries is varied and even primarily administrative missionaries, such as state administrative personnel, report that some of their time is spent in field ministry. It is probably expedient for the interpretation of results in the remainder of this part of the report that job classifications for approved and appointed missionaries be thought of in the following categories, although these are not precise descriptions:

<b>Administrative</b>	<b>Hands-on Church Planting or Evangelism</b>	<b>Catalytic</b>
State Administrative Personnel	Church Planter (single church)	Church Planting Missionary
SFC Missionary	Mission Pastor	Ministry Evangelism Missionary
	Collegiate Missionary	National Missionary
	Baptist Center Missionary	Associational Missionary
	Seafarers or Resort Missionary	
	Other Missionary	

*Chaplains*

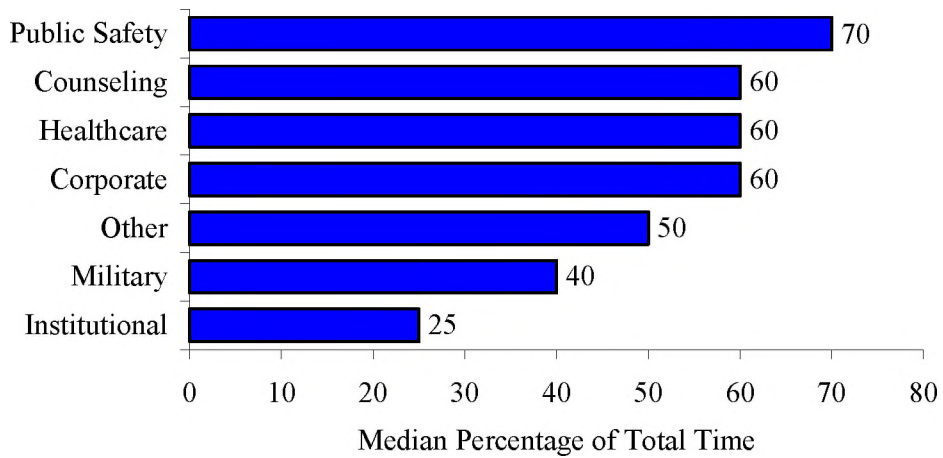
As pointed out in the first part of this report, many chaplains were not comfortable defining their jobs as primarily administrative, hands-on evangelism/church planting, or catalytic and as a result opted for the “other” category. So it is no surprise to see that when this information is crosstabulated by job classification, the most frequent response provided for most jobs is “other.” The two exceptions are a plurality of corporate chaplains indicate their ministry is more direct evangelism/church planting and half of institutional chaplains respond that their ministry is more administrative. (See figure 31.)

Figure 31—*Would you say that your ministry is more:* (Chaplains by Job Classification)



Most chaplains see themselves involved in field ministry. Figure 32 shows that the typical chaplain in each of the job classifications spends from 25 percent to 70 percent of his (her) time in field ministry. Public safety chaplains spend the greatest portion of their time in field ministry while institutional chaplains spend the least amount of time.

Figure 32—Median Time Spent in Field Ministry (Chaplains by Job Classification)



In summary, it appears that institutional chaplains tend to be more administrative in the types of work that they do, while most of the work of chaplains in the other job classifications is primarily hands-on ministry (based on the large percentages of time that most job classifications report in field ministry and the relatively low percentages who indicate their jobs are primarily administrative or catalytic). However, it seems that most chaplains were not comfortable classifying their jobs as hands-on evangelism or church planting—the exception being that a preponderance of corporate chaplains did so.

*MSC Missionaries*

Information regarding the primary type of ministry for MSC job classifications is charted in figure 33. Because there are numerous job classifications, this is a complicated chart. Job classifications have been sorted by the percentage of respondents indicating their ministry is primarily hands-on evangelism/church planting.

Out of the 21 classifications listed, the majority of respondents in 11 of them indicate that their ministry is primarily direct hands-on evangelism or church planting. In another 2 classifications, direct evangelism/church planting is a plurality and in 3 other classifications it is tied with another primary type of ministry. Otherwise, state administrative personnel is the only job where a majority of respondents indicate their ministry is more administrative; however, a plurality of mission education missionaries also respond that their work is administrative. A plurality of MSC mobilizers indicate their work to be catalytic.

Figure 33—*Would you say that your ministry is more:* (MSC Missionaries by Job Classification)

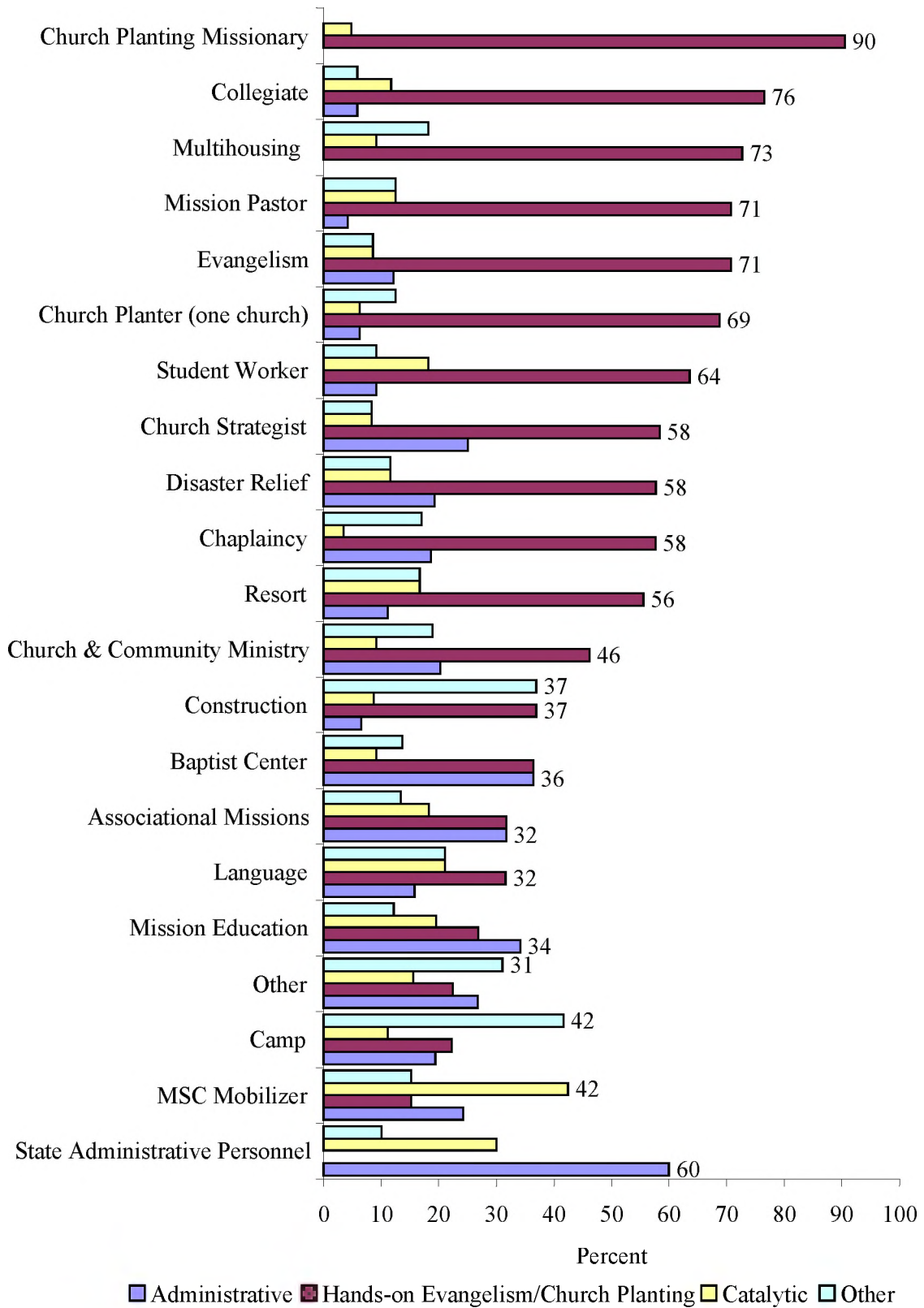
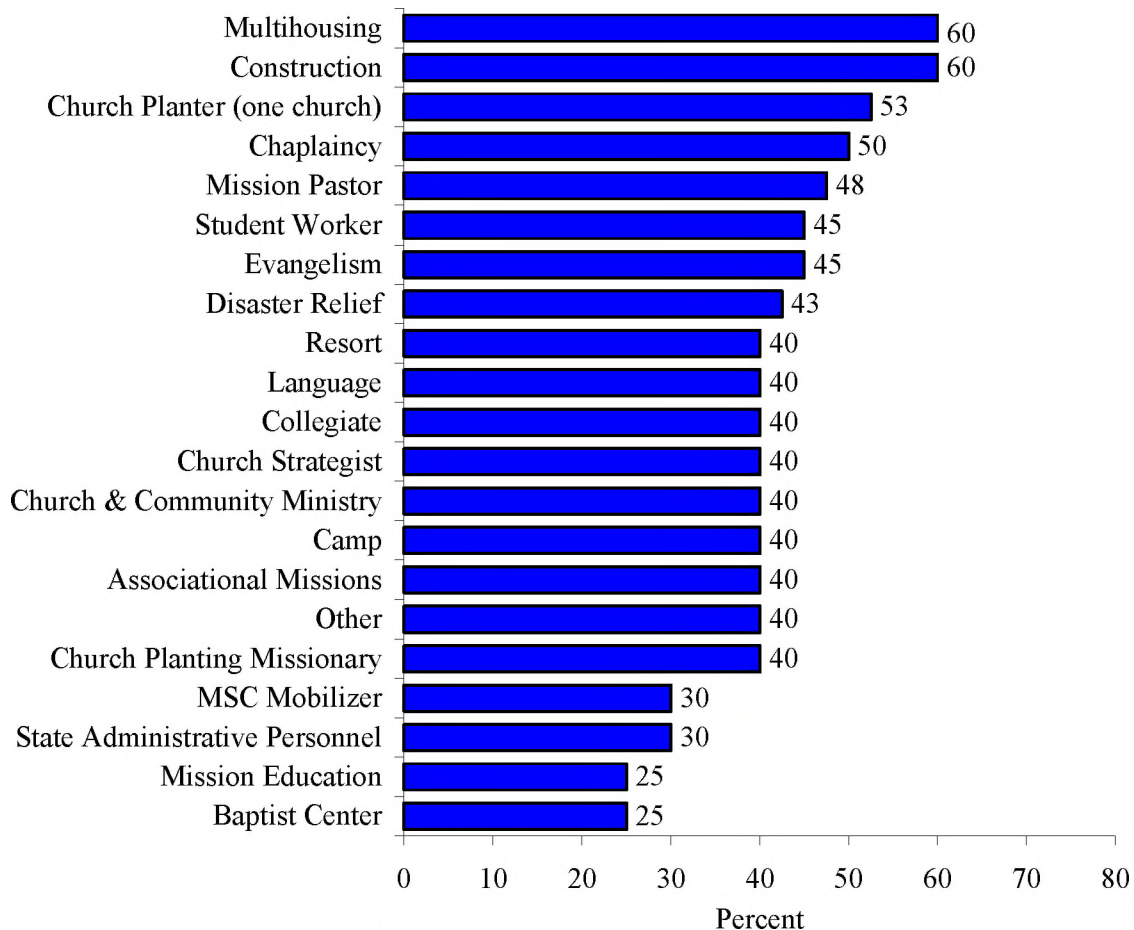


Figure 34 displays the median percentage of time that different job classifications of MSC missionaries spend in field ministry. Forty percent of the time spent by most types of MSC missionary is spent in field ministry. The exceptions are MSC mobilizers, state administrative personnel, mission education workers, and Baptist center missionaries. In contrast to these exceptions, there are four classifications where respondents indicate they spend half or more of their time in field ministry—multihousing, construction, church planter (one church), and chaplaincy.

Figure 34—Median Percentage of Time Spent in Field Ministry  
(MSC Missionaries by Job Classification)



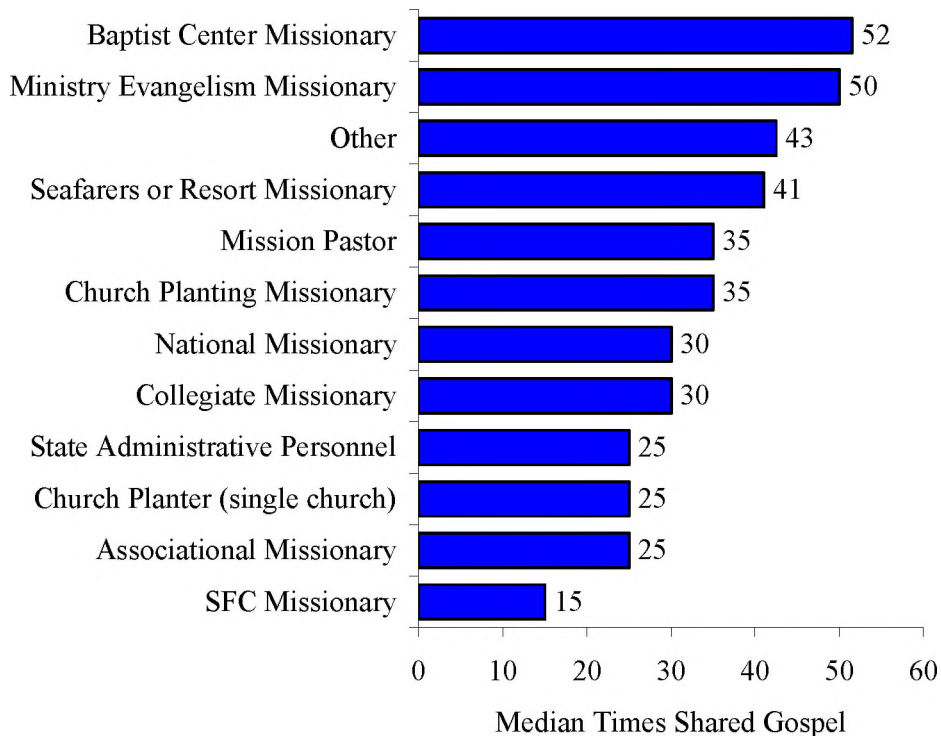
In summary, state administrative personnel seem to be primarily administrative, MSC mobilizers tend to see themselves as catalytic missionaries, and camp missionaries see themselves as an other-type missionary. Baptist center missionaries, associational missions personnel, and mission education missionaries are probably best described as hybrid administrator/hands-on missionaries. Construction workers see themselves as hybrid hands-on/other. The remaining MSC classifications can be described as direct hands-on evangelism/church planting missionaries.

## Direct Evangelism Results

### *Number of Times Shared the Gospel*

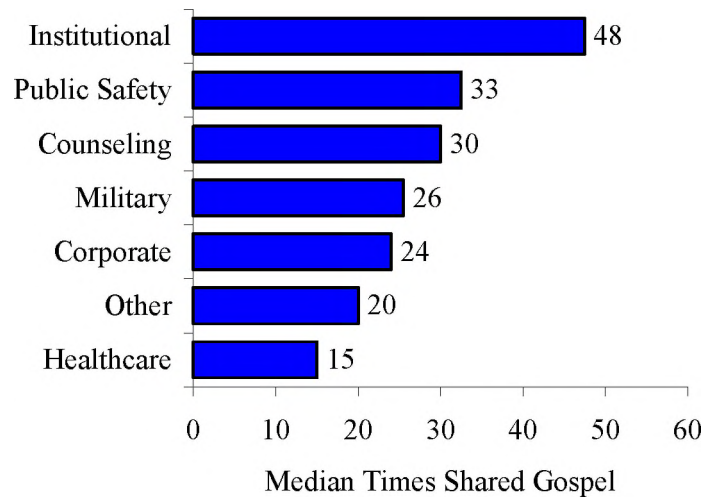
The number of times missions personnel reported witnessing to lost people over the recent 12 month period is reported in figures 35, 36, and 37. Figure 35 shows the median number of times participants shared the gospel with a lost person for each appointed and approved missionary job classification. The median number of times ranges from 52 times in the past year for Baptist center missionaries down to 15 times for SFC missionaries. Those job classifications reporting the largest incidences of personal witnessing are hands-on missionaries (Baptist center, other, seafarers/resort) and catalytic missionaries (ministry evangelism).

Figure 35—*How many times have you personally shared the gospel with a lost person?*  
(Appointed and Approved Missionaries by Job Classification)



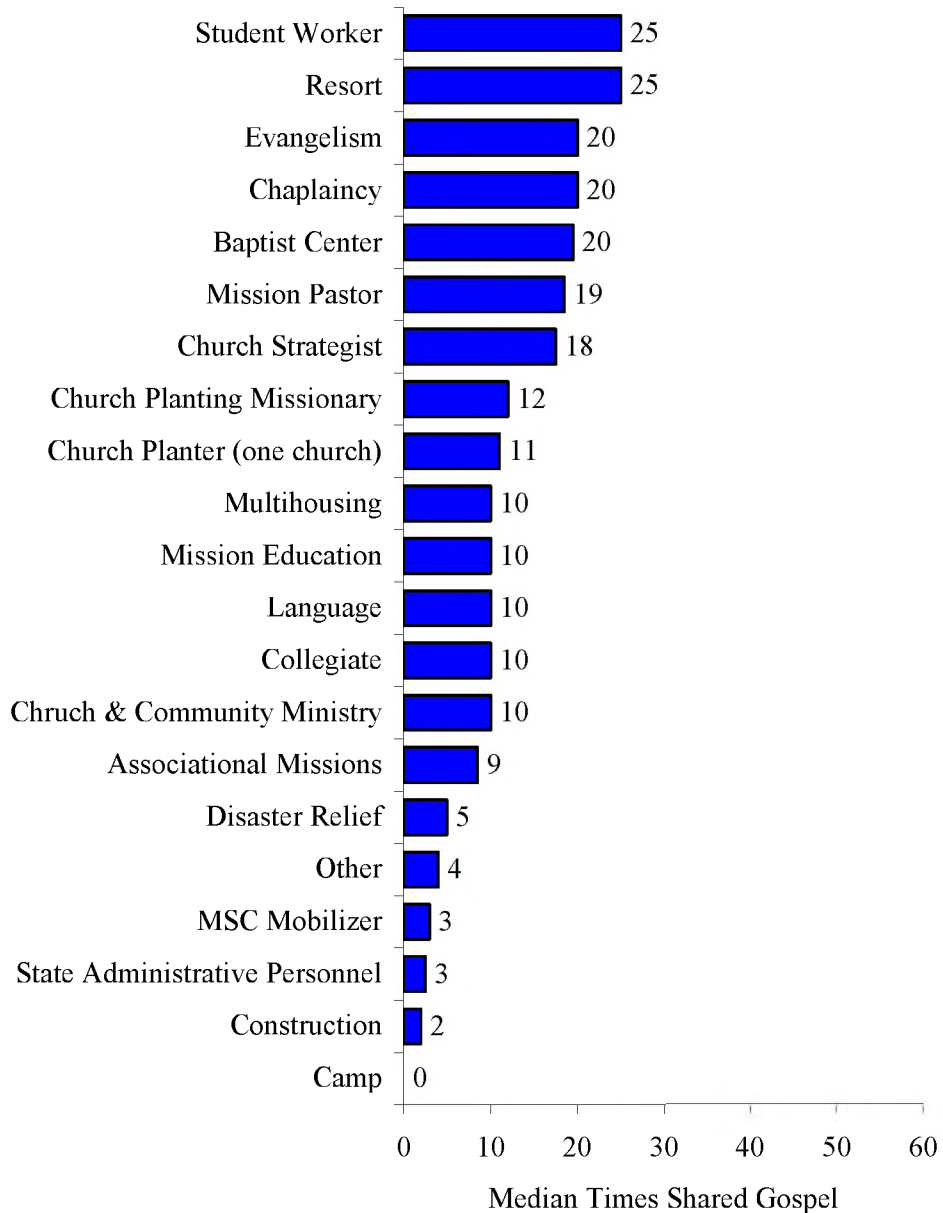
The number of times that chaplains shared their faith over the past year is graphed in figure 36. Here the range is from 48 times for institutional chaplains down to 15 times for healthcare chaplains. In particular, it is interesting that institutional chaplains registered the highest median number of times having shared the gospel given that they are probably best viewed as administrative personnel and they report the smallest median percentage of time spent in field ministry. Obviously, there does not appear to be a strong relationship between percentage of time spent in field ministry and the number of times one witnesses—at least for chaplains.

Figure 36—*How many times have you personally shared the gospel with a lost person?*  
(Chaplains by Job Classification)



Comparable data for MSC job classifications are charted in figure 37. In general, MSC missionaries report sharing the gospel less than appointed and approved missionaries and chaplains. Here the range is from 25 down to 0. Student workers and resort workers report sharing their faith the most. The predominantly administrative, catalytic, and “other” categories of personnel shared their faith the least.

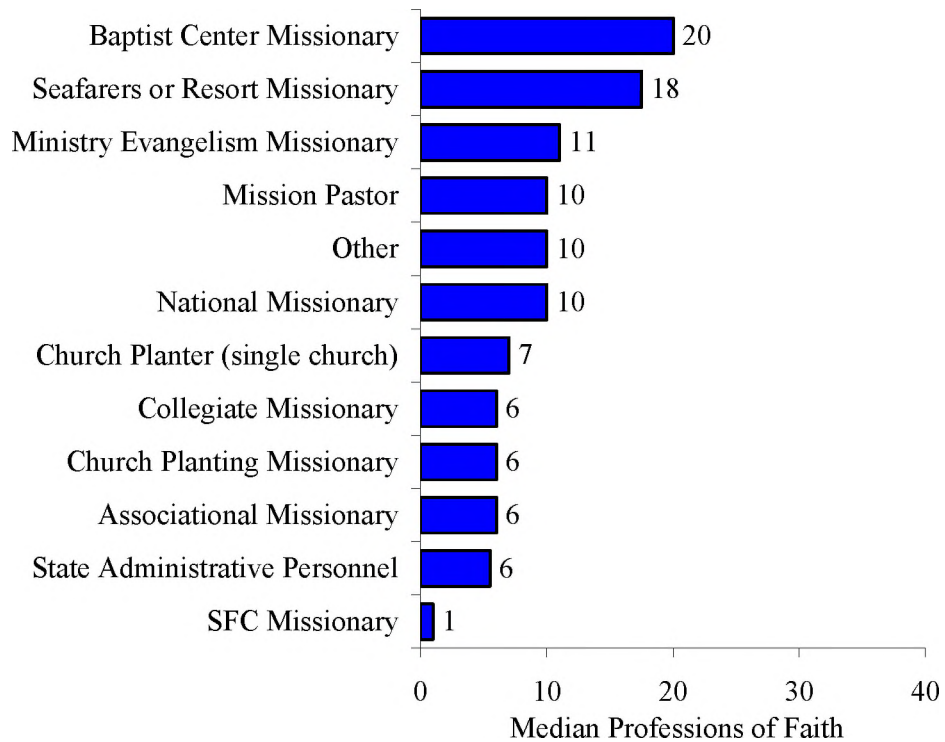
Figure 37—How many times have you personally shared the gospel with a lost person?  
(MSC Missionaries by Job Classification)



#### *Profession of Faith*

The median numbers of persons reported as having responded to the gospel as a direct result of the ministry of missions personnel is reported in figures 38, 39, and 40. Professions of faith are directly related to the number of times a missionary shares the gospel; however, the relationship is not precise. Comparisons of figures 38 to 40 with figures 35 to 37 show slight differences in the order of specific job classifications. For example, in figure 35 the three classifications with the highest incidence of sharing the gospel are Baptist center missionary, ministry evangelism missionary, and other missionary. In comparison, figure 38 shows that the top three job classifications reporting professions of faith are in order, Baptist center missionary, seafarers/resort missionary, and ministry evangelism missionary.

Figure 38—*How many people have accepted Christ as a direct result of your ministry?*  
 (Appointed and Approved Missionaries by Job Classification)



Likewise, figure 39 shows that institutional, counseling, and public safety chaplains report the largest median number of persons responding to the gospel. These are the same three reporting the largest median number of times sharing the gospel—although the ordering is slightly different from figure 36 to figure 39. At the other end of the spectrum, it appears that healthcare chaplains have less opportunity to witness and as a result they report fewer professions of faith.

Figure 39—*How many people have accepted Christ as a direct result of your ministry?*  
 (Chaplains by Job Classification)

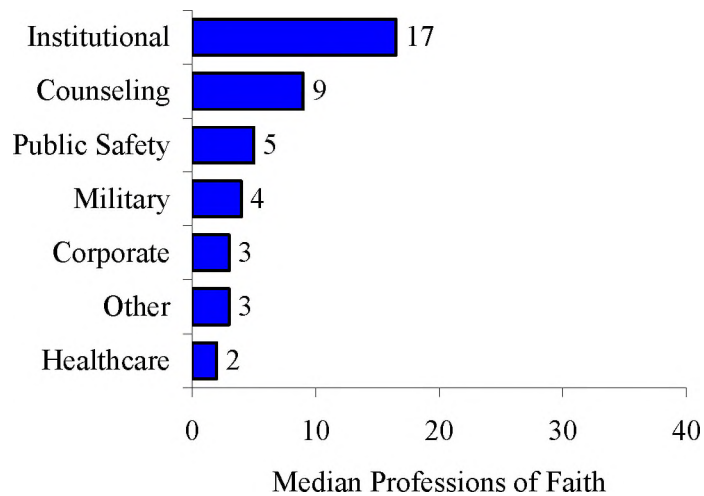
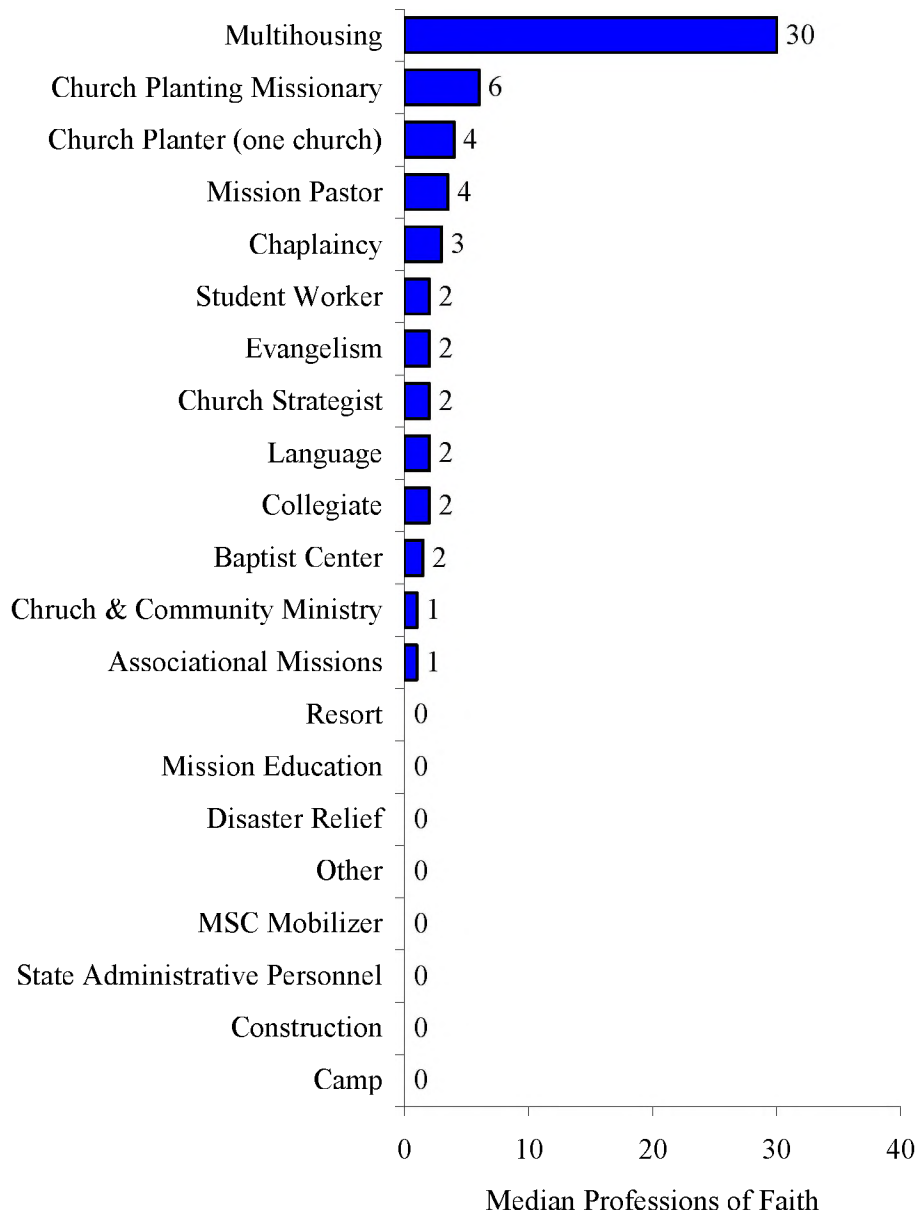


Figure 40 shows that, in general, people in the various Mission Service Corps jobs report fewer professions of faith than people in jobs found in other missions personnel categories. The exception is multihousing missionaries who registered the largest median number of professions of faith of any job classification in any of the four missions personnel categories—30 professions of faith. Interestingly, this is 3 times the median number of times the typical MSC multihousing missionary reported personally sharing his or her faith. Other than multihousing missionaries, the more productive MSC classifications are church planting missionaries, church planters (one church), and mission pastors. In contrast, there are 8 job classifications where the typical missionary did not report any professions of faith during the preceding year.

Figure 40—How many people have accepted Christ as a direct result of your ministry? (MSC Missionaries by Job Classification)



## Baptisms

The median number of baptisms reported for each job classification is found in figures 41, 42, and 43. Generally, baptisms (as well as number of persons joining a church) are a fraction of those reported as professions of faith. This raises questions about the extent that people are disciplined once they make a profession of faith. Probably some missionaries are in settings where they have opportunity to witness and lead people to Christ, but the situations are such that missions personnel do not have opportunity to follow-up to see that they are growing in Christ, e.g., seafarers/resort missionaries may not be able to easily follow-up with those they lead to Christ.

Figure 41 shows the median number of baptisms for appointed and approved missionaries. The range is from 0 to 5 baptisms as a direct result of their ministry for the typical missionary in each job classification. The largest medians are recorded for those missionaries who work in church settings, specifically mission pastors and church planters. Even the “other” missionary classification is populated by a significant number of pastors/planters. It appears that number of baptisms is probably related to how closely tied a missionary’s job is to a local church.

Figure 41—*How many baptisms directly resulted from your ministry?*  
(Appointed and Approved Missionaries by Job Classification)

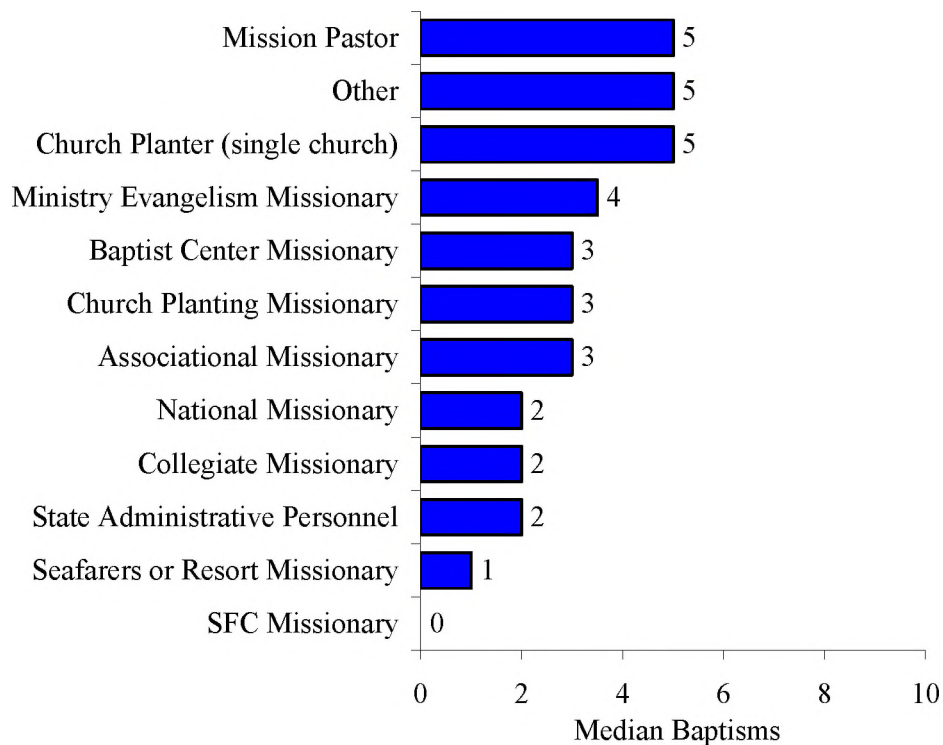
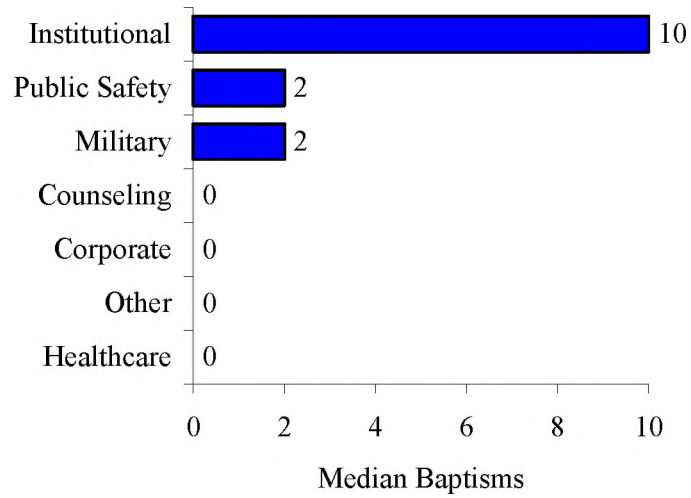


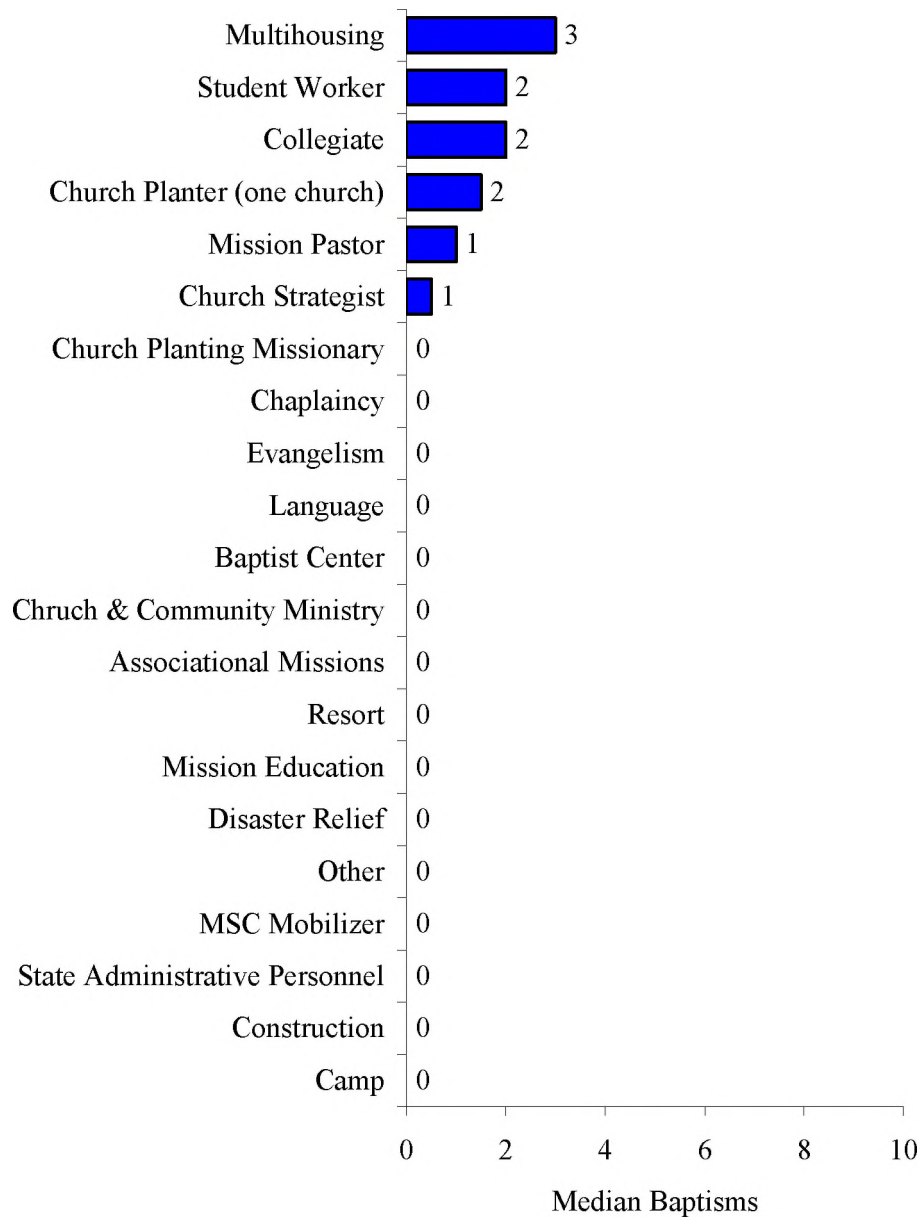
Figure 42 displays the median number of baptisms reported by chaplains. The median number of baptisms reported for four of the job classifications is 0—counselors, corporate chaplains, healthcare, and other-type chaplains. In contrast, the typical institutional chaplain reported 10 baptisms. In fact, the approximately 100 reporting institutional chaplains are the most productive of any of the chaplains job classifications in witnessing, professions of faith, and baptisms.

Figure 42—How many baptisms directly resulted from your ministry?  
(Chaplains by Job Classification)



Comparable information for MSC missionaries is found in figure 43. The typical participant in most of the jobs listed did not report baptisms that directly resulted from their ministry. The largest median number of baptisms, 3, was recorded for MSC personnel involved in multihousing ministry. Generally, MSC missionaries reported baptisms if they were multihousing, student related, or church related personnel.

Figure 43—How many baptisms directly resulted from your ministry?  
(MSC Missionary Job Classifications)



*People Joining a Church*

Survey participants were asked how many lost persons joined a local body of believers as a direct result of their ministry. The median numbers are graphed in figures 44, 45, and 46. Often, the medians reported are 2 or 3 times the number of baptisms mentioned in the previous section of this report. In contrast, the opposite occurs for some of the chaplains job classifications. The typical institutional, public safety, and military chaplain reports more baptisms than people joining a church. Most of the MSC job classifications, as graphed in figure 46, had a median of 0 people joining a church as a direct result of personal ministry. The maximum number was a median of 3 people joining as reported by church planters.

Figure 44—How many lost persons joined a local body of believers as a direct result of your ministry? (Appointed and Approved Missionaries by Job Classification)

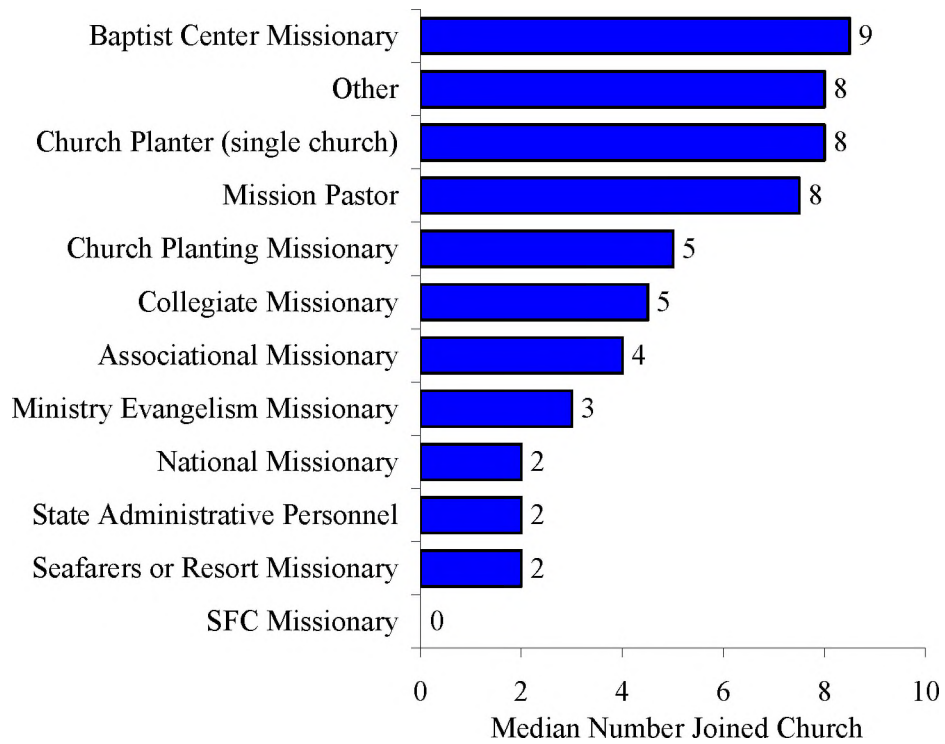


Figure 45—How many lost persons joined a local body of believers as a direct result of your ministry? (Chaplains by Job Classification)

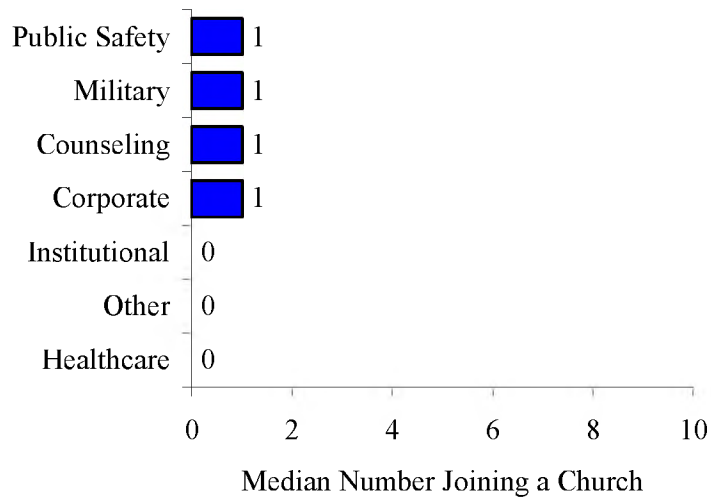
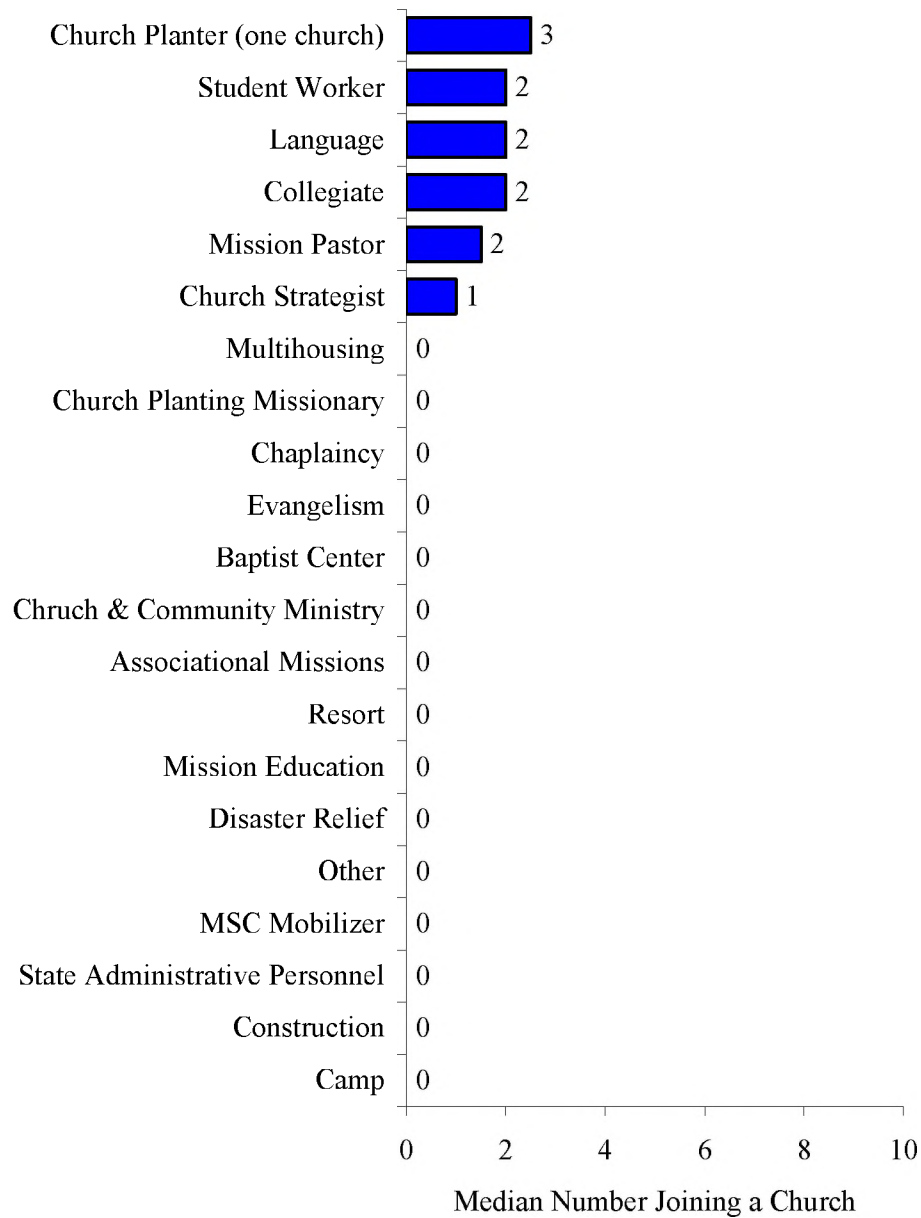


Figure 46—How many lost persons joined a local body of believers as a direct result of your ministry? (MSC Missionaries by Job Classification)



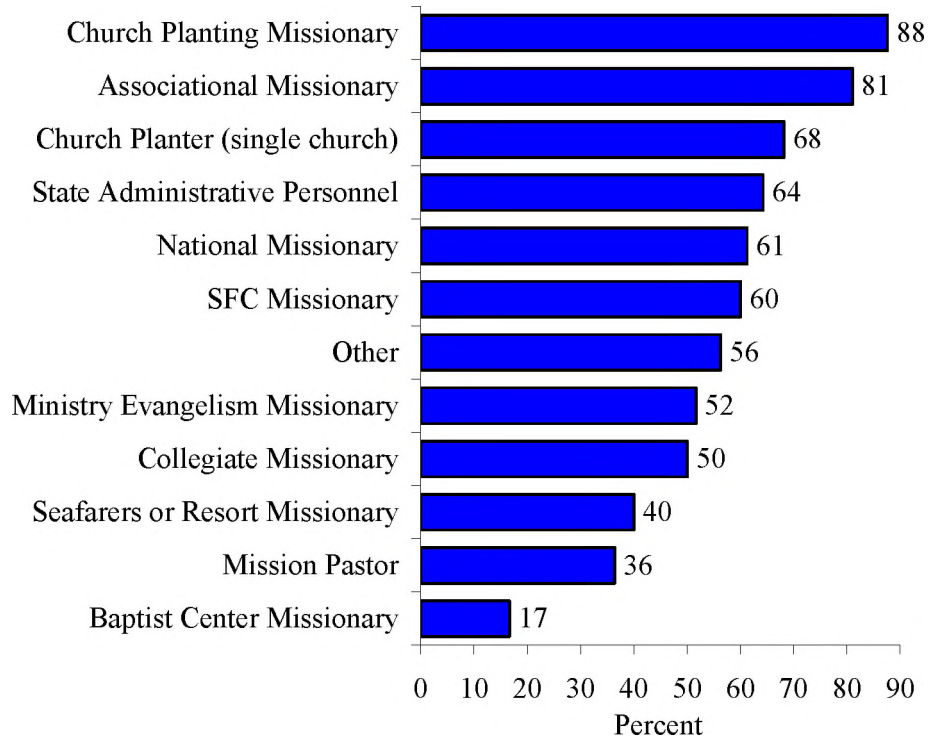
### Direct Church Planting Results

#### *Churches and Church-type Missions*

The percentage of missions personnel who reported they directly help start churches or church-type missions is reported in figures 47, 48, and 49. Figure 47 shows that from 17 percent to 88 percent of appointed and approved missionaries in each classification are involved in church planting. It is surprising that all church planting missionaries, church planters, and mission pastors do not report themselves as helping start a new unit within the year. Perhaps some (or in the case of mission pastors, most) of them are working with congregations that were technically started before the time frame under consideration. Also, some of the percentages seem high for more administrative type jobs such as state administrative personnel and national missionaries;

however, it is possible for these administrative personnel types to be directly involved in starting new works—perhaps as participants in these congregations.

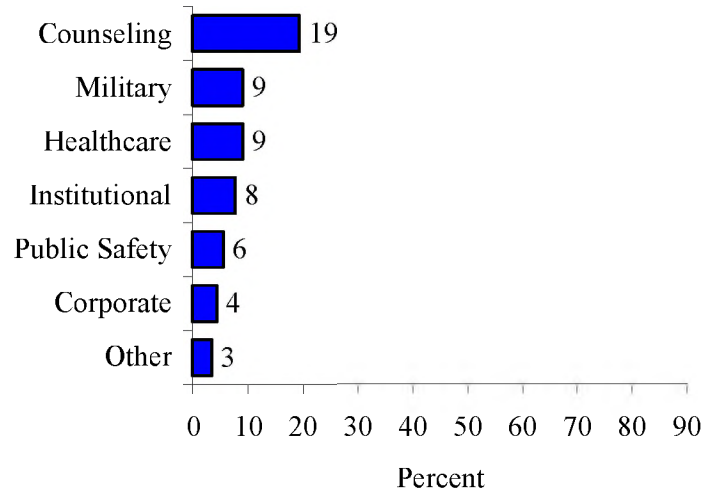
Figure 47—Percentage of Missionaries Starting Churches or Church-type Missions in the Past 12 Months (Appointed and Approved Missionaries by Job Classification)



Church planting missionaries are the most involved in church planting and are the most productive as well. The typical (median) church planting missionary reported starting 3 churches or church-type missions in the previous 12 months. Associational missionaries were the second most involved and the second most productive classification of missionaries—they started a median of 2 units within the year. The remaining job classifications with more than 50 percent of respondents involved in church planting reported a median of 1 new unit within the year. The median for collegiate missionaries was 0.5.

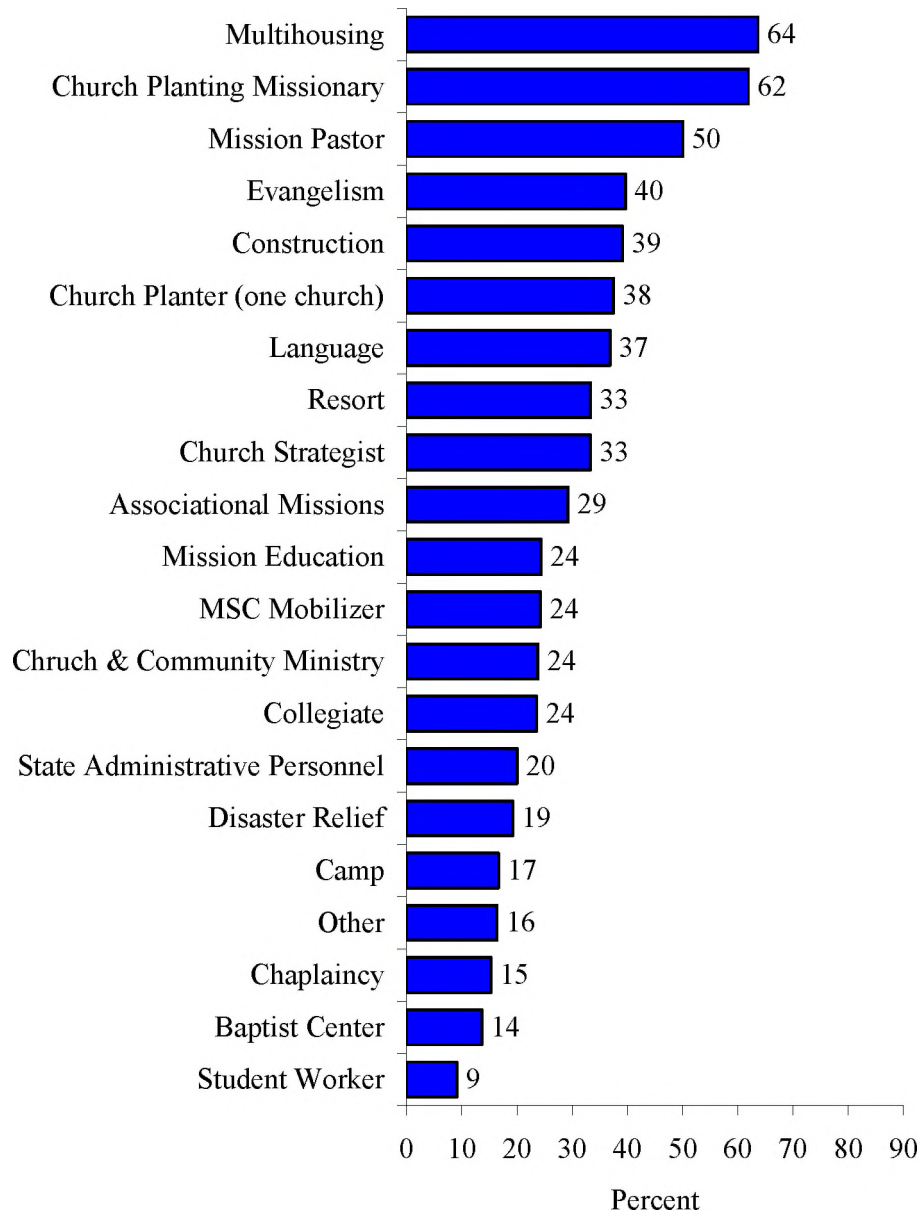
As compared to appointed and approved missionaries, figure 48 shows that chaplains are not very involved in church planting activities. For most of the job classifications, fewer than 1 of 10 chaplains was involved in starting a new church or church-type mission in the prior year. Counseling chaplains are the exception, 19 percent report helping start a new congregation; it is not obvious why they are involved in church planting to a greater extent than other chaplains.

Figure 48—Percent of Missions Personnel Starting Churches or Church-type Missions in the Past 12 Months (Chaplains by Job Classification)



The percentage of MSC missionaries involved in starting a new church or church-type missions ranged from 9 percent to 64 percent as displayed in figure 49. Those most involved in starting new work were multihousing and church planting missionaries, and mission pastors. Half or more reported being directly involved in starting new units. It is interesting to note that only a third of church planters (one church) and church strategists were involved in starting a new unit within the year. For the two classifications with more than 50 percent of respondents involved in church planting, the median number of units started was 1.

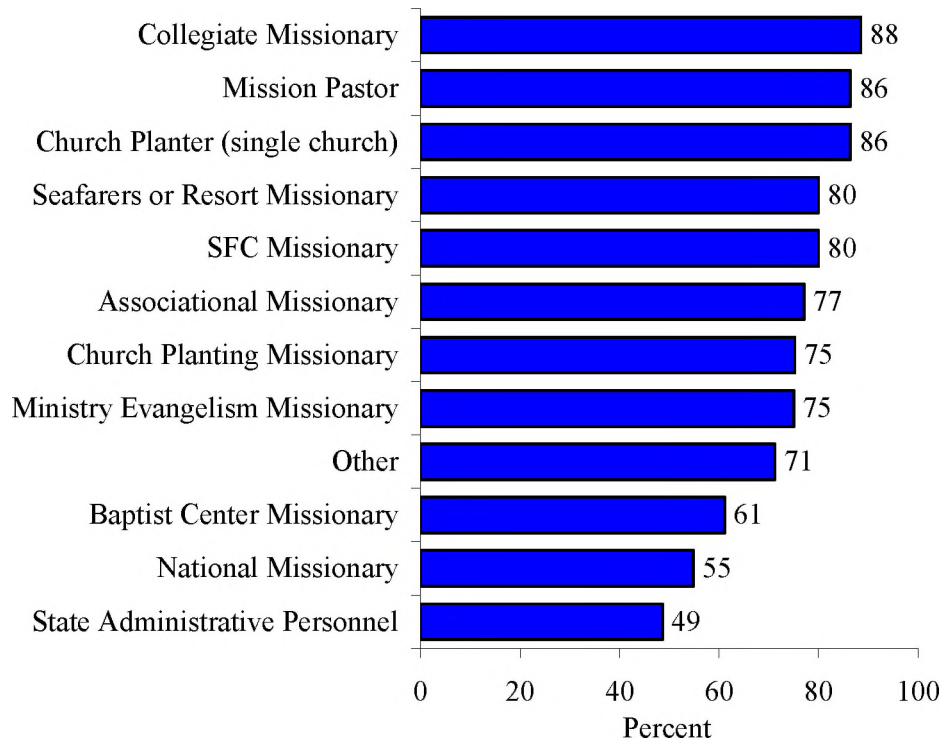
Figure 49—Percent of Missionaries Starting Churches or Church-type Missions in the Past 12 Months (MSC Missionaries by Job Classification)



*Bible Studies*

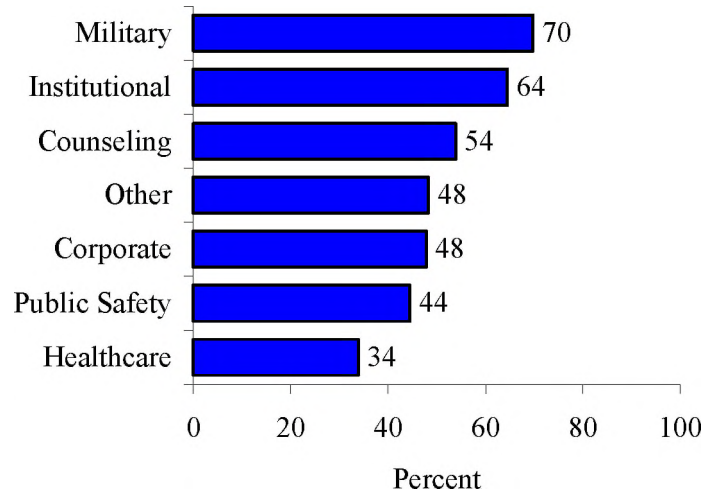
The percentage of missions personnel who were directly involved in starting new Bible study units during the preceding 12 month period is graphed in figures 50, 51 and 52. Figure 50 shows that half or more of every appointed or approved missionary job classification was involved in starting one or more Bible study units. Those most involved in starting Bible studies were collegiate missionaries, mission pastors, church planters (single church), seafarers/resort missionaries, and SFC missionaries. Collegiate missionaries typically reported starting 3 Bible study units within the year. The other job classifications reported 2 or less.

Figure 50—Percentage of Missionaries Starting Bible Studies in the Past 12 Months  
(Appointed and Approved Missionaries by Job Classification)



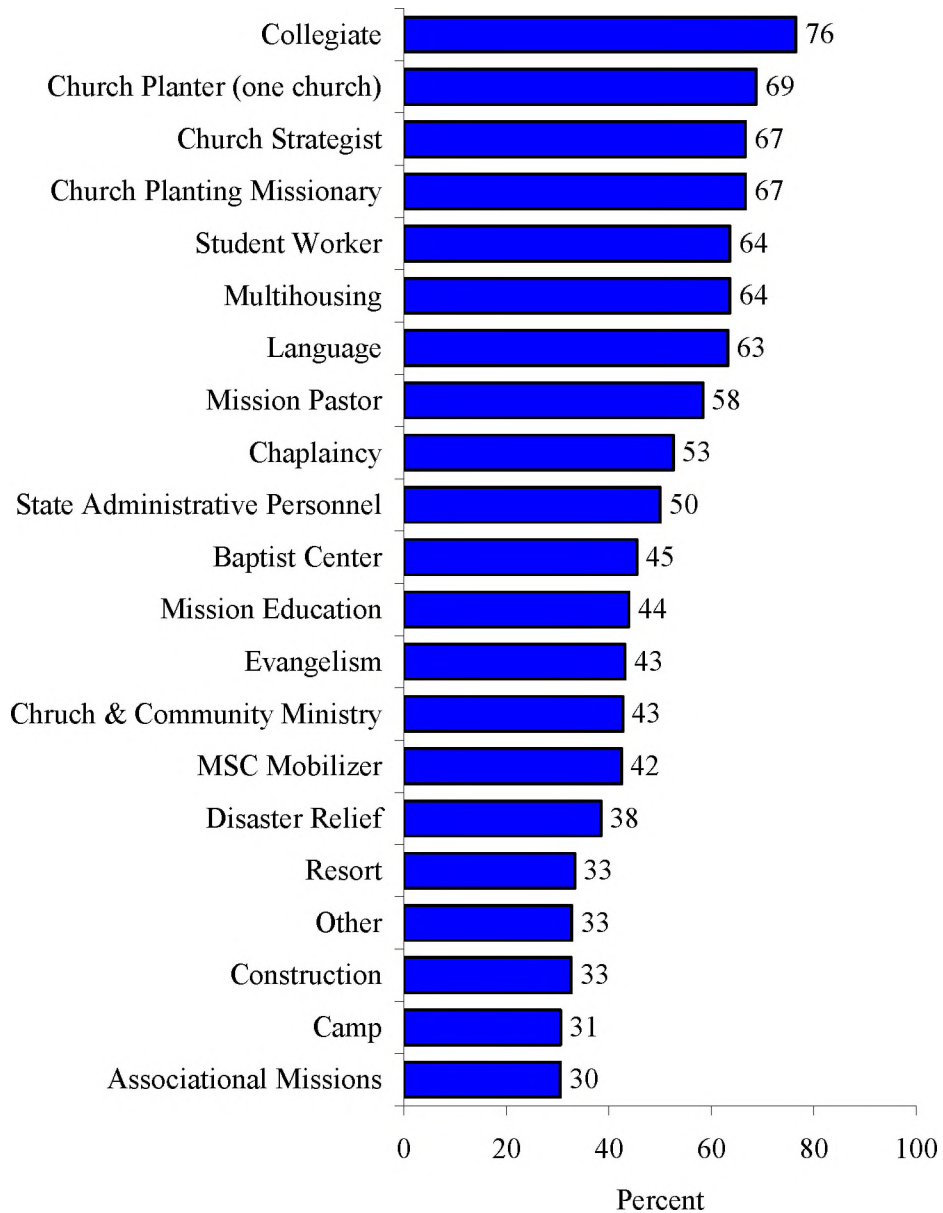
Chaplains were much more involved in starting Bible studies than in starting new churches. At least a third of every job classification was involved in starting a new unit. Military and institutional chaplains were the most involved—70 and 64 percent respectively. (See figure 51.) Institutional chaplains reported a median of 2 new units, military chaplains reported 1, and counseling chaplains reported a median of 0.5.

Figure 51—Percentage of Missionaries Starting Bible Studies in the Past 12 Months (Chaplains by Job Classification)



The percentage of MSC missionaries who reported direct involvement in starting a Bible study ranged from 30 percent for those involved in associational missions to 76 percent for those in collegiate missions. (See figure 52.) In addition to collegiate workers, other MSC missionaries who were most involved in starting Bible study units were church planters (one church), church strategists, and church planting missionaries. The median number of Bible study units reported for collegiate MSC missionaries was 2, the medians for all other job classifications were less.

Figure 52—Percentage of Missionaries Starting Bible Studies in the Past 12 Months (MSC Missionaries by Job Classification)



*Other-type Missions and Ministries*

The percentages of missions personnel, by job classification, who were directly involved in starting other-type missions and ministries during the past year are graphed in figures 53, 54, and 55. As mentioned earlier in the report, this question gave missions personnel the opportunity to report significant work started in the last year that was not a church or church-type mission or Bible study. Precisely what constitutes this new work was not specified. The appointed and approved missionaries who reported the greatest incidence of starting other-type units were ministry evangelism missionaries, seafarers/resort missionaries, Baptist center missionaries, associational missionaries and SFC missionaries. Corporate chaplains were the only job classification where more than half reported starting some other-type of new unit. Church strategists, language workers, and mission education workers were the top three MSC classifications reporting new work.

Figure 53—Percentage of Missionaries Starting Other-Type Missions or Ministries in the Past 12 Months (Appointed and Approved Missionaries by Job Classification)

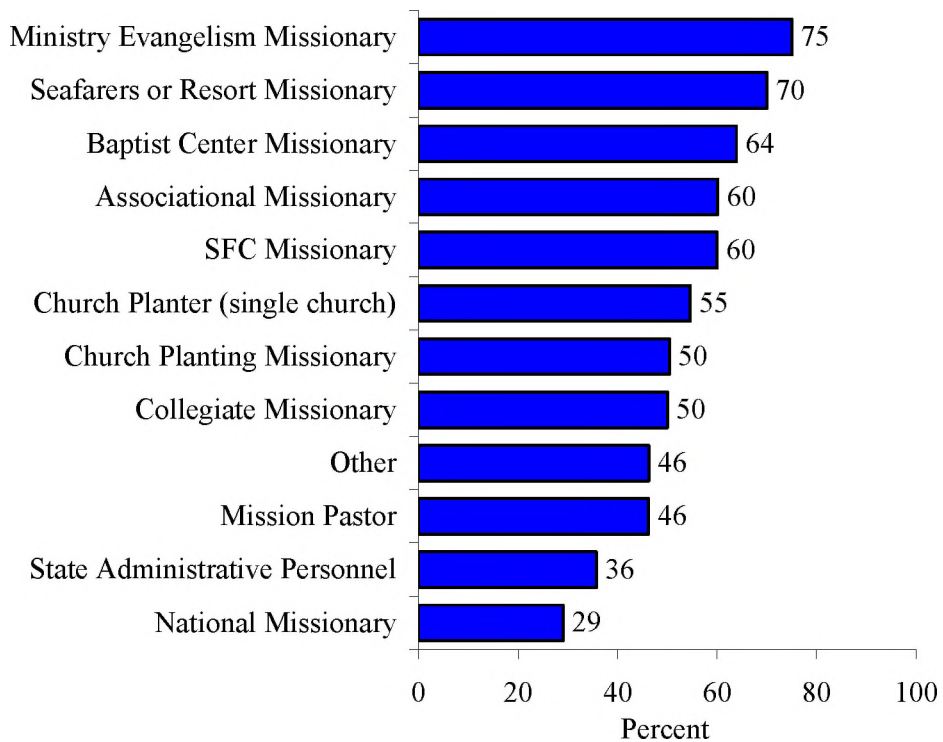


Figure 54—Percentage of Missionaries Starting Other-Type Missions or Ministries in the Past 12 Months (Chaplains by Job Classification)

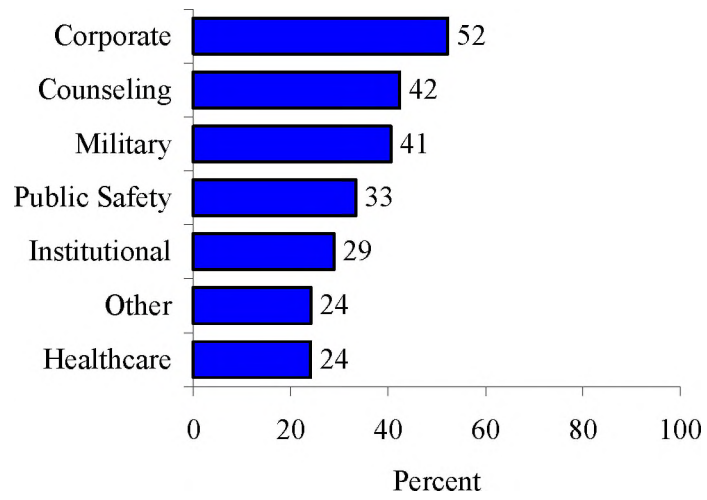
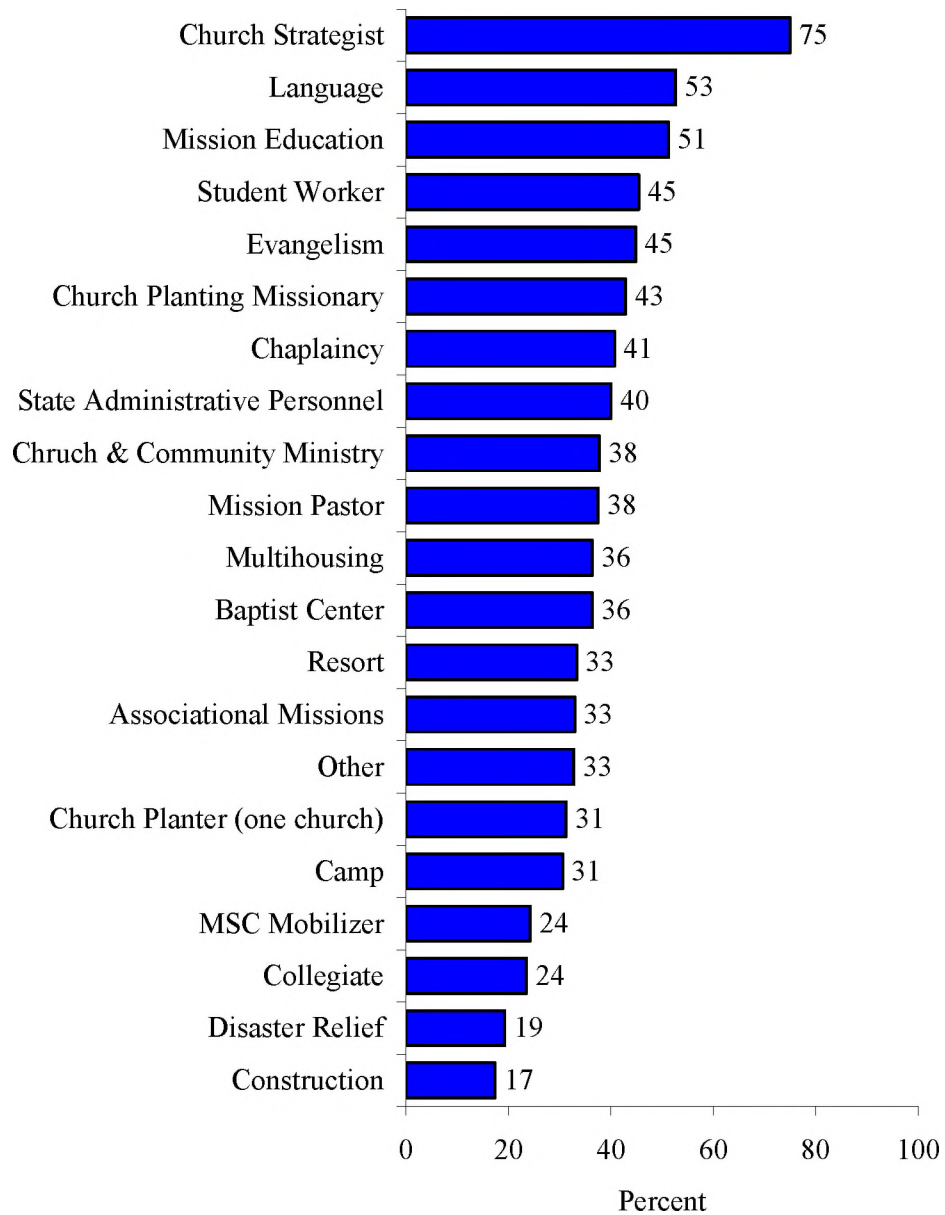


Figure 55—Percentage of Missionaries Starting Other-Type Missions or Ministries in the Past 12 Months (MSC Missionaries by Job Classification)



### Indirect (Catalytic) Results

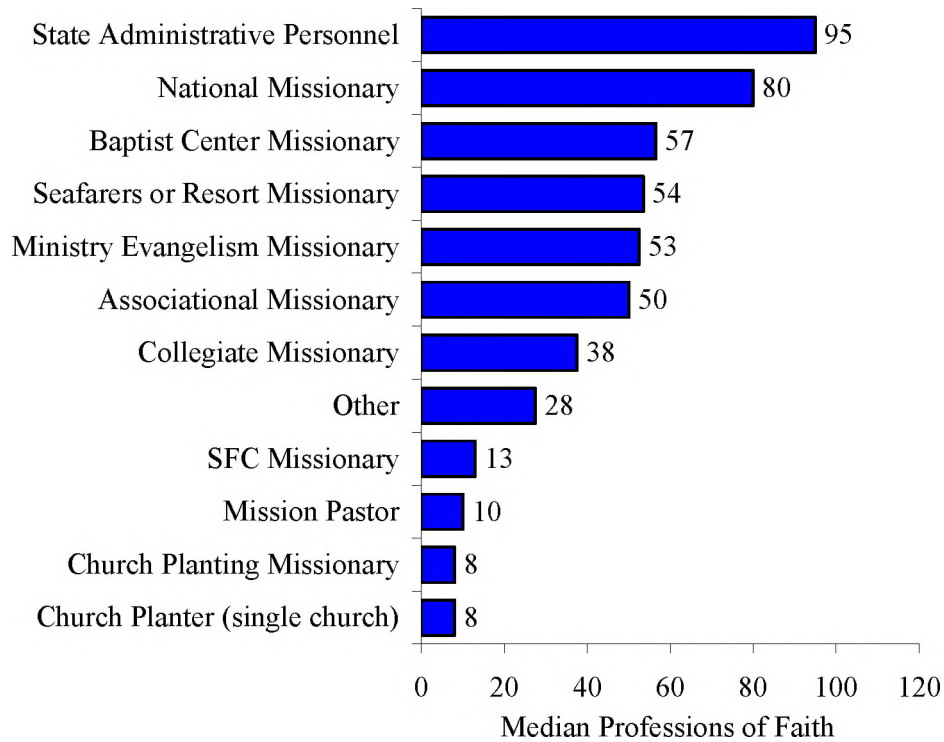
#### *Professions of Faith*

Missionaries and chaplains involved in mobilizing others and starting new units were given the opportunity to report the indirect results of their work. First, survey participants were asked to provide the total number of professions of faith that resulted indirectly from their ministry. Figures 56, 57, and 58 chart the median number of professions of faith reported by job classification.

Figure 56 shows that the median number of professions of faith reported by appointed and approved missionaries. The typical state administrative personnel reported 95 people saved as an

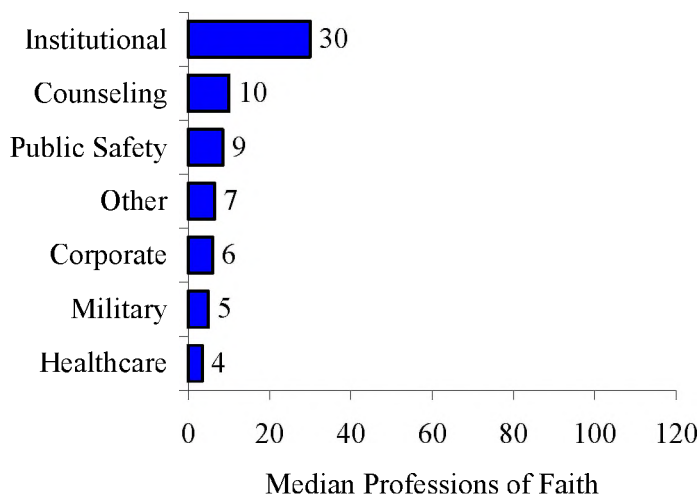
indirect result of their ministry. Next, the typical national missionary reported 80 people led to Christ. Four other job classifications had a median of 50 or more people saved as a result of their catalytic efforts—Baptist center missionary, seafarers/resort missionary, ministry evangelism missionary and associational missionary.

Figure 56—Indirect Results: *How many people accepted Christ?*  
(Appointed and Approved Missionaries)



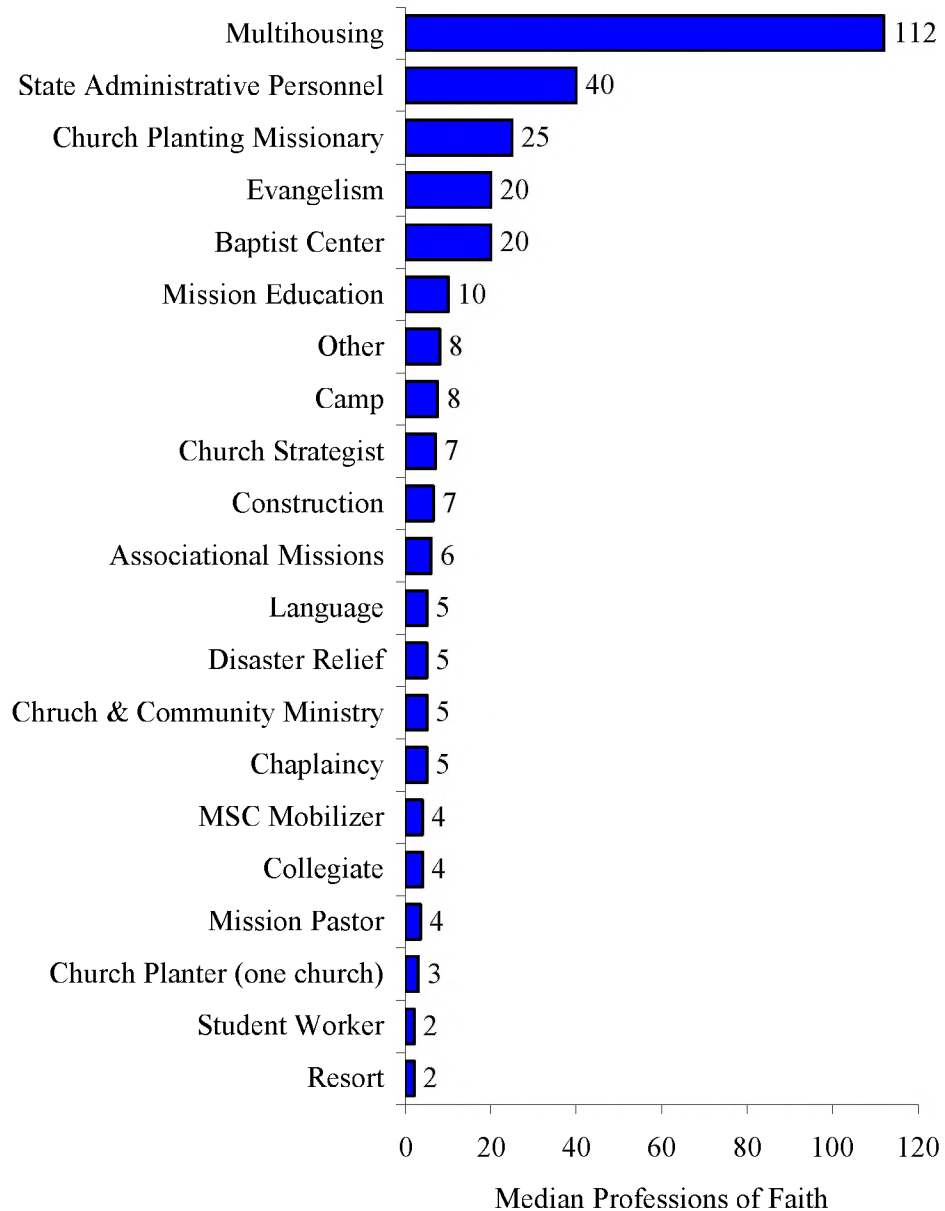
Institutional chaplains registered the highest median number of professions of faith as indirect result of their ministry, 30 professions of faith. The other job classifications had a median of 10 or fewer. (See figure 57.)

Figure 57—Indirect Results: *How many people accepted Christ?* (Chaplains)



The median number of indirect professions of faith for each MSC job classification is reported in figure 58. Multihousing missionaries reported the largest number of professions of faith—112. This was the highest median found for any of the job classifications in any missions personnel category. Four other jobs had a median indirect result of 20 or more professions of faith—state administrative personnel, church planting missionary, evangelism missionary, and Baptist center missionary. Most of the MSC job classifications reported a median of 10 or fewer persons saved.

Figure 58—Indirect Results: *How many people accepted Christ?* (MSC Missionaries)



*Baptisms*

The median number of baptisms for each job classification that indirectly resulted from the work of missions personnel is charted in figures 59, 60 and 61. State administrative personnel, national missionaries, associational missionaries, and collegiate missionaries, among appointed and approved personnel, reported the highest median number of baptisms. As pointed out earlier, most chaplains and MSC missionaries are not primarily catalytic in the way they work. Thus, the catalytic results for all of the chaplains job classifications were relatively low. The same is true for MSC missionaries with the exception of state administrative personnel; they reported a median of 20 baptisms as an indirect result of their work.

Figure 59—Catalytic Results: *How many people were baptized?*  
(Appointed and Approved Missionaries)

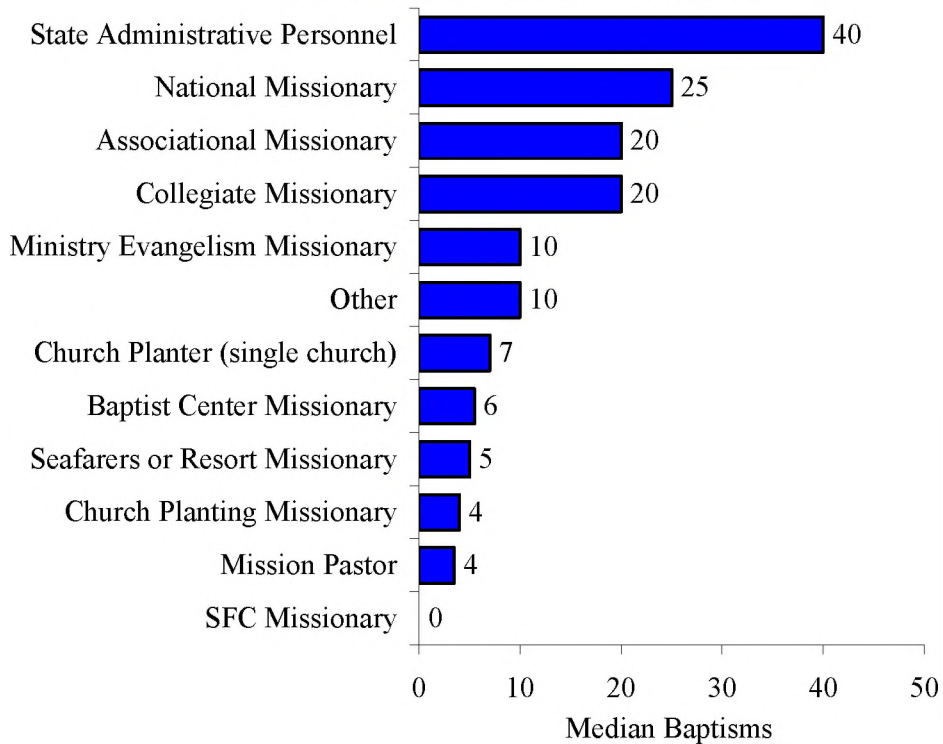


Figure 60—Catalytic Results: *How many people were baptized?* (Chaplains)

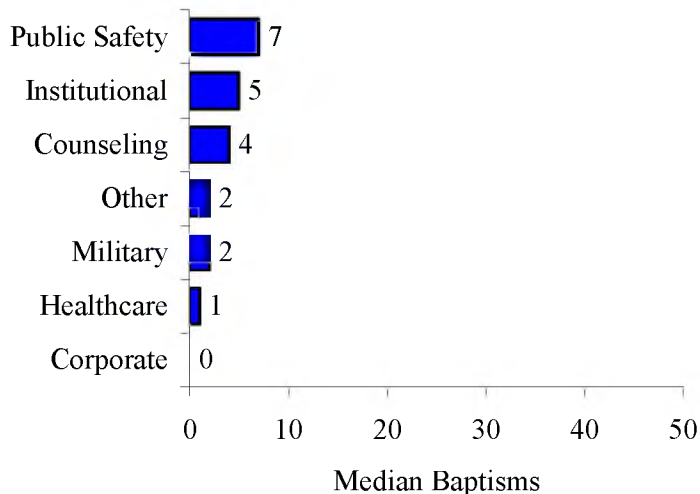
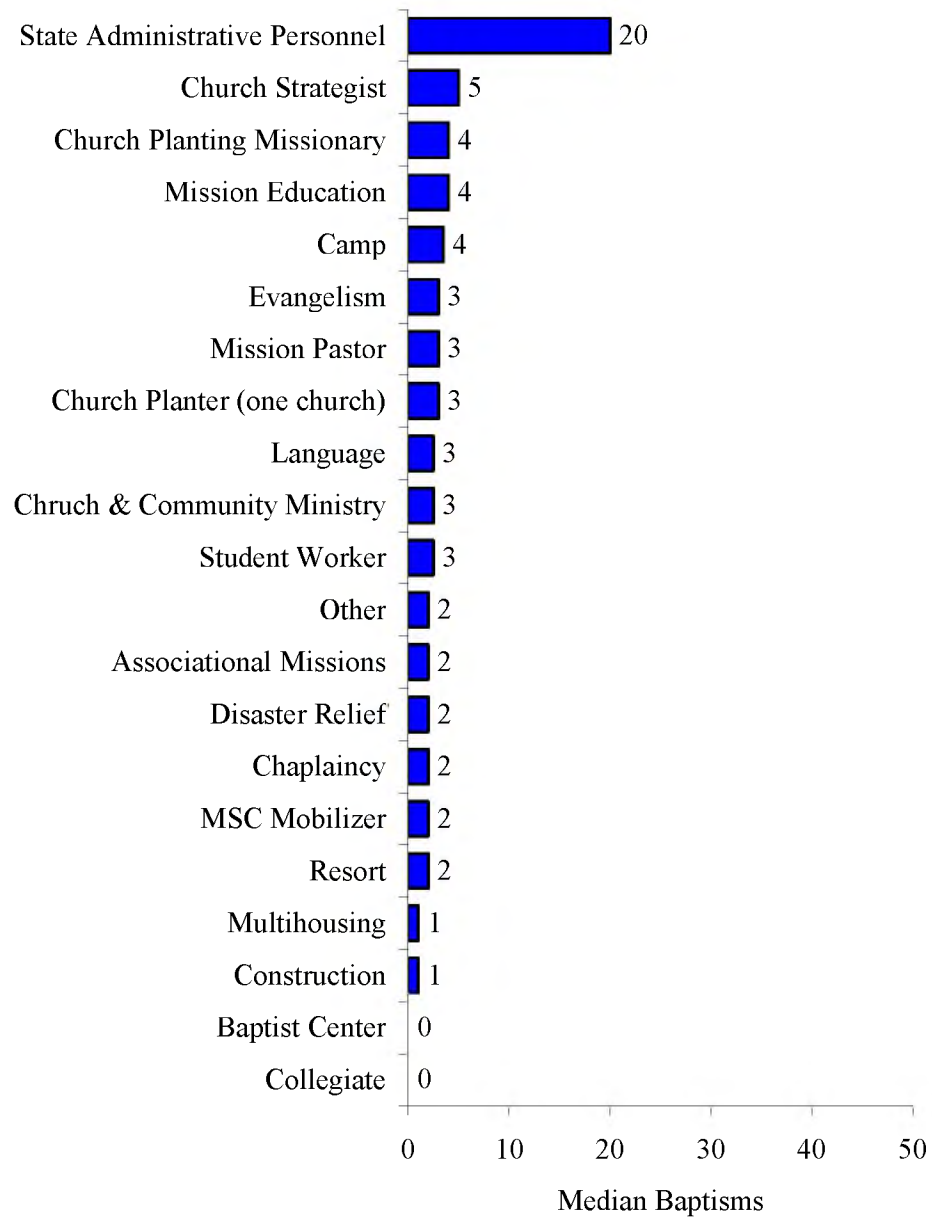


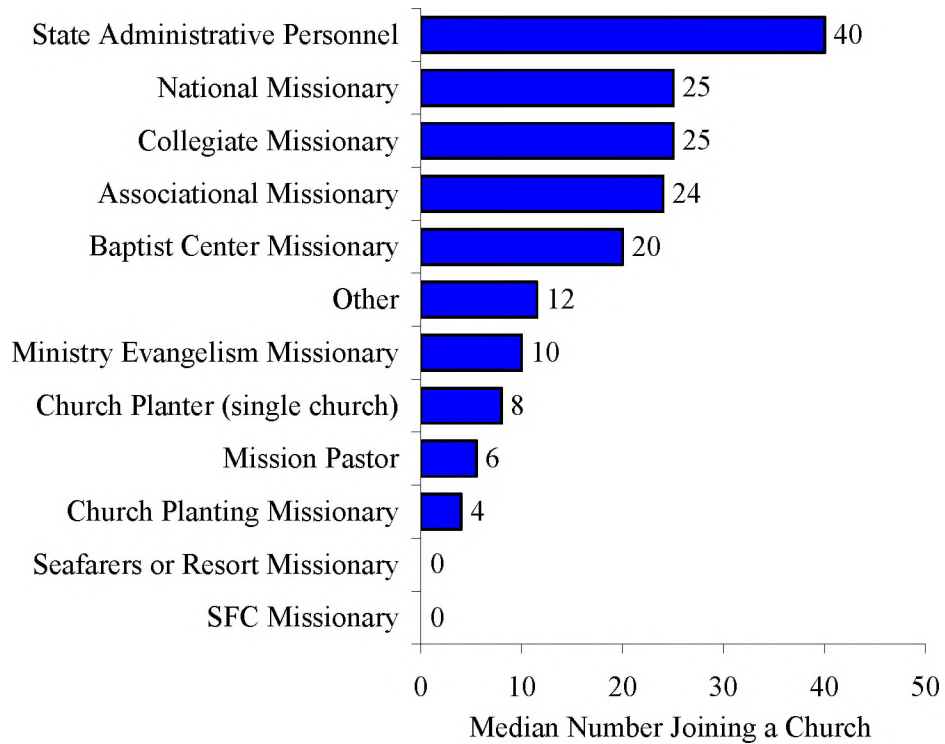
Figure 61—Catalytic Results: *How many people were baptized?* (MSC Missionaries)



*Number of People Who Joined a Church*

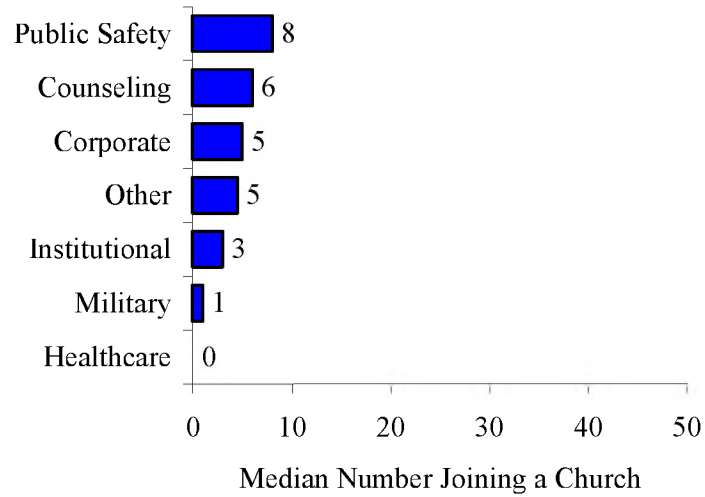
The median number of people who joined a local church as the indirect results of the work of missionaries in the different job classifications is charted in figures 62, 63, and 64. The typical state administrative personnel (appointed and approved missionary) reported 40 people joining a local church as the result of their catalytic role. There were four other appointed and approved job classifications where a median of 20 or more was reported—national missionary, collegiate missionary, associational missionary, and Baptist center missionary. Most of the other job classifications had a median of 10 or fewer people joining a church. (See figure 62.)

Figure 62—Catalytic Results: *How many lost people joined a local body of believers (church)?*  
(Appointed and Approved Missionaries)



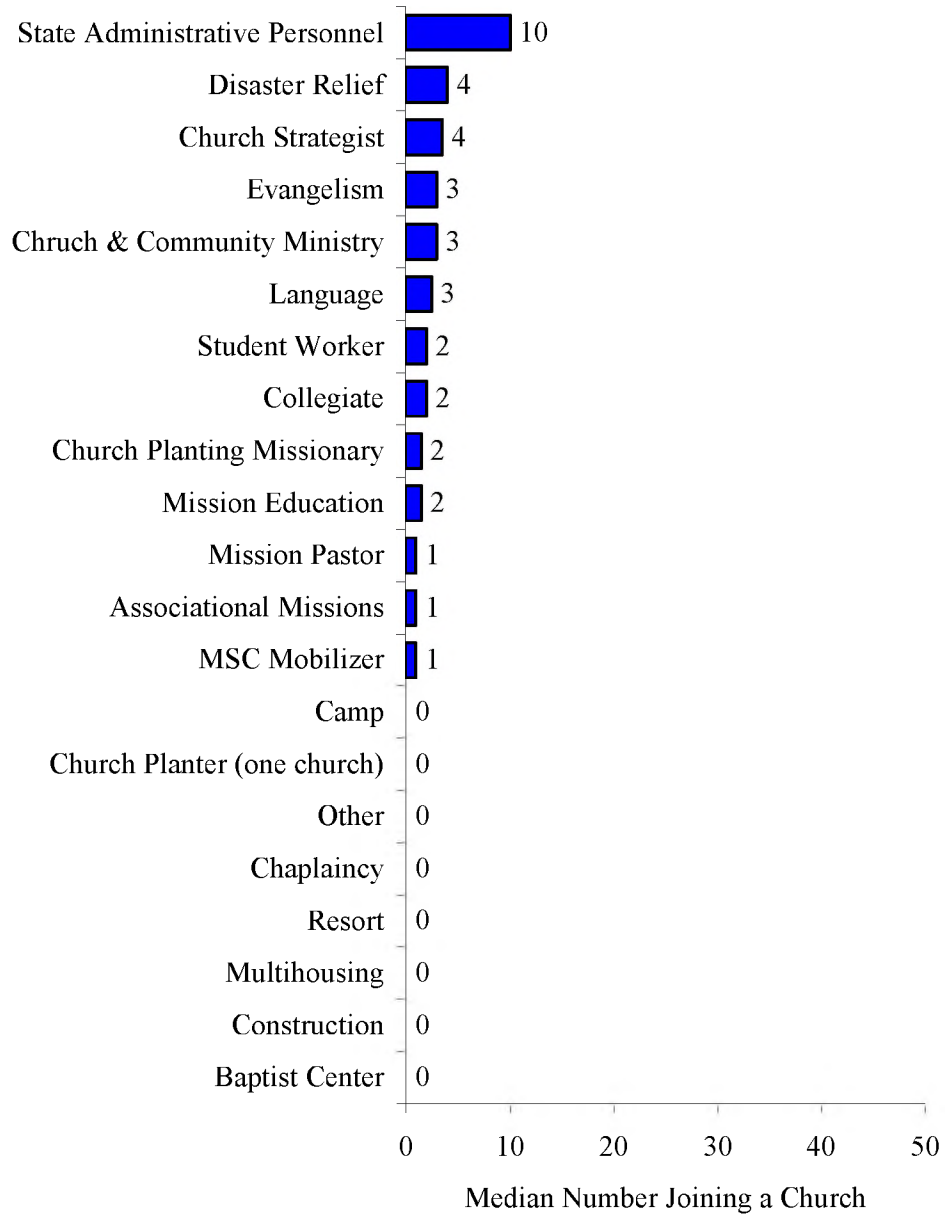
The median number of people joining a church as reported by chaplains is included in figure 63. The median ranged from 0 for healthcare chaplains up to 8 for public safety chaplains.

Figure 63—Catalytic Results: *How many lost people joined a local body of believers (church)?*  
(Chaplains)



All but one job classification of MSC personnel reported 5 or fewer people joining a church as the indirect result of work performed. (See figure 64.) The exception was state administrative personnel who reported a median of 10 people joining a church.

Figure 64—Catalytic Results: *How many lost people joined a local body of believers (church)?* (MSC Missionaries)



## PART IV—SUMMARY AND CONCLUSIONS

The purpose of the survey, as specified by the NAMB Continental Strategy, was to study the impact and effectiveness of missionaries and chaplains in order that missions personnel might be more efficiently deployed. The study focused on evangelism and church planting results and took into consideration both direct (hands-on) and indirect (catalytic) work. Evangelism results were measured by the number of times missions personnel reported sharing their faith, the number of professions of faith, the number of baptisms, and the number of persons joining a church. Church planting activity was measured by the number of churches or church-type missions started, the number of Bible study units started, and the number of other-type missions or ministries started. Other interesting and informative topics were explored in the survey such as missionaries' and chaplains' sense of calling, organizational matters regarding their job, and how they feel about their funding and relationship with NAMB. However, primary attention was given to categorizing the work they do and comparing the results they achieve.

A key to understanding outcomes is to recognize that some personnel accomplish results through their own **direct** involvement and ministry with unchurched people, while other missions personnel accomplish their work **catalytically** by mobilizing or working through others. Still other personnel have primarily **administrative** roles. Despite the fact that some jobs may be primarily described as administrative or catalytic, most all missions personnel view themselves as engaging in direct field ministry to some extent.

In general, approved missionaries report more direct evangelism results from their ministry than any other category of missions personnel. They are followed, in order, by appointed missionaries, chaplains, and MSC missionaries. Also, the typical appointed missionary tends to show the most direct involvement in church planting activities. Approved missionaries have the second highest level of involvement in church planting activities. The ordering of MSC missionaries and chaplains in regard to church planting is more difficult because MSC personnel are more involved than chaplains in the starting of churches and church-type missions but less involved in the starting of Bible studies and other type missions or ministries.

For indirect results, appointed missionaries report the greatest results in professions of faith, baptisms, and people joining churches. This is consistent with the fact that more appointed missionaries are more likely to be catalytic missionaries; in fact, two-thirds of missionaries who indicate their jobs are primarily catalytic, are appointed missionaries. Appointed missionaries are trailed in indirect results by approved missionaries, chaplains, and MSC personnel, in order from most to least.

Probably more pertinent for the purposes of personnel deployment is the summary of results for job classifications. However, summarization is more complicated because there are 40 job classifications that span the four basic categories of missions personnel, there are four measures of direct evangelism results, three measures of direct church planting results, and another three measures of catalytic results. In order to simplify the information, several overall scores have been developed that rank job classifications according to direct evangelism results, direct church planting results, and catalytic results.

First, an overall score for direct evangelism results was developed. Three of the four measures of evangelism were used—number of times the gospel was shared, number of professions of faith, and number of baptisms.<sup>10</sup> An overall score was developed based on the rankings of where each

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<sup>10</sup> These three measures seem to the author of this report to be more directly related to evangelism than the number that joins a church.

job classification fell in relationship to all other job classifications for these evangelism measures. The resulting overall ranking of job classifications is included in table 3. The details of this scoring method are included in appendix H.

Table 3—Rank of Job Classifications Based on Direct Evangelism Effectiveness

<b>Rank</b>	<b>Job Classification</b>	<b>Personnel Category</b>	<b>Primary Type</b>
1	Institutional	Chaplains	Administrative
2	Baptist Center Missionary	Appointed & Approved	Direct
3	Ministry Evangelism Missionary	Appointed & Approved	Catalytic
4	Other Missionary <sup>11</sup>	Appointed & Approved	Direct
5	Mission Pastor	Approved	Direct
6	Church Planting Missionary	Appointed	Catalytic
7	Seafarers or Resort Missionary	Appointed	Direct
8	Church Planter (single church)	Appointed	Direct
9	National Missionary	Appointed	Catalytic
10	Collegiate Missionary	Appointed	Direct
11	Associational Missionary	Appointed	Catalytic
12	Public Safety	Chaplains	Direct
13	Multi-housing	MSC	Direct
14	Military	Chaplains	Direct
15	State Administrative Personnel	Appointed	Administrative
16	Counseling	Chaplains	Direct
17	Student Worker	MSC	Direct
18	Mission Pastor	MSC	Direct
19	Church Planter (one church)	MSC	Direct
20	Corporate	Chaplains	Direct
21	Church Strategist	MSC	Direct
22	Collegiate	MSC	Direct
23	Church Planting Missionary	MSC	Direct
24	Other Chaplaincy	Chaplains	Direct
25	Chaplaincy	MSC	Direct
26	Evangelism	MSC	Direct
27	Healthcare	Chaplains	Direct
28	Baptist Center	MSC	Direct/Administrative
29	Resort	MSC	Direct
30	SFC Missionary	Appointed	Administrative
31	Language	MSC	Direct
32	Church & Community Ministry	MSC	Direct
33	Associational Missions	MSC	Direct/Administrative
34	Mission Education	MSC	Administrative

<sup>11</sup> Some of the more frequently specified other types of service for appointed missionaries were church and community ministries, church planter strategists/consultants, and miscellaneous state convention positions. Church planter was the most frequently specified other type of service for approved missionaries.

<b>Rank</b>	<b>Job Classification</b>	<b>Personnel Category</b>	<b>Primary Type</b>
35	Disaster Relief	MSC	Direct
36	Other MSC	MSC	Other
37	MSC Mobilizer	MSC	Catalytic
38	State Administrative Personnel	MSC	Administrative
39	Construction	MSC	Direct/Other
40	Camp	MSC	Other

Out of all 40 job classifications, institutional chaplains are the most effective in direct evangelism. This is particularly interesting because they are best categorized as administrative personnel. The remainder of the top 10 job classifications is comprised of appointed or approved missionary jobs; especially note that approved missionaries are included in the second through the fifth highest ranked jobs. In contrast to the top of the list, the bottom 10 job classifications in direct evangelism results are all MSC positions. Note that whether missions personnel are classified as administrative, catalytic, or direct is not an important factor in determining direct evangelism results.

In like manner, an overall score was developed for each job classification based on the median number of new churches and church-type missions started for each job classification and by the percentage of people in each job that reported starting churches and church-type missions. A decision was made to focus specifically on church planting activity and not the more general measures of multiplication, i.e., starting Bible study units and starting other type missions and ministries. The resulting ranking of job classifications is included in table 4. Details of the scoring method are included in appendix H.

Table 4—Rank of Job Classifications Based on Direct Church Planting Effectiveness

<b>Rank</b>	<b>Job Classification</b>	<b>Personnel Category</b>	<b>Primary Type</b>
1	Church Planting Missionary	Appointed	Catalytic
2	Associational Missionary	Appointed	Catalytic
3	Church Planter (single church)	Appointed	Direct
4	State Administrative Personnel	Appointed	Administrative
5	Multi-housing	MSC	Direct
6	Church Planting Missionary	MSC	Direct
7	National Missionary	Appointed	Catalytic
8	SFC Missionary	Appointed	Administrative
9	Other	Appointed & Approved	Direct
10	Ministry Evangelism Missionary	Appointed & Approved	Catalytic
11	Collegiate Missionary	Appointed	Direct
12	Mission Pastor	MSC	Direct
13	Seafarers or Resort Missionary	Appointed	Direct
14	Evangelism	MSC	Direct
15	Construction	MSC	Direct/Other
16	Church Planter (one church)	MSC	Direct
17	Language	MSC	Direct
18	Mission Pastor	Appointed & Approved	Direct

<b>Rank</b>	<b>Job Classification</b>	<b>Personnel Category</b>	<b>Primary Type</b>
19	Church Strategist	MSC	Direct
19	Resort	MSC	Direct
21	Associational Missions	MSC	Direct/Administrative
22	Mission Education	MSC	Administrative
23	MSC Mobilizer	MSC	Catalytic
24	Church & Community Ministry	MSC	Direct
25	Collegiate	MSC	Direct
26	State Administrative Personnel	MSC	Administrative
27	Counseling	Chaplains	Direct
27	Disaster Relief	MSC	Direct
29	Baptist Center Missionary	Appointed & Approved	Direct
29	Camp	MSC	Other
31	Other	MSC	Other
32	Chaplaincy	MSC	Direct
33	Baptist Center	MSC	Direct/Administrative
34	Student Worker	MSC	Direct
35	Military	Chaplains	Direct
36	Healthcare	Chaplains	Direct
37	Institutional	Chaplains	Administrative
38	Public Safety	Chaplains	Direct
39	Corporate	Chaplains	Direct
40	Other	Chaplains	Direct

The top most productive missions personnel job for planting churches is church planting missionary. The typical church planting missionary reported starting 3 new units within the year. The next most productive job is associational missionary; the median number of church plants reported was 2. There are 7 other jobs that reported a median of 1 new unit reported in the year—church planter (single church), state administrative personnel, multi-housing MSC missionary, church planting missionary (MSC), national missionary, SFC missionary, other-type appointed and approved missionary, and ministry evangelism missionary. The difference in ordering among these 7 jobs in table 4 is further refined based on the percentage of people in each job classification that reported starting a church or church type mission within the year. The median number of church plants reported for the other job classifications was 0 with the exception of collegiate missionaries, their median was 0.5.

Similar to direct evangelism and church planting results, an overall score was developed for catalytic results reported for each job classification. Two of the three measures of indirect results were used—professions of faith and baptisms. The overall score was developed based on the rankings of where each job classification fell in relationship to all other job classifications for these measures. The overall ordering of job classifications is included in table 5. As with the two other overall measures, the details of this scoring method are included in appendix H.

Table 5—Rank of Job Classifications Based on Catalytic Results

<b>Rank</b>	<b>Job Classification</b>	<b>Personnel Category</b>	<b>Primary Type</b>
1	State Administrative Personnel	Appointed	Administrative
2	National Missionary	Appointed	Catalytic
3	Associational Missionary	Appointed	Catalytic
4	State Administrative Personnel	MSC	Administrative
5	Ministry Evangelism Missionary	Appointed & Approved	Catalytic
6	Church Planting Missionary	Appointed	Catalytic
7	Baptist Center Missionary	Appointed & Approved	Direct
8	Seafarers or Resort Missionary	Appointed	Direct
9	Other Missionary	Appointed & Approved	Direct
10	Institutional	Chaplains	Administrative
11	Public Safety	Chaplains	Direct
12	Church Planting Missionary	MSC	Direct
13	Church Planter (single church)	Appointed	Direct
14	Counseling	Chaplains	Direct
15	Mission Education	MSC	Administrative
16	Evangelism	MSC	Direct
17	Mission Pastor	Appointed & Approved	Direct
18	Church Strategist	MSC	Direct
19	Multi-housing	MSC	Direct
20	Collegiate Missionary	Appointed	Direct
21	Camp	MSC	Other
22	Other MSC	MSC	Other
23	Baptist Center	MSC	Direct/Administrative
24	SFC Missionary	Appointed	Administrative
25	Church & Community Ministry	MSC	Direct
26	Language	MSC	Direct
27	Other Chaplaincy	Chaplains	Direct
28	Associational Missions	MSC	Direct/Administrative
29	Mission Pastor	MSC	Direct
30	Church Planter (one church)	MSC	Direct
31	Military	Chaplains	Direct
32	Chaplaincy	MSC	Direct
33	Disaster Relief	MSC	Direct
34	Construction	MSC	Direct/Other
35	Student Worker	MSC	Direct
36	MSC Mobilizer	MSC	Catalytic
37	Corporate	Chaplains	Direct
38	Resort	MSC	Direct
39	Healthcare	Chaplains	Direct
40	Collegiate	MSC	Direct

The top job classification for indirect evangelism results is state administrative personnel. There is also an MSC classification of state administrative personnel. This job also scored high in catalytic results—it was fourth highest. Besides these two state administrative personnel jobs, the other top job classifications were primarily catalytic—national missionary, associational missionary, ministry evangelism missionary, and church planting missionary. The only job classification determined to be catalytic that did not score well was MSC mobilizer. In general, administrative personnel and catalytic personnel, as expected, reported the highest levels of indirect results.

It is interesting to note that there is some correlation between the rankings of job classifications in tables 3 and 5. Specifically, 7 of the top 10 jobs in direct evangelism results are also among the top 10 jobs in catalytic results. Those scoring in the top 10 in both direct and indirect evangelism results are institutional chaplains, Baptist center missionaries, ministry evangelism missionaries, other missionaries, church planting missionaries, seafarers/resort missionaries, and national missionaries. These are very productive job classifications regardless of how results are measured.

In conclusion, of special note are three job classifications that are among the top 10 in figures 3, 4, and 5. Church planting missionaries, ministry evangelism missionaries, national missionaries, and other-type appointed and approved missionaries consistently scored high on direct evangelism measures, direct church planting measures, and catalytic results. Those job classifications that made the top 10 on at least two of the three lists are associational missionary, church planter (single church) state administrative personnel, institutional chaplain, Baptist center missionary, and seafarers/resort missionary.

## **APPENDIX A**

## Appointed/SAP Missions Personnel Survey

Identify which type of service you perform..

- |  |  |   |
|--|--|---|
| [1] <input type="checkbox"/> Associational Missionary        | [2] <input type="checkbox"/> Baptist Center Missionary | [3] <input type="checkbox"/> Church Planter (single church) |
| [4] <input type="checkbox"/> Church Planting Missionary      | [5] <input type="checkbox"/> Collegiate Missionary     | [6] <input type="checkbox"/> Ministry Evangelism Missionary |
| [7] <input type="checkbox"/> National Missionary             | [8] <input type="checkbox"/> SFC Missionary            | [9] <input type="checkbox"/> Seafarers or Resort Missionary |
| [10] <input type="checkbox"/> State Administrative Personnel | [11] <input type="checkbox"/> Other _____              |   |

Would you say that your ministry is more: (Please check only one.)

- [12-1]  Administrative
- [12-2]  Direct hands-on evangelism or church planting
- [12-3]  Catalytic (mobilizing others/starting multiple ministry units and churches)
- [12-4]  Other \_\_\_\_\_

Based on a 100%, please place a percent of time you spend doing the following activities:

- [13 to 15]  \_\_\_\_\_ Study and preparation
- [16 to 18]  \_\_\_\_\_ Administration
- [19 to 21]  \_\_\_\_\_ Field ministry
- [22 to 24]  \_\_\_\_\_ Meetings and denominational activities

**100%**

Which is most true for you? (Please check only one.)

- [25-1]  I am absolutely certain my ministry is God's call for my life.
- [25-2]  I am fairly certain my ministry is God's call for my life.
- [25-3]  I am uncertain whether my ministry is God's call for my life
- [25-4]  I am reasonably certain my ministry is **not** God's call for my life.

- |  |                              |                             |      |  |
|--|------------------------------|-----------------------------|------|--|
| Did you have a performance review last year? | [-1]                         | [-2]                        |      |  |
|  | <input type="checkbox"/> Yes | <input type="checkbox"/> No | [26] |  |
| Did you meet regularly with your supervisor? | <input type="checkbox"/> Yes | <input type="checkbox"/> No | [27] |  |

Please answer whether you agree or disagree with the following statements

	[-1]	[-2]	[-3]	[-4]	
	Strongly Agree	Agree	Disagree	Strongly Disagree	
My current job description accurately reflects my responsibilities.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	[28]
I am being under-utilized in my current ministry.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	[29]
I understand the role NAMB plays in my ministry.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	[30]
I was adequately oriented to NAMB and NAMB resources.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	[31]
I am adequately compensated for my ministry.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	[32]
I am aware and supportive of NAMB's direction.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	[33]
NAMB is supportive of my ministry in ways other than financial.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	[34]
My ministry has a significant impact on lost (unsaved) people.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	[35]
I regularly promote the Cooperative Program and the Annie Armstrong Easter Offering.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	[36]

*Please complete back of questionnaire.*

**DIRECT RESULTS (Hands-On Results)**

Please complete the following statistical summary. *(Estimate if you do not have exact figures.)*

In the past 12 months (or last year)...

How many times have you *personally* shared the gospel with a lost person? \_\_\_\_\_ [37 to 39]

How many people have accepted Christ as a direct result of your ministry? \_\_\_\_\_ [40 to 42]

How many baptisms directly resulted from your ministry? \_\_\_\_\_ [43 to 45]

How many lost persons joined a local body of believers as a direct result of your ministry? \_\_\_\_\_ [46 to 48]

In the past 12 months (or last year), did you start or did you help start new units in the following categories:

Churches or church-type missions? <sup>[-1]</sup>  Yes <sup>[-2]</sup>  No [49]

**If yes, how many new churches or church-type missions were started?** \_\_\_\_\_ [50 to 52]

Bible studies? <sup>[-1]</sup>  Yes <sup>[-2]</sup>  No [53]

**If yes, how many new Bible studies were started?** \_\_\_\_\_ [54 to 56]

Other-type missions or ministries? <sup>[-1]</sup>  Yes <sup>[-2]</sup>  No [57]

**If yes, how many new other-type missions or ministries were started?** \_\_\_\_\_ [58 to 60]

**CATALYTIC RESULTS**

In your work and assignment of mobilizing others and starting new units, please provide an overall summary of the indirect results of your work. *(Please estimate if you do not have exact figures. Do not include figures from the preceding section.)*

In the past 12 months (or last year) ...

How many people accepted Christ? \_\_\_\_\_ [61 to 63]

How many people were baptized? \_\_\_\_\_ [64 to 66]

How many lost people joined a local body of believers (church)? \_\_\_\_\_ [67 to 69]

What people groups or types of people in your ministry area are you most effectively reaching with the gospel? [70 to 89]

What people groups or types of people in your ministry area are not being effectively reached with the gospel? [90 to 109]

In which of the following regions are you located?

[110-1]  Northeast

[110-2]  South

[110-3]  Midwest

[110-4]  West

[110-5]  Outside the U. S.

**Thank you for completing this questionnaire!**

Please return to: Research Services Team  
North American Mission Board  
4200 North Point Parkway  
Alpharetta, GA 30022

[111 to 114]

**APPENDIX B**

## Approved Missions Personnel Survey

Identify which type of service you perform..

- [1]  Mission Pastor                      [2]  Baptist Center Missionary    [3]  Ministry Evangelism Missionary  
 [4]  Missionary Interim                      [5]  Other \_\_\_\_\_

Would you say that your ministry is more: (Please check only one.)

- [6-1]  Administrative  
 [6-2]  Direct hands-on evangelism or church planting  
 [6-3]  Catalytic (mobilizing others/starting multiple ministry units and churches)  
 [6-4]  Other \_\_\_\_\_

Based on a 100%, please place a percent of time you spend doing the following activities:

- [7 to 9]  \_\_\_\_\_ Study and preparation  
 [10 to 12]  \_\_\_\_\_ Administration  
 [13 to 15]  \_\_\_\_\_ Field ministry  
 [16 to 18]  \_\_\_\_\_ Meetings and denominational activities

**100%**

Which is most true for you? (Please check only one.)

- [19-1]  I am absolutely certain my ministry is God's call for my life.  
 [19-2]  I am fairly certain my ministry is God's call for my life.  
 [19-3]  I am uncertain whether my ministry is God's call for my life  
 [19-4]  I am reasonably certain my ministry is **not** God's call for my life.

- Did you have a performance review last year?    [-1]                      [-2]                      [20]  
     Yes                       No  
 Did you meet regularly with your supervisor?    [-1]                      [-2]                      [21]  
     Yes                       No

Please answer whether you agree or disagree with the following statements

	[-1]	[-2]	[-3]	[-4]	
	Strongly Agree	Agree	Disagree	Strongly Disagree	
My current job description accurately reflects my responsibilities.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	[22]
I am being under-utilized in my current ministry.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	[23]
I understand the role NAMB plays in my ministry.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	[24]
I was adequately oriented to NAMB and NAMB resources.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	[25]
I am adequately compensated for my ministry.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	[26]
I am aware and supportive of NAMB's direction.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	[27]
NAMB is supportive of my ministry in ways other than financial.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	[28]
My ministry has a significant impact on lost (unsaved) people.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	[29]
I regularly promote the Cooperative Program and the Annie Armstrong Easter Offering.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	[30]

*Please complete back of questionnaire.*

**DIRECT RESULTS (Hands-On Results)**

Please complete the following statistical summary. *(Estimate if you do not have exact figures.)*

In the past 12 months (or last year)...

How many times have you *personally* shared the gospel with a lost person? \_\_\_\_\_ [31 to 33]

How many people have accepted Christ as a direct result of your ministry? \_\_\_\_\_ [34 to 36]

How many baptisms directly resulted from your ministry? \_\_\_\_\_ [37 to 39]

How many lost persons joined a local body of believers as a direct result of your ministry? \_\_\_\_\_ [40 to 42]

In the past 12 months (or last year), did you start or did you help start new units in the following categories:

Churches or church-type missions? <sup>[-1]</sup>  Yes <sup>[-2]</sup>  No [43]

**If yes, how many new churches or church-type missions were started?** \_\_\_\_\_ [44 to 46]

Bible studies? <sup>[-1]</sup>  Yes <sup>[-2]</sup>  No [47]

**If yes, how many new Bible studies were started?** \_\_\_\_\_ [48 to 50]

Other-type missions or ministries? <sup>[-1]</sup>  Yes <sup>[-2]</sup>  No [51]

**If yes, how many new other-type missions or ministries were started?** \_\_\_\_\_ [52 to 54]

**CATALYTIC RESULTS**

In your work and assignment of mobilizing others and starting new units, please provide an overall summary of the indirect results of your ministry. *(Please estimate if you do not have exact figures. Do not include figures from the preceding section.)*

In the past 12 months (or last year) ...

How many people accepted Christ? \_\_\_\_\_ [55 to 57]

How many people were baptized? \_\_\_\_\_ [58 to 60]

How many lost people joined a local body of believers (church)? \_\_\_\_\_ [61 to 63]

What people groups or types of people in your ministry area are you most effectively reaching with the gospel? [64 to 83]

What people groups or types of people in your ministry area are not being effectively reached with the gospel? [84 to 103]

In which of the following regions are you located?

[104-1]  Northeast

[104-2]  South

[104-3]  Midwest

[104-4]  West

[104-5]  Outside the U. S.

**Thank you for completing this questionnaire!**

Please return to: Research Services Team  
North American Mission Board  
4200 North Point Parkway  
Alpharetta, GA 30022

[105 to 108]

## **APPENDIX C**

## Chaplaincy Survey

Identify which type of service you perform..

- |  |  |  |
|--|--|--|
| [1] <input type="checkbox"/> Military    | [2] <input type="checkbox"/> Institutional | [3] <input type="checkbox"/> Corporate     |
| [4] <input type="checkbox"/> Healthcare  | [5] <input type="checkbox"/> Counseling    | [6] <input type="checkbox"/> Public Safety |
| [7] <input type="checkbox"/> Other _____ |  |  |

Are you...

- [8-1]  Paid      [8-2]  Volunteer

Would you say that your ministry is more: (Please check only one.)

- [9-1]  Administrative
- [9-2]  Direct hands-on evangelism or church planting
- [9-3]  Catalytic (mobilizing others/starting multiple ministry units and churches)
- [9-4]  Other \_\_\_\_\_

Based on a 100%, please place a percent of time you spend doing the following activities:

- [10 to 12]  \_\_\_\_\_ Study and preparation
- [13 to 15]  \_\_\_\_\_ Administration
- [16 to 18]  \_\_\_\_\_ Field ministry
- [19 to 21]  \_\_\_\_\_ Meetings and denominational activities

**100%**

Which is most true for you? (Please check only one.)

- [22-1]  I am absolutely certain my ministry is God's call for my life.
- [22-2]  I am fairly certain my ministry is God's call for my life.
- [22-3]  I am uncertain whether my ministry is God's call for my life
- [22-4]  I am reasonably certain my ministry is **not** God's call for my life.

- |  |      |                              |                             |  |
|--|------|------------------------------|-----------------------------|--|
| Did you have a performance review last year? | [23] | [1]                          | [2]                         |  |
|  |      | <input type="checkbox"/> Yes | <input type="checkbox"/> No |  |
| Did you meet regularly with your supervisor? | [24] | <input type="checkbox"/> Yes | <input type="checkbox"/> No |  |

Please answer whether you agree or disagree with the following statements

	[-1]	[-2]	[-3]	[-4]	
	Strongly Agree	Agree	Disagree	Strongly Disagree	
My current job description accurately reflects my responsibilities.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	[25]
I am being under-utilized in my current ministry.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	[26]
I understand the role NAMB plays in my ministry.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	[27]
I was adequately oriented to NAMB and NAMB resources.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	[28]
I am adequately compensated for my ministry.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	[29]
I am aware and supportive of NAMB's direction.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	[30]
NAMB is supportive of my ministry in ways other than financial.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	[31]
My ministry has a significant impact on lost (unsaved) people.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	[32]
I regularly promote the Cooperative Program and the Annie Armstrong Easter Offering.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	[33]

*Please complete back of questionnaire.*

**DIRECT RESULTS (Hands-On Results)**

Please complete the following statistical summary. *(Estimate if you do not have exact figures.)*

In the past 12 months (or last year)...

How many times have you *personally* shared the gospel with a lost person? \_\_\_\_\_ [34 to 36]

How many people have accepted Christ as a direct result of your ministry? \_\_\_\_\_ [37 to 39]

How many baptisms directly resulted from your ministry? \_\_\_\_\_ [40 to 42]

How many lost persons joined a local body of believers as a direct result of your ministry? \_\_\_\_\_ [43 to 45]

In the past 12 months (or last year), did you start or did you help start new units in the following categories:

Churches or church-type missions? <sup>[-1]</sup>  Yes <sup>[-2]</sup>  No [46]

**If yes,** how many new churches or church-type missions were started? \_\_\_\_\_ [47 to 49]

Bible studies? <sup>[-1]</sup>  Yes <sup>[-2]</sup>  No [50]

**If yes,** how many new Bible studies were started? \_\_\_\_\_ [51 to 53]

Other-type missions or ministries? <sup>[-1]</sup>  Yes <sup>[-2]</sup>  No [54]

**If yes,** how many new other-type missions or ministries were started? \_\_\_\_\_ [55 to 57]

**CATALYTIC RESULTS**

In your work and assignment of mobilizing others and starting new units, please provide an overall summary of the indirect results of your work. *(Please estimate if you do not have exact figures. Do not include figures from the preceding section.)*

In the past 12 months (or last year) ...

How many people accepted Christ? \_\_\_\_\_ [58 to 60]

How many people were baptized? \_\_\_\_\_ [61 to 63]

How many lost people joined a local body of believers (church)? \_\_\_\_\_ [64 to 66]

What people groups or types of people in your ministry area are you most effectively reaching with the gospel? [67 to 86]

What people groups or types of people are not being effectively reached with the gospel in your ministry area? [87 to 106]

In which of the following regions are you located?

[107-1]  Northeast

[107-2]  South

[107-3]  Midwest

[107-4]  West

[107-5]  Outside the U. S.

**Thank you for completing this questionnaire!**

Please return to: Research Services Team  
North American Mission Board  
4200 North Point Parkway  
Alpharetta, GA 30022

[108 to 111]

**APPENDIX D**

## Mission Service Corps

Identify which type of service you perform..

- |  |  |  |
|--|--|--|
| [1] <input type="checkbox"/> Associational Missions          | [2] <input type="checkbox"/> Baptist Center              | [3] <input type="checkbox"/> Camp                        |
| [4] <input type="checkbox"/> Chaplaincy                      | [5] <input type="checkbox"/> Church & Community Ministry | [6] <input type="checkbox"/> Church Planter (one church) |
| [7] <input type="checkbox"/> Church Planting Missionary      | [8] <input type="checkbox"/> Church Strategist           | [9] <input type="checkbox"/> Collegiate                  |
| [10] <input type="checkbox"/> Construction                   | [11] <input type="checkbox"/> Disaster Relief            | [12] <input type="checkbox"/> Evangelism                 |
| [13] <input type="checkbox"/> Language                       | [14] <input type="checkbox"/> MSC Mobilizer              | [15] <input type="checkbox"/> Mission Education          |
| [16] <input type="checkbox"/> Mission Pastor                 | [17] <input type="checkbox"/> Multi-housing              | [18] <input type="checkbox"/> Resort                     |
| [19] <input type="checkbox"/> State Administrative Personnel | [20] <input type="checkbox"/> Student Worker             |  |
| [21] <input type="checkbox"/> Other _____                    |  |  |

Would you say that your ministry is more: (Please check only one.)

- [22-1]  Administrative
- [22-2]  Direct hands-on evangelism or church planting
- [22-3]  Catalytic (mobilizing others/starting multiple ministry units and churches)
- [22-4]  Other \_\_\_\_\_

Based on a 100%, please place a percent of time you spend doing the following activities:

- [23 to 25]  \_\_\_\_\_ Study and preparation
- [26 to 28]  \_\_\_\_\_ Administration
- [29 to 31]  \_\_\_\_\_ Field ministry
- [32 to 34]  \_\_\_\_\_ Meetings and denominational activities

**100%**

Which is most true for you? (Please check only one.)

- [35-1]  I am absolutely certain my ministry is God's call for my life.
- [35-2]  I am fairly certain my ministry is God's call for my life.
- [35-3]  I am uncertain whether my ministry is God's call for my life
- [35-4]  I am reasonably certain my ministry is **not** God's call for my life.

- |  |                              |                             |      |
|--|------------------------------|-----------------------------|------|
| Did you have a performance review last year? | [-1]                         | [-2]                        |      |
|  | <input type="checkbox"/> Yes | <input type="checkbox"/> No | [36] |
| Did you meet regularly with your supervisor? | <input type="checkbox"/> Yes | <input type="checkbox"/> No | [37] |

How is your ministry funded?

- [38]  I am retired/self funded
- [39]  I get some financial support for my assignment
- [40]  I have a paid job other than my ministry
- [41]  I raise my own support
- [42]  My spouse works
- [43]  Other \_\_\_\_\_

*Please complete back of questionnaire.*

Please answer whether you agree or disagree with the following statements	[-1] Strongly Agree	[-2] Agree	[-3] Disagree	[-4] Strongly Disagree	
My current job description accurately reflects my responsibilities.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	[44]
I am being under-utilized in my current ministry.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	[45]
I understand the role NAMB plays in my ministry.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	[46]
I was adequately oriented to NAMB and NAMB resources.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	[47]
I am aware and supportive of NAMB's direction.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	[48]
NAMB is supportive of my ministry in ways other than financial.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	[49]
My ministry has a significant impact on lost (unsaved) people.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	[50]
I regularly promote the Cooperative Program and the Annie Armstrong Easter Offering.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	[51]

**DIRECT RESULTS (Hands-On Results)**

Please complete the following statistical summary. *(Estimate if you do not have exact figures.)*

In the past 12 months (or last year)...

How many times have you *personally* shared the gospel with a lost person? \_\_\_\_\_ [52 to 54]

How many people have accepted Christ as a direct result of your ministry? \_\_\_\_\_ [55 to 57]

How many baptisms directly resulted from your ministry? \_\_\_\_\_ [58 to 60]

How many lost persons joined a local body of believers as a direct result of your ministry? \_\_\_\_\_ [61 to 63]

In the past 12 months (or last year), did you start or did you help start new units in the following categories:

Churches or church-type missions?  Yes  No [64]

**If yes,** how many new churches or church-type missions were started? \_\_\_\_\_ [65 to 67]

Bible studies?  Yes  No [68]

**If yes,** how many new Bible studies were started? \_\_\_\_\_ [69 to 71]

Other-type missions or ministries?  Yes  No [72]

**If yes,** how many new other-type missions or ministries were started? \_\_\_\_\_ [73 to 75]

**CATALYTIC RESULTS**

In your work and assignment of mobilizing others and starting new units, please provide an overall summary of the indirect results of your work. *(Please estimate if you do not have exact figures.)*

In the past 12 months (or last year) ...

How many people accepted Christ? \_\_\_\_\_ [76 to 78]

How many people were baptized? \_\_\_\_\_ [79 to 81]

How many lost people joined a local body of believers (church)? \_\_\_\_\_ [82 to 84]

What people groups or types of people in your ministry area are you most effectively reaching with the gospel? [85 to 104]

What people groups or types of people in your ministry area are not being effectively reached with the gospel? [105 to 124]

In which of the following regions are you located?

[125-1]  Northeast

[125-2]  South

[125-3]  Midwest

[125-4]  West

[125-5]  Outside the U. S.

**Thank you for completing this questionnaire!**

[126 to 129]

Please return to: Research Services Team, North American Mission Board, 4200 North Point Parkway, Alpharetta, GA 30022

**APPENDIX E**

May 28, 2003

«PREFERRED\_FULL\_NAME»  
«ADDRESS\_LINE1»  
«ADDRESS\_LINE2»  
«ADDRESS\_LINE3»  
«COUNTRY\_NAME»

Dear «PREFERRED\_FIRST\_NAME»:

Blessings from the North American Mission Board! I trust all is well with you and your ministry. Thank you for the outstanding mission service you provide to our Lord.

NAMB exists to proclaim the gospel, start New Testament churches, minister to persons in the name of Christ, and assist churches in performing these functions. One of our primary strategies to accomplish this is to affirm the high calling of missionaries and chaplains and mobilize them to reach all people groups in North America.

Since helping missions personnel find their place of service is such an important part of what we do, it is essential that we better understand you—the type of ministry you provide, the results of your work, the people groups with whom you work, and the support you receive for your ministry. That’s why we need your help!

Enclosed is a short questionnaire that asks about important aspects of your ministry. We request that you complete it at your first convenience. Your response will be anonymous; in fact, we ask that you do not place your name on the survey. The information you and other missions personnel provide will be summarized by our Research Team. Place your completed questionnaire in the envelope provided and mail it back to us. That’s all there is to it. You don’t even need a stamp.

This information will help us better serve you and help us more effectively deploy new missions personnel in their places of service. Furthermore, your participation in this project will help us be good stewards of the resources Southern Baptists have entrusted to us.

Thank you for your help with this survey.

In Christ,

Randy Wood  
Director Personnel Deployment

May 28, 2003

«PREFERRED\_FULL\_NAME»  
«ADDRESS\_LINE1»  
«ADDRESS\_LINE2»  
«ADDRESS\_LINE3»  
«COUNTRY\_NAME»

Dear «PREFERRED\_FIRST\_NAME»:

Oops!

Recently I sent you a letter asking you to participate in a survey of missions personnel. We found out that some of the letters that we mailed did not include a questionnaire. Thus, I am enclosing a questionnaire in case you did not get one earlier. If you have not completed and returned a questionnaire, we would appreciate you doing so.

Since helping missions personnel find their place of service is such an important part of what we do, it is essential that we better understand you—the type of ministry you provide, the results of your work, the people groups with whom you work, and the support you receive for your ministry. The enclosed questionnaire will help us to that.

We request that you complete it at your first convenience. Your response will be anonymous; in fact, we ask that you do not place your name on the survey. The information you and other missions personnel provide will be summarized by our Research Team. Place your completed questionnaire in the envelope provided and mail it back to us. You don't even need a stamp.

Thank you for your help with this survey.

In Christ,

Randy Wood  
Director Personnel Deployment

**PS. If you have already completed and returned a questionnaire, please discard the enclosed questionnaire—and thanks for your help.**

**APPENDIX F**

**Identify which type of service you perform.  
(Specified Other Responses)**

**Appointed/SAP**

Associational CCM director  
Associational ministries and chaplain to police department  
Associational strategy—NAMB missionary serving as state association executive director  
Catalytic language missionary  
CCM  
CCM director in association  
Chapel truckers  
Christian education  
Church and community ministries  
Church and community ministries  
Church planter consultant  
Church planter consultant  
Church planter strategist  
Church planting strategist  
Church start strategist  
Church starter strategist  
Community ministry (single church)  
Convention staff  
Director of evangelism and Christian ministries  
Geographical area missionary  
Leadership development in state convention  
Media strategist  
Medical ministry  
Missionary associate  
Multi-ethnic evangelism  
National partnership/volunteer ministries in Canada  
Pastor consultant  
Retired SDOM  
Revitalization pastor (reviving a dying church)  
State appointed  
State convention evangelism trainer  
State Convention personnel consultant  
State evangelism associate  
State migrant consultant  
State missionary  
State missionary with deaf  
State wide catalytic missionary  
State WMU director  
Strategist/program leader  
USC2 missionary (Coffee house ministry)  
Youth evangelism

## Approved

Church and community mission director  
Church planter  
Church planter  
Church planter  
Church planter  
Church planter  
Church planter  
Church planter  
Church planter  
Church planter  
Church planter  
Church planter  
Church planter and bivocational pastor of small SBC church  
Church planter/pastor  
Church planter/pastor  
Church planting  
Church planting and associational missionary  
Church planting pastor  
Contract DOM  
DOM  
DOM  
DOM  
Health care missionary  
Interim DOM  
Lead church planter  
Lead pastor  
Nehemiah church planter  
New start pastor  
Pastor an established church  
Pastor full time  
Prison ministry  
Prison ministry  
Regional church planter catalyst  
Senior pastor and strategist  
Two year church planting intern

## **Chaplaincy**

Chaplain for Texas Department of Mental Health and Mental Retardation  
Chaplain to County sheriff's office, volunteer chaplain to hospital and a community church  
Civil air patrol  
Civil air patrol  
Civil air patrol  
Disabilities and special needs  
Hospice  
Hospice  
Hospice chaplaincy  
I pastor a church for ex-offenders and their families  
Law enforcement  
Licensed hospital and family therapist in as associate pastor position  
Marketplace: business-resort and leisure ministry  
Pastor a local church  
Pastoral  
Pastoral education  
Prison  
Prison  
Prison chaplaincy  
Prison, fire department, police department, juvenile detention and starting program for public schools  
Reserves part-time  
Retired  
Retirement community  
RV resort  
State prison  
VA medical center

## MSC

Administrative assistant for NM Baptist Foundation  
Administrative for seminary extension  
Annuity Board  
Area consultant  
Arizona WMU executive director and associational program director  
Assist Missouri Baptist Convention personnel in their agricultural missions  
Assisting in Crossover, choir and secretary in struggling church office  
Association VIM  
Benevolent - volunteer in church daycare  
Bivocational ministry  
Bivocational pastor  
Boot camp - ministering to probationers  
Camper on mission  
Church construction consultant  
Church food pantry, clean toilets, look for work crews and work in literacy program  
Church missions coordinator  
Church pastor  
Church planter/pastor  
Church restart pastor  
Church strengthener  
Church strengthener  
Church strengthener  
Church supporter  
Consultant  
Coordinator of volunteers working with the Annuity Board  
Cult ministry  
Dental health coordinator for river ministry  
Director off campus seminary  
Discipleship  
Education director  
Electrician  
Enlisting VIM  
Faith director/outreach director  
Family ministry, church ministry  
Food and clothing distribution and job training  
Food bank coordinator  
Foreign students  
Gift shop, dining hall, housekeeping and office help  
Help needy get needed medicine from the pharmacy companies for free  
Homeless ministry  
Hospital ministry, secretary part-time  
Hospitality at prison visitor center  
Interim minister  
Interim pastor  
Interim pastor  
Jail and prison  
Jail ministry, housing and rehabilitate inmates  
Library  
Literacy

Literacy  
Literacy, prison  
Local health care and needs  
Media team leader: publicity/history  
Minister of education at a small SBA church  
Minister of missions  
Minister of missions for a church  
Ministry to pastors/wives and church staff  
Ministry to seamen  
Mission Service Corps - State VIM coordinator  
Missionary relation team  
Missionary to Ukraine  
MSC consultant  
MSC recruiting  
Music  
Music  
Music evangelism  
Music planning and organization  
National senior adult consultants  
Nursing home  
Nursing home  
Nursing home Bible study and music  
Nursing on construction projects  
Organize, build, direct prison visitors center for families of incarcerated and nursing home ministries  
Pastor  
Pastor  
Pastoral care, hospice care  
Prayer ministry  
Prison  
Prison  
Prison ministry  
Prison ministry  
Prison ministry and hospitality house  
Provide temporary housing for prison inmates' families  
Public school ministry  
Regional bivocational consultant  
Resort and leisure consultant for BGCT  
Restorative justice  
RV park pastor  
Seminary consultant  
Senior adult  
Senior adult coordinator for association of 120 churches  
Service type ministry of distributing food and clothing  
Stabilize and strengthen new churches, internationals and prisoners and their restoration  
State editor/director of communications  
Teach Sunday school occasionally  
Team Kid  
Team member on mission trips  
Technical and administrative support  
Training of pastors to use marital counseling tools

Transition house for previously incarcerated women  
VIM consultant  
VIM consultant  
VIM consultant  
Volunteer AARP tax aide and at Baptist associational office, Sunday school teacher for senior adults, choir member  
Volunteer chaplain in prisons  
Volunteer consultants  
Volunteer in missions consultant  
Volunteer in missions coordinator  
Volunteer pastor  
Women and children ministry  
Youth construction projects  
Youth groups in middle and high school  
Youth prison  
Youth/adult prison ministry, organizing large women's conferences, lead Bible study at retirement centers

## **APPENDIX G**

**Would you say that your ministry is more: [administrative, direct, catalytic]  
(Specified Other Responses)**

**Appointed/SAP**

Administrative and hands on evangelism  
Administrative and hands on ministry  
Administrative, hands on and strategizing  
Associational strategy - mainly hands on  
Blend of administrative, traveling, hands on, counseling and catalytic  
Building up and discipling, and providing opportunities for growth  
Catalytic plus extensive work with existing churches  
Catalytic without church starts, with hands on evangelism and administration  
Church leader training  
Consultation, planning, implementation and some direct hands on  
Contributing to health and vitality of churches  
CP promotion, OMC training, ERC training, IE administrative and strategy development  
Dealing with church problems and seeking to strengthen existing churches  
Direct hands on collegiate leadership development  
Direct hands on evangelism, food and clothing ministry  
Discipleship  
Discipleship, evangelism and missions  
Equipping  
Equipping/training pastors for conversion church growth and guiding associational directors of evangelism  
Evangelism/prayer training  
Facilitator  
Hands on and administrative  
Hands on teaching and mobilization in evangelism  
Hands on, administrative and catalytic  
Interfaith evangelism training  
Language church planting coordinator  
Leadership  
Medical ministry  
Ministering to and developing pastors and lay leaders  
Ministry of encouragement and training  
Mobilizing, recruiting and training  
Pastor leader development  
Personal ministry to those who minister (pastors)  
Relational evangelism, equipping, encouraging and educating  
State DOE  
Strengthening pastors and churches  
Teaching  
Teaching  
Training and developing leaders  
Training of leaders and assisting local churches  
Training workers, especially leaders  
Training, encouragement and inspiration  
Working with church planters and evangelism leaders with communication issues  
Working with churches to start churches

## **Approved**

A combination of church growth, evangelism through Bible study and visitation/track distribution

Pastor

Pastor of a young, weak church

Pastoring

Pioneering church planter in New England

Planting missions

Rebuilding the church--maintenance of church property

Working with churches and pastors

## Chaplaincy

Active chaplaincy in police cars  
Administrative and counseling  
Administrative and counseling  
Administrative and counseling  
Administrative and direct hands on  
Administrative and hands on  
Administrative and hands-on direct and lifestyle evangelism  
Administrative, leadership of chapel services, chapel ministries and counseling  
Basic ministry, administrative, supervisory, program development and shape policy  
Being the presence of Christ among soldiers  
Bible studies, personal visits, equip the saints  
Caring for families spiritually and emotionally  
Caring for terminally ill and families  
CEO, crisis ministry, hospital pastoral care  
Chaplain  
Chaplain, hospital  
Chaplaincy: pastoral, evangelism, counseling, readiness and teaching  
Clinical  
Clinical and administrative  
Clinical ministry in hospital  
Coach, teach and train other chaplains and chaplain assistants  
Combination of hands-on and administrative, preaching, teaching, leading small groups  
Combination of hands-on ministry, administrative and training  
Comfort and care  
Comfort and care  
Comfort and counseling  
Comfort and presence  
Comfort, encouragement and evangelism  
Counsel and lead services in what is often a multi-faith environment  
Counseling  
Counseling  
Counseling  
Counseling  
Counseling  
Counseling  
Counseling and encouragement  
Counseling and evangelism  
Counseling and moral leadership  
Counseling and staff officer  
Counseling and visitation, chapel duties  
Counseling supervising pastor  
Counseling, administrative and preaching  
Counseling, crisis support  
Counseling, encouraging and worship leadership  
Counseling, encouraging and worship/prayer  
Counseling, evangelism, spiritual guidance, church services and Bible studies  
Counseling, managing, administrative, preaching, ministry of presence  
Counseling, ministry of presence  
Counseling, ministry of presence and preaching

Counseling, moral leadership and support  
 Counseling, teaching, preaching, Advisory and administrative  
 Counselor, caregiver  
 Crisis counseling  
 Crisis ministry to patients and families  
 Devotions, prayers at meetings and staff assistance  
 Direct care unit/patient chaplain  
 Direct contact with the inmates and administration  
 Direct counseling  
 Direct hands on counseling for hospice patients and their families  
 Direct hands on ministry for the dying (hospice)  
 Direct hands on spiritual support and evangelism  
 Direct hands on training chaplains how to stay alive in combat environments, airborne operations  
 Direct hands-on evangelism and hospice end of life ministry  
 Direct hands-on ministry  
 Direct hands-on pastoral care to the public safety department and community  
 Direct juvenile care and ministry  
 Direct ministry and supervision  
 Direct ministry to inmates and staff with administrative tasks  
 Direct ministry to inmates, including crisis phone calls, counseling and visitation  
 Direct ministry to military soldiers and families  
 Direct ministry to soldiers, DOD employees  
 Direct pastoral care  
 Direct patient care  
 Direct patient care  
 Direct patient care in spiritual issues  
 Direct services to severe and profoundly retarded individuals  
 Director and CPE supervisor, also visit on units  
 Education of clergy  
 Educational  
 EMS in the field ministry  
 Enabling  
 Evangelism and counseling  
 Evangelism and discipleship  
 Evangelism, administrative, planning, preaching, leading worship, personal contact  
 Field ministry  
 Field ministry  
 First responder as police chaplain to tragic situations to give support and comfort to victims  
 Full gospel ministry  
 Giving pastoral advise to sailors and marines, organizing and leading worship  
 Grief counseling for terminal patients and families  
 Growing and encouraging the body of Christ  
 Hands on evangelism and administrative  
 Hands on evangelism, counseling  
 Hands on hospital ministry and visitation  
 Hands-on with independent living and assisted living  
 Healthcare- patient, family, staff pastoral care  
 Hospice chaplaincy  
 Hospice chaplaincy  
 Hospice pastoral care  
 Hospice patient care

Hospice visitation, bereavement  
Hospital  
Hospital chaplain  
Hospital ministry: pastoral care and counseling crisis  
Hospital patients/families/employees  
Hospital work with proselytizing prohibitions (hospital is Roman Catholic funded)  
I have been reassigned to the IRR  
I work with truck drivers  
Individual and family counseling, plus providing of weekly services  
It changes each week  
Lead Bible studies (moral training) once a month  
Listening, encouragement and support  
Mentoring chaplains and their assistants  
Military chaplain  
Military chaplain, Bible study and worship services  
Military chaplaincy (evangelism, outreach, counseling)  
Military chaplaincy: both administrative and hands on  
Military funerals to family members  
Minister to people in the workplace on an individual basis  
Minister to the dying and their families  
Ministering to patients in hospital (medical and psychiatric)  
Ministry  
Ministry of presence  
Ministry to military squadrons, visitation and counseling  
Ministry to soldiers and families  
Ministry to soldiers and families  
Ministry to the dying and their families  
Mission coordinator (administrative), chaplain (one-on-one ministry)  
Mixture between assisting active duty staff with special projects and hands-on visitation  
Mixture of administrative and hands-on ministry  
Naval hospital  
Notification of death, and ride-alongs  
Open doors and scheduling for local pastors  
Palliative pastoral care  
Parish pastor  
Pastor to an Army battalion  
Pastoral  
Pastoral  
Pastoral  
Pastoral  
Pastoral and evangelistic  
Pastoral care  
Pastoral care  
Pastoral care  
Pastoral care  
Pastoral care and counseling  
Pastoral care and counseling  
Pastoral care and counseling  
Pastoral care and counseling to patients, families and hospital staff  
Pastoral care and counseling, with some evangelism  
Pastoral care counseling

Pastoral care for patients and families  
Pastoral care for patients and staff  
Pastoral care for patients and staff and families  
Pastoral care in hospital and church  
Pastoral care to patients, families and staff  
Pastoral care to patients, families and staff  
Pastoral care, counseling  
Pastoral care, counseling, consultation  
Pastoral care, counseling, encouragement  
Pastoral care, crisis, end of life issues  
Pastoral care, preaching  
Pastoral care, shepherding, support, personal witness and prayer  
Pastoral care, support directly to hospital patients, family and staff  
Pastoral care, training chaplains and supervisors of clinical pastoral education  
Pastoral care/CPE  
Pastoral care: preaching, counseling, visitation and teaching  
Pastoral counseling  
Pastoral counseling  
Pastoral counseling, administrative, teaching workshops, training, community ministries and churches  
Pastoral counseling, preaching, evangelism  
Pastoral leadership  
Pastoral ministry  
Pastoral ministry  
Pastoral ministry  
Pastoral ministry without preaching  
Pastoral: preaching, counseling, ceremonies, prayers, community relations  
Pastoring and evangelism  
Patient based  
Personal counseling  
Police chaplain  
Preaching and pastoral care  
Preaching, counseling, leadership  
Preaching, teaching, pastoral counseling and visiting  
Primarily education and training of persons doing ministry  
Prison ministry  
Provide emotional and spiritual support to patients, family and staff  
Providing care for the terminally ill and their families  
Pure pastoral ministry  
Senior pastor of the Main Post Chapel at US military academy in West Point  
Spiritual care, counseling, evangelism, teaching and supervision  
Spiritual counseling and support  
State chaplain for Georgia, supervising unit ministry teams for Georgia Defense Department  
State prison  
Student counselor  
Student ministry and counseling  
Supervision, training, ministry  
Supervisory, mobilizing, direct ministry, evangelism, counseling and facilitating  
Teaching, administrative and pastoral care  
Training other unit ministry teams  
Unit focused ministry as well as preaching and pastoring a chapel

US Army chaplaincy  
Visiting hospice patients  
Visiting patients and coordinating volunteer chaplains program  
Visiting patients and supervising men's ties in their pastoral care growth  
Visiting people with terminal illnesses  
Visiting sick and family of ill persons  
Visiting, counseling patients, family and staff  
Workplace visiting

## MSC

Administration, enlisting, strategy  
After school programs and ladies classes in an inner city housing project  
Assisting church staff in pastoral care  
BCM campus ministry  
Being pastor to people on vacation or working in the area short term  
Bible studies in home church and other churches  
Building  
Building and preparing the field  
Building churches, witnessing when able  
Building new church facilities  
Building planning and construction  
Camp ministry, church strengtheners  
Campers on mission  
Church strengthening  
Community based mission  
Community ministry  
Construction  
Construction and disaster  
Coordination of mission work  
Counseling, food preparation, prayer, lodging, Bible study and family support groups, ministry to hurting people  
Direct senior adult work in association  
Direct teaching VBS and Sunday school, clinics and classes of children  
Discipleship  
Discipleship  
Discipling new believers, working with homeless in a shelter that our church sponsors  
Education and enlistment  
Encouragement  
Encouraging churches and pastors  
Evangelism and mentoring/counseling  
Forming relationships, meeting needs in literacy and sharing Jesus  
Hands on care  
Hands on construction  
Hands-on discipleship  
Helping the needy  
Helping where needed in Mt. Baker Association and where I travel  
Itinerary work with other congregations  
Meeting needs  
Meeting the spiritual, emotional and sometimes physical needs of others  
Ministering to the needs of the body  
Ministering, prison fellowship, counseling  
Ministry of presence  
Mobile home ministry  
Music leadership  
One-on-one counseling and encouraging  
Organizing, translating and supporting  
Outreach ministry and evangelism in international ministry  
Oversee and help with ministry that provides food, clothes and spiritual counseling  
Parks minister

Pastoral

Planning mission trips, mission involvement for church and encouraging people to get involved

Prayer and exhortation of believers to growth in Christ likeness and discipleship

Preaching and evangelism

Prison ministry in county jail

Promoting volunteerism

Reaching out to provide a needy service through food and clothing distribution

Renovating/remodeling existing space

Secular and spiritual

Shepherd for the elderly, take blood pressure reading in RV parks

Starting Bible studies

Stimulate growth through music ministry

Support to staff by assisting with food services

Support, hands-on and encouragement

Teach adult ladies Sunday school class

Teaching

Teaching

Teaching English

Teaching job related skills to adults

Teaching, playing piano and violin

Train others

Training teachers

Training/facilitating

Whatever is needed

Witnessing, ESL teaching, counseling, giving financial aid

Work and prayer for small Baptist church

Work in church and associational office

## **APPENDIX H**

### **Overall Rankings of Job Classifications based on Direct and Indirect Results**

The overall ranking of job classifications based on direct evangelism results is computed by taking into consideration for each job, the median reported number of times a persons shares his/her faith, the median professions of faith, and median baptisms. First jobs are sorted from highest to lowest based on median number of times faith is shared. The job with the highest reported witnessing experiences is assigned a rank of 1. The second highest job is assigned a rank of 2 and so on until the job with the smallest median number of times personnel shared their faith is assigned a rank of 40. Thus, each job is assigned a rank based on where it falls in relation to all other jobs based on witnessing.

In like manner, a rank is assigned to each job based on the reported median number of professions of faith that directly resulted from personal ministry. A third rank is assigned to each job based on the median number of baptisms reported. The overall score for direct evangelism results is a sum of the three assigned ranks. Thus, low scores indicate that a job consistently ranks high compared to all other jobs in number of times one shares his/her faith, number of professions of faith that result, and baptisms that result. Likewise, high scores indicate that a job is consistently performing poorly related to all other jobs. Thus, the overall score is a way to rank all jobs based on the three measures of direct evangelism results. (See table 6.)

A similar ranking and scoring method is used for catalytic results (table 8.). For direct church planting results a sort within a sort was used. Job classifications were first sorted by the median number of reported churches or church-type missions started within the year. Then for each unique median value, the data were sorted by the percentage of a job category involved in starting a new church or church-type mission. The resulting ranking is included in table 7.

**Table 6—Data Used for Calculation of the Overall Ranking of Job Classifications  
Based on Direct Evangelism Results**

<b>Overall Rank</b>	<b>Job Classification</b>	<b>Number of Respondents</b>	<b>Median Times Shared Gospel</b>	<b>Median Professions of Faith</b>	<b>Median Baptisms</b>	<b>Rank Shared Faith</b>	<b>Rank Professions of Faith</b>	<b>Rank Baptisms</b>	<b>Overall Score</b>
1	Institutional	104	47.5	16.5	10	3	4	1	8
2	Baptist Center Missionary	36	51.5	20	3	1	2	7.5	10.5
3	Ministry Evangelism Missionary	60	50	11	3.5	2	5	5	12
4	Other	80	42.5	10	5	4	7	3	14
5	Mission Pastor	132	35	10	5	6.5	7	3	16.5
6	Church Planting Missionary	121	35	6	3	6.5	12.5	7.5	26.5
7	Seafarers or Resort Missionary	10	41	17.5	1	5	3	18.5	26.5
8	Church Planter (single church)	22	25	7	5	15	10	3	28
9	National Missionary	31	30	10	2	9	7	13	29
10	Collegiate Missionary	26	30	6	2	9	12.5	13	34.5
11	Associational Missionary	153	25	6	3	15	12.5	7.5	35
12	Public Safety	18	32.5	5	2	8	16	13	37
13	Multi-housing	11	10	30	3	31	1	7.5	39.5
14	Military	254	25.5	4	2	12	17.5	13	42.5
15	State Administrative Personnel	70	25	5.5	2	15	15	13	43
16	Counseling	26	30	9	0	9	9	30.5	48.5
17	Student Worker	11	25	2	2	15	25.5	13	53.5
18	Mission Pastor	24	18.5	3.5	1	23	19	18.5	60.5
19	Church Planter (one church)	16	11	4	1.5	28	17.5	17	62.5
20	Corporate	23	24	3	0	18	21	30.5	69.5
21	Church Strategist	12	17.5	2	0.5	24	25.5	20	69.5
22	Collegiate	17	10	2	2	31	25.5	13	69.5
23	Church Planting Missionary	21	12	6	0	27	12.5	30.5	70
24	Other	29	20	3	0	20	21	30.5	71.5
25	Chaplaincy	59	20	3	0	20	21	30.5	71.5
26	Evangelism	58	20	2	0	20	25.5	30.5	76
27	Healthcare	133	15	2	0	25.5	25.5	30.5	81.5
28	Baptist Center	22	19.5	1.5	0	22	29	30.5	81.5
29	Resort	18	25	0	0	15	36.5	30.5	82
30	SFC Missionary	5	15	1	0	25.5	31	30.5	87
31	Language	19	10	2	0	31	25.5	30.5	87
32	Church & Community Ministry	143	10	1	0	31	31	30.5	92.5
33	Associational Missions	82	8.5	1	0	34	31	30.5	95.5
34	Mission Education	41	10	0	0	31	36.5	30.5	98
35	Disaster Relief	26	5	0	0	35	36.5	30.5	102
36	Other	116	4	0	0	36	36.5	30.5	103
37	MSC Mobilizer	33	3	0	0	37	36.5	30.5	104
38	State Administrative Personnel	10	2.5	0	0	38	36.5	30.5	105
39	Construction	46	2	0	0	39	36.5	30.5	106
40	Camp	36	0	0	0	40	36.5	30.5	107

Table 7—Data Used for Development of the Ranking of Job Classifications  
Based on the Overall Summary of Direct Church Planting Results

Overall Rank	Job Classification	Number of Respondents	Median Number of Churches or Church-type Missions Started	Percentage of Respondents Reporting Starting Churches or Church-type Missions
1	Church Planting Missionary	121	3.0	87.6%
2	Associational Missionary	153	2.0	81.1
3	Church Planter (single church)	22	1.0	68.2
4	State Administrative Personnel	70	1.0	64.3
5	Multi-housing	11	1.0	63.6
6	Church Planting Missionary	21	1.0	61.9
7	National Missionary	31	1.0	61.3
8	SFC Missionary	5	1.0	60.0
9	Other	80	1.0	56.3
10	Ministry Evangelism Missionary	60	1.0	51.7
11	Collegiate Missionary	26	0.5	50.0
12	Mission Pastor	24	0.0	50.0
13	Seafarers or Resort Missionary	10	0.0	40.0
14	Evangelism	58	0.0	39.7
15	Construction	46	0.0	39.1
16	Church Planter (one church)	16	0.0	37.5
17	Language	19	0.0	36.8
18	Mission Pastor	132	0.0	36.4
19	Church Strategist	12	0.0	33.3
19	Resort	18	0.0	33.3
21	Associational Missions	82	0.0	29.3
22	Mission Education	41	0.0	24.4
23	MSC Mobilizer	33	0.0	24.2
24	Church & Community Ministry	143	0.0	23.8
25	Collegiate	17	0.0	23.5
26	State Administrative Personnel	10	0.0	20.0
27	Counseling	26	0.0	19.2
27	Disaster Relief	26	0.0	19.2
29	Baptist Center Missionary	36	0.0	16.7
29	Camp	36	0.0	16.7
31	Other	116	0.0	16.4
32	Chaplaincy	59	0.0	15.3
33	Baptist Center	22	0.0	13.6
34	Student Worker	11	0.0	9.1
35	Military	254	0.0	9.1
36	Healthcare	133	0.0	9.0
37	Institutional	104	0.0	7.7
38	Public Safety	18	0.0	5.6
39	Corporate	23	0.0	4.4
40	Other	29	0.0	3.5

**Table 8—Data Used for Development of the Ranking of Job Classifications  
Based on the Overall Summary of Catalytic Results**

<b>Overall Rank</b>	<b>Job Classification</b>	<b>Number of Responses</b>	<b>Professions of Faith</b>	<b>Baptisms</b>	<b>Rank of Professions of Faith</b>	<b>Rank of Baptisms</b>	<b>Overall Score</b>
1	State Administrative Personnel	42	95	40	2	1	3
2	National Missionary	21	80	25	3	2	5
3	Associational Missionary	107	50	20	7	4	11
4	State Administrative Personnel	4	40	20	8	4	12
5	Ministry Evangelism Missionary	34	52.5	10	6	6.5	12.5
6	Church Planting Missionary	90	37.5	20	9	4	13
7	Baptist Center Missionary	22	56.5	5.5	4	10	14
8	Seafarers or Resort Missionary	6	53.5	5	5	12	17
9	Other	52	27.5	10	11	6.5	17.5
10	Institutional	53	30	5	10	12	22
11	Public Safety	4	8.5	7	19	8.5	27.5
12	Church Planting Missionary	10	25	4	12	15.5	27.5
13	Church Planter (single church)	22	8	7	21	8.5	29.5
14	Counseling	9	10	4	17	15.5	32.5
15	Mission Education	20	10	4	17	15.5	32.5
16	Evangelism	33	20	3	13.5	21	34.5
17	Mission Pastor	82	10	3.5	17	18.5	35.5
18	Church Strategist	6	7	5	24	12	36
19	Multi-housing	9	112	1	1	35	36
20	Collegiate Missionary	21	8	4	21	15.5	36.5
21	Camp	14	7.5	3.5	23	18.5	41.5
22	Other	54	8	2	21	29.5	50.5
23	Baptist Center	15	20	0	13.5	38.5	52
24	SFC Missionary	3	13	0	15	38.5	53.5
25	Church & Community Ministry	70	5	2.5	31	24	55
26	Language	10	5	2.5	31	24	55
27	Other	12	6.5	2	25.5	29.5	55
28	Associational Missions	34	6	2	27.5	29.5	57
29	Mission Pastor	14	3.5	3	36.5	21	57.5
30	Church Planter (one church)	7	3	3	38	21	59
31	Military	136	5	2	31	29.5	60.5
32	Chaplaincy	37	5	2	31	29.5	60.5
33	Disaster Relief	14	5	2	31	29.5	60.5
34	Construction	12	6.5	1	25.5	35	60.5
35	Student Worker	8	2	2.5	39.5	24	63.5
36	MSC Mobilizer	19	4	2	34.5	29.5	64
37	Corporate	13	6	0	27.5	38.5	66
38	Resort	9	2	2	39.5	29.5	69
39	Healthcare	60	3.5	1	36.5	35	71.5
40	Collegiate	11	4	0	34.5	38.5	73