

Feasibility Study
Executive Summary Report
July 2023

SIMM



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group
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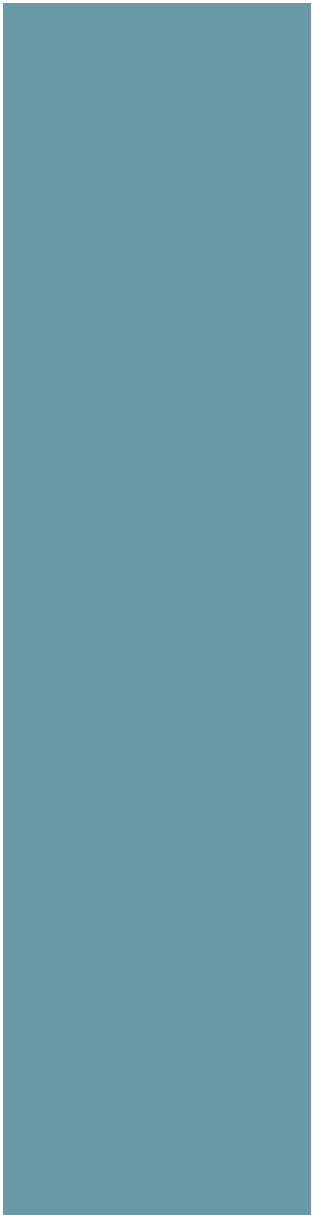


ACKNOWLEDGEMENTS

The FOCUS Group is honored to have conducted a campaign feasibility study for SIM USA. We have found our interactions with the leadership and staff to be thoroughly professional and our conversations with donors to be warm and gracious.

We especially want to thank Mr. Randy Freeman and Ms. Antje Newby for allowing us to serve SIM by conducting this study and to express our gratitude to Ms. Dee Means for her extraordinary efforts to organize and coordinate the feasibility study.

We look forward to the opportunity to continue our partnership with SIM with the launch of the campaign.



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INTRODUCTION AND FEASIBILITY STUDY PROCESS

INTRODUCTION

Mr. Brad Layland, CEO of The FOCUS Group (TFG), first connected with Mr. Randy Fairman, President of SIM USA (SIM), and Ms. Antje Newby, Chief Advancement Officer, in August of 2022 at the recommendation of Dr. Ken Elzinga, a SIM supporter. Following that connection, Mr. Layland and Mr. Tom MacAdam, Senior Consultant of TFG, met with Mr. Fairman and Ms. Newby to begin discussing the potential for future work together.

In October of 2022, a proposal for this feasibility study was submitted and signed with the intention of moving into a capital campaign. A setup meeting was scheduled for November with various members of the SIM advancement team in attendance. With SIM's support and committed efforts, the process moved forward.

A case development meeting was conducted in January of 2023 to begin the process of creating a draft case for support, led by Ms. Ame Eldredge, Senior Consultant of TFG and specialist in case development, and Mr. MacAdam. The document was then developed from January through April. The goal tested in the case was \$25M in cash gifts.

In conjunction with the case development, a list of donor prospects was compiled, researched and ranked. The SIM team then reached out to their priority donors to invite them to participate in the feasibility study, and Ms. Dee Means, serving as Feasibility Study Associate for SIM, scheduled them for the interviews. A total of 23 top donor interviews were conducted in May by Mr. Layland, Mr. MacAdam, and Mr. Chad Borgestad, Consultant of TFG. After the interviews, TFG began compiling the findings into this report.

Respondents in this study were open and willing to be interviewed. It is clear that SIM has a very supportive donor base that is committed to its mission. This study has sought to determine the willingness of these donors to scale SIM's vital work by investing in the plans to recruit and prepare more workers, sustain current missionaries, and build a stronger foundation for the future.

The interview respondents consistently expressed a strong appreciation for the work and ministry of SIM, and most projected a significant gift toward the goals of this campaign. These key donors' input and feedback on the campaign plans and their gift projections were analyzed along with their outstanding pledges, research on additional donor prospects and foundations, and Counsel's experience in hundreds of past campaigns. Based on this study, TFG recommends moving forward with a campaign with a total goal of \$20.5M, which includes \$13.5M in cash gifts and \$7M in planned and estate gifts. This campaign will be important and strategic for the long-term expansion of SIM's ministry.

The Capital Campaign Principles are critical factors in conducting a successful capital campaign. For example, one key factor in launching and carrying out a campaign that reaches its goal and finishes on schedule is a compelling, urgent need represented in the campaign case statement. Another critical factor is committed leadership from the board and other major stakeholders who will give major gifts and work with the leadership and development teams to engage others to give. This will certainly be the case for SIM as it begins this important effort to expand its ministry and inspire the support of its donor base.

FEASIBILITY STUDY PROCESS

The data for this study is wide-ranging and includes a significant amount of descriptive data collected through structured, confidential interviews with board members and major donors. Twenty-three (23) interviews were completed with individuals and couples.

Other sources included individual donor research comprised of data on SIM's largest donors, historical donor and organizational data, foundation research and a generosity screening. In addition, TFG drew upon its extensive experience from more than 300 capital campaigns to prepare the following analysis and recommendations.

Specifically, the data collection and analysis focused on the following seven areas:

1. The reputation and image of SIM among its constituencies.
2. The respondents' review of and specific recommendations for improving the campaign case document.
3. SIM's potential for recruiting the leadership required for directing the campaign and the respondents' personal interest in giving to the campaign.
4. The giving potential of board members, major donors and foundations for a goal as high as \$25M in current gifts.
5. The overall campaign plan and timetable to raise the funds.
6. The obstacles or problems that would limit or impede a successful campaign.
7. Management, staffing and budget for the campaign.

KEY FINDINGS AND RECOMMENDATION SUMMARY

KEY FINDINGS AND DONOR FEEDBACK

- Fully embrace of the mission of SIM, sending workers to mission fields where most needed
- Value SIM's emphasis on not just recruitment, but intentional preparation and support
- Emphasize effective collaboration with local churches and ministries, here and abroad
- Sound reputation, primarily among Evangelicals
- Noteworthy accomplishments include longevity of missionaries and commitment to care
- Admiration of SIM's leadership capabilities and staff commitment
- Willing to invest more, with clarity on use and expected impact of funding

RECOMMENDATIONS

- Campaign Goals
 - Cash giving goal = \$13.5M (for ongoing ministry and incremental growth needs)
 - Planned and Estate giving goal = \$7M (in new or confirmed legacy commitments)
 - Combined campaign goal = \$20.5M
 - Goal re-assessment in 2024 after Phase 1 of campaign
- Campaign Timeline
 - Launch campaign quiet phase in October 2023
 - Launch public phase and conclude campaign in 2025
- Campaign Leadership Recommendations
 - Campaign Steering Committee – ensure process and progress of campaign efforts
 - Campaign Manager – lead and guide campaign and CSC
 - Executive Campaign Committee – strategic supporters to assist and advance campaign
 - Add additional Relationship Manager– expand partner relations and engagement team
- Case for Support and Campaign Initiatives
 - Revise the case for support, in line with donor input and priorities
 - Rescope the campaign initiatives, in line with campaign goals
 - Maintain priority on missionary recruiting and sustaining efforts

NEXT STEPS

- Prioritization and repositioning of campaign initiatives
- Revision of campaign case for support
- Seek ministry partner support on the ECC and CSC

EVALUATION SUMMARY

CASE – PART A THE REPUTATION AND IMAGE OF SIM

The interviews conducted during this feasibility study revealed a range of feedback from selected SIM donors, many of whom have been deeply committed to its ministry of spreading the Gospel to unreached people for several years. These interviews provided valuable insights into SIM's effectiveness in recruiting and preparing field missionaries, its collaborative approach with overseas ministries, its commitment to missionary care, and its image and reputation. While most of the feedback was positive, interviewees also expressed some recommended areas for improvement or clarification as SIM prepares for its next season of growth and its anticipated capital campaign.

Embrace of the Mission of SIM

During Counsel's interviews, donors clearly understood and appreciated SIM's ministry. Some essential aspects in their descriptions of the goal and mission included SIM's role in preparing and sending missionaries, its focus on evangelism, its partnership with local churches, and its prioritization of unreached people, locations and cultures. From the interviews and respondent comments, it is evident that donors have adopted the mission of SIM to be one that they can clearly articulate and communicate when asked.

Emphasis on Missionary Recruitment, Preparation and Support

A significant number of interviewees acknowledged SIM's long track record of success in recruiting, training and supporting sent missionaries. In addition to past, proven recruitment models, several interviewees appreciated the "Connect" events as an encouraging effort that should be expanded.

Many interviewees commended SIM's comprehensive screening and preparation processes, which resulted in many long-term missionaries being sent by the organization and remaining in the field for many years.

They appreciate the intentionality around this effort and the care taken to confirm if and when a future missionary is ready for the field. In one case, a past missionary emphasized how SIM's meticulous preparation and support system played a crucial role in their success in reaching the people they served while they were in the mission field.

Effective Collaboration with Local Churches and Ministries

SIM's emphasis on collaboration with local churches and ministries is also generally appreciated by those interviewed. In addition to its missionaries' commitment to addressing specific mission field needs, interviewees noted that SIM missionaries support local churches in their work. There seems also to be a belief that this is the right approach.

Sound Reputation Among Evangelicals

Interviewees who had personal experience with SIM expressed admiration for the organization's work and professionalism. One interviewee, whose church has partnered with SIM on various projects, shared about their congregation's familiarity with SIM, while other interviewees noted that SIM isn't as widely recognized as other missions organizations. While SIM may not be as widely known as some denominational mission organizations, its distinct evangelistic goals and global reach are acknowledged and viewed positively among those who know it.

Noteworthy Longevity and Commitment to Missionary Care

SIM's commitment to caring for missionaries, especially during hardship and challenges, received high praise from interviewees. Several interviewees connected this to the longevity of SIM's missionaries in the field. As mentioned later in this report, the effort to care for and sustain missionaries already in the field was a higher priority for many donors than recruiting more missionaries on the front end, causing them to question a much higher proportional investment of funds on recruitment.

Challenges, Suggestions and Concerns

While most respondents had a significant number of positive comments about SIM, a few challenges emerged.

First, a few interviewees expressed concerns about the length and intensity of SIM's training programs. Some shared that the process seems to be siloed, inefficient, or too long, which perhaps could affect the number of people who complete the process.

Second, a few interviewees expressed concerns about communication within SIM. To them, it seemed that internal departments, or field versus home staff, might operate so independently of each other that each might not know what the other is doing.

Third, a few interviewees expressed concerns about the availability and accessibility of support services. On one hand, Counsel heard comments of appreciation for missionary care and support; on the other hand, some interviewees felt that there were some unmet needs, insufficient attention, or limited staff and resources for those in the field.

Finally, a significant number of interviewees cautioned that the increasingly secular mindset and a declining biblical worldview in the younger generation might make missionary recruiting even more challenging in the current time.

In conclusion, the feedback collected through interviews provides valuable insights into SIM's missionary work. While most of the feedback is positive, interviewees also expressed concerns and areas for improvement, indicating a desire to see SIM's commitment to growth and refinement in a changing context – both in the U.S. where missionaries are being recruited, and in the field where local opposition may be growing and missionaries under stress may find it easier to abandon their calling than in the past. The organization's effective missionary preparation and support, and commitment to missionary care are widely acknowledged. However, interviewees also raised important points regarding the need for innovation in recruiting, the pace and flexibility of SIM's training program, the need for improved communication and transparency in a time of organizational change, and the need for more enhanced support services for missionaries in the field. It will be important for SIM to address these concerns as it moves forward in this campaign.

CASE – PART B

THE REPUTATION OF THE EXECUTIVE LEADERSHIP, BOARD AND STAFF

This study revealed an admiration for SIM's exceptional leadership from the key figures within the ministry. During interviews with key partners of SIM, the admiration and praise for Mr. Fairman's personal attributes, vast experience, administrative prowess, and visionary abilities were vividly expressed. Other key leaders have made favorable impressions on several interviewees as well.

As President, Mr. Fairman has earned admiration for his thinking, background, experience, and the fresh perspective that he brings to SIM. Counsel noted multiple affirmations of his leadership from respondents. A few specifically noted that his personal experience in the field is a unique asset. Interviewees expressed their appreciation for his ability to articulate ideas effectively and his willingness to challenge the status quo. Mr. Fairman's innovative thinking resonated with many.

Other senior leaders at SIM were generally well-regarded. Ms. Newby has earned genuine affection from several interviewees, and one person noted her caring nature and interest in relationship-building based on their initial interactions. Mr. Nathan Krupke, COO and CFO of SIM, has also made a positive impression on interviewees. On the donor-facing team, more than a few interviewees told counsel that they appreciated Mr. Braden Randall connecting with them.

The rest of SIM's staff were also affirmed by interviewees in this study. Although contact with many of the staff might be more limited, those who have engaged with SIM's top supporters have made a positive impression.

During the interviews, a few interviewees shared their appreciation for SIM's board. One respondent noted more specifically the composition, spiritual depth, sound thinking, and professional approach of the board. At the same time, Counsel noted that most of the respondents have had little or no contact with members of SIM's board. Except for hearing from one or two at a past President's Weekend (where two interviewees expressed being impressed with Ms. Ola Sage, vice chair of the SIM US board, as she presented), most had not had a chance to interact with them.

Challenges, Suggestions and Concerns

While acknowledging the noteworthy leadership at SIM, it is important to note that a handful of constructive comments and observations were raised by interviewees. These remarks should be regarded as valuable donor feedback and warrant careful consideration by SIM.

First, while the interviewees were all affirming of Randy's leadership, including his qualifications, fresh ideas, willingness to innovate, and openness to make changes, as noted in the previous section, many see him as a unique individual and thinker and realize that this brings a different perspective to the mission. Although it is viewed as constructive, this may bring some tension to the existing organization. Several interviewees noted that Randy's unique perspectives may be different from his predecessors and may disrupt some longstanding approaches or past staff mindsets.

Second, some interviewees expressed concerns about the board composition within SIM, particularly in the area of board turnover. They suggest considering that younger board members can bring fresh perspectives and encourage innovation.

Finally, there is an opportunity for SIM to leverage its broader leadership and board in its future campaign, if members can be brought into the process of encouraging donors by affirming the direction of the ministry for the future. Additional connections might also be made if board members can be joined in engaging new potential partners within their spheres of influence.

Respondents revealed a predominant admiration and appreciation for the leaders of SIM. Mr. Fairman will need to be a key player in top donor engagement in the upcoming campaign, due to his strong credibility and affirmed leadership of SIM's future direction. While suggestions were noted

for continued board development and potential donor engagement, the overall sentiment was positive for the leadership and team at SIM.

CASE – PART C RESPONSE TO THE DRAFT OF THE CASE STATEMENT

Several participants that Counsel interviewed responded favorably toward the draft case statement. There was a positive view of the layout and presentation of the case, a sense of good information about SIM, the campaign initiatives, and compelling stories and testimonies.

The layout and presentation of the case document were praised for their effectiveness. Comments mentioned the order and flow of the document, as well as the colors and graphics, making it visually appealing and easy to read. One respondent specifically noted the benefit of this document for someone new to SIM.

There was a deep appreciation for the “Because they said *Yes*” section in the case for support, which gave a comprehensive look at SIM’s history.

There was no consensus on which campaign initiatives resonated the most with constituents. One respondent appreciated the outline of recruitment. Another respondent felt strongly about “Sustaining”. Yet another respondent shared their concern about the current campaign initiatives being similar to past initiatives. Leadership should be ready to share and support with donors how this campaign differs from what has been done in the past; at the very least, share how this campaign will take SIM to a new level of reaching more people with the Gospel.

People appreciated the stories and testimonies that were shared. While people had favorable reactions toward the testimonies, there were a few comments made where people wanted to hear more stories. There were also some questions about why there was such a focus on Nigeria, realizing that SIM has done great work in other areas as well. This will be important for leadership to address during the case statement refining process.

While many constituents appreciated the layout and presentation, some felt it needed to be shorter and more concise. A few respondents felt that a couple of sections throughout the case seemed repetitive. One respondent acknowledged that age does factor into engagement with a document like this, noting that some people will want more details and others will want fewer. These comments, and others, will be important to consider during the editing of the case for support, as SIM will need to consider what can be condensed or made more concise.

Respondents' other areas of concern centered around a need for clearer campaign initiatives and cost breakdowns for each initiative. Respondents would like to more fully understand how the funds will be used in each of the initiatives

It was evident that there was concern about the amount of money being raised in relation to how it would be used. A few respondents found the \$15M+ recruiting goal disproportionate to the rest of the campaign. It will be important for leadership to clarify the details of each of these initiatives for donors to understand the reasoning for such large numbers.

Respondents were looking for a compelling “*Why*” throughout this case statement. This feedback will be constructive for SIM leadership to consider and create a page in the case for support to back statements like these.

For this campaign to be successful, there will need to be clarity in the projects as well as the funding that SIM is seeking to raise in this campaign. While the case document does not need all the details, it will be important for leadership to have supporting documentation to show how, where and when the funds will be used for the different campaign initiatives.

Overall, people liked the case document and appreciated the work that went into it. One respondent acknowledged how big of a task this campaign will be for SIM but highlighted the hope and trust they have in SIM's leadership to accomplish it.

CASE – PART D

POSITIONING THE CAMPAIGN & PRESENTING IT IN A MOTIVATING WAY

When asked what would motivate people to give a significant gift to SIM's capital campaign, there were various responses.

The mission and how SIM fulfills that mission was an area constituents encouraged SIM to focus on. Respondents appreciate the mission and work of SIM and know that it can be impactful in engaging new supporters for the future of the ministry.

Many constituents highlighted the importance of the Gospel going forth now to the ends of the earth. Many suggested that SIM highlight even more the urgency and how SIM is equipped to address the need into the future. Many respondents agree that now is the time to invest in training and sending more missionaries, and helping sustain and care for them in the field.

Most of the respondents we interviewed seemed to always tie their involvement in SIM to knowing missionaries around the world and their stories. One respondent noted the depth of relationships with missionaries and wanted to see more efforts in that area. SIM may need to think outside of the box on this topic to be creative in how to 'personalize' this campaign, helping donors feel a deeper connection to missionaries being sent through this campaign.

A few respondents felt that for this campaign to be successful, SIM would need to increase the updates and awareness of how the funds have been used from the past several President's Weekend events. Several respondents asked Counsel how this campaign differed from what SIM had been asking for over the past several President's Weekends. The language of either tying it all together or separating this campaign from others will be important to think through. This will be a valuable communication element that should be addressed before launching this campaign.

Finally, in order for this campaign to be a success, it will be imperative for Mr. Fairman to spend a large amount of his time cultivating relationships with key major donors, some of whom he knows and others he will need help with introductions. Respondents gave feedback on how Mr. Fairman could position this campaign in a compelling and motivating way. Mr. Fairman will need to play an active role in this campaign, but it should not be that he will go this alone. Other staff and board members, and likely a few supporters will be key to the success of this campaign.

By taking the above comments into consideration and clarifying how some of these opportunities are being addressed in its upcoming campaign for growth, SIM can present a compelling case for help to strengthen its impact and reputation. More importantly, this will be helpful in encouraging greater financial support as SIM improves, adjusts and advances its efforts to spread the Gospel around the world, connect with unreached people, and invite millions more to saving faith in Christ.

RECOMMENDATIONS FOR CASE DEVELOPMENT

1. Simplify and clarify the campaign initiatives.
2. Add other stories/testimonies and expand beyond Nigeria.
3. Expand on the relationship between SIM and the Church.
4. Expound upon how the funds would be used and over what period of time.
5. Expound on the timeline of recruiting, training and sending 700 missionaries.
6. Review all “Recommendations for Case Development” from the full report.
7. The planned and estate giving goal should be added to the case along with the amount to be raised, how funds will be utilized, and ways to give.

LEADERSHIP REQUIRED

In addition to input on the perception of SIM's campaign, positioning to donors, and feedback on its campaign goals, this report revealed some consensus comments regarding potential leadership for SIM's capital campaign. TFG's experience with over 300 campaigns shows that for a campaign to succeed, it must assemble a group of influential, well-respected leaders who are willing to give significant gifts and invite others to do so. Most of those interviewed expressed confidence that SIM could attract this kind of leadership.

Interviewees helped shed light on both challenges and opportunities in engaging wealthy and well-connected supporters. By leveraging the strengths of SIM's leadership and development team, involving field staff with key donor connections, engaging board members, and inviting participation from committed current donors, SIM will be able to maximize its fundraising efforts and achieve good results in its capital campaign.

The following are some themes relating to leadership that emerged from this study:

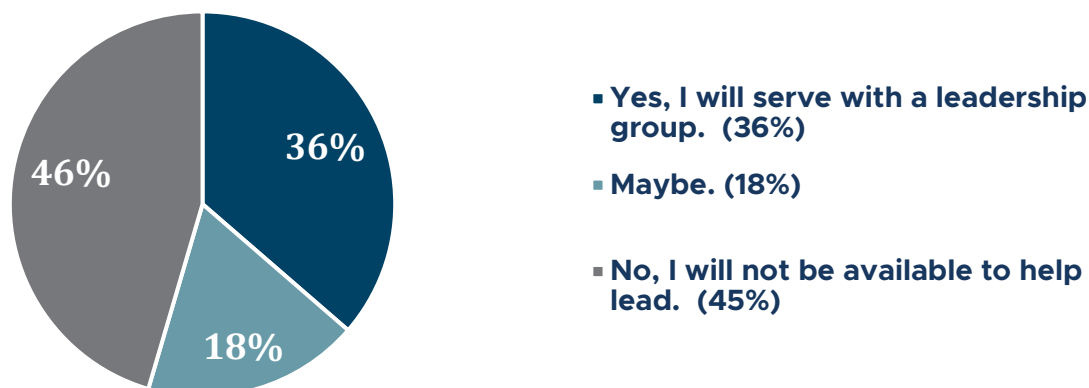
- **Perception and Credibility:** While some individuals expressed uncertainty about SIM's ability to attract affluent and influential supporters due to its lower-profile relative to some other nationwide ministries, others believed that the organization's longevity, proven success, and large footprint in the world of missions held the potential to appeal to larger donors and networkers. It was also widely acknowledged that Mr. Fairman, a former field missionary and respected new leader, will bring authenticity and credibility to the campaign. One interviewee expressed confidence that Mr. Fairman's leadership would be an asset in engaging donors in a campaign effort.
- **Leveraging Networks and Influencers:** The presence of influential businesspeople within SIM's network was acknowledged as a potential asset. Most interviewees didn't know any of SIM's other donors, but based on those they met at past events, they expressed confidence that there were potential influencer-leaders in SIM's donor community. These individuals were seen as valuable resources who could assist in expanding SIM's reach and provide access to new potential major donors. Engaging these influencers, leveraging their networks, and seeking their endorsement would enhance the campaign's visibility and credibility.
- **Collaborative Asking and Leadership:** Several participants emphasized the value of other leadership and development staff in supporting Mr. Fairman's efforts on the campaign. The involvement of multiple individuals in soliciting major gifts was seen as a dynamic approach. Mr. Fairman's leadership role will require him, along with others at SIM such as Mr. Randall, to be the primary asker for top donors, while select board members could also be involved based on their relationships with specific donors or prospects. By leveraging their personal networks, board members can play an active role in soliciting donations, endorsing the campaign, and cultivating relationships with potential supporters. Adopting a flexible approach, depending on the preferences and dynamics of each donor relationship, will optimize the chances of success.

In summary, volunteers will need to join with the SIM leadership by being ambassadors for the campaign in their sphere of influence, leading the way by first giving generously themselves before engaging others. Numerous interviewees expressed their openness to support SIM's campaign

through serving on a committee, providing advice, facilitating connections, and/or hosting events to invite others to learn more about the ministry.

Below is the data summarizing the responses from the feasibility study participants when asked if they saw a leadership role for themselves in the campaign:

"Would you be willing to help lead the campaign?"



Typically, Counsel finds that approximately half of the interviewees in a feasibility study will indicate interest in helping lead a campaign. In this study, we found that 54% of the interviewees indicated a willingness to help or a willingness to consider helping. This response suggests an average commitment of the interviewees to SIM compared with other organizations.

The interviewee responses in this study underscore the importance of maximizing leadership and engagement strategies for SIM's campaign. By leveraging the credibility and authenticity of field missionaries, engaging board members and influential businesspeople, fostering strong donor relationships, and creating meaningful opportunities for engagement, SIM can enhance its fundraising efforts and attract wealthy and well-connected supporters. These strategies, combined with a clear and focused message, comprehensive information sharing, and a collaborative approach to major gift solicitations, will position SIM for success in its capital campaign.

LEADERSHIP STRUCTURE

To secure the necessary campaign leadership, Counsel recommends three components for the portion of the campaign that will focus on the core projects. These leadership components include an Executive Campaign Committee (ECC), a Campaign Steering Committee (CSC) and campaign staff.

EXECUTIVE CAMPAIGN COMMITTEE (ECC)

The Executive Campaign Committee (ECC) approach is practical because it scales down the typical committee concept to provide an opportunity for critical leaders - who are engaged with SIM and want the campaign to be successful - to participate in a highly strategic way. Most of the work of this group occurs outside of a "meeting context." These volunteers will need to join with SIM leadership by being ambassadors for the campaign in their spheres of influence. Only a few meetings are necessary for the ECC members to accomplish their objective. For SIM, this is likely no more than two or three face-to-face meetings a year.

Importantly, these individuals must lead the way by first giving generously themselves before engaging others. The key is for all members to make a campaign gift at or above the determined committee member expectation (*see bullet points below*). This “peer partnership” on the ECC has proven essential for success. Additionally, having committee members focus on just a few strategic meetings and a few key relationships keeps them from being overwhelmed.

Ideally, the ECC should include approximately eight to ten individuals (and often both spouses) within SIM’s constituency. They should represent the highest levels of leadership in business, their professions and philanthropy. Some may be board members, but others will not. These influential leaders (and spouses) will be identified with the campaign, not only in name and influence but also as they make lead gifts and provide leadership in cultivating major gifts from peers. To chair this committee, SIM should pursue a leader who enjoys wide visibility and respect within its constituency and beyond.

As SIM’s leadership reports back to the ECC on the impact of the campaign, shares with them the refined vision, and personally invites them to use their gifts to network and/or otherwise help the campaign, the process can help deepen partnership with these individuals and mature the giving function of the organization as a whole.

The recommended membership requirements for serving on the ECC are:

- Make a commitment of \$250K or more over three years.
- Make or confirm an estate gift commitment.
- Invite at least three to five others to make a commitment at or above this level.
- Attend two to three meetings annually during the campaign.

CAMPAIGN STEERING COMMITTEE (CSC)

The second recommended component for campaign leadership is the Campaign Steering Committee (CSC). This committee’s primary purpose is ownership and oversight of the campaign on an ongoing basis. The CSC ensures that the integrity of the proposed timetable is maintained and that a workable strategy and plan are executed and followed based on the feasibility study. This committee is the primary link for reporting to the board on the operation and efforts of the campaign.

It is recommended that the CSC meet monthly during Phases 1 and 2 of the campaign and approximately every six weeks during Phases 3 and 4. These meetings are held to review the progress, data and metrics developed by the staff, review the strategy and goals for the upcoming time period, offer tactical input and expertise, and report to the board on the campaign’s progress.

TFG recommends that the CSC be comprised of the President, Chief Advancement Officer, Chief Financial Officer, Campaign Manager, Campaign Counsel, one or two members of the Board, and one or two other partners with insight, experience or specific roles essential to the campaign effort. These may include influential business or ministry leaders.

CAMPAIGN STAFF

Regarding day-to-day staff leadership, Counsel recommends that SIM hire a full-time, dedicated Campaign Manager for the campaign’s duration. The operation of the campaign must be their primary focus and responsibility.

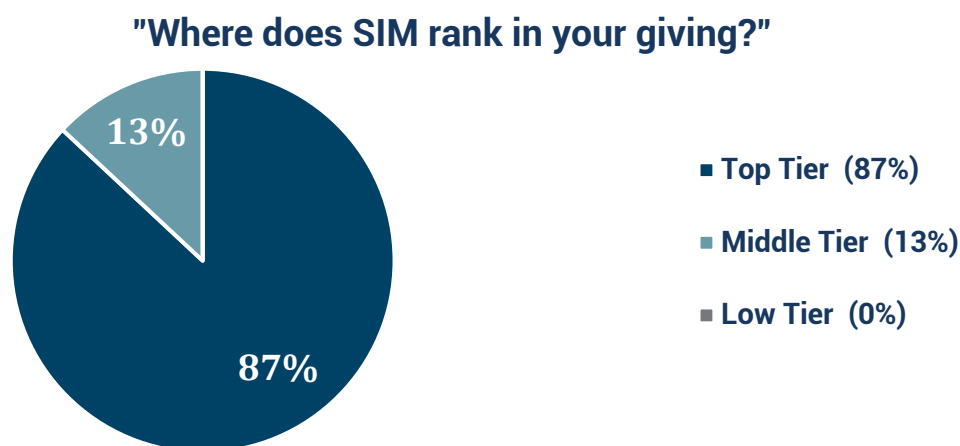
The Campaign Manager will be responsible for month-to-month planning, engagement strategies, data management and support of the committees and campaign leadership. She/he will help ensure that the campaign leaders and volunteers know the “game plan” for key prospects and the strategies in place as each phase of the campaign plan unfolds. This individual will help design and implement strategies for cultivating potential donors and soliciting campaign gifts. The estimated cost associated with this new position is reflected in the proposed campaign budget. TFG recommends that SIM leadership consider the proper compensation for the role.

Counsel also recommends that SIM hire a full-time planned and estate gift officer to lead the planned and estate portion of the campaign. This individual would work alongside current gift officers while also carrying a portfolio of major donors.

In addition to hiring a Campaign Manager, it is recommended that Mr. Fairman commit 40% of his time to work directly with major donors who are being engaged in the campaign. When the key leadership is directly and consistently involved with a campaign, the campaign will be able to achieve or exceed its goal.

PROSPECTIVE DONORS

Respondents consistently shared a deep concern for the urgency of the mission and an appreciation for the quality of SIM’s leadership and effectiveness. The graph below indicates that 87% of those interviewed ranked SIM and SIM missionaries in the top tier of their giving, and an additional 13% rated it at least in the middle tier of organizations to which they give. This breakdown around the priority level of SIM, relative to other giving, is very encouraging as typically only approximately 50% of those interviewed will say that the client is in their top tier.



Counsel believes that the decision to invite these key donors into the study process will reinforce their desire to engage as “partners” committed to SIM’s future success.

To forecast potential support for the campaign, Counsel asked interview participants to express the range of support they were willing to consider giving toward the proposed campaign. All but two respondents stated they will likely give a gift toward the campaign. Eighteen (78%) of the respondents were willing to project an amount or a gift range at the time of the interview, and three (13%) were open to considering giving but not yet ready to project an amount.

The number and amounts of the projected gifts by interviewees are listed in the table below.

Gift Level	# Of Respondents	Total
\$1,000,000	1	\$1,000,000
\$750,000	1	\$750,000
\$500,000	1	\$500,000
\$250,000	1	\$250,000
\$125,000	1	\$125,000
\$100,000	5	\$500,000
\$75,000	4	\$300,000
\$50,000	2	\$100,000
\$25,000	1	\$25,000
\$10,000	1	\$10,000
NRTP*	3	n/a
NO**	2	n/a
TOTALS	23	\$3,560,000

* NRTP = These interviewees said they would give, or may give, to the campaign but were *Not Ready to Project* the range of gift they might give at this time.

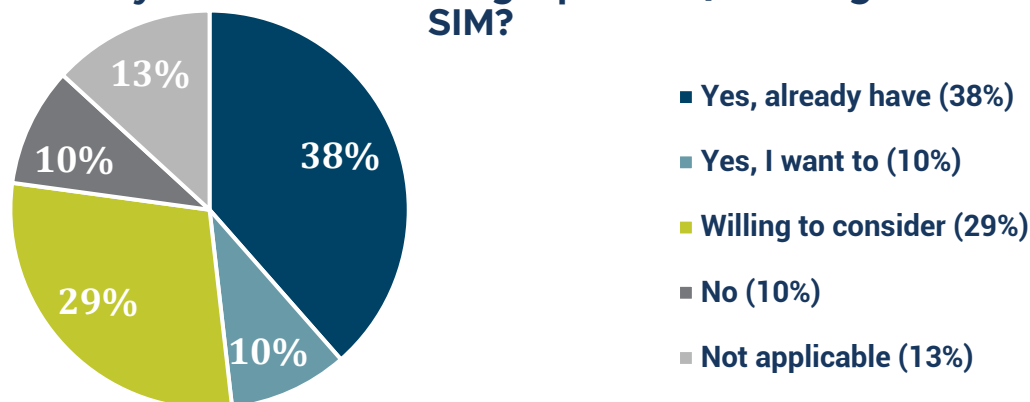
** The two "No" responses were from individuals who made commitments at President's Weekend and were not anticipating making additional projections at this time.

The total amount projected by individual respondents was \$3,560,000. To determine a recommended cash goal, this amount was combined with the following gift data: research-based projections for prospective donors not ready to project a gift, major donors not interviewed in the feasibility study, foundation research, previously identified gifts and commitments, and a projected amount for general gifts. The total projections of likely campaign support are detailed in this report's Projected Sources of Gifts table. These donor data categories support a recommended campaign cash goal for this campaign of \$13.5M.

PLANNED AND ESTATE GIFTS

In addition to a cash gift goal, TFG frequently encourages clients to include a planned and estate gift goal in a campaign. Experience shows that the campaign environment, with face-to-face engagement with many highly committed and long-term donors, presents the ideal opportunity to discuss their estate giving. When asked, "Have you, or would you consider including SIM in your estate plans?" 38% (8) said they already had, 10% (2) said that they wanted to, and 29% (6) said they were willing to consider.

"Would you consider making a planned/estate gift to SIM?"



Repeated studies conducted by the *Chronicle of Philanthropy* and others show that regardless of the depth of the relationship, the primary reason legacy donors make their gift is *because they were asked*. These donors often require close partnership and extensive donor follow-up to have these gifts completed and documented. However, a donor's legacy gift is often their single largest gift. It will be important that the leadership making the invitations include cultivating legacy gifts.

Research also shows that longevity of support is a determining factor for donors to consider a legacy gift. Organizational data from SIM reveals that 11,991 donors have given for more than ten years, and 8,158 of those have been contributing to SIM for more than 15 years. SIM reported no documented estate gifts from the group of donors who have given for more than ten years. However, based on the willingness of SIM's committed donors to include the ministry in their legacy plans and the substantial (and possibly untapped) number of long-term donors mentioned above, Counsel encourages SIM to include this important opportunity in the upcoming campaign, with a recommended estate gift goal of \$7M.

As mentioned previously in the campaign staff section, counsel further recommends that SIM hire a full time planned and estate gift officer. This investment will have a long-term positive impact on SIM and its global work.

Further, in anticipation of the campaign, the leadership of SIM should review, affirm or modify any existing policies related to the acceptance and use of gifts and policies about the investment of the endowment and other permanent funds. In particular, if needed, the organization should establish a policy regarding applying unrestricted, matured estate gifts received during the campaign.

STRATEGY AND PLAN

TFG has learned that, to complete a campaign successfully, a clear strategy and plan must be in place. For this campaign, we recommend a three-month Pre-campaign Phase starting in July 2023, followed by a four-phase campaign over 27 months.

TFG's experience is that regardless of the size of the goal, 90% of the funds are typically raised from 60 or fewer donors. For this campaign to be successful - not only in reaching the goal but also staying on target with the proposed timeline - it will be important to focus the initial efforts on the relative few who have the potential to give 90% of the goal collectively.

The pre-campaign phase will include:

- Hold the campaign launch meeting.
- Revise and re-scope case statement based on feasibility study recommendations.
- Strategize/implement follow-ups to communicate feasibility study findings and board decision to interview participants.
- Appoint and begin training the Campaign Manager (CM).
- Set up and populate the Windshield2020® database of the top 60 major donor prospects.
- Prepare strategies to solicit lead gifts.
- Form the Campaign Steering Committee (CSC) and schedule the initial meeting.
- Identify potential Executive Campaign Committee (ECC) members.
- Develop a prayer strategy.
- Hire planned and estate gift officer.

In the campaign's first phase, commitments for 40% of the cash goal (\$5.4M) should be received and confirmed by April 2024. During Phase 1, it will be imperative to engage the initial major donors to form the ECC, who, as previously mentioned, will help to identify and solicit other key donors for the campaign. Additionally, throughout the campaign, each donor must be engaged regarding both the cash and the planned & estate goals.

Phase 1 will include the following key activities:

- Hold weekly calls with leadership to develop and prioritize ongoing cultivation activities, including soliciting the top five to seven gifts.
- Prepare with the CM for campaign updates and the CSC meetings.
- Hold monthly CSC meetings.
- Plan, prep and facilitate the first ECC meeting.
- Develop follow-up and cultivation strategies for each ECC member.
- Begin to implement a strategy for foundation grants.
- Provide Planned and Estate Giving training.
- Develop the strategy for Phase 2 of the campaign with CM.
- Implement the prayer strategy.

This first phase will be dependent upon select high-capacity donors. The amounts that Counsel expects come from interviews, research on capacity, and historical giving patterns. A goal assessment should be completed after Phase 1 to determine progress toward the goal before beginning Phase 2. Adjustments to the timetable should be made at this time.

Phase 2 will entail working with another small group of donors (the remainder of the top 30) to raise an additional \$4.05M (30%) or more by December 2024. It will also be essential to secure 100% participation from the board, which will help reach the Phase 2 milestone. Once the board participation is complete, the foundation strategy can be fully engaged.

Phase 2 will include the following key activities:

- Hold weekly calls with leadership to develop and prioritize ongoing cultivation activities, including soliciting the remaining top 30 gifts.
- Continue major donor cultivation coaching with leadership as needed.
- Prepare with the CM for campaign updates and CSC meetings.
- Hold monthly CSC meetings.
- Plan, prep and facilitate the ECC meetings.
- Secure 100% of the board's pledges.

- Continue the foundations strategy.
- Develop the strategy for Phase 3 of the campaign with CM.
- Implement the prayer strategy.

In Phase 3, the effort will broaden to include the top 60 prospects, including all donors identified in the feasibility study as relationally engaged in the campaign. Through these conversations, an additional 20% or \$2.7M is expected to be pledged by September 2025.

Phase 3 will include the following key activities:

- Hold weekly calls with leadership to develop and prioritize ongoing cultivation activities, including soliciting the top 60 gifts.
- Continue major donor cultivation coaching with leadership as needed.
- Prepare with the CM for campaign updates and CSC meetings.
- Hold monthly CSC meetings.
- Plan, prep and facilitate the ECC meetings.
- Continue the foundations strategy implementation.
- Develop the strategy for Phase 4 of the campaign with CM.
- Implement the prayer strategy.

Phase 4 is the public phase of the campaign, which will be used to secure the final \$1.35M (10%) in additional pledges by the end of December 2025.

Phase 4 will include the following key activities:

- Hold weekly calls with leadership to develop and prioritize ongoing cultivation activities, including soliciting.
- Continue major donor cultivation coaching with leadership as needed.
- Prepare with CM for campaign updates and CSC meetings.
- Complete the foundations strategy implementation.
- Develop the strategy for stewardship activities with CM.
- Prepare and execute a stewardship plan, including developing communication pieces and strategies for campaign supporters.
- Prepare with the CM for final ECC and CSC meetings.
- Implement the prayer strategy.

RECOMMENDATIONS

RECOMMENDATION 1 – THE CASH GOAL

TFG recommends that SIM launches a campaign with a cash goal of \$13.5M to be received over three years. General Fund giving for the next three years is included in this goal. This goal is challenging but achievable based on the projections and analysis of the feasibility study. The cash goal should include the campaign-related expenses estimated in the campaign budget found in this report.

RECOMMENDATION 2 – PLANNED AND ESTATE GIVING GOAL

SIM also recommends including a \$7M planned and estate gift goal in the campaign. This goal is achievable based on the finding that 77% of those interviewed indicated they would consider an estate gift to SIM.

RECOMMENDATION 3 – THE COMBINED CAMPAIGN GOAL

Counsel recommends an overall campaign goal of \$20.5M, combining the near-term cash goal of \$13.5M to be fulfilled over three years with a planned gift goal of \$7M. Strategically, this provides the opportunity to ask donors to give both current and future gifts.

RECOMMENDATION 4 – VOLUNTEER LEADERSHIP

It is recommended that the campaign have two leadership teams:

- Executive Campaign Committee (ECC)
This group should have eight to ten individuals/couples who represent the highest levels of leadership in business, professions and philanthropy. The purpose of this group is to have influential leaders identify with SIM not only in name and influence but also with financial support and help in soliciting major gifts.

The recommended membership requirements/expectations for serving on the ECC are:

- Make a commitment of \$250K or more over three years.
 - Make or confirm an estate gift commitment.
 - Invite at least three to five others to make a commitment at or above this level.
 - Attend two to three meetings annually during the campaign.
- Campaign Steering Committee (CSC)
The CSC's primary purpose is to own the campaign on an ongoing basis, ensuring that the integrity of the proposed schedule is maintained and that a reasonable strategy and plan are developed and followed based on the campaign assessment.

RECOMMENDATION 5 – CAMPAIGN STAFF

It is recommended that SIM hire a full-time person dedicated to the position of Campaign Manager. Funding for this position is included in the proposed campaign budget.

Counsel also recommends that SIM hire a full-time planned and estate gift office to lead the planned and estate portion of the campaign. This individual would work alongside current gift officers while also carrying a portfolio of major donors.

It is also recommended that Mr. Fairman commit 40% of his time to working directly with major donors who are being engaged in the campaign. When the key leadership is directly and consistently involved with a campaign, the campaign will be able to achieve or exceed its goal.

RECOMMENDATION 6 - TIMETABLE AND BUDGET

Counsel recommends that the timetable and budget presented in this report be adopted as the campaign's general time frame and budget. As the campaign gets underway, this timetable will be adapted into a monthly format with goals for cultivation, solicitation and follow-up.

The proposed budget projects the estimated cost of conducting the campaign to be approximately 6.15% of the \$13.5M cash goal.

RECOMMENDATION 7 - FOUNDATIONS

Counsel recommends that SIM seek foundations funding based on the research conducted by TFG during this study.

RECOMMENDATION 8 - TESTAMENTARY AND PLANNED GIFT POLICIES

It is recommended that the leadership of SIM affirm or establish a policy regarding the application of unrestricted, matured estate gifts or gifts in kind received during the campaign.

RECOMMENDATION 9- REVISIONS FOR THE CASE

It is recommended that the *Sending for the NEXT Century* case for support be reviewed and updated, with the aid of Counsel, in light of the comments in this report.

Counsel recommends that the leadership of SIM address the items in the following list as the case is updated:

1. Simplify and clarify the campaign initiatives.
2. Add other stories/testimonies and expand beyond Nigeria.
3. Expand on the relationship between SIM and the Church.
4. Expound upon how the funds would be used and over what period.
5. Expound on the timeline of recruiting, training and sending 700 missionaries.
6. The planned and estate giving goal should be added to the case along with the amount to be raised, how funds will be utilized, and ways to give.
7. Review all "Recommendations for Case Development" from the full report.

RECOMMENDATION 10- MAINTAIN MOMENTUM

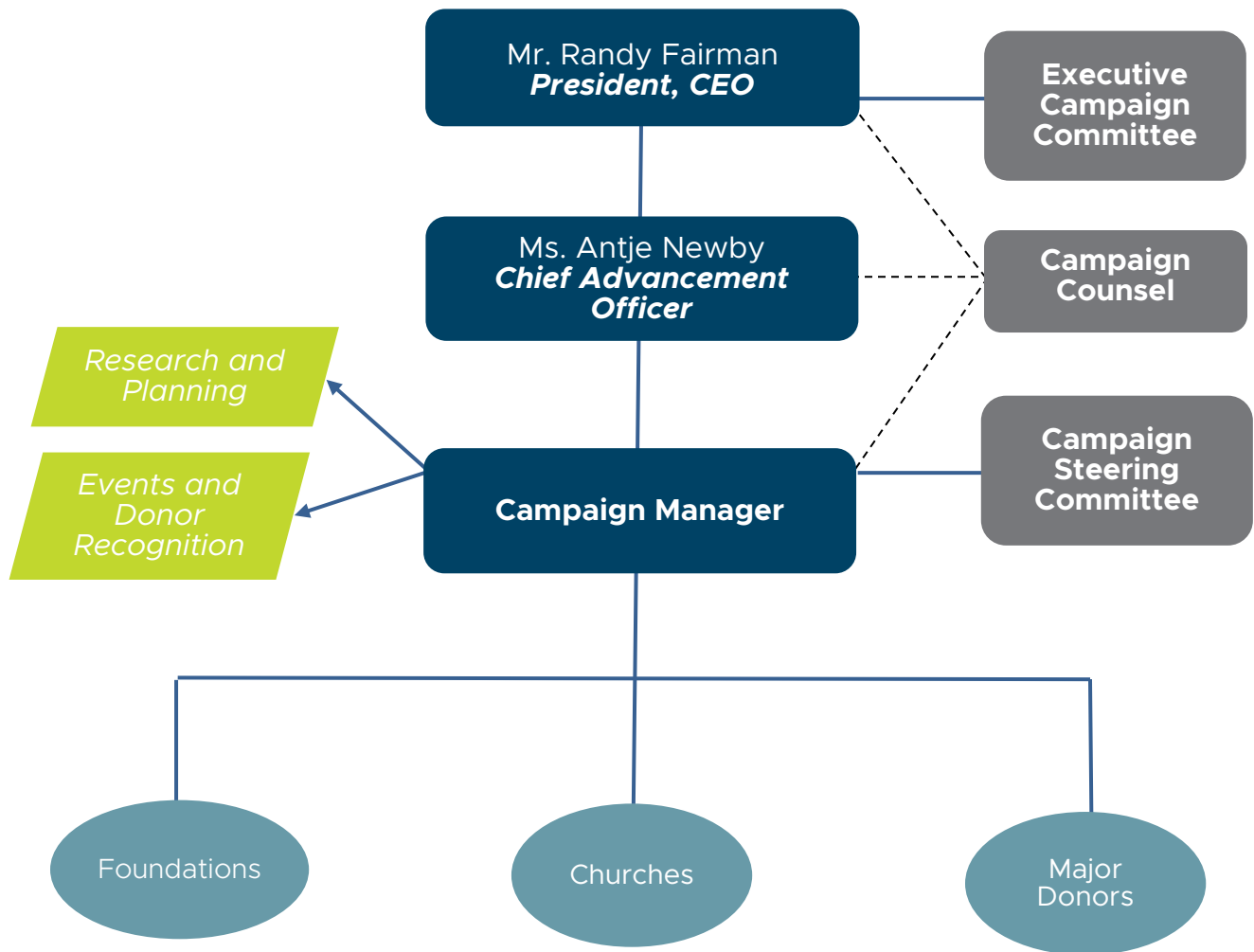
Counsel recommends that the momentum created by the feasibility study be maintained by diligently pursuing the following steps:

- Seek the SIM leadership's approval to move forward with the \$20.5M campaign.
- Follow up with the feasibility study participants by communicating the study results and the SIM leadership's decision.
- Hire or appoint a Campaign Manager.
- Update the case statement considering the recommendations found in this report.
- Engage fundraising Counsel to guide and support the campaign. TFG would be honored to submit a proposal for campaign services.
- Launch the campaign for \$20.5M.

CAPITAL CAMPAIGN STRUCTURE

LEADERSHIP OF THE CAMPAIGN

Counsel recommends two levels of leadership for the campaign: An Executive Campaign Committee (ECC) and a Campaign Steering Committee (CSC), as well as campaign staff, all of which will work together throughout the campaign. The “Leadership Required” report section describes this leadership structure and roles. The following organizational chart illustrates the recommended campaign leadership structure:



PROJECTED SOURCES OF GIFTS

The table below represents respondents' projections along with extrapolations based on research, organizational data, and giving history.

Projected Sources of Current/Cash Gifts	
1. Respondents' projected gifts (18)	3,560,000
2. Respondents' additional giving	1,780,000
3. Respondents interviewed but not ready to project gift (3)	1,128,267
4. Major donors identified but not interviewed (39)	2,818,897
5. Foundations	500,000
6. Previously identified gifts	1,428,320
7. General fund & various gifts	2,300,000
Total Current/Cash Gifts:	\$13,515,485

Projected Sources of Gifts Explained:

Line 1: Respondents' projected gifts

This is the total amount of giving that 18 out of 23 respondents projected in their interviews when asked if they would consider giving to the campaign. When a respondent indicated a range of potential gifts, the lower end of that range was used to remain conservative.

Line 2: Respondents' additional giving

Once a campaign is launched, many respondents will make gifts that exceed the gift projections they offered during the interview. TFG typically employs a factor between 40% and 70% to project respondents' additional giving. In the case of SIM, a factor of 50% has been applied to the six-figure and lower gifts.

Line 3: Respondents interviewed but not ready to project a gift

There are always prospects who are interviewed but, for various reasons, are not ready to project a gift amount. In the case of SIM, three out of 23 individuals fell into this category. Using a factor of 19.6% - which was determined by comparing actual gift projections from those who were willing to project a gift versus the amount that prospect research indicated this group could give - TFG was able to calculate an estimated amount from those who were interviewed but did not project a gift.

Line 4: Major donors identified but not interviewed

There are always several identified top potential prospects who, for many reasons, are not available to be interviewed. In the case of SIM, 39 people were identified as potential key prospects but were not interviewed during the study. Counsel applied the same factors used in Line 3 to determine what this group would give. The number was then reduced by 25% to account for the fact that sometimes the reason individuals are not interviewed is due to lack of interest. These donors serve

as a representative sample of the remaining donors who will give to the campaign and be a part of the 60 top donors.

Line 5: Foundations

This is a conservative projection based on TFG's independent research related to the parameters and scope of the proposed initiatives and the mission and ethos of the organization. The estimate indicated represents a conservative amount for the foundations researched by TFG during the assessment. Foundation research can be found in the appendix.

Line 6: Previously identified gifts

This amount represents outstanding commitments made toward the Gospel Patron fund or the Presidents Weekend prior to the feasibility study.

Line 7: General fund & various gifts

The general fund averaged \$1.9M over the past three years, with \$1.3M per year coming from the top 60 major donors. The remaining \$600K per year is multiplied by three years to equal \$1.8M for the campaign's duration. An additional \$500K is added to account for the various remaining gifts that will come in the form of smaller and/or untargeted gifts from a broader support base, including new families, throughout the campaign.

CAMPAIGN TIMETABLE

PRE-CAMPAIGN PHASE: July – September 2023 (3 months)

CAMPAIGN: October 2023 – December 2025 (27 months)

GOAL: \$13.5M in Cash Gifts, \$7M Planned & Estate Gifts

CAPITAL CAMPAIGN PHASES	TIME FRAME	PRIMARY FUNCTIONS	SECONDARY FUNCTIONS	ACTIVITIES	% OF GOAL / TOTAL	\$ AMOUNT RAISED / TOTAL
PRE-CAMPAIGN (3 Months)	Jul – Sep 2023	Review and rescope campaign elements and goals. Begin Campaign Manager training. Hire an additional MGO. Identify and appoint the CSC.**	Meet with key FS participants to report on the study and board decisions. Plan meetings with Phase 1 donors. Develop prayer strategy.	Revise the case based on FS recommendations and rescoped projects. Complete the Windshield 2020 database. Hold the first CSC meeting.		
Phase 1 (7 Months)	Oct 2023 – Apr 2024	Solicit the top 5-7 prospects.	Hold P&E workshop#. Extend invitations to the ECC.* Plan and set dates for the CSC and ECC meetings. Implement prayer strategy.	Low-profile campaign kickoff with key players and leaders. Conduct CSC meetings monthly. Publish a campaign newsletter.	40%/40% 20%/20%	\$5.4M/\$5.4M ^ \$1.4M/\$1.4M #
Goal Assessment						
Phase 2 (8 Months)	May – Dec 2024	Broaden the campaign focus to the top 30 prospects. Secure 100% of board pledges.	Plan and hold meetings with Phase 2 donors. Begin more thorough donor research and discovery. Continue prayer strategy.	Hold the first ECC meeting. Publish a campaign newsletter. Continue the ECC & CSC meetings. Implement foundation strategy.	30%/70% 20%/40%	\$4.05M/\$9.45M ^ \$1.4M/\$2.8M #
Phase 3 (9 Months)	Jan – Sep 2025	Broaden the campaign focus to the top 60 prospects.	Plan and hold meetings with Phase 3 donors. Plan the public campaign. Continue prayer strategy.	Publish a campaign newsletter. Continue ECC & CSC meetings.	20%/90% 30%/70%	\$2.7M/\$12.15M ^ \$2.1M/\$4.9M #
Phase 4 (3 Months)	Oct – Dec 2025	Launch the public campaign.	Finalize gifts from major donors. Thank donors as appropriate. Continue prayer strategy.	Publish the final newsletter and praise report. Hold a celebration event. Hold the final CSC & ECC meetings.	10%/100% 30%/100%	\$1.35M/\$13.5M ^ \$2.1M/\$7M #

*ECC = Executive Campaign Committee, **CSC = Campaign Steering Committee, #P&E = Planned and Estate Giving, ^ = Cash Gifts

Note: Percentage numbers are rounded for ease of reading. % of Goal and \$ Amount Raised is the amount that is engaged in each phase. Total indicates the cumulative goal reached at the end of each phase.

CAMPAIGN BUDGET

PRE-CAMPAIGN PHASE: July – September 2023 (3 months)

CAMPAIGN: October 2023 – December 2025 (27 months)

GOAL: \$13.5M in Cash Gifts, \$7M in Planned & Estate Gifts

	2023	2024	2025	Total
	(Jul - Dec)	(Jan - Dec)	(Jan - Dec)	
Campaign Manager salary#	---	---	---	---
Major Gifts/Planned and Estate Gifts Officer salary*	62,000	124,000	124,000	\$310,000
Campaign marketing materials (Case booklet, graphics and design, commitment forms, envelopes, stationery, newsletters, etc.).	5,000	5,000	5,000	\$15,000
Events, donor recognition	5,000	10,000	10,000	\$25,000
Travel##	20,000	40,000	40,000	\$100,000
Campaign Counsel**	94,338	149,844	90,432	\$334,614
Contingency	9,200	18,400	18,400	\$46,000
Totals:	\$195,538	\$347,244	\$287,832	\$830,614

GRAND TOTAL: \$830,614
6.15% OF \$13.5M CASH GOAL

Current SIM staff will be reassigned to serve as Campaign Manager

* Based on an estimated \$124K per year Major Gifts/Planned and Estate Gifts Officer salary

Estimated travel expenses for campaign counsel and for SIM development team

** Consulting fees include individual research on 40 donors

APPENDIX FOUNDATION RESEARCH

1. Prospect Research Process:

- a. Potential foundations for SIM were researched using Foundation Directory Online, iWave fundraising software, foundation 990s, and a supplementary review of foundation websites, when available.
- b. Foundations that met one or more of the following criteria were reviewed:
 - Supports evangelism, overseas missions work, and recruiting and training.
 - Indicated that grants to either capital campaigns, curriculum development, program development, fundraising assistance, or general support would be considered, or at least did not state prohibitions against these uses of funds.
 - Had an open application process (if not a previous funder).
 - Had a grant-making history indicating the ability and willingness to make grants of at least \$10,000.

Foundations whose stated guidelines and/or giving histories indicated that their religious and/or socio-political orientation are not in sync with SIM were excluded.

- c. From the research, approximately 85 potential foundations were individually reviewed. This includes previous funders and funders formerly approached by SIM. After an in-depth analysis of each prospect, sixteen (16) potential leads, including previous funders, were identified.
- d. Donor-advised funds (DAFs) were excluded since the relationship between the actual donor and the applicant is usually the most relevant factor in such situations.

2. Prospect Research Column Header Definitions:

- a. **Seq.:** Suggested order to which apply for funding based on deadlines and probability of support.
- b. **Grantmaker Name:** Foundation
- c. **Location:** City and state where foundation is physically located.
- d. **Target High and Target Low:** These two columns reflect the potential award amount range. The amounts are determined by reviewing the foundation's guidelines and their giving history to organizations similar to SIM.
- e. **Probability:** High/Medium/Low
 - High: This foundation is a good fit for SIM and has funded other organizations with similar missions. Please note that "High" must be taken as relative to other potential funders. Almost all foundations receive more eligible requests than they can fund.
 - Medium/Low: This foundation is a relatively good fit for SIM but has a giving history that indicates that a relationship needs to be built before a significant gift is given. An application should be strongly considered.
- g. **Notes:** Describes the foundation's funding priorities and/or other relevant observations.

3. **Expected Grant Revenue:** Utilizing high and low targets of all sixteen (16) foundations, a total of \$2,650,000 (high) to \$1,315,000 (low) in awards have been identified.
 - a. **High-probability prospects:** There are eleven (11) high-probability prospects. If all are approached, it is estimated that between \$2,025,000 and \$1,130,000 could be awarded.
 - b. **Medium- to low-probability prospects:** There are five (5) medium- to low-probability prospects. If all are approached, it is estimated that a total of between \$625,000 and \$185,000 could be awarded.

These amounts are not guaranteed and should be adjusted based on how the grant proposal process unfolds. Based on prior giving history of these foundations, it is difficult to predict award levels, since they varied quite widely for some. Pre-existing relationships and track records with current/prior funders will weigh considerably on the odds, as well as most recent giving patterns as denoted in the foundation's most recent 990.

4. **Competitiveness:** Even though SIM is eligible to apply to all of the organizations listed in the report, funding is not a given. The average foundation receives many more applications than it can fund. The more well-known the foundation is, the more applications it receives.
5. **Grant Timeline:** From the date you submit the grant to the date the decision is made can be four to six months — sometimes longer.
6. **Annual Update of Prospect List:** Foundations regularly change their application deadlines, eligibility criteria, and areas of focus. It is recommended that this list be updated annually.

SIM Grants Identification and Sequence Plan

The following is the list of suggested foundations for SIM.

This includes foundations that have previously awarded funding and should be solicited again.

They are in the order of the probability of support.

Seq.	Grantmaker Name	Location	Deadline	Target High	Target Low	Probability	Funding Strategy
1	Harry J Lloyd Charitable Trust**	Overland Park, KS	Board mtgs: 3-4x/year	\$400,000	\$275,000	H	Capital Campaigns, Programs, Scholarship, Translation
2	The Bless Foundation*	Lakeway, TX		\$350,000	\$275,000	H	Program support
3	Cornerstone Trust*	Grand Rapids, MI		\$250,000	\$250,000	H	Various
4	Steer Inc.	Bismarck, ND		\$150,000	\$60,000	H	Faculty and staff development, Program Support
5	Barnabas Foundation	Crete, IL		\$200,000	\$50,000	H	General
6	The Crowell Trust	Chicago, IL	Board mtgs: Spring and Fall	\$150,000	\$50,000	H	General and Program Support, Scholarship, Technical assistance
7	Maclellan Foundation*	Chattanooga, TN	Board mtgs: 3-4x/year	\$125,000	\$50,000	H	Program evaluations, Program support
8	Bolick Foundation*	Conover, NC	June 30	\$75,000	\$35,000	H	Annual, Capital & infrastructure, Capital Campaigns and General
9	Deus Spes Mea Foundation**	Clearwater, FL	Board mtg: April 15	\$150,000	\$50,000	M	General

10	Larson Foundation**	Bonita Springs, FL		\$100,000	\$25,000	M	General
11	Mission 316 Foundation**	Prosper, TX		\$75,000	\$10,000	M	Cash grants
12	Foundation For The Carolinas	Charlotte, NC	Board meetings: 3x per year	\$200,000	\$50,000	M	Fundraising, Research/Evaluation, Seed money
13	Festus and Helen Stacy Foundation, Inc.	Fort Lauderdale, FL	Board mtgs: Feb and June	\$150,000	\$50,000	M	Program support, Seed money
14	Tyndale House Foundation	Carol Stream, IL	Dec 1; May notification	\$125,000	\$35,000	M	General and Program Support, Translation
15	The Chatlos Foundation, Inc.	New York, NY	Board meetings; Quarterly	\$75,000	\$25,000	M	Curriculum development, Debt reduction, Equipment, General and Program Support, Scholarships
16	Greater Kansas City Community Foundation	Kansas City, MO	Board mtgs: Mar., June, Sept., and Dec.	\$75,000	\$25,000	M	Capital Campaigns, Infrastructure, Curriculum, Emergency, General and Program Support, Research, Seed money
				\$2,650,000	\$1,315,000		

*Previously Funded

**Previously Requested