



IMB 2016 Ministry Inquiries

Cooperative Program

1. With an understanding that SBC entities which receive Cooperative Program funding share an equal responsibility to promote and advance the Cooperative Program, please give a description of IMB'S efforts to promote the Cooperative Program.

Financial resources provided by Southern Baptists through the Cooperative Program (CP) provide more than 30% of the funding necessary for the IMB to partner with churches in taking the good news of the gospel to unreached people groups around the world. At the IMB, we see our missionaries who are scattered all over the world as our front line representatives for promoting the CP. The faithful and sacrificial giving of Southern Baptists to the CP enables these missionaries to share the gospel, make disciples, and plant churches among unreached peoples and in unreached places for the glory of God. Through their personalized relationships with SBC churches and partners, IMB missionaries help Southern Baptists understand the critical role of the CP in the Great Commission task as they speak in churches on stateside assignments and share what God is doing in their regular updates from the field. Furthermore, through mission conferences, mobilization, and training events, IMB staff and missionaries share regularly about the value of SBC churches cooperating and partnering together for the sake of global mission. The IMB also promotes the CP through partnerships with LifeWay Christian Resources, the North American Mission Board, the Women's Missionary Union, Ethics and Religious Liberty Commission, and the six Southern Baptist Seminaries to highlight the importance and significance of the Cooperative Program. In summary, the IMB has a multifaceted approach to promoting the CP that extends from Richmond throughout North America and to the ends of the earth as we partner with Southern Baptist churches to spread the gospel.

2. What are the expected outcomes of IMB's efforts in Cooperative Program promotion which would be suitable for use in a Baptist Press or SBC LIFE article about the value the Cooperative Program brings to our SBC entities and our entity leaders' belief in and support of the CP.

The desired outcomes of the IMB's efforts in Cooperative Program promotion is ultimately to see more churches and more resources coming together for the sake of God's global glory to the ends of the earth. We know that we as IMB cannot go at this mission alone, for we work in tandem with the entire SBC ecosystem of churches, associations, state conventions, and national entities to get the gospel to the nations. In a world where more than 2.8 billion people have little to no access to the gospel, our desire in CP promotion is that more Southern Baptists churches would understand that we can accomplish more together than we can alone. God in his grace has blessed Southern Baptists with an amazing tool in the CP for the accomplishment of the Great Commission. Therefore, we want to play our critical role in helping promote and raise

awareness of how the CP fuels the global mission's efforts of the SBC. We are confident that as more churches understand the value of the CP, their giving and support of the CP will increase. This in turn will enable the IMB to partner with more SBC churches to empower limitless missionary teams who are making disciples and multiplying churches among unreached peoples and places for the glory of God.

3. Please articulate for Southern Baptists how the IMB perceives the role of the Cooperative Program in funding IMB missionaries. What value does IMB place upon its partnership with SBC churches through the Cooperative Program?

The IMB places great value on SBC churches and the Cooperative Program in funding IMB missionaries. The Cooperative Program is one of the primary ways that Southern Baptists are able to send out thousands of missionaries to share the gospel and plant churches around the world. For this reason, the IMB gladly and aggressively promotes and highlights the value of the Cooperative program both in North America and around the world.

4. Please explain the “value add” of Cooperative Program funding for the IMB, and how is this different from funding through IMB’s annual special offering, the Lottie Moon Christmas Offering?

The IMB’s annual Lottie Moon Christmas Offering is instrumental for raising over \$150 million from Southern Baptist churches to support Southern Baptist missionaries around the world. Yet as valuable as this offering is, the Cooperative Program provides a unique “value add” over and above what the Lottie Moon Christmas Offering is able to do. For the Cooperative Program represents not just the work of the IMB alone, but the work of the IMB in tandem with other Southern Baptist entities on local, state, and national levels. The IMB relies on these entities to promote cooperation and collaboration among churches, to plant and nurture healthy churches across North America, and to train leaders for those churches and missionaries overseas, all of which is accomplished not only through the IMB, but through the entire SBC. As a result, IMB gladly and wholeheartedly encourages churches to give to the Cooperative Program, for when churches give to the Cooperative Program, they fuel an entire ecosystem of entities working to glorify Christ in our local communities, states, on our continent, and to the ends of the earth.

Ethnic Participation

5. Please give a progress report of ethnic participation within the IMB, including active involvement of ethnic churches and church leaders, across all levels and aspects of the IMB ministry—such things as board of trustees composition, senior administrative staff, other professional staff, support staff, missionaries under appointment, and ethnic church and church leader composition of any external advisory groups— demonstrating progress, if any, in ethnic participation over the past two decades (1996-2016), giving special attention to progress over the past five years (2011-2016).

IMB is seeking to serve and assist all cooperating Southern Baptists. If we, as a denomination, are going to do our part to fulfill the vision to see a multitude from every language, people, tribe, and nation knowing and worshipping our Lord Jesus Christ, it will take all of us working together. As such, IMB is positioning ourselves more and more to serve and assist our growing and diverse constituency.

The IMB is committed to partnering with and ministering alongside the 3,800 predominately African American churches in the SBC. Our desire is to to serve and assist them in their mission engagement. One of the primary ways we hope to assist African American churches in the days ahead is through more focused training and equipping. We want to raise awareness concerning global missions. This is a commitment from our leadership who has spent time with the National African American Fellowship as well as was participating at the Black Church Leadership and Family Conference this past Summer at Ridgecrest. As a support to this effort, IMB has proactively created mobilization videos and has continued to develop the Black Mission Link communication strategy in an effort to expose African American churches to international work by African American churches and missionaries.

The IMB is also serving and assisting Asian American churches. An IMB church strategist continues to be focused on Korean and other Asian churches across the US. Asians continue to represent a growing segment of our long term personnel. Our leadership recently spent time speaking with the churches and leaders represented at the Chinese Baptist Missions Conference in Houston. IMB is committed to continuing to develop and deepen partnership with Asian American churches.

IMB has a strategist serving and assisting the SBC Hispanic constituency. This strategist and his team are multiplying its efforts by training mobilization associates as leaders in churches among the Hispanic constituency. These mobilization associates are seeking to multiply themselves by mobilizing other Hispanic churches. Of continuing importance is our efforts to help train, equip, and send Hispanic missionaries to serve in places where Hispanic heritage is especially helpful in reaching the target populations. God is opening up an increasing number of pathways for Hispanic brothers and sisters to take the gospel to Muslim contexts, and we want maximize this God-given opportunity moving forward.

6. Has the Phase One VRI process affected the number, balance and ratio of African American and ethnic “make up” of IMB’s missionary force? If so, how will this be addressed in coming years? Please explain.

The Phase VRI did not have a significant impact on the number, balance, and ratio of African Americans or other ethnic minorities serving in the IMB missionary force. With that said, we plan to increase our efforts in the coming years to partner with, recruit, and send more African Americans as IMB missionaries. We will work intentionally to develop relationships and partnerships with African American pastors and leaders in the SBC and seek to raise the awareness and level of missions exposure to African American SBC churches.

7. How many non-Anglo mobilizers and missionary units are serving per people group (ethnicity) from 10,709 ethnic SBC congregations, i.e. Hispanic, African American, Korean, Chinese, etc? Please explain.

IMB missionary personnel continue to reflect the geographic and church size diversity of the SBC with missionaries having been sent from all 50 states and churches in size from a few dozen to thousands. IMB is working with partner churches to increase the number of missionaries sent from churches of various ethnicities. At the end of 2015 there were 263 Asian Americans, 19 African Americans and 62 Hispanic Americans serving as IMB field personnel.

Mental Health Resource

8. What programs, ministries or strategies has the IMB implemented to assist SBC Churches in training and equipping individuals with mental health challenges and how will the IMB continue to seek ways to work in cooperation with SBC entities and others to address the severe challenges imposed by mental illness?

The IMB, along with partnering churches, is and will continue to be involved in ministry to the mentally ill around the world. Every human being is created in the image of God, including the mentally ill, and every human being needs the grace of God shown to them. As a result the IMB will continue to minister to those suffering from mental illness as it partners with churches for the fulfillment of the Great Commission.

IMB Specific Ministry Inquiries

9. What has proven to be the most reliable metric indicating future accomplishments of, or challenges to the IMB, and why is that metric the one IMB believes is most important to watch?

Many numbers are important metrics in the IMB, from numbers of baptisms to churches started among unreached peoples. Yet as IMB missionaries work around the world, our ultimate aim is not only to reach unreached peoples with the gospel, but also to see those once unreached peoples then mobilized to reach other unreached peoples. In this way, our greatest measure of success is found not just in what we do directly, but in what happens indirectly through the peoples we reach, serve, train, and equip. Nothing short of this metric is sufficient if we truly want to see every people group the world reached with the gospel. For various reasons, measuring this metric is challenging, for it is not always possible to track the growth of the church when it is multiplying far beyond us. Nevertheless, we remain resolutely focused on baptizing new believers and planting healthy churches, all with the goal of mobilizing those healthy churches to then baptize new believers and plant other healthy churches in such a way that more and more unreached people groups are reached with the gospel.

10. What is the current number of UNREACHED people groups as of the end of 2015? Are Southern Baptists, in partnership with the IMB, making any appreciable headway in reaching the world's UNREACHED people groups?

6,832 as of December 2015. We are absolutely making progress, but the task remains great.

11. What areas of the world have the IMB evangelized and then turned over the continued ministry and support of church planting to nationals? How many of those churches have joined local national Baptist conventions?

Over the past decade the IMB has greatly increased its "internationalization" efforts. In essence, many of our traditional fields of work (China, Nigeria, Brazil, etc...) are now taking ownership of the Great Commission, and we are helping them develop strategies to engage in global mission to the ends of the earth. In addition to ways we have seen this happen throughout more traditional mission fields in Latin America, we are now seeing exciting developments along these lines in Kenya, Uganda, Ukraine, Russia, China, India, Cuba, and other countries across Europe, Asia, and Africa.

12. Why does the IMB use "unreached people groups" rather than geographical locations to designate mission initiatives?

In the Great Commission passage (Matthew 28), Jesus mentions the scope of the mission as going to all the nations (in Greek, "panta ta ethne"). The best understanding of that phrase is "all the peoples." This text is best understood as ethno-linguistic peoples who possess their own language and cultural identity. This understanding and global reality can be challenging for people in America to understand because of the somewhat homogenous culture and language that exists in many parts of North America. Certainly, other languages and sub-cultures exist, but people readily identify as "American." Around the world, the same thing cannot be said in most contexts. Therefore, we focus our efforts at the IMB in playing our part to get the gospel to unreached peoples for the glory of God. At the same time, we do not ignore the importance of place, for the New Testament also speaks in terms of cities and communities being reached with the gospel. For this reason, we look at all our missions initiatives through a lens of both places and peoples, wanting to see the gospel saturate places and reach to peoples until the vision of every tribe, tongue, people, and nation is finally realized according to Revelation 5:9.

13. What is the current number of UNREACHED and UNENGAGED people groups as of the end of 2015? In light of the missionary drawdown, what is IMB's strategy to reach UNREACHED and UNENGAGED people groups?

According to IMB research at the end of 2015, 6,832 unreached people groups and 3,114 unreached and unengaged people groups. We continue to partner with the more than 40,000 SBC churches to get the gospel to unreached and unengaged peoples. In light of the recent drawdown in our number of personnel, we are undertaking continual evaluation of the most significant part we can play in reaching unreached peoples and

places directly. At the same time, we are re-evaluating ways we can strengthen our “internationalization” efforts as we partner with national brothers and sisters around the world and train and equip them to join us on mission to unreached peoples and places.

14. What is the projected number of IMB missionaries needed to reach ALL UNREACHED and UNENGAGED people groups?

We do not have a projected number at this time, as we do not believe it is solely the IMB’s responsibility to get the gospel to all the remaining UPG’s. In other words, we are a part of a global body of brothers and sisters around the world, and we want to wisely partner with the church around the world to reach the unreached. With that said, we eagerly want to play our part in the accomplishment of the Great Commission task, and believe we need tens of thousands more missionaries if we are serious about getting the gospel to the unreached.

15. Please give a status report on IMB’s EMBRACE initiative and specific plans to resource the number of unreached and unengaged people groups. How is EMBRACE promoted across the SBC and how effective is EMBRACE proving to be after several years of implementation?

The IMB’s Embrace initiative has seen many Southern Baptist churches increase their involvement in praying for, giving, and going to unreached people groups around the world. We are continually working with other Great Commission Christians around the world to monitor people groups and places that have not yet been reached by the gospel. At the same time, as IMB goes through a process of re-evaluating our strategy for mobilizing Southern Baptist churches to reach unreached peoples, our Embrace initiative is part of that re-evaluation. In the days to come, we want to discern if this is the most wise and effective means for partnering with churches to empower limitless missionary teams who are making disciples and multiplying churches among unreached peoples and places for the glory of God.

16. What is the budgeting process for IMB from year to year and how does that relate to future and projected revenue?

The annual budget process for IMB involves forecasting revenues as well as expenses. We use a 4-year rolling average to estimate Lottie Moon Christmas Offering and Cooperative Program revenues. We set a spend rate for investment balances based on past market performance and to level market changes. For expenses, we gather costs for business critical operations as well as budget requests for meetings and improvement projects with the realization that we should not budget operating expenses that are greater than operating revenues. For 2014 and 2015, Lottie Moon revenues were budgeted at the full WMU goal of \$175M with the understanding that any shortfall could be covered from property sales and/or reserves.

17. What budgeting and planning measures have been implemented to ensure that the IMB will operate within its financial means? Does IMB plan now or in future to utilize "reserves" and/or property sales in its missionary and operations funding model(s)?

Our budgeting model is designed to produce balanced budgets with projected expenses not exceeding projected revenues. In years past, we have used revenues from property sales to cover budget shortfalls. The 2016 budget is essentially balanced except for Voluntary Retirement Incentive (VRI) one-time expenses (\$23M) which will be funded through property sales and/or reserves. From 2017 forward, the expectation is to present a balanced budget with realistic revenue and expense estimates.

18. What has been the impact of IMB's Phase One drawdown of the number of active missionaries? How many IMB missionaries have accepted the Phase One, Voluntary Retirement Incentive (VRI) plan, through the end of 2015? What are IMB's next steps/phases in the drawdown process, and what is the anticipated timeline for reaching IMB's overall projected missionary count?

In August 2015, IMB initiated a two-phase process for reducing the total number of IMB personnel by at least 600. The first phase of this process was a Voluntary Retirement Incentive, and the second phase of this process is a Hand Raising Opportunity, both of which have given all IMB personnel the opportunity to consider stepping aside from the IMB if they sensed the Lord leading them to do so. At the time of this report, this two-phase process is still taking place, and IMB plans to report the complete results from this process to trustees at our February 2016 board meeting, and subsequently to the SBC. However, IMB did report to trustees in November 2015 that based upon the results of the Voluntary Retirement Incentive as well as the Hand Raising Opportunity which was still to come, we are projecting that we will meet our need to reduce the total number of our personnel by at least 600 people.

19. What is the total revenue needed each year, in order for IMB to resource existing as well as new missionaries? Please explain.

The 2016 budgeted revenues of \$256M are realistic revenue projections for the IMB based on a 4-year rolling average. We have taken steps through the Voluntary Retirement Incentive (VRI) and the Hand Raising Opportunity (HRO) to reduce our expenses to be in line with this level of funding.

20. At the end of 2015, how many missionary units, in all categories, does IMB currently have on the field? How many missionary units does IMB expect to have on the field by the end of 2016?

The last personnel head count before the VRI showed a total of 2,578 units on salary as of November 30, 2015. After the Hand Raising Opportunity (HRO) is complete at the end of February (along with the impact of the Voluntary Retirement Incentive (VRI), we will have a better estimate of the projected units on the field at the end of 2016.

21. Many pastors and church leaders have asked, “Why is the IMB bringing experienced missionaries home, and at the same time sending approximately 300 new missionaries to the field? Please explain.

Not sending new missionaries was one of the first options we seriously considered in the process of addressing our financial needs. There were many reasons we chose not to pursue this option, and the following four conclusions summarize why we chose not to further decrease or even freeze sending new missionaries.

First, we believe that every type of person in the IMB is important. Long-termers and short-termers are both important. Staff and missionaries are both important. Younger personnel and older personnel are both important. New missionaries and seasoned missionaries are both important. For this reason, we don’t want any particular type of person in the IMB to step aside from service. That is why IMB has called every single person within the IMB to put a blank check on the table and to ask, “Is the Lord leading me to a new phase of involvement in mission?” “Phase 1” began with a Voluntary Retirement Incentive (VRI) that was specifically available to those who are closer to retirement age, but that is simply because this is a practical mechanism available to an organization like the IMB to be as generous as possible to those personnel who are closer to retirement age. “Phase 2,” however, is an opportunity for anyone in the IMB to raise his or her hand and say, “I believe the Lord is leading me to a new phase of involvement in mission.” So IMB’s overall goal in all of this was to say not just to certain types of people within the IMB, but to every type of person within the IMB, “Do you sense the Lord is leading you in this way?”

Second, IMB wanted all of our initial steps to be voluntary. IMB has worked to ensure that this VRI in “Phase 1” is indeed voluntary, and that other personnel have a voluntary option to raise their hand in “Phase 2.” This reality cannot be overemphasized, for many people have asked, “Why are we asking seasoned missionaries to leave the field when they are thriving on the field and they sense God leading them to stay on the field?” In response, IMB has wanted to be crystal clear: IMB is not telling anyone they need to leave the field. If someone is thriving on the field and senses the Lord leading them to stay on the field, then we trust they will stay on the field. IMB has not asked anyone in particular on the field to leave the IMB. Instead, IMB has asked everyone to pray about whether or not the Lord is leading them to a new place of involvement in mission, and IMB has provided an avenue for people to voluntarily leave the IMB if they sense the Lord leading them to do so. This is one reason why IMB has not told any new missionaries to whom we’ve already made commitments that they can’t go. Instead, IMB has told them, “You have a voluntary choice just as everyone else does.”

Third, sending people through the IMB is necessary. This conclusion is born out of a conviction that new missionaries being sent from churches through the IMB is a foundational, non-negotiable part of who we are and what we do. This conviction has implications both within the IMB and across the SBC. Within the IMB, every type of person in the IMB is important. If IMB was to freeze sending new missionaries, then within three short years, IMB would have zero apprentices or journeyman anywhere on the field. Both of these types of missionaries are important in both the present and the future of IMB. Further, regarding the SBC, the IMB foundationally exists to serve SBC churches by facilitating the sending of missionaries from those churches. The less people IMB sends, the fewer churches IMB serves. The fewer churches IMB serves, the more IMB forsakes one of her primary foundations. Looking back across IMB history, whenever IMB has had to decrease the number of missionaries sent due to financial constraints,

the result has always been a clear decline in IMB’s relationship with churches and potential missionaries that takes years to overcome. In a sense, IMB is already seeing this now as IMB turns away more and more people in the present. Keep in mind that when one hears that IMB will send approximately 300 new missionaries in 2015 and 2016, respectively, more than half of that number includes short-term missionaries. Among those 300 missionaries, only 135 of them will be long-term. That number is down from 383 long-term personnel in 2005. In other words, IMB is already sending approximately 2/3 less people now than a decade ago. Meanwhile, more and more churches are wanting to send missionaries through the IMB. If IMB was to freeze or cut new missionary sending even further, IMB would become even more irrelevant to churches while further severing IMB’s pipeline for future missionaries.

Finally, freezing the number of new missionaries does not address the immediate need IMB has to fix long-term cost structure. Further cutting or even freezing new missionary sending next year fails to address the immediate financial need IMB is facing. IMB must get to a place of short-term financial responsibility and long-term financial sustainability in the present, and simply freezing the number of future missionaries over the next two years will not solve that problem. Now that doesn’t mean that IMB won’t consider this option further after we get past this process. Approaching 2017, IMB may need to make adjustments in the number of new missionaries sent. At the same time, our hope in the IMB is that we will get to a healthy financial place soon in order to consider the plethora of ways we might send and support more and more missionaries in the days to come.

22. What is the total number of baptisms and Baptist churches planted as a direct result of SBC missionaries in years 2013 – 2015?

Year	Baptisms	Baptist Churches	New Churches
2012	266,451	199,162	24,073 (Decrease due to one large CPM no longer reported)
2013	114,571	28,008	6,192
2014	190,957	38,989	13,824
2015	54,762	41,172	3,842 (Decrease due to one large CPM no longer reported)

23. With an understanding, since 2009, IMB only counts as new churches those new churches that continue to survive into the next report year, please give a status report on new church plants started in years 2012 through 2015?

IMB is committed to seeing indigenous movements within every people group and urban center engaged with church planting teams. As teams reach the point where a movement is occurring, they hand off their work to capable indigenous leaders and move on to an unreached people group that needs a team to begin work. When teams move on, IMB no longer counts statistics from their former work, and these are no longer reported in the annual statistical report. The years of 2012 to 2015 were characterized by such

transitions as IMB missionaries responded to the needs of unreached people groups in hard places. With this said, IMB missionaries planted 3,842 new churches last year, and the number of Baptist churches in people groups and urban segments grew to 41,172.

24. Baptist Global Response: What role does BGR play in accomplishing IMB's ministry assignment to, "*assist churches in fulfilling their international missions task by developing global strategies, including human needs based ministries...*?" How many relief and development projects, and in how many countries did IMB implement relief and humanitarian ministries in 2015? Please explain and give examples.
- a. Goal: Utilize human needs ministries as a part of the comprehensive church planting strategies in at least 250 projects.
1. BGR with IMB administered 335 relief and development projects in 56 countries appropriating \$8,356,080 of relief and development funds.
 2. These projects helped people in 4,519 communities total (3,437 communities through development projects and touched another 1,082 through disaster relief projects).
 3. We assisted 1,404,528 people with basic life essentials using SBC Global Hunger Relief, IMB General Relief and direct BGR funding. 1,039,250 were helped through community development projects and 365,278 were assisted in disaster response opportunities.
 4. 245,816 received food aid in both development and disaster situations. Most of these were supported/helped through our SBC Global Hunger Relief initiative.
 5. 111,105 people were trained in things such as health care (64,010), development (25,625), literacy (6,294) and agriculture/food production (4,776).
 6. There were 865 community water systems implemented (wells, springs, rainwater harvesting, etc.) and 22,752 family unit water filters distributed. Combined with water provided in disasters, BGR and IMB helped 471,610 people gain access to clean drinking water last year.
 7. We provided varying levels of assistance to 26,271 children to help with their education needs including meals and better nutrition, school supplies and uniforms/shoes to go to school.
 8. Helped initiate 286 micro enterprise projects providing improved livelihoods to communities and families.
 9. In addition, in global disasters, we distributed 10,338 blankets, 858 cooking sets, and helped construct 2,972 temporary homes/shelters.

25. Please provide total funding by source for BGR, and give a report of how funding is projected to occur in the coming years through all BGR initiatives, including Global Hunger Relief.

Baptist Global Response:

Needs designated funds through IMB to BGR - \$955,413

Gifts directly to BGR, designated for specific disasters - \$433,291

Gifts directly to BGR, for non-disaster specific projects - \$1,146,185

Gifts to BGR designated for SBC World Hunger Fund - \$204,794

Undesignated gifts to BGR, used for human needs projects - \$510,087

IMB operating budget, for setup and administrative costs - \$843,655

Training events and publications - \$11,785

Miscellaneous - \$101,844

“In kind” donated goods (4,171 Hospice kits at \$100 per kit) -\$417,100

List total overhead costs by category:

Direct costs - \$376,896

Indirect costs – \$521,496

Report of disbursements:

Project funds expended - \$3,436,407

Direct overhead:

Office Staff - \$177,161

Housing - \$87,733

Office Rent and Utilities - \$67,665

Schooling - \$3,084

Telephone / Internet - \$33,818

Insurance - \$1,780

Depreciation - \$5,655

Indirect overhead:

Travel - \$37,062

Personnel development / Conferences - \$43,490

Media / Promotions - \$140,738

Supplies - \$30,184

Operating Software - \$7,031

Project Development and Training - \$188,931

Postage - \$10,445

Fees / Charges - \$5,017

Web maintenance - \$35,618

Professional Fees - \$22,980