



Transforming Resource Development and Financial Accountability in Theological Education

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Caribbean Evangelical Theological Association Consultation
18 March 2024

Faithful
Administration:
Accountability

Resource
Development:
Generosity

OVERVIEW

- 1** Strategic advice to strengthen capacity with financial accountability
- 2** Biblical insights for launching resource development or partnership work
- 3** Practical tips for fruitful resource development or partnership programs

1

Strategic advice to strengthen capacity with financial accountability

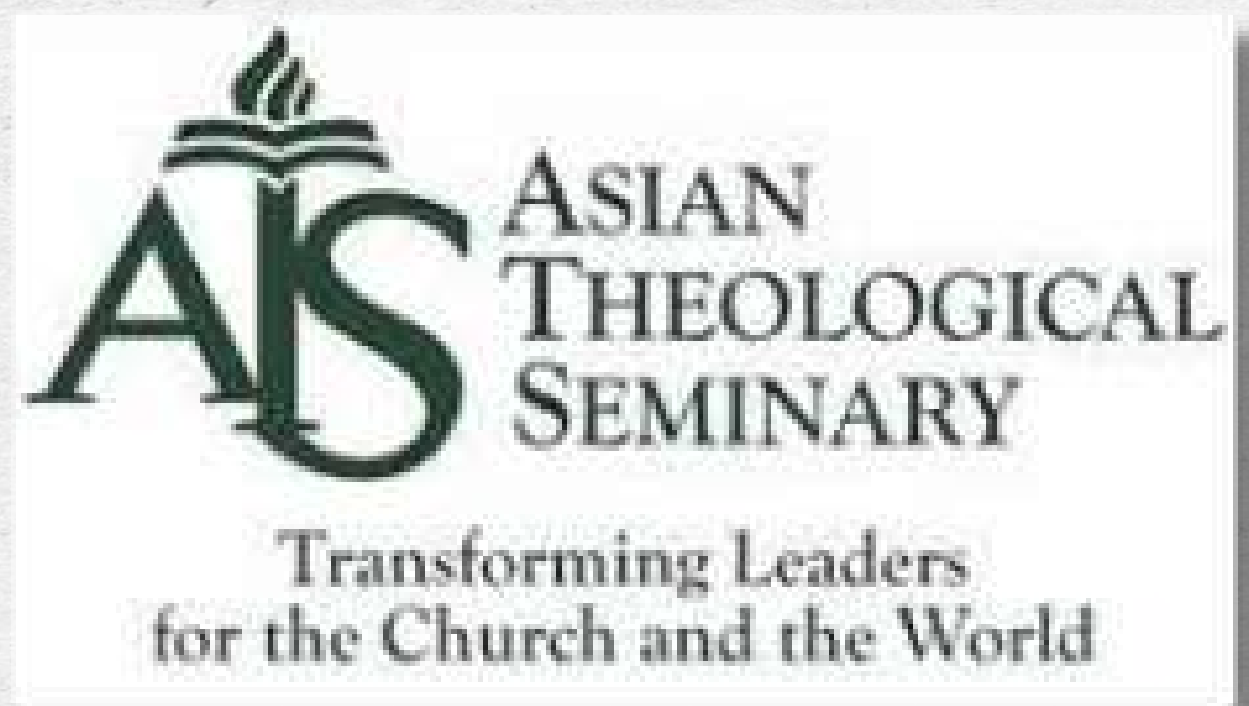
- 1** Board Members – set policy and provide periodic oversight of giving and financial matters.
- 2** Board Treasurer – performs monthly review of giving and financial matters.
- 3** CEO – oversees staff who perform daily operations related to giving and financial matters.
- 4** CFO and Bookkeeper – logs and receipts gifts with financial controls and monthly reporting.
- 5** VP of Partnership and Communications – manages interaction with givers and friends.
- 6** Payment Processor and Bank – processes transactions and provides monthly financial records.
- 7** Auditor – locates an independent credentialed auditor to perform annual financial review.
- 8** Accreditor – ensures compliance with standards of responsible stewardship annually.

Processes

- 1** Open bank accounts with signatories stated in board approved commitment authority policy.
- 2** Set up gift collection, processing, depositing, and receipting with internal financial controls.
- 3** Put giver information in a database (for ongoing partnership and communications work).
- 4** Send periodic communication to givers and friends and reports on fundraising projects.
- 5** Compile monthly financials with gift reconciliation tab (for board treasurer review).
- 6** Report partnership (fundraising) activities and results quarterly (for full board review).
- 7** Have independent external auditor perform annual financial review (for full board review).
- 8** Create Annual Report charting progress with stats, stories, and more (for all stakeholders).
- 9** Comply with peer accountability group standards and government filing standards.
- 10** Get accredited by peer accountability group (ECFA in the USA) and affix seal to grow trust.

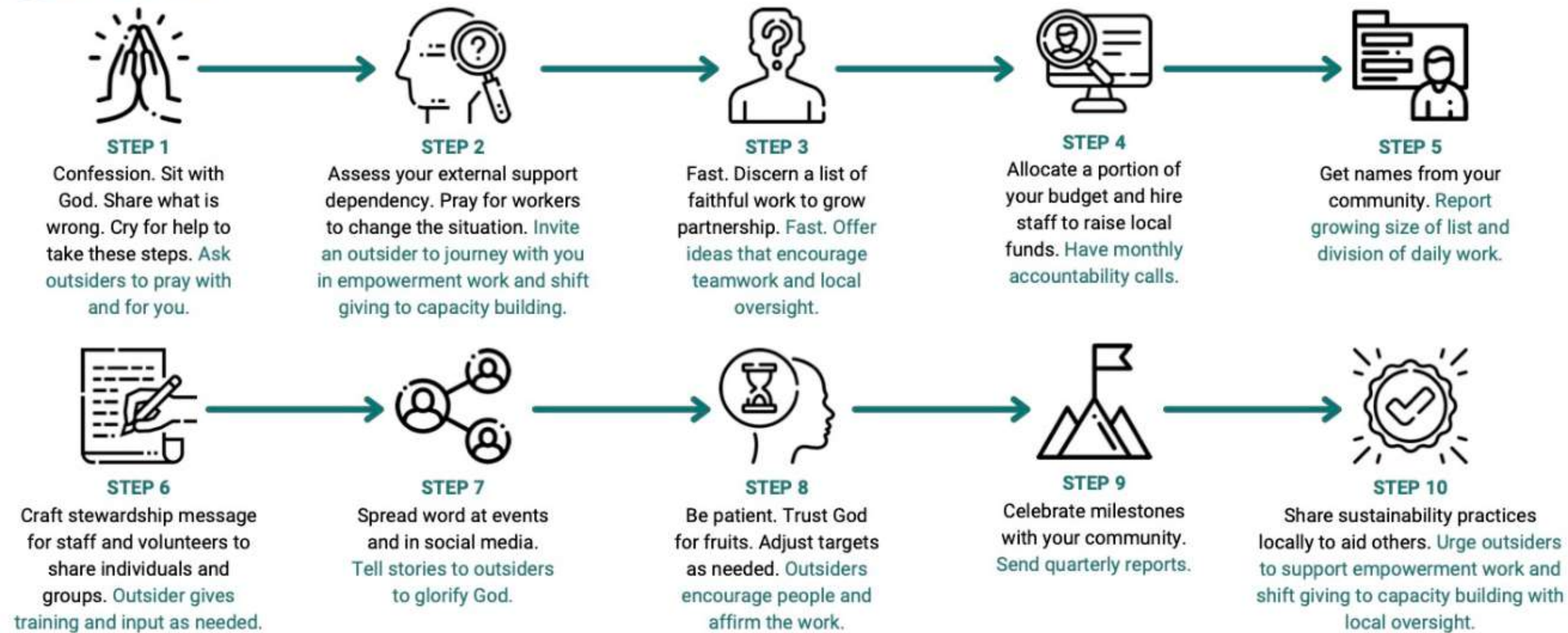
What is peer accountability? PAG?

Peer accountability can be defined as “God’s servants sharing the responsibility of reflecting consistent, God-honoring standards in ministry administration and governance with verified compliance.” A peer accountability group (PAG) forms when church and ministries workers agree follow the same standards in a country or region and affix a seal only after compliance has been independently and externally verified.”



Ten Steps to Sustainability

by Dr. Gary G. Hoag (GTP) and Dr. Zenet Maramara (Asian Theological Seminary)
Take these bold steps with outsiders to move from external support dependency to local sustainability.



Strategic advice to strengthen capacity with financial accountability

PEOPLE

PROCESSES

2

Biblical insights for launching resource development or partnership work

Three Recommended Books

- 1** Spirituality of Fundraising by Henri J. M. Nouwen
- 2** When Money Goes on Mission: Fundraising and Giving in the 21st Century by Rob Martin
- 3** The Sower: Redefining the Ministry of Raising Kingdom Resources by R. Scott Rodin and Gary G. Hoag

Firstly, we do resource development or partnership work because we cannot do the work alone.

Luke 10:1-2

1 After this the Lord appointed seventy others and sent them on ahead of Him in pairs to every town and place where He Himself intended to go. 2 He said to them, "The harvest is plentiful, but the laborers are few; therefore ask the Lord of the harvest to send out laborers into his harvest.

Spirituality of Fundraising by Henri Nouwen

“People have such a need for friendship and for community that fund-raising has to be community-building. I wonder how many churches and charitable organizations realize that community is one of the greatest gifts they have to offer. If we ask for money, it means that we offer a new fellowship, a new brotherhood, a new sisterhood, a new way of belonging.”



Secondly, we do resource development or partnership work because God wants people to use their gifts collaboratively to expand His work.

1 Peter 4:10-11

10 Like good stewards of the manifold grace of God, serve one another with whatever gift each of you has received.

11 Whoever speaks must do so as one speaking the very words of God; whoever serves must do so with the strength that God supplies, so that God may be glorified in all things through Jesus Christ. To him belong the glory and the power forever and ever. Amen.

When Money Goes on Mission by Rob Martin

“When money goes on mission, it serves the loving actions of the gospel. When there is a communion of giving and receiving, the exchange of money goes from a mere transaction to a transformative relationship of fellowship and equality at the foot of the cross between those who go, give, and send.”



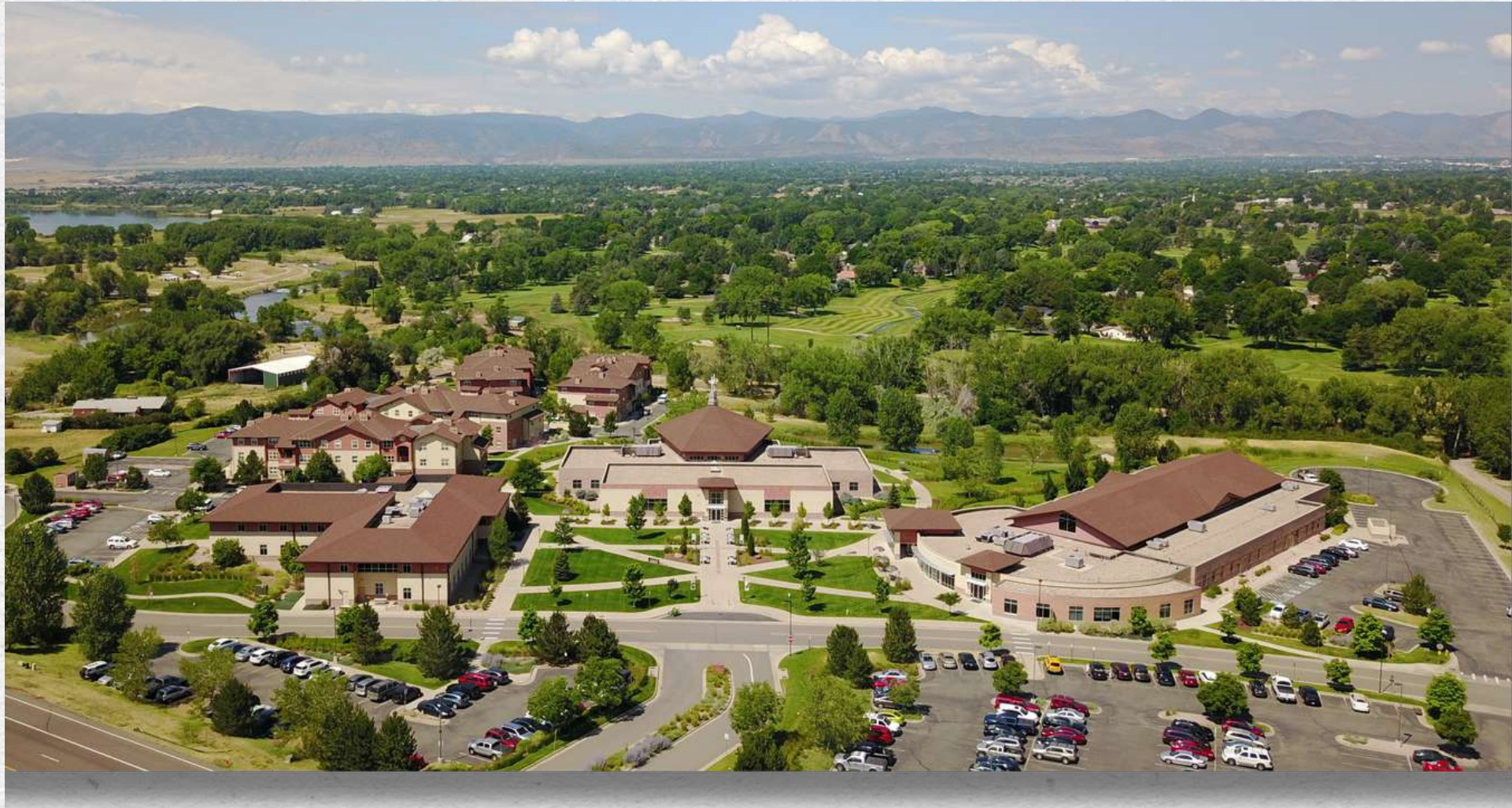
Thirdly, we do resource development or partnership work because God wants people to give generously and cheerfully to His work.

2 Corinthians 9:6-8

6 The point is this - the one who sows sparingly will also reap sparingly, and the one who sows bountifully will also reap bountifully. 7 Each of you must give as you have made up your mind, not regretfully or under compulsion, for God loves a cheerful giver. 8 And God is able to provide you with every blessing in abundance, so that by always having enough of everything, you may share abundantly in every good work.

The Sower by R. Scott Rodin and Gary G. Hoag

“When you plant the stewardship seeds of inviting people to serve using their God-given gifts, generous service sprouts. When you plant seeds urging people to intercede on behalf of the Lord’s work, what sprouts is a community knit together witnessing God answering prayer. When you plant seeds by asking people to give from what God has given them, what sprouts is more than enough giving to accomplish the work. And when you plant seeds that instruct people in true stewardship, what sprouts is generosity that comes from a transformed life.”



Biblical insights for launching resource development or partnership work.

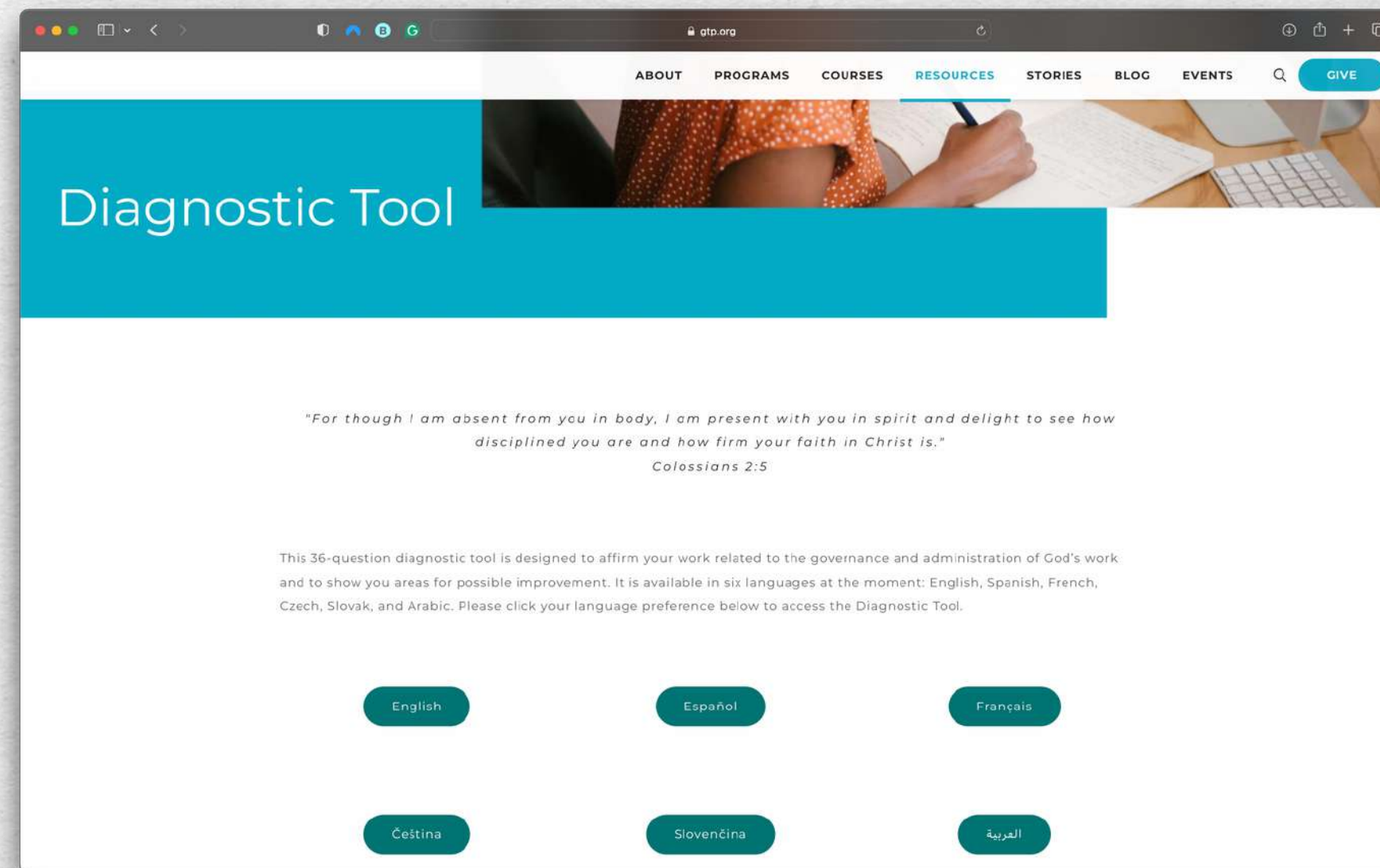
Jesus wants us to pray for people, He wants those people to serve with their unique giftedness, and He desires that people give generously and cheerfully to His work.

3

Practical tips for fruitful resource development or partnership programs

Tip #1

Do the GTP Diagnostic Tool.



<https://www.gtp.org/resources/diagnostic-tool/>

Tip #2

Adopt a "Stewardship and Partnership Philosophy."

STEWARDSHIP AND PARTNERSHIP PHILOSOPHY



The governing board, administrators, and regional facilitators of GTP who believe in the gospel of Jesus Christ and serve to advance the mission and purpose of GTP will invite participation with God's work at GTP following these partnership and stewardship parameters:¹

1. God, the Creator and Sustainer of all things and the One "Who works within us to accomplish far more than we can ask or imagine," is a God of infinite abundance and grace.²
2. Acknowledging the primacy of the Gospel as our chief treasure, Christians are called to lives of stewardship as managers of all that God has entrusted to them.³
3. A Christian's attitude toward possessions on earth is important to God, and there is a vital link between how believers utilize earthly possessions (as investments in God's Kingdom) and the eternal rewards that believers receive.⁴
4. God entrusts possessions to Christians and holds them accountable for their use, as a tool to grow God's eternal Kingdom, as a test of the believer's faithfulness to God, and as a trademark that their lives reflect Christ's values.⁵
5. From God's abounding grace, Christians' giving reflects their gratitude for what God has provided and involves growing in an intimate faith relationship with Christ as Lord of their lives.⁶
6. Because giving is a worshipful, obedient act of returning to God from what has been provided, Christian fundraisers should hold a conviction that, in partnership with the church, they have an important role in the spiritual maturation of believers.⁷
7. The primary role of a Christian fundraiser is to advance and facilitate a believer's faith in and worship of God through a Christ-centered understanding of stewardship that is solidly grounded on Scripture.⁸
8. Recognizing it is the work of the Holy Spirit that prompts Christians to give (often through fundraising techniques), fundraisers and/or organizations must never manipulate or violate their sacred trust with ministry partners.⁹
9. An eternal, God-centered worldview promotes cooperation rather than competition among organizations, and places the giver's relationship to God above the ministry's agenda.¹⁰
10. In our materialistic, self-centered culture, Christian leaders should acknowledge that there is a great deal of unclear thinking about possessions, even among believers, and that an eternal Kingdom perspective will often seem like foolish nonsense to those who rely on earthly kingdom worldview techniques.¹¹

When these principles are implemented, which rely on God changing hearts more than on human methods, the resulting joy-filled generosity of believers will fully fund God's work here on earth.¹²

¹ Mt. 6:19-21; Mt. 6:33

² Gen. 1; Ps. 24:1; Col. 1:17; Eph. 3:20; Ps. 50:10-12; Phil. 4:19; 2 Cor. 9:8; Jn. 1:14; Heb. 1:3

³ Rom. 1:16; 1 Cor. 9:23; Phil. 3:8-11; Mt. 13:44; 25:14-46; 1 Pet. 4:10; 1 Cor. 1:18; 23:24; Mt. 28:18-20; Gen. 1:26-30

⁴ Mt. 6:24; 22:37; 1 Tim. 6: 6-10; Phil. 4:17; Mt. 19:16-30; Lk. 14:12-14; 1 Cor. 3; 2 Cor. 5:10; Eph. 2:10; 1 Tim. 6:17-19; Mt. 25:31-46

⁵ Lk. 16:1-9; Lev. 19:9-10; Deut. 14:22-29; 24:19-22; Is. 58:6-7; Gal. 2:10; 1 Cor. 9:14; 16:1; 2 Cor. 8:14-15; 9:12; Jas. 2:15-16; Heb. 13:15-16; 1 Tim. 6:17-19; Mal. 3:10; Mt. 6:24-33; 25:14-46; Lk. 12:15-34; Eph. 2:10; Jn. 15:8-10, 12-17; 13:34-35; Mt. 22:34-40; 2 Cor. 8:9; Gal. 6:10; Col. 3:17; 1 Tim. 6:18

⁶ Mk. 12:41-44; Lk. 12:16-34; Gen. 14:20; Est. 2:69; Lk. 7:36-50; 2 Cor. 9:10-12

⁷ 1 Chron. 29:10-14; Rom. 12:1; Jas. 3:1

⁸ 2 Tim. 3:16-17; Ex. 34:32; Ex. 35:21

⁹ Jn. 15:4-5; Is. 32:15-17; Is. 54:16; Jn. 6:63; 14:15-21; 15:16-17, 26; 16:13-14; 1 Thim. 1:2-6; 2:13; Gal. 5:16-25; Rom. 12:4-8; 1 Pet. 1:2; Neh. 1:4-2:8; Is. 55:8-11; 2 Cor. 9:5-7; 1 Chron. 28:6; 29:9; Prov. 21:1; 2 Cor. 3:5

¹⁰ 2 Cor. 4:16-18; 9:8-12; 1 Cor. 1:17-31; 2:1-5; 2:14; 3:1-9; Phil. 4:7; Gal. 5:13-25; Ps. 90:1-12 11; Ex. 36:6-7; Mt. 6:10

¹¹ 1 Cor. 1:17-31; 2:1-5, 14

¹² Ex. 36:6-7; Mt. 6:10; 2 Cor. 9:8-12

Tip #3

Use a "Partnership Calendar."

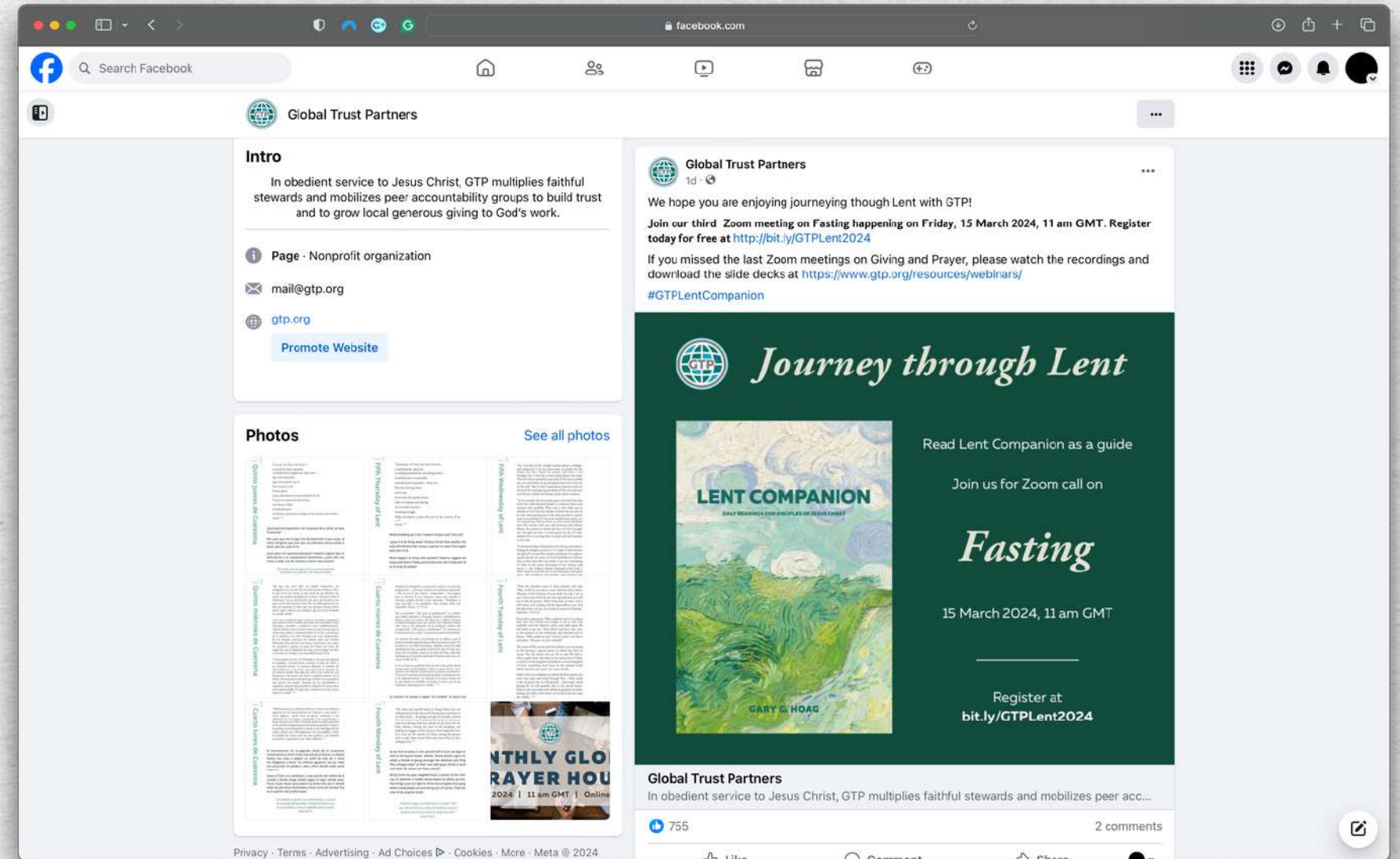
GLOBALTRUST PARTNERSHIP CALENDAR 2021-2022
 PARTNERS AUGUST 2021 BOARD MEETING

Perhaps I will stay with you for a while, or even spend the winter, so that you can help me on my journey, wherever I go. 1 Cor. 16:6

<p>Stats 2020-2021</p> <p>Global Network</p> <ul style="list-style-type: none"> Grew global network (GN) from 1,792 in 83 countries to 4,055 in 104 countries Sent 24 Journal Entry (JE) emails to GN with average open rate of 35.1% (sector average 25.2%) and click rate of 2.7% (sector average 2.8%) Counted 9,282 website users and 35,956 unique page views in 133 countries in the FY <p>Giving</p> <ul style="list-style-type: none"> Received \$524,603 in total gifts in 2020-2021, up from \$372,407 in 2019-2020 179 givers from 31 countries, up from 155 givers from 27 Got \$146,098 in gifts on gtp.org from 352 gifts with average gift of \$415. <p>Faithful Work 2021-2022 Board</p> <ul style="list-style-type: none"> Pray for CEO/RF/staff/givers Give and serve as God leads Link people to CEO/RF/staff Share events, GD infographic 	<p>Q1 JULY</p> <ul style="list-style-type: none"> Release Partnership Calendar (PC) Report GN partnership analytics Run fiscal year (FY) program #'s Send thank you email to FY givers Plan for 24 JE, 12 PJ, 8 blogs, 8 IS Launch Monthly Global Prayer Hour Implement monthly ackno letters <p>Q2 OCTOBER</p> <ul style="list-style-type: none"> Report GN partnership analytics Update PC for PCC meeting Revise/Integrate strategies as needed Share AR to board and GN via JE Reveal "BF/GC/LC" Standards Case Map out calendar year-end plan Mobilize "the 70" to rally support <p>Q3 JANUARY</p> <ul style="list-style-type: none"> Report GN partnership analytics Update PC for PCC meeting Revise/Integrate strategies as needed Create 2021 impact infographic Agree to GG/IAS 2022 theme Get ECFA re-accreditation Send summaries to 2021 givers <p>Q4 APRIL</p> <ul style="list-style-type: none"> Report GN partnership analytics Revise/Integrate strategies as needed Do "GTP at 3" on 3 April 2022 Report year-end status to board Prepare for GG and IAS 2022 Optimize empower.gtp.org Create collateral for GG / IAS 	<p>AUGUST</p> <ul style="list-style-type: none"> Survey GN and Regional Teams Engage with WEA / Lausanne Submit SEA request to MacLellan Develop program infographics Work on draft of Murdock LOI Develop social media strategy Add DT&T in another language <p>NOVEMBER</p> <ul style="list-style-type: none"> Assess/Aid regional capacity progress Send AR in emails to key prospects Task board to share AR widely Add DT&T in another language Make CYE face-to-face calls Send Year-end Appeal #1 Work on Bolthouse Foundation <p>FEBRUARY</p> <ul style="list-style-type: none"> Assess/Aid regional capacity progress Prepare for GG/IAS 2022 Tell key givers about GG/IAS 2022 Add DT&T in another language Send IAS 2022 invites Research other foundations Start thinking about "GTP at 3" <p>MAY</p> <ul style="list-style-type: none"> Assess/Aid regional capacity progress Conduct GG/IAS 2022 Add DT&T in another language Gather and share impact/RF stories Meet with key givers as needed Send infographic to lapsed/prospects Roll out fiscal year-end campaign 	<p>SEPTEMBER</p> <ul style="list-style-type: none"> Work on AR / Global Case Start emails to "the 70" Launch empower.gtp.org Submit Murdock request Work on Stewardship LOI Collaborate with CLA on GDE Launch Podcast - Monthly <p>DECEMBER</p> <ul style="list-style-type: none"> Remind past givers to give Use AR as case for support Send Year-end Appeal #2 Email personal reminders Continue foundation work Create MOU onramp process Convene PAGA by Q2 <p>MARCH</p> <ul style="list-style-type: none"> Make "GTP at 3" infographics Send personal notes to top givers Prepare foundation updates Check in with PAGA Train PAG in PC workshop Prepare for GG / IAS 2022 Invite support for GG / IAS <p>JUNE</p> <ul style="list-style-type: none"> Send personal reminders to give Start gathering FY program #'s Remind lapsed givers again Meet with key givers as needed Draft PC for 2022-2023 Envision new AR template Finish FYE campaign 	<p>Faithful Work 2021-2022 PCC</p> <ul style="list-style-type: none"> Encourage CEO & VPPC Form key prospects list Hold staff accountable Report quarterly to board Rally help from board <p>CEO</p> <ul style="list-style-type: none"> Pray daily for partners Give as able / thank daily Sow in one heart per day Report quarterly to PCC Help RF build capacity <p>VPPC</p> <ul style="list-style-type: none"> Pray daily for partners Give as able / thank givers Execute web, JE, SM plans Make graphics / reports Track and assess analytics <p>RF</p> <ul style="list-style-type: none"> Pray for partners Give as able / thank givers Develop PC for region Build regional capacity Encourage PAG giving
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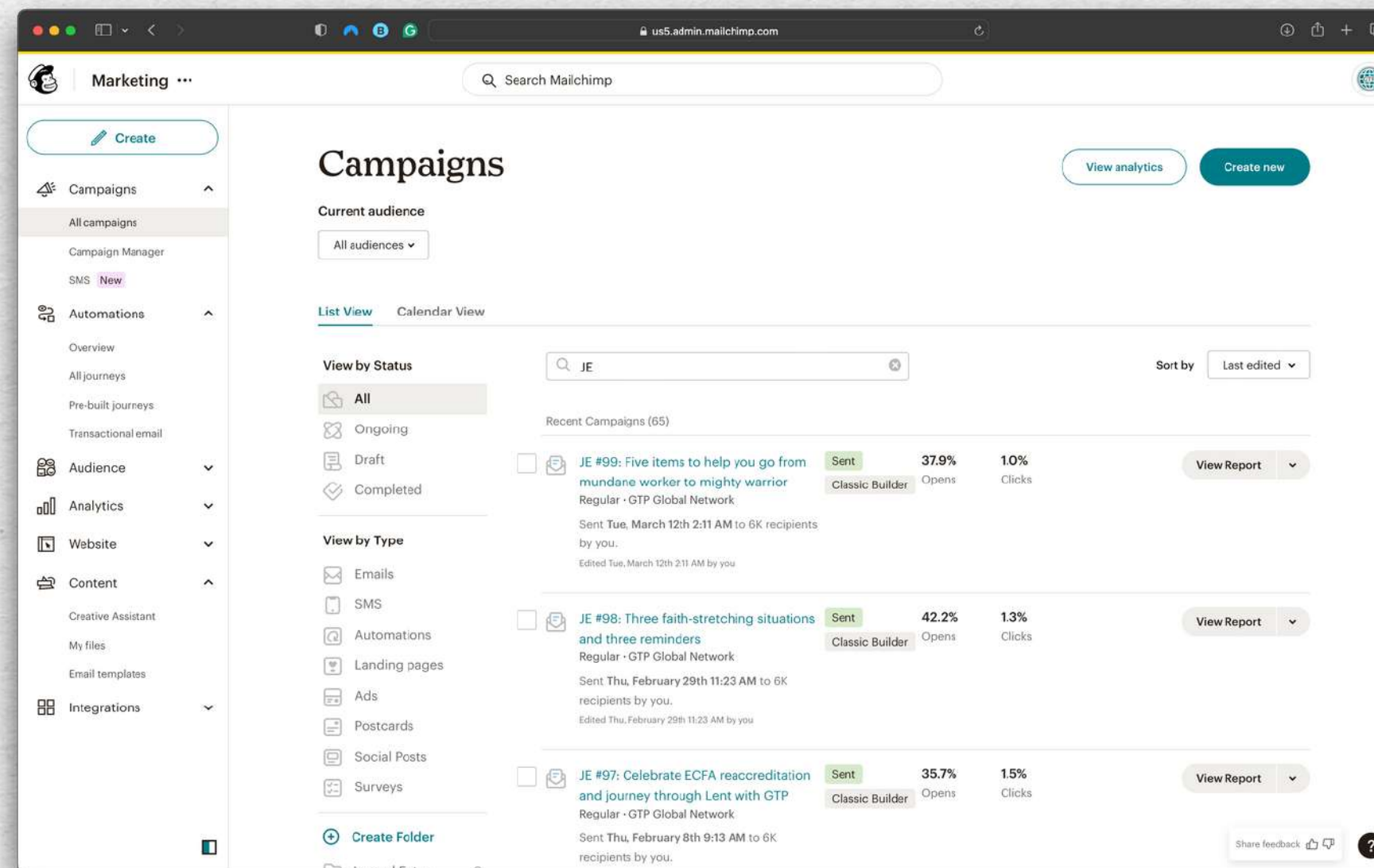
Tip #4

Share free resources on social media.



Tip #5

Send a periodic email.
Use "open" and
"click" data.




Tip #6

Show small gifts matter.



Tip #7

Use LOIs (Letter of Intent) to denominate the impact of major gifts.



Mobilizing PAGs (like ECFA)

During the night Paul had a vision of a man of Macedonia standing and begging him, "Come over to Macedonia and help us." Acts 16:9

GLOBAL OVERVIEW

In obedient service to Jesus Christ, GTP multiplies faithful stewards and mobilizes peer accountability groups (PAGs), like ECFA in the USA, to build trust and to grow local generous giving to God's work. Our work helps churches and ministries build capacity, demonstrate accountability, unleash generosity, and achieve sustainability. GTP has helped set up PAGs in 8 countries (and counting): Australia, Egypt, Guatemala, India, Indonesia, Kenya (serving sub-Saharan Africa), the Philippines, and South Korea.

GTP has 12 board members from Australia, Guatemala, India, Kenya, Nigeria, the Philippines, Togo, Ukraine, and the USA. GTP has 10 staff who office in Australia, Canada, Egypt, Guatemala, Malaysia, Nepal, the Philippines, Rwanda, South Africa, and the USA. Our staff works globally with 12 regional facilitators (RF), and 69 country coordinators to serve a global network of 6,803 stewards in 122 countries (our board, staff, and RF pictured at top right and staff at bottom right). Our annual budget for 2023-2024 totals \$1,023,200.

MOBILIZING PEER ACCOUNTABILITY GROUPS

In October 2023, the World Evangelical Alliance invited GTP to play a key role in their Future of the Gospel Forum in Istanbul, Turkey. The audience included 261 participants from 61 countries. Dr. Gary G. Hoag, GTP President & CEO, gave plenary remarks on "a biblical basis for governance, stewardship, and accountability in practice" and Dr. Zenet Maramara, GTP Board Chair, spoke on the "Healthy Organizations" panel about raising local funds for ministry.

In response, representatives from the national alliances of more than 10 countries and regions approached us. They want GTP to deploy teams to strengthen governance and form PAGs in their countries, but we need funding to deploy staff to do this. At present, we have "come over and help us" (Acts 16:9) invitations to activate PAGs in at least 20 countries: Albania, Antigua & Barbuda, Armenia, Bangladesh, Barbados, Bolivia, Brazil, Czech Republic, Dominica, Grenada, Guyana, Honduras, Ireland, Japan, Malaysia, Nepal, Pakistan, Panama, Slovakia, and Trinidad & Tobago.

OUTCOMES AND OPPORTUNITY

If deployed to these 20 countries, GTP envision 4 outcomes related to our 4 programs: (1) **Teaching** transforms the hearts of stewards and forms 20 country teams; (2) **Training** empowers country teams to strengthen church and ministry accountability and grow local generosity; (3) **Teamwork** mobilizes teams to set up 20 PAGs (like ECFA) helping gospel work expand exponentially; and (4) **Toolbox** serves workers in these countries with resources in more languages.

Ten years ago, only 3 countries had a PAG accrediting churches and ministries to follow biblically faithful, globally consistent, and locally contextualized standards for governance and administration. Today, thanks to God's faithfulness and global teamwork, it's happening in 16 countries. God has opened the door of opportunity to see the number double from 16-32 in the next 3-5 years. The time is now respond to their "Come over and help us" (Acts 16:9) cries for help.



PROGRAM WORK

When GTP enters a country, we engage our four programs:

- (1) **Teaching** - GTP provides biblical instruction on ministry administration, governance, and resource development.
- (2) **Training** - GTP either helps create a contextualized training or does trainings workers can replicate to multiply stewards.
- (3) **Teamwork** - GTP collaborates with national workers to help them set up a PAG to build trust and grow local giving.
- (4) **Toolbox** - GTP makes digital resources (templates, ebooks, and more) available at no cost to Christian workers.

BUDGET AND TIMELINE

Based on our past work, we estimate the cost of this strategic program work at \$15,000 per country for staff preparation, travel, resource translation, onsite events, materials, and follow up. With 20 countries calling for help, that totals \$300,000.

FUNDING REQUESTED

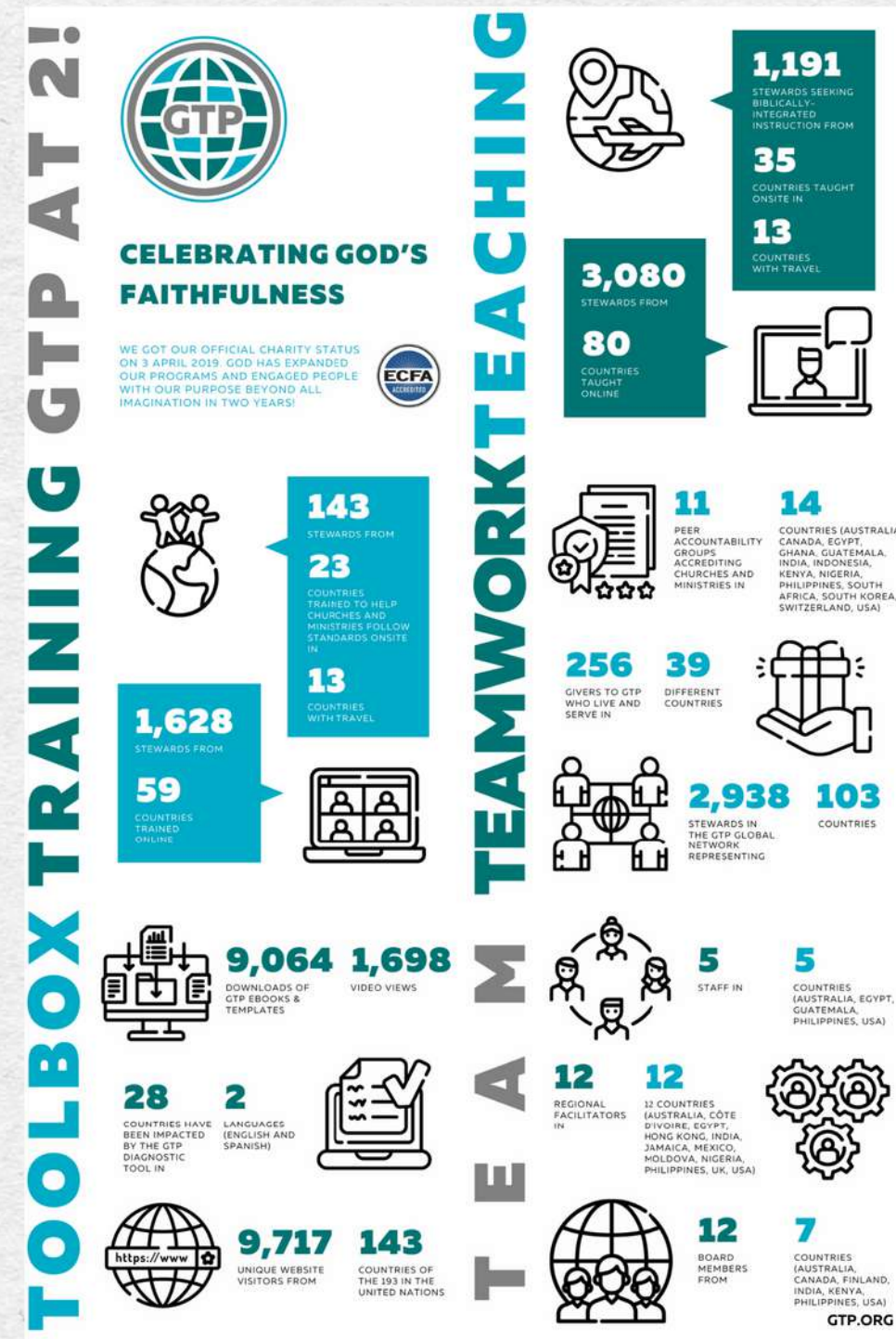
Our team stands ready for deployment. GTP requests \$300,000 from the Lewan Family Foundation by 3 April 2024, when GTP turns 5. This would be the ideal day to announce and immediately activate this program work in these 20 countries. We can provide quarterly reports on our progress as part of the 122 countries we serve.



Send gifts to GTP, PO Box 406, Reynoldsburg OH 43068
GTP.ORG

Tip #8

Design infographics.



Tip #9

Create an Annual Report.



Tip #10

Share what you learn about resource development and partnership with peer seminaries or other institutions.

ATS Advancement Peer Group Study 2023 – “Top Ten List” Trends and Think Tank Schedule
Produced by Gary Hoag, Ph.D. Generosity Monk, PowerPoint with Greg Henson, Sioux Falls Seminary
Presented by Jay Mansur, Asbury Theological Seminary, Peer Group: Asbury, Covenant, Dallas, Denver, Fuller, Northeastern, Northern, Phoenix, Reformed, Kairos (Sioux Falls), and Westminster



“Top Ten List” of Findings from Peer Data as we pursue a “Common Purpose” together.

- In 2021-2022, total giving (TG) to 11 schools rose to \$136,867,698 (record TG), up 28.3% (record rise), from \$106,683,129. 9 of 11 schools grew TG and beat the Giving USA 2022 figures (up 4.0% for TG / down 2.8% for education). TG is up YOY for the third time in 8 years from 26,658 giving units (down 14.0% from 30,998). 8 of 11 had fewer givers. *Less people are giving more money.*
- Collectively, unrestricted giving (UG) rose 16.2% to \$41,900,626 (30.6% of TG, down from 34.1% and 44.7%) 8 of 11 up YOY. Temporarily restricted giving (TR) climbed 39.5% to \$84,815,437 (62.0% of TG, down from 56.8% and 41.5%) 9 of 11 up YOY. Permanently restricted giving (PR) grew 2.9% to \$10,151,635 (7.4% of TG, down from 9.1% and 13.7%) 3 of 8 up YOY.
- Consider collective giving by source (units in parentheses): Individual giving rose 54.8% to \$79,141,229 from 15.2% fewer units (20,892). Family Foundations (FF) giving fell 27.5% to \$4,893,457 from 8.0% less units (69). Foundation / Organization (F/O) giving grew 25.0% to \$24,923,995 from 6.3% more units (470). DAF/CGF giving rose 111.2% to \$9,003,303 from 25.0% more units (150). Church giving slid 7.6% to \$3,369,941 from 3.6% more churches (955). FT employee giving rose 16.5% to \$1,352,076 from 2.8% more employees (597). Board giving fell 24.7% to \$12,002,083 from 5.4% more board members (215). Former board giving rose 326.7% to \$1,636,157 from 12.7% fewer units (48). Alumni giving grew 52.4% to \$10,021,232 from 8.1% fewer units (3,610).
- Acquisition efforts added \$9,431,627 up 47.6% from 9,884 givers (as compared to \$6,388,854 from 14,206 givers, \$4,597,641 from 12,169, and \$7,402,286 from 7,099 over the past three years). Innovation added 30.4% fewer new givers who gave 112.0% more money (average gift was \$954, up from \$450 and \$378 over the past 2 years). We send, on average, 4 direct mail appeals a year. Attrition for 11 schools was 45.9%, up from 39.9%, 26.5%, and 32.6% over the last 3 years. *That's the highest attrition in 20 years.*
- Schools report intentional major gifts work linked it to prayer, personal touches, small group events, and discipleship with moves management. Most are in campaigns or have a perpetual campaign mindset. Only a few have had success with online strategies.
- Covenant, Dallas, Denver, Fuller, and Westminster report campaign progress toward \$1.5 million to \$150 million goals. Most have gone public as they range from 43-95% of goal. Denver and Fuller have also set goals for growing their support base.
- Staffing varied (5 of 10 teams were the same size, 3 added a person, 2 lost a person). 8 of 10 advancement budgets grew by 17.1% though total budgets rose only 3.1% YOY. COF fell from \$0.09 last year to \$0.08 to raise \$1. *The lowest COF in 20 years.*
- Four schools with foundations and YOY data (Covenant, Dallas, Phoenix, and Reformed) saw assets rise 21.2% to \$81,390,228. Phoenix led the way up 1,016.5% YOY. Nine schools with YOY endowment data (excluding Reformed and Westminster) were down 5.1% to \$437,727,051. Each reported spending 5% to 6%. After giving more financial aid YOY for 8 years, it dropped 3 years ago to \$33,351,513 and 2 years ago to \$29,810,768 but buoyed up to \$32,953,585 last year and climbed to \$33,043,961 this year. The Cost of Educating a Student (CES) dropped at only 2 schools (Asbury and Sioux Falls). Most reported insufficient data. *We are raising more money but not helping the students get a seminary education at a lower cost. Is this sustainable?*
- Every \$100 given to our schools this year (last year in parentheses came from God through individuals \$56 (\$46); foundations, orgs, and DAF/CGF \$26 (\$29); current/former board \$9 (\$15); alumni \$6 (\$6); churches \$2 (\$3), and faculty/staff \$1 (\$1).
- Connect with people as much as possible. Give more attention to reversing attrition. Innovate with digital strategies. Assess ROI and share it with givers. Focus on prayer and the spiritual growth of givers. Aim to lower costs for students like you lowered COF.

Trend Analysis – “How God has carried us through Covid” – Sources of Giving data from FY19, FY20, FY21, and FY22

- Ind\$/u: \$37,329,536/16,291(19) \$46,405,766/20,708 (20) \$51,824,053/24,630 (21) \$79,141,229/20,892 (22). *Less # giving more \$.*
- Family Foundations \$/units: \$4,034,498/73 (19) \$6,069,330/77 (20) \$6,750,520/75 (21) \$4,893,457/69 (22). *Less # giving less \$.*
- Foundation/Org \$/units: \$12,867,897/749 (19) \$22,238,541/509 (20) \$21,653,191/442 (21) \$24,923,995/470 (22). *More # giving more \$.*
- DAF/CGF \$/units: \$3,858,773/147 (19) \$4,130,656/160 (20) \$4,262,778/174 (21) \$9,003,303/150 (FY22). *More # giving more \$.*
- Church \$/units: \$2,983,085/1,100 (19) \$4,176,073/1,050 (20) \$3,737,082/974 (21) \$3,369,941/955 (22). *Less # giving less \$.*
- FTE giving \$/units: \$1,610,761/563 (19) \$835,683/822 (20) \$1,351,196/607 (21) \$1,352,076/597(22). *More # are giving more \$.*
- Board giving \$/units: \$8,390,324/275 (19) \$9,170,392/225 (20) \$16,797,395/262 (21) \$12,002,083/215 (22). *Less # giving more \$.*
- Former board giving \$/units: \$397,821/69 (19) \$1,110,215/53 (20) \$403,781/75 (21) \$1,636,157/48 (22). *More # giving more \$.*
- Alumni \$/units: \$6,002,109/3,955 (19) \$5,624,110/4,286 (20) \$7,163,212/5,086 (21) \$10,021,232/3,610 (22). *Less # giving more \$.*

Think Tank Schedule (all times ET) – Theme: “Common Purpose” – 1 Corinthians 3:1-9
Tuesday 11 April 2023 – Welcome, Prayer, and Data Review – 9-10:30am PT / 10-11:30am MT / 11-12:30pm CT / 12-1:30pm ET
Peer Learning Part 1 – 10:45-12:15pm PT / 11:45-1:15pm MT / 12:45-2:15pm CT / 1:45-3:15pm ET
Peer Learning Part 2 – 12:30-2:00pm PT / 1:30-3:00pm MT / 2:30-4:00pm CT / 3:30-5:00pm ET

SUMMARY

- 1** Strategic advice to strengthen capacity with financial accountability
- 2** Biblical insights for launching resource development or partnership work
- 3** Practical tips for fruitful resource development or partnership programs

CONCLUSION

- 1** Aim at long-term impact by discussing this with your board and administrators.
- 2** Consider together how this might help you chart a new course for your seminary.
- 3** Shape the future of the churches and ministries served by your graduates.



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