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July/August 2004 • www.nrb.org

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—Jerry Rose, President, Total Living Network

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DUE TO BUDGET CUTBACKS, WE'VE HAD TO ADJUST THE RANGE OF OUR BROADCAST SIGNAL!

CALENDAR

- **July 22-24**
Southwestern NRB; Dallas, TX;
www.nrb.org
- **July 25-30**
Management Development Seminar for Television Executives, Evanston, IL; www.nab.org/television
- **August 29-31**
Western NRB, San Diego, CA;
www.nrb.org
- **September 23-25**
Eastern NRB, Philadelphia, PA;
www.nrb.org
- **October 27-29**
Southeastern NRB, Asheville, NC;
www.nrb.org
- **February 11-16, 2005**
NRB 2005, Anaheim, CA;
psmith@nrb.org

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The Secret of Leadership

The preacher in Ecclesiastes reminds us that of making many books there is no end. He could easily have been talking about leadership books, for the literature of leadership is immense and ever growing. Personally, however, I find many of these books of marginal value. This is particularly true of many of the leadership books we find in the corporate world.

My principal complaint with scores of these books is that they focus on methods, devices and tactics that can be employed to get people to do what we want them to do. In short, the focus is on manipulation of people to achieve some end. This approach is typified by a quote usually attributed to a former U.S. president, who said: *Leadership is the ability to get men to do what they don't want to do and getting them to like it.* When the end in view is a good one, we might rightly ask: *Where is the harm in that?* Well, in such cases, perhaps there is no real harm. Yet something important is lost when we confuse manipulation with leadership.

It is often said that the secret of true leadership is, quite simply ... to lead. Jesus said: *Follow me and I will make you fishers of men.* He did not point the way giving mere direction; he commanded us to follow him. So if leaders are to get people to follow, the threshold question becomes: How are we to lead?

Samuel Johnson, one of the most quoted men of the 18th Century, put it well when he said a leader is *by passion, by conviction, and by unswerving determination, a man who bears in his life both the most tangible and intangible qualities of heart and mind and flesh.*

In Johnson's words we find the element missing from the majority of leadership books. Yes, leadership is about what we do, but vastly more important is what we are. Yes, leadership is embodied in vision and action but the *sine qua non* of leadership is character and virtue. People will follow based on the things you do, but they will not likely follow far if the things you do are not closely matched with who you are as a man or woman. Character matters. In questions of leadership, it matters more than anything else.

One of my favorite leadership books is David Vaughan's *The Pillars of Leadership*, in which he addresses this very matter. Vaughan says: *It is not primarily what a man does, but what he is — not his impact, but his character.* He also quotes two of America's great leaders on this very point.

Teddy Roosevelt put it memorably: *Before a man can discipline other men, he must demonstrate his ability to discipline himself. Before he can be allowed the command of commission, he must evidence command of character. Look then to the work of his hands. Hear the words of his*

mouth. By his fruit you shall know him.

Dwight Eisenhower echoed those thoughts when he said: *In order to be a leader, a man must have followers. And to have followers, a man must have their confidence. Hence the supreme quality for a leader is unquestionable integrity.*

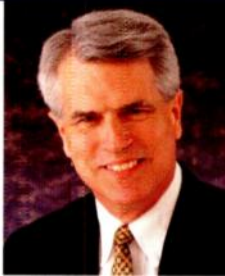
Without it no real success is possible ... If a man's associates find him guilty of being phony, if they find that he lacks forthright integrity, he will fail. His teachings and actions must square with each other. The first great need, therefore, is integrity and high purpose.

All of this, of course, begs an important question: How is it with us? Do our lives bear in them the most tangible and intangible qualities of heart and mind and flesh? By the grace of God, NRB is an Association filled with men and women of character. Their lives speak to us every day. But the issue at hand is our character, individually.

To that end I offer you a three-point checklist: humility, obedience and service. From these wellsprings come the virtue that empowers genuine leadership. The Apostle Paul said as much when he pointed us to the only true Leader who ever lived:

Do nothing out of selfish ambition or vain conceit, but in humility consider others better than yourselves. Each of you should look not only to your own interests, but also to the interests of others. Your attitude should be the same as that of Christ Jesus: Who, being in very nature God, did not consider equality with God something to be grasped, but made himself nothing, taking the very nature of a servant, being made in human likeness. And being found in appearance as a man, he humbled himself and became obedient to death — even death on a cross! Therefore God exalted him to the highest place and gave him the name that is above every name, that at the name of Jesus every knee should bow, in heaven and on earth and under the earth, and every tongue confess that Jesus Christ is Lord, to the glory of God the Father (Philippians 2:3-11).

Humility, obedience and service — these are the footprints of the Master. And in those footprints we find the true secret of leadership. If we hope to be leaders that others will follow, we too must walk in them. May God by His Spirit help us as we do!



Dr. Frank Wright is president of NRB. Contact him at fwright@nrb.org or 703-330-7000.



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*I've been a Christian for 20 years and I had a great loss in my life. Through it all God has used your programs to minister to my grieving heart. I thank God for **BOTT RADIO NETWORK** because it has been an inspiration to my life. J.McN. — Kansas City, MO*



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*I strayed away from God, came back and every time I turned on the radio, **BOTT RADIO NETWORK** was still there providing the messages I needed. Thank you very much for your existence. T.R. — Modesto, CA*

*I started listening to **BOTT RADIO NETWORK** and became a Christian. You've been a blessing by assisting me in becoming a Godly father and husband. B.F. — Memphis, TN*



*Listening to **BOTT RADIO NETWORK** led me to know Christ as my Savior. As I listen every day, it helps me to grow in the Lord, stay informed about what is truly happening in our world and what we can do about it. B.C. — Wichita, KS*



Dick Bott
President

At **BOTT RADIO NETWORK**, it's not how many people we reach, but how many **lives are changed** that really matters. That's why the foundation of our format is **Quality Bible Teaching** — with Christian News and Information, to help people grow in the Lord and apply their faith in their daily lives. **God's Word** still changes the hearts and lives of those who have ears to hear.

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Rich Bott, II
Executive Vice President



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La clave del liderazgo

En Eclesiastés el predicador nos recuerda que "el hacer muchos libros no tiene fin". Él bien pudo haber estado refiriéndose a los libros sobre liderazgo, porque los materiales sobre este tema abundan y van en aumento. En lo personal, considero que muchos de estos libros tienen poco valor, especialmente muchos de los que circulan en el mundo empresarial.

Mi queja principal es que muchos de estos libros se concentran en los métodos, las estrategias y las tácticas que se pueden usar para hacer que la gente haga lo que uno quiere. O sea, se trata de manipular a la gente con el fin de lograr algo. Este enfoque está simbolizado en una cita que por lo general se le atribuye a un expresidente de los EE.UU., el cual dijo: "El liderazgo consiste en hacer que los hombres hagan lo que no quieren hacer y que luego les guste hacerlo". Si el fin que se persigue es bueno, podríamos preguntar: ¿qué mal podría ello causar? Bien, en tales casos quizá no haya ningún mal. Sin embargo, perdemos algo muy importante cuando confundimos la manipulación con el liderazgo. A menudo se dice que la clave del verdadero liderazgo es, simplemente...liderar. Cristo dijo: "Seguidme, y yo os haré pescadores de hombres". Él no se limitó a indicar el camino, sino que nos ordenó seguirlo a Él. Entonces, si los líderes esperamos que la gente nos siga, la pregunta crucial es: ¿cómo hemos de liderar?

Samuel Johnson, uno de los hombres del siglo XVIII que más se ha citado, lo expresó bien cuando dijo que un líder es "por pasión, por convicción y por resolución firme un hombre que lleva en su vida tanto las cualidades tangibles como las intangibles del corazón, de la mente y de la carne".

En las palabras de Johnson encontramos el elemento que hace falta en la mayoría de los libros sobre liderazgo. Ciertamente, el liderazgo consiste en lo que hacemos, pero mucho más importante es lo que somos. Ciertamente, el liderazgo está incorporado en la visión y la acción, pero el carácter y la virtud son la esencia del liderazgo. La gente lo seguirá basada en lo que usted haga, pero no lo seguirá muy lejos si lo que usted hace no coincide con lo que es como hombre o mujer. El carácter es importante, y cuando se trata de liderazgo, es más importante que cualquier otra cosa.

Uno de mis libros favoritos sobre liderazgo es *Los pilares del liderazgo*, por David Vaughan, en el que precisamente se aborda este punto. Vaughan dice: "No se trata primordialmente de lo que un hombre hace, sino de lo que es; no es su impacto, sino su carácter". Cita también a dos líderes famosos de EE.UU. sobre este punto.

Teddy Roosevelt lo expresó de una manera memorable: "Antes de que un hombre pueda disciplinar a otros hombres, debe demostrar que puede disciplinarse a sí mismo. Antes de que se le permita el mando de comisionar, debe mani-

festar dominio de carácter. Fijémonos, entonces, en la obra de sus manos. Oigamos las palabras de su boca. Por su fruto podremos conocerlo".

Dwight

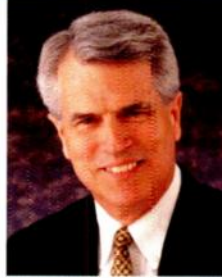
Eisenhower se hizo eco de esas palabras: "Para poder ser un líder, uno debe tener seguidores; y para tener seguidores, uno debe ganarse la confianza de estos. De aquí que la cualidad suprema de un líder sea la honradez incuestionable. Sin ella el verdadero éxito no es posible... Si sus allegados descubren que es un farsante, que carece de honradez, entonces fracasará. Sus enseñanzas y hechos deben encajar. Por tanto, la primera gran necesidad es la honradez y el propósito elevado".

Todo esto, desde luego, nos deja una pregunta: ¿Qué de nosotros? ¿Llevan nuestras vidas "las cualidades más tangibles e intangibles del corazón y de la mente y de la carne"? Por la gracia de Dios, la NRB es una asociación que está llena de hombres y mujeres de carácter. Sus vidas nos hablan todos los días. Pero lo que nos ocupa ahora es el carácter en lo personal.

Para ese fin, les presento tres puntos a considerar: la humildad, la obediencia y el servicio. De estos tres manantiales sale la virtud que da poder al liderazgo genuino. El apóstol Pablo expresó lo mismo cuando nos señaló el único Líder verdadero que jamás ha existido:

"Nada hagáis por egoísmo o por vanagloria, sino que con actitud humilde cada uno de vosotros considere al otro como más importante que a sí mismo, no buscando cada uno sus propios intereses, sino más bien los intereses de los demás. Haya, pues, en vosotros esta actitud que hubo también en Cristo Jesús, el cual, aunque existía en forma de Dios, no consideró el ser igual a Dios como algo a qué aferrarse, sino que se despojó a sí mismo tomando forma de siervo, haciéndose semejante a los hombres. Y hallándose en forma de hombre, se humilló a sí mismo, haciéndose obediente hasta la muerte, y muerte de cruz. Por lo cual Dios también le exaltó hasta lo sumo, y le confirió el nombre que es sobre todo nombre, para que al nombre de Jesús SE DOBLE TODA RODILLA de los que están en el cielo, y en la tierra, y debajo de la tierra, y toda lengua confiese que Jesucristo es Señor, para gloria de Dios Padre". (Filipenses 2:3-11)

La humildad, la obediencia y el servicio: estas son las huellas del Maestro, y en ellas encontramos la verdadera clave del liderazgo. Si esperamos ser líderes que otros quieran seguir, debemos también caminar en ellas. ¡Que Dios por medio de su Espíritu nos ayude al hacerlo!



Dr. Frank Wright

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The Complete Guide to EEO Regulations for Religious Broadcasters

• Gina Ebhardt, (703) 330-7000, or the e-Store: www.nrb.org

Did You KNOW?

Driver's test nightmare

The Boston University Bridge (on Commonwealth Avenue, Boston, MA) is the only place in the world where a boat can sail under a train traveling under a car driving under an airplane. (www.kellys.com/know.html)

No eating at your desk!

In computer terminology, a byte equals 8 bits. A nibble is half that: 4 bits. Two nibbles make a byte. (But two bits still make 25 cents.)

(www.kellys.com/know.html)

Taken down a peg

Naval officers attached their flags on the mast with pegs, positioning them higher on the mast than subordinate flags. If a senior officer handed over his command to a junior officer, the flag was taken down a peg.

(www.redskynight.com/know.html)

No, you feed him

The most common name for a goldfish is Jaws.

(www.freakyanimals.com/facts002.shtml)



She's no Ginger Rogers

Emus cannot walk backward. (www.kellys.com/know.html)

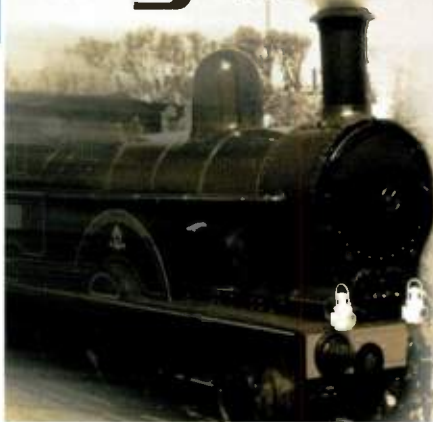
Long-play format

A stretched-out standard Slinky measures 87 feet.

(www.kellys.com/know.html)



You take my breath away



In 1825, some people were opposed to traveling by train, claiming that moving more than 12 mph would cause mental problems. They also feared that the air would be sucked from their lungs by traveling at such a dangerous speed.

(www.findarticles.com/cf_0t1s/m0BSY/5_6/70380763/p1/article.jhtml)

Hear ye! Hear ye! Who? Who?

A group of owls is called a parliament. (www.freakyanimals.com/facts002.shtml)





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Chicago, IL – The National Prayer Committee partnered with Moody Broadcasting Network (MBN) to provide live coverage of the three-hour *Nationally Broadcast Concert of Prayer* (NBCOP) from New York City, *Let Freedom Ring*. In addition, simultaneous remote events and satellite feeds were incorporated into the program from St. Louis, MO; Daytona Beach, FL; Lancaster, PA; and Washington, D.C. Wayne Shepherd (MBN program host), Bob Bakke (NBCOP Executive Director), David Bryant (Hope For America/Concerts of Prayer) and Joe Battaglia (producer) hosted the radio on-air portion, supported by a 12-member team from MBN. (Doug Hastings, Doug.Hastings@moody.edu.)



Knoxville, TN – More than 450 teens pledged purity until marriage and 45 made decisions for Christ at the second "Silver Ring Thing" teen abstinence program co-sponsored by WYLV-FM and the Knoxville Leadership Foundation. The event drew 900 teens and featured music, videos, drama and speakers in a high-energy, impact event ministering to teens in America. In other news, WYLV-FM hosted its second Annual Free Moms Night Out on May 9. 250 East Tennessee moms received dinner, goodie bags and a private concert by Watermark. More than 30 door prizes were awarded. (Marisa Lykins, marisa@love89.org)



Teens make the purity pledge at WYLV-FM's "Silver Ring Thing"

Omaha, NE – On May 15, KGBI-FM hosted Go Fish at its Faith & Family Night with the

Omaha Royals at Rosenblatt Stadium. More than 2,500 KGBI-FM listeners enjoyed a late-night concert following the game against the Fresno Grizzlies. (Mark Michaels, mark@TheBridge.fm)



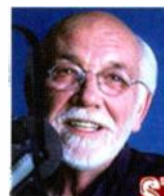
Lincoln, NE – Back to the Bible retained the services of GSF & Associates of Nashville, TN, as its radio agency. GSF represents the ministry's Bible-teaching programs, including its signature program, *Back to the Bible*. (Tami Weissert, tamiw@backtothebible.org)

Dallas, TX – KCBI-FM helped raise money through Hope for the Heart Ministries for International Christian Radio on motorcycles. Fifteen riders made the 350-mile round-trip trek from Dallas to Austin on May 1-2, raising \$13,000 to support two international Christian broadcasts: Mandarin broadcasts from Trans World Radio and Russian broadcasts in Moscow and Saint Petersburg from Far East Broadcasting. In other news, KCBI teamed with Dallas Habitat for Humanity for a community Blitz Build on May 15-22. In the course of one week, KCBI and Habitat built 22 homes in the Pinebrook area of South Dallas. On May 19, KCBI aired a live broadcast from the construction site. (Laura Best, lbest@kcbi.org)

Dallas, TX – The Southwest NRB Convention, July 22-24, has confirmed its lineup of speakers: NRB President Dr. Frank Wright, Erwin Lutzer, Wess Stafford, Phil Cooke, Chuck Bolte and Bob Lepine. (Robin Jones, robin.jones@moody.edu)

Harrisonburg, PA – Jeff Coleman, current Representative in the Pennsylvania House, has agreed to a strategic partnership with Walter Bennett Communications to launch *The*

Coleman Report, a syndicated, daily, three-hour live talk show. Originating from the studios of the Pennsylvania Family Institute, the broadcast blends an insider's view of government with a critical review of its process and participants. (Michael Hamilton, 215-591-9400)



Orlando, FL – On May 1, author, broadcaster and noted Bible teacher Dr. Steve Brown launched *Steve Brown, etc.*, a live,

STEVE BROWN ETC

call-in talk program airing Saturday evenings on the Radio America Network. The program features discussion, debate, interviews, comedy and commentary dealing with religious, political and social issues. (Joe Battaglia, joebb@renn.com)

Chicago, IL – Since 1988 Moody Broadcasting Network (MBN) stations have hosted SHARE, an annual fundraising season. SHARE 2004 began in February and concluded in April with five regional events and locally focused programming. MBN's Share 2004 goal was \$8,254,000 and at the conclusion of the MBN/Satellite Network final Share event in mid-April, MBN's listeners had responded nationwide with 101.9% of the 2004 goal. A portion of the contributions will be used to build 40 schools in Angola in partnership with RISE International. The building project is in recognition of MBN's radio pastor Donald Cole's 80th birthday; Cole's family founded RISE International. In other news, the fourth annual Moody Golf Classic hosted the first competition between MBN's WMBI-FM and WGNR-FM. WGNR's



Dave Mitchell and his wife Nannette accept WMBI's award

TRADE TALK

team, headed by station manager Ray Hashley, won the bragging rights for the year as they beat the *WMBI Morning Show* team. Also, WMBI's news team, Dave Mitchell, Michelle Strombeck, Monte Larrick and Harlin Neal, were awarded the 2003 Best Newscast for Journalism Excellence by the Chicago-St. Louis Radio division of the Illinois Associated Press Broadcasters Association. (Colin Lambert, Collin.Lambert@moody.edu)

Ponca City, OK – KLVV-FM held its annual Sharathon April 20-23, collecting \$515,405 in pledges to exceed the operational goal of \$510,000. The goal included a \$70,000 increase from last year's Sharathon for a partial year of operations of the new 100,000-watt station going on the air in August. "89.7 The House," with a contemporary Christian music format, is being built debt-free due to monies raised in past Sharathons. KLVV-FM will become Praise 88.7, featuring inspirational music and a few teaching programs. More than 1600 pledges were phoned in or entered at www.klvv.com from listeners in 44 of the 50 states, plus 15 international pledges. KLVV-FM has an Internet listenership of more than 500,000 hours per month. (Janelle Keith, janelle@klvv.com)

Chicago, IL – WDLM-AM, local Evangelical Free Churches and HCJB World Radio partnered to provide Christian radio programming 12 hours daily for the Hispanic community living in the Quad Cities, along the Illinois-Iowa border. (Lane.Morgan@moody.edu)

Atlanta, GA – Life Radio Ministries, Inc., announced the sister-station partnership of Pennsylvania stations WDAC-FM/Lancaster and WBYN-FM/Boyetown, to raise more than \$23,000 for the construction of an FM station in Papua New Guinea. The station will be built in Ukarumpa, located in the Highlands of PNG. Life Radio Ministries, Inc., partnered with HCJB World Radio and EBM International

to construct 27 FM stations and a short-wave station in the country. (Joseph Emert, jemert@wmvv.com)

Fresno-Visalia, CA – KDUV-FM awarded a full scholarship to attend NCRS to Paula K., PD/AM drive co-host for WMSJ-FM/Freeport, ME, as part of an effort to serve as a mentor to new programmers in Christian radio. KDUV selected the recipient from among smaller-market programmers at deserving stations who would be unable to attend NCRS for budgetary reasons. (PDAdvisor, 04/22/04)

Nashville, TN – WFFH-/WFFI-FM teamed with the National Multiple Sclerosis Society for the 2004 St. Thomas Health Services MS Walk in May. More than 1800 people turned

out for the walk to help raise awareness and funds for the fight against MS. (PDAdvisor, 04/22/04)

Wausau, WI –

WCLQ-FM increased its power from 5000 to 90,000 watts (directionally) on May 15, holding Power Increase Parties that included skating, bowling, cookouts and prize giveaways in several of the cities now covered by its signal. (PDAdvisor, 04/22/04)



Malone, NY – Mars Hill Network has a new station to reach Malone and Cornwall, WMHQ-FM, 90.1. (Bonnie Wilson, BWilson@marshillnetwork.org)

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AIRWAVE NEWS TV

MUSIC

Tampa, FL –
Cooke Pictures
in Santa
Monica, CA,
recently com-
pleted a new TV



program open and branding package for *Paula*, the daily television program produced by Paula White Ministries. The program is currently broadcast on TBN, BET, Court-TV, and others. (Jennifer Mallan, 813-879-4673).



Lufkin, TX –
Media
Services

Group (MSG) recently completed 50 television spots for *Heart for the Home* with Edwina Patterson. These 60-second spots were designed to air on Christian television to encourage women. The first two spots were introduced at the NRB 2004 Television Showcase and won a People's Choice Award for television spot production. (Lee Miller, lmiller@msgt.com)

Fort Worth, TX – In April,
FamilyNet Television joined the
following cable lineups:



Comcast Cable in Richmond, VA; Adelphia Cable in the California cities of Anaheim, Calabasas City, Chino, Diamond Bar, Eagle Rock, Glendora, Hermosa Beach, Marina Del Rey, Redondo Beach, Santa Monica, Sherman Oaks, West Hollywood, West Los Angeles, Rialto and Mareno Valley; and Cable ONE. In additional news, two new original documentaries produced by FamilyNet aired on major networks during May and June: *Saints and Strangers* and *Sacred Space* aired on ABC and NBC, respectively, through the Interfaith Broadcasting Commission. (Denise Cook, dcook@FamilyNet.com)

Nashville, TN –
Doxology recording
artist, worship leader,
songwriter and author
Dennis Jernigan com-
posed "Let Freedom
Ring," the theme song
for the 53rd Annual
National Day of Prayer.
The program aired May 6
on various radio,
Internet, cable and satel-
lite affiliates, including
FamilyNet, Total Living Network, Dominion
Sky Angel and Moody Broadcasting Network.
(Emily Kohl, emily@turningpointpr.com)



*Jernigan performs at
the Jefferson Memorial
in Washington, D.C.*

Talladega, AL – Audio Outreach
International (AOI) used contemporary
Christian country music to share the Gospel
message with fans at an auto race in April. The
outreach weekend drew crowds of 4000-5000
to hear Christian country music from
CrossCountry, The Band and The Last Light
Band. Personal testimonies were shared and
many received Christ as their Savior. AOI also
used the weekend to kick off its 15 Days to His
Glory fundraising campaign to raise \$150,000
in 15 days. Campaign funds make it possible
for AOI to continue delivering free, between-

race outreach concerts at an additional 10
weekend events throughout the 2004 racing
season. (Pat Medema, pmedema@faith-based-solutions.com)

Minneapolis, MN –

The debut recording
from singer/song-
writer Joe Rogness,
Right With You,
released May 4 and
was produced by Nate
Sabin. In addition to writing for and record-
ing his debut, Rogness has more than 10
years of experience as a worship leader for
various churches, conferences and retreats.
(Emily Kohl, emily@turningpointpr.com)



Nashville, TN –
Emtro Gospel, found-
ed by Grammy-nom-
inated artist/produc-
er Troy Sneed,
unveiled debut proj-
ect *Assignment No. 1*

from L. Spenser Smith & Testament on June
8. (Maureen Hoganson,
MaureenHoganson@Comcast.net)



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TRADE TALK

PEOPLE

Chicago, IL – Moody Broadcasting Network (MBN) recently named National PD Mike Bingham department manager for broadcast stations, overseeing the majority of MBN O&Os from MBN's South Florida office. (PDAdvisor, 04/22/04)

Fort Worth, TX – Lorri Allen, award-winning journalist, joined FamilyNet as director of the FamilyNet News Department. The FamilyNet News arm combines a mixture of headline news, in-depth interviews, live shots and investigative reporting supported by a news wire service and the FOX NewsEdge. The department also will produce a primetime strip of worldview programs, slated for a fall premiere. (Denise Cook, dcook@FamilyNet.com)

Naples, FL – Former WSOR-FM morning show host Kate Bruington returned to the station to join Jay Johnson as co-host of the daily *New Day Florida*, broadcasting from anchor station WKES-FM/St. Petersburg. (Kate.Bruington@moody.edu)



Kate Bruington

EMI Music CMG Label Group Nashville, TN – EMI CMG hired WJIS-FM/ Sarasota, FL, Promotions Director Andrea Kleid as national promotions manager, focusing on CHR/Rock. (PDAdvisor, 04/22/04)



Greg Fritz

Lombard, IL – Big Idea, Inc., creators of the best-selling *VeggieTales* series, appointed CBA industry veteran Greg Fritz VP of Marketing. Fritz joins Big Idea from Word Distribution, where he was VP of Sales and Marketing Services. (Rick Hoganson, hoganson@comcast.net)

The B&B MEDIA Group, Inc.

The B&B Media Group. Shelton books authors and titles on strategic available dates for national exposure, secures placement, and builds relationships with stations nationally and internationally. (Rakia Johnson, rjohnson@tbbmedia.com)

Dallas/Fort Worth, TX – Cheryl Shelton stepped into a newly created position for programming sales at



Cheryl Shelton

Correction

An incorrect reference was made in Pamela McCann's "Opinion" column (June 2004, page 28). Esther, not Ruth, was challenged by Mordecai. The editors regret any inconvenience to the author and the readers.

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Nashville, TN – Salem Communications Corporation recently formed Salem Web Solutions, led by Rick Killingsworth, VP of New Media Division. Salem Web Solutions offers a broad range of Web-related services for ministries and Christian organizations. With this launch, Salem offers non-Salem websites the same services experienced by Crosswalk.com, Oneplace.com, CCMMagazine.com, Crosscards.com, KWRD.com, and many others, bringing together the functional skills and experience of more than 35 Web professionals. Additionally, Salem Web Solutions will act as advertising representatives for leading Christian online destinations. Deals have been inked with CrossDaily.com,

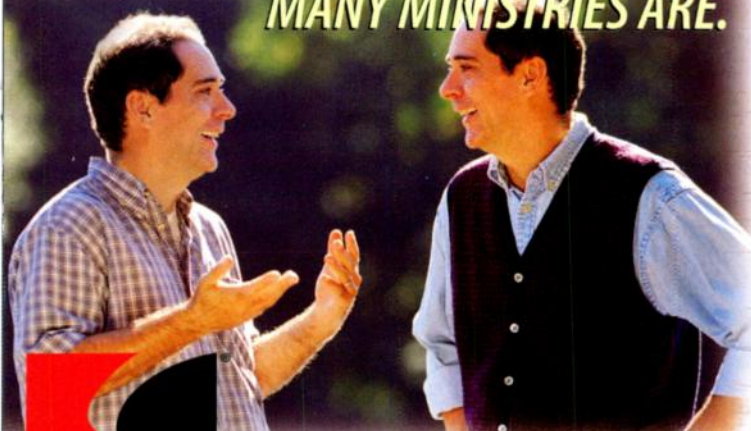
ChristianFreebies.com, Buzzplant.com, and iTickets.com. Partnerships with other sites are soon to be announced. (Rachel Hornor, rachel@salemwebnetwork.com)

Nashville, TN – Live365 signed deals with performing rights societies ASCAP, BMI and SESAC to offer discounted Internet licenses to select Live365 broadcasters. The monthly fee for eligible broadcasters will be either \$38 or \$48 to cover licenses from all three societies. BMI has also created a hobbyist tier of license for Live365 broadcasters for \$10 per month. (Radio Ink, 042204)

Nicosia, CYPRUS – SAT-7 received a \$500,000 matching grant to be used to restore its daily analog service in the Arab World, which is the only remaining Christian television service for millions of analog viewers in that region. SAT-7 hopes Christians, churches and ministries from around the world will respond with gifts, ensuring that the entire matching grant is activated and guaranteeing that the channel stays on the air throughout 2004. To find out more about the ministry, make a donation or read quotes about how the channel is changing lives, go to www.sat7.org. (Terence Ascott, sat7news@sat7.org)

Are You Talking To Yourself?

MANY MINISTRIES ARE.



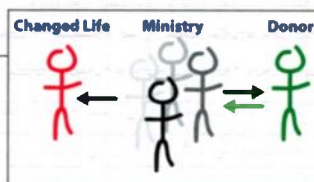
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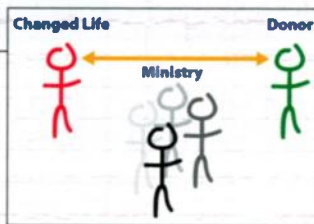
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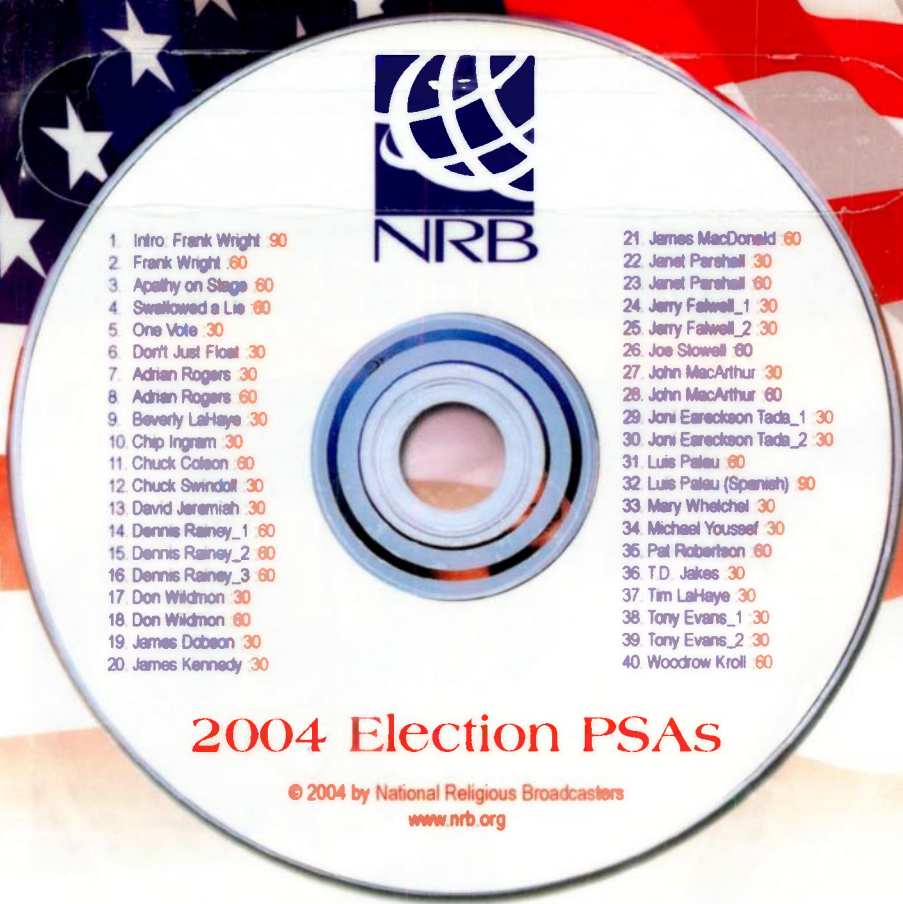
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2004 Election PSAs

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- | | | | |
|------------------------|----|---------------------------|----|
| 1. Intro: Frank Wright | 90 | 21. James MacDonald | 60 |
| 2. Frank Wright | 60 | 22. Janet Parshall | 30 |
| 3. Apathy on Stage | 60 | 23. Janet Parshall | 60 |
| 4. Swallowed a Lie | 60 | 24. Jerry Falwell_1 | 30 |
| 5. One Vote | 30 | 25. Jerry Falwell_2 | 30 |
| 6. Don't Just Float | 30 | 26. Joe Stowell | 60 |
| 7. Adrian Rogers | 30 | 27. John MacArthur | 30 |
| 8. Adrian Rogers | 60 | 28. John MacArthur | 60 |
| 9. Beverly LaHaye | 30 | 29. Joni Eareckson Tada_1 | 30 |
| 10. Chip Ingram | 30 | 30. Joni Eareckson Tada_2 | 30 |
| 11. Chuck Colson | 60 | 31. Luis Palau | 60 |
| 12. Chuck Swindoll | 30 | 32. Luis Palau (Spanish) | 90 |
| 13. David Jeremiah | 30 | 33. Mary Wheelchel | 30 |
| 14. Dennis Rainey_1 | 60 | 34. Michael Youssef | 30 |
| 15. Dennis Rainey_2 | 60 | 35. Pat Robertson | 60 |
| 16. Dennis Rainey_3 | 60 | 36. T.D. Jakes | 30 |
| 17. Don Wildmon | 30 | 37. Tim LaHaye | 30 |
| 18. Don Wildmon | 60 | 38. Tony Evans_1 | 30 |
| 19. James Dobson | 30 | 39. Tony Evans_2 | 30 |
| 20. James Kennedy | 30 | 40. Woodrow Kroll | 60 |

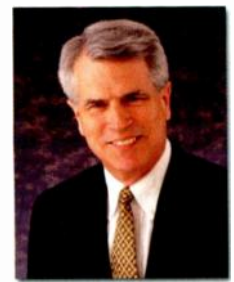
Encourage Your Audience to Vote!

NRB tapped into the creative energies of its membership to produce nearly 40 PSAs. Use them to develop a systematic and long-term effort to encourage voter registration and participation in advance of the upcoming elections.

The PSAs feature the voice talents of:

- | | |
|------------------|---------------------|
| Chuck Colson | Luis Palau |
| James Dobson | Janet Parshall |
| Tony Evans | Dennis Rainey |
| Jerry Falwell | Pat Robertson |
| Chip Ingram | Adrian Rogers |
| T.D. Jakes | Joe Stowell |
| David Jeremiah | Chuck Swindoll |
| D. James Kennedy | Joni Eareckson Tada |
| Woodrow Kroll | Mary Wheelchel |
| Beverly LaHaye | Don Wildmon |
| Tim LaHaye | Frank Wright |
| John MacArthur | Michael Youssef |
| James MacDonald | |

"Voter participation in elections has been declining precipitously in recent years. The non-partisan PSAs included on this CD are designed to assist you in a noble effort; that of encouraging more Americans to register and vote.



"The backbone of our system of government is our electoral process. The vitality of that process is, in large measure, determined by the strength of voter participation. Thanks for helping to encourage that participation through this PSA campaign. May God richly bless your efforts and may God bless America."

Frank Wright, Ph.D.
President

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Meetings: 10 Great Varieties

by Richard G. Ensman

A meeting is just a meeting, right? Wrong. Many varieties of meetings abound. In your quest to match the right meeting type with the issue or occasion, use this list of meeting varieties as a starting point:

- **The Celebratory Meeting.** The prime focus of this meeting is to report good news and recognize success.
 - **The Impromptu Meeting.** This is a relatively informal meeting, called quickly, and usually brief. It's ideal for discussion of fast-breaking issues.
 - **The Kick-Off Meeting.** This meeting is useful for launching a new project, generating commitments and making assignments.
 - **The Parliamentary Meeting.** A formal meeting, the parliamentary variety is great for conducting official business in a formal manner.
- Roberts Rules of Order usually guides the format.
- **The Process Meeting.** This is a "working meeting," where participants figure out, step-by-step, how something is going to get done.
 - **Social Meeting.** Typically conducted in a relaxed setting, this meeting consists of informal business items and reflections on past activities. It's an ideal end-of-year meeting.
 - **Facilitated Meeting.** Ideal for planning or evaluating, this meeting is led by an outside expert — an individual skilled in drawing out the views of individual members and building consensus in the group.
 - **Stand-Up Meeting.** This meeting focuses on one issue, and lasts only a short time, perhaps five or 10 minutes. It is conducted "on the fly," in front of a desk or in a hallway. It's ideal when there's a need to address an issue fast.
 - **Theme Meeting.** A colorful meeting often used to generate interest in a project or launch a new initiative, this meeting is literally built around a theme. It may consist of an inspiring talk, simple entertainment, and decor and refreshments built around the theme.
 - **Virtual Meeting.** Becoming more frequent in today's high-tech age, these online meetings include live videoconferences, real-time net meetings and threaded discussion groups. They're ideal for groups whose members live or work apart from each other, but who need serious, prolonged discussion on an issue.

Richard G. Ensman is a freelance writer who lives in New York state.

TRADE TALK

AIRWAVE ANNIVERSARIES

INSPIRING FAITH



Rev. David M. Virkler

Towaco, NJ – *The Word And The World* recently celebrated 40 years in radio broadcasting. The weekly 15-minute broadcast, which presents current issues and events in a

biblical perspective, has been on the air since April 1964, and an NRB member since 1970. Rev. David M. Virkler, founder and director of Dedication Evangelism, has been the host and speaker on *The Word And The World* since its inception. (David Virkler, dmv@wordandtheworld.org)

Springfield, MO – NRB member



Cornerstone Church celebrated its 25th anniversary in June. Since 1982 the ministry has produced *This is Truth with Jess Gibson*, an hour-long program carried twice weekly on Sky Angel's channel 9701 (Angel One). (Doug Decker, ddecker@cwoc.org)

"I Am a Soldier of Christ" as told to Ron Cline

Today in Ambon, in Indonesia's Molluccas province, Christians are dying for their faith and churches are burning.

Roy, 10, went to a two-day King's Kids camp in January. When he heard about the "Army of Christ" and that he could be a soldier in it, Roy accepted Christ as his Savior.

The next day, while the bus was taking the campers home, a Moslem Jihad was called and Christians were dying everywhere. The bus was attacked and the driver told everyone to run for the forest.

But Roy stood by the bus, told his friends to run, and lifted his new Bible high. "Here I am, the soldier of Christ!" he shouted.

Immediately the attackers turned their attention on him. They slapped him, beat him repeatedly, and told him to deny this Jesus or be killed. When he tearfully answered, "I am a soldier of Christ," they chopped off his left hand.

The attackers continually pressured him to deny Christ. Roy, trembling and filled with pain, always answered the same. Every brave answer cost him: the right hand, the right foot, the left foot, the right ear, the left ear.

Even then he said, "I am a soldier of Christ," and the attackers went crazy. They held him up to continue the merciless beating. Eyewitnesses said it was unbelievable. Blood streaming from his body, Roy lifted his face and whispered, "Jesus, Your soldier is coming home."

As his head rolled in the street, his friends and teacher safely watching from the trees, this young soldier demonstrated a faith that is helping people face the enemy today.

More than 200 years ago, Isaac Watts wrote, "Am I a soldier of the cross, a follower of the Lamb, and shall I fear to own His cause or blush to speak His name? Must I be carried to the skies on flowery beds of ease, while others fought to win the prize, and sailed through bloody seas? Are there no foes for me to face? Must I not stem the flood? Is this vile world a friend to grace, to help me on to God? Sure I must fight if I would reign; increase my courage Lord; I'll bear the toil, endure the pain, supported by Thy Word."

Roy understood this in one day. What is stopping us from a powerful faith in Christ?

Ron Cline is president of HCJB. Contact him at rcline@hcjb.org.

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A WORD FROM THE WORD

Government

Isaiah 9:6

What do you think of our government?

Everyone knows that our government is far from perfect.

But then, what do you expect? It's run by imperfect, flawed human beings.

One of our favorite texts for the Christmas season is Isaiah 9:6: "For a child will be born to us, a son will be given to us; and the government will rest on His shoulders..." One of the prominent aspects of the prophecy in this context — in fact, the purpose for which it was written — is "and the government will rest on His shoulders." Verse 7 goes on to read, "...there will be no end to the increase of His government..." The point is this: This child, this Son, will govern the entire world! It is the picture of the entire world resting upon His shoulders — like Atlas of classical mythology, with the world on his back.

The word for government is the Hebrew word for dominion, or lordship. It comes from a root verb that means "to prevail; to have power." In other words, it is not a word for the administrative and organizational aspects of government. Rather, it is the idea of prevailing over others, of having dominion and exercising power and lordship. One day Jesus Christ will come again in great power and glory to establish His kingdom upon the earth. And then the government will be "upon His shoulder."

Now you know the real meaning of the word. Whenever you get disgruntled with our government, think about the government of Jesus, and pray for His return!

Dr. Dan Hayden is a popular speaker, author and host of the daily radio feature A Word from the Word. He serves as director of Ministries for Sola Scriptura (www.solagroup.org), a ministry located in Orlando, FL, dedicated to promoting the authority, authenticity and accuracy of the Bible. Contact him at dhayden@solagroup.org.



Dr. Dan Hayden

TELEVISION

5 Winsome Ways to Share Your Vision

Having trouble getting your pastor or ministry leader to catch the vision for taking the media ministry to a new level? Let me share five critical steps to get you in sync.

1. Change your Perception from Techie to Producer

Frequently, the media person is perceived by the pastor and staff as little more than a techie — someone who puts A/V stuff together and is somewhat astute at electronics. But when the pastor views his media person only as a techie, he's not likely to develop a friendship, share his personal vision or view you as the person who can guide that vision to reality.

2. Think From the Pastor's Point of View

I've been in meetings between pastors and their media staff, when the media people talked only about wireless mics, video levels, tape formats, NLEs, and a thousand other terms about which the pastor had no

clue. His interest lies in words like preaching, communicating, impact, storytelling and changed lives — not non-linear vs. linear editing. Until you can get on his wavelength, he'll continue to tune you out.

3. Get Past the Budget Battle

You work at a church, not a Hollywood studio, so get over it! Low budgets are a way of life. Instead of moping around depressed and complaining about the things you wish you had, start using what you have more effectively. Trust me — constant beefing about how little budget you have will not endear you to the pastor or administrator.

4. Become an Idea Source

When you begin offering the pastor creative ideas on a regular basis, he will feel that he has a source of new concepts and inspiration. He'll more likely call you into important meetings and listen to your advice.

5. Think of the Big Picture

Until you think of yourself on a higher level, no one else will. Learn about product branding and apply those principles to yourself. Increase your perception in the eyes of those around you and you'll be amazed at the meetings you'll be invited to, the decisions you're asked to make and the responsibility you'll be given.

You've spent years with the pastor and staff perceiving you as you currently are, so it will take time to change. But there's no better time to begin than right now.



*Phil Cooke, CEO,
Cooke Pictures, info@
cookepictures.com*

HNRRB

Meeting Hispanic Media Needs

As you have read over the last months in this column, Hispanics are a growing, diverse segment of the U.S. population (almost 40 million strong, with 4 million more in Puerto Rico). Just as the term "typical" American is an oxymoron, there is no such thing as a "typical" Hispanic. A 2002 Pew Hispanic Center report states, "There is no single, homogeneous Latino opinion." Hispanics are defining their culture in America.

Despite their diversity, many Hispanics have one thing in common: the value they place on relationships (family, friends and community). Overall, the individual is the core of traditional American culture, whereas relationships define Hispanic culture.

This basic difference is one of the primary reasons that Hispanics have not assimilated into American culture in the same way other immigrant ethnic groups have throughout history. Hispanics have been so successful at bringing their traditions and culture along with them that they have built a market for their culture within the United States.

The National Latino Media Council's (NLMC) *Latino Television Study* found that the Nielsen rating system's approach to measuring Latino television viewership was flawed: "...despite the growing Latino presence in the United States, Latino television viewers, especially those who watch English-language television, are severely undercounted." The study calls this underestimation "serious" and cites possible consequences, including network cancellation of Latino-targeted programs and a "significant loss of revenue from potential advertisers." The study results point to the need for expansion in the variety of Latino-targeted programming to this ever-expanding market.

The NLMC was responsible for the TV Brownout, the 1999 major network boycott by Hispanics, which was initiated to alert the networks to the power and significance of the U.S. Latino market. More recently, the National Hispanic Media Coalition created the Latino Television Writers Program, aimed at encouraging and developing Hispanic script writers to

create Latino-targeted major network shows. Secular media understands the importance of reaching U.S. Hispanics.

Christian media must respond with creative Spanish-language production, programming and marketing efforts. Subtitles and bilingual websites are not enough. Our message must be founded on a heartfelt commitment to build a relationship with our Hispanic audience. They need to be able to trust us, get to know us and discover ways to relate to our organizations. We must meet Hispanics at their point of need, and ensure that our message is relevant to them. Our media must be product-driven and people-driven. The message is clear; may we deliver it effectively to the Hispanic American community.

*Lolly Colombo,
Managing Partner,
CMC Agents, Inc.,
lolly@cmcagents.com*

Branding Your Television Ministry

Many church television ministries begin as an outreach of the church, fully funded by the church budget. However, as the television ministry grows, its financial needs may become more significant than the church anticipated. One way to attract additional funding is to create an independent brand identity for the television ministry.

The first step in branding your ministry is to clearly define its purpose.

The second step is to develop the program's identity. This involves creating the program's name, logo, look, feel and min-

istry strategies. This identity must be able to stand alone and not be seen only as an outreach of the church.

The third step involves the development of marketing and fundraising strategies. The vast majority of television ministry is funded by a combination of on-air appeals, product offers and direct mail solicitations that generate donors, customers and partners for ministry.

The goal of your marketing/fundraising strategy should be to turn viewers into donors and donors into partners. This requires the most important two ingredi-

ents regarding branding: consistency and time. As you minister consistently over time, you create an image in people's hearts and minds. If you have clear vision, big dreams, good execution, solid content and

real results, the Lord will raise up an army of partners to fulfill your vision and fund the television ministry.



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RADIO What's the Deal?

We have been fulfilling the Great Commission for more than 2000 years now, and if Barna is right, we are no further ahead today than we were in 1950. What's the deal?



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I believe it is a leadership problem. We have let the titles associated with our names dictate our purpose. I believe Christian radio needs a radical shift in its thinking on leadership if we are going to fulfill our God-given assignment.

Leadership is the ability to inspire confidence, give support and direct people to achieve organizational goals.

Management is the process of setting and achieving goals for the organization through planning, organizing, directing and controlling. Leadership deals with change, inspiration, motivation and influence; management deals with carrying out goals and maintaining equilibrium.

I have come to the conclusion that there are only two things God has directed me to do: be passionate about God's work and develop people.

Perhaps with a renewed vision of leadership we can begin making a dent in fulfilling the Great Commission through Christian radio!

INTERNET Leading or Competing?

Having influence is a broad definition of leadership. Within the Internet Committee we often talk about Christian media and ministries taking a leadership role on the World Wide Web. Is it possible to be a leader, considering such popular sites as Microsoft, Time Warner, Yahoo!, eBay, Amazon and Google?

I say yes. Before you write me off as an idealist, think about a few things. While it is true that many ministries have neither the budgets nor the staffs that the companies noted above have, big budgets and big staffs do not automatically secure the popularity or success of a website. You and I serve a big Creator Who owns all the resources necessary to influence lives on a global scale. What can we do to get in on His agenda?

We first must ask the question: With the Internet as part of God's plan to reach the world, are we committed to using this medium to make an eternal impact? The following are checkpoints to gauge where you are as an organization in your commitment to use the Internet.

1. Have clear direction. Ask God to define the purpose for your Web initiative, then make sure your team has clear direction about the task at hand.

2. Build for success. Ensure that the structure of your team has the components for success. First, create the right motivating tasks that generate results.

Second, compose a good mix of diversely skilled team members. Third, set the expectations for how your team should work together within the boundaries of your organization.

3. Give full support. Give your staff access to training and consultation. Share appropriate information with your staff and include them in planning. Provide your team with the resources they need to get the job done — tools, space or whatever the work requires.

This may be revolutionary in your organizational thinking. But isn't God's way revolutionary? Jesus was revolutionary in the way He dealt with people and priorities. He was on His Father's agenda and had clear direction. He gathered a diverse, talented group and set expectations. And He trained and provided the resources to get the job done. As a result, Christ influenced not only 12 men, but also generations to come. Our calling is not to compete with the popular sites on the Web. We never will be able to compete with them. Our calling is to lead people to Christ and influence their lives.



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Feeling the Boom

BY PAUL BARBAGALLO



Baby Boomers represent the largest single sustained growth of the population in American history. To win them over as donors, organizations must prove themselves and cultivate involvement.

They grew up in postwar suburbia, sheltered snugly in the first paradigmatic, single-family homes. They were raised to fear the Reds and adore Ed Sullivan. They were the first children to get hooked on television.

Now, with the first wave of Baby Boomers nearing retirement age, and many starting to receive inheritances from their parents, America's largest and most compelling generation presents an



unprecedented fundraising opportunity — and a challenge — to nonprofits.

Born between 1946 and 1964, the 77 million Baby Boomers in the United States compose a drastically different generational demographic than that of their parents. According to a study released late last year by national nonprofit coalition Independent Sector and AARP,

“Experience at Work: Volunteering and Giving Among Americans 50 and Over,” the Boomer population is more likely to have graduated from college and volunteered in their youth — strong indicators of high civic involvement.

Over the next 10 years, the over-50 population in the United States is expected to increase by 18.3 million people — including 13.9 million between the ages of 50 and 64, the report says. And because these individuals will still be working, they’re expected to become the most generous givers and have more time for volunteer activities as they approach retirement.

Many fundraisers and researchers also point to the vast wealth transfer that has started to occur: Boomers are due to receive a collective inheritance of at least \$7.2 trillion, according to the Social Welfare Research Institute at Boston College.

Nonprofits would be well served to customize their approach to recruit [Baby Boomers],” says Diana Aviv, president and CEO of Independent Sector. “... Nonprofits ought to seize the opportunity to engage older Americans.”

How Boomer donors differ

Boomers are far more likely to be college educated than their parents, as financial-assistance programs were more preva-

America's largest and most compelling generation presents an unprecedented fundraising opportunity — and a challenge — to nonprofits.

lent around the time they were coming of age. The Boomer demographic also has more discretionary income, according to statistics. And Boomers have forestalled certain life events, such as having babies in their 30s instead of their 20s.

But unlike the World War II generation — dubbed the “Greatest Generation” by NBC News anchorman Tom Brokaw — Boomers desire more personal involvement in a nonprofit organization, typically in a highly active volunteer role.

“Boomers are much more results-oriented,” says Dr. Timothy Seiler, director of the fundraising school at the Center on Philanthropy at Indiana University, citing research conducted on Boomers. “They want to see clear, measurable, tangible results of their gifts and the work of the nonprofit organization.”

Most Boomers would not be comfortable with simply writing a check and sending it off to the local cancer society without seeing how their gift benefits the community.

Boomers have less brand loyalty, Seiler says. They shop around and test organizations much like they would shop around for a new bank.

“[Nonprofit organizations] have to

prove themselves and prove themselves repeatedly,” Seiler affirms. “Baby Boomers might think twice about giving repeatedly to an institution. They will consider whether or not their own needs have been met through previous gifts.”

Boomers not only expect a high level of accountability from nonprofits, but also tend to favor small, local organizations over large, national ones — since they can readily see the impact of their gifts — as well as different types of charities. Where their parents give frequently to religious and faith-based charities, Boomers direct their philanthropic attention to “greener” matters.

“Perhaps the most compelling thing we found in researching Baby Boomers is that they do not give as much to religious causes as the previous generation did,” Seiler says. “We think that’s important because the majority of philanthropy in the United States today goes to religion, and giving to religion tends to have a positive effect on giving to other causes as well.”

The issues that attract Boomers’ attention and charity dollars tend to be connected to progressive causes: the environment, disease prevention, gay marriage, stem-cell



research, civil rights, abortion, education reform and child welfare, among others.

More likely to volunteer

Not only are Boomers giving to starkly different organizations than their parents gave to, but their volunteering tends to be more active, local and family oriented.

"Boomers are big into volunteering, especially when it involves their children in some way," says Jeff Love, director of strategic issues research at AARP, a non-profit nonpartisan membership organization dedicated to making life better for people 50 and over. "They are the soccer coach, the PTA chairman, the Cub Scout den mother."

AARP conducted extensive polling and tracking of Baby Boomers to determine the real differences between their generation and their parents' generation.

"We've been thinking about [Baby Boomers] for 10 years now — ever since we discovered that they were getting older — and that our membership will be largely composed of [Baby Boomers], as they move into the older cohort," Love says. "The main thing we found in studying this

group is that they want things on their terms."

For example, most of AARP's Baby-Boomer members prefer not to have a list generated for them of assisted-living facilities to research for their parents (one of the organization's services). They prefer instead for AARP to suggest places to visit so they can unearth the information for themselves.

"[Boomers] want an organization to facilitate them being able to do things, and not the organization simply doing things for them," Love avows. "We serve as a resource and adjust our programs to give them what they want and need."

A diverse generation

From its post-World War II beginnings, the Baby Boomer generation has had a substantial impact on society. Boomers are more racially and ethnically diverse than older generations, with households almost evenly divided between those with children and those without.

Remember, the generation itself spans 19 years, so the lifestyles of older and

Not only are Boomers giving to starkly different organizations than their parents gave to, but their volunteering tends to be more active, local and family oriented.

younger boomers differ. (Today, 40-year olds are considered Baby Boomers. They did not experience Vietnam on any level, nor were they a part of the counterculture revolution in the 1960s.)

One thing's for sure: Self-reliance, independence and indulgence are all generational traits that will lead to a unique retirement, and hopefully — for nonprofits, anyway — a philanthropic one.

Boomers not only expect a high level of accountability from nonprofits, but also tend to favor small, local organizations over large, national ones.

Reprinted with permission from the May/June 2004 issue of FundRaising Success. Paul Barbagallo is associate editor of FundRaising Success. Contact him at pbarbagallo@napco.com.

Leading With Style BY DR. MARILYN MANNING

Would your staff members say that you are easy to work with? Would they call you picky, overly analytical? Do they accuse you of dropping the ball on occasion? Might they label you bossy?

By the time we have been promoted several times as a manager, our leadership style has probably become rather consistent and fixed. After all, our style has worked so far and if people didn't like it, wouldn't they have said something? Most of us assume if we keep getting promoted, we must be doing something right. Not necessarily so.

As a certified management consultant, specializing in executive and team coaching, I am constantly amazed at how little useful feedback leaders receive about their styles. Most of us have attended workshops and communications training where we checked some little boxes to "discover" our management style. If we were candid, the information may have been accurate. Did we really take the results to heart? Did we ask others, "Am I seeing myself clearly?" Did we truly take a hard look at our areas of weakness and set concrete, measurable goals to modify some of our non-productive behaviors?

It is never too late to modify your style to be even more effective. Situations, assignments and, therefore, styles change. I recommend that all leaders do a style tune-up.

There are many style assessments in the marketplace. Often called typologies, they categorize us into basic types and can be misused as labeling. But, if they are administered by a trained professional and used cautiously, they are extremely useful and expedient. Most assessments have four general style categories: the Driver, the Influencer, the Diplomat and the Analyzer.

The Driver

The Driver likes working independently and is good at exercising control. He or she is a confident decision maker and risk taker, who likes to be right and to win. The Driver sees problems as challenges and is comfortable with change, particularly when it leads to increased personal power and prestige. This style helps a team to stay focused and get things done quickly.

The Influencer

The Influencer likes teamwork and interaction. He or she may often act as the visionary, painting the big picture for the

group and is adept at charming, cajoling, convincing and influencing others. This type's enthusiasm can provide a team with an invaluable source of vitality and drive. Highly verbal and intuitive, the Influencer is not strong on details. Despite an abundance of social skills, Influencers prefer a degree of autonomy, especially freedom from tight supervision or deadlines.

The Steady Diplomat

The Steady Diplomat likes to work with others to get the job done, but often prefers to lead from a quiet, calm, collaborative position. He or she is very loyal and committed to the team and the company. This style prefers and supports traditional views, but nonetheless brings a healthy sense of realism to any group. The Steady Diplomat's sense of caution and balance can help keep the group from making risky decisions.

The Conscientious Analyzer

The Conscientious Analyzer is a perfectionist and the one who will guarantee accuracy and high-quality standards. He or she is predominantly a rational thinker and is most comfortable with a step-by-step, problem-solving approach. The Conscientious Analyzer is generally very committed to any task undertaken and meticulous about carrying out assignments that involve quality detail work.

Who's the most effective?

Research shows that all four of the styles make equally effective leaders. But all four are not effective in every situation. For example, I recently profiled an executive team in a software company. Fifteen of them were strong, off-the-chart Drivers. The CFO was an Analyzer. One of the goals we discussed in the quarterly retreat I facilitated was "customer service." Their current customers rated them very low in service. When asked which style of personality they planned to hire to work in customer support, they all chimed in: "Drivers: they get the job done quickly." A big "oops" came out when they realized that the three other styles are much more patient and suited to interface with customers. As a result, they changed their hiring and screening process to identify more customer-oriented candidates.

Company cultures change and may demand that we adjust and even change our styles. One executive I was coaching

was told flat out that if he didn't change from a Driver style to a more collaborative style, he would lose his job. By using the "Style Tune-up," we were able to identify areas to improve and accelerate his behavioral changes. He was successful in not only modifying his style, but also got a promotion. He confessed to me later, "If I can modify my behaviors, anyone can. But, you have to know that in my heart, I still prefer to be bossy, dominating and right. I just learned how to act differently and more appropriately."

As effective leaders, we must not only take stock of our own styles (and note how to improve), but also coach others to do the same. To get the most out of our staff, we need to learn to motivate them according to their style needs. Have your team go through a style tune-up on a regular basis. Use the goals they set as part of their performance evaluations. Successful change demands lots of positive reinforcement.

Stylistically Speaking

Are we born with our style or do we learn it? Does nationality impact styles? Does gender? Does your job alter your style? I believe all of the above play into the picture. Although no one fits neatly into just one of four categories, we have predominant styles that influence our choices and values. The more we know about styles, the more we can capitalize on the diversity.

After assessing and coaching thousands of managers in the United States, my research shows that the majority of the American workforce has the "Diplomat" style (more than 60 percent), with approximately 13-15 percent equally divided among the other three orientations. My research in South Africa, Europe and Malaysia yielded different results. Through profiling close to 2,000 managers in those three locations, I found that the majority have the "Analyzer" style (more than 50 percent), with the other three equally divided.

Research in a wide variety of industries shows that certain industries and professions attract distinct styles. For example, engineers (often Analyticals) vs. counselors (usually Diplomats) vs. police officers (the Drivers) vs. sales people (the Influencers). Of course, there are exceptions, but you will see job-related trends. There are definitely style similarities within different cultures, be they organizational or geographical.

Communication Assessment Quiz

Styling for Success

So, can we be everything to everybody? No, but we can learn to know our styles intimately. Knowing and modifying our weaknesses helps remove our blind spots. Self-awareness leads to greater personal power. Learning to lead as a facilitator and situational manager can build better teams. Balancing the personalities of people who have to work together is a key step in team success. From my experience in organizational development work, the most productive and cohesive teams are composed of members representing all four styles. Each brings richness to the table. When any style is missing from a team, creativity and critical thinking can be limited. As leaders, we need to learn to appreciate and work with all of the styles, reward them appropriately and coach them to continually strive for their fullest potential.

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The results from this quiz will let you know what your dominant communication style is. Answer each question with the choice that most represents you. When you finish, see the correspondences on the right to determine what your style is.

- 1. My sense of my physical behavior is that I...**
 - a. don't sit still for very long.
 - b. am very expressive with my hands.
 - c. don't fully show how I am feeling.
 - d. am able to engage others with my eyes and smile.
- 2. When I respond to tasks, I...**
 - a. am quick and go with the flow.
 - b. sum up the situation quickly.
 - c. like to take one step at a time.
 - d. am a team player who likes to plan.
- 3. In my interactions with others, I...**
 - a. am approachable.
 - b. listen without interjecting.
 - c. attempt to take control.
 - d. share my emotions easily.
- 4. When I respond to people, I...**
 - a. am eager to engage.
 - b. am calm.
 - c. am often impatient.
 - d. tend to stay on the sidelines.
- 5. When speaking, I...**
 - a. speak with a warm intonation.
 - b. speak quickly.
 - c. stick to the facts.
 - d. prefer to take charge of the interaction.
- 6. When speaking, my tone is...**
 - a. patient.
 - b. forceful.
 - c. enthusiastic.
 - d. reserved.
- 7. When questioning, I...**
 - a. am interested in knowing what the other person is feeling.
 - b. try to find out the actualities.
 - c. try to gather more data.
 - d. seek how to proceed next.
- 8. When listening, I...**
 - a. respond rapidly.
 - b. am warm and inviting.
 - c. am enthusiastic and responsive.
 - d. really pay attention to what the other person is saying.

Compare your answers on the left to the styles listed below. You should find that either one or two of the styles are more prevalent than the rest. If you have two prevalent styles, then you are a combination of the two components. Aspects of both will apply to you.

- 1. My sense of my physical behavior is that I...**
 - a. am a Driver.
 - b. am an Influencer.
 - c. am a Conscientious Analyzer.
 - d. am a Steady Diplomat.
- 2. When I respond to tasks, I...**
 - a. am an Influencer.
 - b. am a Driver.
 - c. am a Conscientious Analyzer.
 - d. am a Steady Diplomat.
- 3. In my interactions with others, I...**
 - a. am a Steady Diplomat.
 - b. am a Conscientious Analyzer.
 - c. am a Driver.
 - d. am an Influencer.
- 4. When I respond to people, I...**
 - a. am an Influencer.
 - b. am a Steady Diplomat.
 - c. am a Driver.
 - d. am a Conscientious Analyzer.
- 5. When speaking, I...**
 - a. am a Steady Diplomat.
 - b. am an Influencer.
 - c. am a Driver.
 - d. am a Conscientious Analyzer.
- 6. When speaking my tone is...**
 - a. that of a Steady Diplomat.
 - b. that of a Driver.
 - c. that of an Influencer.
 - d. that of a Conscientious Analyzer.
- 7. When questioning, I...**
 - a. am an Influencer.
 - b. am a Driver.
 - c. am a Conscientious Analyzer.
 - d. am a Steady Diplomat.
- 8. When listening, I...**
 - a. am a Driver.
 - b. am a Steady Diplomat.
 - c. am an Influencer.
 - d. am a Conscientious Analyzer.

Style Assessment

Find your style(s) below. You may or may not agree with the description. This could be an area of work for you, or it might be a descriptor that just doesn't fit.

The Steady Diplomat

*Traditional team player
Major Flaw – Agrees too much*

Likeable	Helpful
Easy-going	Patient
Deliberate	Calm
Low risk-taker	Loyal
Predictable	Team player

The Conscientious Analyzer

*Analytical problem solver
Major Flaw – Questions too much*

Conscientious	Reserved
Fretful	Mature
Perfectionist	Systematic
Accurate	High standards
Self-disciplined	Orderly

The Driver

*Dominant, controlling
Major flaw – Directs too much*

Direct	Risk-taker
Organizer	Energizing
Self-confident	Fast thinker
Responsible	Forceful
Powerful	Ambitious

The Influencer

*Charismatic motivator
Major flaw – Talks too much*

Enthusiastic	Influential
Sympathetic	Generous
Gregarious	Friendly
Social	Dramatic
Loves recognition	Charismatic

3 Biblical Principles of Fundraising

BY MARK MURDOCK

After 20 years of working in non-commercial Christian radio ministry, I have participated in my fair share of on-air fund-raising events. Each sharathon gives me the opportunity to think again about the way we go about enlisting support from listeners and the biblical principles that we should apply in doing so.

I want to suggest three principles to which we must pay attention if we are involved in donor-supported ministry. The first is critical to understand as it legitimizes and forms the basis of our funding efforts. The second and third principles may challenge some of our common practices in fundraising, but they must be considered because they are clear biblical principles for which we are accountable before the Lord.

Principle 1: The Right to Support

1 Corinthians 9:1-18

The first principle is that those who minister in the work of teaching and preaching the Gospel have a right to support from those to whom they minister. Paul clearly points this out in 1 Corinthians 9:1-18, a passage filled with rhetorical questions. (See Opening the Word sidebar.)

Paul points out clearly in this passage that those who work in preaching the Gospel have a right to "refrain from working" (v. 6) and to "get their living from the Gospel" (v. 14). This point is supported by three things: 1) common human practice, 2) the Law and 3) the Lord Jesus.

Common human practice illustrates that those who preach should get their living from those to whom they minister. Paul says that soldiers do not serve at their own expense. No soldier ever paid his own way in order to fight for his country. Our military provides the room and board, training, equipment and pay for the men and women who serve. Vineyard owners enjoy the fruit of their labors and partake in the fruit of the vineyard. Those who tend flocks drink the milk of the herd. When you work hard in doing something, you are compensated in some way for your work. This is common human practice.

Paul says also that the Law commands that those who preach should get their living from their ministry (vv. 8-10). He applies the words about oxen in Deuteronomy 25:4 to himself and his ministry. An ox was to be allowed to eat some of the grain that he was threshing, and so those who preach the Gospel are to be allowed to receive material support from their ministry.

The third point is that "the Lord directed those who proclaim the Gospel to get their living from the Gospel" (v. 14). The Lord Jesus Christ commanded that those who preach should get their living from those to whom they preach. In Matthew 10 we read of Jesus sending the disciples out on a preaching and healing mission to the surrounding cities. Before He sent them out, He gave them instructions in verses 5-15. Regarding their means of support, He said, "Do not acquire gold, or silver, or copper for your money belts, or a bag for your journey, or even two tunics, or sandals, or a staff; for

the worker is worthy of his support. And into whatever city or village you enter, inquire who is worthy in it; and abide there until you go away. And as you enter the house, give it your greeting" (Matthew 10:9-12). He told them not to raise the funds for their trip ahead of time, but to allow those to whom they ministered to support them along the way. The people among whom they worked were to support them.

Note that although Paul clearly says that he has the right to expect support from those to whom he ministered, he voluntarily laid aside that right because he did not want to cause any "hindrance to the gospel of Christ." He did not want people to be able to accuse him of preaching just for financial motives. He wanted to demonstrate that his motives were pure.

This says something to us about our personal motives in the ministry. While we have the right of support from those to whom we minister and they have the responsibility to support us, we must not be motivated by the desire for financial gain. We must not give the impression that we value people only because of what they can contribute to us and to our ministry. We must genuinely seek to minister and give "expecting nothing in return" (Luke 6:35). We are to give freely because we have received freely (Matthew 10:8).

We also give and minister ultimately because we are "under compulsion." We have a duty laid upon us by the Lord to minister in His name. Taking what the Lord has given to us and passing it on to others is not optional. We have, as Paul did, a

Opening the Word

PRINCIPLE 1: The Right to Support

1 Corinthians 9:1-18

¹ Am I not free? Am I not an apostle? Have I not seen Jesus our Lord? Are you not my work in the Lord?

² If to others I am not an apostle, at least I am to you; for you are the seal of my apostleship in the Lord.

³ My defense to those who examine me is this:

⁴ Do we not have a right to eat and drink?

⁵ Do we not have a right to take along a believing wife, even as the rest of the apostles, and the brothers of the Lord, and Cephas?

⁶ Or do only Barnabas and I not have a right to refrain from working?

⁷ Who at any time serves as a soldier at his own expense? Who plants a vineyard, and does not eat the fruit of it? Or who tends a flock and does not use the milk of the flock?

⁸ I am not speaking these things according to human judgment, am I? Or does not the Law also say these things?

⁹ For it is written in the Law of Moses,

"You shall not muzzle the ox while he is threshing." God is not concerned about oxen, is He?

¹⁰ Or is He speaking altogether for our sake? Yes, for our sake it was written, because the plowman ought to plow in hope, and the thresher to thresh in hope of sharing the crops.

¹¹ If we sowed spiritual things in you, is it too much if we should reap material things from you?

¹² If others share the right over you, do we not more? Nevertheless, we did not use this right, but we endure all things, that we may cause no hindrance to the Gospel of Christ.

“stewardship entrusted to us” in the ministry of the Gospel. We are to offer it “without charge.” We are to give and minister regardless of whether people give back to us in return.

Clearly, the Lord expects those who receive ministry to support those who minister to them. The worker has a right to his wages, and those who benefit have a responsibility to support those who work among them. This is the foundation of donor-based ministry. We should, therefore, not be ashamed to ask for and expect support from our constituents. We should not be afraid to ask the Lord to motivate and mobilize supporters who will be partners with us in our ministry and help enable us. We should not, however, insist upon financial support. We must not threaten to withdraw our ministry from those who do not support us financially. Our ministry must be free from the appearance that we care only about financial gain.

Principle 2: Giving in Secret

Matthew 6:1-4

The second principle involves the motives of those who give. We must be careful in our fundraising that we do not encourage wrong motives in giving. To be sure, people will give for the wrong motives, and we cannot always prevent it, but we must be careful not to encourage it. Notice that here in Matthew, Jesus warns us about wrong motives in giving and tells us to give for the right reasons.

Jesus gives us a general principle that

He then illustrates as He talks about almsgiving, prayer and fasting. In all three of these disciplines, we must watch out for wrong motives. What is the wrong motive? It is seeking to be noticed and honored by men. When the hypocrites give alms, they sound a trumpet before them so that men

While we have the right of support from those to whom we minister and they have the responsibility to support us, we must not be motivated by the desire for financial gain. We must not give the impression that we value people only because of what they can contribute to us and to our ministry.

will honor them for their giving and for their generosity. In Matthew 23:5, speaking of the scribes and Pharisees – the hypocrites – Jesus said, “they do all their deeds to be noticed by men.” The applause of men is the motive of the hypocrites. Jesus says that we must beware of this motive, because those who possess it

“have no reward with your Father who is in heaven.” If we seek honor from men, we will not receive honor from our Father. If we want a reward from men, we forfeit our reward from our Father. The right motive is to seek our reward from the Father and not from men.

Some say that it is wrong to give because we want a reward. They say that in order to give in a pure way, we must have no thought of any sort of reward or repayment. Please notice that Jesus does not teach this. Jesus does not say that we should not be motivated by rewards, but He says that we must seek our reward from the right source: our heavenly Father.

How do we do this? What is the means of seeking a reward from the Father? Jesus tells us plainly that our giving is to be done secretly if we want the Father to repay us. Jesus says that we are not to make it known that we are giving. Our left hand should not even know that our right hand is giving! If we want everyone to know that we are giving and how much we are giving, we may be congratulated by others, but that is all the reward we will receive.

The problem for donor-based ministries is figuring out how to encourage people to contribute without encouraging this wrong motive. This is especially difficult in on-air fundraising at a radio or TV ministry. You can get a much better response from people if you acknowledge them and their gift on the air. Many may not give if you don't mention their name on the air and thank them publicly. Let me say that in our fundraising we tend to use and encourage

¹³ Do you not know that those who perform sacred services eat the food of the temple, and those who attend regularly to the altar have their share with the altar?

¹⁴ So also the Lord directed those who proclaim the Gospel to get their living from the Gospel.

¹⁵ But I have used none of these things. And I am not writing these things that it may be done so in my case; for it would be better for me to die than have any man make my boast an empty one.

¹⁶ For if I preach the Gospel, I have nothing to boast of, for I am under compulsion; for woe is me if I do not preach the Gospel.

¹⁷ For if I do this voluntarily, I have a reward; but if against my will, I have a stewardship entrusted to me.

¹⁸ What then is my reward? That, when I preach the Gospel, I may offer the Gospel without charge, so as not to make full use of my right in the Gospel.

PRINCIPLE 2: Giving in Secret

Matthew 6:1-4

¹ Beware of practicing your righteousness before men to be noticed by them; otherwise you have no reward with your Father who is in heaven.

² When therefore you give alms, do not sound a trumpet before you, as the hypocrites do in the synagogues and in the streets, that they may be honored by

men. Truly I say to you, they have their reward in full.

³ But when you give alms, do not let your left hand know what your right hand is doing,

⁴ that your alms may be in secret; and your Father who sees in secret will repay you.

PRINCIPLE 3: We Must Not Show Favoritism to the Wealthy

James 2:1-13

¹ My brethren, do not hold your faith in our glorious Lord Jesus Christ with an attitude of personal favoritism.

this motive rather than discourage it. If we mention on the air who has given and how much they have given, are we not sounding the trumpet so that everyone will notice the giver? Have we then had a part in robbing them of their reward from the Father?

We might be tempted to argue that Jesus is speaking to individuals about their personal motives in giving and is not speaking to those who rely upon their contributions; that it is not those who are supported who are responsible to make sure that the motives are right, but those who give who are responsible for this. Although this is true, I believe the Lord will hold us accountable if we encourage people to give for the wrong reasons.

Let me suggest that in Christian broadcasting we might mention on the air that "a listener from Timbuktu" has given a gift and thank them in an anonymous way, or perhaps just a first name might be used, but that we should refrain from mentioning full names on the air. In this way the donor knows that we appreciate the gift and are thankful, but we are not contributing to the self-promoting mentality that says, "I want everyone to know how godly and generous I am." In this way we are keeping their identity a secret and are preserving their reward with the Father.

Principle 3: We Must not Show Favoritism to the Wealthy

James 2:1-13

The third principle involves our propensity to favor the wealthy. In his

epistle's second chapter, James writes six things about favoritism: 1) It is incompatible with faith in Christ; 2) It means neglecting another person; 3) It requires judgment and making distinctions among ourselves; 4) It dishonors people; 5) It violates the royal law that we must love our neighbor as ourselves; and 6) It is sin.

We tend to be easily impressed with those who are wealthy, famous or influential. We are in awe of those who can give large sums of money and we treat them differently. Recently, at the Christian station where I work, we received a large contribution from an individual. The news spread quickly through the staff and we were all very impressed. We don't see many single contributions of that size. We don't talk much about the people who faithfully give \$10 or \$20 per month, but we do sit up and take note when someone gives a large gift. They may receive a hand-written thank you note from the management, a special phone call or personal invitation to visit the ministry, or an engraved space on a plaque listing major benefactors.

While I do not believe that we should discourage the wealthy from giving large gifts, I also do not believe that we should be paying special attention to them.

This passage tells us that we should not treat large donors differently from small donors. They should not receive any special recognition or higher level of service from us. We should not be seeking to cultivate large donors and establish special relationships with them that we do not

seek with smaller donors. The large donors may expect to be treated in a special way, but we must resist this temptation, because it is a temptation. It is a solicitation to favoritism and partiality.

Because our society and our world are so class-conscious, the wealthy may expect to receive more attention and recognition. If it is not provided, they may refuse to contribute. So be it. We must not give in to favoritism simply because it is a commonly accepted cultural practice. If we are in Christian ministry we must operate on biblical principles and not on the principles of the world.

All too often in our fundraising there is too much concern about using the techniques that work and too little concern about using the methods that are right in God's sight. If our methods encourage a wrong motive in giving, if we show favoritism to the wealthy in encouraging them to give or in responding to their gifts, we must rethink our methods.

We do have a right to receive support from those to whom we minister, and so we have a right to ask. But in asking and in receiving we must use righteous methods and not simply the methods that are expedient from a fundraising point of view.

Mark Murdock is a veteran of Christian broadcasting, serving since 1980 at KAMB-FM/Merced, CA (www.celebrationradio.com). Contact him at mark@celebrationradio.com.

Opening the Word, cont.

² For if a man comes into your assembly with a gold ring and dressed in fine clothes, and there also comes in a poor man in dirty clothes,

³ and you pay special attention to the one who is wearing the fine clothes, and say, "You sit here in a good place," and you say to the poor man, "You stand over there, or sit down by my footstool,"

⁴ have you not made distinctions among yourselves, and become judges with evil motives?

⁵ Listen, my beloved brethren: did not God choose the poor of this world to be rich in faith and heirs of the kingdom which He promised to those who love Him?

⁶ But you have dishonored the poor man. Is it not the rich who oppress you and personally drag you into court?

⁷ Do they not blaspheme the fair name by which you have been called?

⁸ If, however, you are fulfilling the royal law, according to the Scripture, "You shall love your neighbor as yourself," you are doing well.

⁹ But if you show partiality, you are committing sin and are convicted by the law as transgressors.

¹⁰ For whoever keeps the whole law and yet stumbles in one point, he has become guilty of all.

¹¹ For He who said, "Do not commit adultery," also said, "Do not commit murder." Now if you do not commit adultery, but do commit murder, you have become a transgressor of the law.

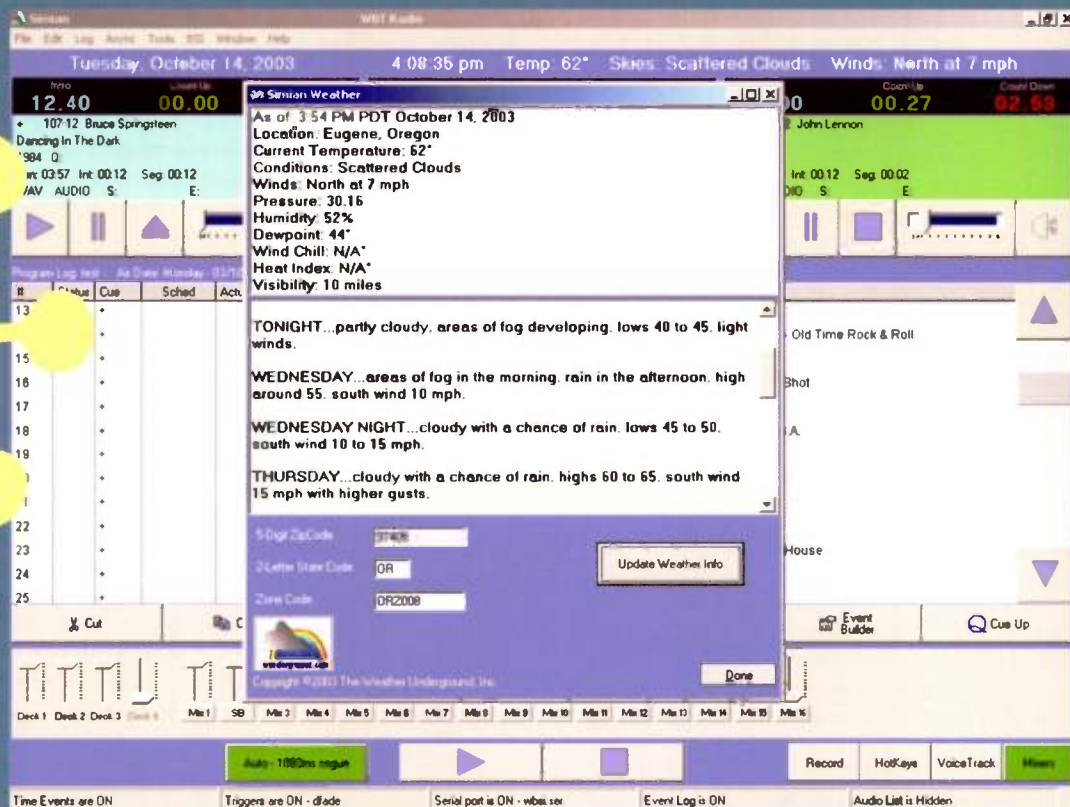
¹² So speak and so act, as those who are to be judged by the law of liberty.

¹³ For judgment will be merciless to one who has shown no mercy; mercy triumphs over judgment.

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