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CONTEMPORARY METHODS, RELEVANT MESSAGES

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Wonderful Words of Life

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Coming Across as a Coherent, Caring Communicator

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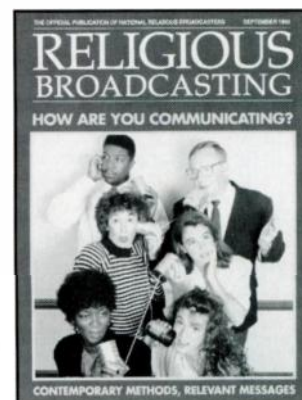
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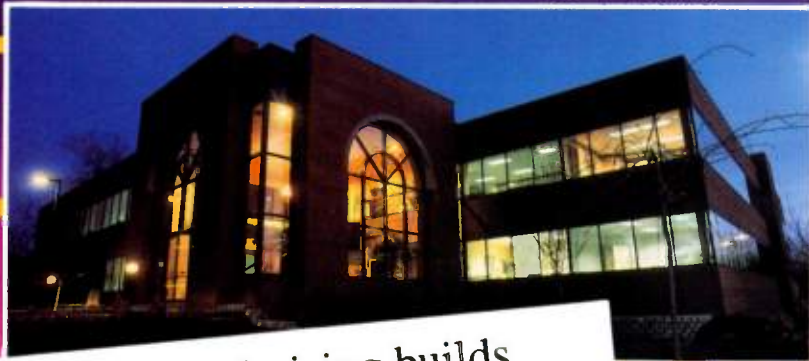
**HOW ARE YOU COMMUNICATING?
CONTEMPORARY METHODS,
RELEVANT MESSAGES**

Presumably, methods of communicating the Gospel in the '90s have progressed far beyond the “can and string” game reminiscent of childhood. But this month, beginning on page 10, *Religious Broadcasting* challenges its readers to examine their methods and their messages — and to ascertain that both are examples of excellence.



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Signing On

Many have been the prognosticators over the years who have confidently asserted radio was a medium destined to be confined to the dustbin of media history. Among others, Marshal McLuhan claimed new media displace and marginalize old media. Television was destined to displace radio and motion pictures. Eventually, a new medium would displace television. The new hybrid technology referred to as "virtual reality" may be such a medium.



David W. Clark is chairman of NRB and president of KMC Media Inc., in Dallas.

Yet all the predictors of doom for radio ignored the single most important rule of media — the audiences, not the prognosticators, determine how and when they will use radio. Viewed from this audience-dominant perspective, it's not the owners and programmers who determine what will be the fate of a given form of media, but the audience. And someone forgot to tell the audience radio was passé.

Radio has remained a dynamic and unique form of mass communication. Its dynamic nature is of necessity because it has had to adapt to continue attracting audiences. The development of talk radio on AM is an example. Stations once considered worthless have been revived by talk programs which include the audience through telephone lines. The feedback loop is completed. Ordinary people have an outlet once more. *Vox populi* lives. And Washington learns that to ignore these expressions of opinion is dangerous.

In the face of this uncontrollable molder of public opinion, leaders are forced to apologize for such things as expensive hair cuts and other gaffs in judgment. So powerful has Christian talk radio become that the *New York Times* recently acknowledged its power by pinning on it the epithet "thug radio." A high compliment to National Religious Broadcasters (NRB) members like Marlin Maddoux (*Point of View*) from the voice of secularism in America.

Radio remains unique, operating in the realm of what has been called "the theater of the mind." The audience completes the picture and the result is often more powerful than the most graphic television.

Radio Growing Into The 90's

David Clark

And unlike television, where the audience is largely passive, the radio audience is active, moving, working, driving. In short, radio is used by its audience in many different ways — information, worship, inspiration, mood enhancement, and community participation. Because the audience is making the decisions, not the programmers as we broadcasters like to think, it's not clear exactly where Christian radio is going.

Some confidently predict all radio preaching and teaching will be a thing of the past by the end of the century, replaced instead by up-tempo Christian music. Certainly some want music at least part of the time. But in the face of increasing Christian artists and the enormous growth in the Christian music industry, relatively few new music stations seem to be appearing in major markets. Instead, new stations usually program the best preachers and teachers they can find.

This leads me to conclude the long-ago death predicted of long form Christian radio is greatly exaggerated. Why is this? For all the examples cited of Jesus' use of parables and metaphors, he was above all else a great teacher/preacher. Like any effective communicator of the Gospel, Jesus used illustrations as the windows of the structure of profound spiritual truth he was building. There was an authenticity and practicality in his teaching that was different from the ordinary religious discourse of the day.

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Tuning In

Recently the four major networks signed a first-ever joint statement outlining practices aimed at reducing violence, and the cable, video, and film industries are showing signs of cooperating. (*Editor's note: For more information about the regulation of television violence, see "Washington Watch" on page 8.*) Some in Congress are encouraged and maintain hopes that change will come about voluntarily, without the need of federal regulation.

Under pressure by Congress to police their own programming, senior officials of ABC, CBS, NBC, and Fox came to Washington to announce the rating system to be used in labeling violence on television and pledged a more responsible approach to television. The network officials said they would apply the warning to individual episodes of a series as well as television movies and miniseries that have enough of a violent content to warrant it.

Network officials said each network would review its own programming and

broadcasters kicking and screaming to reduce violence in their programming.

Since we are community-minded and we care deeply about the world around us, then we should lead with the loudest and strongest influence. What more powerful way could we possibly influence the culture in our society than through radio and television?

Religious broadcasters could be flooding the marketplace with value-oriented sitcoms and children's programming to replace the "mental poison" now being aired. The only effective way to successfully win the culture war being waged in society is to offer alternative values in television entertainment, even into secular markets.

Entertainment has become a "dirty" word due to the impact of sex and violence being portrayed. We should be utilizing the miracle of television to make a positive influence on human behavior by becoming more creative and innovative.

Secular networks and cables are a marketplace to extend special films and series, since networks tend to follow and not lead, but react to social change and community standards. We've lived with broadcast standards for 40 years, fighting the departments frequently, losing most of the fights, but still networks followed changes in community standards from the days of no "hells" and "damns" spoken on television to today's relatively explicit language, frank relationships, and open dramatizations of dysfunctional families.

National Religious Broadcasters (NRB) now has a marketing tool that can help you sell and promote value-oriented programming in your local community. Thanks to the persistent efforts of the NRB Television Committee, a half-hour, documentary-style program on video is avail-



Dr. E. Brandt Gustavson is the president of National Religious Broadcasters and publisher of Religious Broadcasting magazine.

able to religious broadcasters. (See box below for details on how to order one.) *Take 2: Hope Is in the Air*, produced at NRB 93 in Los Angeles under the direction of the Television Committee and in conjunction with NRB, surveys the forces impacting broadcast media today — for good and bad.

This video has a positive message on the impact of religious broadcasting and can be helpful for radio and television stations as a public relations tool to sell the concept of religious media to local community leaders — mayors, council members, school officials, etc.

Take 2 includes comments on the value of religious broadcasting in today's media environment from many of the featured speakers at the NRB 93 convention, including Pat Boone; David Yonggi Cho of Yoido Full Gospel Church in Seoul, Korea; Lloyd Ogilvie of First Presbyterian Church in Hollywood, Calif.; Michael Medved of *Sneak Previews*; and Pat Robertson of the Christian Broadcasting Network. Every station owner should utilize this video in communicating the positive effect religious media has on the local community. ¹³

Media Violence: Are Standards For Television And Film Possible?

E. Brandt Gustavson

apply a warning label on violent programs. The advisories to parents would be shown at the beginning of a program, during station breaks, and in promotional advertising.

But the warning labels would not apply to children's cartoons, which some critics have complained about being too violent. Many parents are rightly concerned that their children are exposed to far too many graphic pictures of murder and violence.

In January, CBS reported the rallying cry is for family values. Television networks are responding to complaints about too much sex and violence on their programming by softening their plot lines. The *Chicago Tribune* asks, "Yes, TV violence is awful, but what's the cure?"

This major step should send a green light to religious broadcasters who can achieve more to reverse cultural decay than the federal government. Advocate groups for quality television say this only puts a Band-Aid on an open sore. They feel it's a shame the federal government had to drag

Take 2: Hope Is in the Air can serve as an excellent marketing tool to reinforce the need for Christian broadcasting in your local community. This highly professional 30-minute video is now available at \$14.95 plus postage and handling. To place your order, please call NRB representative Tim Shields at (703) 330-7000.

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Readers' Reactions

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Belated Thanks For Inside Look

Dear Editor:

I'm sure I'm not the only subscriber who re-reads the back issues of your magazine. A belated "thank you" for the great article "A Week in the Life of *Religious Broadcasting*" in the January issue of your magazine.

What a treat to peek into your world and see behind the scenes how your team creates the publication we enjoy each month. It was also nice to put faces with the names of all the nice folks we work with at your office. This was a great story idea and great reading!

We congratulate you once again on the sensational document you publish each month. Thanks for being so helpful to us!

Terry Duffy
The Warren Duffy Organization
Huntington Beach, Calif.

Article, Responses Appreciated

Dear Editor:

I want to thank you again for the excellent exposure *Religious Broadcasting* gave the Worship Channel in the December 1992 issue. We have had a good response from the article and feel much more a part of the NRB environment.

Larry Sims
vice president, operations
Worship
Clearwater, Fla.

Thanks Given For "Trade Talk" Item

Dear Editor:

Christian greetings in the name of our Lord Jesus Christ. Just finished reading your May 1993 publication and was pleased to see our news release re: KVER-FM/El Paso, Texas, included under "Trade Talk." Thank you for highlighting it. I was disappointed HCJB World Radio was not mentioned in the body of your information.

The World Radio Network is a working affiliate of HCJB World Radio as was mentioned in the news release sent out

under our heading. I believe HCJB World Radio should have been included in the body of your information. I trust this will be true of future releases. Blessings on your ministry and thanks for listening.

Andy Braio
director of public information
HCJB World Radio
Colorado Springs, Colo.

May's "Tuning In" Was Right On

Dear Editor:

Greetings! [E. Brandt Gustavson's] editorial ["Tuning In"] in the May issue of *Religious Broadcasting* was right on. I too believe that non-Christians will turn to a Christian station when they are in crisis, especially if the station has "consistency of message."

I've often told our people at HCJB "we can't compete with secular stations in some areas of questionable entertainment. But we have something special to offer that the other stations can't provide. We have a unique product. We shouldn't have inferiority complexes."

God bless you!

Abe Van Der Puy
HCJB World Radio
Colorado Springs, Colo.

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Washington Watch

As the fall television season gets under way this month, some prominent Capitol Hill lawmakers will be watching to see whether broadcasters — and at least one cable “superstation” — live up to promises to better control violence depicted in entertainment programming.

Faced with complaints that multiplied as the summer progressed, industry leaders pledged to institute two voluntary initiatives designed to help parents shield children from such programming. Networks and independent stations announced different plans for on-air warnings preceding certain programs, and the networks also promised an overall reduction in the amount of violent programming.

These self-regulatory efforts may not satisfy critics who support governmental restraints on violent programming. But while several bills have been introduced during the current session of Congress, key members have indicated they prefer to rely on the industry’s voluntary measures, at least initially.

The topic is not a new one. Congress

Broadcasters Initiate Control On Television Violence

Richard E. Wiley

first investigated the effect of televised violence on children and teenagers in 1960. The most recent round of hearings occurred in May and June of this year, when both houses of Congress held oversight hearings to review the progress made under the Television Violence Act of 1990. Sponsored by Sen. Paul Simon (D-Ill.), the act established a three-year antitrust exemption designed to permit broadcast networks, cable interests, and Hollywood to devise a system for self-regulation.

Last December, ABC, CBS, and NBC agreed on a broadly worded list of “Joint Standards on Television Violence,” which network spokesmen said would be reflected in entertainment programs beginning this fall. The standards call for restricting “gratuitous, excessive, or redundant violence” and “glamorous depictions of violence,” among other provisions. As of this writing, representatives of program producers, broadcasters, and the cable industry also were scheduled to meet in Los Angeles last month to discuss the issue further.

The “Advance Parental Advisory Plan” announced by all four networks, including Fox, has drawn the most attention to date. (The Association of Independent Television Stations, which represents many broadcasters not affiliated with the major networks, released voluntary guidelines for its members as well.)

The networks’ plan calls for a brief advisory message to air immediately prior to certain programs; occasionally, the warning may air during a program as well. The same advisory would be published in all program promotional material and would be made available to publishers of television program guides. Typically, the advisory would state “due to some violent content, parental discretion is advised.”

Under the plan, each network would determine whether a program should have an advisory on a case-by-case basis, evaluating such factors as “the context of the violent depiction, the composition of the intended audience, and the time period of the broadcast.” Rather than routinely airing the advisory with all episodes of a series, networks expect only to air warnings with selected episodes. Programs with an isolated act of violence, such as a murder mystery, or programs where violence could be expected but is not graphically depicted, such as westerns or historical dramas will be exempted. One network spokesman said “made for TV” movies were the most likely candidates for the advisory.

The networks emphasized their warnings plan and other controls will succeed only if more segments of the television industry — notably cable programming services — follow suit. Only Ted Turner’s Atlanta broadcast superstation WTBS, which is transmitted over many cable systems, immediately promised to adopt the network plan.

President Bill Clinton hailed the networks’ announcement as “an important, commendable first step in dealing with this crucial issue.” Whether the government itself takes any additional steps remains to be seen. During this spring’s hearings, congressional leaders warned that House and Senate members will push for mandatory controls if voluntary measures fail. But those who prefer government intervention to industry self-regulation face both political and legal roadblocks.

As a practical matter, many politically sensitive questions remain unsettled. Members appear to have reached no consensus on how to define violence. Nor have they



Richard E. Wiley is a former chairman of the Federal Communications Commission and is general counsel for National Religious Broadcasters. He was assisted in the preparation of this article by Rosemary C. Harold.

agreed on whether to curb it only in entertainment shows or extend controls to cartoons, commercials, and other programming.

However, even if these questions are resolved, legislation directed at all segments of the industry may encounter First Amendment problems. Precedent exists for limited content regulation of broadcasting in order to protect children because the courts have recognized broadcasting is a pervasive medium which parents cannot easily control. But the extent of government’s authority to restrict the content of cable programming — which adults invite into their homes — is unclear.

Most legislative proposals under discussion center on a mandatory warning system, a rating system akin to that used for motion pictures, or a restriction on the hours when violent programs may air. Rep. Edward Markey (D-Mass.), chairman of the House Telecommunications Subcommittee, has advocated requiring television manufacturers to incorporate so-called “lock boxes” or “parental control chips” into television sets to allow parents to block programming they deem inappropriate.

Markey’s proposal has drawn sharp reactions from program producers and broadcasters, who staunchly opposed any channel-blocking device that would not operate on a program-by-program basis.

In separate action, an advocacy group called the Foundation to Improve Television (FIT) has petitioned the Federal Communications Commission (FCC) to regulate programming containing an “excessive amount of dramatized violence.” The rules proposed by FIT are similar to many of the legislative proposals.

As of press time, it appears unlikely either Congress or the FCC will take action on television violence this year. But observers expect the issue to continue percolating as reviews of the fall programming season begin to appear. ⁸

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Rich Bott
Vice President

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FACT

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FACT

At **BRN** we believe a Christian staff should be dedicated to the Lord and consecrated to His purpose; but we also believe it takes people who have the training and possess the talent to be really **good** at what they do. It takes people who regard excellence as an **absolute must** and will not settle for less.

FACT

At **BRN** we believe that "show business" is **not** our business and entertainment is **not** our purpose. With this in mind, our programming is centered on the serious study of **God's Word** to help our listeners grow in the Lord and in their knowledge of His Word. Also, our **news and information** features keep our listeners informed about important issues from a **Christian perspective**. People today need real answers to real problems, and **that** is the service to which we are committed.



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Have you ever spent hours reviewing applications, hoping and praying you will find someone who will do a good job? Or have you ever felt frustrated by the constant turnover of employees at your station or in your organization?

After more than a decade of telephone fund raising for ministries, InfoCision Management Corporation in Akron, Ohio, has learned a few things about finding and keeping good people. From these lessons, nine characteristics stand out as qualities to look for and nurture.

In InfoCision's case, these qualities not only ensure a successful fund-raising program but also help to create positive morale and a harmonious team. Although the examples listed here revolve around fund raising, they illustrate qualities beneficial to anyone in the business of communicating to others.

• **Confidence** — When communicators have confidence, they can raise funds for ministry in addition to doing anything else they set their minds to. Confidence can be heard in the timbre of their voices and in the strength of their purpose. When the communicator has the confidence that comes with certainty of purpose, that belief in the cause is carried naturally to the donor or the audience.

Beverly Gaynor personifies confidence. She has been raising funds for Christian ministries for more than two years. Not only is she a student of human nature, but she also thoroughly understands every aspect of the ministry she is calling for. That is why she watches videotapes about the program, studies the ministry's outreach work, and pours over every line of the script and background briefing.

When Gaynor hits a rough stretch of calls, she has the confidence to turn things around. If she receives an objection from a donor, she's actually encouraged. "I believe I just need to find their giving level or [maybe] I haven't yet given the donor the information they need to have a reason to give," she says. Gaynor's belief in herself comes shining through.

• **Empathy** — Empathy is a key element of telephone fund raising. It is what sets apart a cold, impersonal, robotic call from one that is warm, personal, and successful. True empathy requires the communicator to listen first to what the donor is saying. It is then absolutely critical for

Coming Coherent, Caring



The art of effective communication is constantly being refined and improved at InfoCision Management Corporation.

them to convey the proper emotion when a potential donor shares a problem or concern.

Bob Walker believes his personal relationship with Christ enables him to empathize with many different people.

"Even though I use a script, I'm not a recording," he observes. "I'm talking with people in all types of situations. Some are going through problems, and I have to be sensitive to their needs." Walker cares about others, and it shows.

Across as a Communicator

• **Vision** — A good communicator must have the ability to look beyond the enormous number of afflicted people to see the individual sufferer. The challenge of feeding the starving millions in a nation like Somalia can seem like an impossible task. But communicators with vision can succeed when they make the donor understand that the task can be accomplished by feeding one person at a time.

Shauna Rankin uses her vision to see beyond the word "no." By giving people information about the cause she believes in, they will often share their personal vision with her. "One of my favorite calls was for the American Center for Law and Justice," Rankin says. "I had asked for a donation, and the lady on the phone said, 'Yes, absolutely. My husband is a pastor. He just graduated from a school that has learned that two homosexuals are in pastoral classes, and we've asked ACLJ to help us.'"

"The fact that Rankin's husband was a graduate of the same college made the call all the more remarkable. "Learning that our husbands' school had asked for help really hit home and gave me a whole new vision to work from," she adds.

• **Enthusiasm** — The sound and tone of the human voice carries emotional impact just as surely as facial expression, a fact especially crucial for radio broadcasters who must rely on their voices to carry their message. The communicator's voice paints a picture in the mind of the donor, making a critical first impression. If that impression is favorable, it will likely lower the donor's resistance.

Thelma Little stays enthused by treating every call like it is her first time on the phone, a technique that has made her a "Hall of Fame" communicator during her five years at InfoCision. "I treat people like they're the first call I've ever made," Little notes. "I try my best to be positive and upbeat, and I make a special point to be sincere. And if I'm struggling with a donor, I pick something out of the

fact sheet to pull them back into giving."

• **Persistence** — Persistence is more than the ability to make one phone call after another. It is the ability to shake off the feelings of rejection that accompany the "no" and give a quality presentation on the next call.

Bob D'Elia, a 5 1/2 year InfoCision veteran, is the epitome of persistence. Even after hundreds of calls, he contends that "every call is unique" and sees each one as a new challenge.

"Every person I talk to deserves to be

When the communicator has the confidence that comes with certainty of purpose, that belief in the cause is carried naturally to the donor or the audience.

treated with respect," D'Elia says. "You can sense when a person wants to give. All you have to do is listen and be patient. And you must be aware that you may be the only contact the donor will have with [a] ministry. So it's crucial that you make it a positive experience."

• **Effective listening** — When a communicator listens, he or she is able to personalize the appeal to the individual donor. In essence, when the donor interrupts the presentation, the communicator has the opportunity to really become involved. And by effectively addressing that person's feelings and concerns, the communicator can secure a donation.

Pat Horn loves people and is a great listener. "You can't call them and be

impersonal," she observes. "The person on the other end of the line can sense your sincerity by how you respond to them." Horn insists that donors must be made to feel important, regardless of the size of their donation. "Even when I only raise a small gift, I remind the donor of the 'widow's mite' and let them know how important they are to building God's Kingdom."

• **Respect** — Like some of the factors already discussed, respect is an attitude that will carry over the telephone wires and have a direct effect on the donor at the other end. However, this respect must be three-fold. Communicators must respect themselves, their client's ministry, and the donors they are calling. If any one of these pieces is missing, a communicator's effectiveness will cease, and a donor may lose his respect for the ministry.

Judy Emminger has been with InfoCision for more than eight years. She describes how respect is a major factor in the performance of her duties as a communicator. "I like to be respected when I'm called on the phone, so I treat people with the same respect and consideration. "If a donor really doesn't want to give, I respect that and just move on.

"Sometimes a donor will keep talking, and it would be rude to cut them off, so I hear them out. I feel it is better for me to take a little extra time than to have that person feel alienated from the client. I always want to leave them with a comfortable feeling so they'll be more likely to give during the next campaign."

• **Concern for others** — Any seasoned communicator will tell you that there is a fine line between being persistent and pushy. A communicator who cares about other people will understand when it is time to back off from a donor. That same concern, especially for those who benefit from the ministry's work, ensures that they will persist in their duties.

Although she has made thousands of phone calls, Mary Kikta can't remember an instance when she wasn't able to turn around an irate person. She accepts that she has essentially entered the donor's home unexpectedly and that if they can't give today, their own concern and generosity may move them to do so tomorrow.

"You don't know what's going on in their life, and even if a person hangs up

CONTINUED ON PAGE 12

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COMING ACROSS . . . CONTINUED FROM PAGE 11

on me, I say, 'Dear Lord, bless them,' and move on," Kikita notes. "Most of the people I talk with really care about the cause and understand there's a desperate need for their help. Most often, it is just a matter of finding their giving level."

• **Determination** — Determination is more than persistence. It is a force found deep within a person that combines willpower, self-belief, and a sense of mission. Ken Seeley has only been working as a Christian communicator for a little

*The sound and tone of
the human voice carries
emotional impact just
as surely as facial
expression, a fact especially
crucial for radio
broadcasters who must
rely on their voices to
carry their message.*

more than a year, yet he's determined to do a great job for God and the ministries he represents.

"At first I'd get nervous about the phone calls," Seeley says, "but I just remind myself that I am 'working unto the Lord.' I tell new communicators that they'll get down in the dumps when they are first developing their skills. But after they've talked with people who know how great the need is and see how happy they are to give, they'll know the Lord is in control." Seeley believes that it is through sheer determination that one reaches the point of being confident in one's abilities.

Telemarketing communicators, in particular, are on the front lines raising funds for Christian ministries. But the nine qualities listed above are vital for all communicators. Used effectively, these traits can communicate a message and change lives around the world.

Steve Brubaker is InfoCision's director of telemarketing and is responsible for managing all five of the company's phone centers.

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In the mid-1800s, evangelist George Muller wrote, "We will not measure the success of the institution by the amount of money given or the number of Bibles distributed, but by the Lord's blessing on the work." Often, we confuse the "Lord's blessing" with these positive results. Most ministries would concede they need more money. Others would say they need better facilities or equipment.

These needs may be very real. However, more often than not, the decisions which positively affect an organization are those which have little or nothing to do with money. They have to do with operational mentality.

The way we think organizationally inevitably translates into how we behave. If our thinking is skewed in any direction, our decisions will follow. The pressures of governing a ministry force us into certain patterns. We may find ourselves spending an inordinate amount of time on fund raising. We may have less personal time with the Lord, our family, or staff.

Perhaps the most important influence on what we do is how we perceive our ministry. This comes from how we view God's call upon us. Our ministry cannot supplant other vital relationships — with God or family. It is simply a vehicle to accomplish God's will. We mustn't elevate our ministries above our personal relationship with the Lord. When we do this, it is easier to neglect other important areas because we are working "for the Lord." This is a grand error. It is also common among Christian ministries.

The definitive call of God upon an organization can change over time. Just because a ministry was called of God 20 years ago does not mean it is still needed today. The spiritual battlefield is changing. Ministries must be willing to reevaluate the call of God if they are going to offer an effective response to change. Unfortunately, many Christian organizations have outgrown their spiritual usefulness.

In our quest to be more sensitive to God's call upon our work, we often

neglect the obvious. The following list identifies a handful of the features ministries often overlook.

1. Ministries need **competent staff members**. They are hard to find. There are many reasons for this. These include the inability to pay competitive wages, poor hiring practices, and insecure leadership. Hire workers who are good with people. Be sure they can communicate

chase someone with no experience over someone who had a track record of success. Insecurity breeds incompetence. It leads a ministry into destructive decision-making practices.

2. Ministries need a **genuine commitment to accountability**. It is a mistake to assume that a board of directors is all it takes to make us accountable legally or otherwise. Nor does compliance with

What Ministries Need Most

effectively. Encourage education through extension courses, seminars, or degree programs. This brings new ideas and encourages both individual and ministry growth. If you don't already have one, set up a committee for hiring new staff. Otherwise, individual bias can weaken a hiring decision.

Case example: Mike serves as the executive director for a broadcast ministry. He is young, uneducated, and inexperienced in management. When the time came to hire a development officer, he

federal regulations or organizational memberships make us accountable. Accountability is a personal and corporate choice. It begins in the heart. This is not to say that these external measures are nonessential. To the contrary, they are important checks and balances.

A board must be "in touch" with the ministry it serves. It is hard to have an effective member who lives 3000 miles away. The board should be stratified — containing members from several occupational backgrounds. The tendency is to

include friends, family, or ministry colleagues. In general, this is unwise. In larger ministries, break your board into committees; i.e., finance or personnel.

Case example: Jason is a traveling evangelist. He serves on the board of a West Coast ministry. Four of his six board colleagues live in different states. Every member either has his own ministry or serves in Christian ministry. When scandal broke out, Jason was in the middle. The board became polarized and the ministry began an internal implosion. The board's disunity affected the staff, half of whom left disheartened and disillusioned.

3. A ministry must have a **realistic plan of action**. Peter Drucker says, "Good intentions, good policies, good

As long as we have no criteria for success, we will consider all our programs successful.

decisions must turn into effective action." How do we know if our plans are practical? We use experience, economic realities, and the advice of godly people. Good planning is simply finding an agreeable fit between your goals, resources, and changing opportunities.

Many organizations are drawn into crisis management when revenues begin to dry up. When we react to opportunities because of our need, our decisions are rarely good ones. A long-term plan of action (strategic thinking) provides an important plumbline for future action. Our short-term plans must translate our long-term thinking into strategic action.

Case example: Bob is a visionary. He runs a non-profit broadcast ministry with several stations. Bob's ideas for new projects are never-ending. This makes him vulnerable. The combination of visionary fervor coupled with lack of resources is a combustible mix. At one convention, Bob bought a transmitter on the spot. The company had never built the kind of transmitter Bob needed. After spending \$107,000 of his ministry's money, he had nothing more than a transmitter shell worth a fraction of what he spent.

4. A ministry must have **realistic expectations**. Is it clear to people within your organization what they are to do? Perhaps you know what you want them to do, but do they clearly understand? If an

organization lacks a specific and definite plan of long-term action, its staff cannot be expected to follow. Many ministries change vision from month to month or year to year depending upon the whims of the leadership. This breeds insecurity and uncertainty in staff.

The adage applies, "Good is the worst enemy of the best." Ask the members of your staff to write down what they understand the short- and long-range plans of the ministry to be. Then ask them to write down what they believe you expect from them. If the people who work for the ministry cannot agree, then something is wrong with communication from the top down.

Case example: Debbie works as an administrator for a small missions organization on the West Coast. The ministry recently lost two employees. Their workload immediately fell on Debbie, who was unable to handle the work of three people. As a result, she resigned. This left the ministry in an unnecessary crisis. It also cost the organization a valuable employee with many years of irreplaceable experience.

5. Ministries and broadcasters must **learn to be flexible**. We must embrace change as an inevitable part of operating. This does not mean we dispose of our long-range plans. Rather, it means that we must be willing to look for new methods of achieving the goals we've agreed to. We must question everything we do. We must analyze, improve, innovate, and educate. The time to do this is when you don't have to. Too often we wait until the sky has fallen before we really take a serious look at what we're doing. As long as we have no criteria for success, we will consider all our programs successful.

Case example: Malcolm is the director for an international broadcast ministry. The programs can be heard in dozens of countries. A survey showed that a local audience was not tuning in to one of his stations. Instead of looking at the survey results and adjusting his programming, he ignored them. He saw any changes as costly and unnecessary. Malcolm believes that all he has to do is provide Christian programs — in any language. As one of his board members put it, "It is God's job to translate it so people can understand."

6. The most successful ministries will be those which **encourage dissent**. The ministries which have selected competent staff members will respect and follow their advice. It is wasteful to do otherwise. Those organizations which active-

ly seek ideas or criticism will find less internal frustration. People who are powerless — or who perceive themselves to be — will not be productive or satisfied employees.

Ironically, by encouraging dissent, we build internal cohesion and productivity. Organizations with an authoritarian leadership structure have the following characteristics: high turnover, weak staff, few policy objections, anemic boards, and virtually no innovation.

Case example: Bill was the manager of a nonprofit radio station. He kept tight reins on all his staff. There was constant squabbling. Those who questioned his decisions were labeled as "trouble-makers." He was insecure and overworked. He saw any new ideas or opinions as threatening to his position. The more that people questioned his decisions, the more rigid he became. Bill was eventually released from his position.

7. The most effective ministries **promote teamwork**. This does not mean one person comes up with all the ideas and the rest carry out the orders. Organizations, churches, and radio stations are stronger as individuals feel the freedom to join in working toward a common goal. The unity between team members provides a natural cohesiveness. The collective strength of all members is always more productive. The authoritarian model

We must ask questions which have no easy answers. . . . The mere fact of our existence is never an adequate indicator of success.

for problem-solving is rusty and out-of-date. Those who cling to it will find it harder to attract good people.

Case example: Steven took over a radio station where the morale was low. The skepticism of leadership was high. He met with each staff member one by one. He listened to their grievances with an open mind. The individual meetings led to positive changes wherever he could make them. He scheduled himself on shifts as an example to the others. He mopped and swept floors. Eventually, he

CONTINUED ON PAGE 16

won the hearts of his reluctant followers.

8. **Ministries must be dynamic.** Like any organism, an organization requires activity to survive. There are two diametric attitudes in Christian ministry. The first says, "If we are to grow, then God will provide." The second says, "We must work or nothing will ever happen." There is truth and error in each. The first position assumes everything of God and leaves nothing to initiative. The second presumes if anything is going to happen, it must be a result of our own effort.

It is crucial for any ministry to look for growth opportunities. It is better to try and fail than not to try at all. This is not to say that we go about our duties haphazardly. Many visionaries become addicted to activity. They find any inaction uncomfortable. By forcing activity for its own sake, we usually waste valuable resources.

Case example: Suzanne was in charge of special events and donor relations for a ministry. She sent notes to the donors she knew. When she had time, she would pray and encourage them by phone. She kept notes on the donor's family history, prayer requests, and birthdays. Her genuine concern made a difference. One donor sent a check for \$10,000 after one of Suzanne's calls.

9. **Ministries must learn to be resource efficient.** Many nonprofit organizations become lazy when there is no competition. We must ask questions which have no easy answers. For example, how do we know we're doing well? We must develop criteria for measuring our success, even when there is no apparent competitor.

The mere fact of our existence is never an adequate indicator of success. Try to set goals and then develop methods of measuring them. Ministries also need to be smarter in how they handle scarce resources — particularly people and finances. Always look for less expensive, faster, and easier ways to accomplish your goals.

Case example: Burton was one of those people every ministry needs. He could do almost anything. He was given the task of finding out how to save the ministry money. First, he analyzed all the major expenses. These included insurance premiums, phones, and office supplies. Six weeks later, his suggestions were

implemented. They saved the ministry more than \$1000 per month.

10. **Ministries need to develop a service mentality.** You can learn about an organization in the first ten seconds you spend on the phone with the receptionist. What is the first impression people have of your ministry when they meet your staff or enter your building? A service mentality means that you never take your friends and supporters for granted. If you do, you'll lose them.

The value of your service depends upon the perception "your customers" have of your ministry. Look for ways to

Leadership Qualities

A good leader is someone who is . . .

- Competent
- Humble
- Approachable
- Available
- Spiritually mature
- Willing to be wrong
- A listener
- A delegator
- A leader by example
- Impartial

give something back to those who support your work. Be sure the people who have the most contact with the public are friendly.

Case example: Susan is a publicist. She serves several evangelical publishers. She works with authors, ministers, and ministry leaders. Last year she made 11 phone calls to one church leader who also happens to be an author. She finally gave up. Never once did his secretary return her calls. She treated Susan as if she were a nuisance. Susan never did get a straight answer from this leader or his secretary. This treatment reflects poorly upon the ministry and the individual.

11. **Ministries must learn to be more sensitive to donors.** How much do you know about the people who support your organization? There are many older people who give to Christian ministry. Many are lonely. Do you look for thoughtful ways to reach them? Stay in touch with

those who support your work. Call your donors. Set up a system so everyone in your office makes at least a couple calls every week. If you send out a regular newsletter or appeal, establish a panel of people who will give you *honest* feedback. If necessary, adjust the way you communicate.

Case example: Philip wanted to know more about the people who supported the ministry he worked for. He had a background in survey research. He constructed a simple survey which went out with the receipt mail. He made several discoveries. First, many donors were unaware that one of the radio stations owned by the ministry was given away six years before! Second, two-thirds of the supporters were mainly interested in a single outreach of the ministry. Their donations were carrying the financial burden of two other projects.

12. **Successful ministries require competent leadership.** Our universities and seminaries train young people to be good thinkers. They do not train them how to be successful leaders. Unfortunately, there isn't enough space to cover this important subject (see box). In his book, *Understanding Leadership*, Tom Marshall says good leaders are "always talking with their people and they are always listening to their people."

Without question, the most important aspect of leadership is a firm commitment to God. Denny Gunderson, the author of *Through the Dust*, says, "Obedience and humility are God's twin guardians against the plague of vain ambition resident within the heart of a leader who wants to become a star."

Case example: Terry is the director of a missions agency. He is gifted and intelligent. Nonetheless, Terry surrounds himself with incompetent people. His eight staff members are socially backward. He complains, "I feel like I'm doing everything myself." Terry has a big heart. He hires the outcasts. As a result, his ministry suffers. Although he has the spiritual skills to lead, he is deficient as an administrator.

The work of ministry demands attention to numerous details and complexities. But such attention must be paid if we are to serve with the excellence our God deserves.

Don S. Otis is the president of Creative Ministry Resources, a ministry consulting and publicity agency in Sandpoint, Idaho. He has 17 years of experience in Christian broadcast and missions work.

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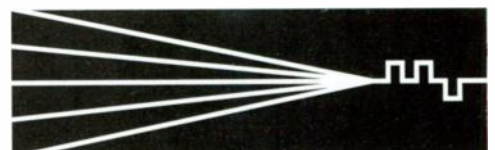
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Those who desire to use Christian radio effectively might do well to keep the following steps in mind — and even better to put them into practice.

1) Know yourself. Ask yourself these two questions: “What do we need?” and “What do we have to offer?” Remember that radio is a means to an end, not an end in itself. I don’t know how many times I’ve asked a prospective client why they wanted to be on Christian radio and heard the answer, “Because we want to be on Christian radio.” That answer is the first step toward failure because it leads you into fuzzy thinking and unclear goals.

Define your ministry goal and what you need to get there. If you need prayer partners who are behind you with their gifts and prayers, make that your single-minded pursuit. If an exciting or urgent subject comes up that you really want to talk about, resist the temptation to go off on a tangent — unless you can find a way to make it further the goals you’ve defined.

When you define your ministry, it is important to know what makes you stand out among similar ministries. It is probably obvious to you, but not to most donors. Remember that most of them are bombarded with appeals from all sides. They’re going to respond to the ministries that stand out.

This may sound like painfully obvious advice. If it is for you, congratulations! But unclear self-definition is the number one reason programs on Christian radio fail.

2) Know your audience. It is tempting for many Christian ministries to describe their constituency as “everyone who loves God.” That would be nice, but I’ve never known a ministry that could truly claim that.

The reality is that no matter who you are, you are a part of a culture that includes certain theological, demograph-

ic, and psychographic preferences. Know as much as you can about “your people.” Then talk specifically and clearly to them, in “their language.” The temptation to talk to everyone can leave you talking to no one.

3) Cut through the clutter. There are a lot of messages out there on Christian radio. The quality and variety of those messages is growing all the time.

A Christian Radio Success Strategy

To stand out, you have to sound different — and be different. (Once you know yourself, you’re already halfway there.)

We’ve found that, for some of our clients, “recorded live” on-the-spot reports stand out. For others, radio dramas (almost a return to the golden age of

The temptation to talk to everyone can leave you talking to no one.

radio in the ’30s and ’40s) or the voice of a respected celebrity provide that marker of individuality.

Whatever the format, though, creativity is the key. Whiz-bang production techniques aren’t necessarily the answer — just crystal clarity that speaks your message in a way that grabs listeners by the lapels and doesn’t let go until you sign off.

4) Control costs. A smart media strategy with an eye to keeping costs down is critical. The goal should be to reach the largest number of the right people at the right cost, not just the largest number of people. We’ve repeatedly found that by focusing on quality and cost instead of quantity, we’ve been able to cut cost and increase response — even when we’ve limited airtime buys to fewer stations.

Also, you need the courage and wisdom to stop doing something that isn’t working. Believe me, I know the energy, time, and emotional commitment it takes to create radio. Pulling your creation off the air can be wrenching and painful. But it can also save you a lot of money and grief.

5) Build relationships. When people respond to your radio message, treat them with respect and give them a lot of attention. Thank them promptly. Let them know what their gift will accomplish. Too many ministries drop the ball at the fulfillment stage of the relationship with new donors. The way you treat these fine people once they’re on your team is

just as important as the way you acquire them in the first place.

6) Practice integrity. There’s a lot of cynicism toward fund raising in our society. The Christian audience is increasingly sophisticated and demanding about its giving. Its members want to know their gifts are being used wisely, effectively, and honestly. And they will quickly sense when a ministry isn’t completely above board.

God demands the best of His people. He blesses the work of those who go the extra mile in ethical practices. Every broadcaster who practices anything less than the highest level of integrity — in finances, communications, and relationships — hurts himself and all other ministries.

Timothy Burgess is a partner with The Domain Group, a full-service advertising and marketing agency with offices in Seattle and London.

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by Mark L. Ward Sr.

In its May 1993 issue, *Religious Broadcasting* featured an article on Israel and on the opportunities which await those Christian broadcasters who choose to sponsor tours to the Holy Land. This month, we present the stories of several radio broadcasters who have done just that and who have found the experience to be a powerful way of reaching out to their listeners and supporters.

Elwood McQuaid isn't in it for the money. Instead, he says sponsoring a tour of Israel "is the best way I know to build relationships with your constituents, to make friends who will become the best supporters your ministry has." The speaker on the daily *Friends of Israel Today* (Bellmawr, N.J.) radio broadcast leads a twice-yearly tour of the Holy Land, from the Dead Sea to Galilee.

Building bridges with listeners is a vital concern at *Grace To You*, the daily radio teaching program of pastor and author John MacArthur based in Panorama City, Calif. "Giving people a chance to put the voice with the face is a real boost for us," explains executive director Phillip Johnson. "We've sponsored Bible conferences and teaching cruises before and found the events really raise the attendees' level of commitment and partnership to our ministry. This year we decided to do a tour of Israel for the first time, and it got the biggest response we've ever had."

Among religious broadcasters who have sponsored Holy Land tours for the first time in 1993, Salem Communications Corporation of Camarillo, Calif., owns 17 Christian-formatted commercial radio stations across the country.

According to Salem vice president of operations Don Cartmell, "We realized that our listeners knew the personalities who spoke on the programs, but we also desired a more intimate relationship with our audience." After taking a group to Israel, he says the company has gained new friends who understand and appreciate how Salem supports broadcast ministries across the nation.

The key to conducting a successful tour, one that will generate enthusiasm and friendship for the ministry, is "mak-

ing sure people don't come away disappointed, but believing they got their money's worth," advises McQuaid. Johnson and Cartmell agree, saying one bad meal or dirty hotel room can spoil the whole trip.

Yet with proper planning, Christian broadcasters are uniquely suited to spon-

Lead On, Broad

According to Klassen, this is an opportune time for broadcasters to consider Israel. "Until recently, we hadn't done a Holy Land tour in about ten years," he explains, "but since the Gulf War, perhaps because it called attention to Biblical prophecy, there seems to be a real interest by Christians to see Israel for



Tour participants gather for a worship service on the shores of the Sea of Galilee.

ing themselves." Like any destination, Israel has places to avoid, but Klassen says the country is statistically among the safest in the world.

By selecting an experienced tour operator — and there are many who have worked before with evangelical Christian groups — broadcasters can literally "take the bus and leave the driving to us," says Dennis Klassen, director of operations for Inspiration Cruises and Tours in Fresno, Calif., which conducts between 20 and 25 events each year. Tour operators, he adds, are in the business of handling details, from travel and lodging to promotional brochures and registration.

Israeli tourism officials are also very receptive today to working with Christian groups, says Klassen. His view is seconded by Raphael Farber, former Israel tourism commissioner for North America. "The major potential for tourism to Israel is the Christian-believer market," he explains. "Today most of tourism to Israel, around 65 percent, is non-Jewish. To reach this vast Christian market, the greatest friends we can imagine are religious broadcasters."

All photos courtesy of Grace to You ministries.

O Christian casters

Feeling Connected

Friends of Israel Gospel Ministries (FOI), where McQuaid is executive director, has been sponsoring Holy Land tours each March and October since 1977. FOI is active in Jewish evangelism worldwide, and its radio broadcasts are heard on 75 U.S. outlets and in more than 40 countries.

ten or 11 days provides ample time for unhurried sightseeing, though the tour covers major sites throughout the breadth of Israel. Friends of Israel includes everything in its tour price, set at \$1879 per person for the March 1993 trip — airfare from New York, ground transportation, admissions, meals, and five-star hotel

preference for big breakfasts and dinners allows for an inexpensive “lunch on the run.”

The key to planning a quality trip at the desired price, McQuaid suggests, is dealing with a tour operator who knows Israel and is also familiar with evangelical Christian groups. “You want a company that will work with your group, rather than try to fit you into their program. For example, evangelicals would not be interested in all the Catholic shrines and cathedrals that are standard on most Holy Land tours. And while you can find agents that will arrange cheap tours, it’s more important to look past profit and select someone reliable,” he warns.

FOI uses a stateside operator for travel arrangements, then “because we want to stress Jewish culture,” the group uses an Israeli operator and tour guides to coordinate onsite activities.

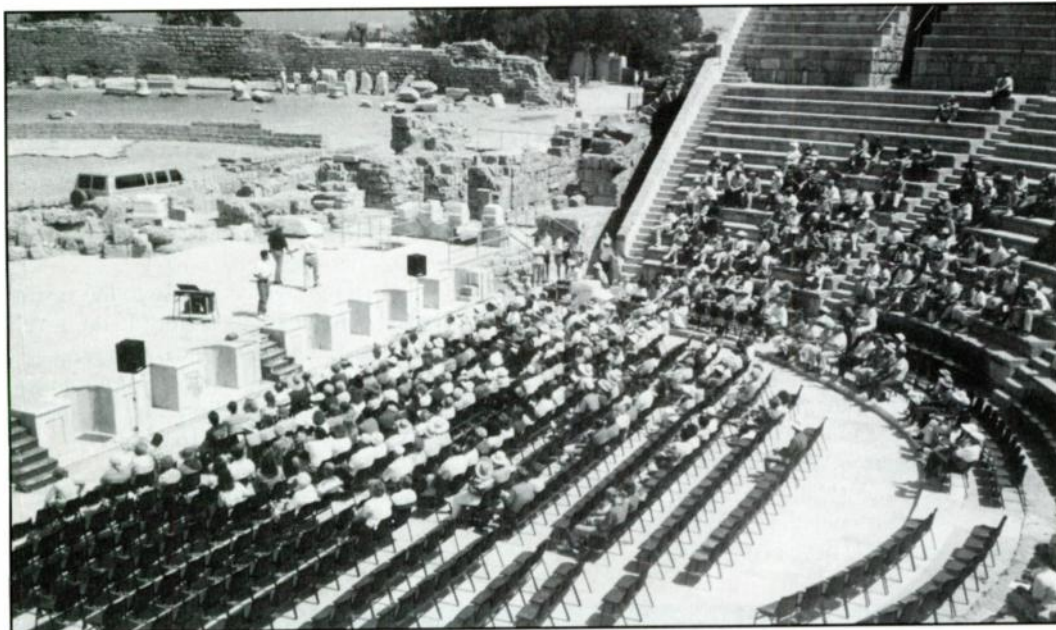
McQuaid and members of his teaching staff accompany all tours, since FOI constituents want the “slant” on Israel that the ministry emphasizes in all its programs. The tour includes teaching opportunities at major sites, but avoids “heavy Bible conference-type programs” so that attendees can enjoy a week that is spiritually and physically refreshing.

Friends of Israel has found that radio is a very effective means of promotion. The group also places advertisements in its 300,000-circulation bimonthly *Israel My Glory* magazine and puts brochures in the mailings sent each month to its file of about 150,000 active donors and supporters. Tours of Israel are also promoted during the ministry’s busy schedule of seminars,

banquets, and church speaking engagements.

However, good word of mouth is the best advertisement. And McQuaid points out, “By varying the itinerary, or doing spin-offs such as a tour on Biblical archaeology, you can build a steady group of people who come for return trips.”

After sponsoring tours of Israel for more than 15 years, FOI has enjoyed good results, says McQuaid. “The people come back with a love for Israel and the Jewish people, with a commitment to



Itineraries of Christian tours to the Holy Land often include a teaching by a group leader at an authentic Bible times site, such as the amphitheater at Caesarea shown above.

Bringing its constituents to Israel is vital to the ministry, says McQuaid, “because we want our supporters to gain a burden for the Jewish people, to feel ‘connected’ to them and to pray, as the Scriptures say, for the peace of Jerusalem. Our tours provide both the geographical background and also the Jewish cultural context to help people understand the Bible better.”

The most recent FOI tour in March followed the pattern that McQuaid has found is most successful for his group. About 100 people attend each spring, he says, and approximately 90 join the fall trip. With a group this size, an itinerary of

lodging.

“We don’t offer side trips or extras,” explains McQuaid, “but [we] try to plan a high-quality, all-inclusive tour at a fair price.” In setting a tour price, he advises broadcasters to gauge the priorities of their constituents. At FOI, for example, attendees place a high value on their lodging and dining experiences.

Yet he believes Israel offers a wide enough range of acceptable accommodations and sightseeing options to devise a quality itinerary for travelers on a smaller budget. Many Jewish *kibbutzim* [communes] offer fine tourist hotels at lower prices, he points out, while the Israeli

CONTINUED ON PAGE 22

LEAD ON . . . CONTINUED FROM PAGE 21

pray for our ministry and [to] become friends and supporters who go the extra mile to promote our organization in their church and in their local Christian community.”

An Underlying Philosophy

When Salem Communications decided to sponsor its first tour of Israel in May 1993, it was a big change. In the three years before, the company had conducted annual Caribbean cruises as a way to build relationships with listeners. But when it came time to plan the 1993 event, Salem’s tour operator pointed out that other Christian ministries were finding that evangelical interest in Israel was at a peak.

According to Don Cartmell, the company plans its travel programs one year ahead — six months to make the itinerary and arrangements and six months for active promotion. Yet he believes the first step in the planning process is deciding on a basic guiding philosophy. “You have to develop a tour that considers the expectations of the attendees,” he says.

Each year, Salem teams up with broadcast ministries whose programs air on its stations. The joint effort allows the company to obtain talented tour speakers who draw interest and also to tap into the ministries’ own promotional outreaches. For the 1993 tour, Salem teamed with speaker Hank Hanegraaf of the Christian Research Institute’s *Bible Answerman* broadcast and host Rich Buhler of the daily *Tabletalk* radio counseling program in Branch, Calif.

“Audiences who listen to *The Bible Answerman* expect a high quality of Biblical teaching, while listeners to *Tabletalk* are used to hearing open line talk offering pastoral counseling,” says Cartmell. Thus, Salem Communications devised an Israel itinerary that allowed Hanegraaf to recite and comment from the Scriptures at major Biblical sites, while at other sites — such as the Garden Tomb or on Galilee — Buhler conducted worship services that emphasized the abundance found in the Christian life.

Once the underlying approach was decided a year ahead, Cartmell says his company began working in earnest with its operator, Inspiration Cruises and Tours, which had coordinated its previous travel programs. “Selecting the right tour operator is the single most [important] decision you make,” he believes. “The

agency is not just somebody to sell tickets and book travel. They should be financially stable, should not co-mingle your deposits with other funds, have integrity, and be sensitive to evangelical Christians and the distinctive needs of your group.”

Klassen advises broadcasters to check references for any tour operators they may consider. Since the key to success is a quality tour, he too suggests that

Christian broadcasters are uniquely suited to sponsor Holy Land travel programs: they already command a means of getting the word out and enjoy a ready-made audience of trusting and interested prospects.

agencies must understand evangelical Christians. However, he points out that a quality experience begins *before* the trip with good customer service.

Inquiries and registrations are handled by the tour operator, so he believes “the way an agency relates to your customers is a reflection on you. Positive feelings should start even before the tour begins, because people appreciate the way they have been treated.”

In devising an itinerary, Cartmell’s first step was to see Israel himself and scout different sites. Klassen also sent his own representatives onsite to investigate lodging and sightseeing options with the Salem group specifically in mind. Ultimately, the ten-day, \$1985 tour attracted nearly 150 participants, enough to fill three buses. Another 40 attendees stayed for an optional mini-tour of Egypt.

Among essential services the operator provided, and which Cartmell says broadcasters should insist upon, were traveling to each tour site ahead of the group to ensure that all arrangements for lodging, meals, admissions, and such vital details as sound systems, seating capacity, and luggage transfers had been taken care of.

Contracts with tour operators, explains Klassen, typically specify a price per attendee paid to the agency for the agreed itinerary. The sponsoring ministry is given free tickets based upon total attendance, often one free package for every five to ten registrants. Some broadcasters, he says, add a small markup to the contract tour price to cover their promotional costs. “Most of all, you should aim not for profit but for the kind of quality that will leave people feeling they weren’t disappointed.”

Cartmell agrees and says the result for his company was a Holy Land travel program that left attendees saying, “I didn’t know what Salem Communications was before, but now I really appreciate your ministry and what you do.”

Making the Difference

Because the Grace To You ministry is so closely tied to the person of John



Grace to You’s John MacArthur leads a private communion service at the garden tomb.



In preparation for a service by the Sea of Galilee, tour group operators arrive early and oversee the necessary set-up details.



A tour group gathers for a lesson on the south steps of the temple in Jerusalem, presumably the same steps used by Jesus to enter the temple.

MacArthur, his involvement in the group's May 1993 Israel tour was a key to its success. He taught daily throughout the tour, kicked off the week with a reception to personally meet each of the more than 400 participants, and rode on a different bus each day to get to know his fellow travelers.

"That's what made the difference," says executive director Phillip Johnson. "We had people who'd listened to Dr. MacArthur for years. For most of them, going to Israel is a once-in-a-lifetime event. They chose our tour because they trusted Dr. MacArthur and his teaching ministry to give them the truly meaningful Holy Land experience they wanted."

As the speaker, MacArthur could

have obtained VIP treatment with hotel upgrades and limousine transportation, says Johnson, "but the people loved him for being one of them, for giving a natural face and personality to the voice they had listened to for so many years." The result was a tour that built relationships with ministry friends and supporters, while ministering to desire for a greater understanding of the Bible.

However, Johnson says that behind the good results was the challenge of coordinating nine busloads of people for ten days, plus an optional six-day cruise to the Greek Islands. For several years, Grace To You has sponsored Bible con-

CONTINUED ON PAGE 24

People Like What They're Hearing...

"I love your show! *Pro-Life Perspective* always keeps me up-to-date on the latest trends and information in the pro-life movement." Angela Hicks, Edmond, OK

"... I commend NRLC & Dr. Franz for educating the public on abortion and other issues through *Pro-Life Perspective*." David Ingram, Ft. Smith, AR

First broadcast in January 1985, "Pro-Life Perspective" is the official radio broadcast of the National Right to Life Committee (NRLC), the nation's largest pro-life group. Pro-Life Perspective is hosted by NRLC president Wanda Franz, Ph.D. and features occasional guest speakers prominent in the Pro-Life movement.

Since its first broadcast, "Pro-Life Perspective" has attracted hundreds of thousands of listeners, an audience which continues to grow. With personal, professional and insightful discussion of pro-life issues, "Pro-Life Perspective" is the best means by which pro-lifers across America, including your listeners, can remain informed on current life issues.



Wanda Franz Ph.D.

Pro-Life Perspective

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(Circle 163 on the Reader Service Card)

ferences at various California sites and handled arrangements and registration in-house. Yet for an overseas tour — especially one that generated nearly twice the average attendance of previous travel programs — Johnson readily admits the ministry needed outside help.

Like Salem Communications, the idea for an Israel tour was first suggested by the tour operator who had handled the Grace To You annual cruise program. MacArthur had once conducted an Israel tour about a decade ago but had not repeated the trip because of perceived security risks in the Middle East. But when the tour agency explained the current situation in Israel and the high level of evangelical interest, Grace To You decided to go ahead.

About 18 months beforehand, a date was selected that took into consideration MacArthur's schedule, seasonal hotel rates and weather, and any conflicting Jewish holidays. Then, Johnson explains, an itinerary of Biblical sites was sketched out and tailored to highlight the distinctives of the speaker's teaching ministry "rather than art or folklife, or shrines or

cathedrals."

The tour, priced at \$1975 per person from New York, took a circular route followed by many evangelical groups. After landing in Tel Aviv, the group headed

*The people come back
with a commitment to
pray for our ministry
and [to] become friends
and supporters who
go the extra mile to pro-
mote our organization
in their church and in
their local Christian
community.*

north along the Mediterranean coast to Caesarea, then east through the Jezreel Valley — site of the Biblical Armageddon — to Nazareth and the Sea of Galilee region beyond. The road south from

Galilee ran through the Jordan Valley to Jericho and then west to Jerusalem, which also served as a base for day trips to Bethlehem and the Dead Sea region.

The tour agency scouted sites, visited hotels, interviewed bus operators, and came back to Grace To You with itinerary options. Once finalized, active promotion of the tour began a year ahead with periodic radio announcements and mailings to the ministry's list of supporters.

For Johnson, results of the 1993 tour can be summed up in one story. "There was an unsaved man, an atheist, who told his wife he would take her on vacation to any place of her choice. Because she was a listener [of] the broadcast, she chose our Israel tour. This Christian woman had also prayed for her husband for 20 years, and at the end of the tour she asked what he thought after seeing where Jesus had walked. To her surprise, he said he believed it. Then he explained that he had received Christ during the tour! Let me tell you, that's one couple who will always have a special relationship with our ministry."

Mark Ward is the editor of the 1994 National Religious Broadcasters Directory of Religious Media, to be released in December, and a writer for numerous religious and business magazines.

A Prayer-Sharing Genesis

The newly inaugurated *Jerusalem Christian Review* Prayer Line received more than 5000 calls during its first week of operation, which began June 27. The unique service offers Christians throughout the world an opportunity to speak and pray with a member of the Christian community in Jerusalem. The Prayer Line is a combined project of the *Jerusalem Christian Review*, Israel's leading Christian newspaper, and Bezeq Telecommunications, Ltd., Israel's state-run telephone company.

According to Israeli cabinet minister Moshe Shahai, the "unprecedented Christian telephone service [provides the opportunity for] a stronger bonding between the Christian community of Jerusalem and their faithful brothers and sisters worldwide." Callers to the prayer line speak with

volunteers, all of whom have extensive ministry experience, and are given the opportunity to share and pray about problems and concerns.

"Most of the calls received last week came from North America," said Prayer Line director Lee Brooks, "but a surprising number also came from the Far East, especially Japan. Many calls were also received from western Europe, northern Africa, and from former Iron Curtain countries, such as Poland, which aired parts of the Prayer Line's inauguration on national television."

A wide range of Christian and political leaders participated electronically in the Prayer Line's inauguration, including former President Ronald Reagan, former Secretary of Housing Jack Kemp, former Education Secretary William Bennett, Pat

Robertson, Dr. Charles Stanley, Dr. James Dobson, and Dr. Jerry Falwell.

In his videotaped message, Reagan noted, "I cannot count the number of times when Nancy and I have turned to prayer to help us through some of the toughest periods in our lives. It is only fitting that prayers for world peace should now originate from the Holy Land."

Editor's note: The Jerusalem Christian Review, in cooperation with Bezeq Telecommunications, is also planning to organize a global link of prayer. The event will involve political and Christian leaders from around the world and will be broadcast live via satellite. Christian broadcasters are invited to pick up the satellite feed of the event and may receive more information by contacting the Jerusalem Christian Review's California office at (619) 748-6100.

“WHEN A CHRISTIAN
VISITS THE LAND OF THE BIBLE,
IT’S LIKE
A HOMECOMING.” – Pat Boone



Jerusalem, Mount of Olives



Hear about the Holy Land
on Pat's syndicated radio show.

“Wherever you go in the Holyland – from Nazareth to the Galilee – you’re struck by how *familiar* it all seems. The ancient place names come right out of the Scriptures. And somehow, to somebody who’s grown up with the Bible, it’s like a spiritual homecoming.

“Often as I visit Israel, I come back feeling richer in my faith. It’s a joy every Christian should experience – at least once in a lifetime.”

If you haven’t been to the Holyland yet, there’s no better time than this year – when record numbers of Christians will be visiting us.

Consult your minister or a local travel agent about special Christian tours for individuals and groups. And whether you want to organize or join a group tour, or travel independently, call for our free Christian tour kit. It contains highlights of the important sites, a colorful illustrated pilgrimage map and information on tour programs.

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Hope to see you soon. *Love, Israel*

(Circle 233 on the Reader Service Card)



by Margaret Becker

Editor's note: For Sparrow Records recording artist Margaret Becker, communicating the life-changing message of the Gospel took on a haunting new meaning during a recent trip to Kenya as a guest of World Vision (Monrovia, Calif.). While sitting in her Nairobi hotel room, Becker penned the following account.

I'll never forget the smell — pungent and bitter, like a livestock pen that hadn't been cleaned in a while. It startled me when I first stepped out of our shiny white Land Cruiser, and I might have fainted except for the fear of falling into the filthy brown street.

As I steadied myself, the oppressive

It was as if the whole valley had been painted over with the dirty brown face of poverty.

heat hit me and sent a tinge of nausea shooting up into my throat. My hand still on the door for balance, I heard my mind rehearsing the questions I'd tried to ignore. Why did I come here? What was I thinking? This is too much for me. I don't want to see it.

There, on the outskirts of Nairobi in a squatters' slum of 350,000 people called the Mathari Valley, I knew that what I was about to see would haunt me for the rest of my life. Thus began my fact-finding trip to Kenya as a guest of World Vision.

The first sight I managed to focus on was a little girl of no more than five years who had another little child at least half her size perched on her hip. A child mothering a child — something about it seemed grossly unfair. She stood barefooted just inches away from the rough, shallow ditch that served as a toilet.

When our eyes met, hers had a look of warm curiosity that made me feel awkward. Here I was, not knowing what to do or say, feeling conspicuously poor in spir-

With Hands Outstretched



Margaret Becker

it in my freshly pressed skirt and blouse. There she was, dressed in dirty blackened rags and an angel's smile, offering me her hand, unaffected by my expressionless face. I was acutely aware of my helplessness, my impotence in these streets.

Sights Unthinkable

It is hard to picture the destitution that surrounded us. As far as the eye could see, small lean-to shacks made out of corrugated steel and cardboard were lined up almost on top of another. Tiny pillars of grayish smoke clotted the landscape from trash fires burning in the distance.

Emaciated goats stumbled through the pockmarked, hardened-mud trail which served as a street. Children, some as young as three, squatted atop trash piles digging for something to eat. It was as if the whole valley had been painted over with the dirty brown face of poverty. Nothing was untouched.

Charles, our World Vision host, had briefed us on what we would encounter. He spoke of the children who were dying of common annoyances like diarrhea. He spoke of the orphans who wander the streets with no one to care for them. He told us of the many children who contract

AIDS as a result of picking through the trash and accidentally piercing themselves on infected needles. I had heard all of this, but as I stood with this little girl's hand in mine, I didn't want to believe it was true.

Living Reality

It wasn't long before Charles' descriptions came to life. Throughout our visit, we drove extensively through the slums. After one stop, I left my window down, wanting to get the full impact of what I saw. As we continued on, the Land

going? Take me with you!"

Our driver cautioned me to roll up the window. He reminded us that we were supposed to have a police escort during our visit because of the violence that routinely takes place, but one of the shacks had burned down that day, and the police were busy guarding what precious few belongings the victims had left. Reluctantly, I heeded his warning.

We passed row upon row of hopeless, vacant faces, both old and young, their eyes piercing my own with an eerie lack of emotion. There was no cry for help,

no look of longing, just a cold stillness that seemingly entombed them in death-like acceptance.

Visions of Hope

I know that it took less than an hour, but it seemed like an eternity before we finally arrived at a public school where a number of the students are supported by World Vision. The Land Cruiser came to a stop in front of a pair of tall, steel gates painted institutional blue.

Two young boys in uniforms excitedly undid the latch and swung the gates open. We pulled into an expansive courtyard bordered by a rectangular formation of what appeared to be crude cement boxes linked end-to-end. This structure was among the most solid and well-kept I'd seen thus far.

As if on cue, the doors to the classroom opened as soon as we opened our doors, and a steady stream of blue uniforms poured out, the sound of running and laughter trailing behind them. Almost

instantly, each of us was surrounded. I was surprised at how well these children spoke English. "How are you?" they called out intermittently with touches of Swahili accents which made their inquiries sound more like songs than questions.

Excitedly, they pushed one another aside in an attempt to shake our hands. I reached out to touch as many as I could, and more than once the weight of them against me moved my body. Our presence there caused such a commotion that the headmaster came out and organized all the children back into their classroom formations. He ushered us into his office, and once there, he released the children to play once more.

I learned that every child over the age of six is required to go to school in Kenya. I wondered how this could be after seeing so many school-age children in the streets. Charles explained that many children from poverty-stricken families can't attend school because they

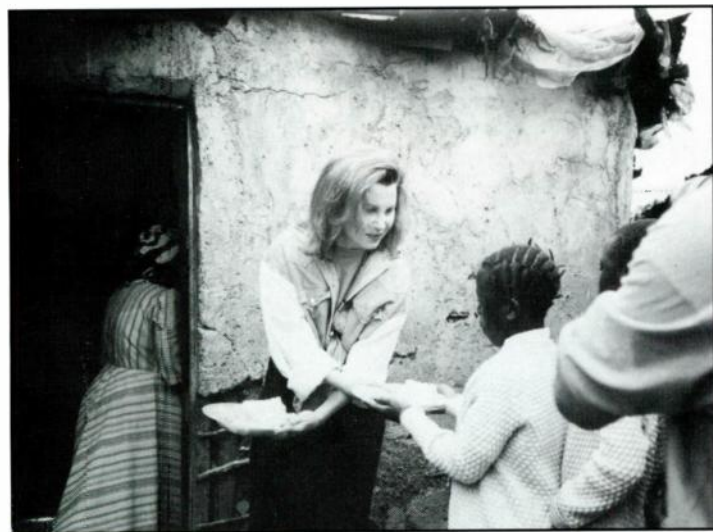
We passed row upon row of hopeless, vacant faces, both old and young, their eyes piercing my own with an eerie lack of emotion.

can't afford the required uniform and books. For a moment, I thought of how school to these kids was probably a luxurious existence compared to their everyday existence.

I wanted to know how children were chosen to be sponsored by World Vision. Charles pointed out that because of the limited funds available, they had to interview different families and choose only the worst of the worst cases. Once involved, World Vision, in addition to buying school supplies, often offers the parents a small business loan to help them generate some income for food. They also have a club called the "Saturday Club" that meets on weekends for the specific purpose of teaching about Jesus. Everyone is welcome.

Charles introduced me to a few World Vision students, including Peter

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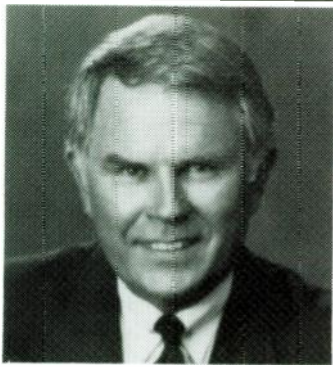


Margaret Becker serves food to AIDS orphans in Mathari Valley, a squatters' slum on the outskirts of Nairobi.



Many children in Kenya contract AIDS after accidentally piercing themselves with needles as they pick through piles of trash.

Cruiser often came to a full stop in order to navigate the rocky terrain. More than once, tiny bony hands reached in the window while voices rang out hopefully, "Where are you going? Where are you



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WITH HANDS . . . CONTINUED FROM PAGE 27

who was 15 and could not have been taller than 4-feet-8-inches. His mother passed away last year, and his father worked chipping stones all day. Without the faithfulness of his donor, Peter wouldn't have been standing there.

The Importance of One

A simple truth began to assemble in my mind. All the efforts made by charita-

overwhelmed with the reality of the pressing needs I'd seen. "God, give me the words . . . give me the words to bring these images to life," I whispered in prayer.

And so I poised my pen to write, although I had a nearly complete article about the intent behind a song off my new album, *Soul*, right beside me. Somehow, its content about our differences concerning the applications of the name of Jesus seemed almost hedonistic in comparison to the images of what I'd seen that day.



Margaret Becker poses with a group of students from a public school in Mathari Valley.

ble organizations like World Vision are not about doing things "en masse." They are about doing things in ones: one child at a time; one child who has a shirt and a pair of shoes; one child who is not emaciated; one child who is not sitting out on the muddy street near the sewage ditch with a blank stare; one child who may have a shot at doing a little better. It's about touching *one*.

At the day's conclusion, I wearily made my way up to my room in downtown Nairobi. I opened up the ancient doors to the balcony. Down in the streets, I heard tambourines and synchronized drumming as the Hare Krishnas made their way down the street in parade formation. Singing and throwing candy, they carried banners proclaiming, "Krishna can change things for the better."

I glanced down at my shoes, still filthy from the dust of Mathari. Thoughts of Peter filled my mind. I closed my eyes,

With my own two eyes, I had seen what money could do — money we leave on our night table, money we cast into a jar somewhere as we tidy up. I wish that you, my fellow Christians, could have seen it too, because I know that if you could touch their shoulders and look into their innocent eyes, you would do everything in your power to help.

Believe my simple account. Those children do exist, and there is a devastating force of poverty vying for their lives. They smile, they laugh, they cry. And they hold onto your hand for dear life because your hand *is* life. Your hand *is* hope. Your hand is His hand, outstretched in the name of the One you serve.

Margaret Becker will begin her 100-city "The World I See In You" tour in partnership with World Vision on September 21 and will serve as the host for World Vision's "30 Hour Famine" on February 25 and 26, 1994.

Have you

If only my station could show a profit...

ever caught

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C H R I S T I A N A D U L T H I T R A D I O

WRN

If you are in a position to hire salespeople, you are in a position to make mistakes and to be sold. As one sales manager told me, "I interviewed and hired this guy on Friday, [and] on Monday when he came to work, I thought his evil brother had shown up in his place!" What a frightening experience. What a costly mistake for the company.

Why do we make hiring mistakes? Let me answer that with another question. What does a salesperson do? They sell. What do you think they are doing in the interview? They are selling. The interviewer is the client, and, in this case, the candidate is the seller and the product. And sometimes, the interviewer gets sold. That explains the stories we hear about the salesperson who interviewed, sounded great, came to work . . . and froze in their tracks.

Back in the 1920s, a Harvard Ph.D. named William Marston wrote a book titled *The Emotions of Normal People*. In this book, Marston divided behavior into four basic quadrants: dominance, inducement, submission, and compliance. To the extent that individuals tend to manifest one of these behaviors more often than the others, looking at each of these and keeping them in mind may prove helpful in knowing how to select good salespeople and how to make the best use of their abilities and characteristics.

Forward Movers

Dominance behavior is the predominant behavior with which we are born. The intent of a person who continues in this behavior throughout life is to control. "Dominant" sales people seem to get more done than others; they put deals together, ask for the order, push to meet deadlines, and are ever-focused on the task. These qualities can be desirable attributes in a salesperson, but not when they are overused. If not controlled, these qualities make the salesperson appear demanding, stubborn, belligerent, and unyielding.

Dominant people are good people to have on your staff if you identify, understand, and appreciate them for who they are and what they can do, namely focus goals and develop a sense of urgency to

get things done. In communicating with this type of salesperson, be brief, be clear, and write details down.

Positively Persuasive

The second behavior to be aware of is the *inducement* behavior, or what we have termed "influencing." The intent of the person with this behavioral style is to influence and persuade. The emotion equated with this behavior is optimism. The "influencer's" philosophy of life is, "If everybody would just talk it out, everything would be okay." Influencers



How to Hire Salespeople Without Getting Sold

are far more interested in people than in details. Others may view them as self-promoting, overly optimistic, and shallow.

As salespeople, influencers will typically have many contacts, enjoy working with people, and be able to take rejection without becoming overly upset. Welcome their optimism, but don't let them sell you on an idea they won't follow up; an influ-

encer will, at times, over-promise and under-deliver. If you do not have any influencers on your staff, you are probably missing your sales goals since influencers are as close to natural-born salespeople as we get. Hire them, train them, and let them know what you expect — in writing. You will likely see positive results.

Slow and Steady

Would you like a persistent, steady, loyal salesperson who will follow up and follow through? That type of salesperson exhibits *submission*, or what is today termed "steadiness." The steady person desires to serve and does not like to challenge the status quo. This type of salesperson enjoys the process side of work more than the results side. He relies on rapport-oriented selling, which advocates building a relationship in hopes that the prospect will buy.

Employers must exercise patience with this type of personality and explain exactly what is required of them. Steady people can bring a sense of calm to your staff and may keep others steered toward the middle rather than off on tangents.

Perfectly Cautious

Marston's fourth quadrant of behavior is *compliance*, which is correlated to the emotion of fear. Compliance-oriented people tend to be cautious. They strive to be prepared and are very sensitive to criticism of their work. They "go by the book," even to the point of memorizing scripts to help them overcome every objection that may ever come up. High standards are typical, sometimes leading to unreachable goals and inevitable failure. The "complier" prefers to win through organization and persistence.

To communicate most effectively with a compliance-oriented salesperson, give them time to be thorough. Work with them on dealing with the unexpected, and reassure them when they do the job right. Above all, always give them ways to close the sale.

Insightful Hiring

Everyone who exhibits behavior (which takes in just about everybody

CONTINUED ON PAGE 58

RELIGIOUS BROADCASTING

The Great Readership Speak-Out

Dear Reader:

As a member of *Religious Broadcasting's* "audience" and as a part of this important and influential industry, you are a valuable resource to us as a magazine staff. Nothing we do, save for our service to God, is more important than serving you and your needs, interests, and concerns. We want very much to make *Religious Broadcasting* a magazine of usefulness and quality.

From your letters and comments, we know that you like some of the things we're doing; we also know that there are some things you wish we'd do differently. That's what this survey is about — catching a glimpse of your vision for *Religious Broadcasting* magazine.

In the midst of myriad other duties and responsibilities, we hope you'll take a few minutes to complete and return the following survey. By way of encouragement (call it a bribe if you like!), we will be drawing one name at random from the surveys returned by **September 30**; the winner will receive a free NRB 94 convention registration, compliments of *Religious Broadcasting* magazine. The registration package, a value of up to \$450, includes general and educational sessions, the media exposition, all-media breakfast, and anniversary banquet. (Registration does *not* include transportation, accommodations, non-stipulated meals, or related expenses to, during, and from NRB 94.)

We'll also be giving away one 1994 *Directory of Religious Media* — our most complete guide to the religious broadcasting industry ever — for every 250 responses we receive. This valuable resource has a list price of \$69.95. Although your name and address are optional for the survey itself, you'll need to include them if you'd like to be entered in these drawings. NRB staff members and their immediate families are ineligible for these drawings. Only one entry permitted per person.

Please complete the survey which follows, place it in the envelope provided, add first-class postage, and return by September 30. Survey results will be published in an upcoming issue of *Religious Broadcasting*. In the meantime, we'll be anxiously awaiting your responses!

Sincerely,

The *Religious Broadcasting* editorial and advertising staff

The Great Readership Speak-Out

Demographic Information

Name _____

Organization _____

Address _____

City _____ State _____ Zip _____

Phone _____

Job Description (please mark only one):

- Administration
- Management
- Marketing/Sales
- Advertising
- Technical/Engineering
- On-air/Program production
- On-air news
- Programming
- On-air music
- Promo/communications
- Other _____

What is your age?

- Under 18 35-49
- 18-24 50-65
- 25-34 Over 65

What is your sex?

- male female

Are you an NRB member?

- yes no

Type of Business (please mark only one):

TELEVISION

- Cable station
- VHF station
- UHF station
- Low-power station
- Cable operator
- Network

PROGRAM PRODUCER

- Television
- Radio
- Film/Video

EQUIPMENT

- Sales
- Manufacturer
- Service

AGENCY/BUYER

- Television
- Radio
- Print

RADIO

- Educational station
- FM station
- AM stereo station
- AM station
- Cable radio
- Network

PRODUCTION HOUSE

- Audio
- Video

PUBLISHING

- Books
- Periodicals

MUSIC

- Recording company
- Booking agency
- Artist management
- Independent producer
- Publishing house

GOVERNMENT/EDUCATION

- Elected office
- Appointed federal post
- School of communications

OTHER _____

What is the highest level of education you've attained?

- high school graduate undergraduate degree
- some undergraduate post graduate

What is your denominational affiliation? (if any)

General Information

How long have you been reading *Religious Broadcasting*?

- Less than one year 7-9 years
 1-3 years 10 or more years
 4-6 years

Do you read, or at least look at, every issue of *Religious Broadcasting*? yes no
If not, which issues (or themes) do you not read?

How much time, on the average, do you spend reading each issue?

- Less than 1/2 hour 1-1 1/2 hours more than two hours
 1/2-1 hour 1 1/2-2 hours

What is your best estimate as to how many people other than you read your copy of *Religious Broadcasting*?

- 0 1 2 3 4 5 or more

What impact does *Religious Broadcasting* have on the operation of your ministry?

- very significant some
 considerable very little

Please tell us whether you agree or disagree with the following statement: Within the past year, my decision to purchase equipment, radio or television time, or fund-raising management services was influenced by an advertisement in *Religious Broadcasting*.

- completely agree completely disagree
 somewhat agree somewhat disagree

What is your purchasing authority? (check all that apply)

- approve purchase select purchase
 recommend purchase not applicable

What professional conventions have you attended in the last 12 months? (check all that apply)

- NRB national NAB Radio show
 NRB regional other _____
 NAB

On a scale of 1 to 5 , with 1 meaning "needs improvement" and 5 meaning "excellent", how would you rate *Religious Broadcasting's* appearance (or layout) and readability?
 appearance_____ readability_____

Religious Broadcasting Departments

Please rate the following *Religious Broadcasting* departments according to their interest to you. (5=always read; 4=usually read; 3=sometimes read; 2=don't usually read; 1=never read)

Signing On	5	4	3	2	1
Tuning In	5	4	3	2	1
Washington Watch	5	4	3	2	1
Global Glances	5	4	3	2	1
Inside NRB	5	4	3	2	1
Media Focus	5	4	3	2	1
Trade Talk	5	4	3	2	1
Practical Programming	5	4	3	2	1
Television Topics	5	4	3	2	1
Sales Spot	5	4	3	2	1
Funding Management	5	4	3	2	1
Youth Wave	5	4	3	2	1
Socially Speaking	5	4	3	2	1
Music Matters	5	4	3	2	1
The Book Shelf	5	4	3	2	1
Interview Insights	5	4	3	2	1
Targeting Technology	5	4	3	2	1
Calendar Close-up	5	4	3	2	1

What other topics would you like to see as a monthly or semi-monthly department?

Would you be willing to write such a column? []yes []no

Please add any general comments you'd like to make about *Religious Broadcasting's* departments.

Religious Broadcasting Features

In general, how interesting/useful are *Religious Broadcasting's* feature articles to you?
 []very interesting []somewhat interesting []somewhat uninteresting []very uninteresting

Please rate the following thematically oriented issues based on their interest to you.
(5=always read; 4=usually read; 3=sometimes read; 2=don't usually read; 1=never read)

Social Issues	5	4	3	2	1
Technology	5	4	3	2	1
Music	5	4	3	2	1
Fund Raising/Finances	5	4	3	2	1
Publishing	5	4	3	2	1
Radio	5	4	3	2	1
Ministry/Evangelism	5	4	3	2	1
Education/Youth	5	4	3	2	1
Television	5	4	3	2	1
Programming/Production	5	4	3	2	1

What other themes or topics would you like to see us cover?

Is there a specific feature article idea you'd like to suggest to the *Religious Broadcasting* editorial staff?

yes _____

no

Would you be willing to contribute or assist on an article pertaining to this subject?

yes no

Please complete the following statements.

I read *Religious Broadcasting* primarily because:

Religious Broadcasting would be more useful and/or interesting to me if:

Thank you for your time and thought! We look forward to using your comments and responses to make *Religious Broadcasting* a more valuable resource within the Christian broadcasting industry.

Today, to get the results you need at the right price, you need an ad agency that still remembers timeless values.

By Tim Burgess

Reaching Christians with your message is much more complex than it used to be.

More and more ministries and companies are seeking the counsel of experienced advisors as they seek to reach the changing Christian market.

Amidst all this change, it's more important than ever to remember the eternal values. So as you go about your task of sowing and reaping, it's vital that your advertising agency also shares those values.

At The Domain Group we've given values a lot of thought. Here are a few of the things we consider important.

Doing Things That Really Matter

This may go without saying, but you are most likely to succeed when you believe wholeheartedly in what you are doing. If you don't, no amount of marketing genius will be able to disguise the truth from the donor or customer.

Feeding the hungry. Proclaiming the truth. Helping the sick and homeless. Healing the community. At The Domain Group, we have made the conscious decision to devote our efforts to worthy causes that make a difference.

Do Unto Others

We understand that *our* objectives and bottom-line are best served by putting *your* objectives and bottom-line first. We treat clients as we ourselves would like to be treated. We're stewards of your resources as much as you are. You'll never see The Domain Group trying to make a fast buck or leaving a client high and dry. We don't believe in it.

Truth

Without truth there can be no trust. That's why we always seek to tell the truth in all our communication. Truth

support your efforts need. And you need to acquire them at a reasonable cost.

Beware of the boastful consultant who promises high response rates and big profits overnight. There's a lot more to the job than that.

Hard Work

If your agency does not value hard work, you wind up paying too much. It's that simple.

Hard work contributes to the Kingdom and to our community. When we work hard for things that really matter, it meets our own need for fulfilling activity. But beyond that,

hard work is one way of following the Golden Rule. Because when we work hard for our clients, we're treating them the way we would like to be treated by others.

Joy

Joy is important. If the people who work for your advertising agency are not having fun, they're probably not doing a good job of marketing for you. (They're probably a drag to be around, too.)

You'll be able to tell.

Generosity

In fact, you can tell a lot about an advertising agency by its values. If you'd care to discuss the values we share with such clients as Concerned Women for America, The Bible League, Josh McDowell Ministry, The Urban Alternative, The Bible Study Hour, and Food for the Hungry, give me a call.

Or ask about how The Domain Group can help you further your own work.

When you call I'll send you a new and updated special report called "12 Fund-raising Trends You Should Understand." We've written it for our friends and clients, and I want you to have it free and without obligation.

Tim Burgess is a Partner of The Domain Group, a full-service direct response advertising agency helping organizations do things that really matter.

in *our* communication with you. Truth in *your* communication to your donors and customers.

Integrity

We believe we should conduct our business the same way we conduct our lives. We value putting our faith into practice and not just talking about it. As the old saying goes, "Preach the Gospel at all times. If necessary use words."

Relationships

People matter. And because people matter, we don't take advantage of them. That means not exploiting employees, vendors, or clients. In fund raising and marketing, that means getting you donors and customers who resonate with your cause, product, or service. Donors who give cheerfully, without being manipulated. And customers who get good value for their money.

Delayed Reward

Wisdom teaches us to look at the true result, not appearances. You need donors and customers who will stay with you, and give you the sustained



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(Circle 210 on the Reader Service Card)

by Thomas E. McCabe

In our work as fund-raising and communications consultants, my colleagues and I are often challenged by our clients to come up with a "break through" idea that will dramatically increase revenue. We often get questions and comments like:

— If we use underlining in the appeal letter, won't that increase results?

— Does a teaser on the carrier envelope really matter? Doesn't that make it look more like "junk mail"?

— If I don't mail to my top level donors too often, won't they be more ready to give when I do communicate with them?

— I heard once that a four-page letter produces the best results, so let's use four-page letters.

— I have a board member who doesn't like long letters, so we'll mail only one or two-page letters. Besides, most people are so busy today that they don't have time to read long letters.

And so it goes. While these comments reflect the sincere desire of well-motivated people to enhance their development programs and raise more dollars, they also tend to reflect a focus that is really antithetical to genuinely successful fund raising over time.

What are the issues we should focus on? How do we really develop successful appeals, whether they be through the mail, by phone, or through personal contact? What is the secret of successful fund raising?

As broadcasters, it will probably come as no surprise to you that there is no one secret to successful fund raising. However, there are many "secrets" that will enhance and improve your fund-raising efforts.

Mission and Leadership

The first "secret" is that you must have **visionary leadership that communicates the organization's mission with passion**. This ingredient for successful fund raising is not an option. Chuck Colson, founder and chairman of Prison Fellowship Ministries in Washington, D.C., and commentator on the daily radio broadcast *Breakpoint*, constantly challenges his supporters to find a better "investment" of their resources than changing the lives of prisoners and in-

*Many times, those
in ministry seem
to suggest by either
their words or actions
that they are account-
able only to God.*

turn making an eternal difference among people who represent so many of society's special needs. When Colson speaks about this, he does so with great fervor and passion.

Better yet, he stands behind those words with action. In addition to channeling his significant book royalties back into Prison Fellowship's ministry, he recently turned over the 1993 Templeton Prize of more than \$1 million to the organization. These are the dollars he personally received as the recipient of this prestigious award.

Chuck Colson is not alone in his vision and passion for ministry. Others include leaders like Bob Seiple, president of World Vision, Gene Habecker, president of the American Bible Society, and Beverly LaHaye, president of Concerned Women For America. These leaders communicate a vision with passion and in so doing lead dynamic organizations with successful fund-raising programs.

Hard-Won Credibility

Another key to successful fund raising is to **consistently communicate your historical context**. If "remember the Alamo" was a rallying cry for besieged Texans, your rallying cry for fund raising should be "remember your heritage."

Many organizations fail to remember that a large percentage of their donors give sacrificially because they believe in the original call of the organization. While it is easy to be enamored of "cutting edge ministry," innovation is only a value in fund raising if it can be intimate-

ly tied to improved ministry that maintains its foothold in the original vision and call of the founder.

A few years ago, a nationally known ministry undertook research which revealed that 54 percent of its donors didn't know if the organization's outreach still included the very heart of what the ministry was all about. Why was that?

I speculate that this occurred because over the prior ten years, most of the organization's communications and fund-raising activities had been linked to new national and international initiatives which were gaining significant media attention. During the same period, the organization was losing effec-



In Pursuit of
Fiscal

tiveness in its fund-raising efforts. That is one of the reasons it undertook the research.

Its fund raising had floundered because the organization's leaders neglected to communicate their central and original purpose, focusing instead on only the new and glamorous. Don't forget why you're doing what you're doing. And don't forget that most of your donors are most interested in you as you remain faithful to God's original call for your ministry.

The Long Haul

Successful fund raising also requires the realization that **there are few, if any, quick fixes for a broken-down fund-raising program.** What does this mean? First of all, it means that something that took years to arrive at its present state will not be turned around in a few weeks or months.

Secondly, it suggests that fund raising is very simply hard work. It takes serious strategic planning, well-defined execution, commonly understood goals, and effective measurement criteria to grow a successful fund-raising program.

In our work with parachurch ministries across America, we still find

on discovering the one idea that will turn your entire program around.

Utterly Accountable

The next secret for successful fund raising is to **get serious about accountability.** This may not seem terribly important, but a wide variety of exposes and scandals over the past ten years suggest that organizations must be open to scrutiny and, in fact, should encourage it.

Whether it be the media attention that was focused on the former president of United Way or *Prime Time Live's* "exposés" of certain television evangelists, every ministry is accountable to its donors, the public at large, and various governmental authorities.

Many times, those in ministry seem to suggest by either their words or actions that they are accountable only to God. This is simply not true. In II Corinthians 8:21, the apostle Paul suggested that we are equally accountable to men: "For we are taking pains to do what is right, not only in the eyes of the Lord, but also in the eyes of men." And this verse is specifically speaking about the handling of financial gifts.

What does this really mean to us today? Among other things, it means that we should align ourselves with accountability groups, such as the Evangelical Council for Financial Accountability (ECFA) or the Better Business Bureau.

It also suggests that our financial practices should be impeccable, and we should report them faithfully to our friends and donors. Spending our money for a financial audit by a qualified CPA is an important way to show accountability. To do so will

not only reveal your commitment to God and man's expectations for accountability, it will also enhance your fund-raising program because it's the right thing to do.

Bold and Trusting

The last secret (at least for now) is **don't be afraid to ask.** Many ministry leaders are still apologizing for asking for financial support. While there are many reasons for this, there is a wonderful story in the Old Testament that may help you

see the "ministry of fund raising" in a new way.

In I Kings 17, after God had told Elijah to hide in the Kerith Ravine and had provided for all of his physical needs in a supernatural way, He then had a new and different plan to provide for Elijah's needs.

In verse 9, God tells Elijah that He had "commanded a widow . . . to supply you with food." When Elijah went to the place where God told him the widow would be waiting, the widow was surprised and alarmed at the notion that she might be able to meet Elijah's needs. However, she accepted Elijah's words and gave him bread and drink she didn't think she had and received special blessings as a result.

How did the widow learn of God's "command"? She learned through the words of Elijah. This is a tremendous lesson for the fund-raiser in that it suggests you may be God's messenger to His people regarding His will for them in giving. What an exciting thought! As God touches hearts and provides for the many

*You must have
visionary leadership
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organization's mission
with passion.*

needs in the kingdom through Christians today, the way He usually lets them know what He wants them to do is through your asking.

While the foregoing "secrets" are not fully inclusive nor perhaps even profound, I find they are frequently forgotten points which, when remembered, will improve the effectiveness and results of any organization's fund-raising program. A focus on these matters is far more important than the technique-based issues raised early in this article.

Christians have a need and a biblical mandate to give of their resources to support God's work in the world today. What a tremendous privilege it is to offer the ministry of fund raising as God's messengers to His people.

Tom McCabe is president and chief executive officer of Killion McCabe & Associates in Dallas.

suit of Fitness

many leaders in development who are looking for the one idea that will explode into tremendous fund-raising success instantly.

I'm confident that if that one idea was out there, it would have been discovered long ago. While there are many new and good ideas to be applied quite frequently, most of them are refinements on strategies and techniques that have been developed through many years of testing. Don't resist new and good ideas to help your fund-raising efforts, but don't plan

For most Christian broadcasting ministries, the idea of raising more income while still maintaining the same fund-raising expense budget sounds like little more than wishful thinking. In fact, it may be a reality using the leverage of research. To the profit sector, marketing research is a powerful tool, but Christian broadcasters often overlook its potential applicability to their station or ministry.

This article introduces two marketing research techniques — life-time value analysis and tracking tests — which may allow broadcasters to more effectively utilize their fund-raising expense budgets.

More Power for your Dollar

What would be the ideal way to compare the efficiency of your various donor acquisition programs? Would it not be to summarize, in a single statistic for each program, the amount and timing of all the income received and the total expense incurred for each average donor acquired? As difficult as this may sound, it is possible using the life-time donor valuation (LTDV) and life-time donor costing (LTDC) techniques.

Life-time donor valuation can be done using any of several techniques. One involves fitting a projection curve to historical data. This procedure results in an estimate of the income from the average donor using a particular source (i.e., radio, television, direct mail, etc.) after the first year, second year, etc.

Next, life-time donor costs need to be estimated for each acquisition program. There are two parts to this procedure: 1) determining the cost to acquire the average donor and 2) determining the year-by-year cost of future fund raising for the average donor.

While determining the acquisition cost is fairly simple (acquisition expense divided by the number of donors acquired), determining the cost of future fund raising is much more difficult.

Various methods which have been developed to project future expenses essentially provide a year-by-year stream of costs.

The final step in life-time donor valuation involves dividing each program's LTDV by its LTDC to determine its life-time return-on-investment (ROI). Keep in mind that life-time donor values vary greatly depending on the source of income. Determining the ROI for each source can allow for a more effective allocation of an organization's acquisition budget.

Life-time value analysis can be used not only to determine the most effective mechanism for fund raising but also the

or negative long-term consequences of an initiative being considered.

For example, one broadcast ministry acquires donors through both television and radio. Soon after donors are acquired, they are sent introductory materials in a "welcome kit" format. The manager of this program felt that certain changes should be made to the welcome kit. She sent a new version to a test group and the standard version to a control group.

Tracking the long-term value of these donors showed that the revised welcome kit increased income by 6 percent. Typical tests, which measure only short-term income, would not have been able to measure the increased revenue, especially considering that the new kit actually lost money during the first two months.

Another example of a tracking test involved an evaluation of an organization's in-house magazine. For years, the organization had sent a large magazine to its donors every month. The management wondered if it could save money by cutting either size or frequency, without incurring a negative impact on overall giving.

The organization conducted a tracking test, with different groups of donors receiving four different treatments: the traditional monthly publication, the same magazine sent every other month, a half-size version of the magazine sent every month, and no magazine sent out at all.

After tracking the long-term giving of each set of donors, which would not have been possible using a more common marketing survey, the organization learned that a smaller magazine sent every month not only brought costs down but also resulted in an 8 percent increase in ongoing giving over those who had received the traditional publication and a 15 percent increase over those who received no publication at all.

Conducting quality tracking tests requires careful test design with adequate sample size. Statistical methods should be applied to ensure that the results are reli-

Getting What You Pay For

(Or: An Introduction to Powerful New Quantitative Fund-Raising Analysis Techniques)

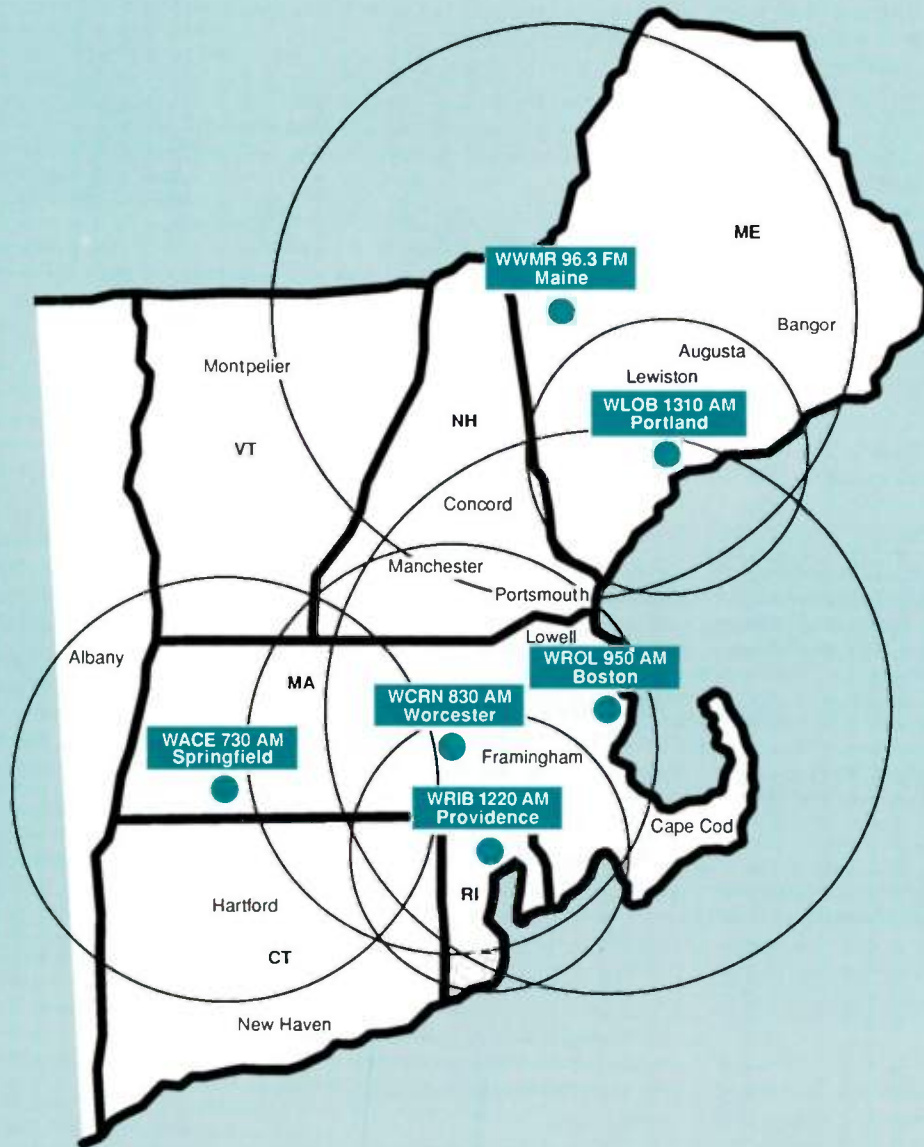
most cost-effective markets, days, and dayparts.

The Big Picture

Broadcasters interested in most effectively using their fund-raising budget should also consider using a tracking test, which measures the overall long-term giving of an organization's donors and the effectiveness of various components of the fund-raising program, such as monthly newsletters and "welcome kits." The test can also reflect potential positive

CONTINUED ON PAGE 58

Carter Radio Network



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Global Glances

California rocker Jeff Nicholson was a rebel *without* a cause. The destructive trinity of drugs, sex, and rock 'n' roll tightly controlled him.

But then something incredible occurred in his life and this wild bass guitar player gave up his "base" lifestyle to begin life all over again as a born-again Christian. Then God later surprised him with a T-shirt company, Living Epistles.

Nicholson moved from frenetic Los Angeles to the quietude of Medford, Ore., where he revealed how he eventually became a rebel *with* a cause, designing some of the most controversial "in your face" Christian witness T-shirts on the market today.

"I was your average southern California boy who had dreams of becoming a rock 'n' roll star," he said. "Like so many from my generation, I was listening to the Beatles, the Rolling Stones, and going to lots of concerts."

Nicholson had originally wanted to be a professional baseball player and had worked his way up to a semi-pro status. But when confronted with a choice of playing baseball or bass guitar, the choice was simple.

"I came to a point when I was . . . in my

wrong. Instead, maybe I was living the biggest lie — creating a god in my own image."

On Halloween night 1979, he went to a service at Harvest Christian Fellowship in Riverside, Calif., [Greg Laurie, pastor] and gave his life to Christ.

"I had thought that in order to be a Christian, I had to cash in my brains, buy clothes at the Goodwill store, and become some sort of religious nerd," Nicholson recalled.

Soon he joined the Benny Hester band and later played bass guitar with Darrell Mansfield from Calvary Chapel in Costa Mesa, Calif. But it wasn't until Nicholson became aware of how much he was reading T-shirts and bumper stickers, whether he wanted to or not, that the idea of using these methods to communicate Christian messages was first planted in his mind.

"It took a dramatic encounter at a heavy metal show in southern California to help me realize where the Lord was going to take this," Nicholson explained. "One evening, I felt the Lord telling me to go to a heavy metal concert. While I was there, I saw all those kids wearing black, heavy metal T-shirts with the names of bands like Judas Priest, Black Sabbath, and Iron Maiden.

"As I saw them, I told the Lord I was sick of seeing all those heavy metal T-shirts. To my surprise, I felt the Lord say back to me, 'So am I! Why don't you do something about it?' When I thought about it, it struck me that the Book of Revelation was more heavy metal than Motley Crue could ever dream of."

In 1985, he approached rock artist Rick Griffin, who had also become a believer, and shared his vision with him. The result was the first Christian heavy metal T-shirt with the slogan "Jesus is God" emblazoned on it.

"I could see the importance of a slogan like this being written on shirts so [it] could be seen and written on young people's hearts," he said.

Nicholson began distributing the shirts out of the back of his car and from that beginning, Living Epistles has become the largest manufacturer and distributor of Christian theme activewear in the world. Subscribers to Living Epistles' products are such sports figures as tennis star Michael Chang, A. C. Green of the Los Angeles Lakers, Brett Butler of the Los Angeles Dodgers, Pete Metzelaars of the Buffalo Bills, and former world heavyweight boxing champion Evander Holyfield.



Dan Wooding, an award-winning British journalist residing in Garden Grove, Calif., is the founder and international director of ASSIST (Aid To Special Saints in Strategic Times), as well as a commentator for the UPI Radio Network.

From a 14-acre plant in Klamath Falls, Ore., the company employs more than 100 people and its current pre-print line spans over 100 designs and over 4000 accounts and distributors in 23 foreign countries. Distributing over a million shirts a year, Living Epistles is also one of the top 50 screenprinters in the United States.

"Our top selling design, 'The Lord's Gym . . . His Pain, Your Gain,' has sold as many as 17,000 pieces a month," Nicholson stated. "Think about it: if a picture says a thousand words, then what does that say for a T-shirt? Whether you like it or not, you look at it. It's a wonderful witnessing tool in today's pop culture.

"That's why we call it 'three-second evangelism.' The hardest thing Christians say about witnessing is getting started. We simply found a unique way to start a conversation by putting forth biblical slogans on T-shirts that cause a variety of questions," Nicholson pointed out.

Living Epistles recently launched a "safe sex" campaign to the youth of America by issuing a T-shirt with the slogan "Practice Safe Sex — Get Married and Be Faithful."

Garry Ansdell, chairman of Living Epistles, explained the philosophy behind the campaign: "The message we are trying to convey is that the most important issue of our day, outside of people [getting saved] . . . is to keep our kids alive . . . to make that life-changing decision."

Ansdell said former Los Angeles Lakers Magic Johnson's endorsement of the "safe sex" philosophy instead of abstinence has been a catalyst for Living Epistles' campaign. "We have always been aware of the problem, but when Magic Johnson stepped out as such a bold figure to say that safe sex was the answer . . . we felt we were obligated to, at least, give a more biblical answer to the problem." ^{Rb}

Rebel With A Cause

Dan Wooding

third year of college, when all I wanted was to be in a rock 'n' roll band and have all the girls yell and scream at me," Nicholson said. "I got in a band with Sammy Hagar, who later went on to be the lead singer with Van Halen."

After playing with Hagar for three years, Nicholson started his own band (which he called Squeeze) and adopted the stage name Niki Syxx. Under that name, he performed with his group in night clubs all over southern California.

"After a couple of years, the band degenerated and broke up. I got rather disillusioned with rock stardom," Nicholson admitted. "I started working in a night club as a talent scout and the bouncer of the club was my connection for supplies of drugs."

Amazingly, his drug contact became a Christian and witnessed to him. "He talked sensibly to me about Jesus and something told me that I needed to check out what he said," he said.

"For the first time in my life, I began to think that I had got Christians and God

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Inside NRB

Religious Broadcasting Magazine Editors Receive Promotions

MANASSAS, Va. — *Religious Broadcasting* assistant editors Elizabeth J. Guetschow and Sarah E. Smith have been named to new positions with the magazine by National Religious Broadcasters (NRB) director of communications Ron J. Kopczick. Guetschow is now serving as associate editor of *Religious Broadcasting*, while Smith becomes the publication's assistant managing editor. The appointments were made July 20.

Upon joining NRB in July 1992, Guetschow became the assistant editor in charge of features and Smith the assistant editor for news. As well as continuing with their previous areas of responsibility both

will be taking an expanded role with *Religious Broadcasting*, according to Kopczick.

"During their first year of service with NRB, Elizabeth and Sarah demonstrated the ability to handle additional responsibilities," said Kopczick, who also serves as *Religious Broadcasting's* editor. "These appointments are in recognition of their fine work and reflect their growing roles with the magazine."

Guetschow, an alumna of Anderson (Ind.) University, will handle the creative development of *Religious Broadcasting* as its associate editor. "The Great Readership Speak-Out" survey, which has been sent this month to approximately 5000 of *Religious*

Broadcasting's subscribers, is a project developed by Guetschow. A chief goal of the survey, along with future projects produced by the Michigan native, is to increase the magazine's readership value.

As *Religious Broadcasting's* assistant managing editor, Smith assumes a portion of the magazine's administrative duties. Her new areas of involvement and responsibility are circulation, edition planning, and daily operations. Smith, a life-long Virginia resident, joined NRB following her graduation from Evangel College in Springfield, Mo. In addition to her editor duties, Smith now serves as NRB's associate director of media relations under Kopczick.

Midwest Chapter Balances Life's Priorities

ARLINGTON HEIGHTS, Ill. — "Balancing Life's Priorities" is the theme of the National Religious Broadcasters' (NRB) Midwest Regional Convention.

Continuing last year's convention theme, the 1993 meeting, to be held October 7-10 at the Woodfield Hilton in Arlington Heights, will focus on setting priorities in time and relationships.

Speakers include the Rev. Gary Gulbranson, senior minister of Glen Ellyn Bible Church who writes and speaks on matters of personal priorities and time management; the Rev. Erwin Lutzer, senior pastor of Chicago's Moody Memorial Church and a noted author and speaker; and the Rev.

Raleigh Washington, senior pastor of Rock of Our Salvation Church in Chicago and a noted leader in racial reconciliation.

Damaris Carbaugh, an experienced professional in Christian and secular music, will provide musical entertainment. This year, both the Black NRB and the Hispanic NRB Chapters plan to have an active presence at the meeting.

Session titles include "How Busy Is Too Busy?," "How Did You Ever Do It?," "Balancing Life's Priorities," "Recognizing the Warning Signs," and "Coping with Others." For more information, contact Philip Mowbray at (312) 433-3838, ext. 127, or Stuart Johnson at (708) 752-5061.

Hispanic Caribbean Chapter Celebrates 7th Convention In Puerto Rico

SAN JUAN, Puerto Rico — The National Religious Broadcasters (NRB) Hispanic Caribbean Chapter (formerly the Caribbean Chapter) will hold its 7th annual convention October 21-23 at the Convention Center and the La Concha Hotel in San Juan. NRB president E. Brandt Gustavson, NRB chairman David Clark, and NRB Spanish communication minister José Reyes will be addressing the convention attendees.

This year's theme is "95 Years of Evangelical Communications in Puerto Rico." After the Spanish-American War in 1898, Protestant missionaries arrived in Puerto Rico to evangelize its natives and by 1900 had established Protestant churches.

The chapter will also celebrate the 37th

anniversary of Christian radio broadcasting in the Caribbean. In 1956, Donald Luttrell and his wife, Ruth, founded WIVV-AM/Vieques, Puerto Rico, which broadcasts the Gospel to all the Caribbean Islands. Today in Puerto Rico, there are 16 religious radio stations and ten television stations.

During the convention, a special program will be broadcast via satellite to all the Spanish-speaking world, including Spain and South, Central, and North America through a cooperative effort among religious Hispanic radio stations.

More information about the convention can be obtained from chapter president Luis E. Vazquez-Elias at (809) 753-6490/760-6133 or fax (809) 250-7906.

Eastern Regional To "Continue Good Work"

NORTHEAST, Md. — Speakers, musicians, workshops, and relaxation — all the ingredients required for a National Religious Broadcasters' (NRB) Eastern Regional convention — will be at Sandy Cove Conference Center in North East from October 14-16 for this year's meeting. With a theme of "Continuing the Good Work" (Philippians 1:6), this year's convention speaker highlights include Sarah Utterbach, Dennis Rainey, Alex Leonovich, and Ron Hutchcraft.

Music will be provided by Clinton Utterbach and Damaris Carbaugh. Friday workshops will be led by Hutchcraft (youth ministries), Bob Lepine of Family Life Ministries (radio sales), Les Lamborn (program producers), and Internal Revenue Service attorney Ray Campinelli (non-commercial radio). On Saturday morning, attorney Wray Fitch (Federal Communications Commission legal matters) and Tim Crater of the National Association of Evangelicals (political matters) will give updates on the "Washington Scene."

For more information on the Eastern Regional Convention, contact Steve Cross at (703) 534-2000 or Joe Battaglia at (201) 343-5097.

Media Focus

Amendment Bans Foreign Religions From Preaching In Russia

MOSCOW — Russian lawmakers voted July 14 to ban foreign missionaries from proselytizing on Russian soil, a move one critical lawmaker said was aimed at evangelist Billy Graham. The amendment to Russia's law on freedom of religion applies specifically to foreigners and bans missionary work, publishing, business deals, and advertising, the Interfax News Agency reported.

The measure, which needs President Boris Yeltsin's approval before becoming law, requires foreign religious groups to become affiliated with Russian churches or organizations, or to obtain state accreditation, Interfax said. It was not immediately clear what penalty the law would impose.

The move was strongly backed by the Russian Orthodox Church, which claims more than 60 million believers in the former Soviet Union. The church has complained about the influx of foreigners seeking Russian converts. Missionaries have become increasingly visible in the Commonwealth of Independent States (CIS) since the collapse of communism.

According to a July 20 interview with Mark Finley of *It Is Written*, who was in Russia holding evangelistic crusades, the bill was pushed quickly through Parliament without debate.

"The Russian Orthodox Church put pressure on Parliament [to pass this bill]," Finley said. "Russian leaders of Protestantism met at the Olympic Stadium and [issued] a statement saying this bill was a denial of their Russianness."

"Russia is choosing the path of open struggle against pluralism of ideas and beliefs," seven of Russia's major Protestant leaders wrote Yeltsin in a letter released July 19. The Russian-American Association for Spiritual Renewal said the law would deny religious liberty for up to 3 million Russian Protestants.

Finley, who has extensively studied the legislation, said the core of the bill was this: "The church has united with the state in saying 'We will make the moral and religious decisions for our citizens and our citizens don't have the right to listen to alternative views from outside of Russia.' So in the world community of religion, this isolates Russia and places Orthodoxy in the dominant position without giving Western evangelical Christianity the opportunity to share . . . Christ with [the Russian people]. . . . Any time church and state unite and say

we will filter the religious views, totalitarianism and persecution follow."

Patriarch Alexy II told lawmakers the new amendment will make it possible to "have a balanced approach to the registration of untraditional religious unions," reported the Itar-Tass News Agency. In a speech given July 19 in Moscow, the Patriarch of Constantinople (Turkey) denounced all foreign missionaries who are renting large auditoriums and buying radio and television time in Russia, Finley said.

Gleb Yakunin, a lawmaker and clergyman, condemned the measure and said he would continue to fight it. He also said the measure was drafted in response to Graham's visit. Graham drew about 30,000 people to Moscow's Olympic Arena for a prayer meeting last November. During his visit, Graham met with the Russian Orthodox Patriarch and both clergymen agreed that proselytizing was inappropriate.

The law would also affect American preachers, such as Robert Schuller of the *Hour of Power*, Jimmy Swaggart, and Pat Robertson, founder of the Christian Broadcasting Network (CBN), who have appeared on Russian television.

In the July 20 edition of the *Moscow Times*, Vyacheslav Polosin, the Russian Orthodox author of the bill, said, "We will give Russian religions free air time . . . that is because this bill will take off the air and make it illegal for any foreign religion to broadcast in Russia and television stations will be forbidden by law to sell air time [to foreign religious broadcasters]."

Finley said this "means all religious broadcasters that are not Russian cannot by law broadcast here in Russia if this bill is signed by Yeltsin . . . [and] I think the odds are . . . pretty good [he will]."

The accreditation process is where Finley sees a problem for foreign religious groups. "We think the problem will come when applications come in to the accreditation committee [comprised of government and Orthodox officials] and they say 'You may be accredited, but in our judgment, you can't have television [or radio] time.'"

Robertson, in a statement released the same day, said his television ministry, which produces television programming for the former Soviet Union, is in full compliance with the vote. "What we really do is provide television programming, not pulpit preaching," Robertson said.

Michael Little, group vice president international of CBN, said, "Our ministry is in compliance with the Russian amendment. CBN is already a registered religious organization in Russia and the Ukraine. From the very beginning, we have sought the endorsement and partnership of the Orthodox community."



Canadian director Doug Bruce tapes a location shot of Mark Finley at Lenin's tomb in Moscow for an upcoming *It Is Written* program during Finley's evangelistic outreach in Russia.

CBN began producing television programming for the CIS in 1990 with the cooperation of the national television network there. The shows include an animated Bible series and Christian programming using Russian-speaking actors.

"The programming has been extremely popular," Robertson said. "We're hoping this decision will not impact our ministry, but it certainly could have a chilling effect on the now-found freedoms of the people there."

Finley said there were two things Christian broadcasters can do to counteract this amendment. "I think first, we can pray. . . . I really believe prayer can make a significant difference. . . . I think the second thing we can do is bombard Washington with faxes saying as evangelical Christians we personally believe that American tax dollars should not be given to Russia to support a church/state union. . . . We oppose giving . . . aid to a society that closes the door on freedoms and American preachers."

Trade Talk

Airwave News

GLENS FALLS, N.Y. — WBAR-FM/Glens Falls has dropped its secular country format to become an affiliate of Morningstar Radio Network's pure AC format.

ARLINGTON, Va. — Tens of thousands of listeners tuned to WAVA-FM/Arlington on June 12 for special music and programming during the

March for Jesus in Washington, D.C. More than 20,000 people joined the march in Washington,



March For Jesus participants on parade route in Washington, D.C.

Woodbridge, Va., and Waldorf/Leonardtown, Md. WAVA plans to participate with coverage and promotion of the 1994 March for Jesus.

PORTLAND, Maine — Downeast Christian Communications announced the completion of WMSJ-FM/Portland, which began broadcasting July 12 as Maine's first full-time 24-hour Christian music station. "Maine's Sound of Joy," an affiliate of Morningstar Radio Network, has a format of adult contemporary Christian music.

LUBBOCK, Texas — The NCAA champion Texas Tech Lady Raiders basketball team will be back on KJAK-FM/Lubbock this season, resuming a broadcasting partnership. KJAK general manager Woody Van Dyke said, "Our sports broadcasts have allowed us to impact the community and give KJAK tremendous crossover appeal in advertising and listenership."

HOUSTON — Morningstar Radio Network, radio's first live, 24-hour pure AC music format, marked its first anniversary May 9. According to Morningstar, the network represents one-third of all contemporary Christian music stations at its one year mark.

CARY, N.C. — Trans World Radio (TWR) signed a first-ever agreement with Radio Moscow recently to broadcast Christian programming into Southern Asia. Transmissions began June 1 from Irkusk, Russia, in 11 languages to northern India,

Bangladesh, and the Himalayan countries of Bhutan, Nepal, and Tibet.

NASHVILLE, Tenn. — Stephen Yake Productions is producing a new, daily video show, *Signal Exchange*, for the New Inspirational Network. On the air June 14, the program airs nationally six times a week along with a special edition titled *Weekend Jam*, which airs every Saturday.

MEMPHIS, Tenn. — *AFTERGLOW* has been approved by the Office of the Chaplaincy in the Pentagon for airing on the Armed Forces Radio Network. Also, a special version of *AFTERGLOW* is in production for the Public Broadcasting System Network stations.

CHAMPAIGN, Ill. —

WBGL-FM/Champaign participated in the Ron David Moore "My House" private concert promotion in June. The winner, Kevin Elerbusch of Mattoon, received a concert from Moore in his backyard along with friends and WBGL staff members. The contest was held in conjunction with two Moore concerts sponsored by the station.

Awards

DALLAS — Marlin Maddoux received The Roaring Lambs Award for his positive influence on broadcasting through his creation of the USA Radio Network. The award, newly created by author (*Roaring Lambs*) and Emmy Award-winning television producer Robert Briner, is presented to those who positively influence society and reflect their Christian faith through their work. Maddoux, president and CEO of USA Radio, founded the network in 1985.



Marlin Maddoux

VIRGINIA BEACH, Va. — U.S. Rep. Henry Hyde (R-Ill.) was honored for his pro-life efforts by religious broadcaster Pat Robertson during a July 16 conference on constitutional litigation in Virginia Beach. Hyde successfully spearheaded a legislative effort prohibiting tax-funded abortions, with the passage of the Hyde Amendment in the U.S. House of Representatives. Robertson presented the Defender of Life Award to Hyde on behalf of the American Center for Law and Justice, a public interest law firm founded by Robertson three years ago.

WILMORE, Ky. — Brady Nasfell, a graduate of Asbury College, recently received a Telly Award for his direction of a video documentary on the school's Florida Relief Project, which aided victims of Hurricane Andrew. Nasfell was awarded a bronze Telly in the documentary category (under 700 minutes). The Telly Awards show-



Posing with the Telly Award (from left) are Andrea Gyertson, Chad Crouch, Brady Nasfell, Brent Davis, Jennifer Sprigler, Vincent Schmucker, and Dr. Jim Owens.

cases and gives recognition to outstanding non-network and cable television commercial, film, and video productions, as well as non-network programming.

NASHVILLE, Tenn. — Stephen Yake Productions was a recent award recipient at Houston's 26th Annual WorldFest — Houston International Film & Video Festival for its production of recording artist Wayne Watson's video *It's Time*. The video received the Gold Award, the highest honor, in the Religious Films category.

DAYTON, Ohio — Bill Nance, program director of WFCJ-FM/Dayton, has been named Alumni of the Year by Junior

Achievement (J.A.) of Dayton and the Miami Valley. A 25-year broadcast veteran, Nance participated in a radio J.A. company during high school.

Music News

NASHVILLE, Tenn. — Sparrow Communications Group has signed an exclusive, long-term choral print product distribution and production agreement with Brentwood Music, effective August 1. Under the new agreement, Brentwood will distribute Sparrow's entire back-catalog of choral music and will produce new products for Sparrow via a joint creative team with representatives from both companies.

ATLANTA — A distribution deal was announced between Homeland Records/Cheyenne Records and Intersound Christian Music. Formerly distributed by Word, Inc., catalog product and new releases from Cheyenne and Homeland are now being distributed through Intersound's Atlanta offices. Homeland Records deals mainly with southern gospel artists while Cheyenne Records is devoted exclusively to Christian country music.

NASHVILLE, Tenn. — The Benson Music Group has announced the signing of rocker Ken Tamplin and arena rocker Michael Sweet, both to long-term recording contracts. Tamplin has been lead singer for Christian rock bands and has also written songs for secular bands and movie soundtracks. Sweet was founder, lead singer, and songwriter for the Christian rock group Stryper until 1991.

NASHVILLE, Tenn. — Word, Inc., has announced it will not be renewing its label contract with Mid South, a Christian country band. Mid South representatives said the only reason given was that Word officials had done a lot of soul-searching about the artists on their roster and will not renew the contracts on a number of them, Mid South included.

CHICAGO — City Alive Productions of Chicago recently signed a contract with the

Horizon Music Group of Asheville, N.C., for a five-part live concert video series. Taped before a live studio audience at WCFC-TV 38 in Chicago, the series will feature live concert performances by The Kingsmen, The Singing Americans, The Melodyaires, Liberty, and comedian Max Franks.

TULSA, Okla. — David Downing and Eddie Huff announced the formation of their new music record label, Salt Inc. Music, in the contemporary Christian music industry. Salt artists include Idle Cure, Mehler/Nash, Chase, and Joe Stricklin. The label has signed a three-year distribution agreement with Diadem Distribution.

KANSAS CITY, Mo. — Gospel recording artist Ah'lee Robinson has signed with Afinia, Inc., of Kansas City. Afinia is a music production firm.

News Briefs



Sports Outreach America (SOA) board member and former professional soccer player Kyle Rote Jr. (left), SOA chairman Richard Mason, SOA executive director Ralph Drollinger, and international evangelist Luis Palau gather to discuss SOA's World Cup evangelistic outreach.

SOA is gearing up with dozens of national ministries and denominations to see evangelism take place during the World Cup games in nine metropolitan areas next summer. Held every four years, the World Cup is soccer's international championship.

MORTON GROVE, Ill. — Pro Life Taxpayers, a two-year-old non-profit corporation whose purpose is to prevent taxpayer-funded abortions, has expanded its efforts to save the Hyde Amendment (preventing most tax-funded abortions) by preparing a television and radio commercial campaign encouraging viewers/listeners to add their names to petitions directed to their U.S.

representatives.

NEW YORK — In what is believed to be the largest program of its kind ever undertaken by a private philanthropy, the Robert Wood Johnson Foundation is making available up to \$23 million to launch more than



Chair of the Faith In Action National Advisory Committee Barbara Jordan (left) and national program director Dr. Kenneth Johnson converse at the May meeting.

900 interfaith volunteer caregivers projects nationwide. Called Faith in Action, the program will support interfaith coalitions to establish projects providing home-based volunteer services, care, and companionship to individuals with chronic health conditions living in the community.

LOS ANGELES — Innovative volunteer ministries aiding the poor in the United States may qualify for national recognition and a cash grant if they apply in writing before October 4 for a World Vision Mustard Seed Award. Christian ministries from any denomination can apply if they are tax-exempt and at least two years old. Six ministries will be awarded a total of \$13,000.

BRANSON, Mo. — Revival Fires Ministry has moved its headquarters office from Joplin to Branson. The offices are temporarily housed in a remodeled house while plans to build a new international headquarters building on the property are underway.

Obituaries

SHAWNEE MISSION, Kan. — Dr. Al Metsker, founder of Kansas City Youth for Christ (KCYFC) and KYFC-TV, died May 26 of cardiac arrest at Research Hospital. Metsker, 71, and his wife founded KCYFC in June 1943. During the last 50 years, together they pioneered one of the nation's foremost youth evangelistic organizations. ALTON, Ill. — John Fred Schlafly, 83, died peacefully in his sleep at home July 14.

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TRADE TALK
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Schlaflly, a well-known general practice lawyer and civic leader in his community, is survived by his wife, Phyllis of Eagle Forum, and six children.

People

CORRECTION — In the June issue of *Religious Broadcasting* under "Trade Talk: People," Marian Morris of Gospel Light continues as executive associate to the president and director of human resources in addition to being chairperson of Church Ministry Conventions Network.

COLUMBIA, S.C. — WMHK-FM/Columbia announced the addition of Tom Greene to the station's morning team. Joining Linda White and Carolyn Walter, Greene moved from middays into the morning slot. Greene has been with WMHK since last November.

ELKHART, Ind. — Edwin Moore, vice president of Progressive Broadcasting System, Inc. and general manager of WFRN-AM-FM/Elkhart, is celebrating 30 years of service this month. Moore has pioneered the development of WFRN-FM into a highly successful model for commercial Christian broadcasting and is currently developing a new Christian format for WFRN-AM.

ATLANTA — Angie Humphries has joined Intersound Christian Music as radio promotions director. Humphries will coordinate all independent promotion for the label's various projects as well as keep in close contact with radio stations across the country to generate airplay and regional promotions.

LINCOLN, Neb. — Don Hawkins of Dallas has been named the new producer and cohost of *Back to the Bible*. Hawkins will remain host and executive producer of the live call-in program *Life Perspectives*. According to Dr. Woodrow Kroll, the program's Bible teacher, the new format (to air September 6) will allow the program to take on a more "interactive approach."



Don Hawkins

to become National President of American Mothers, Inc., with offices at the Waldorf Astoria in New York City. Dorr will continue as president of Excellence In Media, the parent organization of the Angel Awards.

VENTURA, Calif. — Virginia Woodard has been promoted to associate editor at Regal Books because of her performance



WMHK's morning team, Tom Greene (left), Carolyn Walter, and Linda White, will kick off the day for the station's listeners.

and continuing contribution to Gospel Light Publications. Woodard began her association with Regal Books in 1987 as an editorial assistant and in 1990 was promoted to assistant editor.

regional sales manager for the northwest territory. Dunagan was formerly with Spectra as the western regional sales manager.

DAYTON, Ohio — Shelly Sutton has joined the staff of WFCJ-FM/Dayton as director of marketing and public relations. Sutton, a recent graduate of Cederville (Ohio) College, will also anchor the local news during the *Morningview* drive program hosted by Bill Nance.

PORTLAND, Ore. — Darrell Kennedy has been appointed general manager of KPDQ-AM-FM/Portland. Kennedy, who has been general sales manager for the past eight years, replaces Jack Kandel, who retired in April.

NASHVILLE, Tenn. — Diana Barnes was recently promoted to



Darrell Kennedy

LOS ANGELES — After 16 years of producing the International Angel Awards, Mary Dorr has resigned

art director for all Word-owned labels. Previously production manager for Myrrh and the gospel music division, Barnes will now be responsible for all Word artists' packaging.

HOUSTON — Richard Tiner, president of KTNR-FM/Kenedy, Texas, has been named marketing and promotions coordinator for the Morningstar Radio network. Tiner formerly owned KRSS-AM/Spokane, Wash., and was with KFMK-FM/Houston.

Publishing News

MOSCOW — Religious World Exposition and Conference (for books, supplies, and services) and the Moscow International Book Fair established a business relationship for future shows in Moscow. The cooperative arrangement provides for an annual event to be held at the VVC Fair Grounds in Moscow the second week of September. Beginning this month, the Moscow International Book Fair will contain a group pavilion "Religious World" jointly organized by Oak Brook, Illinois-based Show Management & Services, Inc., and Bethesda, Md.-based E.J. Krause & Associates. In 1994 and subsequent even-numbered years, Religious World Exposition and Conference will be held with a regional book fair.

LEXINGTON, Ky. — Ellis Enterprises, Inc., (EEI) and Integrated Systems Solutions Corporation (ISSC), a wholly owned subsidiary of IBM, have announced The New Bible Library, the first CD-ROM Bible collection featuring a search and retrieval system developed by ISSC. Comprising more than 80 volumes and featuring 16 Bibles and 25 reference works, the library also incorporates transliterations of Hebrew and Greek Bible versions and dictionaries as well as full-color electronic maps of the Holy Land.

FORT LAUDERDALE, Fla. — Studio 90 Publishing, Inc., has announced the compilation of a new resource guide for black Christians. According to the company president, the *National Black Christian Resource Directory* will be helpful to anyone in the gospel music industry or with religious interests.



Practical Programming

1984 was a hallmark year for commercial broadcasting. So much so, we're feeling the ripple effect even today. That year, the Federal Communications Commission (FCC) changed the ruling on the limits of commercial radio and television time. You know things have changed if you've had the joy of passing the wee hours of the night by the warm glow of the television.

Perhaps you've discovered the alluring world of "infomercials." What makes these program-length advertisements so appealing is that they usually focus on "miracle discoveries" — products which somehow escaped the media's attention.

On display during infomercials, you'll see items such as creams to take the spots off a dalmatian, car waxes guaranteed to last till Armageddon, and real estate programs promising a Rolls Royce and a house on the water in Florida — all in your spare time! You'll hear of spray paints designed to re-seed a receding hairline and food dehydrators saving you thousands of dollars by drying your own food (never mind the fact you never eat dried food).

These infomercials typically inhabit "dark" periods, like late weeknights and

program length advertisements was successful. But, because of the proliferation and the fact that the U.S. economy isn't in terribly great shape, only one out of eight to ten currently survives the medium.

Admittedly, they're fascinating. And if you watch for a while, you'll discover nearly every type of product, both old and new, is marketed in this format.

So, what does all that have to do with Christian broadcasting? Believe it or not, a great deal. In a sense, nearly all of us in on-air ministry fall into the category of infomercial advertisers. Any ministry which offers a printed, audio, or video copy of each day's presentation can be included.

Before the 1984 deregulation, those in religious broadcasting were very concerned about the proximity of a message or a program's content and the promotion of a product related to that message (i.e., cassette tape or transcript). Typically, you might hear today at the end of a broadcast, "If you'd like to have a cassette copy of what you've heard today, send in \$5.95 to . . ." Since the previous 25 minutes was a showcase for the cassette tape and the tape is being "sold," the entire program qualified as being a commercial. Doing so, prior to 1984, would have constituted a program-length commercial and violated the limits of the FCC's practices standards.

Following deregulation, the limits on commercial time have been practically eliminated. And as a result, you'll quite often hear the above example as ministries attempt to generate additional revenue via product sales which are adjunct to their on-air ministry. "After-product sales" (those purchases made by a listener after air time has passed) have become important for religious *and* secular infomercial broadcasters. Both have discovered they can be successful if they're able to break even on the program time itself. Then *real* results are achieved by developing a direct mail purchase relationship with consumers.

Increasingly, Christian broadcasters need to recognize and address this area in a more direct manner. Without overstatement, a ministry's success or failure in large part will hinge upon an effective strategy for communicating with its supporters. This is not to minimize the importance of ministry on-air, be it Bible study, counseling, music, or some other tool. Nor is it to diminish the importance of providing ancillary printed and recorded material through the mail. However, communicating to one's audience includes a strategic coordination



Jim Sanders is senior producer and director of satellite services for Ambassador Advertising Agency in Fullerton, Calif.

of everything: broadcast elements, newsletters, appeal letters, premiums, conferences, advertising — everything to which a constituent is exposed.

Fund raising must never be an end to itself for a religious broadcaster. In this sense we are different from our secular infomercial advertising partners. A balance must be struck. We've all observed broadcasters whose sole mission seems to be to raise money so they can stay on the air, to raise more money to stay on the air, etc. At the other end of the pendulum swing, *Religious Broadcasting* magazine recently pointed out *Radio Bible Class* has never requested funds on the air. Their belief is God's hand will direct those who benefit by the program to support it financially.

Somewhere between ministry focus and fund raising, between informing the constituents and coercing them, between offering edifying spiritual tools and hawking "Jesus Junk," there's a balance. As you evaluate an entry into Christian infomercials, consider the following in your pursuit of a balanced perspective:

* What is your primary motivation? To diversify the ministry, raise funds, satisfy a personal objective? Is your program unique? Is it needed by the marketplace?

* Have you received positive feedback from those who have reviewed the program? Have you had an opportunity to test market the viability of the broadcast?

* What kind of support vehicle do you anticipate to continue the communication with your listeners after you leave the air? How often will your constituents hear from you? Do you offer additional resources?

* Do you have time to commit to developing your broadcast so it doesn't exist simply as an infomercial designed to generate revenue? Will it be your number one passion? (If not, will it sound and look that way?)

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Religious Infomercials?

Jim Sanders

early Saturday/Sunday mornings. Since viewership is at a minimum at those times, advertising rates tend to be lower. And as a consequence, a 30-minute program-length commercial becomes much more affordable for a producer. And what broadcaster isn't willing to sell unused inventory!

This business of selling by broadcast is booming. A single infomercial can generate millions of dollars in product sales. It's estimated that the HSN and QVC television home shopping networks will sell more than one billion dollars worth of inventory in the next year. Upscale department store chains such as Nordstrom have announced their entry into the market on a home shopping channel.

Some cable channels utilize infomercials for 25 to 50 percent of their schedule. Whether or not such heavy use is good programming is another issue. The fact is, they've proven successful for both advertiser and cable operator. Interestingly enough, in the early days of this strategy for marketing, nearly one out of every two such

Television Topics

The phrase that should apply most often to those in contemplation of a ministry utilizing the medium of television is "If you think you can't, you're right; if you think you can, you're right."

Recently, while in casual conversation with one of Christian television's most enduring producers, Bruce Braun, he made the comment that his most pictorially beautiful productions were, surprisingly, not always the most effective. To illustrate, Braun told of a current project in which unskilled missionaries with a home video are shooting stories in the jungles and then he edits them and sends the tapes to their constituency. The response has been overwhelming and though the images are not professionally brilliant, the statement of the video is spiritually anointed.

We must recognize there are three ways in which we communicate — word, gesture, and spirit. Marketing studies show people respond to communication in the following weighted manner: only 7 percent of their response is to actual words; 33 percent to vocal skills and body language; and 55 percent to enthusiasm or conviction. What the marketing specialists refer to in the latter category is what is known as the

It's not your professional manner that will save the lost but the convicting power of God.

Why then have so many of us accepted the word of the world's image makers rather than the Word of God when we believe their prediction, "You don't belong on television"? Whether for a lack of professional equipment, a "look" not up to their standards, or any other supposed "professional" shortcoming, those who do not comprehend the work of the Holy Spirit will tell you "you don't belong."

I too have fallen into the trap of waiting until conditions are right or until we know exactly what we're doing. If you waited until conditions were right or had enough money, you would never succeed in anything. While it may be God leading you to use the printed page, radio, or other means of communication, it's nonetheless incumbent upon us to utilize every avenue at hand to be salt and light to a dark and decaying world.

If you accept another person's advice which is merely the rationalization for his failure, you accept his failure. If in the stillness of the quiet moment you feel the tug of God on your heart to use television and if you are willing to work hard, pay the price, go on when others fail, march without recognition, withstand the mistrust of many, discipline your life, endure the scorn of some, fast and pray until victory, and give God all the glory — then yes, you have what it takes to be on television.

Consider Gideon in the account from Judges 6. In the eyes of the world, this young man had nothing going for him; he was the weakest wimp in the wimpiest family in the nation. Covered by dust and dirt, hiding from the eyes of the enemy, discouraged and defeated, God called him a "mighty man of valor," declaring he had enough strength to defeat his enemies and set his entire nation free!

Gideon had a choice — to believe the Word of the Lord or the word of the world. It is the same choice we have today as



Paul Louis Cole is the executive vice president of Christian Men's Network, an organization providing resources for men's ministry in over 65 countries.

communicators of the Gospel: to believe the advice and counsel of those who say the Christian faith is a "private" matter or to obey the command of God to go into all the world and make disciples [Matthew 28:19]. Into all the world means to go where the world lives. They live seven hours a day, 365 days a year where we can reach them — in front of their televisions.

Gideon chose to believe God. To move out in faith, where he was, with what he had, he did all he could and let God win the battle. A man of valor, or what we refer to as a hero, is one who acts with courage in a moment of time on a need greater than self. To be a hero of the Gospel is to act out your faith on behalf of those who are lost. That was the heroism of the cross as Jesus gave His life for others, and today it's still the greatest act of love and courage to give of oneself for the sake of others.

The obedience of radical faith will enable us to no longer conform to the images of this world, but rather change the culture in which we live. What you believe determines how you act. If you believe it's not possible to utilize television, that becomes your operational belief system and becomes self-fulfilling. If you believe it is possible, then you will act in a positive direction. "If you believe you can't, you're right; if you believe you can, you're right."

So strive to be a Gideon, be a culture changer, a hero of faith, a "mighty man of valor" — in the popular idiom of our day, *Just Do It.* ^{RB}

You Don't Belong On Television

Paul Louis Cole

"spirit" of a man.

In the realm of the Christian life, we recognize the most important area of communication is our spirit. A person may look at you, say the right words during their presentation, but still something just doesn't seem right — that is an understanding in our spirit. Quite often you can tell more about whether it is truth or not by the person's spirit rather than by their words or gestures.

So it is also true when sharing the Gospel of Christ. People do not come to salvation by explanation but by revelation.

SIGNING ON CONTINUED FROM PAGE 3

As long as the preaching and teaching on Christian radio follows Jesus' pattern, there will be an audience. The highest and most sublime form of human communication is still God's man or woman with God's message for God's people in God's time delivered under God's direction.

I have been moved deeply by music

but never as I have by Charles Swindoll of *Insight for Living*, Dan Betzer of *Revivaltime*, Jack Hayford of *Living Way*, Adrian Rogers of *Love Worth Finding*, or Ed Young of *Winning Walk*. These men and others have ushered me into the very presence of Christ, changing my life. Great preaching and teaching will never be displaced by music, talk shows, drama, or any other form of human discourse.

So before deciding to give up the morning and afternoon block of ministry programs, think again. God is preparing the next generation of preachers and teachers right now. They will have different names and different styles, but they will all bear the indelible imprint of God's unique call on their lives. And like the Apostle Paul, we ask, "How shall they hear except there be a preacher?" [Romans 10:14]. ^{RB}

Satellite-delivered programming is a proven way to upgrade a radio station's sound, while drastically reducing overhead...

And more and more forward-thinking Christian broadcasters are also discovering that it's simply good stewardship to prepare for the future, while operating as efficiently as possible today. They're taking a good, hard look at their satellite alternatives. Until recently, those choices included hourly news, a variety of talk shows, and a number of delivery vehicles for teaching ministry programs. Then, at the 1992 NRB Convention, the debut of the **Morningstar Radio Network** was announced.

As the economical, high-quality source of a pure Adult Contemporary Christian Music format, Morningstar was immediately and enthusiastically embraced by the industry... Because in addition to its low cost, Morningstar digitally delivers programming so transparent that no listener would ever suspect that the music's origination was not at the local station... And that's something every owner and manager appreciates:

"Before I did this, I was really concerned about losing control of our sound. Was this flexible enough to adapt to what we're doing locally? Well, it is... It has freed up our resources and it's making a big difference!"

(Jon Hamilton, WSCF/Vero Beach, FL)

Morningstar was a totally new product-- and in Christian broadcasting, a brand new idea. Dozens of local stations have talked of uplinking their "special format"-- an idea universally rejected by would-be affiliates (few stations are interested in carrying programming built around another station's audience and community). Morningstar, on the other hand, was "custom-designed" from the ground up, to fill the stated need of Christian stations... A presentation so perfectly seamless that it allows local listeners to "mentally integrate" the national and local products-- combined with a music mix that's demographically targeted to attract advertiser and donor dollars:

"Our revenues this year are up by 30%!"

(John Wesley, WNAZ/Nashville, TN)

So let's assume that you're somewhat typical of Morningstar's current affiliates (in markets as diverse as Boston and Brownwood!): You may be considering a change as minimal as the replacement of one or two part-time staffers-- or as radical as the switch to full-time network music.

Whatever your situation, the answer to a couple of key questions will confirm the **Morningstar Radio Network** as your choice:

QUESTION 1: *Will Morningstar allow me to integrate all of the local elements which have made me successful-- in other words, can I totally maintain my station's local identity?*

QUESTION 2: *If Morningstar's format will drastically reduce my overhead, will it (on the other side of the ledger!) also give me the best possible opportunity to boost current revenues?*

The answer to both questions is "YES"... But before making this important a decision, take time to personally talk with at least half a dozen of Morningstar's satisfied station clients... They'll confirm that Morningstar Radio Network was built by professionals who understand the real-world needs of Christian broadcasters.

Members of Morningstar's management team have successfully managed stations; held executive posts with national radio chains and networks; headed national ad agencies; and served in various leadership roles with the NRB... They've paid their dues-- to help you save a bit on yours!

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Christian Stations are like most small businesses in America. Now, more than ever before, their biggest threat comes from their government. Even the most frugal operator will soon face new challenges-- from tax increases to mandatory health care plans. It's a good time to take a hard look at productive and cost-saving alternatives... Like the Morningstar Radio Network! With Morningstar's digitally-delivered, adult contemporary Christian music format, you can operate a station competitive with the Nation's best-- for as little as 55¢ an hour!

For more information on how Morningstar's satellite service can help to offset the economic benefits of big government in your local station's operation, please call one of our Affiliate Representatives,
Mike Miller or Tom Perrault, at 713 - 871-8485.

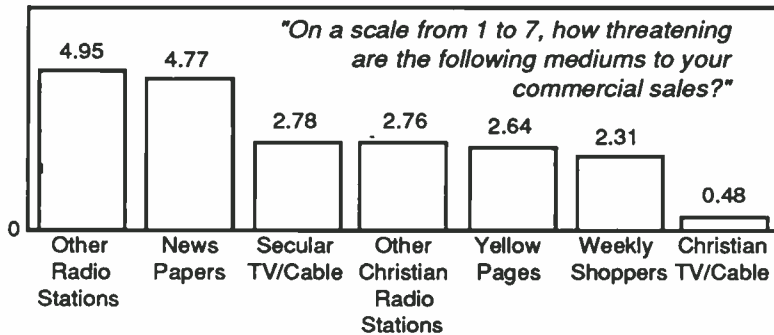


Morningstar Radio Network, Inc.

Sales Spot

In a recent survey by Soma Communications, 120 Christian radio stations were asked, "Who is your competition for local advertising dollars?" Their cumulative answers are given in Graph 1. Each station was given seven choices and asked to rank the competition with a number. The numbers at the top of each bar represent the averages of all responses.

The only way to win against the com-



petition is to have a product which is different. The only product which radio has to sell is its listeners. Christian radio audiences have five basic distinctions: 1) they are

Christian Radio and the Competition

Gary Crossland

Christians; 2) they are female; 3) they have more children; 4) they are economy-minded; and 5) they are middle-aged. Remember those five points and 90 percent of your prequalifying work is done. Let me deal briefly with the last four points.

Women

It's a fact today that 80 percent of all advertisers are targeting woman. However, only 50 percent of all advertisers on Christian radio today are targeting woman exclusively. Although it is not known how many advertisers target men, it seems likely the majority of advertisers on a female-dominated medium would be targeting that particular gender. However, the percentages are low because many advertisers on Christian radio are not so much interested in reaching women as they are in reaching Christians.

While 65 percent of the average Christian station's audience is female, only 33 percent of the stations surveyed target fe-

male listeners specifically, with 67 percent targeting both men and women. Those stations targeting women in particular might very well be on the high side when it comes to percentages of women in the audience.

Mothers

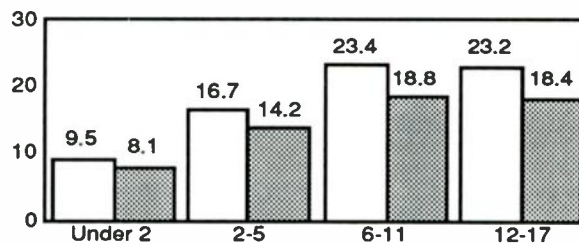
It goes without saying that mothers are the biggest consumer/spenders in America.

According to both Simmons Market Research Bureau (1991) and Soma research, Christian radio plays to one of the highest concentra-

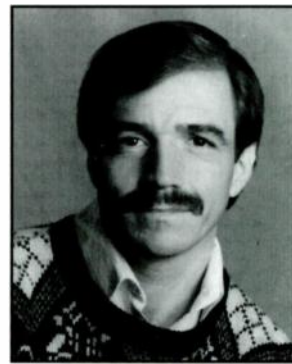
tions of mothers among all advertising mediums. For example, Christian women are 11 percent more likely to have one child under the age of 18 living at home, 15 percent more likely to have two children, and 13 percent more likely to have three children.

Christian radio women listeners have 9 percent more infants, 6 percent more grade school children, and 21 percent more teenagers. Graph 2 shows what percentage of American adults have children in the following age brackets (shaded bars) and what percentage of Christian adults have children in the same age groups (white bars).

More children mean more moms. More mothers mean money for family oriented



advertisers. With every advertising medium there is waste coverage; that is, adults with no children at home. However, with Christian radio, you get more of what you actually buy advertising for. Incidentally, according to the April Soma survey, 53 percent of all Christian radio advertisers target listeners with children.



Gary Crossland is president of Soma Communications Inc. of Dallas, publisher of Soma sales and research tools.

Middle-aged

AARP wouldn't buy Christian radio. After all, its listeners aren't exactly what is considered golden-agers. According to Simmons, 58.8 percent of all adult Americans are between the ages of 25 and 54. However, Soma reveals 70.3 percent of the adults in the Christian market are in this prime buying demo.

That means Christian radio listeners are 20 percent more likely than the average American to be represented in the 25 to 54 group. What's more, according to Simmons, 28 percent of all adult Americans are 55 or older. Only 17.5 percent of Christian radio listeners are in this bracket.

What age demos do Christian stations target? Of all Christian stations, 17 percent target listeners which are 18 to 49 years old. For the most part, these are comprised of hot AC Christian stations. The most popular buying demo is the 25 to 54 bracket, which is targeted by 71 percent. Only 12 percent target those 55-plus listeners.

Economy-minded

It's true that persons within the Christian market have the propensity to be economy-minded. According to Simmons, 35.6 percent of all Americans consider themselves to be economy-minded shoppers. Recent statistics by Soma show 77 percent of all persons within the Christian market ascribe themselves likewise.

Soma's research reveals 88.1 percent of Christian radio listeners say low price is an absolutely indispensable feature a store can offer. Over half (60.7 percent) believe sale prices are definitely an inducement to buy while 43.8 percent tend to buy if given free offers.

While Christians may be tight-fisted,

that fist has money in it for the right advertiser. When advertisers say "save," Christians listen. When they say "lowest price," they have their attention. When they say "free," they appeal to Christian radio's audience. This is the way Christians buy. If this is the way an advertiser sells, then they will definitely sell more when advertising on Christian radio.

Sleeping with the enemy

While Christian stations may consider all other advertising mediums to be competitors, many of them are willing to sell airtime to these other mediums. The following advertisers have all purchased time on Christian radio stations within the last year while the numbers show the percentages of all Christian stations which advertised for this type of medium over the last 12 months: Cable television franchise, 13 percent; local television station, 20 percent; newspaper, 39 percent; movie theater, 15 percent; and live theater, 39 percent.

Media Mix

Virtually half of all Christian radio advertisers do not advertise on any other radio station, Christian or secular. To be specific, 54.8 percent of all advertisers on Christian radio today also advertise on other local radio stations. This is unusual because 80 percent of all businesses advertising on Christian radio today are affinity clients (Christian-owned businesses or advertisers). Of all clients on Christian radio, 24 percent advertise on television or cable, 52.5 percent in the newspaper, 22.4 percent in a weekly shopper, and 60.8 percent in the yellow pages. ⁸

Information for the Simmons Market Research Bureau is compiled via field representatives who administer both an interview and a written survey to approximately 20,000 people nationwide. The margin of error for the surveys is about 4 percent. Simmons is the qualitative source for many agencies who either buy or sell secular media, including both print and broadcast. The published numbers relating to Christian radio constitute only approximately 0.001 percent of Simmons' work.

The Soma Media Report is compiled monthly by Soma Communications Inc. via 98 field representatives who administer a written survey to approximately 2900 people nationwide (135 markets). The margin of error of the survey is 4 percent.

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GARY Crossland

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A Broadcast Outreach of the Grand Rapids Baptist College & Seminary

(Circle 115 on the Reader Service Card)

Youth Wave

We call it *Dawson McAllister Live*. And we like to believe God is using our radio talk show to reach teenagers for Christ. But as I recently thought about the growth of our program over the past three years, I began to see a much bigger picture. A humbling picture because it includes two men I consider giants in this industry.

Mel Johnson and Ron Hutchcraft have an awesome track record in reaching teens for Christ by way of radio. Shy of heaven, these two men will not receive the rewards they deserve.

However, rewards are not what they seek. They simply want to let God use them in bringing a message to today's teenagers. What's that message?

"That whatever your problem, whatever your concern, whatever your situation, Christ is the answer," says Johnson, who is in his 40th year of radio for teenagers. "That the Bible stands true in its message of life, love, and light."

"My message for teenagers who don't know Jesus Christ is that He is the relationship you could spend the rest of your life looking for," explains Hutchcraft. "You cannot have the love and answers and the

offers challenging devotionals while his *Young World* afternoon segments are aimed at bridging the gap between teens and their parents.

Both Johnson and Hutchcraft do so much more, but everything they do is geared to reaching teenagers in a world that's making their task more difficult each day. But they understand the challenge.

"The secret of commanding a young audience is to take charge," observes Johnson, who is also chairman of the trustees board at Northwestern College. "You have to protect what you believe without apology, let them know you're not afraid of them. But you must always let them know you love them."

Hutchcraft, president of Ron Hutchcraft Ministries in Wayne, N.J., says, "We have to be like a missionary to another culture. We have to think about translating the Gospel, not transmitting the Gospel. That means we can't be lazy."

God has worked and is working through these two men because they have learned more than just the basics of Christian teen radio; they have each adopted some key principles in their radio ministries.

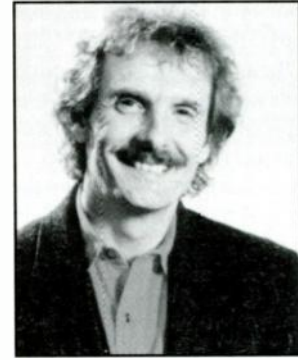
Johnson has strived to always be positive in his programs, to never put down teens, their parents, their schools, or their churches. And he has remembered there is "always a question behind the question" when a teen talks about his or her problems. Finally, Johnson aims for conversational radio — he does not try to preach — and makes certain he's a good listener.

"I've tried to stay conversational, consistent, and not dogmatic," Johnson stresses. "And I must know my material and I want to project that material without apology. You can't sound questionable."

Hutchcraft, too, understands how desperately teenagers need to hear God's true word, not the watered-down version they hear too often.

"You have to constantly allude to their situation," he emphasizes. "And to make sure you are speaking with gentleness and compassion. But you just can't give them answers. You have to speak realistically about the pain, that you know it hurts. And it can't just be a 'Jesus loves you, everything is fine' sort of message."

Hutchcraft talks about how kids are "starving emotionally." He says they have so much pain, "they can hardly hear the Gospel." That's one of the biggest changes he has seen over the years of his ministry — today he must focus more and more on



Dawson McAllister is a nationally known youth speaker, evangelist, author, and host of the weekly call-in radio show *Dawson McAllister Live* for teenagers. The show is broadcast on the Sky-light and USA radio networks.

finding Christian answers to pain.

"The pain is living proof of the destructiveness of sin in their lives, but they don't know that," Hutchcraft points out.

And the answers must always be practical, Johnson adds. "You have to give a 'how' for every 'should.' You have to explain frequently and in plain English how to have a relationship with Jesus Christ and to give very practical 'hows' for all the 'shoulds' of the Christian life," he explains, admitting how he is constantly re-evaluating his vocabulary and examples to make sure they are relevant to today's teens.

Both Johnson and Hutchcraft have indeed found a way to make themselves and their radio ministries relevant to today's teenagers. They were relevant yesterday and they are still relevant today.

They understand how effective radio can be to reach teens. As Johnson says, with the radio approach, "kids can listen without being seen. It's like some people pulling down the shades to watch television."

And both men realize the need for Christian teen radio is anything but on its way out. Too many teenagers are hurting and need a gentle ear to hear them, a caring voice to speak with them, a heart to understand them, and a discerning spirit to help them.

Mel Johnson and Ron Hutchcraft have provided all of us with a blueprint for how to accomplish that, though both give all the credit to God.

"You just have to trust the Lord to use your message and the Holy Spirit to direct," Johnson acknowledges. "There's no magic formula."

Maybe not, but the ministries of Johnson and Hutchcraft are as close to a formula as we can get. And as the 50th anniversary of National Religious Broadcasters approaches, I want to say a big "Praise the Lord" for these two pioneers of youth radio who paved the way for others to follow in their footsteps. ^{8a}

Two Youth Radio Pioneers Saluted

Dawson McAllister

completeness you're looking for until you know Him. And my message for those who know Jesus Christ is that they can make a difference."

Johnson and Hutchcraft aren't newcomers on the block — they are pioneers in youth radio. In May 1953, Johnson began *Tips for Teens* for the Moody Broadcasting Network. Hutchcraft made his entry into Christian radio for teenagers in 1969.

Their ministries grew tremendously and this space alone would not be enough to mention all they do. Hutchcraft's *Saturday Night Alive*, a 55-minute radio program broadcast each week on about 200 Moody outlets across the nation, utilizes a variety of formats, including live studio audiences and call-ins, drama, and contemporary music — always centering on biblical straight talk about the issues.

Johnson is heard on about 125 stations each weekday with two programs — *Action Four* and *Young World*. In the mornings, *Action Four*, a four-minute program,

NATIONAL RELIGIOUS BROADCASTERS

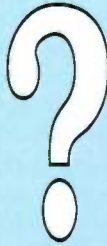
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Socially Speaking

During the 1992 presidential campaign, Vice President Dan Quayle's so-called "Murphy Brown" speech was greeted with howls and jeers by the cultural elites in the media. They pelted him with charges of bigotry and racism. His crime? Stating a simple fact: two-parent families are essential to the health, education, nurture, and protection of children.

It has been a little over a year since Quayle delivered his controversial speech and weathered the abuse that followed. Much has changed. We now have a new president and Congress. George Bush has retired to the golf course and Quayle has returned to Indiana. The body politic's central nervous system has been dealt a series of shocks — gays in the military, Lani Guinier, Zoe Baird, and debate over the largest tax increase in American history.

Yet the debate Quayle sparked remains with us. In a seminal article by Barbara DeFoe Whitehead in the *Atlantic* magazine under the provocative title "Dan Quayle Was Right," the author points out the growing body of conclusive evidence that chil-

every four white babies is born out of wedlock and approximately 67 percent of all black babies in America today are born out of wedlock. One million children a year are wrenched from a parent by divorce and a similar number are illegitimate.

The consequence is society has reaped calamity on a grand scale. As Sen. Daniel Patrick Moynihan (D-N.Y.) observed in 1965, "from the Irish slums of the 19th century Eastern seaboard to the riot-torn suburbs of Los Angeles, there is one unmistakable lesson in American history: a community that allows a large number of young men to grow up in broken families . . . that community asks for and gets chaos."

Moynihan's words were darkly prophetic. Our poverty problem is largely a problem of single women seeking to meet the financial needs of their abandoned children. Of all the children born in 1980, 22.2 percent of white children and 83 percent of black children will be on welfare before they reach the age of 18. This is consistent with the number of children born out of wedlock or abandoned by deadbeat dads.

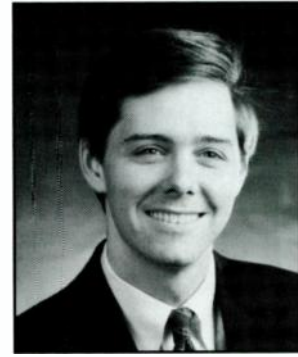
The crime problem is essentially a problem of violent young men detached from the discipline of fathers and lacking the responsibilities of providing for a wife and children. According to author and writer George Gilder, single men comprise only 13 percent of the population. But they comprise 40 percent of criminal offenders and commit 90 percent of violent crimes.

Even education ultimately can be traced back to the family and the home. Numerous studies show the key to improving a child's education is to increase the level of parental involvement. Children who benefit from the active participation of their parents learn more than those whose only supervision is from a teacher at school.

The lack of parental discipline is everywhere. Gangs and thugs roam the halls of our schools, striking terror into students and teachers alike. In Los Angeles, a 17-year-old boy was gunned down by a 15-year-old at a high school.

What is the answer? If there was a weakness in the "family values" theme, it was the failure of the Republicans to present a sound public policy prescription. Values are important. But without public policy personally benefitting voters, it's an inadequate message to take to the electorate.

A clue to this dilemma for conservatives can be found in a recent NBC News/*Wall Street Journal* poll. When asked what is most responsible for the breakdown of



Ralph Reed is the executive director of the Christian Coalition, a non-profit national organization dedicated to mobilizing and training Christians for effective political action.

the family, 45 percent of respondents said financial pressure while 43 percent cited a decline in moral values. This is instructive for conservatives because it suggests the key to turning family values into a successful message is addressing the monetary needs of financially strapped families.

The first step is tax relief for the family. In 1950 the average family of four paid just 2 percent of its income in federal income taxes. Today that figure is 24 percent. Combined with social security taxes, property, sales, and local taxes, the typical family spends 37 percent of its income on taxes, more than it spends on health, food, recreation, and housing combined.

The best way to provide family tax relief is to dramatically increase the standard deduction for children from the current \$2300 per year to \$8-10,000 per year, meaning no family of four in America making less than \$35,000 a year would pay a dime in federal income tax. This tax relief would cost approximately \$132 billion over five years and could be paid for by capping increases in discretionary domestic spending at 2 percent per year. Let us cut the federal budget, not the family budget.

A second policy that will also improve education is scholarships for middle-class families so they can choose the best school for their child. Government spending on education averages \$5100 per pupil, half of which goes to overhead and bureaucracy. Why not rebate to the parent, in the form of a scholarship, \$1250 that could be used at any public, private, or parochial school? In the NBC News poll, 76 percent of respondents favored school choice.

The lesson of the 1992 campaign is coming into focus — family values matter. But families are seeking real answers and fiscal relief, not simply sermons from politicians. Let us begin to put some public policy meat on our family values bones. Then we can not only prove Dan Quayle was right, but strengthen families as well. ^{RB}

Dan Quayle Was Right — Family Values Matter

Ralph Reed

dren raised in two-parent families fare better than those with absentee parents. A child raised in a home without a father present is three times as likely to abuse alcohol or drugs; twice as likely to drop out of high school; and three times as likely to commit murder or rape.

Morton Zuckerman, editor of *U.S. News & World Report*, recently joined the bandwagon vindicating Quayle's analysis of the state of American society. "It has been fashionable to glorify the trend towards single-parent families resulting from high divorce rates and unmarried child-bearing," notes Zuckerman. "This selfish rationalization substitutes the happiness of the adult in our moral codes for the well-being of children . . . The results have been devastating on our children."

Even liberals are affirming the two-parent, intact family is the most benevolent institution of health, education, and welfare ever conceived. But the family is under attack as never before. Today, one out of

Music Matters

Comedy and Scripture Memory

reviewed by Darlene Peterson

ORPHANS AND ANGELS

Julie Miller

producer: Dan Posthuma, Buddy Miller, Julie Miller
Word

A voice crying out in a wilderness of sexual exploitation, Julie Miller laments in her song "Sick of Sex" how today's advertising and entertainment industries continually engulf us with the message that everyone (including children) has to be sexy to be valuable—all in the name of greed because "sex sells." Christian young people (and not-so-young people) can rally around this song and take courage from it.

Filled with encouragement for Christians in all stages of their walk with the Lord, this recording avoids the glib, tired clichés and digs deep into the recesses of the heart. A gifted lyricist, Miller wrote most of the songs and exhibited excellent taste in choosing to include "Treasure of the Broken Land" by Mark Heard and "Put A Little Love In Your Heart" by Jackie Deshannon, Jimmy Holiday, and Randy Myers.

Miller's powerful, expressive vocals shine in innovative pop-rock settings that feature some interesting instruments (bouzouki, mandolin, accordion, hurdy gurdy, cello, and penny whistle) and top-notch background vocalists (including Wes King, Deri Daugherty, Valerie Carter, King Cotton, and Victoria Williams). In a duet with Emmylou Harris, Miller sings a moving tribute to the late Heard (1951-1992). *Orphans and Angels* will uplift you and give you something to think about.

SHAWL

the Prayer Chain

producer: Steve Hindalong and the Prayer Chain
Reunion Records

This fledgling group's second release showcases a sound honed by scores of live performances, matured songwriting, and the collaboration of producer Steve Hindalong (The Choir). Youthful energy and passion are not lacking, but varying moods and texture break up and give shape to the wall of guitar sound. The driving,

emotional sound backs Tim Taber's delivery of honest, searching lyrics.

Lyrical, I liked the group's recognition that trials need to be worked out through a process which may take time and the fact that some of the songs don't have resolutions. As spartan, hard-edged, and realistic as these songs are as a whole, they point to redemption and triumph. They just manage to avoid glib, "happy endings."

SCRIPTURE MEMORY SONGS: GOD'S GUIDANCE, GOD'S PROVISION

producer: Steven Taylor
Integrity Music

Thanks to my 18-month-old son, I'm a proud graduate of Steve Green's *Hide 'Em In Your Heart* Bible memory verse series (my son loves the video) and I can attest to the power of music to plant Scripture in the memory. I could remember phone numbers I hadn't dialed in years, but found it hard to memorize Scripture—until recently. For those of you without a toddler to guide you, Integrity has begun a series of Scripture memory recordings geared for the teen or adult.

With music ranging from rhythm & blues to reggae, from pop to MOR, from modern country to string quartet, there's something for everyone. Memorable melodies and a variety of talented vocalists take the drudgery out of learning Scripture. Grouped by theme, each recording lets you focus on what God's Word has to say about a subject, such as *God's Guidance* and *God's Provision*. So turn your commuting time (or any time) into Scripture memory time!

THE LAST WORD

Mark Lowry

producer: Cheryl Rogers
Word

Available in both audio and video, this project is a light-hearted visit with a now grown-up (?), hyperactive child of a Baptist deacon who helps to keep us from taking ourselves and the human institution of the church too seriously. The one thing Mark Lowry does take seriously is his relationship with the Lord and communicating salvation to others.

A graduate of Liberty University (Lynchburg, Va.), Lowry started out as a vocalist who told funny stories between songs and ended up a comedian who sings

songs between funny stories. The video is well produced and includes some colorful music-video effects along with shots of Lowry performing before an audience.

CELTIC HYMNS

producer: Craig Duncan
Brentwood Music

If you're a fan of Celtic music, here's a recording you won't want to miss. A hauntingly beautiful ancient form of music meets timeless hymns of faith. All the traditional acoustic instruments are there: fiddle, Irish flute, harp, uilleann pipes, Irish bouzouki, bodran, and penny whistle. All is purely instrumental save one lovely centuries-old song, "Joys Seven." Excellent musicianship, production, and song selection make this recording stand out.

Darlene A. Peterson is the music reviewer for *Religious Broadcasting* magazine.

PRACTICAL PROGRAMMING CONTINUED FROM PAGE 43

Likewise, if you're currently in Christian broadcasting, perhaps you could ask yourself the following: 1) Am I preaching what I know needs to be heard, or what I know will tickle the fancy of the ears of the audience to generate income? 2) Has my concern about finances dictated what I say more than my concern about what God is saying through His Word? 3) Am I more concerned about what products will "sell" in my inventory of premiums than I am over how they will minister to my listeners? 4) Am I "overselling" the product? Do I describe materials without excessive hype? 5) Do I treat those who are my supporters with integrity? Do I place a name on my list whether they've asked or not? and 6) Have I faithfully used the resources coming in from those who support my broadcast?

There are many similarities of secular infomercial advertisers and religious broadcasters: both use paid-for program-length commercials; both share a dependence on after-product sales; and both face an eroding market, increased competition, and proliferation of stations and products.

However, our "product" is the only one which comes with an eternal guarantee! As a lost world carefully observes and listens, may God give us the wisdom to distinguish ourselves from our secular infomercial counterparts. Discernment, integrity, balance, and stewardship will be our guideposts along the way. ^{RB}

Christian Best Sellers!

CLOTHBOUND

- * (2) 1. **My Utmost for His Highest, Updated Edition**, by Oswald Chambers and edited by James Reimann, Discovery House (Nelson)
- (1) 2. **Christianity in Crisis**, by Hank Hanegraaff, Harvest House
- (3) 3. **The Body**, by Charles Colson, Word
- (4) 4. **Laugh Again**, by Charles Swindoll, Word
- (9) 5. **The Hidden Value of a Man**, by Gary Smalley and John Trent, Focus on the Family (Word)
- (6) 6. **Love for a Lifetime**, by James Dobson, Multnomah (Questar)
- (11) 7. **The Wonderful Spirit-Filled Life**, by Charles Stanley, Nelson
- (10) 8. **Quiet Times for Couples**, by H. Norman Wright, Harvest House
- (15) 9. **Halley's Bible Handbook**, by H.H. Halley, Zondervan
- (16) 10. **Finding the Love of Your Life**, by Neil Clark Warren, Focus on the Family (Word)
- (14) 11. **And the Angels Were Silent**, by Max Lucado, Multnomah (Questar)
- (13) 12. **As You Leave Home**, by Jerry Jenkins, Focus on the Family (Word)
- (12) 13. **Chalkdust**, by Elspeth Campbell Murphy, Baker
- (8) 14. **The Anointing**, by Benny Hinn, Nelson
- (7) 15. **My Utmost for His Highest**, by Oswald Chambers, Barbour, Discovery House
16. **The Coming Economic Earthquake**, by Larry Burket, Moody
17. **Don't Let the Jerks Get the Best of You**, by Paul Meier, Nelson
- (17) 18. **Storm Warning**, by Billy Graham, Word
- (19) 19. **His Needs, Her Needs**, by Willard Harley, Revell (Baker)
- (5) 20. **Lord, I Need a Miracle**, by Benny Hinn, Nelson

PAPERBACK

- * (2) 1. **Pack Up Your Gloomees in a Great Big Box, Then Sit on the Lid and Laugh!**, by Barbara Johnson, Word
- (1) 2. **A Bride for Donnigan**, by Janette Oke, Bethany House
- (3) 3. **Stick a Geranium in Your Hat and Be Happy!**, by Barbara Johnson, Word
- (6) 4. **Prophet**, by Frank Peretti, Crossway
- (10) 5. **The Bondage Breaker**, by Neil Anderson, Harvest House
- (5) 6. **Splashes of Joy in the Cesspools of Life**, by Barbara Johnson, Word
- (9) 7. **This Present Darkness**, by Frank Peretti, Crossway
- (4) 8. **Land of the Brave and the Free**, by Michael Phillips, Bethany House
- (7) 9. **Life's Little Instruction Book**, by H. Jackson Brown Jr., Rutledge Hill
10. **How to Be Your Daughter's Daddy**, by Dan Bolin, Piñon Press (NavPress)
- (17) 11. **No Wonder They Call Him the Savior**, by Max Lucado, Multnomah (Questar)
- (11) 12. **Frontier Lady**, by Judith Pella, Bethany House
- (13) 13. **Becoming a Woman of Excellence**, by Cynthia Heald, NavPress
- (18) 14. **Mere Christianity**, by C.S. Lewis, Macmillan
- (12) 15. **The Blessing**, by Gary Smalley and John Trent, Pocket
- (15) 16. **My Utmost for His Highest**, by Oswald Chambers, Barbour, Revell (Baker)
17. **God Came Near**, by Max Lucado, Multnomah (Questar)
18. **Abaddon**, by Bob Larson, Nelson
- (14) 19. **The Measure of a Heart**, by Janette Oke, Bethany House
20. **How Close Are We?**, by Dave Hunt, Harvest House

*Last month's position - Includes sales of boxed sets

This list is based on actual sales in Christian retail stores in the United States and Canada during June. All rights reserved. Copyright 1993 CBA Service Corp. and Spring Arbor Distributors. Distributed by Evangelical Christian Publishers Association.

The Book Shelf

Faith Works: The Gospel According to the Apostles

by John MacArthur Jr.
Word, 1993

all reviews by Harry Conay

Faith Works is a book that is virtually guaranteed to provoke controversy. To see why, we must go back to 1988 when John MacArthur wrote *The Gospel According to Jesus* (Zondervan), a book advocating what has become known as "lordship salvation" (a term assigned by his critics, but defined in *Faith Works* as "the belief that the gospel call to faith presupposes that sinners must repent and yield to Christ's authority").

MacArthur was especially outspoken against what he regarded as the unbiblical, "easy believism" he perceived in earlier books by Charles Ryrie, Zane Hodges, and others. They responded with their own books to spark a debate which had just about ebbed—until now.

In *Faith Works*, after belatedly responding anew to Ryrie and Hodges, MacArthur examines "what the apostles taught about the key doctrinal issues in the lordship debates: faith, grace, repentance, justification, sanctification, sin, works, assurance, perseverance, and the gospel message." He explains this necessity because many dispensationalists discount much of Jesus' teachings as belonging to an earlier dispensation meant for Israel rather than for the church.

Noting the prime arena for this debate pertains to soteriology, MacArthur writes: "The preponderance of [nondispensational] Bible-believing Christians over the centuries have held these [lordship views] to be basic tenets of orthodoxy. They are standard precepts of doctrine affirmed, for example, by all the great Reformed and Calvinist creeds." Then again, looking askance at dispensationalism, he adds: "The truth is, the no-lordship gospel is a fairly recent development."

So MacArthur is not a dispensationalist, right? *Wrong*. Despite his views on soteriology, because he feels his views on eschatology and ecclesiology coincide with those of Ryrie and Hodges, MacArthur affirms his allegiance to dispensationalism. Is this intended as a peace offering? Perhaps, but in all likelihood, it will serve to renew an exciting war of words.

The Coming Race Wars?

by William Pannell
Zondervan, 1993

This book offers an African-American Christian's personal insights into America's social, economic, and racial problems. Regardless of whether or not one fully agrees with William Pannell, the fact remains that his *perceptions* (even if some would call them *misconceptions*) are widely shared—and it is upon just such perceptions that people act and react (often violently, as in the case of the Los Angeles riots). He correctly challenges "disparate congregations of believers" to "network their faith in such a way as to demonstrate to a skeptical society that believing in Jesus as Lord makes a difference in human relations."

L.A. Justice: Lessons from the Firestorm

by Robert Vernon

Focus on the Family Publishing, 1993

Robert Vernon, former assistant chief of police for the Los Angeles Police Department (LAPD), writes as both a beleaguered Christian and an LAPD insider "to explain my role in the events that became known as the Rodney King incident, explore the political climate that dramatically changed life within the LAPD, and examine the forces at work that produced the riots and let them get out of control." Self-serving? Perhaps, but the first part of this book provides a frightening peek into the machinations of big city politics, and the second part examines "root causes" and practical solutions worth noting.

When the Wicked Seize a City

by Chuck & Donna McIlhenny

Huntington House Publishers, 1993

When Chuck McIlhenny assumed the pastorship of a small church in San Francisco, the homosexual community was infuriated by his call for them to turn from their sinful ways and turn to Christ for the forgiveness of their sins. Firing a homosexual organist led to a nasty (and expensive) discrimination lawsuit, constant harassment, and arson.

This book clearly demonstrates there is a very strong and vocal homosexual lobby which "desire[s] nothing less than to have you—by force of law—accept their sexually perverted lifestyle." Still, the authors charitably remind us, "as repugnant as their behavior and attitudes may be, homosexuals are not beyond the power of God to bring them to salvation in Christ."

Harry Conay is an educational media specialist who lives in West Orange, N.J.

Interview Insights

With Author John Brady

by Jonathan Petersen

It has been said interviewing is the pursuit of the heart; through conversation, boundaries are opened. Not disjointed information, but a cohesive educational process that elicits important information for the benefit of the hearer.

In the book *The Craft of Interviewing* (Vintage Books, 1977), author John Brady says the "most valuable and original contributions in journalism today are usually obtained in interviews." He asserts that today's media savvy listener and viewer wants more "than bare facts — he [or she] wants to know why an event occurred, what feelings it incited, how it might have been avoided." Brady calls the practice of asking questions "an unpredictable and exhilarating pursuit."

Selecting who to interview is the first step. What issues or current events are you dealing with locally? What topics or observations are of interest to your audience? What trends and concepts need to be explored to help your listeners and viewers develop their character and understanding of the world around them?

Whether local or national, the person you choose to interview may require a little detective work to track down. Call publishers, organizations, associations, churches, or other talk show producers to secure information on the person and discover how to reach him or her.

Once the interview is scheduled, the most important step begins: research. Brady says experienced interviewers "agree that for every minute spent in an interview, at least ten minutes should be spent in preparation." That may be difficult to achieve for the busy broadcast talk show host, but strive for it nonetheless. Have a working knowledge of the subject the interviewee is known for and a conversant understanding of the person in general.

Do this by keeping abreast of the daily news, reading appropriate specialized periodicals, reading the books he/she has written, listening to other interviews the person has given.

The object of a good interview is to get your guest relaxed, to make him talk instead of just answer questions. You do that by being a good listener. Follow the person's lead. Keep your prepared questions in mind, but don't be afraid to go

where the conversation takes you. Your audience will thank you for it.

Voltaire said, "Judge a man by his questions rather than his answers." When you conduct an interview, your guest will respond to your questions with either depth and drama because he has confidence in you, or shallowness and simplicity because he senses superficiality in you. As Brady says, "Interviewing is the modest, immediate science of gaining trust, then gaining information."

One of the worst questions to ask is any variation of "How do you feel?" "How-do-you-feel is either ridiculous or unanswerable," Brady states. It doesn't lead the interview anywhere. It doesn't bring any insight to the fore. It only marks time, which is to say it wastes the time you have to ask probing and intelligent questions.

"The funnel-shaped interview opens with generalities, then pins down the generalizations," observes Brady. "It appeals to the thoughtful, creative interviewee. The inverted-funnel opens with hard, fast, specific questions, then ascends to more general ground. It's effective for interviewing that frankest and most baffling subject — the child."

An interview is always more interesting when anecdotes are shared. People love stories. Your audience will listen more closely as those stories are used to drive home a point. One key word to incite anecdotes is "when." According to Brady, "When takes the subject to a scene, a setting, and thence to a story."

Ask concise questions. Don't confuse your guest with the filibuster query. If you must provide background, keep it brief and separate from the question. And ask one question at a time. "A two-part question is often like a baseball pitcher wasting a pitch," Brady explains. "A discriminating batter just won't go for it. As the pitcher must peel off each pitch with studied skill, the interviewer must pick his words with care."

Above all, don't use the interview as an opportunity for manipulation. Truly seek honest and forthright information for the betterment of your audience.

Jonathan Petersen is director of media relations for Zondervan Publishing House and executive producer of the Zondervan Radio Network, Grand Rapids, Mich. A requested speaker on media practices, he is the former religion news editor of UPI Radio Network.

Religious Broadcasting's

Feature Forecast October 1993

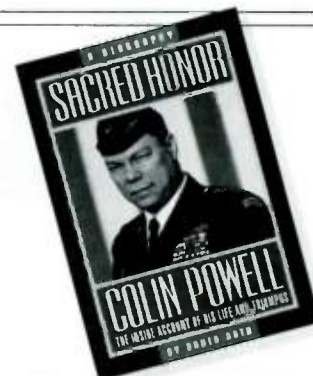
Next month's issue will focus on programming and production and the need for quality, integrity, and creativity in both.

* *"Fairness" in Broadcasting, Past and Future* by Joe Brazeal

* *Gateway to Joy Celebrates Five Years* by Elizabeth Earlandson

* *High Adventure Ministries: Never Failed Nor Forsaken* by Don Gregg

* *CDR Communications and the Value of Integrity* by Elizabeth Guetschow



We put the **AUTHOR** in **AUTHORitative** interviews!

Interview Colin Powell's Biographer

Chairman of the Joint Chiefs of Staff, Gen. Colin Powell, is retiring from his position this month. Along with his great international accomplishments, he is a man of deep Christian faith. Interview David Roth, Powell's former press aide and author of *SACRED HONOR*, on the personal side of this national leader.

Interview questions: Who are the three men Powell admires most? What is Powell's favorite Scripture passage. Describe Powell's personal faith. What plans does Powell have for the future?

AUTHOR AVAILABILITY: Eureka Springs, Ark., and by telephone.

CONTACT: Media Relations, 800-727-8004

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NRB ANNUAL AWARDS

*To be presented
at the 51st Annual
National Religious Broadcasters (NRB)
Convention & Exposition
in Washington, D.C.,
January 29-February 1, 1994.*

The purpose of the National Religious Broadcasters (NRB) Annual Awards is to recognize outstanding service and merit in religious broadcasting. Through these Annual Awards, it is the desire of NRB to provide a standard of excellence for the industry.

Through the years, it has been traditional for religious broadcasters to nominate their colleagues who have significantly advanced the quality of programs and stations to communicate the gospel.

As was done in previous years, *Religious Broadcasting* magazine readers are being invited to offer nominations for each award and also vote on who should receive an NRB Annual Award. Given below is the procedure for the nomination and voting processes:

1. A nomination form for the NRB Annual Awards will appear in the September 1993 edition of *Religious Broadcasting* magazine. Any *Religious Broadcasting* reader is eligible to submit nominations. The nominator, however, must give his name, organization (if applicable), address, and telephone number.

2. All nominations must be submitted by September 30. The awards committee will screen the nominations and select finalists for each category by October 15, except for Hall of Fame inductees who will be chosen by the NRB Executive Committee and Board of Directors at a later date.

3. The official NRB Annual Award voting ballot will appear in the December edition of *Religious Broadcasting* magazine. The finalists for each category will be listed on the ballot.

4. Voting will end December 20. Votes will only be tabulated from the actual ballot contained in the December edition of *Religious Broadcasting* magazine. Any reader of *Religious Broadcasting* will be eligible to vote.

The criteria for nominations are listed in each category. Please read through the form on the next page, decide whom to nominate, and submit that page only by September 30 to:

NRB Annual Award Nominations
c/o National Religious Broadcasters
7839 Ashton Ave.
Manassas, VA 22110

Nomination forms may also be faxed to: (703) 330-7100



NRB and its Awards Committee would like to thank you for helping make the Annual Awards a significant part of religious broadcasting.



NOMINATION FORM

Religious Broadcasting Hall of Fame

(Presented to a living or deceased individual who, for a significant period of time, has made an outstanding contribution in the field of Christian broadcasting with the highest of standards and faithfulness of Christ, of whom it can be testified or who can testify . . . "I have fought a good fight, I have finished my course, I have kept the faith." II Timothy 4:7.)

Religious Broadcasting magazine readers are invited to make nominations. The inductees will be chosen by the NRB Executive Committee and the Board of Directors.

NRB Milestone Award

(Presented to an individual or organization for 50 years of continuous service in religious broadcasting)

William Ward Ayer Distinguished Service Award

(Presented to an individual or organization for outstanding contributions to the field of broadcasting)*

Radio Station of the Year

(Presented to the most deserving religious radio station in the United States)

Television Station of the Year

(Presented to the most deserving religious TV station in the United States)

Radio Program Producer of the Year

(Presented to the most deserving U.S. religious radio program producer)

Television Program Producer of the Year

(Presented to the most deserving U.S. religious TV program producer)

Board of Directors' Award

(Presented to a distinguished individual who, while an avowed Christian, may not necessarily be in the field of electronic communications)*

Chairman's Award

(Presented to an individual, organization, agency, music or publishing company, etc., that has made a deserving contribution to religious broadcasting)*

Talk Show of the Year

(Presented to the Christian talk show for outstanding achievement in stimulating and leading the discussion of moral, political, social, and religious issues relevant in the Christian community with significant listener call-in participation)

*Award may be presented to a non-broadcaster

PLEASE NOTE:

Nominees do not have to be confined to one award category.

Name of Nominator _____

Organization (if applicable) _____

Address _____

City/State/Zip _____

Telephone () _____

Please submit nominations by September 30 to:
NRB Annual Award Nominations,
c/o National Religious Broadcasters,
7839 Ashton Ave.,
Manassas, VA 22110
or fax: (703) 330-7100



NRB Past Award Recipients

(Since 1986)

Distinguished Service Award

- 1986 Patrick Buchanan
Paul Bearfield
Bishop Samuel L. Green Jr.
- 1987 Steve Allen
Joseph Barbera
Ted Engstrom
Paul Freed
John D. Jess
Ralph Montanus Sr.
Stephen Olford
Luis Palau
- 1988 Robert Cook
George Sweeting
- 1989 Oswald C.J. Hoffmann
- 1990 Thomas Zimmerman
Robert A. Cook
E. Brandt Gustavson
- 1991 Ralph Carmichael
- 1992 John Olson
- 1993 Cal Thomas

Religious Broadcasting Hall of Fame

- 1986 Theodore H. Epp, Back to the Bible
M.G. (Pat) Robertson, CBN
- 1987 Thomas F. Zimmerman, NRB Co-Founder
- 1988 Charles Stanley, In Touch Ministries
- 1989 J. Vernon McGee, Thru the Bible
- 1991 James Dobson, Focus on the Family
Rex Humbard, Rex Humbard Ministry
- 1992 Bill Pearce, Nightsounds
- 1993 C.M. Ward, Revivaltime
Lester Roloff, Roloff Evangelistic Enterprises

Milestone Award

- 1986 William and Annie Schafer
Celia Webb
Norman Vincent Peale
- 1987 The Biola Hour
The Calvary Hour
Samuel Kelsey
Ernest C. Manning
Noah Edward McCoy
Sunday School of the Air
Wealthy Street Baptist Church
- 1988 Park Street Church
- 1989 Back to the Bible Broadcast
Chapel of the Air
Haven of Rest
Radio Bible Class
KDRY-AM/San Antonio, Texas
Berean Bible Society
- 1990 James Boice
Jack Wyrzten
Chaplain Ray Hoekstra
Voice of Calvary
Fraser Gospel Hour
John D. Jess
Mel Johnson
- 1991 The Baptist Hour
Constantine & Elizabeth Lewshenia
Neil C. Macauley
J. Vernon McGee
Slavic Gospel Association
- 1992 Morning Cheer Broadcast
The Daily Bible Lesson
- 1993 Rudy Atwood
Paul Finkenbinder
Children's Bible Hour
Songs in the Night

Radio Station of the Year

- 1988 KJNP-FM, KFIA-AM
- 1989 KKLA-FM, KURL-AM
- 1990 WIHS-FM
- 1991 WMIT-FM/WFGW-AM
- 1992 KTIS-AM-FM
- 1993 WMHR-FM

Television Station of the Year

- 1988 WCFC-TV
- 1989 WPCB-TV
- 1990 WACX-TV
- 1991 WCLF-TV
- 1992 KYFC-TV

Radio Program Producer

- 1988 Focus on the Family
International Media Services
- 1989 Hope for the Heart
- 1990 Money Matters
- 1991 Family News In Focus
- 1992 Northwestern Productions
- 1993 USA Radio Network

Television Program Producer

- 1988 There's Hope
- 1989 Love Worth Finding
- 1990 Billy Graham Evangelistic Association
- 1991 CBN-The Family Channel
- 1992 John Ankerberg Show
- 1993 In Touch Ministries

Board of Directors Award

- 1988 Richard E. Wiley
- 1989 Sen. Bill Armstrong
- 1991 Paul Harvey
- 1992 Dave Draveck
- 1993 Chuck Colson

Chairman's Award

- 1988 Charles Colson
- 1989 Billy Graham
- 1991 Maranatha! Music
- 1992 Gary Bauer
- 1993 Robert Ball

Talk Show of the Year

- 1993 Concerned Women for America

EMPLOYER BEWARE . . .
CONTINUED FROM PAGE 30

who lives!) falls somewhere within at least one of these quadrants. No one particular style should be considered more "successful" than the others; rather it is

What does a salesperson do?

They sell.

What do you think they are doing in the interview?

They are selling.

the person who understands how to identify and blend their style with others who will find success.

Employers and supervisors should

learn to recognize these individual styles as they are filling sales positions at their stations and in their organizations. A person's resume will give you an idea of *what* the person has done; a person's behavior can give you an idea of *how* the person will do the job you need them to do.

Charlie Moon is the owner of I.Q.O. (Innovate, Quantify, and Orchestrate) Training Group in Wichita, Kan., and has been involved in sales since 1977.

GETTING WHAT . . .
CONTINUED FROM PAGE 34

able and are not affected by unusually large gifts more reflective of the donor's generosity than the virtue of the treatment.

In the never-ending struggle to be good stewards of God's resources, Christian broadcasters should explore the value of research and fund-raising analysis. Such tools as life-time donor valuation and tracking tests can provide for the

To the profit sector, marketing research is a powerful tool, but Christian broadcasters often overlook its potential applicability to their station or ministry.

most efficient use of the ministry's money, the determination of what donors best respond to based on their giving, and the adjustment of various elements of fund raising.

Bruce Campbell is the founder and president of Marketing Solutions — Research & Analysis for the Charitable Sector in Glendale, Calif., which provides traditional and specialized marketing research services.

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- **Wings of Hope** — Russia and Europe · 11.530 mHz Shortwave
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Classifieds

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KROA-FM/GRAND ISLAND, Neb., is currently seeking an individual to fill the position of evening announcer/engineer. Individual must have professional announcing and basic engineering skills. Send tape and resume to: Gordon Wheeler, KROA-FM, Box K, Doniphan, NE 68832. EOE.

WE ARE LOOKING FOR AN experienced general manager for a new television station being built in Mongolia. This individual will be responsible for start-up and operation and will train and manage nationals to operate the station in the future. The position will last 12-24 (plus) months. The station will provide objective news reporting and Christian and family programming. Interested applicants should send their resume to: Among International, 3100 W. 12th St., Suite 108, Sioux Falls, SD 57104.

DYNAMIC AND GROWING broadcast group seeks general manager with grounding in religious community for solid Christian/inspirational station. Must be self-starting leader with strong sales and marketing abilities and disciplined approach to expense, margin, and cash flow management. Should be innovative and creative to carry successful station into next stage of growth. Resume/inquiry to: 1313 Kingscross Dr., Charlotte, NC 28211.

WAY-FM NEEDS a PD who's computer-literate, street-smart, and a people person for its exciting new contemporary Christian music station in West Palm Beach, Fla. On-air and production a must. Other air talent needed, too. No calls. Rush tape and resume to: Dusty Rhodes, WAY-FM, P.O. Box 21372, West Palm Beach, FL 33416-1372. EOE.

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Calendar Close-up

September 8-11

Radio 93 Convention (sponsored by National Association of Broadcasters); Dallas. Information: (202) 429-5350.

September 16-20

International Broadcasting Convention; Amsterdam, The Netherlands. Information: 44 71 240-3839.

September 19-22

Christian Stewardship Association Conference; Denver. Information: (708) 690-0016.

September 23-25

National Religious Broadcasters Southeastern Regional Convention; Tampa Bay, Fla. Information: Mike Bingham, (407) 737-9762.

September 26-28

National Religious Broadcasters Western Regional Convention; Marriott Colorado Springs, Colorado Springs, Colo. Information: Jamie Clark, (916) 485-7710.

October 2-3

The Leadership Institute's Broadcast Journalism Seminar; Washington, D.C. Information: Kari Winkler, (800) 827-5323.

October 4-8

Image World New York (Video Expo & The Camp Show); New York. Information: Benita Roumanis, (800) 800-KIPI.

October 7-10

National Religious Broadcasters Midwestern Regional Convention; Woodfield Hilton, Chicago. Information: Philip Mowbray, (312) 433-3838.

October 14-16

National Religious Broadcasters Eastern Regional Convention; Sandy Cove Conference Center, North East, Md. Information:

Steve Cross, (703) 534-2000.

October 21-23

National Religious Broadcasters Hispanic Caribbean Convention; San Juan, Puerto Rico. Information: Hector Perez, (809) 754-2592.

October 21-24

The European Convention of Christians in Broadcasting; Sofitel, Brussels Airport, Belgium. Information: 011 44 707 649910 (London).

October 24-31

1993 White Ribbon Against Pornography Campaign (during Pornography Awareness Week). Information: (212) 870-3222.

October 26-31

Religious World Exposition and Conference; Moscow. Information: (708) 990-2070.

November 1-7

National Religious Books Week (sponsored by Evangelical Christian Publishers Association). Information: (602) 966-3998.

November 18-20

National Convention of the Evangelical Theological Society; Washington, D.C. Information: James Borland, (804) 582-2000.

November 20-24

National Convention of the American Academy of Religion/Society of Biblical Literature; Washington, D.C. Information, (404) 636-4757.

November 21-28

National Bible Week. Information: (212) 408-1390.

December 6-10

Image World Orlando (Video Expo & The Camp Show); Orlando, Fla. Information:

Benita Roumanis, (800) 800-5474.

December 27-31

URBANA 93 — God So Loves the World; University of Illinois. Information: Dan Harrison, (608) 274-9001.

January 29- February 1, 1994

51st Annual National Religious Broadcasters Convention & Exposition; Sheraton Washington Hotel, Washington, D.C. Information: (703) 330-7000.

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For more information about advertising in *Religious Broadcasting* magazine, please contact advertising manager Dick Reynolds at (704) 393-0602 or his assistant Liz Oliver at (703) 330-7000.

If your organization is planning a major meeting, seminar, conference, or convention which would be of interest to religious broadcasters or related professionals, *Religious Broadcasting* would like to include it in Calendar Close-up. Please send the information at least three months prior to the event c/o:

Religious Broadcasting
Calendar Close-up
7839 Ashton Avenue
Manassas, VA 22110

Carlson Travel Network/Media Travel USA is the official agency of the 1993-94 National Religious Broadcasters conventions. Specializing in the travel needs of broadcasters, Media Travel USA is teaming up with Delta, Northwest, and American airlines to provide for the travel needs of attendees and exhibitors at all NRB and other broadcast industry conventions. For further travel information and airline reservations, call (800) 283-TRIP [in Florida (407) 575-7600]. A percentage of the travel agency commission paid by the airlines will be donated to NRB by Media Travel USA.

Salem Communications delivers the Lord's message far and wide.

Remember the old adage, "What are the three most important ingredients in building a successful business? Location, location, location." While it may have been written with dry cleaning or cheeseburgers in mind, it has certainly held true for Salem Communications.

With 17 Christian radio stations located in some of the largest radio markets in the country, Salem Communications is one of the nation's 10 largest commercial radio networks. Not bad for *any* network, but a truly outstanding accomplishment for a religious broadcaster.

So what's the secret behind the success? Actually, there are two—Stuart Epperson and Edward Atsinger.

Long before Salem Communications was formed in 1986, Stuart Epperson and Edward Atsinger, the company's founders and co-owners, were buying and building radio stations—Stuart put his first station on the air in 1961, Ed in 1969, both with a country western format. In the early '70s, Ed purchased KDAR in Oxnard, California, and put it on the air with a religious format. Stuart's first Christian station was KCFO in Tulsa, Oklahoma in 1976.

The dynamic duo joined forces in 1977 and bought their first radio station together in San Antonio, Texas. From then on, they were a team. The partners formed Salem Communications in 1986, bringing together all their individually owned stations.

But why Christian? Why not country, jazz, or something else? According to Dennis Worden, vice president national programming/network development, they saw the need and decided to meet it.

"In many major markets where Salem now has broadcast facilities, there were no religious formatted stations with dominant coverage of the

market. They (Stuart and Ed) saw the need to preserve these markets for religious broadcasting by acquiring dominant broadcast facilities," Dennis stated. "The most recent purchase of WAVA-FM, one of the most powerful and well-known stations in the Washington, D.C. area, points to Salem's commitment to provide national and local ministries with a broadcast facility capable of blanketing an entire market."

Today, Salem Communications' stations offer listeners a variety of specialized programming consisting mainly of talk programs. They not only broadcast nationally syndicated

shows like *Focus on the Family*, *Insights for Living*, *Through the Bible*, and *Family Life Today*, but each market produces its own programs in order to give each station its own personality. For instance, in Chicago on WYLL it's *Chicago Talks*, and KKLA in Los Angeles has *Live from L.A.*

"This way, we're better able to identify and talk about the specific

needs of the community," Dennis explained. "This is one of the biggest reasons we have positioned ourselves as talk radio. We feel the more relevant we can be with our talk programs, the better chance we have to capture listeners."

Obviously, they've been very successful at capturing listeners. So much so that the company now plans to offer its programming to other stations outside the Salem network.

"We intend to expand our network activities to include national programming such as news and commentary features along with spot advertising,



DENNIS WORDEN
Vice President National
Programming/Network
Development

and make it available to network affiliates," Dennis stated. "Along with quality programming, this will give them additional revenue opportunities."

Salem's network will be available 24 hours a day and will be almost exclusively talk-oriented, including independently-

produced programs and Salem-produced programs.

According to Dennis, one of the key factors in the success of the venture will be their already-established presence in anchor markets like Los Angeles, New York, Chicago, and Washington, D.C., to name just a few.

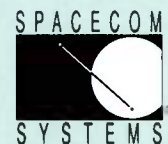
Another key factor will be their relationship with SpaceCom Systems®. So far, Salem Communications is using SpaceCom's FM Squared™ technology to distribute national and regional programming, including *Table Talk* by Rich Buhler, *Growing Kids God's Way*, and a show hosted by Beverly LaHaye of Concerned Women for America. SpaceCom will help them launch their 24-hour programming network in early 1993.

"SpaceCom is a natural for us for the fact that so many other networks across the country are already using the service as well as the transponder, so we're right there with everyone else. This makes it economically easier for potential affiliates," Dennis explained. "We're really excited about it!"

And we're very excited about working with you and Salem Communications. Good luck on the new network, and God bless.

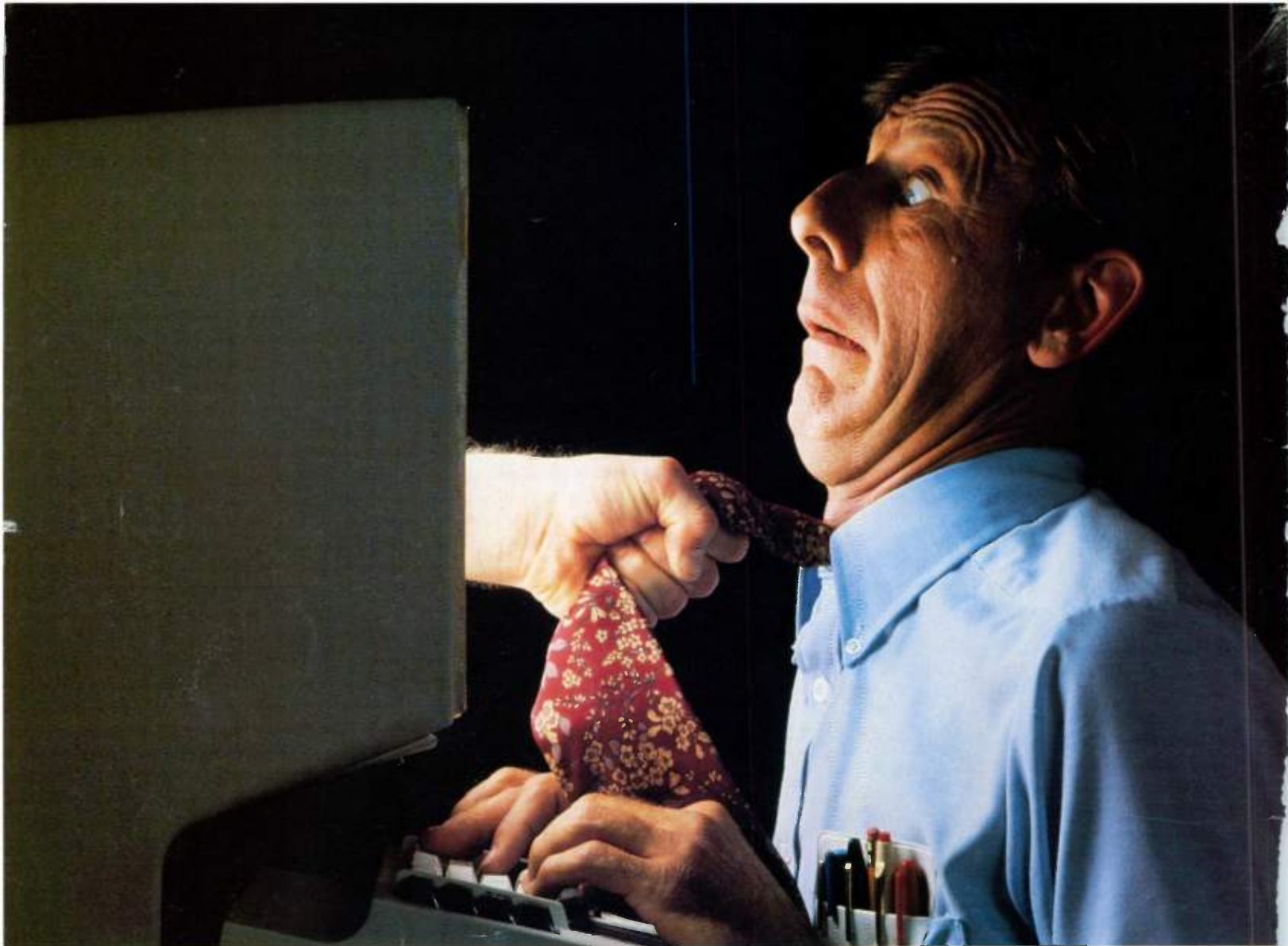
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