

China Resource Center Vision 2012

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Developed by China Resource Center Staff
and Board of Directors



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Vision 2012 Introduction

We have certainly seen God do great things over the first two years of our ministry in China. As we approach the Two-Year Anniversary of our founding on February 14, 2005, I stand in awe at what God has done in and through my own life and the China Resource Center. Having the opportunity to impact over 80,000 Chinese in 2006 has just blown me away! I often think, 'Lord, why use us?' I believe that part of the answer to that question is that we've continued to be faithful to what He's called us to do, and in the way He's called us to do it. We've always tried to be good listeners in China, trying to understand the Church's needs and how we can serve them by meeting those needs. I think that God also likes it when we trust Him for Big Things. Our faith in His ability to see us through every circumstance has been a key in this process. It has been a privilege and a pleasure to serve Him in this capacity with so many of you right there with me.

As we come upon our Two-Year Anniversary, it is fitting for me to outline where I see our ministry going, and where I sense God taking our ministry over the next five years. This is important because it will tell us where we need to put our efforts and resources, and the type of personnel, board members and volunteers we need to recruit to get God's job done through our ministry. I've often defined vision as the process by which God gives a personal and motivational 'call to action' through prayer and time in His Word. It is designed to point us down God's path and give us a look at how God wants to use our lives. Vision looks to the future, it sees the way things could be, and it drives us to action. A Vision statement paper is seeing tomorrow today!

In this paper, I'd like to accomplish a few things: First, I'd like to outline the Vision for the next five years as I have spent many weeks in prayer, seeking God's face for the China Resource Center. Vision 2012 will give our organization a 'road map' for the next five years. In Vision 2012, I'll frame on each point where we are currently and where we'll be in 5 years. I'll also insert additional explanatory information for those who may not be completely familiar with China and her Church. This additional information will be found in the form of footnotes and appendixes in the back of this document. Finally, I'll begin the process of looking at, as we sit here in February 2007, what initial steps we need to take to fulfill Vision 2012.

I know that if you are reading this document, you have an interest and a personal investment of some sort in the China Resource Center. I thank you for that personal investment and for your interest. I could not accomplish Vision 2012 without you and consider it a distinct pleasure to partner with you for God's glory and to the benefit of the Church in China.

Serving the Growth and Development of the Church in China,

Mike Falkenstine 傅天鷹

Mike Falkenstine
President
China Resource Center

Vision 2012

At the founding of the China Resource Center, we adopted a Mission Statement to define who we were and why we existed as an organization. Our Mission Statement is in the organizational DNA of who we are as a ministry, and has been a wonderful guide for us as we've served Christ through this ministry. I trust it will continue into the future to guide us, so I believe that Vision 2012 should be framed around our Mission Statement.

China Resource Center Mission Statement

We exist to serve the rapid growth and development of the Church in China, thereby equipping Chinese Christians to grow in their walk with Christ and effectively reach China for Christ.

The China Resource Center exists for this main purpose. This document will outline and establish goals around the objectives called out in the Mission Statement to clearly support our growth and organizational development strategy.

Growth and development of the Church in China

- 1. We exist to serve the rapid growth and development of the Church in China. (through theological training, Bible distribution, Church building and other partnership opportunities.)**

Because we exist to serve China's Church, we always want to be one's who are listening to what's China's Church is saying is their biggest needs. The main areas of service listed in our Mission Statement have come from 10 years of listening to China's Church, and in these first two years of service, we've just begun to scratch the surface as to how we can serve the Church in China.

Bible Distribution: By 2012, we will have distributed at least 250,000 Bibles and will have a system of in-country trainers who follow our Bible Distribution Events to teach the rural Christians how to effectively use their new Bibles. In addition, I am currently working to 'unhook' our Bible Distribution Events to China's Registered Church, so that we can best serve the whole Church in China.¹ We would certainly like to get as many Bibles into the

¹ Briefly, the protestant Church in China is divided into 4 main manifestations: Registered Churches, Meeting Point Churches, Unregistered House Churches, and the Rural Church. For our Bible Distribution Events (BDE), we have been working through the registered church system. These churches are registered with their local China Christian Council (CCC). The CCC is overseen by the State Administration of Religious Affairs (SARA) bureau, which is a division of the State Council of China, the chief administrative authority in China. Often misrepresented and mischaracterized in the West, these churches are largely urban with trained professional clergy and church buildings, and their leaders have been a joy to work with. As of January 2007, we are trying to 'unhook' our BDE from the Registered Church for several reasons: First, we are a little concerned about how our BDE system works right now. Once we have raised the money for the BDE, we wire transfer the money to our Registered Church leaders in the city where we will be doing distribution. At that point, the money is gone and we must completely trust our Registered Church friends to correctly spend the money. Since it is such a temptation for them to handle nearly \$25K, we'd like to wire transfer the money directly to our China Office, then have the China staff call the CCC Bible Distribution staff to directly purchase Bibles from them. This way, as we hear of Bible needs from outside the Registered Church, we can address those needs without the 'intervention' of our Registered Church friends and we can keep the accountability for the money raised in house. For more information on the Church in China, please read our China Resource Journal issue on China's Church at <http://www.chinaresourcecenter.org/pdfs/crc-OW92GB.pdf>.

hands of those who need them, and being able to work in both the registered and unregistered churches in China would be a wonderful addition to our current work.

Theological Training: By 2012, we will have a 'stable' of American-based, experienced Chinese pastors, with course curriculum in Chinese, so as needs for training are revealed, we can call on these trainers to form a team and train in rural China areas where needs are greatest. In addition, by 2012 many of the courses that have been taught will be available via our website in a secure and protected format. This way, any Christian in China with a computer and an internet connection will be able to access these courses free of charge, and teach them to others. The online courses will come complete with Teacher's guide, lesson plans and student worksheets.

Other Partnership Opportunities: By 2012, we will have expanded our ability to serve the Church in China. We will have a 'rapid response' element to our ministry, so that as legitimate needs and opportunities present themselves, we will be able to serve the Church to best reach other Chinese for Christ!

Examples: Sponsoring rural Gospel teams, helping fund rural Bible Training Center libraries, and putting together retreats for rural pastors to get fed in their own walk with Christ.

Additional Notes: Right now, we are aiming to serve the growth and development of the Church in China in a 5 province/2 administrative district area in the Southern part of Northeast China. By 2012, I envision that we will have expanded our target area to all provinces north of the Yangze River.

Benefit to God's Kingdom: With the rural Church in China being supported and their growth and development served, thousands upon thousands of Chinese will come to know Christ as their Lord and Savior because those Chinese who have already accepted Christ will be equipped to evangelize their fellow countrymen. As I often say, who better to reach the Chinese than Chinese themselves? They already know the language, the culture, and the communities of China—they are Chinese! We have the opportunity to be a viable and real part of what many are calling the greatest Christian movement in history.

Clear understanding through Research and Education

One of the ways we want to serve the rapid growth and development of the Church in China is by clarifying Western Perceptions of the Church in China and by cultivating new paradigms and ministry models. This is currently the most underdeveloped part of our Mission Statement. I am excited to focus on accomplishing this purpose for our ministry. By 2012, the China Resource Center will have a fully staffed Research and Education Department, making us the Premier Information Provider for Christianity in China. We will be similar to larger ministries in scope of our research and efforts to educate on issues, but with a China focus.

China Research and Education Department (RED): This group will be led by a man who has experience in China, a Master's degree or higher in East Asian/Asian Studies, and is versed in China research. This individual will also be a gifted speaker, communicator, and writer. He will lead a department with both US-based and in-China staff (See CRC

organizational chart in Appendix A).²

Research and Education Department role in fulfilling the Mission

Statement: In order to ‘clarify Western Perceptions of the Church in China and cultivate new paradigms and ministry models,’ the RED will become the trusted source for accurate information on China, her Church, politics, and culture. This information will be generated through all layers of the department, and will be used to revolutionize the China ministry community, Western perceptions about Christianity in China, and China herself. Currently, Western perceptions of the China Ministry Community are based on paradigms that come from the 1950 to the 1970’s time period. This information will be applied and available in different formats. The CRC website will be filled with relevant information and articles on China and her Church. We will use the information to write books, to expand our China Resource Journal into a subscription publication, and to speak at many different forums. In addition, United States Congressional committees like the Congressional-Executive Commission on China, created by Congress in October 2000, are looking for the latest in information about developments in China, Religious Freedom in China, Rule of Laws developments, and so on. In addition, Chinese governmental officials are increasingly open to dialogue with U.S. think-tank organizations. We can use this opportunity to influence these influential people in positive ways for Christ.

RED will be self-supporting: The information generated by the RED will have tremendous value to our organization. Experience shows that people in the West have a deep interest in China, want to know what God is doing there, what changes are being made in China with its continued openness to the West, and how they can personally get involved. Here are a few ways that RED can use its information to help support itself and the China Resource Center:

Books: Books on Christianity in China generally sell well. In using new-generation publish-on-demand companies, here’s a realistic look at the income generating capabilities:

Publishing Costs	\$4000
Royalties paid on each book (average)	\$8
Projected book sales	20,000+
Income from each book	\$156,000

China Resource Journal: By turning the China Resource Journal into a monthly subscription publication, we have the opportunity clarify a lot of perceptions while generating income:

Annual Subscription	\$60
Anticipated Subscribers	4,000+
Revenue from Subscriptions	\$240,000
Cost per year for paper, ink, etc.	\$14,500
Net Revenue	\$225,500

² The ‘in the field’ staff are necessary because of what we’ve determined as the West’s obsession with Persecution stories, even when persecution may not have taken place in the context of a particular story. We have a deep heart to report on what God is really doing in China, which increasingly includes Freedom of Religion for China’s Christians.

Consulting Services: More and more Western ministries are interesting in going to China, and with our vast experience, research, and information, we can provide a valuable resource for those ministries who want to get their 'foot in the door,' but don't know how.

Average Consulting Fee	\$4,000
Number of Ministries and Individuals Helped Annually	10
Annual Consulting Revenue	\$40,000

Speaking Fee: The information that our RED develops has a tremendous value to people who really want to know what's happening in China. The average speaking fee for a large banquet or convention can be as much as \$1,000 a speech. As our reputation for being a reliable source for accurate and complete information on China grows, we could easily command this type of fee for speeches in a number of different settings.

Average Speaking Fee	\$1,000
Number of Speaking Events	5
Annual Speaking Revenue	\$5,000

Benefit to God's Kingdom: With perceptions clarified comes a Western church that is better able to engage in what God is doing in China. Whether that's knowing how to pray for the Chinese Church, or becoming personally involved, the Western church will be able to know how to get involved. That includes those who are already serving in China with a missions organization. Many times over the last 5 years those already serving in China have been very surprised at our projects and programs of Bible Distribution and Theological training. Their paradigms of China didn't allow them to see what God was doing and the changes that had been made that allowed us to serve the Chinese Church in these ways. Initiating the CRC RED will result in the China ministry culture being brought to a higher level, the Chinese government being held accountable for upholding laws on their books, and the Church in the West being better able to personally get involved in God's work in China.

Getting It Done

Between now and 2012, there will be staff positions that need to be filled, changes that need to be made in our corporate structure, and additions to our organization to accomplish the goals of Vision 2012. (A Vision 2012 Organizational Chart can be found in Appendix A.)

Staff Positions Needed:

I envision having the following staff members working for our organization by 2012:

Director of China Research and Education: As stated above, the man who fills this position will have China experience, a Master's degree or higher in East Asian/Asian Studies, and be versed in China research. Preferably this individual will also be a gifted speaker/communicator/writer, and have comparable experience in these areas.

Director of Strategic Growth: This staff position will be crucial to the completion of Vision 2012. He will be responsible for enhancing the organizational metrics and measurement reporting process, to do grant research and write grant proposals. In addition, the Director of Strategic Growth will work together with the President in a symbiotic team relationship, and will be able to have a direct impact in completing the mission for which we were created.

Information Technology Officer: When I look at Vision 2012, I see the need for many changes and improvements to our website, and a need for layout and direction to printed journals and materials. Having someone complete this work for us will be invaluable. This man will be the 'computer guru' and will have experience to match our needs in these areas.

Director of China Office: Our China office will become a key component to the completion of Vision 2012. On both sides of our Mission statement, we have a need for China-based staff. The research side will depend heavily on the information gathered from Chinese who are living the Christian life daily, and are talking to other Chinese Christians about their experiences. Our projects to serve the Church in China also have a great need for staff in China who are able to coordinate Bible Distribution Events, receive Theological Training Teams, provide translation services for our U.S. office, and to keep their 'ears to the ground' on ways we can best serve the Chinese Church.

U.S. based Administrative Assistant: It is becoming painfully clear that this should become the first staff position that we hire. With the growing complexity of our income accounting, the growing demands on my time to 'do it all,' some administrative help would be wonderful and is much needed now.

Changes with Current Staff: As I look at Vision 2012, I get overwhelmed by all of it and it seems like a lot for our little ministry that's running out of our basement! As I look at myself and my ability to lead this ministry now and into the future, I think that I can lead this ministry, with one exception. For all those who know me, I'm a missionary, both in my heart to see Chinese come to know Christ, and in my pioneering spirit. I love to create, to see God at work in areas where it seems impossible. I have the gift of faith, which has proven so useful these

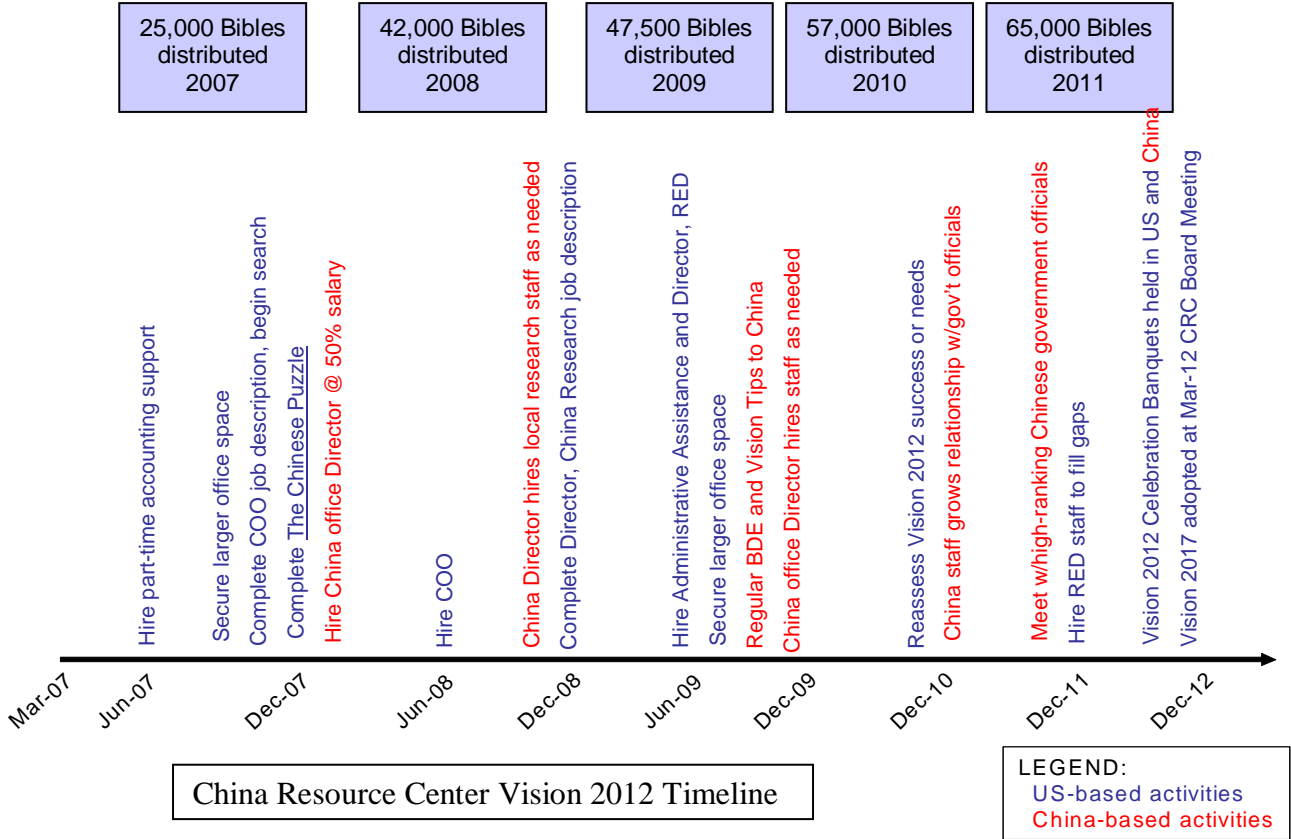
last two years. I know China, I can speak Chinese, and I believe that God has given me an ability to connect with Chinese and make them feel comfortable with me and trust me.

What I lack is management skills in the non-profit sector and experience in overseeing a larger initiative as what we're envisioning with Vision 2012. I'd like to grow and develop in these areas, to be able to do be a true President/CEO of a growing non-profit ministry. I have decided to undertake a professional development aspect to my job description that will include regular reading and study of books dealing with non-profit management and operation and mentoring by two men who have agreed to meet with me on a regular basis. One of these men has walked down the roads I am now walking, having guided a non-profit ministry from a dream into a multi-million dollar operation. I look forward to this time of professional development.

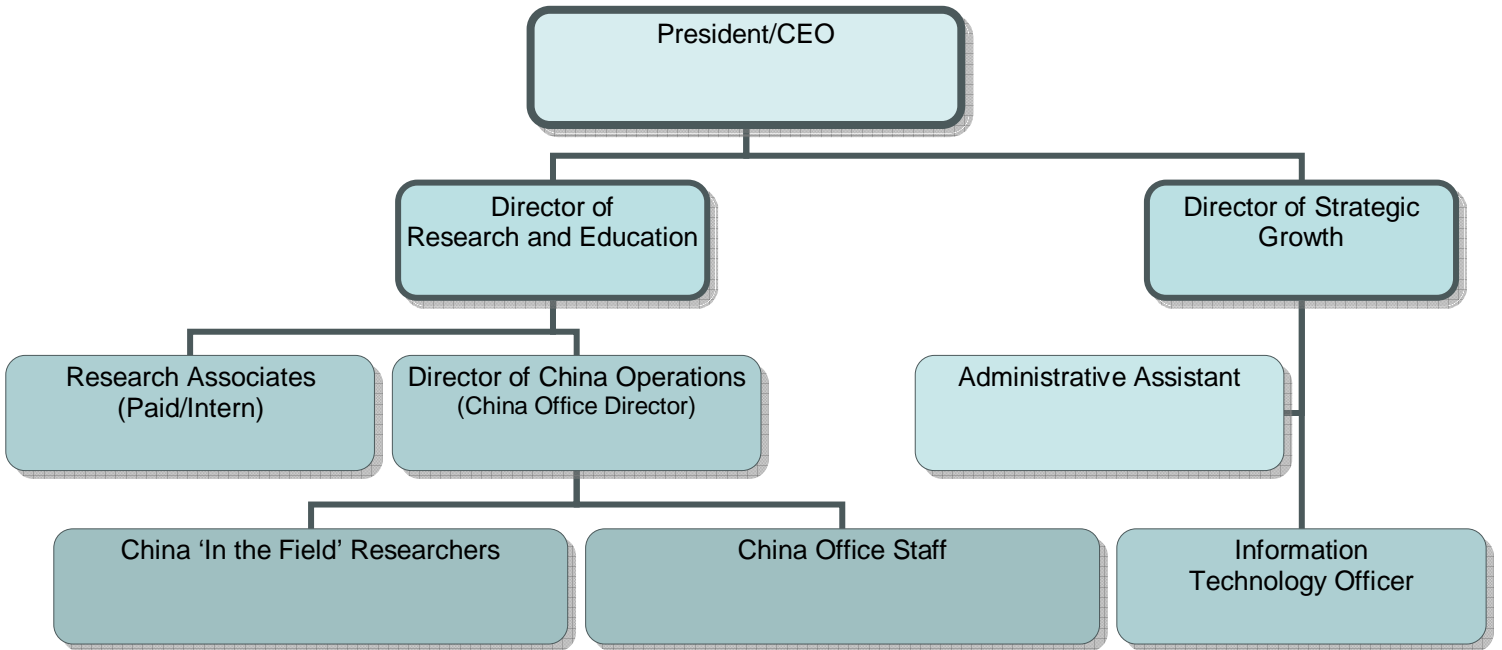
An Additional Comment about my place within Vision 2012: Someone told me once that 'A good leader knows his strengths and works from them. He also knows his weaknesses, and hires people to fill in those gaps.' I couldn't agree more, and have taken this into consideration in projecting the positions we will need in the future. I love China, and the Chinese. I love creating, pioneering and improving current ministry initiatives. I love researching China, writing about China, telling people about China, getting people excited about what God's doing in China, and praying for China and her Church. And I can't wait until I have other staff members to work with, to invest my life into, and to create a team atmosphere within the China Resource Center. I don't do administration well, my desk is constantly a mess, and I do a lot of the admin just because right now I have to. As I envision what God has in store for us into the future, my heart's desire is to create an organization where we have passionate people who also love China, and who are able to take over some of the things that I don't do well, and enable me to be the chief fundraiser, the chief community and public relations guy, the chief overseer of everything CRC is involved in and overseer of all our staff, and the chief creator of new departments of the China Resource Center and initiatives as the Lord leads.

Timeline for Implementation

The following diagram shows at a high level the steps and actions needed and their approximate timing. The intent of this timeline is to prioritize activities and provide focus on the tactical actions that needed to be taken to accomplish the goals of Vision 2012.



Appendix A: Vision 2012 Organizational Chart



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