



Executive Director/Alaska Field Director's Board Report  
InterAct Ministries Joint Board Meetings  
February 6-8, 2014  
Corbett, OR

Wanting a little color at the top of my report resulted in the picture of the man packing a suitcase. This is a rather routine activity for many of our missionaries and it continues to be a rather routine part of my experience. Although it has allowed me to be "higher touch" with many of our staff, it carries an obvious downside as well. Some of my travel has included a personal aspect. The home-going of my mother in August, thus the need to place my 90 year-old father in a facility, necessitated the closing down of everything related to both of their lives. In addition, Carol's mother continues to decline with advanced Parkinson's disease so I have used up a bucket load of air miles and favors.

As you read through the various field reports you will get a good feel for the state of the Mission. God is bringing in new people on all three of our fields. You will feel the excitement and energy expressed in the reports from both Canada and Russia. Alaska has new initiatives underway that are also generating hope - LEaD Alaska (more on this later) and EnGage! Alaska. Even though it is obvious that God is working, I am convinced we still need to take some courageous action in the days ahead. We have much of the necessary infrastructure in place, or we are able to get it in place, to handle far more ministry than we are presently doing. Thanks to the faithfulness of donors and good financial management we have money to move forward. We have the promised presence of the Lord of the Harvest (Matthew 28:18-20). We have people all around the continent praying for our effectiveness. I am convinced that the most important thing we need right now is the courage to move forward. The Lord of the Church has given us the mandate and positioned us in

places where we can make a difference and, by His grace, we are seeking to courageously claim new territory for Him.

Let me briefly address our current organizational leadership structure. InterAct's primary leadership team is presently comprised of a Canada field director, a Russia team leader, one combination executive director/Alaska field director and four managers from the U.S. support team. Absent from this meeting is the yet to be discovered Alaska field director and any representation from the other half of InterAct's management team – the Canada management/support team. The reason the leadership team is comprised of such disproportionate representation is because this has been our history. Maybe it is the best group. Maybe it should be a somewhat different group. My main concern is that those who comprise the Executive Leadership Team (ELT) in the days ahead will be able to enthusiastically move this organization forward. I need a team around me who are committed to more than just their area of expertise. I need people who are ready to make this their primary team and serve with me to re-develop InterAct into a growing ministry across the North Pacific Crescent (NPC). Why am I telling you this? Not to invite you into management, but to apprise you of changes that may be on the horizon. To effectively lead this organization forward I need a strong team of co-workers ready and willing to move forward with me. There is too much at stake for anything less.

### **STRATEGY, OVERSIGHT, POLICY (S.O.P.)**

In keeping with the pattern of Michael Batt's: *Board Member Orientation*, let me give you a management perspective on InterAct's S.O.P. (Strategy, Oversight, Policy).

#### **Strategy**

As you will recall from our last meetings, both boards endorsed new Purpose, Vision and Core Values statements for our organizations. These changes were not an abandonment of our long held purposes – or as a few have said – “mission drift.” Rather, they are a refinement of our defining statements to better reflect our current ministry context and methodology. I am grateful for the work and insight of the board on this document. There is a freshness and clarity that guides our future endeavors.

Overall, people have accepted and agreed with the new statements (as posted below). Some minor changes have been suggested and one missionary has

stated that he feels we have abandoned what he joined InterAct to do – plant churches. As you have read some of my recent “Musings” I trust you have seen my attempts to clarify our reality as not being either discipleship/facilitation or church-planting. In appropriate contexts we will initiate and/or continue both types of ministries. Context is critical in determining our specific strategy. In pioneer areas we will be involved in the full gamut of ministry from pre-evangelism to release of a church to indigenous leaders. In contexts where there is a strong contingent of national or indigenous spiritual leaders we will seek to work side by side in facilitative roles. Always, discipleship will be a central component – discipling as part of a church-plant or discipling as a part of facilitative partnership.

After hearing feedback from the fields I am proposing some simple changes (In red below). The spirit of the statements is unchanged but these changes bring greater clarity.

***Mission Purpose Statement***

InterAct Ministries exists to make disciples among least reached peoples in cooperation with like-minded churches and like-minded organizations.

***Vision Statement***

InterAct Ministries desires to see spiritually reproducing disciples impacting communities across the North Pacific Crescent.

***Core Values***

- Scripture – Authoritative and sufficient for life and ministry
- Relationships – Loving God and loving people
- Cross-cultural ministry – Recognition of worldview and cultural implications in ministry
- Whole-life discipleship – Walking with disciples through all stages of life and growth
- Gathered believers – Recognize the centrality of the local church
- Commitment – High priority on long-term ministries.

Contained in the board’s oversight responsibility is overseeing the financial plan (budget) for moving strategy forward. This is covered in the Finance & Audit Committee’s presentation of the 2014-2015 budget.

**Oversight**

The next key board responsibility identified by Batts is oversight. A board is to monitor and evaluate at least six key areas:

1. Adherence to the organization’s mission/purpose
2. Evaluating effectiveness

3. Evaluation of and compensation for the CEO
4. Confirming compliance with governing documents and legal requirements
5. Evaluating an organization's financial situation
6. Ensuring appropriate risk management

1. *Adherence to the organization's mission/purpose.* Both boards have done a good job in grappling with our new Purpose, Vision and Core Values statements.

2. *Evaluating effectiveness.* I believe the reports from the field speak to InterAct's effectiveness on the front lines. People are being disciplined. Growing numbers of partnerships are being forged with indigenous and national leaders. Church-plants are moving toward release as our staff disciple and develop leaders. New projects are being initiated. Are we using adequate metrics to measure the growth (or maybe perceived growth)? Not at this point. Are we seeing people come to Christ through our ministries? Yes. Are we seeing growth in maturity among believers? Yes. Are we satisfied? No!

3. *Evaluation of and compensation for the CEO.* As in the last report, I will leave that opportunity fully in your hands (although more money, less work and less responsibility would always seem appropriate).

4. *Confirming compliance with governing documents and legal requirements.* We continue to be well served in our two organizations by excellent administrators, Roy Martin for InterAct Ministries, Inc. and Wes Schellenberg for InterAct Ministries Canada. Along with our respective financial/administrative accountability organizations, the Evangelical Council for Financial Accountability (ECFA) and the Canadian Council of Christian Charities (CCCC), we are well covered in this arena. Jerry Crosby (U.S.) and Greg Hamilton (Canada) are keeping abreast of appropriate and applicable human resource laws assuring that we remain above reproach in the HR realm.

5. *Evaluating organizational financial health.* As you will see in the report from Roy Martin and the Finance & Audit Committee, InterAct Ministries, Inc. is in a very healthy place financially. This is largely due to some significant bequests and a very healthy stock market – and good management. As we move forward with new initiatives, new missionary staff and new organizational stakeholders we become less dependent on a volatile stock market.

InterAct Ministries Canada is also in a healthy place financially. Although not having the financial investment or real estate depth of its U.S. counterpart, it is stable and seeking to put its surpluses back into ministry while maintaining a smaller financial safety net.

6. *Ensuring appropriate risk management.* The administration in both organizations is doing a good job in effectively managing our organizational risk. As mentioned earlier, both organizations also have watchdog organizations (CCCC and ECFA) that help us think through and maintain appropriate levels of risk. We also continue to carry suitable insurance coverage, both organizationally as well as Officer's & Director's Liability insurances. I also have good reason to have confidence in the watchful eyes of our administration directors in each organization.

### **Policy**

InterAct Ministries, Inc. continues to stand in good stead in regard to policy due to the recent update of its board policy manual.

InterAct Ministries Canada is in the process of going through a major rewrite of its current policies to bring it in line with new government regulations applicable to all not-for-profits. Those of you on the Canada board will be grappling with some of these changes over the course of the next two board meetings.

### **Summary**

InterAct has moved forward in the past year, largely due to the good leadership on the fields and in both offices. Canada has strong leadership in place in the person of Dan Mayerle. He works well with his team and is leading with vision, teachability, faith and dependence on the Lord of the Harvest in prayer. Lucas Orner has risen to the challenge of his new role as Russia team leader. He is already showing excellent administrative and leadership ability. God is blessing him with new staff and exciting new opportunities for the team. Alaska is blessed to have the leadership and innovation provided by Steve & Jill Horsman and the coaching/mentoring by George & Judy Richardson. We exist to do ministry on the front lines of the North Pacific Crescent and these field leaders are making it happen. We are also blessed to have stellar support teams in both organizational offices. These administrators, mobilizers, HR professionals, development officers and other clerical staff all work to support and serve those out on the fields. I am blessed to serve with these faithful leaders!

Let me end with the charge I gave to the Executive Leadership Team (ELT) at our December gathering.

Let's expect God to move this organization forward for His glory. Our success is reaching people with the gospel, moving them toward Christ

likeness and seeing them gathered into reproducing disciples and churches across the North Pacific Crescent. That is God's heart. That is our mandate. Let's expect opposition, discomfort and inconvenience, but let's be strong and courageous and move forward for His glory!

*Have I not commanded you? Be strong and courageous. Do not be afraid; do not be discouraged, for the LORD your God will be with you wherever you go. Joshua 1:9 NIV*

A pleasure to serve,

Dale Smith  
Executive Director, InterAct Ministries