

Ministry Report 2013 • 2014



Personal • Intentional • Transformational

# ABOUT ARROW LEADERSHIP

## Mission

Founded in 1991, Arrow's mission is: *"To develop Christian leaders who are led more by Jesus, lead more like Jesus and lead more to Jesus."*

## North American Headquarters

Abbotsford, British Columbia with core team members serving from Bellingham, WA, Canton, OH, Minneapolis, MN, and Ottawa, ON.

Isaiah 49:2  
"He polished me like an arrow and concealed me in his quiver."

## Arrow Alliance

Arrow programs in Australia, Canada, Denmark, England, Ireland, New Zealand, Norway, Poland, USA

## Arrow Leadership Program

Through the Arrow Leadership Program's two streams – Emerging (for pastoral and parachurch leaders ages 25-40) and Executive (for senior leaders serving in non-profits, churches and the marketplace) we invest deeply in Christian leaders. Our proven developmental process provides a personalized and holistic focus on nurturing spiritual depth, cultivating godly character, promoting relational health, equipping for evangelism and increasing leadership competencies.

We believe that leaders who shape the kingdom and world cannot be mass produced. They are sharpened and polished one by one into effective 'Arrows'.

## PRESIDENT'S MESSAGE

It's easy to feel overwhelmed these days. Beyond the issues in our own lives, there are serious problems facing the world and significant challenges confronting the Church and the cause of Christ in North America.

*So, what should we do? What can we do?*

I look for strategic leverage points. Just as a small lever can help lift an entire car at the side of the road, a strategic leverage point can make an profound difference to the challenges around us.

Christian leaders can be a strategic leverage point. This is why Arrow has been investing deeply in Christian leaders for more than twenty years. Transformation in a leader's life and leadership brings about an exponential positive impact.

Our 2013/14 ministry report highlights the deep investment in the lives of a few leaders for the sake of the many. These leaders serve in key frontline positions and lead a wide-range of ministries and organizations. They serve in relief and development, evangelism, rescue missions, camps, campus ministry, youth ministry, local churches and international organizations.

These leaders are strategic leverage points who are making a significant positive difference wherever they lead and serve.

Your faithful support is strategic. It makes an exponential and eternal impact. Thank you!



Dr. Steve A. Brown  
President



# LEVERAGING IMPACT IN 2013/14

Arrow invests deeply in Christian leaders serving in local churches, denominations, parachurch ministries, non-profits as well as the marketplace. In 2013-14 Arrow walked alongside and witnessed God’s polishing work in 114 leaders serving in Canada, USA, Australia, Bolivia, England, Mongolia, Thailand and Vietnam.

Arrow participants include pastors serving in local churches as well as a wide-range of organizations:

Association d’Eglises Baptistes Evangeliques au Quebec	Dalit Freedom Network	Pioneer Pacific Camps
Athletes in Action	English Language Institute of China (ELIC)	Ranger Lake Bible Camp
Camp Arnes	Emmanuel Bible College	Refined/Undignified
Canadian Cancer Society	iEngage	SIS Leadership
Christian Embassy, Ottawa	InterVarsity Christian Fellowship	The Change Alliance
Christian Horizons	Jews for Jesus	The Salvation Army
Crossroads Christian Communication	Lighthouse Communications	Watoto Childcare Ministries
Crossworld Canada	Mennonite Central Committee	Winkler Bible Camp
Cru (formerly Campus Crusade for Christ)	Muskoka Woods	Word Made Flesh, Bolivia
	Ottawa Mission	World Vision Canada
		Youth For Christ/Youth Unlimited

## LEVERAGING IMPACT IN 2013/14

Transformational leader development goes far beyond statistics. One-on-one mentoring plays a critical role in each leader's development. Here's the impact one mentor witnessed in his Arrow leader:

*"...it seemed like no 'rocks were left unturned'. My experience left me with the impression that Arrow is not merely a program to put tools into the hands of the leader, but a program to build the leader's character...*

*...I have seen clear development in my Arrow leader. I have seen anxiety change into peacefulness, insecurity change into quiet confidence, expressions change from description of all the amazing things he was doing (pride) into deeper expressions about himself and God's grace in his life (humility). I have watched a journey from a busy and distracted place to a peaceful and very focused place.*

*I have literally watched spiritual maturity arrive."*



## LEVERAGING IMPACT BEYOND PROGRAM

Arrow's impact goes far beyond the Arrow Leadership Program to influence thousands. This impact starts with our renewed focus on helping Arrow leaders "continue well and finish well" post-program through regular webinars, e-resources and web-based resources. It also includes:

### **SharpeningLeaders.com**

Every month several thousand leaders across the globe receive free leadership e-resources.

### **One-day events**

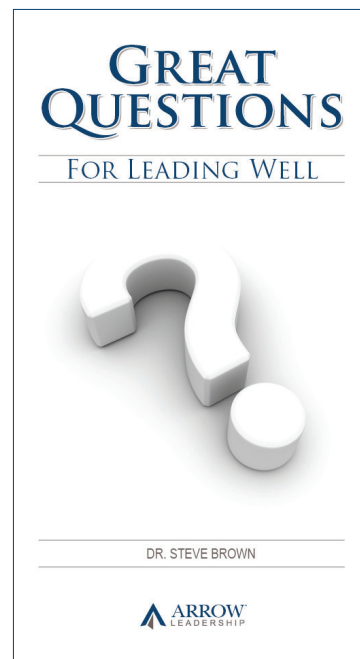


Regional one-day events focused on "Rhythm for a Sustainable Life and Leadership". Over 325 Arrow leaders and their guests worshipped, reconnected with Arrow, networked and learned from Arrow leader, pastor and

award-winning author Ken Shigematsu.

### **Great Questions for Leading Well**

Our new resource booklet is packed full of powerful and proven questions for Christian leaders. Great questions are an essential tool for leaders. As management guru Peter Drucker has said, "The leader of the past was a person who told, the leader of the future will be a person who asks."



# LEVERAGING IMPACT BEYOND PROGRAM

## Dr. Steve Brown's New Book - "Leading Me" – coming early 2015

Your most important leadership assignment is you. Using a Christ-centered and wholistic framework, "Leading Me" will resource you with eight key practices that address common self-leadership challenges and equip you with proven strategies to get traction on your most important leadership assignment.



## Opportunities to Train, Teach and Speak

Over the course of the year, Dr. Steve Brown had opportunity to engage leaders through speaking invitations across North America:

- Advent Christian General Conference, Charlotte
- Association d'Eglises Baptistes Evangeliques au Quebec - AGM
- Christian Missionary and Alliance Regional Pastors Training
- Tyndale Seminary – Doctor of Ministry Program
- Young Life "Organizational Leadership" Intensive
- Youth For Christ Canada Executive Directors Retreat

## LEVERAGING IMPACT ACADEMICALLY

Arrow leaders can leverage their Arrow experience academically through creative partnerships with several leading seminaries.

In 2013-14, we added four new opportunities through partnership agreements with Alliance Theological Seminary and Gordon-Conwell Theological Seminary.

Arrow leaders can now receive significant advanced standing for:

### *Doctor of Ministry*

Gordon-Conwell Theological Seminary, Acadia Divinity School and ATS, NYACK

### *Masters*

Wheaton College Graduate School, Briercrest Seminary, ATS, NYACK and Gordon-Conwell Theological Seminary

### *Bachelor*

Booth University College and Trevecca Nazarene College

GORDON CONWELL  
THEOLOGICAL SEMINARY



ACADIA  
DIVINITY COLLEGE

BRIERCREST





## GROWING OUR TEAM



### **New Team Member Adds Energy and Focus**

Arrow Leadership was pleased to welcome Dr. Taylor Williams to the new role of Director of Leader Engagement.

Taylor will focus on engaging Christian leaders and organizational partners who would benefit from the Arrow

Leadership Program. Taylor will also further develop programming to equip and encourage Arrow's 800 leaders in North America to "continue well and finish well."

Taylor is a graduate of the Arrow Leadership Program and focused on "Resiliency in Church Leaders" in his Doctor of Ministry degree from Gordon-Conwell Theological Seminary. He has served for fifteen years in pastoral ministry and has a deep love for the local church. He lives in Canton, Ohio with his wife Joanna and three children.

**"T**aylor is a proven ministry leader who understands Arrow through his own first-hand experience. His doctoral studies give him a unique platform to make a significant contribution to Christian leaders and his focused energy will help position Arrow for growth in the USA and Canada."

Dr. Steve Brown



## A REMARKABLE SERVANT LEADER RETIRES



A special retirement celebration is set for November 2014 to honor Brenda Pue as well as celebrate her nearly two decades of prayerful, grace-filled and joyful servant leadership in the ministry of Arrow.

Through founding Arrow in Canada in 1996 and tirelessly championing Christian leaders ever since, Brenda has made a remarkable contribution to the cause of Christ. The ripple effect is beyond our imagination for individual leaders, marriages, teams, organizations and evangelism.

We are deeply thankful for Brenda's caring friendship, her example of integrity and servant leadership, her amazing contributions to the Arrow team and for her faithful and tireless advocacy for God's polishing work in the lives of Christian leaders near and far.

Please continue to pray for and support Brenda and Carson as they continue to trust God and be used by him.

## THREE NEW ARROW BOARD MEMBERS

### Arrow's Board of Directors Grows

Arrow's board of Miller Alloway, Keith Anderson, Laurie Barber, Laurie Besonen, Sam Chaise, and Jim Williamson were pleased to welcome three new board members:



**Aklilu Mulat** – Trained and experienced as a Certified Management Accountant, Aklilu has spent a majority of the last 20 years serving with various not-for-profit organizations in financial, operational, consulting and strategic leadership. Formerly Executive Vice-President of Arrow, Aklilu is also an adjunct professor at the University of British Columbia.



**Peter Huizinga** – As managing director of the BHO Group Peter Huizinga is a management consulting specialist in corporate culture, people practices and CEO succession. Peter has completed Arrow's Executive Stream and is currently pursuing designation as a Chartered Director (C.Dir.).

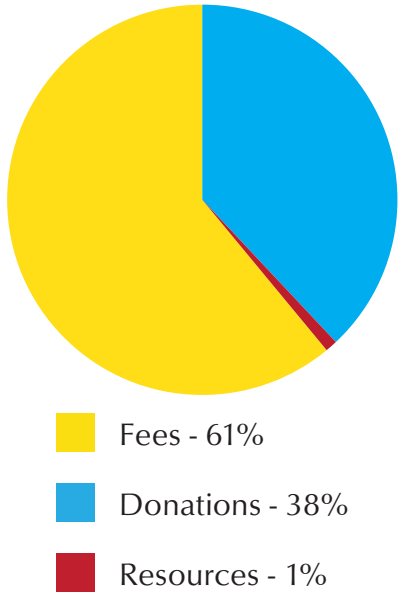


**Janet Johnson** – Serving with World Vision Canada as Vice President - Donor Development and Church Engagement, Janet's extensive professional background includes sales management, marketing, human resources and organizational development in the financial services industry. Janet has experienced Arrow firsthand through the Executive Stream.

# FINANCIAL OVERVIEW

	Actual 2013	Actual 2014	Budgeted 2015
Revenue			
Contributions	262,949	319,496	267,900
Enrollment Fees	660,835	507,434	541,548
Resources	3,084	4,864	8,200
Total Revenue	\$ 926,868	\$ 831,794	\$ 817,648
Expense			
Program Services	530,739	476,734	431,841
President's Office and Advancement	109,894	95,042	139,549
Leader Engagement and Communication	21,093	15,037	120,630
Administration and Management	149,110	129,865	123,705
Total Expenses	\$ 810,836	\$ 716,678	\$ 815,725
Excess Revenue	\$ 116,032	\$ 115,116	\$ 1,923

2013/14 Ministry Revenue Sources



Audited Financial Statements are available on request.

# MINISTRY PRIORITIES FOR 2014/15

Over the last two years we have taken clear steps toward greater stability and transitioned to a more sustainable business model. Moving toward growth is a core theme in 2014/15:

## 1. Program Growth

Our new US-based Director of Leader Engagement along with growing momentum with new enrollment partnerships is focusing our efforts toward the development of more leaders

We will also continue to explore new ways to engage more leaders in the USA.



Arrow's 36th Class

## 2. Resource Growth

We will continue to seek to impact more leaders through webinars, one-day events, small group experiences, and the development of key new resources like Dr. Brown's book.

## 3. Fundraising Growth

Our year-over-year revenue growth target for fundraising is 6%. While this is a modest increase, we recognize that continuing to grow our fundraising capacity is critical for long-term sustainability. This will include continuing to grow our base of monthly supporters, introducing the Governor's Fund and engaging new donors.

## LEVERAGING YOUR SUPPORT

Your support is a leverage point for transformation! Investing in Arrow profoundly impacts leaders and a wide range of organizations.

There are many ways to support Arrow. Here's one creative example from the past year:

Brian Greutman is an Arrow leader and worship pastor serving in Seattle. He used his gifts as a classical pianist to host a concert in his community and he took up an offering for Arrow.

“God used Arrow to bring about profound change in my life so I wanted to give something back. We had a crowd of about 160 and we raised close to \$2,000 for Arrow. I wasn't personally able to write a check for that amount but gathering a larger group together and sharing my passion for Arrow made it possible.”

Brian Greutman



## THREE KEY WAYS TO JOIN WITH US

The ministry of Arrow is leveraged through a community of supporters who pray, make connections, contribute financially and serve. Would you join with us?

**1 Pray** – Prayer is critical for transformation. By joining our prayer team you receive a quarterly prayer e-update to provide foundation support of the ministry. You could also be matched as a prayer partner with an Arrow leader and pray specifically for them over their Arrow journey.

**2 Make Connections** – You may know Christian leaders or organizations who could benefit from Arrow. You can make a significant difference by intentionally making these connections.

“Without Arrow, there would be one less pastor serving in ministry. Thank you for your support. You’ve played a key role in my story.”

Arrow Leader

**3 Contribute Financially –**

**Monthly Support** – By joining our faithful monthly supporters you can help provide a stable base of support for the ministry. From \$10 to \$1000 per month, this support is critical to the ministry.

**Governor’s Fund** – In 1Kings4, the needs of King Solomon’s household were supplied by twelve governors. Each governor took responsibility for providing resources for one month of the year. Would you consider taking the role of a governor and contributing \$5000 during one month of the year to help provide for the ministry needs of Arrow?



PERSONAL - INTENTIONAL - TRANSFORMATIONAL

1.877.262.7769

[www.arrowleadership.org](http://www.arrowleadership.org)

Arrow Leadership International Ministries

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USA: PO Box 1243, Blaine, WA 98231-1243



"Thank you for investing into young leaders. My Arrow experience has been life changing, rooting my identity in Christ and surrendering my own will to the Lord. You have not only impacted my life but the many lives our class will influence for years to come."

Melissa McEachern  
Arrow 34