



2018

# ANNUAL REPORT

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# ORGANIZATIONAL BIFOCALS

Two years ago, we spent time in our annual report talking about how campus ministry is a DANCE and that dance is complex; it's full of practical details and mechanics that are necessary to do the work of dancing. However, we also spoke of how dancing is art and there is a beauty to what goes on between the mechanics. We spoke of needing to be aware of the details, but observant of the beauty. We also spoke of how God was looking for dance partners.

Last year, we spoke about the need to always be looking FORWARD and doing the little things that are necessary to become better and better campus ministers. We talked about the need for leaders to be thinking ahead and organizational leaders to be thinking even further ahead than that.

The themes of looking back over our year seem to consistently be two-fold. We have to be doing our due diligence to plan ahead and steward what God gives us now, but none of this can crowd out the beautiful work of helping students walk with Jesus more passionately. This is both the responsibility and the adventure of the work that we are called to and the privilege that our supporters give us every day.

So, how are we doing?

On the Development Team here at Impact Campus Ministries, we have developed some metrics that we use on a regular basis to make sure we are equipping our campus ministers to dance with all their heart and keep us moving forward as a healthy and growing organization. Each year, when we publish this report, my hope and prayer is that you would be encouraged by the way that we invest your financial support in the Kingdom. I'd like to use some of our metrics this year to show you that your prayers and monetary investments power some pretty great opportunities to Impact the World.

As always, we are ever grateful for your support of the work of ICM and we can't wait to see how God will continue to grow His Kingdom through the work of our great alumni.

In the Service of Him Who Serves,  
Marty Solomon  
President & Director of Discipleship



# BETTER TOGETHER

One of the things we want to make sure we are doing on a regular basis is partner with other ministries. From an organizational side, we are a member of the Association of College Ministries (ACM) which serves as a brotherhood of other campus ministries around the country who work together to encourage, equip, and empower the work that we all do. Lowell Kosak (Director of Staff Development) served as the President of the ACM this last year and was able to cultivate some amazing relationships that make ICM better as we collaborate in sharing ideas and resources.

This partnership also becomes an incredible way to bless students. Hundreds of students gather from around the Midwest at the ACM's National Student Conference to be shaped and encouraged through worship, workshops, service, and fellowship. Some of ICM's staff were able to lead some of those discussions and have some meaningful conversations with students about the impact that they can have on their world.

But our staff at ICM use this same mentality on the ground. They partner with other organizations to do ministry in more effective ways, whether it was our Palouse team heading to Ireland in partnership with CIY, or our Salt Lake team reaching out to indigenous peoples on their reservations. Some of our teams helped sponsor on-campus events like The Veritas Forum to engage students in critical thinking in their context. These partnerships make the work that we do more vibrant and more effective.



CHRIST IN YOUTH



The VERITAS FORUM

# HELP WANTED

One of the other things that we know we need is more college ministers on more college campuses! Where do we find these incredible recruits who are willing to raise all the money they need to serve this work? It's one of the most challenging things that we do, but we set out two years ago to really take ground in this department. We created a "recruitment pipeline" that would help us effectively and efficiently focus our energies.

This last year was an incredible time of watching God use those efforts. We saw an exponential increase to action in the pipeline and vetted a record number of applications. Just this year, we added five new recruits to the fundraising process (this is more than double our typical year of recruitment) and we pray that we will soon be able to celebrate their arrival on campus. More staff who are passionate about God on campus will mean more students being trained in being passionate about God in their world.

# GOD'S MONEY, GOD'S MINISTRY

Obviously, we have busied ourselves over the years in trying to make our organization more effective, more efficient, and more sustainable in the realm of fundraising. This has been another great victory for us in the recent years. Our ministries have new accountability structures in place and our General Fund is in the healthiest place it's ever been. As Development Staff, this can be an overwhelming concern and is a wonderful celebration.

But it struck me (Marty) recently how easy it can be to forget about the stuff that matters. I have been incredibly thankful for the opportunity to travel around the country on a regular basis and meet our incredible students and be reminded that this wonderful stewardship isn't an end in itself. No, stewardship matters because of what God does with our faithfulness.

I watch Tommy White (Salt Lake) minister to basketball players who play for the Utes and celebrate the incredible international students who fill the meetings at Florida Gulf Coast University. I'm routinely amazed by the caliber of student leadership fostered at IUPUI as Andrew Hodges equips them to not just be consumers, but be influencers. I watch Tom Neyhart disciple potential out of the crevices of South Bend and I smile at the heart of our many counselors on staff (Michael Lamke in Oklahoma, Eric Wright/Tyler Sesnon on the Palouse) and how they care uniquely for the students that God gives them.

Every single one of those students are more than just an attender of our ministry. They are a face and name that has been designed by God to make a difference in this world. For many of them, these ministry events and discipleship efforts are life changing.

Impact Campus Ministries is a proud member of ECFA, an accreditation agency dedicated to helping Christian ministries earn the public's trust through adherence to Seven Standards of Responsible Stewardship.



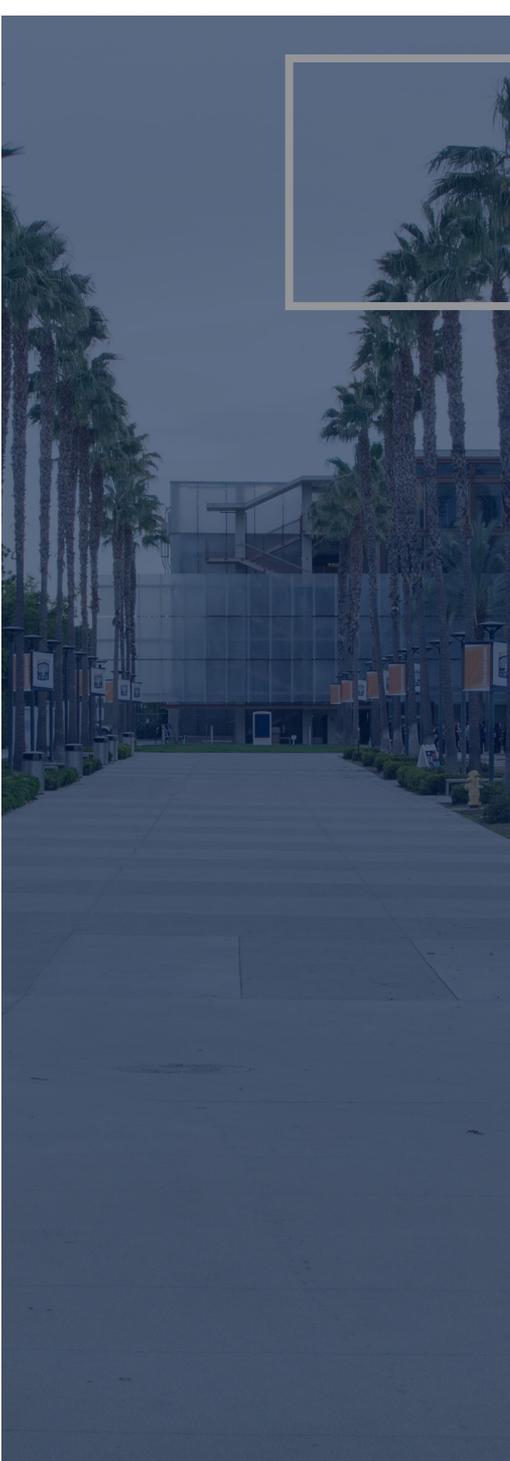
# FINANCIAL REPORT

Revenue is strong and diverse, our highest annual income to date. Using these funds, as well as funds retained from last year, we placed more new staff on campus. We continue to move forward in our goal of having fully-staffed teams of fully-funded staff. In addition, we increased ministry activities for a programming expenditure total of 81%. We strive to do effective fundraising and these expenses (9%) did not increase. While maintaining our goal of having a strong administrative base and keeping an eye toward long term growth, we have improved efficiencies and made cost reductions in administrative procedures (10%). These steps allow more funds and staff time to be directed towards ministry activities and goals. As an organization, we are committed to good financial stewardship, striving for excellence in the use of God's resources, the gifts you have entrusted to us for His purposes.

Line Item	2017-2018	2016-2017	2015-2016	2014-2015
<b>Support &amp; Revenue</b>	<b>1,031,856</b>	<b>965,148</b>	<b>979,739</b>	<b>876,792</b>
Program Services Expenses	852,684	578,363	760,770	666,274
Fundraising Expenses	88,158	88,572	72,963	84,823
General & Administrative Expenses	108,020	130,429	116,151	106,891
<b>Total Expenses</b>	<b>1,048,864</b>	<b>797,364</b>	<b>949,884</b>	<b>857,988</b>
<b>Change in Unrestricted Net Assets</b>	<b>-\$17,008</b>	<b>167,784</b>	<b>29,723</b>	<b>18,804</b>
Cash on Hand	344,344	362,865	208,819	178,691
Other Assets	31,635	35,583	15,930	14,996
<b>Total Assets</b>	<b>375,979</b>	<b>398,448</b>	<b>224,749</b>	<b>193,687</b>
Total Liabilities	11,079	16,540	10,625	9,286
<b>Unrestricted Net Assets</b>	<b>364,900</b>	<b>381,908</b>	<b>214,124</b>	<b>184,401</b>

**Ellen Luke**  
Director of Administration





**WHO  
ARE  
YOU?  
AND  
WHAT  
ARE  
YOU  
DOING  
HERE?**

*There is an old rabbinical story that talks about a rabbi who was running late to synagogue. Each day, the rabbi would come to the fork in the road and take a right toward his destination, but on this day, running behind and flustered, the rabbi misses his usual turn and heads left at the fork. He find himself standing before a gigantic Roman garrison. In his bewilderment, he hears the voice of a Roman soldier on the ramparts:*

*"Who are you? And what are you doing here?"*

*Still a little stunned, the rabbi looks up into the sun to see where the voice is coming from when it shouts down a second time,*

*"Who are you? And what are you doing here?"*

*Having gathered his wits about himself, the rabbi responds,*

*"How much do they pay you to shout such questions?"*

*A short pause and then a snarled response, "Two denarii a day, Jew. Why?"*

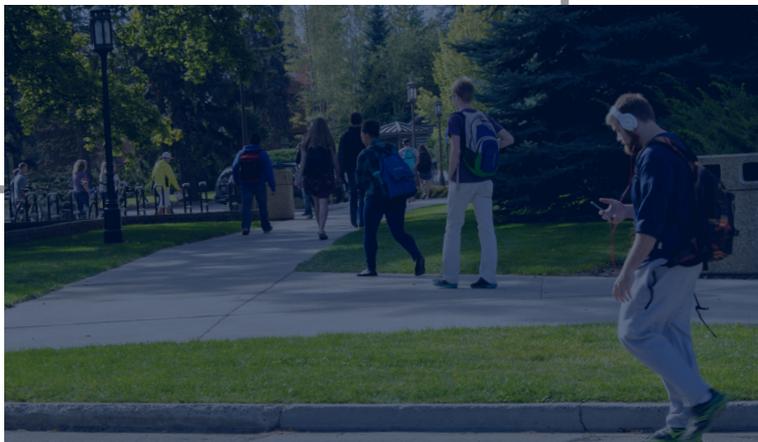
*The rabbi responds with a twinkle in his eye, "I will pay you double to stand outside my bedroom window and shout those questions to me upon my waking each morning."*

**WHO ARE YOU AND WHAT ARE YOU DOING HERE?** This is the constant question that drives our culture at ICM. Not only do these questions have unbelievable relevance for us personally, but they also speak of who we are as an organization. Who is ICM and why has God placed us here?

We spend regular and consistent time as an organization immersing ourselves in the culture that we are trying to create. A few years ago, ICM formulated what we called the "common language of discipleship" that we would adopt in order to build a culture of discipling students who were aligned to our mission. We find a theme to help drive our staff training each year to help us become better at our organizational mission and the need to impact the lives of students. This year, we spent time meditating on the difference between management and leadership and how we want to be great leaders who call out the potential of those around us, not just great managers who run effective programming.

Not only do we need to become experts at those questions – who are you and what are you doing here? – in our own lives, but we need to become so familiar with the process that we can help our students navigate the same questions in theirs.

Why is this so critical? I invite you to turn the page...



## **...BECAUSE ALL OF THOSE STUDENTS BECOME ALUMNI.**

And those alumni go out to fulfill a calling that is so much wider and deeper than just a career choice. We are wanting to help our students understand the profound and sacred calling of any vocation. Whatever it is that they have been trained to do, when understood appropriately, it is so much more than simply finding a way to make money in an environment that you can enjoy. Vocation is about so much more than this!

Amy Sherman served as the speaker at the ACM National Student Conference (referenced earlier). She wrote a book called *Kingdom Calling* and is passionate about students finding that what they are wired to do is the calling they have been given to make an impact on this world.

All vocation is holy and sacred. It's all the call to properly order and steward God's creation and the resources He's given us to bring order into the chaos of our world. Being a business owner or a math teacher are unbelievably holy callings. Some of ICM's engineering graduates will serve in fields that will literally change the world. These are no small tasks and it will impact the lives of millions.

# BEFORE WE GO...

Former ICM president Bill Westfall used to sound the call for CHAMPIONS. He would remind us that a champion is someone who is an advocate, who picks up and carries the needs of a particular cause. Well I believe that the cause of campus ministry is one that will impact the future of our world in ways that we could never imagine. Such a weighty cause deserves some great champions. Many of you champion the cause of ICM by supporting us financially – this is invaluable to us and we will find it hard to express our gratitude appropriately for your investment in those ways.

Consider whatever other opportunities that God may be calling you to as a champion for the cause of ICM. Here are some ideas:

**MENTOR A COLLEGE STUDENT.** Hands down, this is one of the biggest ways that you can impact a student's life and champion the cause of ministry. Be there for them. Speak life and encouragement into their walk.

**ADVOCATE FOR THE CAUSE OF CAMPUS MINISTRY IN YOUR CHURCH.** Your church will be a better, healthier community when college students are interacting with it.

**VOLUNTEER IN DIRECT CAMPUS MINISTRY.** Find a local campus minister and ask them how you can physically participate in the work that they do.

**VOLUNTEER IN INDIRECT CAMPUS MINISTRY.** Offer your passions, hobbies, and fields of expertise to the work of campus ministry. We are always looking for people with unique administrative and technological gifts.

**HOST A WORKSHOP IN YOUR CHURCH.** Contact ICM and have us come put on a weekend workshop for reaching college students in your area. Have us give insight into the unique Generation Z and the incredible opportunities that are before us.

**HOST A PRAYER JOURNEY.** One of ICM's greatest passions is to help us listen to what God is already doing on your local college campus. Don't know what to do next? This is always the best place to start. The prayer journey philosophy is one of the greatest gifts that our founder, Dean Trune, left with us. Let us share that gift with you.

# IMPACT

campus ministries

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