

Track Summaries

Track 1: Leading City Campus Movements

I. Problem Statement

College is still the most strategic and effective time to reach people with the Gospel and to develop a trajectory of discipleship and leadership development. The number of college students in the United States is at an all time high of 21 million. In New York City, the City University of New York (CUNY) has grown in the last two years by 13%, from 230,000 students to 260,000 students. There are approximately 650,000 students in the five boroughs of the City. Yet, the combined number of involved Christian students on campuses across New York is barely over 10,000. In the midst of this gap, there's tremendous opportunity. According to a study by UCLA, more than 70% of incoming freshmen articulate a desire for spiritual development in college. Effectively engaged college students in urban centers represent a high leverage point in spiritual and cultural renewal.



II. Outcome Statement

Within five years, we would like to see several significant examples of campus ministries in major cities equaling the size and impact that is currently seen on a few of the larger more urban or rural campuses across the country. We would also like to see significant increase in the numbers of staff and interns who are racially diverse working fulltime in campus ministry in major cities.

III. Track Objectives

1. Examine the current reality in campus ministry in metropolitan areas and identify common barriers to campus ministry in large cities;
2. Hear from a panel of leading campus ministry practitioners regarding fresh thinking on campus ministry in the context of major cities;
3. Learn about research into our current effectiveness in New York City and how we can use data in prayer and coalition building;
4. Engage in roundtable discussions across organizations including Campus Crusade for Christ, InterVarsity Christian Fellowship, Navigators, Campus Renewal Ministries, and others;
5. Seek out networking opportunities to collaborate around new ways to accelerate collegiate ministry in urban centers.

IV. Summary of Findings

None of the national ministries represented had any major successes on campuses in major cities. The barriers to effective ministry are numerous and in some cases quite daunting:

Common Barriers:

- High percentage of commuter students and the accompanying lack of on-campus identity or momentum;
- Difficulty in finding inroads for the gospel to be presented to students;

- Too few laborers, especially those from racially and culturally diverse backgrounds;
- Short tenure of full-time staff in campus ministry in cities;
- Overwhelming nature of the scope with so many campuses and such high numbers of students;
- High cost of living and ministry expenses in major cities;
- Extensive time required to do ministry in major cities;
- Complexity and diversity of student audience in cities - ethnicities, cultural, socio-economic, wider range of age of students, diverse focus of colleges, security on campuses, etc.



V. Conclusions

Although there are no current examples of the success and effectiveness among the major campus ministries in the cities, there are seeds of hope inherent in the spirit of every laborer in this field. While the current campus ministry in cities may not equal the size and impact that is currently seen on a few of the larger more urban or rural campuses, there is great effort and prayer being put forward. There are also emerging examples of greater success in settings with longevity of campus staff, where resources are being successfully raised up and where contextualized ministries are being supported. The model of local Boards of Advisors who help raise up resources, lend stability through changes in leadership, and help translate national programs into the local settings of the City, is one example of helping overcome barriers.

VI. Next Steps

Our Track is going to focus next year on overcoming some of the common barriers to effective campus ministry in major cities. We'll be looking closely at some of the emerging success stories and various models being tried across the country. We'll also be giving some space in the Track to contextualized ministry foci, as well as ministry beyond the undergraduate to graduate students and with faculty. We will continue to seek to anticipate changes in the university setting in the City.

Track 2: Leading Urban Church Planting Networks

I. Problem Statement

Millions of people are spiritually far from God. Despite the evangelistic efforts of the last 20 years, the Greater New York City Metropolitan region is still under-churched – and Center-City Manhattan even more so.

| MANHATTAN | | BRONX, QUEENS, BROOKLYN | |
|------------|-----|-------------------------|-----|
| AFTER 1988 | 50% | ON OR AFTER 1984 | 50% |
| 1978-1999 | 19% | 1978-1999 | 42% |
| 2000-2010 | 39% | 2000-2010 | 20% |

II. Outcome Statement

Not a single church or denomination can change the City. As a result, the Church Multiplication Alliance of Metro New York, a partnership between Redeemer City to City, The New York City Leadership Center, Concerts of Prayer Greater New York and 10 Partnering Denominations was created in 2002. This "Alliance" represents one model of a trans-denominational, cross-cultural alliance with a shared kingdom vision for the City. The vision: planting Gospel-centered churches and the formation of a mature self-sustaining movement that would renew and reach New York City with the Gospel.

III. Track Objectives

1. **Consider how the Gospel fuels church planting movement dynamics in New York City** and hear the church planting movement story of New York City;
2. **Leading Church Planting Networks:** Engage with a panel of leading practitioners about the opportunities and challenges in leading urban church planting networks, and participate in interactive discussion sessions with peer network facilitators about this topic.
3. **Serving and Developing Urban Church Planters:** Hear a panel of leading practitioners discuss best practices in serving and developing urban church planters.

IV. Summary of Findings

Redeemer City to City and The New York City Leadership Center commissioned two research studies to determine the number of residents who attend a Christian church. The 2009 research focused on Center-City Manhattan, and the 2010 research focused on The Bronx, Brooklyn and Queens.



New York City Research: According to the 2009 research, the number of residents who attend a Christian church in Center-City Manhattan has tripled in the last 20 years, from one percent (1%) to three percent (3%) of the 1.15 million residents. This growth is astounding, since this is the only city in the Western Hemisphere whose Christian population is outpacing the general population growth.

40% of the churches in Center-City Manhattan were planted in the last 10 years which coincides with the launch of the Church Multiplication Alliance. The Alliance assisted about 25% of these churches through training, coaching and funding.

According to the 2010 research of the Evangelical Christian Church of the Outer Boroughs (The Bronx, Brooklyn and Queens), 42% of the churches were started between 1978 to 1999. Between 2000-2009, only 20% of Outer-Borough churches were started, compared to 39% of the churches planted in Center-City Manhattan during this same nine-year period.

In summary, robust church planting in the Outer Boroughs started much earlier than in Manhattan, and yet, the pace has slowed considerably in the last nine years. Overall, the number of churches in the Outer Boroughs is between 6,000 to 6,600, and 14% to 17% of the population attends a Christian church.

V. Conclusions

The goal of the Church Multiplication Alliance is for the number of City-Center Manhattan residents who attend a Christian Church to move from 3% to 4% in the next five years and from 3% to 5% in the next decade. This will require the planting of 100-150 new churches in Manhattan. Our plan is that the Alliance would plant 60 or more of these churches.

To start a church planting alliance in your city, begin by gathering the key apostolic leaders together for prayer and fellowship on a regular basis. As you begin to pray together for your city, God will lead you and guide your collective desires to change your city. Nothing else unites leaders across denominations and cultures like prayer. The Church Multiplication Alliance in New York City grew out of 25 years of a united prayer movement. In addition to prayer, effective assessment, training, coaching, networking and resourcing of urban church planters are essential to growing the movement.

VI. Next Steps

According to the discussion groups, the resources that Church Planting Network leaders need now include:

- Meetings with other church planters by city;
- Research to pinpoint demographics and counting the un-churched;
- Channels for emerging church leaders and a network of wealthy individuals to fund the movement;
- People and financial assistance for full time workers;
- A place to have community and share "best practices" such as a website, conferences and publications.



The leadership of the Church Multiplication Alliance will also meet to review these needs and discuss what can be done to address some of these issues. Perhaps the creation of a separate Church Multiplication Alliance website that allows each denominational partner access to list available trainings and resources and specific needs could be explored. The leadership of the Church Multiplication Alliance will also meet to discuss the 2010 Outer Borough church research findings and implications and establish church planting goals for the Outer Boroughs.

All were encouraged to invite church planters from their networks to the upcoming Church Multiplication Alliance meeting on November 4. There will be a powerful time of teaching, testimony and prayer. It is a great opportunity for church planters to network with other planters from across the Greater New York Region. These meetings take place three times a year.

Many of the 150 church planting network leaders who attended the Church Planting track were recruited by the denominational partners of the Alliance. Continued peer learning, research updates and best practices will continue to be shared at meetings with Alliance Denominational Partners who meet three times annually.

Track 3: Life Giving Leadership - Ministry Leaders Serving Marketplace Leaders

The culture of a city cannot change without the effective influence of Christian marketplace leaders. Many pastors and ministry leaders do not understand the challenges facing marketplace leaders in their 60+ hour work weeks. With understanding, a "movement" of Marketplace Leaders integrating their faith in every aspect of their lives can be released for greater cultural impact.



The following are summaries from the Life Giving Leadership track:

I. Session One – Bill Hybels, Senior Pastor, Willow Creek Church

Leaders must make certain choices to enable life-giving leadership. Understand your calling, your skills/gifting, and your specific role. Work with people that encourage you. Know when to stop working, how to become refreshed and how to reframe your thinking:

- Life giving leadership should be tied to the surety of your calling:
 - When the joy is gone, you need to ask yourself: "Am I sure of my calling?"
- Using spiritual gifts in the rank order in which God gave them:
 - Is your leadership aligned with the ranked order of your gifts?
- Surround yourself with colleagues who are life-giving, not joy-suckers:
 - What kind of culture do you have and does this person fit into that culture?
 - Are you excited when this person walks into the room?
- Understand how energy works:
 - Your job is to energize the creative and efficient processes of direct reports;
 - Ask yourself, "Who or what must I energize today?"
- Develop endings and rituals over time:
 - Know when to stop and develop rituals around stopping work (i.e., at the end of a day, week etc.)
 - It is possible to become addicted to work and busyness; the work day is never done.
- Practice disciplines of replenishment:
 - Know what replenishes you in the manner that you need; bad decisions are made when your bucket is empty;
 - Everyone will take the cue from the leader, so set the example of replenishment and rest
- Undertake mental reframing when you are stressed or when things are going wrong:
 - If you don't reframe, it can result in needless pressure for yourself and your staff;
 - Quiet the ambient noise of your life so that you can hear life-giving whispers from God;
 - Lower noise on a regular basis so that God can breathe life into your spirit to fill you.

II. Session Two – Executive Panel Discussion

Facilitator: Robert Varney, Vice President, Leader-Led Movements for Global Cities, Campus Crusade for Christ International

Panelists: Al Caperna, Owner and Chairman, CMC Group
Jacinta Mathis, Attorney at Law
Dave Smith, President, Steiner Direct

Church leaders face challenges and opportunities in their work with business leaders. Both sides must overcome feelings of intimidation from each other. Another challenge is the different “language” used in the Marketplace. In business, leaders speak in a manner that is direct and to the point. Church leaders must recognize that business leaders value their limited time, and should do their best to ensure that meetings are efficient and productive. Churches and ministries have the opportunity to train business leaders to strengthen and broaden the church’s outreach:

- Workplace leaders can be intimidating to pastors and vice versa;
- Individuals in the Marketplace may speak a different language than those in ministry. Don’t take it personally if there is a gap in understanding. The mother tongue of the business environment is important for ministry and church leaders to understand in order for them to work well with business leaders;
- Busyness can be the “cuckoo in the nest” that pushes everything out. Be careful with your time and set clear objectives;
- Church leaders need to be careful to make meetings with business people productive so that they don’t get frustrated and “check out;”
- Invest in business leaders and train them to be sent out into the community;
- Utilize resources that integrate business and faith practices that are effective rather than inventing from scratch.

III. Session Three – Live Case Studies (World Vision)

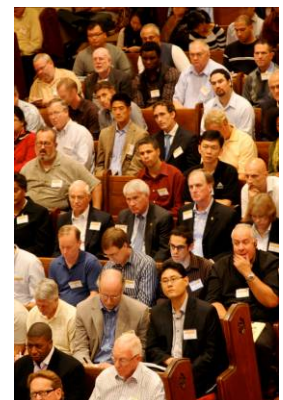
Facilitator: Steve French, President, Lifework Leadership

Panelists: Bob Atkins, Consultant and Former President, Grohe America, Inc.

Dave Gerali, Founder & President, Gerali Custom Design, Inc.

Jim and Tedde Reid, Founders, Supply and Equipment Foodservice Alliance, Inc.

During the session, participants were given two case studies from World Vision. In the first case study, World Vision was interested in expanding its storehouse facilities to cities outside of Chicago. A small group of business people on World Vision’s Advisory Board were involved in the initial storehouse project and recommended that a procurement manager be hired to handle the higher volume of work being generated. World Vision was reluctant to undertake additional financial commitment, but the business group offered to underwrite the Procurement Manager’s salary for 18 months. After the 18 months, World Vision would evaluate the Manager’s performance and revenue to determine if they should retain him as a staff person.



What transpired was a success story: in addition to generating enough revenue to pay for his salary, the Procurement Manager was able to raise the additional funding needed to cover the costs of World Vision’s expansion efforts. Through this experience, World Vision recognized that they carried biases and the importance of including other perspectives to discover creative solutions.

When faced with this dilemma, business leaders used their resources and problem-solving skills which may not have been possible strictly working within the skills and gifts of a church or non-profit organization. A bond of fellowship was formed among the business leaders, and each experienced an opportunity to grow in their faith.

A second case study regarding World Vision involved marketplace leadership helping to build a hospital in Zambia, South Africa. One challenge was World Vision's unfamiliarity with this type of project, and the second one was securing local church ownership of the project. The Marketplace leadership involvement provided the vision and resources to successfully implement the project. World Vision was able to build a flagship medical center in Zambia.

Track 4: Mobilizing a Gospel Movement on Behalf of Haiti

I. Problem Statement

Haitians are suffering from the combined effects of extreme poverty, a corrupt and inefficient government and the aftermath of a natural disaster of unprecedented proportions. The lack of a unified plan, duplication of efforts and poor leadership make progress slow and difficult. A need exists for organizations interested in helping Haiti to identify issues and opportunities, channel funds and verify the credibility of partners.



II. Projected Outcomes

- Hundreds of American pastors and churches building significant partnerships in Haiti;
- Unprecedented unity focused on addressing the obstacles that hinder the rebuilding of Haiti;
- Development of a missional model that facilitates strategic partnerships between churches, nonprofits, businesses and national leaders to fulfill common objectives;
- High value training and engagement opportunities for hundreds of business leaders to grow in their faith and service;
- Corporate leaders and businesses mobilized to manage and fund sustainable life-giving projects;
- Thousands of Haitians empowered to access housing, educational and employment opportunities.

III. Track Objectives

Gather 100 key leaders representing government, business, church and nonprofit sectors to discuss:

1. The most pressing needs in Haiti and to identify the obstacles that impede a unified rebuilding effort;
2. The development of practical strategies to facilitate greater unity between nonprofit organizations working in Haiti;
3. The development of innovative best practice concepts that will maximize a cohesive long-term rebuilding plan for Haiti;
4. The identification of a leadership team to begin implementation of stated objectives.



IV. Summary of Findings

It is evident that a great need exists for coordination to share information and resources:

- Need for a website and database that can be used to connect organizations with each other to increase unity for the Haiti rebuilding process;
- Need for greater leadership in the area of coordination;
- Some of the problems encountered in Haiti are too big for any organization to accomplish alone;

- Long-term sustainable models that empower the people of Haiti are the answer for future growth;
- Need for interested organizations to help Haiti identify issues, channel funds and verify the credibility of partners.

V. Conclusions

The Haiti rebuilding process can be significantly improved by establishing leadership that serves the needs of Haiti. An immediate need exists to develop trust and to facilitate strategic alliances. Through a unified effort, we have the ability to successfully tackle the most difficult problems facing Haiti.

Our group developed five-year goals:

- Lead and organize six (6) yearly transformational engagement trips for business and church leaders, helping them to grow in faith and service;
- Develop a network of 500 business, church and nonprofit organizations willing to work in unity with a focus on housing, education and employment;
- Identify and coordinate 15 multifaceted collaborative projects;
- Enlist 50 U.S. pastors to train 1,000 Haitian pastors in practical theological skills.

VI. Next Steps

- Develop a strategic leadership team to shape the direction of this collaborative movement;
- Develop a partnership with Haiti One to identify credible Haitian partners and projects that operate with competence and integrity;
- Launch the Haiti One interactive web site which will allow attendees of Movement Day to easily connect, share resources, post jobs, create event notification, prayer requests and join collaborative groups on specific interests. The Haiti One web site will operate like social networking sites such Facebook or MySpace;
- Implement two multi-faceted collaborative projects:
 - A holistic housing project that has economic development, education, and solar power as key components;
 - A microenterprise project establishing a motorcycle taxi business and a motorcycle repair business.
- Host Marketplace Leader trips to Haiti "Business-as-Mission," the first of which is scheduled for January 18– 21, 2011; Leaders will visit a variety of projects and will be introduced to multiple engagement opportunities.
- Host a collaborative conference in Haiti in February 2011 to provide a platform for ongoing discussion and create opportunities for strategic partnerships to develop. The conference will promote unity toward the rebuilding efforts as we share best practices, resources and determine goals;
- Host a vision trip to Haiti in March 2011 that will engage a number of U.S. pastors in training opportunities with Haitian pastors.

Track 5: Transforming Communities through Christ-Exalting Prayer Movements

I. Problem Statement

A city cannot experience transformative change apart from a deep spiritual renewal in churches within that city. Spiritual renewal happens most profoundly through a movement of united, Christ-exalting, biblically-based Holy Spirit guided prayer.



II. Outcome Statement

To engage Prayer Network Leaders and local church prayer leaders in ongoing dialogue and united prayer that results in understanding and collaboration between the various streams of prayer active across Greater New York; and to share and learn from such leaders representing America's urban centers.

III. Speaker Quotations

David Bryant, *The Vision of a Prayer Movement:*

"What is the Spirit saying to the church today? It isn't a vision for prayer. He isn't calling us to prayer. God is calling us to a fresh revelation of the Son of God among His people, and then through His people – a Christ Awakening. These verses (Zech. 8: 20-23) are foundational to every prayer movement in the world today."

Emilio Reyes, *The Role of Scripture in a Prayer Movement:*

"John 15:7 says to stay joined to Me and let my teachings become joined to you. Then you can pray what you want and God will answer. Lectio Divina is one way through which we can assimilate the truths of Scripture, in a spirit of prayer, believing by faith in the opportunity to encounter the presence of God who speaks to us through His word."

Panel Interviews:

Each panelist shared what led to the launching of their particular prayer ministry and the biblical principle(s) upon which they operate, their strategy for growth, their challenges and ways they've sought to expand the diversity of their particular stream of prayer. Organizations represented: Ground Zero Prayer, Intercessors for America, NYC Intercessors, The Women's Prayer Summit and Concerts of Prayer Greater New York.

Phil Miglioratti, *The 7 Questions: Staying Focused & Faithful:*

"Sometimes we give lip service to being 'spirit-led.' We have a responsibility to model 'spirit-initiated,' spirit-led prayer. We must 'be filled with the Spirit' as in Ephesians 5:18: this is a command, to do nothing, continuously allowing the Holy Spirit to do His work! Define your leadership gifting – are you an Organizer, Facilitator, Coach, Intercessor or Teacher? Consider whether you're 'telling the story' only about your ministry or about what God is doing outside of your ministry (demonstrating that your ministry is part of something huge, something global)."

Concert of Prayer for Revival in Cities

David Bryant led the group in a responsive prayer time, as though Jesus were sitting in our midst, in tribute to Him and all that He is THROUGH us, for the sake of all those whom we serve.

IV. Track Objectives



1. Hear a panel of leading national and local Prayer Network Leaders share the strategic factors necessary to facilitate an effective city-wide prayer movement;
2. Participate in peer learning groups to discuss "Sustaining and Expanding Prayer Movements";
3. Engage in a Christ-centered 'concert of prayer' that embodies the critical elements of visible and united prayer that transforms families, churches and communities.

V. Next Steps

Participants were invited to participate in these upcoming united prayer events and initiatives:

Ongoing **The Monthly Pastors' Prayer Call**

- Send an email to be added to the invitation list to: office@COPGNY.org

October 30, 2010 **The Women's Prayer Summit**

- Website: www.womensprayersummit.com

November 2010 **Scripture Engagement Campaign with the American Bible Society.**

- Pastors enroll your church in this research project, the purpose of which is to gain an understanding of how your congregation is growing spiritually;
- Contact office@COPGNY.org for details

January 24-26, 2011 **The Pastors' Prayer Summit**

- Website: www.COPGNY.org

May to June 2011 **Greater New York 40-Day Collaborative Prayer Initiative**

- Joining multiple prayer streams in strategic outreach efforts to foster revival across the region.
- Contact Gary Frost or Jody Wood for details, or email Concerts of Prayer at: office@COPGNY.org

Track 6: Mentoring the Millennial Generation

I. Problem Statement

Transformational city impact requires multi-sector leaders to work collaboratively to overcome the great social challenges facing youth:

- 40% of all American children were born to unwed moms in 2008: fatherlessness hits urban areas hardest. In some neighborhoods 90% of children start life with an unmarried mother;
- A 50% divorce rate leaves more than 24 million children in the U.S. fatherless or motherless every year.



At the same time, Millennials (children born somewhere between the mid-1970s to the early 2000s) are more connected, global, and influential through social media than any prior generation in history:

- 50% of the world's population is under 30;
- 96% of Millennials belong to at least one social networking website;
- Social media has overtaken pornography as the number one internet activity;
- If Facebook were a country, it would be the world's third largest.

What does the convergence of parental disconnectedness and social media interconnectivity mean for the Millennials? How can faith and community leaders engage the consequent issues effectively?

[Sources: US Center for Disease Control, 2008; <http://fatherhood.org>; <http://socialnomics.com>]

II. Outcome Statement

1. To surface consensus and envision 80 city leaders to catalyze a culture of mentoring in churches and at-risk communities across the country;
2. To craft a scalable and replicable strategy for church and public school mentoring partnerships that responds to the New York City Department of Education's appeal for middle and high school mentors.

III. Track Objectives

The Mentoring Track convened 83 educators, ministry and youth leaders, and marketplace leaders impassioned to make a difference in the lives of at-risk, urban youth. Our objectives included:

1. Explore existing best practice mentoring models;
2. Innovate mentoring strategies that relate to plugged-in urban youth;
3. Synergize resources, programs, expertise and leadership into holistic and scalable solutions that provide meaningful relationships with concerned adults;
4. Catalyze a culture of mentoring in churches, businesses, schools and community groups.



IV. Summary of Findings

The public appeal from the New York City Mayor and School Chancellor represents a unique opportunity for New York City's 7,100 Evangelical and Pentecostal churches to meet a felt need of the Department of Education's 1,600 public schools while

simultaneously initiating the kind of one-on-one mentoring relationships that produce transformative impact on young people. Moreover, it reflects a shared conviction that while mentors do not replace parents, they can complement the educational process by discussing school issues and educational goals, envisioning student achievement, cultivating character, visiting teachers, and attending school events. Churches that are contextually relevant to their communities are uniquely positioned to share, promote, and empower parents, teachers, and students to achieve these objectives.

For the collective Church to not respond to such an open door would be unacceptable, and for individual churches to respond in a disjointed or fragmented way would similarly be inappropriate. Sharing ideas, resources, and best practices is essential to achieve scalable and transformative Kingdom impact as we partner with the City for improved school performance.

V. Next Steps

New York City educates 1.1 million students in its public schools every day, a population that alone would constitute the tenth largest city in America. Half of those students will not graduate high school. 60% are not proficient in reading or math. These numbers have been true for generations.

In Summer 2009, after eight years of education reform with limited success, Mayor Michael Bloomberg and Education Chancellor Joel Klein announced a program for New Yorkers to volunteer as mentors for students at the city's worst underperforming middle schools. In the Summer of 2010, they expanded their plea to include chronic high school truants:

- Empower 20/20 Vision for Schools to lead this effort. Highlight its track record as a pioneering organization that has advocated for educational equity within New York City churches; its existing corps of 150 partner churches, and the extended NYCLC and Coalition networks of more than 2,000 local ministries.
- Work with those churches to establish a proven and replicable model for church-school mentoring partnerships that would enable churches to become a go-to partner for the Department of Education;
- Advocate for and initiate mentoring initiatives within churches that generate life-transforming relationships for New York City's most at-risk young people, both in response to this particular City appeal, and also on a more broad level;
- Promote long-term, one-on-one mentoring relationships for a minimum of one academic year, with the possibility of continuing throughout the public school years and beyond;
- Launch a citywide school-based mentoring movement within the faith community by leveraging innovative faith-based education reformers such as 20/20 Vision for Schools, campus ministry pioneers like Urban Youth Alliance, Young Life, and Student Venture; and demonstrated best practice partners like Heart of A Champion, Building Futures and Amachi;
- Cast the vision for mentoring broadly, but identify specific churches that would be willing to commit to participation in the next 12-18 months;
- Formalize church-school partnerships that promote transparency and accountability. Once established, faithfully implement approved program strategies, track performance regularly and measure and evaluate impacts rigorously.
- Review open source lessons learned, program strategies, and evaluation methodologies to empower grassroots, citywide replication.