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IDENTIFYING THE NEXT WAVE OF NEWLIFE CAMPUS LEADERS

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ABSTRACT

I will be utilizing qualitative research to identify characteristics Newlife *church* is looking for in future church or campus planters. The research will be “emergent,” meaning “the initial plan for research cannot be tightly prescribed, and all phases of the process may change or shift after the researcher enters the field and begins to collect the data.”¹ Finding the right leader to start a church is highly subjective. The qualitative approach allows us to admit up front that the culture of a given area, and the type of organization, play as big of part in the success of a given leader’s fruitfulness as does their own personality and ability.

This paper will answer the question: What are the distinct characteristics of a campus planter at Newlife? To determine the types of leaders Newlife is looking for an interview and questionnaire were given to the five current campus planters.

The assessments measure church planting, entrepreneurial leadership, ministry experience, and relational evangelism. The interview was designed to identify key traits in campus planters as well as what they felt was a contributor to the success or failure of their campus.

¹John W. Creswell. *Research Design: Qualitative, Quantitative, and Mixed Methods Approaches*. 3rd ed. (Thousand Oaks, California: Sage Publications, 2009), 176.

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CHAPTER 1

Introduction

*“Therefore, go and make disciples of all nations, baptizing them in the name of the Father and the Son and the Holy Spirit.”
-Matthew 28:19, The New Living Translation*

Jesus sent his disciples on a mission to announce the Good News to all people. His followers are to pass on this message by making disciples; followers are in effect making apprentices who make more apprentices. At the heart of this commission is multiplication. No one has been more passionate about this message than Paul the Apostle who wrote, “I passed on to you what was most important and what had also been passed on to me. Christ died for our sins, just as the Scriptures said. He was buried, and he was raised from the dead on the third day, just as the Scriptures said.”² Paul showed the first Christians our message and our method. Our message is both the cross and the kingdom. The cross is the announcement of the death and resurrection of Jesus Christ. His resurrection is the first fruits of the new kingdom. It is an announcement, “What happened to Jesus at Easter happens to all Jesus’s people.”³ The message is simple, but the method is widely debated. Everyone who has ever preached this message has an opinion about how it should be passed on.

The Gospel never changes, but how this message is carefully packaged and delivered to the next generation is critical. We have a delivery problem, and this paper will be focusing on how we find the next wave of messengers.

² 1 Corinthians 15:3 – 4 (NLT).

³ N.T. Wright. *Surprised by Hope* (New York: Harper Collins, 2008) 103.

Statement of the Problem

Two big problems stop us from passing on the Gospel in America. First, the church in America is declining. This is not a new problem. Leading church planting researcher Ed Stetzer's said,

In 1900, the Census Bureau counted 212,000 churches. In 1995, the number of churches that existed in the United States was 345,406. Although the number of churches has increased by just over 50 percent during the past century, the U.S. population has increased by 300 percent! Today, an increasing population has fewer churches than in 1906. This decline in church – to – population ratio may help explain the decline of the North American church during the past century.⁴

The answer to the decline is simple: plant more churches, which leads us to the second big problem: church plants have a high failure rate. At the majority of church planting conferences you will hear either from the stage or at the water cooler that church plants have a high failure rate. Yet, there is little to no research to back that statistic.

However, Todd Hunter, former Church Planting Director of the Vineyard Church, conducted a limited study on twenty church plants, "The research revealed that around 68 percent of church plants still exist four years after having been started."⁵ His report concluded, "that the primary indicators for church-plant failure

⁴ Ed Stetzer. *Planting New Churches in a Postmodern Age* (Nashville: Broadman & Holman, 2006) 7.

⁵ Ed Stetzer, "The State of Church Planting in the United States: Research Overview and Qualitative Study of Primary Church Planting Entities," http://www.edstetzer.com/docs/ASCGJ_Church_Plant_US-final.pdf (accessed October 4, 2011)

rested with the disposition of the lead church-planter.”⁶ We think church planting is the answer, and the viability of a church plant rests on the ability of the church planter. What is the profile of a church planter?

How can one determine if a leader who has a desire to launch a church, has what it takes? For that matter, how do they know if they are really ready? What disposition do they need to be successful? How will we find the right leaders to work in the right place with the right message for the mission?

The Purpose

The process of accessing leaders for ministry is as important as the outcome. There is a tension between becoming a gatekeeper or a doormat. When leaders play the role of gatekeeper they hold back other great leaders out of fear. When leaders become the doormat they give permission when correction or leadership is needed. Jesus believed in his next wave of leaders and told them, “I tell you the truth, anyone who believes in me will do the same works I have done, and even greater works, because I am going to be with the Father.”⁷ Jesus wasn’t a gatekeeper. He believed in sending out leaders who would do greater things than he did. He also was not a doormat. When the rich young ruler came asking for a chance to be on his team he challenged him. Jesus took ordinary men and trained them to be a part of his next wave. This paper will answer the question: What are the distinct characteristics of a campus planter at Newlife?

⁶ 5. Ed Stetzer, “The state of Church Planting in the United States: Research Overview and Qualitative Study of Primary Church Planting Entities,” http://www.edstetzer.com/docs/ASCGJ_Church_Plant_US-final.pdf (accessed October 4, 2011)

⁷ John 14:12 NLT

The purpose of this project is to come up with a clear set of checkpoints that will help leaders assess themselves and their own abilities as a part of the process in helping assess future Newlife campus leads.

The Design

The design of this project will be to evaluate the six campus planters at Newlife and compare their assessments to national averages to find key traits that help identify strengths and weaknesses in planters. This will develop a biblical picture of apprenticing for the purpose of finding the next wave leaders and create a practical way each future leader can be connected to a leader who has planted. The results will help identify the key characteristics Newlife is looking for in future campus leads.

The Scope

The scope of this project is narrowed to the specific needs of one local church Newlife. The church is relatively new and launched in March of 2004. The church has had a steady growth rate and has launched four campuses all of them with live speakers. “We gather in different locations, but we are one church. We’re people becoming the church, on the mission with Jesus, to help heal the world.”⁸ This is the heartbeat of how this church functions; we want every leader to be thinking about how they can reproduce themselves so more people can do the mission. Three big phrases are packed into that second sentence. ‘People becoming the church’; is Newlife’s emphasis on the priesthood of all believers, ‘On the mission’ is the way Jesus led both his life and the way he taught his disciples to live. They were on a

⁸ Newlife church. *New to Newlife*. <http://www.newlifekitsap.com/new-to-newlife/> (accessed October 25, 2011.)

mission. The final phrase, 'Help Heal the World' is the outcome of the mission and God's ultimate plan to set the world right. These phrases are what aligns the campuses and has developed a distinctive of the particular church we are studying.

We are looking for next wave leaders who want to collaborate. Leaders who are strong team builders ready to delegate large portions of their ministry.

The Context

Newlife is committed to launching churches that multiply, and to have those churches we need leaders who know how to multiply. It is one thing to preach the gospel; it is an entirely different thing to pass it on. In this project I will explore how Newlife Church identifies leaders who will lead multiplying campuses. We have launched six campuses with four current campuses meeting. Over the next sixty months we intend to launch another fourteen campuses. This project will evaluate the scope and effectiveness of how Newlife has picked and developed those leaders using specific case studies to create criteria for identifying the next wave of campus leads.

CHAPTER 2

Literature Review

Researchers

There are some key voices to consider in the field of church planting research. George Barna has explained that the pursuit of the American dream, and how the church needs to rethink how we connect to our nation. The Barna Group stated in 2008 the broad pursuit of America,

“There were six specific conditions that at least three-quarters of all adults identified as being very important elements in their ideal life. Those included having good physical health (listed by 85%), living with a high degree of integrity (also 85%), having one marriage partner for life (80%), having a clear purpose for living (77%), having a close relationship with God (75%), and having close, personal friendships (74%)”⁹

Barna shows us the direction the culture is heading. It is fascinating that 80% of American’s desire to have one partner for life, and at the same time our nation’s institution of marriage is crumbling. How could the culture have so many shared values and be so disconnected from the church?

David Kinnaman and Gabe Lyons, authors of *Unchristian*,¹⁰ talk about the lack of faith the next generation has in the church. They say people outside the church see Christians as a bunch of hypocrites who teach values they do not live out. These church outsiders see us as “unchristian”, and because of this they have quit looking to the church for answers. Kinnaman and Lyons state, “Outsiders were split down

⁹“Survey Details Current Vision of the American Dream.” George Barna Group. June 23, 2008. Accessed October 5, 2011. <http://www.barna.org/barna-update/article/14-media/33-survey-details-current-vision-of-the-american-dream>.

¹⁰David Kinnaman and Gabe Lyons. *Unchristian: What a New Generation Really Thinks about Christianity-- and Why It Matters* (Grand Rapids, MI: Baker Books, 2007)

the middle when it came to the following images: a faith they respect, a faith that shows love for others, something that offers hope for the future, and people they trust.”¹¹ This is the type of church they are looking for and the characteristics we are looking for in a church leader. The challenge for the next wave of church leaders is that most outsiders see the church as obsolete and are no longer looking to the church to meet those needs. We need church leaders who can reengage the culture and show them Jesus is the solution they are searching for.

If the next generation sees the church as irrelevant then they will continue to walk away from the church. Stetzer’s book, *Lost and Found*, begins to expand on the reasons people are leaving the church. He states 22% of the next generation is categorized as “*always un-churched*.”¹² He gave three other types of lost people in America ranging from friendly to hostile. For Stetzer there is not just one type of lost person; there are many reasons people have left the church, and it is going to take a new kind of Christian to invite them to trust the church again. The church planters we are looking for must understand one out of four lost people are not hostile to the church. They are “church agnostic” and likely to attend if a friend invites them. The profile of the lost person gives us a picture of the type of leaders we are looking for. We need leaders who can engage the culture where they are and introduce them to Jesus.

¹¹David Kinnaman and Gabe Lyons. *Unchristian: What a New Generation Really Thinks about Christianity-- and Why It Matters* (Grand Rapids, MI: Baker Books, 2007) 27.

¹²Ed Stetzer, Richie Stanley, and Jason Hayes. *Lost and Found: the Younger Unchurched and the Churches That Reach Them* (Nashville, TN: B&H Pub. Group) 2009. 9-10.

Gabe Lyons, one of the researchers on *Unchristian*¹³ went on to write another book called *The Next Christian*,¹⁴ which should be considered a sequel to the first work. The concept centered in on what the next Christians need to be and how they need to view their relationship to the un-churched. He said,

The bottom line is this: The next wave of Christian engagement seems inherently linked to this idea of restoration. The people who are shaping this movement believe with all their hearts that God is in the restoration business – not just in the afterlife, but here on earth as well.¹⁵

Lyons invites the next Christian to work in every field of society to become restorers in our communities. He challenges Christians to no longer retreat from the culture but to engage the culture with the intention of restoring it.

Network Leaders

When referring to a network leader we are looking at leaders that are already leading multiple churches or campuses. Paul describes the office of Apostle in Ephesians, “Now these are the gifts Christ gave to the church: the apostles, the prophets, the evangelists, and the pastors and teachers. Their responsibility is to equip God’s people to do his work and build up the church, the body of Christ.”¹⁶ The role of pastor is to work directly with the members of the church to bring about maturity, and the role of apostle is to work with a group of pastors to build them up in Christ. Paul’s letters to Timothy provide a clear example of how Paul saw the

¹³ David Kinnaman and Gabe Lyons. *Unchristian: What a New Generation Really Thinks about Christianity-- and Why It Matters* (Grand Rapids, MI: Baker Books, 2007)

¹⁴Gabe Lyons. *The Next Christians: the Good News about the End of Christian America*. New York: Doubleday Religion, 2010.

¹⁵ Ibid., 60.

¹⁶ Ephesians 4: 11 – 12 NLT

relationship between Apostle and Pastor. Paul urges Timothy to stay in Ephesus to stop false teaching and lead a local congregation.¹⁷ The whole book of First Timothy gives instruction from the Apostle Paul to a local pastor.

The biblical view of the apostolic office in the church is becoming increasingly more significant because of the increasing number of ways new churches are being planted. While there will be no more apostles in the order of Paul and the first disciples that will write new scriptures, Paul did imply in Ephesians that there would be a specific role of apostle in the church who will instruct pastors.

If you ask a person above the age of forty what faith they belong to, it is likely they will say a particular denomination, Lutheran, Presbyterian, etc. If you ask someone under the age of forty what faith they belong to they will tell you whom they follow, Jesus, Allah, or even the name of a pastor. Up to this point: denominations have been the skeletal structure that held the church together, and no matter what we think of the future of denominations they have provided the structure for the church. There is a trend to plant churches that are still networked to the founding church. This trend is called 'multisite,' and many churches are founding networks like Acts 29, which is giving rise to a new type of structure.

Mark Driscoll & Gerry Breshears noted,

Perhaps the key difference is between the single multi-campus pastor and the denominational bishop and the type of organization that forms around them. The commonality of the multi-campus church will come in the prophetic work of a preaching pastor, whereas the commonality

¹⁷ I Timothy 1:3 NLT

of a denomination will come in the organization headed by an administrative officer, often called a bishop.¹⁸

Driscoll and Breshears are talking about a shift that is taking place among local church pastors who are now organizing new networks out of their church. It is a shift of influence from the denomination to the local church. That role of bishop or apostle is shifting to pastors who are planting churches, which is a role that was once reserved for denominational leads. The new churches being launched are looking for support from the launching church instead of the support that was once provided by denominations. If these new churches and campuses are going to continue to become less dependent on denominational structures, we are going to need a new skeleton that will support them.

The church historically has looked to gifted apostles to help church pastors lead their local congregations. Now that cultural Christianity¹⁹ is fading, people are moving away from traditional denomination lines in search for a church that connects with them regardless of their background. There is a vacuum of effective churches and a greater need for apostolic leaders who will train, and equip young leaders to go further faster. Driscoll points out, “Many of the New Testament letters were written to networks of churches scattered throughout a particular city (e.g., Corinth, Galatia, Thessalonica, and Philippi).”²⁰ Apostles wrote these letters for the training of church pastors. Some argue that the work of the Apostles we read about

¹⁸ Mark Driscoll and Gary Breshears. *Vintage Church: Timeless Truths and Timely Methods* (Wheaton, IL: Crossway Publishing, 2008) 265-266.

¹⁹ Meacham, Jon. Newsweek: The Decline and Fall of Christian America, <http://www.nowpublic.com/world/newsweek-should-focus-upon-decline-objective-journalism> (accessed May 11, 2010) Cover.

²⁰ *Ibid.*, 244.

in the New Testament is complete, which is true. When a person with apostolic leadership writes an e-mail to a pastor it does not carry the weight of scripture, and should not be taken as equal to scripture. However, apostles of today are to function similar to Paul under the authority of scripture on his missionary journey starting new works and bringing correction to local congregations as needed. This role is still needed in the lives of local church pastors who recognize apostles to train, and correct them as needed. The new multi-site model actually allows for more influence by the founding leader and elders who are commissioning new pastors, because most of these models are have some form of eldership, and a lead pastor that are connected to a one budget model. Meaning if a campus lead gets out of line they can be fired or removed from their campus by the founding leader or elders that helped launch them.

In the first half of the 21st century the role of a network leader was primarily the domain of denominational leaders. These denominational leaders performed certain apostolic roles that gave overall accountability and leadership to the local church elders or board depending on the structure. We are currently seeing pastors who plant churches take the responsibility for the health of the churches they planted in another location. These leaders function in a similar way to Paul leading in the New Testament. He wrote both Pastoral Epistles to strengthen the pastors he placed in charge like Timothy and church epistles to strengthen churches like Ephesus. Later, John assumed responsibility for at least seven churches that he wrote to for the purpose of correction.²¹

²¹ Revelation 1:11 NLT

I believe these new networks are exploding because the church leaders are properly functioning apostles. The Book of Acts records one of the phenomenon behind the launch of the church, “All the believers devoted themselves to the apostles’ teaching.”²² One network leader, Mark Driscoll, said, “Jesus Christ is the head of the church, and apostle who plants a church, the leader who builds the church, and the senior pastor and Chief Shepherd who rules the church.”²³ His teaching that points to Jesus as the center of the movement and admonishes the church to be on Jesus’ mission.

These new church networks are rapidly evolving and have created a type of church called multi-site. Geoff Surratt, Greg Ligon, and Warren Bird define multi-site, “A multi-site church is one church meeting in multiple locations.”²⁴ They go on to explain the radical shape of these new churches. “Some churches use video cast sermons (recorded or live); others have in-person teaching on-site. Some churches maintain a similar worship atmosphere and style at all their campuses, and others allow or invite variation.”²⁵ Most of the churches that have jumped on board the multi-site train have done so out of need and almost desperation. Craig Groeschel the leader of the Life Church network started using video on a Sunday morning because his wife gave birth to his daughter the night before and he wasn’t going to be able to preach.²⁶

²² Acts 2:42 NLT

²³ Mark Driscoll and Gary Breshears. *Vintage Church: Timeless Truths and Timely Methods* (Wheaton, IL: Crossway Publishing, 2008) 64.

²⁴ Geoff Surratt, Greg Ligon, and Warren Bird. *The Multi-Site Church Revolution* (Grand Rapids, MI: Zondervan Publishing Company, 2006) 18.

²⁵ *Ibid.*, 18.

²⁶ *Ibid.*, 19.

Mark Driscoll provides some great context to the new multi-site movement in his book, *Vintage Church*, reminding us this is nothing new,

One such example is the Methodist circuit riders, who would travel on horseback to preach at multiple churches. Church leaders have always used what ever means they had available to spread the gospel. Today we use video yesterday we used horses. The methods only help propel our end goal that was mandated by Jesus, “to the ends of the earth.”^{27 28}

New networks have taken the responsibility to find, train, and deploy the next wave of leaders. Newlife church is on the heels of this same mission to understand how we can be a church that releases other leaders to do the mission. It is not surprising that the people who lead networks of church planters are also church planters themselves. These churches need a special kind of leader to lead them. They need leaders that look to work on teams and desire to work with a collaborative approach. Churches that are planted and function sovereign are able to have separate vision, and values, but multi-site campuses need leaders who want to work in a collaborative model.

Church Planters

One of the defining characteristics of church planters is an entrepreneurial spirit. Church planting is similar to launching a new business. Every pastor has skills they bring to the table when they set out to plant a church. What are the skills necessary to plant a church? This is what the people who are doing it suggest.

Dave Ferguson captures the heart of what it means to be a church planter in his book, *The Big Idea*. He describes what the disciples heard as Jesus laid out his

²⁸ Mark Driscoll and Gary Breshears. *Vintage Church: Timeless Truths and Timely Methods*. (Wheaton, IL: Crossway Publishing, 2008). 245, citing Acts 1:8

final mandate, “As the disciples listened to Jesus, one word stood out glaringly ‘witnesses.’ When this group of spiritual entrepreneurs heard him say, “You will be my witnesses,” they didn’t think he meant, “sharing their story” or “inviting people into a small group.” What they heard him say was *marturios*, and they knew that word meant “martyr.”²⁹ Martyr is a word that was understood by the early church; the idea is that they would tell the story of Jesus with their very lives; to the point of being willing to die the same death Jesus died for what they knew was true.

Church planting requires a leader to have this kind of commitment to Jesus. If a church planter has a divided loyalty to Jesus they will forfeit their right to be a leader and ultimately damage the church. A commitment to Christ is first and foremost in search of next wave leaders.

Mark Driscoll, in his book, *Vintage Church*, explains the different roles Jesus occupied as Prophet, Priest, and King. He says,

As prophet, Jesus preached and taught Scripture with authority. As priest, Jesus cares for people and deals with their sin compassionately. As King, Jesus demonstrated his rule over creation through miracles while on the earth and today rules and reigns over his people through church leaders, principles, and systems by the Holy Spirit and his Word.³⁰

Driscoll lays out the roles that are necessary for church planters to function in, but reminds us - we are not Jesus. We may function well in one or two of the roles, but in the end we have to rely on one another because we are incomplete. The ability to understand our strengths and weaknesses enables the leader to staff to their

²⁹ Dave Ferguson, Jon Ferguson, and Eric Bramlett. *The Big Idea*. (Grand Rapids, MI: Zondervan Publishing Company, 2007) 185-186.

³⁰ Mark Driscoll and Gary Breshears. *Vintage Church: Timeless Truths and Timely Methods*. (Wheaton, IL: Crossway Publishing, 2008) 260.

personal weakness and capitalize on their strengths. Church planters who are successful have a way of figuring out what works for them. Church planters need to be able to identify their strengths and weaknesses. This ability helps them know what place they will have on the team when the church is launched. It is important to mention that there are other roles necessary in church planting beyond the lead that this paper will not include due to the scope of this work. Newlife wants to help form teams of people that will complement the church planters' weaknesses for the good of the community they are launching in. Newlife's leads are all communicators that naturally lead toward the prophetic role Mark Driscoll described. We have considered launching campus leads whose strongest gift was priest or king, but because our model has live speakers the person who tends to have the most influence is the one who is teaching every week.

Another important characteristic for a campus planter at Newlife is a complimentary personality and style that fits within the Newlife D.N.A. Jim Tomberlin described how a campus pastor needs to work within the organization. He said, "Campus pastors need to have freedom to develop the vision of their campus within previously established parameters."³¹

Dave Browning is an example of a church planter who leads Christ the King Community Church in the greater Seattle area. He addresses the complicated challenge of aligning leaders. He calls the churches alignment process, "center set

³¹ Jim Tomberlin. *125 Tips for Multi-Site Churches and Those Who Want to Be Them*. (Produced by Jim Tomberlin, 2011) 13.

model”.³² When he meets with new leaders desiring to be a part of his movement, he marks a dot on a blank sheet of paper and asks, “If you are drawn to that dot, to that mission, vision, and values, then you are pulling or going toward the center of this.”³³

He helps new leaders understand there are no boundaries to this ministry as long as you are drawn to the center. There is room for your personality if you are drawn to that center. Alignment is one of the biggest challenges in a multi-site movement.

There is a problem when churches are planted without proper alignment. You end up with a mother church that doesn’t believe in the vision of the new church, which results in churches that don’t work together, and they operate independently. When Paul planted churches, he didn’t write them off. He corrected and challenged them.

Dave Browning has been able to empower many leaders to run after the same center set mission.

One more critical characteristic at Newlife is the ability for the campus planter to connect to the community they are called to and properly announce the Gospel to the people. Tim Keller in his book *Center Church* describes the unique ability to hold this in balance.

Only when people see God as absolutely holy and absolutely loving will the cross of Jesus truly electrify and change them. Jesus was so holy that he had to die for us; nothing less would satisfy his holy and righteous nature. But he was so loving that he was glad to die for us; nothing less would satisfy his desire to have us as his people.³⁴

The campus pastor at Newlife is responsible to preach the Gospel to their community. In a way that they are convicted of sin and called to a life of

³² Scott McConnell and Ed Stetzer. *Multi-Site Churches*. (B&H Books, 2009). 76.

³³ *Ibid.*, 76.

³⁴ Timothy Keller. *Center Church*. (Grand Rapids, MI: Zondervan Books, 2012). 77.

holiness, but to do it in a way that people can sense that God is good and loving and pursuing them. It is a unique blend that Keller goes on to explain causes people to hate sin, but at the same time forbids them of hating themselves.

Chapter 3

METHODOLOGY

Methodology and Rationale

I will be utilizing a qualitative approach in this research conducted on how Newlife Church intends to find the next wave of church planters and campus leaders. The research will be “emergent,” meaning “the initial plan for research cannot be tightly prescribed, and all phases of the process may change or shift after the researcher enters the field and begins to collect the data.”³⁵ Finding the right leader to start a church is highly subjective. The qualitative approach allows for us to admit up front that the culture of a given area, and the type of organization, play as big of part in the success of a given leader’s success in church planting as the individual’s own personality and ability.

In this study, we set the scope of research to a specific church and organization to get a better idea of the type of leader who will succeed in our organization and culture.

Sample

This paper studied the current church planters and leaders in Newlife church. There are six leaders who have planted within the Newlife network of churches. Of the six campuses, four of them have succeeded, and two of the campuses have stopped meeting. All of the leaders still work at Newlife and play a major part in the success of the church. I was looking for patterns of similarity and

³⁵ John W. Creswell. *Research Design: Qualitative, Quantitative, and Mixed Methods Approaches*. 3rd ed. (Thousand Oaks, California: Sage Publications, 2009) 176.

dissimilarity to determine the characteristics we will look for in pastors who will start new campuses at Newlife.

History

Newlife Church started in March of 2004. (See Table 1.1.) It existed as a church within a church for almost two years prior to the launch. The church launched as a sovereign work in 2004 with 551 people, and nearly doubled the following two years causing them to plan to launch three more campuses. They identified three teams to launch those campuses Easter of 2006. Two of the campuses only lasted three months and were canceled, and one succeeded and averages 400 people just five years later.

Table 1.1. Newlife Church Participation Averages from 2004 - 2011³⁶

YEAR	2004	2005	2006	2007	2008	2009	2010	2011
MONTH								
Jan		722	842	977	1,541	1,975	2,293	2,454
Feb		695	878	1,029	1,482	1,939	2,215	2,463
Mar	551	959	971	1,075	1,751	1,969	2,264	2,337
Apr	543	903	1,085	1,236	1,717	2,577	2,894	3,180
May	481	903	914	1,090	1,521	2,125	2,361	2,641
Jun	467	776	859	1,065	1,576	1,920	2,121	2,267
Jul	448	790	838	1,137	1,571	1,837	1,831	2,177
Aug	563	837	909	1,206	1,665	1,929	2,151	2,252
Sep	617	878	930	1,252	1,740	2,059	2,247	2,378
Oct	742	989	1,069	1,331	1,765	2,317	2,446	
Nov	748	896	1,011	1,462	1,953	2,222	2,337	
Dec	639	917	1,119	1,545	1,833	2,156	2,576	
Year Ave:	570	856	960	1,201	1,676	2,085	2,311	2,461

³⁶ Note: This table measures the participation to the date of the interviews and the scope of this paper.

In Easter 2009 I launched Newlife's third campus and fifth try. The campus has been fruitful and is running over 350 as of October 2011. The success of this campus is directly related to what we learned from the 2006 launch attempts. On Easter of 2011 we launched Newlife's fourth campus. The campus is growing and now averages 100 in October of 2011. All the campuses are growing, and we are coming to a point as an organization where we know that we can launch more churches.

We have identified 14 different campuses that we are planning on launching in the next sixty months. Our only problem is we have not identified who should launch them. Consequently we are putting a greater emphasis on finding the next wave of planters.

Instrumentation

To identify the next wave I enlisted five "co-researchers" who have launched a church with Newlife. We walked the planters through the "Church Planter Profile"³⁷ assessment and five live interviews with Newlife Church planters using this questionnaire attached in Appendix 2.

The questionnaire provided the most current feedback from people who have planted a campus already. The assessment compared our findings with national trends. The two instruments identified the type of leaders we are interested in for future church campuses. Some patterns emerged that helped develop a church planter profile for future campus leaders.

Limitations

³⁷Emerging Leadership Initiative. "Church Planters Profiles" Word Press, 2011 <http://www.churchplanterprofiles.com/cake/> (accessed October 14, 2011)

The research as mentioned in the scope is limited to Newlife Church, which limits the type of church that can benefit from this research. A younger church that still functions in rental facilities, and is collaborative by nature, is most likely to benefit. I do believe the characteristics from the assessment and the interview will have some new insights for many different types of churches. By nature the leaders we are looking for thrive in a collaborative environment. They share resources, pass on the best practices, which should lend to a type of leader who looks to work in team settings.

The church we are observing is set in the suburbs of the greater Seattle area, a very un-churched area, and the body of research is focused on church that is currently succeeding in that region. The *Gallup Poll* just researched our community, and the local newspaper just did an article explaining, “Kitsap is the seventh least religious area in our nation.”³⁸

Newlife Church is focused on finding campus leaders. We are open to planting churches, but we have seen more success with the campus model, and we are looking to capitalize on it. So, the new leaders will need to be inspired by the specific vision, and willing to work under the current structures in place at this church.

Significance

The primary purpose of this project is to create a standard for finding Newlife leaders. I will be confirming that we found the right assessment tool for a clear survey Newlife can use. Being able to access the results of the survey will

³⁸ Kitsap Sun. <http://www.kitsapsun.com/news/2013/apr/13/survey-finds-kitsap-the-seventh-least-religious/#axzz2gmfogSz8> (accessed October 4, 2013)

establish standards and profiles of leaders we are interested in. The specific survey was chosen because it asked questions about how the individual church planters related with people not yet on the mission. The other surveys investigated asked questions about theology and gift mix. This survey not only asked questions about theology and gift mix but also the leader's personal responsibility to do the mission. Some of the unique questions were, "Have you led anyone to Christ? Have you baptized anyone outside of your pastoral responsibilities?" This test seems to move away from people who see themselves as career pastors, and asks questions that help find leaders who are actively doing the mission as a way of life.

This survey will help me compare the test results with the questionnaire to provide leadership history. This will provide a broader perspective and point us to current leaders of Newlife as well as some general profiles based on those who are already leading campuses.

I will also look at a biblical way we can pass on these skills to open the door to leaders that may not be ready to launch, but are future leaders coming up our leadership pipeline.

Chapter 4

DATA AND ANALYSIS

Data

The data obtained was through two methods of research. The first source of research was from an interview of each church planter based off of the questionnaire provided. The data and analysis are drawn from quotations taken directly from the questionnaire. The full transcripts are in Appendix 3. Each of the campus planter's answers is collated to compare them with the others to see if there are patterns of similarity or dissimilarity that emerge in the study.

In addition, each planter took an assessment by the Eli Church Planting Network. The assessment measured church planting, entrepreneurial leadership, ministry experience, and relational evangelism. A helpful tool was meeting with one of the assessment creators who provided me with data attached at the fourth appendix to compare the results of the church planters at Newlife with the national averages.

I began by profiling each planter based on their answers to the questions to get a general feel of the process they experienced and what they feel are the necessary characteristics of future church planters.

Chad Alvarado

Chad started at Newlife in January of 2005. He was originally hired to oversee the kids' program. Chad saw the need to bring direction to the Bremerton launch team, so he decided to get involved. He described the current culture of the launch team, "The Bremerton campus launched before I arrived by eight people who

wanted to leave Newlife for something more organic and less like a show.” The team, in his words, had a deconstructive bent toward Newlife and was leery of anything that looked like a show. Chad decided that he would join the team and see if there was anyway he could redirect their effort.

When Chad was asked what he would do different he said, “I would select my own team, because another team has its own vision.” Chad believes that this first step is crucial to any campus planter. They need to be someone who can gather their own team. It needs to be the responsibility of the church planter to choose the people they will launch with and that the people see this person as their leader. Chad pointed to the example of Jesus, “First step: come follow me. How did they respond? They had their own vision. Right step...wrong team.” When Chad looks back on the Bremerton Underground, he feels it was doomed from the beginning to fail, because it was a deconstructive team, and they never had a clear leader. A couple of other things emerged in our interview that I found helpful to the kind of characteristics we are looking for in a church planter.

When Chad was asked about the most important characteristic of a church planter, he said he thought it was “entrepreneur” and the least helpful attribute was an “agreeable” demeanor. When I asked him why entrepreneur was such an important characteristic, he relayed to me in the interview a conversation with his wife, Chad said, “I told my wife I feel like I’m shaped for leaving. She said you’re not shaped for leaving. You are built for adventure-based obedience.” He said that he was up for the adventure and willing to lead, but found himself looking to find

agreement among his team. Agreement was never found, and the Bremerton campus only lasted six months.

A few other things emerged that contribute to the types of leaders he thought we needed. He thought it is important to have leaders be “debt free.” He pointed to Lydia who helped fund the mission. He said, “When you see biblical examples of new works, they spring up out of the generosity of people who have demonstrated good stewardship.” He also mentioned that you need the full support of your spouse, and that when sending people out it needs to be two by two, not just your spouse, but another couple or person.

Chad’s overall assessment score was eighty-one percent. Chad scored above the benchmark for church planting, entrepreneurial leadership, ministry experience, and below the median average at-one percent for relational evangelism. He has strong ability in all the areas and a clear aptitude to plant a church.

Brandon Cameron

Brandon Cameron is the researcher, and I admit that to be a part of my own study has some limitations. I refer to the limited scope and data available from Newlife as the reason why I will share some brief comments as one of the campus planters at Newlife.

I had a similar start to Chad Alvarado at Newlife. I was hired just six months before him as the youth pastor in May of 2005. I consider the first three years as youth pastor my official training time to plant a campus. I worked directly with Wes, the network leader of Newlife, to launch Newlife’s youth ministry. I was sent out to start the youth gathering and reported back to him to get feedback. I had led

two other youth ministries prior to being at Newlife, so I had some natural initiative and ideas about how to launch the youth campus. The youth group exploded and went from just a few kids in the back of the church to regular gatherings of two hundred kids and a vision to launch two other youth campuses. It was during this time I received informal training in the areas of leadership, and communicating the process was never forced. I requested feedback. Wes would provide his thoughts and I would test them and implement what worked.

Looking back, I realize the conversations I had with Wes as his youth pastor were my formal apprenticeship. In the questionnaire I wrote, "I was looking for clear direction. I needed confidence that what I was doing was right." Now I realize I had 'just in time' direction, because Wes' training style is more like action-based learning. I would get weekly coaching and feedback as events and decisions were being made. The key to my success at Newlife was my ability to ask for his opinion and implement his ideas if they were better than mine.

As I reflected on my questionnaire some key characteristics came out.

I believe my personal determination was the most important personality trait to getting the campus launched. In the questionnaire I wrote,

I was willing to drive this thing over a cliff, and I don't know another way to make it happen. During the launch people tried to vie for my leadership position and doubted me as a leader. I was stressed out of my mind, but I never doubted with God's help I could do it.

It may have been a bit naïve and there may have been a better way to do it, but nothing is as powerful as raw determination to get something that doesn't exist to exist.

Second, I mentioned 'insecurity' as the least helpful attribute. I said, "Most people would say I am a fairly confident person, but whatever insecurity I had came out during the launch process. The launch process has a way of shaking you down to the core. I think it's how God rips arrogance out of young leaders."

A couple other quick thoughts emerged that I believe will help us sift through the data to show the kind of leaders we are looking for. I noted that my wife and I were in complete agreement from the beginning. Her support was essential to the success of our campus. If she had waived at any point, I would have been out. I also regretted not personally picking everyone on my own team. I also believe I could have launched a campus earlier but that the time on the team prior to the launch was essential to the success of the launch.

My overall assessment results were ninety-three percent. I believe the score would have been lower had I taken it before launching a campus. Like Chad I scored lowest in relational evangelism at seventy five percent.

Wes Davis

Wes Davis started as the youth pastor of Christ Memorial Church, now Gateway Fellowship. For the purpose of this paper I will refer to the name of the church as Christ Memorial Church since it was the given name of the church at the time of the launching. Newlife was born in 2001 as a church within a church. They were given permission to have their own name and mission to the unreached people of their community. In 2003 Wes was asked to move the campus from Christ Memorial Church in Poulsbo fourteen miles to Silverdale. The church became sovereign in March of 2004. I asked Wes about his launch plan he said,

We met once. I was doing the youth ministry at the time, which consumed most of my energy. For sure, meeting once a month would have been better. We did whatever was in my gut it was centered on a gathering. Target was people not coming to church. Once a week we read the bible with the leaders. We had no plan.

I include this in the interview because it shows a bit of who Wes is and the type of leaders we are looking for. Wes is a highly intuitive leader who takes life as it comes and leads from his gut. There is more to say about that, but his intuitive nature requires people who are on the team to rely on his approach for direction. A more methodically leader may say, "He is just shooting from the hip." This trait is a part of our culture, and most of the other leaders have learned how to lead from their gut. This style of leadership causes leaders to stay close to God and listen to the Holy Spirit.

When I asked Wes what was most helpful in his launch process, he said, "Perseverance; it never crossed my mind that maybe I should give up." It helped him to "stay encouraged...regardless of circumstances." He said, "There is a fine line between that and overly optimistic." When I asked Wes what was least helpful, he said ego.

I wanted to plant a church and Jesus wanted to teach me how to treasure it. Ego can drive someone to plant a church, now that I have the church, what does that mean? It's like marriage ego can drive someone to get married, but now that you have your wife how do you treasure her.

A couple quick thoughts were mentioned that I think are important to consider.

First Wes commented on his marriage,

The support of my wife: I never wondered if Kari knew it would work, and a wife who believed in me. She has always been someone who really believes in me. She knows all my faults and believes I can do it,

and if the person who knows you the best believes in you, who cares what anyone else thinks?

Second, he talked about the type of people he wanted on his team, “When I look back everyone was insiders. I’m not sure if it was the right step. There was nothing clear that we were going to be super involved with the community.” Community involvement has become something that is mission critical. We are looking for leaders that can connect to the community they are trying to reach.

Wes’ overall assessment score was ninety percent. He scored a hundred percent in the areas of church planting and ministry experience, likely due to the fact that he has planted a campus. He scored eighty nine percent in entrepreneurial leadership. His lowest score was in relational evangelism at sixty-four percent.

Jonathan Stone

Jonathan started at Newlife as a volunteer and within a year launched the South Campus in 2006. We launched three campuses that year; Jonathan’s was the only one that succeeded.

He gained his ministry experience at Youth with a Mission. This is how he described his ministry training, “Global missions helped me think about those who weren’t already a part of a church. Reaching unreached people opened my eyes to the need to reach my neighborhood. Serving in the church as a worship lead helped. On the job training is where most of my experience happened. I had six months before I launched.”

Jonathan picked up some great habits with Youth with a Mission. When he was asked how he was prepared to teach the Bible he said, “A two-year ordination process that gave me a good foundation process, and I read the One Year Bible every

year for fifteen years. I don't think we should let anyone plant a campus who hasn't read the bible through cover to cover at least once." I think it is important to mention here Jonathan is the only current pastor that has not received a formal degree from a college or university, but that has not impacted his campus, because he naturally is self-educated.

Jonathan describes his launch plan as a simple three-step plan, "The first thing I did was start a small group for a year. The second thing I did was form a launch team, and the third was begin Sunday gatherings." Jonathan attended the Tuesday leadership meetings for a year before launching. It was there that he caught the D.N.A. and learned the interworkings of leadership. Jonathan described what kind of training he was looking for from Newlife. He said, "he needed to learn how to lead people. I had never been a pastor before, so I was looking for the in and outs. I didn't know how to do weekly gatherings. I had questions like, 'How do you deal with the people who show up every week?' My experience with YWAM was a different church every Sunday."

When asked what was helpful in launching the campus he said,

Determination: I will not give up! I will beat a dead horse! It can be a weakness as well. The team was asking me to make a decision. Not looking for someone to ask them. Launching is not the time to be looking for input. A launcher needs to make the decisions whether they are right or wrong. If they are wrong they need to be quick to apologize.

When asked what was least helpful, Jonathan said being introverted. "I had to learn how to hang out with people I didn't know. I leaned on my wife to get me out of the house. I had to move from task oriented to being people oriented." Jonathan

explained part of planting a church is getting out there and meeting new people, and that did not come naturally to him.

Jonathan explained in the interview that he began the church with the full support of his wife and leaned on her complementary strengths. He also said, “I would launch with another person. I definitely wouldn’t do it by myself again, even if it took longer.” He also mentioned that Wes told him to “‘start a small group with people who don’t go to church.’ The leader has to do meaningful life with people who aren’t in a church.” This reflects the heart of Newlife: to reach people that do not go to church anywhere.

Jonathan’s overall assessment results were eighty-two percent. He scored above average in church planting, entrepreneurial leadership, and ministry experience. In relational evangelism he scored lowest at forty-eight percent.

Dan Serdahl

Dan Serdahl started attending Newlife the second week it launched in 2001. His story is legendary at Newlife. He was done with church, and his wife dragged him to a gathering, and he was hooked. He worked as a high capacity volunteer until 2004 when he quit his job at Qwest to work at Newlife. Dan’s first job at Newlife was the culture pastor. No one knows the exact role of the culture pastor, but it had something to do with developing the D.N.A. or personality of Newlife. He worked very close with Wes to develop the language and mission.

Dan’s campus plant was started during a moment of crisis: too many pastors on the team, but not enough money. In Dan’s words, “By being fired I knew I needed to do something. The money wasn’t there. I had to go. My plan was survival.” It is

unclear if Dan was actually fired from the Silverdale Campus or not, but he certainly felt fired. Dan did launch the North Campus. He wanted it to be a video venue based out of the Silverdale campus, but Wes wanted it to be a live speaker. Dan was not willing to teach weekly, so he resigned after eight weeks. It was messy, but we learned much from the experience. Dan was hired back on the Newlife team as the lead elder, and all has been forgiven.

When Dan was asked what he would do differently, he said, “I would launch with a campus that intends to be sovereign; live communication, not video. Launch missional communities first and let a gathering emerge, and wouldn’t mind doing it in Seattle.” Dan’s reflecting brings out the tension of those who want a sovereign campus. He also mentions the benefits in the interview of a sovereign campus. Dan said, “I was hoping for the tribal identity that wasn’t there.” His disappointment shows how important tribal identity is to someone who would want to plant a campus. There is something about doing the mission with other people that is exhilarating to some leaders. A campus model has to feel tribal. For Dan, at least, on the first plant he didn’t find it.

When Dan was asked what his most helpful and least helpful attributes he said, “I had to be willing to die, and it taught me so much. God took advantage of my isolation and ego. We were all so dysfunctional that was the grace in this. Somehow God brought us back together.” Church planting had a way of bringing things to the surface for Dan and flushing out his ego. Dan is looking for leaders willing to die. In the same sense, Jesus said, “If any of you wants to be my follower, you must turn

from your selfish ways, take up your cross, and follow me.³⁹ The kind of leader Dan is looking for is a leader that is in it to point people to Jesus and not himself or herself. For Dan, being a part of Newlife has caused him to put in the effort of laying down his ego for the mission.

Dan brought up his tendency to isolate when he said, “It protects me.” He thought this was the least helpful trait in launching the campus, because when things became difficult he quit communicating and it drove a bigger gap between him and the Newlife team.

Dan had some very specific thoughts on what we need to have in place for church planters in training. He said we needed a ‘playbook’- something that would guide new launchers and help give them clear direction. He also mentioned a more formalized training process. This is how he described it: “We need a literal apprenticeship for twelve to eighteen months with increasing exposure to communication, leadership, and team building.”

Dan’s overall assessment score was seventy percent. He scored highest in church planting at eighty-six percent. His entrepreneurial leadership score was seventy-three percent. His lowest score was fifty-three percent in ministry experience. He scored just a little higher in relational evangelism at fifty-seven percent.

Analysis

To properly extrapolate this qualitative data I began by simply looking for similarities and dissimilarities. Three people mentioned their wives as critical to

³⁹ Matthew 16:24 NLT

their success, and one mentioned his wife wasn't on board and pointed to that as a negative.

Leaders of three of the campuses that are still going mention perseverance or determination as the most helpful attribute in launching a campus. They all alluded that the lead needed to be willing to launch their campus no matter the trials; each had their own way of describing how important their determination was.

All five noted that they did not have structured training from Newlife and a more formalized training process would have been helpful. Two of them mentioned that if they launched again they would do it with someone. Two people said that they would pick their own team if they did it over again. Another two mentioned they would want to start with people not already attending a church or very new to Jesus.

Of the three leaders that were asked to plant a campus, all three of their campuses are still going. The leaders of the two campuses that didn't make it were never asked to plant. I think there was other factors as well that led to each of those campuses failure. It is just an area of similarity to be noted.

All of the launch plans presented were a very simple process. No one had a long period before the launch. The average launch time was six months from groups to gatherings.

Some areas of dissimilarity were the negative traits: insecure, agreeable, isolation, ego, introverted. These do not seem to have any clear correlation except to say everyone had something that came up in the middle of the process that they

were or were not prepared to handle personally. One person mentioned they thought it was important that a planter should launch debt free.

Assessment Analysis

When you compare the assessments against one another there is a great deal of similarity across the board. Four out of five scored lowest in, relational evangelism, the lowest category at forty-eight percent and the highest at seventy-five percent. The one that didn't score lowest in relational evangelism scored lowest in ministry experience.

The assessment gives a benchmark rating for launching leaders of seventy-five percent for the categories of church planting, entrepreneurial leadership, and ministry experience. The benchmark rating for relational evangelism is seventy percent. I investigated the accuracy of the assessment and included the executive summary in the Appendix 4.⁴⁰

The validation report was helpful in analyzing the assessment results. However, the research is most accurate within two months of the test, and none of us were tested within two months of our launch. Due to this, I don't believe the data can be used to set a new standard benchmark for future Newlife planters. It is likely all of our scores would be different prior to our first campus launch, and that needs to be taken into consideration.

One thing worth taking away from this assessment is the importance of finding future campus planters that are aware and personally pursuing relational evangelism. The median average across the nation is forty – eight percent, which is

⁴⁰ Craig Whitney, *Church Planters Profile: Validation Report* (Austin, TX: Eli Church Planting, 2011)

very low. It was good to see that Newlife campus planters already have a higher value for connecting with people not yet on the mission. The results from the assessments have already provided critical information that will allow us to pattern our apprenticeship specifically to the leader we are training. This information will enable us to tailor the upcoming leaders' education and practicum to strengthen their weak areas.

Conclusion

Some interesting similarities emerged during the research. I am aware that because of the nature of qualitative research that my assumptions skew the study's results.

My first assumption was I believed the church planter profile would be different than the campus planter. The church planter will lean toward a lone ranger personality while the campus planter will look for a team and collaborative model. Both types of leaders are critical to our mission of church planting, but could be problematic if the leaders are not properly accessed.

Secondly, I also suspected the Newlife campus will lean toward an entrepreneurial or apostolic personality, even for their pastors, because we want campuses that plant more campuses. We will access for different things they have already launched, leaders who are drawn to the new, and the unknown. They will have a contagious personality and a group of people interested in their ideas that are ready to go. I believe these are some of the key traits of a successful campus planter.

For the purpose of this evaluation, I have broken down the characteristics into four broad categories: personality traits, experience and background, leadership style & assessment results.

Personality Traits

The first personality trait we are looking for is a church planter who demonstrates tenacity. Jonathan, Wes & Brandon all used different words like determination, perseverance, and entrepreneur to describe the most helpful attribute to their success. Chad noted that he had problems when he looked for other people to make decisions, or spent too much time looking for agreement. No leader used the exact word tenacity to describe but ultimately they all admitted there must be an internal drive inside them that keeps them moving forward. The internal drive is a quality a Newlife church planter needs to demonstrate in order to see the campus launched.

Another key personality trait we are looking for is decisive decision makers. Chad said his least helpful trait was being 'agreeable'. Brandon said, he was willing to drive it over a cliff to make it happen. Especially during the launch phase people have to believe the leader knows what they are doing. Each leader confessed they didn't always know what was the next best step. Dan mentioned he was looking for a tribe he didn't find. The leaders that seemed to be able to launch the campus had a sole determination to get it off the ground. A campus planter needs to be someone that is willing to make a decision even if it is later found to be wrong.

The third trait balances the first two; humility is a key characteristic not to be overlooked in finding a Newlife planter. Wes said he knew he was going to make

mistakes, but he was willing to admit when he was wrong. A campus planter will make mistakes and they need to be the first to admit they were wrong and take responsibility. They need to be a leader that will pass praise on to the team as well as shoulder the overall responsibility during challenges. In the interviews people never used the word humility, but what they did talk about was what they needed to learn, and they admitted their failures freely. It came across that the leaders who will last are the leaders who can say, "I was wrong."

Experience and Background

Each of the campus leads mentioned a desire to study God's word. Some described how often they read it. Others pursued a formal education. Jonathan talked about his dedication to read through the bible every year. The type of leader we are looking for has a clear understanding of the bible. They also need to have a desire to teach correct theology, and the humility to ask for help when they need it. Newlife can work to sharpen campus planters but the leader needs to come with a clear grasp of the scriptures.

Paul gives instruction to Timothy about the role of a biblical elder,

This is a trustworthy saying: "If someone aspires to be an elder, he desires an honorable position." So an elder must be a man whose life is above reproach. He must be faithful to his wife. He must exercise self-control, live wisely, and have a good reputation. He must enjoy having guests in his home, and he must be able to teach. He must not be a heavy drinker or be violent. He must be gentle, not quarrelsome, and not love money. He must manage his own family well, having children who respect and obey him.⁴¹

These biblical standards are prerequisites to starting the interview. These qualifications needed to be mentioned in the conclusion because they are the

⁴¹ 1 Timothy 3:1 – 4 NLT

standards that need to have been demonstrated in the leaders already. Many of these qualifications did come out in the interviews.

Another important characteristic had to do with the church planters' support system, their spouse. The research revealed how important the role of the wife was in the success of the campuses. It didn't seem that the leaders needed their wife to be on the leadership team or carry an official role in the church. What they needed was her undying belief that God had asked her husband to plant this campus and her unwavering support during the launch of the campus. Based on this research, I will propose Newlife interview every campus planter's spouse to find out if they believe their spouse should launch a campus.

Another key characteristic is the role of money and the dangers of choosing a campus leader who is in debt. Chad mentioned that new works should be launched out of abundance. While it may not be possible to launch all works out of abundance, I think the amount of debt on a church planter needs to be weighed heavily before commissioning the launch.

Another characteristic needed for a launcher is a proven ability to teach. Not every communicator will have the ability to preach to thousands, but they need to have demonstrated their ability to teach in different settings. All of the campus leaders had experience teaching before they launched. It is critical that a campus launch is not being used to train new communicators.

Paul encourages Timothy to find leaders who, "exercise self control, live wisely, and have a good reputation."⁴² Each of the campus planters interviewed

⁴² 1 Timothy 3:2 NLT

have demonstrated these characteristics and have been able to manage, themselves, their household, and their church accordingly. For every leader the first task is to manage themselves according to God's standards, and then demonstrate those same gifts with their household, and finally their church.

Leadership Style

The research indicates there is a certain type of leadership style that is at the heart of the leader we are looking for. The interviews revealed that we were looking for a leader who was willing to go first; someone who did not look to others for decisions and was willing to go forward even if it was wrong or led to peril. A campus planter has a unique leadership task to start something that has not existed prior, and it seems this almost cavalier leadership style was at the heart of all of our current campus leaders.

Every leader was willing to face uncertain circumstances and take risks. Dan mentioned in his paper that when he launched his campus he was looking for tribal identity. For Newlife this identity is expressed in the leadership style.

The leaders we are looking for are risk takers and, at some level, cavalier. The term cavalier⁴³ as an adjective means careless; as a noun it means knight. It denotes a gentleman soldier and became a popular term among King Charles' Knights. At Newlife the leadership team sometimes refers to our leadership style as wild dogs.

These hunting dogs are usually found in central and southern Africa and they normally keep themselves in packs which mean that they work collectively when they are hunting which keeps them on top the

⁴³ Dictionary.com LLC. 2012 online dictionary, <http://dictionary.reference.com/browse/cavalier?s=t> (Accessed April 12, 2012)

of the food chain. They are very aggressive and will not give up until they kill their target which is why their success ratio is more than eighty percent.⁴⁴

Part of our leadership culture is to work together aggressively. The leaders we are looking for have an aggressive leadership style, but are willing to work together.

It is possible that all of the leaders interviewed could lead their own campuses or churches. All of them have done things independently prior to working at Newlife, but have decided it would be more enjoyable to work together. Future leads need to demonstrate both of these traits.

Assessment Results

The final area to take into consideration is the assessment results. I believe the overall score on the assessment helps determine the readiness of a church planter. The assessment seems to be best used as a general guide to help observe where a church planter could use improvement. The validation results help the planter get a better idea of where they are in relationship to the nation, and help us get a better idea where we need to apply training.

Each of the leaders assessed had similar results. Of the people assessed Brandon, Jonathan, and Wes are all leading campuses that are still working at the writing of this paper. Dan and Chad both launched campuses that did not work. The assessment had no similarities or dissimilarities to extrapolate from. I believe because all of them have the ability to lead a successful church. In the case of Chad's plant he inherited a leadership team that was not his own and they carried a different mission that the planting church did not have. Dan launched a campus

⁴⁴ Dictionary.com LLC. 2012 online dictionary, <http://urbantitan.com/three-greatest-african-predators/> (Accessed April 12, 2012)

before Newlife had established whether or not we would have video venues. Had Dan's campus done video teaching I'm certain it would still be going today. The assessment measures broad leader readiness. It doesn't take into account the launch team or situation. In both Chad and Dan's case we had found the right leader, but the wrong launch team for Chad, and in Dan's the wrong launch plan.

I will recommend that the assessment will be a tool we use for any potential candidate to measure broad leader readiness. The interviews have provided a clearer profile of a Newlife leader. They need to be tenacious, have proven leadership ability, but be willing to admit their wrong. They need to be able to collaborate and work in Newlife's tribal environment. They need to demonstrate a clear understanding of the scriptures and have a passion to explain it to people that are biblically illiterate. One thing that defines all the leaders studied is their personal passion for people far from God. To be apart of this tribe you have to love and engage with lost people. I will recommend that Newlife adopt these attributes as some of the characteristics we need to look for in the next wave of church planters.

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Appendix 1:

Table 1.1. Newlife Church Participation Averages from 2004 - 2011

MONTH	11	10	09	08	07	06	05	04
Jan	2,454	2,293	1,975	1,541	977	842	722	
Feb	2,463	2,215	1,939	1,482	1,029	878	695	
Mar	2,337	2,264	1,969	1,751	1,075	971	959	551
Apr	3,180 ⁴⁵	2,894	2,577	1,717	1,236	1,085	903	543
May	2,641	2,361	2,125	1,521	1,090	914	903	481
Jun	2,267	2,121	1,920	1,576	1,065	859	776	467
Jul	2,177	1,831	1,837	1,571	1,137	838	790	448
Aug	2,252	2,151	1,929	1,665	1,206	909	837	563
Sep	2,378	2,247	2,059	1,740	1,252	930	878	617
Oct		2,446	2,317	1,765	1,331	1,069	989	742
Nov		2,337	2,222	1,953	1,462	1,011	896	748
Dec		2,576	2,156	1,833	1,545	1,119	917	639
Year Ave:	2461	2311	2085	1676	1201	960	856	570

⁴⁵ Reader's note: The color shows a month with Easter.

Appendix 2:

Newlife Church planters using this questionnaire:

1. Name
2. How many years have you been involved in ministry?
3. What ministry experience helped prepare you to plant a campus?
4. How have you been prepared to teach the Bible?
5. Why did you want to plant a campus?
6. How did Next Wave prepare you to launch your campus?
7. Describe your launch plan?
8. If you launched again what if anything would you do different?
9. When you began the launch process, what was your first step? Looking back was it the right step?
10. What training were you looking for when you set out to launch your campus?
11. What personality trait was the most helpful in launching your campus?
12. What personality trait was the least helpful to you in the launch process?
13. What were you least prepared for? Could we have done something different to better prepare you for the launch?
14. How could Next Wave have been more helpful?
15. What type of prerequisites would you recommend we have in place for future campus planters?
16. Why did you choose to plant a campus with Next Wave and not another church?
17. Why did you plant a campus, and not a sovereign church?

Appendix 3:
Interview Transcripts
Interviews

On the week of March 12th 2012 I interviewed the five people who have planted a campus with Newlife. Each person was asked the seventeen questions listed in the questionnaire. All of the interviewee's were candid about both the success and failures of their campus launch. Each of them filled in the questionnaire with their own personality and writing style. I will use their notes to create unbiased research regarding the type of church planters Newlife is looking for.

Chad Alvarado

1. Name

Chad Alvarado

2. How many years have you been involved in ministry?

I found Jesus when I was thirteen, I took in for two years, than started giving back. I launched a group at 15, became a High School teacher, and worked with a Campus Life Club. I was a youth pastor at 27 and have been in ministry for 13 years.

3. What ministry experience helped prepare you to plant a campus?

When I went to college I started a fraternity in the early nineties. I focused on gathering people to a vision. The vision was not about a house or a building, but a group of people meeting together; it was like a church. We wanted to form a closer bond of fellowship and serve our community.

4. How have you been prepared to teach the Bible?

I read it (Bible). I didn't go to church until I was 21. For 8 years I read the bible. I've been through the Bible five times on my own. I did receive formal training through Fuller Seminary.

5. Why did you want to plant a campus?

When I was a youth pastor in Bellingham I drove back to my hometown of Kitsap County. I asked God where is the greatest need? I decided to buy a house in Bremerton because it had the greatest need. If you want to be apart of something great for God find the greatest need and plant yourself in it. I was arrogant to think I could fix the city on my own. Thought I would have it straightened out in about 5 years. I still believe this is an area God can redeem.

One of the things I have learned is that you shouldn't plant a campus unless your wife is 100% committed to it, because in moments of weakness you will be convinced she is right.

6. How did Newlife prepare you to launch your campus?

Newlife didn't prepare me. If it did anything it provided relationship so I didn't have to feel alone in the launching.

7. Describe your launch plan?

The Bremerton campus launched before I arrived by 8 people who wanted to leave Newlife for something more organic and less like a show.

Why that? I wanted to make disciples who would reach out to people. What I learned is that I had some of the same brokenness as the people I was trying to reach. When you see biblical examples of new works they spring up out of the

generosity of people who have demonstrated good stewardship. A good example is Lydia in the bible.

A mentor taught me calling comes in two ways: One, a sense of what God wants you to do. Two, the community of leadership you are in.

8. If you launched again what if anything would you do different?

I would select my own team. (Another team has its own vision).

9. When you began the launch process, what was your first step? Looking back was it the right step?

My first step was come, follow me. How did they respond? They had their own vision. Right step...wrong team.

10. What training were you looking for when you set out to launch your campus?

I wasn't looking for any training. I was following some teaching I read out of "vintage worship" (Dan Kimball) "Your Sunday gathering is celebrating all the mission that has happened during the week."

11. What personality trait was the most helpful in launching your campus?

Entrepreneur. WHY? I told my wife I feel like I'm shaped for leaving. She said your not shaped for leaving you are built for adventure-based obedience. I was an accountant, but I knew I was made for something more. Each part of my journey has shaped me and developed me as well as Jesus has led me. I don't know what is next, but I do know it is where the Lord leads. (It's pretty scary)

12. What personality trait was the least helpful to you in the launch process?

Agreeable. Why negative? Nobody else can determine the direction of the ship besides the captain. I would always say, I am willing to serve, but as the captain you need to know where you're going. If the captain says where do you want to go? You know you are on the wrong ship.

13. What were you least prepared for? Could we have done something different to better prepare you for the launch?

A series of 5 questions:

1. What are you going to do when your team leaves?
2. What are you going to do when you don't have finances?
3. What are you going to do when your facility says you can't meet here?
4. What are you going to do when nobody wants to lead a group? My team said, *"They don't want to lead a group, we are a group."*
5. What are you going to do when nobody wants to make disciples?

14. How could Newlife have been more helpful?

Newlife could have asked me those questions. Are you sure you want to do this? I also see a need that you go two by two. I think a spouse can be that, but they are also raising kids. You need a co-laborer.

15. What type of prerequisites would you recommend we have in place for future campus planters?

I think all church planters should start debt free. There needs to be a progression: group leader, apprentice group leader, vision casting, public speaking, and knowledge. (Bible content and good theology.) You need to have launched a ministry or a non-profit. You need to have launched something before.

16. Why did you choose to plant a campus with Newlife and not another church?

I had permission.

17. Why did you launch a campus and not a sovereign church?

The opportunity was there to lead the campus so I took it. It was a chance to work together with a community.

Brandon Cameron

1. Name

Brandon Cameron

2. How many years have you been involved in ministry?

In some sense I have been involved since I was a child I am someone who was raised in the church and much of my experience even as a child shapes how I lead. I started discipling people intentionally with the purpose of being a pastor at 17. I volunteered during college at a local church in Seattle, and was hired there at full time at 21. I worked there until I was 25. I served in a church in Tri-Cities another five years. I started at Newlife at 30 and at 34 I planted the Bainbridge Campus. In all I have been leading in the local church for 15 – 19 years.

3. What ministry experience helped prepare you to plant a campus?

I lead three youth ministries the first and third youth ministry were essentially ministry launches. I started with very few people and had to establish something. The second youth ministry helped because it was established it helped me grow as a leader, but the skills of launching, and sustaining or growing an existing ministry are different.

I also launched a student leadership conference in 2001 and I believe that there were similar skills used that I learned that helped me launch a campus. I think launching a new ministry of any type would help a leader launch.

4. How have you been prepared to teach the Bible?

I started learning the scriptures as a young boy I had a clear survey of the bible. I received a degree in Church Ministries and Biblical studies from Northwest University. The formal education gave me a more systematic approach to exegesis and appropriate hermeneutics. All of my abilities as a communicator were trial by fire in youth ministry. I did not receive feedback about outlines, series choice, message delivery, interpretation until working at Newlife.

One of the best things about Newlife was how I learned to teach and examine the scriptures. Wes Davis has an exceptional ability to developing communicators, and a clear way to right hermeneutically correct outlines. His development process involves action based discipleship where you preach, and receive feedback has been invaluable to me.

5. Why did you want to plant a campus?

When I moved to Newlife in 2001 I shared my desire to be trained so I could one day launch a church. I did not have a clear sense of where the campus would be, but I felt that God was preparing me for that moment, and was open to launching a campus wherever the leadership thought was best.

When I was asked to launch the Bainbridge Campus in fall of 2008 my wife and I asked for a month to pray for the launch of the campus, and in November we accepted the responsibility with a sense it what God was asking us to do.

6. How did Newlife prepare you to launch your campus?

Newlife's approach to training is action-based discipleship so I served and received feedback. My experience was different than others, but I would want as many people to experience the training I did. I was invited to lead in many of the current systems of Newlife for three years. I worked with youth as the youth pastor. I lead groups. I lead woman's ministry for a year. Whatever I could do to help. All of those experiences contributed to what I am doing now.

7. Describe your launch plan?

In November I assembled a team consisting of groups lead (Dave Clark), worship lead (Adam Deardorff), early Childhood lead (Beth Mass), Elementary lead (Lincoln Miller), a Mobile Team lead (Jeff McGarvey), and an Gathering Lead (Kelli Collins). Each person was giving a one sheet of their responsibilities between November and the Easter launch. The focus was on recruiting people to be on serve teams. We wanted to have 200 people serving by the launch. We had three launch invite meetings each one grow we started with 60 at the Steve and Dana Webbers home. The second one was at the Bainbridge commons with about 90 people, and the third one was at the Bainbridge Country Club with about 175 people. We prayed, recruited servants, and invited people to go on the mission with us. We had a Palm Sunday practice gathering with 209 people the following week on Easter we had 477, and we were off.

8. If you launched again what if anything would you do different?

I chose one team member because of his connections to the Island, and not because I believed in him as a leader. In hind site I would have been better off to not involve him from the beginning.

9. When you began the launch process, what was your first step? Looking back was it the right step?

Recruit a team. It was the right step. I was not overwhelmed by the process because the team did such a great job.

10. What training were you looking for when you set out to launch your campus?

I was looking for clear direction I needed confidence that what I was doing was right.

11. What personality trait was the most helpful in launching your campus?

I was determined to see this happen. I was willing to drive this thing over a cliff and I don't know another way to make it happen. During the launch people tried to vie for my leadership position, and doubted me as a leader. I was stressed out of my mind, but I never doubted with God's help I could do it.

12. What personality trait was the least helpful to you in the launch process?

Insecurity. Most people would say I am a fairly confident person, but whatever insecurity I had came out during the process. The launch process has a way of shaking you down to the core. I think it's how God rips arrogance out of young leaders.

13. What were you least prepared for? Could we have done something different to better prepare you for the launch?

I did not expect my group lead to try to take my job, and to self-appoint himself as the lead of the Bainbridge campus, and I did not expect my Mobile team lead to leave because I held the old earth and young earth theory as open handed position. I do attest that God was creator, but he was adamant that we believe in a young earth. I didn't see it coming.

14. How could Newlife have been more helpful?

I think it is key to have a Newlife leader at the first and key launch meetings to establish authority, and make sure everyone knows what they are being asked to do from the elders of the church.

15. What type of prerequisites would you recommend we have in place for future campus planters?

I think we need to think long and hard about how or if we launch campuses with people who have not been involved in leadership with Newlife for a year or more. I think people need to serve a year minimum before they are appointed to launch a campus.

16. Why did you choose to plant a campus with Newlife and not another church?

I didn't really choose Newlife. I choose Wes. I believe he really wanted to help me grow, and could train me to launch a campus that would grow better with him than if I did it on my own.

17. Why did you plant a campus and not a sovereign church?

I wanted to work with a team. I wanted to do the mission with a group of people. I have found ministry at times to be lonely even if you are succeeding. It is

the time each week with a group of people all running in a similar direction that helps fuel me for the mission. In short leading a campus at least for me is more fun than being on my own.

Dan Serdahl

1. Name

Dan Serdahl

2. How many years have you been involved in ministry?

Since I was a boy. My dad was a pastor, because of that I never wanted to be one and yet here I am.

3. What ministry experience helped prepare you to plant a campus?

Being apart of larger team was the biggest help in preparing to launch a campus.

4. How have you been prepared to teach the Bible?

Two things: Leading groups. Fuller Seminary. My degree is in the Master of Arts in New Testament.

5. Why did you want to plant a campus?

The right answer and they are both correct. To reach unreached people, and finally do it right. I wanted to create a church for our friends. I wanted to do it right.

6. How did Newlife prepare you to launch your campus?

Newlife's theology was the biggest help in launching our campus. I wanted it to be a video venue.

7. Describe your launch plan?

By being fired I knew I needed to do something. The money wasn't there. I had to go. My plan was survival.

8. If you launched again what if anything would you do different?

I would launch with a campus that intends to be sovereign. Live communication not video. Launch missional communities first and let a gathering emerge, and wouldn't mind doing it in Seattle.

9. When you began the launch process, what was your first step? Looking back was it the right step?

Invite as many people as I knew to a Sunday evening event in Kingston. Several gatherings in Kingston Community center. It offended the Assemblies of God church in Kingston, because we didn't communicate.

10. What training were you looking for when you set out to launch your campus?

I was hoping for the tribal identity that wasn't there. The launch was a threat to the mother ship. I believe it was the reason it didn't work. We launched before we were ready.

11. What personality trait was the most helpful in launching your campus?

I had to be willing to die and it taught me so much. God took advantage of my isolation and ego. We were all so dysfunctional...that was the grace in this. Somehow God brought us back together.

12. What personality trait was the least helpful to you in the launch process?

Isolation: it protected me.

13. What were you least prepared for? Could we have done something different to better prepare you for the launch?

I was least prepared for Team Building and apprenticing.

14. How could Newlife have been more helpful?

If they had a clear system or a model that helped show me the way. They needed a playbook so we knew what to expect.

15. What type of prerequisites would you recommend we have in place for future campus planters?

We need a literal apprenticeship for 12 – 18 months with increasing exposure to communication, leadership, and team building.

16. Why did you choose to plant a campus with Newlife and not another church?

Launch two by two.

17. Why did you plant a campus, and not a sovereign church?

I wanted to be a part of the team. It felt like the parent ate their young, but the dream was always to be a part of a team doing the mission together.

Jonathan Stone

1. Name

Jonathan Stone

2. How many years have you been involved in ministry?

I have been involved for 17 years. I started at 18 years old employed by Youth with a Mission. I was responsible for training & taking student on global mission trips.

3. What ministry experience helped prepare you to plant a campus?

Global missions helped me think about those who weren't already apart of a church. Reaching unreached people opened my eyes to the need to reach my neighborhood. Serving in the church as a worship lead helped. On the job training is was where most of my experience happened I had 6 months before I launched.

4. How have you been prepared to teach the Bible?

Two-year ordination process that gave me a good foundation process, and I read the one year bible every year for 15 years. (YWAM Principal) I don't think we should let anyone plant a campus who hasn't read the bible through cover to cover at least once.

I was given the opportunity to teach in YWAM.

5. Why did you want to plant a campus?

I didn't want to...Initially. I would say it took two weeks before I would say yes. When I was first asked I said, Hell no! But even hell couldn't stop this church for being planted. Plus my wife was excited. So I listened to her and the Holy Spirit.

I also said yes because it was an invitation to be a part of a team, and not to go do something else.

6. How did Newlife prepare you to launch your campus?

Slapped me in the butt and said, "Go get it!" My preparation was to start a small group and show up at our Tuesday Table meetings.

7. Describe your launch plan?

Three step plan: 1. Small group for a year. 2. Form a launch team. 3. Sunday gatherings.

8. If you launched again what if anything would you do different?

I would launch with someone else. I definitely wouldn't do it by myself even if it took longer.

9. When you began the launch process, what was your first step? Looking back was it the right step?

My first step was launching a group, it was the right step, because it was a living room full of people some connected to a church some not. I remember listening to people's stories: Jonika wanted a church her husband would attend. He attends now. The group also gave me an opportunity to realize it wasn't my job to fix people, but I could create an environment where the Holy Spirit could show up. It made it about people not a gathering.

10. What training were you looking for when you set out to launch your campus?

How to lead people? I had never been a pastor before. So I was looking for the in and outs. I didn't know how to do weekly gatherings. How do you deal with the people who show up every week? My experience with YWAM was a different church every Sunday. Not the same people ever Sunday. The big things were training and effective communication. I felt like Newlife helped me to get them.

11. What personality trait was the most helpful in launching your campus?

Determination: I will not give up! I will beat a dead horse! It can be a weakness as well.

The team was asking me to make a decision. Not looking for someone to ask them. Launching is not the time to be looking for input. A launcher needs to make the decisions whether they are right or wrong. If they are wrong they need to be quick to apologize.

12. What personality trait was the least helpful to you in the launch process?

Introverted: I had to learn how to hang out with people I don't know. I leaned on my wife to get me out of the house. I had to move from task oriented to being people oriented.

I was trying to be people oriented, but I was really task oriented. It gives me the confidence because I am not dependent on others, but also a weakness to keep others involved.

13. What were you least prepared for? Could we have done something different to better prepare you for the launch?

Asking people to give. 6 years later I began to address the issue. The Central Kitsap campus supported us from the beginning.

14. How could Newlife have been more helpful?

We were the step-child; we were the experiment that survived. We had no plan. People ask me, "Where do you see yourself in five years?" I don't. Newlife gave financially and provided open source communication. We were just figuring it out as we went.

15. What type of prerequisites would you recommend we have in place for future campus planters?

Proven Leadership. A resume of things you led and grown. The assessment was interesting because it asked, "Have you led a ministry that has grown? Did it survive when you left? (I had to apply it to Youth with a Mission, but yes)

Serve at another campus on another team. Before you are given a leadership role. 12 months to get the DNA. Reading the message. If you get the heart you will get the rest.

Wes said, "Start a small group with people who don't go to church." (1 year)
The leader has to do life with people who aren't in a church. Meaningful life.

16. Why did you choose to plant a campus with Newlife and not another church?

Newlife chose me. I wasn't looking for another church.

17. Why did you plant a campus and not a sovereign church?

I would love to be in a place where I could send others. Take someone who didn't see themselves as a pastor, but give them an opportunity to have their life ruined for Jesus. I don't know if is necessary launching a campus, but launching in the mission somewhere.

Wes Davis

1. Name

Wes Davis

2. How many years have you been involved in ministry?

24 years.

3. What ministry experience helped prepare you to plant a campus?

Launching a youth ministry in Post Falls. 8 Kids, and \$100 go for it. It seemed the most entrepreneurial.

4. How have you been prepared to teach the Bible?

I think honor's English and writing critical essays. Life Center Church was the church I grew up in and it had a big influence on how I teach the bible. It was my grandma sitting down with quarters, and apples teaching me to memorize the scriptures.

5. Why did you want to plant a campus?

I was asked, and I thought some day I would do something big.

6. How did Newlife prepare you to launch your campus?

I was not following any plan. No book I was reading. I knew I couldn't do it alone, and I knew I needed a team. So we made a list of 7 couples all from the same group that I thought would be interested.

7. Describe your launch plan?

We met once (I was doing the youth ministry at the time, which consumed most of my energy.) for sure meeting once a month would have been better. We did whatever was in my gut it was centered on a gathering. Target was people not coming to church. Once a week we read the Bible with the guys. We had no plan.

8. If you launched again what if anything would you do different?

One of the key things is having lunch and going to people's houses. Picking up what people think and feel. I would do more of the missional community thing.

Interacting with people in the community needs to be apart of what we do. When I was a youth pastor the school district paid money to do a leadership retreat

for the school. When there was a school suicide the youth team was invited to pray with kids for 6 hours. This is the kind of community impact we want to have.

9. When you began the launch process, what was your first step? Looking back was it the right step?

When I look back everyone was an insider. I'm not sure if it was the right step. There was nothing clear that we were going to be super involved with the community.

10. What training were you looking for when you set out to launch your campus?

The only training I thought about were in some books I had read: Bill Hybles "Courageous Leadership" and "Rick Warren's Purpose Driven Church." They helped because he moved in an area and started a church. They made it seem possible, and it helped me know there was going to be train wreck moments. When we make it easy for people to launch I think it makes it harder in the long run.

I was inspired and I was ok with failure. Failures aren't final. I like work with people who play sports because they see failure as an opportunity.

11. What personality trait was the most helpful in launching your campus?

Perseverance: It never crossed my mind that maybe I should give up.
Stay Encouraged: ENDURING quality to continue to have both regardless of circumstances. There is a fine line between being overly optimistic.

The support of my wife: I never wondered if Kari knew it would work, and a wife who believed in me. She has always been someone who really believes in me.

She knows all my faults and believes I can do it, and if the person who knows you the best believes in me who cares what anyone else thinks.

12. What personality trait was the least helpful to you in the launch process?

Ego. I wanted to plant a church and Jesus wanted to teach me how to treasure it. Ego can drive someone to plant a church, now that I have what the church what does it mean. It's like marriage ego can drive someone to get married, but now that you have your wife how do you treasure her.

13. What were you least prepared for? Could we have done something different to better prepare you for the launch?

I was not prepared to have three staff members resigning in three months. Personal rejection has always been difficult for me, but something I learned to deal with as a teenager. I dealt with rejection from dating, and sports early on and it made me stronger.

14. How could Newlife (Christ Memorial Church) have been more helpful?

They were. More than I thought at the time. Some stuff that was unhelpful was more helpful than I thought as I look back on it. The move and the time frame actually accelerated the launch, but at the time I felt it was too quick and too much pressure.

I wish there was a private celebration so the public celebration was different.

15. What type of prerequisites would you recommend we have in place for future campus planters?

I think it would be best if they have worked in the real world (outside the church). Personally led people to Christ. They are known in the community. They

have the net out. They give money to the mission. Can't be too churchy. I need to be able to have lunch with them. It's the wild dogs thing. They desire to do the mission together.

16. Why did you choose to plant a campus with Newlife and not another church?

Not distinctive: Low bar of acceptance, and high bar of expectation. Anyone can come...and some of you are going to plant a church. Open hand closed Fist. People becoming the church. Always about the mission. Something more...We need to emphasis Jesus and de-emphasis Newlife.

17. Why did you plant a campus and not a sovereign church?

I launched a church sovereign because I was asked to. The church started as a church within a church and I hadn't intended to be sovereign, but the values and mission of the mother church were so different we had to be sovereign.

Appendix 4:

In 2005 the Emerging Leadership Initiative created an online tool for identifying potential church planters. Since its creation, more than 6000 individuals have completed ELI's Initial Screening Assessment or ISA. Recognizing the wealth of data that had been acquired, an analysis of the reliability and validity of the ISA was completed, yielding the results outlined below.

1. The test-retest reliability of the ISA indicates that the test is very stable over a period of two months or less.
2. The internal consistency reliability of the ISA indicates that the items on the test measure a single overall construct.
3. Results from a statistical analysis of the construct validity of the ISA support the structure of the ISA with four subscales and one overall church planting potential factor. The ISA appears to measure four aspects of church planting potential that together yield an overall estimate of church planting potential.
4. Results from a survey of ISA respondents were examined to determine if the ISA could predict a respondent's effectiveness as a church planter in those who planted a church after taking the ISA. The strongest relationship between the ISA and indicators of effectiveness was seen between ISA scores and attendance both in the first (launch) month of weekly gatherings and in January 2011. The Relational Evangelism and Church Planting subscales also were positively and significantly related to the percentage of un-churched and dis-churched individuals who had become part of the church plant.

5. Additional factors besides the ISA that might influence the effectiveness of church planters were explored in interviews with survey respondents who took the ISA before planting a church. No clear patterns were found in the interview data to explain why some church planters with low ISA scores were highly effective as church planters or why some of those with high scores were less effective.

6. Survey data also were examined for respondents who took the ISA after having planted a church. The relationships between indicators of church planting effectiveness and ISA scores were stronger in this group than in those who planted a church after taking the ISA. This finding provides evidence for the predictive validity of the ISA by showing that those who were effective church planters had high scores on the ISA.

7. Data from assessments of personality type, spiritual gifts, strengths, and a 360 assessment also were examined to determine how these factors might interact with church planting effectiveness. Some patterns were found in personality types, gifting, and strengths that were more common among those who demonstrated effectiveness as church planters.

8. Selection bias was noted as a limitation of the ability of the ISA to predict future performance as a church planter. This bias results from the fact that those with low ISA scores are less likely to attempt to plant a church compared to those with high scores. As a result, the ability of the ISA to predict poor performance as a church planter is limited.

Appendix: 5

Brandon Cameron's Assessment Score



Comparison Chart

Profiles	Church Planting	Entrepreneurial Leadership	Ministry Experience	Relational Evangelism
Planter	100%	92%	100%	75%
Benchmark	75%	75%	75%	70%
Median	54%	73%	60%	48%

Your Initial Screening Assessment[©] provides an overall percentage score, as well as percentage scores in four categories:

- Church Planting Experience
- Entrepreneurial Leadership
- Ministry Experience
- Relational Evangelism

The overall score, and each category, also shows a color code of green, yellow or red to help you discover your readiness for church planting.

- Green is above 75% (70% in the Relational Evangelism category)
This is the benchmark established by highly effective church planters and indicates you are most likely ready to start a new church.
- Yellow is above 50%
This is below the benchmark and is most likely an indication you have specific skills or experiences you should develop prior to starting a new church, especially if only one or two categories are indicated.
- Red is below 50%
This indicates areas that you should give significant attention to. They are most likely the result of a lack of experience or skill set typical of effective church planters.

A comparison chart is also provided so you can see how your results compare to others who have taken the Initial Screening Assessment[©].

As you review your scores, we'd encourage you to look for areas where you may develop your knowledge, skills and experience, as this will only help you reach your future church planting goals. Please keep in mind that the Initial Screening Assessment[©] is not designed to provide a complete assessment of your gifts, abilities, personality or experience. The purpose is to help you begin discovering your church planting potential quickly and easily in an online environment.

Chad Alvarado's Assessment Score



Comparison Chart

Profiles	Church Planting	Entrepreneurial Leadership	Ministry Experience	Relational Evangelism
Planter	79%	84%	94%	61%
Benchmark	75%	75%	75%	70%
Median	54%	74%	60%	48%

Your Initial Screening Assessment[®] provides an overall percentage score, as well as percentage scores in four categories:

- Church Planting Experience
- Entrepreneurial Leadership
- Ministry Experience
- Relational Evangelism

The overall score, and each category, also shows a color code of green, yellow or red to help you discover your readiness for church planting.

- Green is above 75% (70% in the Relational Evangelism category)
This is the benchmark established by highly effective church planters and indicates you are most likely ready to start a new church.
- Yellow is above 50%
This is below the benchmark and is most likely an indication you have specific skills or experiences you should develop prior to starting a new church, especially if only one or two categories are indicated.
- Red is below 50%
This indicates areas that you should give significant attention to. They are most likely the result of a lack of experience or skill set typical of effective church planters.

A comparison chart is also provided so you can see how your results compare to others who have taken the Initial Screening Assessment[®].

As you review your scores, we'd encourage you to look for areas where you may develop your knowledge, skills and experience, as this will only help you reach your future church planting goals. Please keep in mind that the Initial Screening Assessment[®] is not designed to provide a complete assessment of your gifts, abilities, personality or experience. The purpose is to help you begin discovering your church planting potential quickly and easily in an online environment.

Dan Serdahl's Assessment Score



Comparison Chart

Profiles	Church Planting	Entrepreneurial Leadership	Ministry Experience	Relational Evangelism
Planter	86%	73%	53%	57%
Benchmark	75%	75%	75%	70%
Median	54%	74%	60%	48%

Your Initial Screening Assessment[©] provides an overall percentage score, as well as percentage scores in four categories:

- Church Planting Experience
- Entrepreneurial Leadership
- Ministry Experience
- Relational Evangelism

The overall score, and each category, also shows a color code of green, yellow or red to help you discover your readiness for church planting.

- Green is above 75% (70% in the Relational Evangelism category)
This is the benchmark established by highly effective church planters and indicates you are most likely ready to start a new church.
- Yellow is above 50%
This is below the benchmark and is most likely an indication you have specific skills or experiences you should develop prior to starting a new church, especially if only one or two categories are indicated.
- Red is below 50%
This indicates areas that you should give significant attention to. They are most likely the result of a lack of experience or skill set typical of effective church planters.

A comparison chart is also provided so you can see how your results compare to others who have taken the Initial Screening Assessment[©].

As you review your scores, we'd encourage you to look for areas where you may develop your knowledge, skills and experience, as this will only help you reach your future church planting goals. Please keep in mind that the Initial Screening Assessment[©] is not designed to provide a complete assessment of your gifts, abilities, personality or experience. The purpose is to help you begin discovering your church planting potential quickly and easily in an online environment.

Jonathan Stone's Assessment Score



Comparison Chart

Profiles	Church Planting	Entrepreneurial Leadership	Ministry Experience	Relational Evangelism
Planter	84%	91%	94%	48%
Benchmark	75%	75%	75%	70%
Median	54%	74%	60%	48%

Your Initial Screening Assessment[®] provides an overall percentage score, as well as percentage scores in four categories:

- Church Planting Experience
- Entrepreneurial Leadership
- Ministry Experience
- Relational Evangelism

The overall score, and each category, also shows a color code of green, yellow or red to help you discover your readiness for church planting.

- Green is above 75% (70% in the Relational Evangelism category)
 This is the benchmark established by highly effective church planters and indicates you are most likely ready to start a new church.
- Yellow is above 50%
 This is below the benchmark and is most likely an indication you have specific skills or experiences you should develop prior to starting a new church, especially if only one or two categories are indicated.
- Red is below 50%
 This indicates areas that you should give significant attention to. They are most likely the result of a lack of experience or skill set typical of effective church planters.

A comparison chart is also provided so you can see how your results compare to others who have taken the Initial Screening Assessment[®].

As you review your scores, we'd encourage you to look for areas where you may develop your knowledge, skills and experience, as this will only help you reach your future church planting goals. Please keep in mind that the Initial Screening Assessment[®] is not designed to provide a complete assessment of your gifts, abilities, personality or experience. The purpose is to help you begin discovering your church planting potential quickly and easily in an online environment.

Wes Davis' Assessment Score



Comparison Chart

Profiles	Church Planting	Entrepreneurial Leadership	Ministry Experience	Relational Evangelism
Planter	100%	89%	100%	64%
Benchmark	75%	75%	75%	70%
Median	54%	74%	60%	48%

Your Initial Screening Assessment[®] provides an overall percentage score, as well as percentage scores in four categories:

- Church Planting Experience
- Entrepreneurial Leadership
- Ministry Experience
- Relational Evangelism

The overall score, and each category, also shows a color code of green, yellow or red to help you discover your readiness for church planting.

- Green is above 75% (70% in the Relational Evangelism category)
This is the benchmark established by highly effective church planters and indicates you are most likely ready to start a new church.
- Yellow is above 50%
This is below the benchmark and is most likely an indication you have specific skills or experiences you should develop prior to starting a new church, especially if only one or two categories are indicated.
- Red is below 50%
This indicates areas that you should give significant attention to. They are most likely the result of a lack of experience or skill set typical of effective church planters.

A comparison chart is also provided so you can see how your results compare to others who have taken the Initial Screening Assessment[®].

As you review your scores, we'd encourage you to look for areas where you may develop your knowledge, skills and experience, as this will only help you reach your future church planting goals. Please keep in mind that the Initial Screening Assessment[®] is not designed to provide a complete assessment of your gifts, abilities, personality or experience. The purpose is to help you begin discovering your church planting potential quickly and easily in an online environment.

Appendix: 6

Abbreviated Human Subjects Review Application

Please submit to Kevin Leach (11220 Bldg. 237)

Name: Brandon Cameron

Telephone #: 360473-6785

Address: 9439 Capstan DR NE. Bainbridge Island, WA. 98110

Email: brandon.cameron09@northwestu.edu

Department: College of Ministry

Section I: Please circle the correct response. *To receive an expedited review procedure you must be able to answer no to all of the following questions.*

- 1) Will participants be identifiable to anyone other than the researchers (i.e. will records be available to anyone outside the project)?
No
- 2) If responses became known beyond the research project, could participants be at risk of criminal or civil liability, damage to employment, financial loss or undue embarrassment?
No
- 3) Are sensitive areas (illegal behavior, drug/alcohol use, sexual conduct) dealt with in this project?
No
- 4) Does this project involve any kind of deception (i.e. subjects are unaware of the true purpose of the experiment, or other important details of the procedure)?
No
- 5) Are children under 18 years old participating in your project?
No
- 6) Does the research involve participants who are not mentally, physically, and emotionally healthy adults?
No
- 7) Does your project involve any medical or dietary procedures?
No

8) Does your project involve prisoners, pregnant woman, developmentally disabled adults or any other special population?

No

Section II:

Write a summary of your proposed project, including the purpose and procedures which will be used. Consent forms, questionnaires etc. must be included with your application. Use additional pages as necessary.

I am researching how Newlife finds next wave church and campus planters. I am collection information through a survey⁴⁶ that I will request you complete, and I will request you participate in a live interview discussing your personal campus planting experience related to Newlife. Your answers and survey results will be used to design a profile of future church and campus planters for Newlife. I have attached all three interviews in the appendices.

I certify that the above information is true and that I will follow the research procedures and method for obtaining consent as approved by the Human Subjects Review Board during the duration of this study. I will also submit any further changes to the Board for review.

Principal Investigator

Date

Faculty Advisor

Date

⁴⁶ Emerging Leadership Initiative. "Church Planters Profiles" Word Press, 2011 <http://www.churchplanterprofiles.com/cake/> (accessed October 14, 2011)

Questionnaire informed consent form: Campus Planter Interview

I am conducting research to find next wave Campus Planters for Newlife. If you participate in this research you will providing me with key information that will help us create a profile for the type of church and campus planters are looking for. This questionnaire contains seventeen research questions that I will ask you in a live interview format.

This survey involves personal disclosure through your honest answers. Everything you share will be kept in confidence. This information will only be used for research purposes and will not be shared beyond the confines of this project. I am not asking you to share your name, just your experience. This useful information will help Newlife help create a clear profile to help us find and interview prospective church planters. Participating in this study is your choice, and there are no consequences for choosing not to do so. If you decide to participate in this study, you have the right to remove yourself at any time for any reason.

This project has been approved by the Human Subject Review Board at Northwest University.

If you have any questions or comments about this study please contact me at 360-473-6785 or at brandon.cameron09@northwestu.edu. You can also contact the Chair of the Human Subjects Review Board, Dr. Kevin Leach, at Northwest University at 425-889-5248 or kevin.leach@northwestu.edu

You will receive your own copy of this form,

Sincerely,

Brandon Cameron
Master of Arts in Missional Leadership Grad Student at Northwest University

I have been made aware of my responsibilities as a participant of this survey. I have also been made aware that I can withdraw myself from this study at any time without any penalty whatsoever.

Print Name

Date

Signature