Subject File of Rodger Hedlund
Union of Evangelical Students of India, 10, Millers Road, Kilpauk, Madras 600 010.

Dear Brother:

Greetings in this new born year from Church Growth Research Centre. We appreciate all that you have done for us in the past. Of course we are very grateful to you for whatever you do for us, especially cyclostyle.

Please accept this cheque for Rs. 25/= as a small contribution, with gratitude.

Kindly acknowledge this with a receipt.

Thanking you.

Yours in the Great Commission,

Paul R. Viswasam, Administrative Asst.

Enclosure: Cheque.

PRV/pm

Dear Dr. Hedlund,

I hereby circulate to you for your information and immediate action the following:

1) Appointment of Auditor. According to our Constitution, appointment is to be done annually, but this was overlooked in previous Board meetings. Action can be recorded at our coming (18 February, 1982) meeting. This is to inform you that I need to act and will proceed to do so assuming your tacit approval. Any suggestions or objections may be sent to me immediately, but if I do not hear by 1 January, 1982, I will assume your approval.

2) Appointment of Honorary Public Relations Officer, to be discussed and finalized on 18 February. This is to inform personnel committee members of the availability of Mr. A.R. Samuel (a retired government servant) for this role. I am suggesting a job description in 3 areas: as honorary chaplain, public relations representative and assisting me in supervising a research project on a part-time basis.

Thank you.

Sincerely yours,

P.S. Jerry Hogshead: At our February 18th. meeting we will need to extend a formal invitation to Mr. Jerry Hogshead to join the staff of CGAI/CGRC as Research Director and/or Training Director for a period of 3 years (?) beginning from 1982. You have already received some intimation about this possibility. I am circulating the above for your information and approval as its essential that we begin preliminary investigations with the government as to the possibility of a visa being granted.

R.H.
Mr. Christopher John  
34 Mookathal Street, 2nd Fl.  
P.O. Box No.457  
Purasawalkam  
Madras 600 007.

7 January, 1982.

Dear Mr. John,

New Greetings!

Herewith I am sending you 2 copies of a letter from our Secretary to The Commissioner of Income Tax and 2 copies of Form 10 A - all duly filled and signed. We retained 2 copies of each for our record. Kindly fill in the dates, as we did not do so.

Is it possible to send your team to start auditing the 1982 accounts of CHURCH GROWTH ASSOCIATION OF INDIA beginning from 10th January, 1983? We would like the audited statements to be given on or before 1 February, 1983.

This time we have C.G.A.I general account as well as one of projects to be audited. So two separate reports may be required. We regret the short notice given. Hope you would oblige and help us.

With many thanks.

Yours sincerely,

Paul Robin Viswasam,  
Administrative Asst.

cc: Dr. R.E. Hedlund  
Rev. N.J. Gnaniah
To
Dr. R. E. Hedlund,
Co-Ordinator,
Church Growth Research Centre,
Kilpauk, Madras 600 010.

Dear Dr. Hedlund,

With reference to your application requesting the use of this place, the Trustees at an Ordinary General Meeting held last month discussed the matter and it was unanimously agreed that the Church Growth Research Centre may make use of this Centre for Seminars & Training programmes for limited periods for which an application may be made with the given dates.

We trust this arrangement will suit you.

Yours sincerely in Christ,

(Miss) K. Benjamin, Secretary/Treasurer, I.B.T.I.
Dear Dr. Hedlund,

Thank you for your letter dated 13th Nov. and for the Quarterly-India Church Growth, 12 copies along with your Constitution. I am sending out a copy to each Trustee. We plan to meet on the 19th. So and do be in prayer about the final decision, that it may be what the Lord wants for this place and for you.

May I please know what is your stand with the Pentecostals and Charismatic groups?

As you have not seen this place, how would you know if you would find this place suitable and adequate for your work?

Do you have any planned out programme for the training of missionaries?

Would it be a mixed group of men and women?

Would there be families who would take up permanent residence here, or would the place be occupied only for the period of the weeks or months of the training period only?

I mention all this as we do not have adequate family quarters. It is easier to be able to see for oneself and personally talk things over, rather than after having gone through all the correspondence etc. it would be realised that the arrangements etc. would not be "The thing" for your work.

I would like to add further that once a year we need the full place for our own programme which takes place during Diwali and for three weeks.

Do please reply at your earliest,

Thanking you,

Yours sincerely in Christ,

(Miss) K. Benjamin,
Secretary/Treasurer/I.B.T.I.
Dr. R. E. Hedlund
Post-Church Human Research Centre
P.O.Bag 768, KILPANKUR
MADRAS

PIN 600 010

NO ENCLOSURES ALLOWED

SENDER'S NAME AND ADDRESS:

India Public Training Institute
104 Salisbury Park
KILPANKUR

PIN 600 010

NOT TO BE USED WITHOUT COPYRIGHT PERMISSION
OF ASBURY THEOLOGICAL SEMINARY.
14th December, 1981.

Miss Benjamin,
Secretary and Treasurer,
India Bible & Training Institute,
104, Salisbury Park,
Pune 411 011,
Maharashtra.

Dear Miss Benjamin,

Thank you for your letter of 10th December, 1981. Let me quickly make a brief reply.

We have no stand either for or against the Pentecostal Charismatic movement. Our members come from several different Church traditions, but all accept the CHARISMA GROWTH ASSOCIATION OF INDIA statement of Faith.

You are correct, I have not seen your facilities. I have, however, proceeded on the basis of the recommendation of our good friend, Ray Eicher, of C.I.

Yes, we do have a planned program for training Indian missionaries (and other Church workers). This has two groups: 1) a series of self-study courses in our Independent Study Program (See my article in INDIA THEOLOGICAL QUARTERLY, Volume 3, No.2, for details); 2) Short residential courses especially for researchers and cross-cultural field workers. The first program is being started with one course, the second program will develop as we have staff and facilities and will probably involve only men at least for the present.

Thanks very much for your interest and prayers.

Yours in Christ,

Roger E. Hedlund,

RC/ct
Dear Miss Benjamin:

Thank you for your kind letter of 14 November, 1981. I am very happy to send you under separate cover a copy of the Church Growth Association of India Constitution, which includes our statement of Faith. I will ask our office also to include a complete set of the India Church Growth Quarterly. This, I think, will give you some idea of our work.

You have asked a very good question. Yes, Church Growth is indeed the work of the Holy Spirit. The Holy Spirit convicts and draws people to Christ, and as we see from the book of Acts, He uses men and other means as instruments in doing His work. As the servants of God, our role is to be faithful in our obligations to the Master. What does faithfulness mean? It means, among other things, that we are faithful in obeying the Commission to disciple the nations. How do we go about this work of making disciples? In Acts 2 and in Matthew 28: 19, 20, in Luke 24: 47, 48 and in other passages we learn what this faithfulness means. In India we find that when this teaching is applied in the task of reaching out to non-Christians, with spiritual and cultural sensitivity, people are brought to Christ as individuals and in family and clan groups. The patterns emerge as we study the growth of the Church in India. Church Growth research also means that we seek to identify ethnic and cultural groups, not being evangelized and try to find effective means of response. This information we seek to share in our publications, seminars and other training opportunities. Now we are seeking to establish a study centre and develop our training programme. For this we require facilities. I trust that the above is helpful to you. Many thanks for writing. I look forward to hearing from you again following your Committee Meeting.

Cordially yours in Christ,

Roger E. Hedlund.

c: Rev. N.J. Gnaniah.

RH/pm
12 October, 1981

Attention: The Director or Manager.

Dear Friends in Christ,

Church Growth Research Centre, which was begun in late 1978, by the Church Growth Association of India (Registration No. 246/1978), is in search for adequate facilities for an expanding ministry. In this connection, Mr. Ray Eicher of Operation Mobilization, India suggested I write to you.

Ours is an Indian society dedicated to research and training pertaining to evangelization and Church growth in South Asia. Our present rented quarters are inadequate for future growth. At present we publish India Church Growth Quarterly, engage in data collecting and research projects, conduct seminars and cooperate with other agencies in consultation and training. We are beginning to offer extension courses related to Church growth in India. Eventually we hope to train research workers. But that will require study facilities which we do not now have. The study centre should also house our Church growth research library.

If the above is of interest to you, and if you desire to enhance this programme of training Christians for the task, I would like to correspond further with you. We are in process of doing a location study. We are now situated in Madras, but Pune would also be an attractive location for our type of ministry. May I hear from you?

Yours in Christ,

Roger E. Hedlund.

cc: Ray Eicher
    N.J. Gnaniiah
    S.R. Curville
    B. Shinde.

RE: H/pm.
Miss K. Benjamin, Secretary/Treasurer
India Bible and Printing Institute,
104 Salisbury Park,
Pune - 411 001.

Dear Miss Benjamin,

Thank you for your letter of 8th. January, 1982, containing the good news that your Trustees have unanimously agreed to allow Church Growth Research Centre to make use of your Centre for seminars and training programmes for limited periods. I further understand that application may be made with the given dates when needed. We are indeed grateful.

Now I am anxious to visit your place. I will let you know when I hope to come.

Our actual use of your property will depend on a number of factors such as the availability of office facilities should we shift our base of operation. This will be discussed by our Board members in February.

Cordially yours in Christ,

Roger E. Hedlund.

cc: Rev. N.J. Gnanjah
    Dr. R.R. Cunville
    Dr. B. Shinde

RH:pm
Mr. N. Radhakrishnan,
Stationer,
No. 157, Thambu Chetty St.,
Madras 600 001.


Dear Sir:

With reference to the invoices we are making the payments now. Details are furnished below:

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</table>

Total .. 232:64

(Rs. two hundred & eighty two and paisa sixty four only.)

We are enclosing a crossed cheque for Rs 232:64 (276 316). Kindly acknowledge this with a stamped receipt. I would like to draw your attention to the payment made to W. A. press, for Rs 365/40, for which we have not received a receipt. Kindly have them despatch it to us on the DATE OF PAYMENT.

Thanking you,

Paul R. Viswasam.

cc: Dr. R.E. Hills,
Rev. N.J. Gnaniah,
58/20, Municipal Colony,
Puthur,
Trichy - 620 017.


Dear Brother Gnaniah,

Warm Christian greetings. Congratulations on the recent edition to your family! Glad for the good news that concerned are doing well. God bless you each and all.

Now for some business prior to the coming Board meeting. Dr. Hminga has written that he cannot come. We have one applicant for membership, Dr. Abraham Philip. We need more members from South, especially Madras, both for benefit of quorum and to have officers when all of you go out at the end of this term! For agenda I have the following (but this may be incomplete):

- Reports (Director; Treasurer; Property)
- Personnel (Administrative Asst.; Office helper; Hon.
  Public Relations Officer; faculty appliance Salary; Readiian; researchers)
- Membership applications (one; two?)
- Business (appoint Auditor; interview faculty candidate?)
- Discussion regarding Training Institute (questionnaire?
  Degree/Non-degree)
- Invitations (Roger Hedlund; Jerry Hogshead)
- Other?

Thank you for the information regarding Mr. Easter Raj. I hope to contact him at U.B.S. I leave Sunday evening for the consultation at Yavatmal. If possible I would like to begin the research before summer, and for this I may have a suitable person (not decided yet).

The Hindi Seminar has been postponed to 16 - 19 March. Could you come to Lucknow at that time?
Mr. N.J. Gnaniah  
Contd./

God was present, I feel, at the International Association for Mission studies Vth. Conference at Bangalore. Thanks for your prayers ..... The Workshop on Mission and Church Growth in India had an interesting collection of Roman Catholic missiologists from India as well as Protestants and others from the West, eleven of us in all.

"Roots" has finally come from the press. Evangelical Literature Service has done a good job. Lisa designed the cover which is quite attractive.

A friend from college days is heading a new development organization called "Harvest." The object seems to be to link up with national churches in developing specific projects. Is this something useful? I will save the newsletter for you.

I hope we can have more time when you come for Dr. Cunville's Crusade, CGAI Board, and the TCW meeting.

In Christ,

Roger E. Hedlund.

cc: Dr. R.K. Cunville  
Dr. B. Shinde
From: Acting Executive Director  
To: CGAI Members and Friends:  
Subject: ANNUAL REPORT 1981

It was a good year. There have been times, however, when I would not have said that. 1981 also had its difficulties. Looking back, however, we can see the victory of the Lord. Progress has been made, much more than is visible. Perhaps the place to begin is with personnel, then move on to the various phases of this past year's ministry. I will conclude with some observations and projections into the future.

I. PERSONNEL.

People are the focus of ministry and the key to any programme's failure or success. During 1981 I have continued to serve as Coordinator and lecturer as well as Acting Director for the Church Growth Research Centre/Church Growth Association of India. In this I am assisted by the office staff and by my wife who also has taken charge of our Independent Study Programme. The real key to the office operation is my administrative assistant, Mr. Paul Robin, who not only manages the office but handles much of my correspondence, administrative matters and the bookkeeping.

Several personnel changes took place during the year. Solomon, Stalin, and Adrien left us. Joseph, Pamala, and Christy have come to help us on a part-time basis. Others who have helped for a short time doing specific jobs include Mr. Mangalaraj and Lisa Hedlund.

A major innovation this year was the assistance of an intern couple from Fuller, E. Mike and Dawna Jaffarian, who served with CGRC for three months doing research and assisting in a Seminar and meetings. This was a highly successful experience which hopefully can be repeated....

Recruitment of staff, both for the office and for developing our training and research programmes, is a pressing need, but it also means finding the right combination of persons and abilities. Several recent applications and interviews are of great promise as we look ahead.

II. PROGRAMME.

1981 was a year of travel and consultation. This report will not cover every detail but can touch main events. From time to time the Coordinator has met with representatives from various organizations who have come to discuss facets of their evangelistic ministries, research and planning. These have included people from UESI, YFC, World Vision, Southern Baptist Foreign Mission...
Board, Methodist Church in India, Bethel, Light of Life, Hindustan Bible Institute, others. CGAI/CGRC this past year did not conduct many seminars of its own, but there has been a full participation in numerous conferences and consultations in which the Coordinator has been an invited speaker and lecturer. Our mandate, as stated in the objects of the Society, are thus increasingly fulfilled in a variety of "service" contributions throughout the sub-continent. Let me highlight a number of these.

1) Conferences and Workshops. March 9-13 I taught missions at the UESI Study Centre, Highfield, Kotagiri, and led evening devotionals. From 23-29 March my wife and I both participated in the Northern India Christian Workers 14th Annual Conference at Grace Centre in Gurgaon, Haryana, where I gave messages on Church Growth. May 12-16 I was one of the speakers at the India YFC Staff Seminar at Ooty where I gave lectures on Gospel and Culture and related current issues in evangelization. Then, 29-31 May, I was privileged to be a main speaker (along with Bishop Eric Mitchell) at the First Missionary Conference of the Methodist Church Gandhinagar Metropolitan District at Mehdedabad where I presented 5 papers; "The Old Testament Mandate for Mission", "The Christian Mission of the New Testament", "How Churches Grow in India", "The Indian Context, a Statistical Overview", and "Structures and Models". These were sent in advance for translation into Gujarati.

In July Mrs. Hedlund and I participated in the Medical Evangelism Workshop held at Pithapuram, Andhra Pradesh, the 19th to the 21st. Then, the 29th, 30th and 31st, I was the Bible study speaker for the India Missions Association Annual Conference, in Madras, where I presented three Bible study papers on the theme "Building the Church". During July and August along with E. Mike Jaffarian, four Sunday evenings were devoted to a seminar for Telugu Baptist leaders at the Day Memorial Baptist Church in Madras.

A high point of the year was an unexpected visit to Pakistan as the main speaker at the "Murree '81" follow-up for Edinburgh '80 on August 5-7. The Conference theme was "A Church for Every People by the Year 2000". I was asked to deal with the Task and its Biblical Base, Strategy, and Resources for the Task.

On August 20 and 21 I gave two presentations on "Church Administration for Church Growth" in the Church Administrators' Course for Asian and African (Lutheran) Church leaders at Gurukul. (Later, on 13 September, I was to address the concept "Christian Conversion and Caste in the recent Indian Context" at the UTC-Gurukul Alumni Annual Theological Refresher Course at Gurukul). Another important assignment was to teach church growth at the Indian Missionary Training Institute at Chikalderra, Maharashtra, 20-26 September. Again at Kotagiri, 5-10 October, I gave a series of lectures on "Introduction to Research" at the Institute on Reaching Out to Friends, the first UESI course in evangelism among friends from other faiths. October 15-18 I was the main speaker at the Allahabad Bible Seminary Missionary Conference - sponsored by the Students Missionary Fellowship. From there I journeyed to North Bihar (with a mild case of Typhoid) for a Training Conference with the Brethren In Christ tribal outreach pastors and church leaders October 24 to November 1.

It is necessary to evaluate this amount of activity both in terms of the overall contribution to the cause of evangelization and the fulfillment of CGAI objectives. I am personally satisfied on both counts. The other side, however, is that I feel I cannot continue this pace indefinitely, particularly the travel is a physical drain. What has been done is in response to need (with a number of requests turned down). Our mandate is clear. CGAI/CGRC fills a unique role which vindicates the 1978 decision to create such an agency in the Indian matrix. The working out of the mandate is according to specific need and according to the availability of resources. The precise expression of ministry will change with the recruitment of
additional staff. The development of latent aspects of the CGAI/CGRC programme will make it possible to carry out pending projects and enlarge the scope of ministry. What this means will be indicated in parts of this report following.

The Coordinator's 1982 Calendar is full. January 4-9 I attended the Vth Conference of the International Association for Mission Studies, held at Whitefield near Bangalore, where I led the workshop on "Mission and Church Growth in India"-- a stimulating experience. January 19-22 I am attending a Consultation on Missions and Evangelism at Union Biblical Seminary, Yavatmal, where I will present a paper on "The Status of Missionary Work in India Today". From there I go to Gujarat to do a seminar on Church Growth with the IBM missionaries at Danta, January 24-28. A North India Hindi (Hindustani) Church Growth Seminar is now scheduled for 16-19 March at Lucknow. Other appointments involving travel follow later in the year, but a good deal of time is set aside this year for developing other features.

2) Research. Research is an ongoing affair as our office collects and files information. Specific research projects, however, are another concern and require capable personnel as well as available funds. A pressing need is to be able to carry out investigations arising from the 1980 consultations and seminars in several areas with Dr. McGavran. Funds were not forthcoming during 1981, hence these major projects remain pending. They include a South India People Movement survey, investigation of Hindu caste movements to Christ in Andhra Pradesh, and a Western India data collection project. Efforts and progress continue to raise funds for the above. Smaller research efforts are made possible through a special project of the Conservative Baptist Foreign Mission Society. An additional field survey is projected for Anjangaon in Maharashtra. A study ought to be done to determine Hindu attitudes toward Christ and conversion in Madras as well as a search for prime fields for new church planting in Delhi and other areas.

This year a simple but basic research project was carried out in the City of Madras by our summer interns from Fuller/CBFMS, E. Mike and Dawna Jaffarian. The previously begun collection of information regarding Madras Churches was completed in fine style by drawing on the previous summer's work of HBI students under the direction of Rev. Martin Alphonse and Mr. Gnaniah, from A New Day In Madras by Amirtaraj Nelson and Multiplying Churches in Modern India by Ezra Sargunam, through a simplified questionnaire and numerous visits to churches and church leaders. The result is now being published as a directory listing some 520 Madras churches.

Students from Gordon-Conwell Seminary (USA) are wanting to come to India next summer to carry out a research project in Calcutta under CGRC direction. During 1981 CGRC was able to offer suggestions and guidance to a number of agencies wanting to carry out research in the sub-continent as well as provide data and information to several individuals. CGRC has been requested to carry out a major responsive peoples survey during 1981 by an interested evangelizing body.

3) Consultancy. A new and unplanned aspect of the CGRC contribution appears to be developing. By "Consultancy" I mean that Christian agencies come to request our help in training and guiding their workers and in carrying out specific research which will inform and give direction to new church planting efforts. The Coordinator's trip to North Bihar in October, 1981, is an example of the former. The Brethren In Christ Mission has
requested that this be repeated during 1982. An example of the research type of consultancy comes from a major denominational mission structure working in India whose name is not to be divulged at present. One of the encouraging factors is that those requesting the consultancy are also prepared to pay the costs—which also makes the service possible!

4) India Church Growth Quarterly. ICGQ is not only the oldest CGAI project, in its 4th year during 1982, it continues to receive priority. We owe a debt of gratitude to two sources sustaining the Quarterly. One is the regular, generous support of O.C. Ministries, the other is the dedicated service of the honorary Acting Editor, Mr. H.J. Kumar Doss. At the moment Bro. Kumar Doss is engaged in post-graduate studies in addition to his full-time teaching load at the Polytechnic. Therefore the CGRC office is for the present taking on more of the production and editing responsibilities so as to relieve pressures on the Acting Editor. Two special emphasis issues appeared during 1981, one on Training, the other on Indigenous Missions. Special editions are planned for 1982 on Urban Church Growth, Rural Church Growth and possibly on Contextual Theology of Evangelization. There continues to be a need for news reporting from around India as well as articles by Indian authors. CGAI members are urged to write!

During 1981 a change of printer was made from SIGA to the Steward Press. Circulation continues at around 3,000. However this represents a major "clean-up" of the mailing list as well as the addition of new names. Several hundred copies were being returned for various reasons but these had never been deleted from the mailing. The mailing list is now being maintained in a more orderly way, and the mailing itself is systematically prepared in advance. Postage rates have recently increased the cost of mailing the periodical. Expressions of appreciation from time to time are received from the readers some of whom also send donations. Several advertisements were inserted this year, but this does not really contribute much toward production costs.

5) Publishing and Writing. In addition to the Quarterly several other missiological publications (books and articles) are in various stages of production. Roots of the Great Debate in Mission finally came from the press in December. Proceeds from the sale of this subsidized 419 page volume (Rs.27.) will go into a revolving fund for publication of additional mission/church growth books according to our publishing agreement with EIS. Ajith Fernando's A Universal Homecoming? is now in the works with SLS. The Madras Churches Directory is due from the press in January and is published by CGRC.

Of urgent interest to CGAI members is the compilation and publishing in 1982 of a series of case studies of GROWING INDIAN CHURCHES. Several have agreed to write. It is important now to send in the manuscripts.... This is important and can be a valuable contribution to the cause of Christ in India.

Correspondence is carried on as to the possibility of getting Indian editions of several valuable books including Planting Churches Cross-Culturally by David Hesselgrave (a unique and valuable text), Discipling Through Theological Education by Extension by Vergil Gerber, and several others. After several years of agreement, delays, negotiations and correspondence it is disappointing that GIS apparently has decided against doing Mcnee's Crucial Issues In Bangladesh -- in spite of a World Vision subsidy, requests from Wm. Carey Library (USA), Operation Mobilization (India) and Bangladesh (World Vision). We need the book as a model for similar research in India, but Mr. Eapen indicated that we would have to purchase all the copies (1500) if we were to go ahead!

During 1981 at least 1,000 copies of Indigenous Missions of India were sold as well as 375 copies of the Church Growth Survey Handbook. In addition to these two CGRC publications, several hundred copies of the various Indian church growth studies stocked by our office were also distributed for a total of approximately 1925 books dispatched.

A need exists for a person to carry out the correspondence and other tasks related to production of Church Growth books in India.

During 1981 it was suggested that the numerous papers prepared by several conferences might form the basis for a book. These have now been collected together and are being edited and re-written with the probable title "Building the Church". Part of my 1982 calendar has been blocked out for the major writing assignment involves the revision of a set of printed notes developed while teaching at U.B.S. in order to produce a text on "The Missionary Theology of the Bible" (title subject to change). Both of these books are for publication in India.

6) Office and Administration. The CGRC office is operating smoothly and efficiently under the supervision of my Administrative Assistant, Paul R. Viswasam, who also cares for much of my correspondence and other details during my absences. The work load in the CGRC office has multiplied during this year although the personnel have not increased. The amount of correspondence is voluminous. At least 1900 pieces of mail (excluding the Quarterly) went out during 1981. For one month (November) 140 letters alone (not including book post, receipts, and parcels) were sent. An additional 30 miscellaneous pieces brings the November total to 170 (excluding the Quarterly). Approximately 11,000 copies of India Church Growth Quarterly were sent last year. The above does not, however, account for all of the incoming mail handled consisting of letters, journals, money, books, receipts, etc.

Mid-way through 1981 we instituted a new system of book keeping. It is now possible at any time to know the exact balance of funds received and spent in any category of our programme. An accounting memo system saves time and confusion and keeps the Executive Director and Treasurer equally aware of the flow of funds.

Because of the increased volume of work, we need to relieve the Administrative Assistant of the accounting chores so that he will be free to develop in other areas. This may necessitate a different arrangement of support personnel as well as an additional office worker.

7) Library. A large number of valuable books have been added this past year. We are grateful to Mr. Geoff Richards for supplying quite a number from his collection. Others were purchased from several sources. We probably have about a thousand volumes on missiology including several rare books as well as 25 theses on church growth in India. Cards are being typed, but the books remain unclassified. We must either employ a librarian or train a person who can organize and oversee our collection. The librarian at the Conservative Baptist Theological Seminary at Denver (USA) has offered to classify our books if we send detailed book lists. We also need a workable classification system. A number of books are being donated by missionaries leaving India. Thus our missiological research library continues to grow. A qualified librarian was interviewed recently.

8) Training. One self-study course, Understanding Church Growth, is being offered in our Independent Study programme. Other proposed courses (listed in last year's Report) need to be developed. The entire programme then will need revision, simplification, administration, and promotion.
The other aspect of our training plan involves residential courses. Here we must emphasize that there is no duplication or competition with other existing and proposed training courses such as IMTI (Chikalda), IICCC (Nasik), Bethel, or the Madras/Bangalore M.Th. in Missiology projected by AETEI and M.Th. with Mission major at Yavatmal. Ours is church growth-oriented training, and it is rooted in field research. Moreover it is open to all and appealing to cross-cultural Christian workers of several types as well as to missions who want such an available programme under our auspices in Madras.

Progress has been made in seeking sources for academic recognition for courses to be done under CGRC auspices. Should our training offer a degree, or is non-degree study preferable? This has been a debate in my mind with strong arguments on both sides. I have favored a non-degree approach since we want to train workers, not teach students. Recently I have come to the conclusion we can do both simultaneously. Therefore I feel we can now develop a programme that will utilize both self-study extension courses and residential study. Short courses by visiting Indian and foreign missiologists, lectures and tutorials by CGRC faculty, directed reading, seminars, papers and exams would be possible. But the heart of the programme would be the field-research thesis.

What is described above is academic though praxis-oriented. Courses must also be geared to the needs and levels of those indicating they want training but do not have an academic background. This may be the most important part of the programme and should receive priority.

CGRC should prepare during 1982 to launch its training institute during 1983 at the latest. Facilities are needed for a study centre and to house the researchers/scholars. What do we name this "McGavran Institute" of India? Where will we locate? What facilities are available? Are there sources for funds? If possible we should recruit a suitable Indian faculty member. If not, we may rely on part-time advisors until such a time as we have trained persons who can return to teach as our faculty.

III. FUTURE.

As we enter 1982 we anticipate the direction and provision of a benevolent Master who often surprises us and makes His purposes known in unexpected ways. Before us now is the question of facilities, property and finance. God has provided thus far; He will certainly continue to do so. At the same time we should seek additional sources of support. There is also the question of personnel; an honorary public relations officer from Madras, a faculty application from Nagaland, additional office help, the possibility of expatriate staff. Will the Central Government grant a visa for a research coordinator to join our staff from overseas? This must be explored soon. Here is also the possibility of partnership with additional overseas agencies; CNEC, RBMU Int'l., others. But we should also develop promising staff that come to us. This year we should encourage Paul R. Viswasam in the study of missiology (he is registered for our first course). As we carry out field research projects this year, we will not only fulfill our mandate and carry out what no one else is doing, we will also be developing a corps of researchers and potential staff. Within two and a half years the Coordinator will be going on furlough. At least one year before that an Indian should begin to function as CGRC Executive Director. Hopefully within the next one year our training programme can take shape as the Bharat "McGavran Institute". Members are requested to give thanks to God and to intercede on behalf of the CGRC/CGAI ministry, its staff, its programmes and direction, and for each other.
(Supplement cont'd)

cGA/egre Relationships

1. De Ministries
   - 1) gQA — funding
   - 2) QH, further — staff?

2. CBPUS
   - 1) Medlands (2)
   - 2) CBPUS — egre sp. project
   - 3) "Mr. Page" friends

3. CNEC — latent (must recruit, then "contract")

4. RMSU 
   - potential (Hockett,insert, visa...)

5. (Grave Community Ch.) — ? — Indian staff member
   - only a question, tomorrow = suggest ?)

6. Brethren
   - 1) Oct. 1981 seminar with workers
   - 2) 1982 (Oct-Nov) = consultancy

7. Southern Baptist Mission
   - 1982 Research Consultancy
   - (10 months at $200. = Rs. 150, one.)

8. FMFB
   - loan Mr. Francis Joseph to egre
   - (3-4 months, research project)

9. World Vision India
   - 1) past: 1980 Pkg. tour seminars (funding)
   - 2) 1982 research seminar follow-up

10. Others?
        - Christianity — U. Homecoming, A. Fermor)
    - 2) V. Gerber, Bible Fh. School (Hindi team)
        - Pron.: memory, TEE & E — ?
    - 3) ?

11. Suggested

   — —

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OF ASBURY THEOLOGICAL SEMINARY

P21
Supplement to Director's Annual Report

To Church Growth Association of India Executive and General Body members;

I feel I must add this personal word. For the past two years I have travelled extensively building up this ministry. This was necessary - but exhausting. The pace cannot continue. From the last three trips I have returned ill. Last night I was "robbed" of Rs. 650/- aboard a Madras bus: I lost documents and cards, diary containing addresses around the world, 2 first class train tickets, purse. But I was not injured! This, however, became a warning: what if I had fallen under the wheels? It could happen, and points up the fact that Church Growth Research Centre now needs a team to carry the load. We must pray and take steps ... My furlough is coming up. Before that my "replacement" must have at least a year of working with me full-time.

My own exhaustion also tells us that my part of the programme must become less mobile. Our training "institute" needs on location development to which I ought to devote my time. But to make this a reality requires funds, facilities and personnel. This is a time for action as well as discussion.

As I see our work developing, we need the following "desks": 1) INDIA CHURCH GROWTH QUARTERLY - a secretary to assist the editor in putting together content and guiding each issue to the finish (a flow chart demonstrates the steps and stages covering about 6 months of preparation for each issue); this is a part-time desk. 2) "McCavran Institute" - development of our full training programme: a full-time desk involving many aspects and personnel (what I ought to be doing). 3) Research Coordinator - a major desk: planning projects, supervising and training researchers. 4) Publishing: a part-time desk, linked to research; to coordinate with Evangelical Literature Service (our publisher), raise subsidies, guide manuscripts .... 5) Library - catalogue books, organize shelves and facilities, supervise use of resources. Part-time, initially full-time.

The question now is procedure: what do we do next? Recruit? How: from members, students, train them ourselves? Do we begin a major fund-raising effort? Who will do? Do we hold a mini consultation? (Perhaps as part of our next Church Growth Association of India meeting in September or August?) How do we fund a consultation? Please offer suggestions, in writing.

Attached is a list of Church Growth Association of India/Church growth Research Centre Relationships. This is for your information only, not for distribution or advertisement! This does not mean we have funds flowing in from all these sources. Actually funds are received from only two!

R E Hedlund
Coordinator.
Church Growth Association of India/Church Growth Research Centre Relationships

1) OC Ministries
   - 1) INDIA CHURCH GROWTH QUARTERLY -funding
   - 2) Question of further - staff?

2) CBFMS
   - 1) Hedlunds (2)
   - 2) CBFMS- CHURCH GROWTH RESEARCH CENTRE Special Project
   - 3) "Mr. Page" funds

3) CNEC
   - latent (must recruit, then "contract")

4) RBMU International - potential (Hogshead, invitation, visa...)

5) (Grace Community Church) -?-(Indian staff member support?)
   = only a question, no promise =

6) Brethren In Christ Mission/Church
   - 1) October 1981 Seminar with workers
   - 2) 1982 (October-November) = consultancy

7) Southern Baptist Mission
   - 1982 Research Consultancy
     (10 months at $200 = Rs. 16,000.)

8) FMPB - loan Mr. Francis Joseph to CHURCH GROWTH RESEARCH CENTRE.
    (3-4 months, research project)

9) World Vision India - 1) past: 1980 McGavran tour seminars (funding)
    -?=- 2) 1982 research/seminar follow-up (pending)

10) Others?
    - 1) John Stott: Evangelical Trust (book publishers subsidy - UNIVERSAL HOME COMING?
          Ajith Fernando)

    -?= 2) Vergil Gerber: Bible Literature International
          (Hindi translation)
          -?= perhaps MOODY: DISCIPLING THROUGH THEOLOGICAL EDUCATION
          IN EXTENSION. -?=

    -?= 3) Possibly Sarah Lyons - CdTo - library classification
          (from Denver)

11) Suggested -?=

R.E. Hedlund.
I am glad to submit the Annual Report for the year 1981 to the General Body.

PERSONNEL: During 1981 Dr. R.E. Hedlund continued to serve as Co-ordinator and Acting Executive Director of CGAI/CGRC. Under his efficient direction CGRC functioned very well. During this year (1981) there were several personal changes to increase the efficiency of our office. We had a couple from Fuller, E. Mike and Dawna Jaffarian, who served with Church Growth Research Centre for three months and compiled THE MADRAS CHURCHES DIRECTORY, Recruiting staff for developing our training and research programme is a pressing need.

PUBLICATIONS: 1) A Time planning chart for INDIA CHURCH GROWTH QUARTERLY helps it to be published regularly. Special issues were brought out and plans are being drawn for more special issues in 1982.

2) ROOTS OF THE GREAT DEBATE IN MISSIONS has been published. A comprehensive study on Mission by Dr. R.E. Hedlund.

3) THE MADRAS CHURCHES DIRECTORY, published by Church Growth Research Centre serves as a fine guide book to everyone.

4) Several other publications are in progress and are likely to be published in 1982. CGAI/CGRC is playing an important role in the Third World to bring out outstanding Missiological Titles. We deeply appreciate the Acting Executive Directors effort.

PROGRAMME: Dr. R.E. Hedlund explored the width and length of our country by conducting Seminars, Conferences, workshops etc. He was over extended in this area of work, and fell sick twice. The highlight of his visits was to Pakistan for a Conference. The amount of activities in Church Growth Research Centre has increased. So the need for more staff and resources should have to be realised.

RESEARCH: Plans have been made and successful research projects are being carried out specifically in South and West India. Research is progressing.

OFFICE: Office is operating smoothly and efficiently. Work is multiplied although the personnel have not increased. Hundreds of volumes (Missiological and Anthropological books) have been added during this year to our library.

TRAINING: Facilities are needed to develop our training programme. One Self-study course is offered now, and this programme is developed with the assistance of Mrs. June Hedlund. We also need to recruit personnel to shoulder the load of writing and teaching and training.

It was a year of progress.

Place: Madras
Date: 15 April, '82.

N. J. Gnanalah
Secretary, CGAI/CGRC.
January 25, 1982
Monday.

Dr. Roger E. Hedlund
Church Growth Assn. of India
109, Secretariat Colony, 6th Street
Post Bag 768, Kilpauk
Madras - 600 010.

Dear Roger,

Thanks for your letter of 6th January.

Realizing the need for competent personnel to fulfill the various functions of CGAI, I hereby send my approval for your plans.

Praying for a mighty harvest through CGAI.

Cordially,

C. D. JEBASINGH
Dr. Roger E. Hedlund  
Church Growth Assn. of India  
109, Secretariat Colony  
6th Street, Post Bag 768  
Kilpauk  
Madras - 600 010.
The Minutes of the meeting of the Executive Committee of the Church Growth Association of India held on 18th February 1982 at 107 F, Anna Nagar East, Madras-600 102 at 11:00 a.m.

Members Present:
1. Mr. C.D. Jelasingh
2. Mr. E.A. George Moses
3. Dr. R.E. Hedlund

Apologies Received:
1. Rev. K.I. Alier (letter)
2. Dr. C. Lal Halinga (letter)
3. Rev. N.J. Shanmiah (telegram)

There being no quorum present within the hour fixed for the time of the meeting according to the advance notice sent to the members, an adjourned meeting was held according to the provisions of section 16(c) of the Bye-Laws and Rules of the Church Growth Association of India (Revised August 1981).

1/82: The Minutes of the previous meeting as recorded and circulated by the Secretary were approved.

2/82: The Annual Report of the Acting Executive Director was accepted as read.

3/82: Audit: In the absence of the Treasurer a letter from the auditor was read stating that the 1981 audit has been completed and that a certified statement will be submitted following the clarification of one or two pending matters from the 1980 audit.

4/82: Budget: The proposed budget of Rs.1,68,960/- for 1982 was discussed and accepted.

5/82: Auditor: The appointment of V.K. Cecil Joseph and Company, Chartered Accountants, as our Auditors for 1981 and 1982 was approved.

6/82: Invitation: It was resolved to extend an invitation to Mr. Jerry Hogshead of U.S.A. to join the staff of Church Growth Research Centre as Research Co-ordinator.

7/82: Appointment: It was resolved to appoint Dr. R.E. Hedlund as Co-ordinator, Lecturer, and Acting Executive Director of Church Growth Association of India and Church Growth Research Centre.

8/82: General Body: It was resolved that the General Body meeting of the Church Growth Association of India should be held along with the next meeting of the Executive Committee during August or September at a time and place found convenient for members to attend.

The meeting was closed with prayer by each of those present.

[Signature]
R.E. Hedlund, Acting Executive Director
Minutes of the meeting of the Executive Committee of the Ch. Pr. Assoc. held on 18.2.1982 at 10.7 F, Ann and Nagan Road, Madras - 600 102 at 11.00 A.M.

Members Present:
1. Mr. C. P. Jebaunigh
2. Mr. E. A. Grossan
3. Dr. R. E. Hulcund

Apologies Received:
1. Rev. R. J. Aire (letter)
2. Dr. C. Lall (Western letter)
3. Rev. W. J. Gourweal (telegram)

There being no quorum present within the hour fixed for the time of the meeting according to the advance notice sent to the members, an adjourned meeting was held according to the provisions of Section 16(a) of the Bye-Laws x Rules of the Ch. Pr. Assoc. of India (Revised Aug. 1981).

1/82 - The Minutes of the previous meeting as recorded and circulated by the Secretary were approved.

2/82 - The Annual Report of the Acting Executive Director was read accepted as read.

3/82 - Audit: in the absence of the Treasurer a letter from the Chartered Accountant-Auditor was read stating that the 1981 audit has been completed for that a certified statement will be submitted following the clarification of certain two pending matters from the 1980 audit.

4/82 - Budget: The proposed Budget of Rs. 108,980 for 1982 was discussed and accepted.

5/82 - Auditor: The appointment of G.R. Cecil Joseph & Co., Chartered Accountants as our auditors for 1981 and 1982 was approved. The report was circulated to the members by the President.

6/82 - Invitation: It was resolved to extend an invitation to Mr. G. E. Hegwood of U.S.A. Research Centre as Research Co-ordinator.
7/82 - Appointment: It was resolved to appoint Dr. R. E. Hedlund as Coordinator, Lecturer, and Acting Executive Director of Ch. Gr. Assoc. / Junior Ch. Gr. Research Centre.

8/82 

General Body: It was resolved that the General Body meeting of the Ch. Gr. Assoc. in India should be held along with the next meeting of the Executive Committee during August or September at a time and place found convenient for members to attend.

The meeting was closed with prayer by each of those present.

R. E. Hedlund, Acting Executive Director
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<thead>
<tr>
<th>Account</th>
<th>Budget</th>
<th>Source</th>
<th>Monthly Need</th>
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<td>1) Printing &amp; Paper</td>
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<td>1) O.C. Ministries</td>
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<td>2) Postage</td>
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<tr>
<td>2. Research, Publishing &amp; Seminars</td>
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<td></td>
<td></td>
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<tr>
<td>1) Research</td>
<td>11,000</td>
<td>1) CBFMS Spec. Proj.</td>
<td>3,000</td>
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<td>2) Publishing</td>
<td>15,000</td>
<td>So. Batts Mission</td>
<td>8,000</td>
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<td>3) Seminars &amp; Conf.</td>
<td>6,000</td>
<td>2) Mr. Page</td>
<td>15,000</td>
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<td>32,000</td>
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<td>4. Gerber Translation Project</td>
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5. 100.
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*Outside Budget*
### 1982 Budget

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<td>2. CBFMS Spec. Proj.</td>
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<td>So. Bapts Mis. 8,000.</td>
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<td>Mr. Page 15,000.</td>
<td>Rs 2,670.</td>
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<td>1) Literature</td>
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<td>4. Gerber Translation Project (AS requested/received)</td>
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<td>5. Other Programme Needs</td>
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<td>1) O.C. Ministries 600.</td>
<td>Rs 100.</td>
</tr>
<tr>
<td>2) Books</td>
<td>0</td>
<td>2) self-supporting (sale of books)</td>
<td></td>
</tr>
<tr>
<td>3) Library</td>
<td>600.</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>1,200.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>6. CGAI Board</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1) Travel</td>
<td>8,040.</td>
<td>1) Member fees 1,500.</td>
<td>Rs 590.</td>
</tr>
<tr>
<td>2) Audit &amp; Legal</td>
<td>300.</td>
<td>O.C. Ministries 7,080.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>8,580.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>7. Office</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1) Salary</td>
<td>18,000.</td>
<td>1) CBFMS 24,000.</td>
<td></td>
</tr>
<tr>
<td>3) Bldg. Maint.</td>
<td>1,800.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4) Postage</td>
<td>1,970.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>5) Telephone</td>
<td>1,620.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>6) Equipment</td>
<td>1,600.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>7) Stationary &amp; Supplies</td>
<td>3,600.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>8) Local Travel</td>
<td>480.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>9) Hospitality</td>
<td>2,520.</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>28,980.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>7. Office</td>
<td></td>
<td>Designated Funds 98,880.</td>
<td></td>
</tr>
<tr>
<td>8) Local Travel</td>
<td>480.</td>
<td>Undesignated giving 10,100.</td>
<td></td>
</tr>
<tr>
<td>9) Hospitality</td>
<td>2,520.</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>3,500.</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>10,100.</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>9,085</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>98,880.</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>108,980.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Total**: 108,980.
Dr. R.E. Hedlund,  
Co-ordinator & Acting Executive Director,  
Church Growth Association of India,  
109, 6th Street,  
Secretariat Colony,  
Kilpauk,  
MADRAS - 600 010.

Dear Sir,  


This is to inform you that the audit of the accounts of the Association relating to the year ended 31.12.1981 has been completed.

The statements of accounts and our report thereon relating to the year 1981 is pending finalisation for want of clarifications in respect of certain matters relating to the year 1980.

Thanking you,

Yours sincerely,

[Signature]

for V.R. Cecil Joseph & Co.,
Memo, From: R. Holland
To: EGLAL Exco, Com

1. Minutes
2. Membership Annual Report
3. Approve expenditures
4. Appoint committees
5. Appoint Auditors
6. Dept mtg. 1 Apr 1982

Adjourn!
circularize re. Jerry Ragsdale
(no objection to consents)

*urset and all in leg

- list needs
- fix wish

- - - -

- - - -

send reminder re. fees due

Auditor: Cecil Joseph England
(same terms)
1951 & 1952

Invit. to submit to R. Hedlund

NOT Lienwied orders:
- 1. Hickman's
- Paul R. Hicken
- Joseph (125 + 50 = 175)

Scale:
350 - 25 - 550 - 30 - 850
+20% DA + 20% HRA
250 - 10 - 350 - 20 - 550
20% 20%
20 - 5 - 225 - 10 - 325
20% 20%
CHURCH GROWTH RESEARCH CENTRE

Memo From: R. Helling
To: E. J. Gen. Body

13. 2. 82

Date:

R. Helling

1. Annual Report
2. Minutes
3. Personal
4. Plan, Report
5. Committee
7. Development
8. Program Supplemental Report
9. Calendar
10. Church

(Ret.)
Memo, From: R. Hedlund
To: EGLAL Exec. Con.

1. Minutes
2. Membership A. Philip
3. Approve expenditures
4. App'ls (committee).
   1. Property
   2. Hedlund
   3. A. E. Rajan
   4. R. Hedlund
5. App't. Auditor

End. Adjourn!
The sequence of entries at the beginning of this telegram is class of telegram, time handed in, serial number, office of origin, date, service instructions (if any) and number of words.

This form must accompany any enquiry respecting the telegram.

SICK REGRET INABILITY TO COME = GNANIAH =
CHURCH GROWTH RESEARCH CENTRE

Memo, From: R. Hellund
To: C.E.A.I Board Mtg.

Items to Agenda:

1. Roll call - sign minutes &c., &c.
2. Appoint Auditor
   a. Personnel Committee Report/Salary?
      - Paul Robin Viswasam / Joseph
      - Hon. publs. rels. officer / other office staff
3. Invitations - R. Hellund
4. Treasurer's Report / Auditor's Report
5. Funding Director's Report
6. Budget
7. Membership Applications
   - Atul and Philip
   - M. I. Ramesh
8. Programme development - discuss
   (direction, needs)
9. Property / finance development
   - Madras?
   - discuss Director's supplementary on C.E.A.I./C.E.E.
10. Nept Mtg. / Calendar
    - February
    - March
    - April
    - May
    - June
    - July
    - August

NOT TO BE USED WITHOUT COPYRIGHT PERMISSION
OF ASBURY THEOLOGICAL SEMINARY
Feb 14, 1982

- Notice
- Apologies (Dr. Shinde - in USA)
  Dr. Amuniga
  Rev. Aier
  Rev. Granial (senior)

- Approval of Plan
Mr. Jerry Hogshead  
468 W. Grandview  
Sierra Madre, CA 91024  

19 February, 1982

Dear Mr. Hogshead:

Greetings.

At the 18 February, 1982, meeting of the CHURCH GROWTH ASSOCIATION OF INDIA Executive it was unanimously decided to invite you to join the staff of the Church Growth Research Centre in Madras as Research Coordinator for a period of two years commencing from 1982 or as soon as clearance is obtained and visa granted.

The resolution passed at the 18.2.'82 Church Growth Association of India Executive meeting is as follows:

6/82. INVITATION: It was resolved to extend an invitation to Mr. Jerry Hogshead of U.S.A. to join the staff of Church Growth Research Centre as Research Coordinator.

We are pleased to extend this invitation to you and urge you to make all necessary arrangements to join us at the earliest possible.

Sincerely yours,

[Signature]

C. D. Jebasingh  
Vice Chairman  
CHURCH GROWTH ASSOCIATION OF INDIA.
20th February 1982.

Mr. C.D. Jebasingh,
C. 47, Eucress Buildings,
Wadala (East),
Bombay 400 037.

Dear Brother Jebasingh,

Here with I am sending you a cheque for Rs.466/- (A/2 276339) towards your travel for the Board meeting.

Kindly sign on the receipt which is also enclosed here, and attach your ticket folio with that if you have it.

Thanking you,

Cordially yours in Christ,

PAUL ROBIN VISWASAM,
Administrative Assistant.

CC: Dr. P.E. Hedlund

Encl.: a cheque and a receipt
Dear CGAI member,

Enclosed are the minutes of the adjourned meeting of the Executive Committee held on 18th February 1982 at Madras.

At this meeting we ratified the appointment of V. Cecil Joseph and Company as our auditor for 1981 - 1982, as previously circulated to the executive members on 6th January, 1982.

Also at this meeting it was resolved to invite Mr. Jerry Joneshead to join our staff as Research Co-ordinator. This was circulated to the executive members on 6th January, 1982. As of 18th February, 1982 there were received two consents and no objections. Members are hereby notified that if no objections are received from members by 18th March, 1982, a formal letter of invitation will be issued.

Members are reminded that their annual membership fee of Rs.100/- is due. They are urged to submit this (along with any delinquent dues or your contributions) toward the meeting of Church Growth Association of India Board expenses! God has blessed Church Growth Association of India. Last year it was necessary to slash the budget in mid-year. Through the dedicated hard work of the staff, the office was managed efficiently and we ended the year with a surplus. Thanks be to God who supplied our needs! Your contribution (and payment) will help this year. I thank you in advance.

The time and place for the next meeting (General Body and Executive) have been left open but is to be held in September or in August according to the convenience of members. It is necessary also to work around the Church Growth Research Centre calendar of events as well as make it possible for more members to attend. One possibility is to meet on 6th or 7th August following the II Western India Church Growth Seminar to be held at the Spiritual Life Centre, Thiruch...
Another possibility is to meet little early in July (5 - 9 July) at the strategy consultation in Calcutta, which some of us will be attending. But what I need from each one now is:

1. your preferred dates in September and/or August,
2. your impossible dates (pre-fixed engagements).

Please send this now. It will be of immense help in planning.

Respectfully submitted,

Yours in Christ,

R. Hedlund

Dr. R.E. Hedlund,
Co-ordinator and Acting Executive Director.

Enclosures: Minutes
Revised Constitution
Reply paid card
22 February 1982.

Dear CGAI member,

Enclosed are the minutes of the adjourned meeting of the Executive Committee held on 18th February, 1982 at Madras.

At this meeting we ratified the appointment of V. Cecil Joseph and Company as our auditor for 1981 - 1982, as previously circulated to the executive members on 6th January, 1982.

Also at this meeting it was resolved to invite Mr. Jerry Hogshead to join our staff as Research Co-ordinator. This was circulated to the executive members on 6th January, 1982. As of 18th February, 1982 there were received two consents and no objections. Members are hereby notified that if no objections are received from members by 10th March, 1982, a formal letter of invitation will be issued.

Members are reminded that their annual membership fee of Rs. 100/- is due. They are urged to submit this (along with any delinquent dues or your contributions) toward the meeting of Church Growth Association of India Board expenses! God has blessed Church Growth Association of India. Last year it was necessary to slash the budget in mid-year. Through the dedicated hard work of the staff, the office was managed efficiently and we ended the year with a surplus. Thanks be to God who abundantly supplied our needs! Your contribution (and payment) will help this year. I thank you in advance.

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Contd.
CGAI member:

22 February 1982.

Another possibility is to meet little early in July (5-9 July) at the strategy consultation in Calcutta, which some of us will be attending. But what I need from each one now is:

1. your preferred dates in September and/or August,
2. your impossible dates (pre-fixed engagements).

Please send this now. It will be of immense help in planning.

Respectfully submitted,

Yours in Christ,

Dr. R.E. Hedlund,
Co-ordinator and Acting Executive Director.

Enclosures: Minutes
Revised Constitution
Reply-paid card
India Church Growth Mission,
Jonestpuram,
Pasumalai,
Madurai 625 004.

Dear Mr. Gnaniah,

You were greatly missed in the meeting on the 18th
for my hope and pray for your speedy recovery.
Will you be able to assist me at Lucknow? I surely
hope so.

But I write regarding 2 urgent matters. Our present
Auditor is very thorough. Our books from Solomon's
time are a disaster. The audit is finished but for
2 items from 1980 for which there are no stamped
receipts or vouchers. You may have given there, but
they are not in the file. You may recall that our
previous treasurer (and Solomon) gave me a lot of
trouble about certain things, but they at no time told
me what was the problem. The difficulty is that there
two items (Rs.5,000/- for the Wayfire book and Rs.1000/-
for the Summer Institute) were listed as advance.
Advances must be repaid. There were not. Actually this
was incorrect terminology (I think Solomon listed
everything as "advances"). I explained to the Auditor
that these were parts of our programme (not "advances"
to be repaid) and hence were more properly "bills"
paid. But there are no vouchers or receipts. Therefore
we require from you two statements:

1. A statement that the Rs.5,000/- paid by cheque
No.752852 sometime in May 1980, was a payment
for publication costs of the Church Growth
Seminary Handbook and was actually paid to
the printers.

2. a statement that the Rs.1,000/- paid to you
by cheque No.751389 sometime in April 1980,
was actually a payment for Summer Institute
expenses.

I am sorry to trouble you but it is urgent that we have
these of statements from you immediately. A copy of
this letter is being sent to Trichy as well as to your
home address. Thank you for your speedy assistance.

Best wishes and cordial greetings to your family.

Yours in Christ,

R.E. HEDLAND
Best wishes and cordial greetings to your family.

Yours in Christ,

R.E. HEDLUND,
Acting Executive Director,
Church Growth Association.

CC: V. Cecil Joseph and Company.
Dear Sir,

As required by you and with reference to your letter dated 12th January 1982, to get the CHURCH GROWTH ASSOCIATION OF INDIA registered as a Charitable and Religious Organisation under the Income tax Act, I am furnishing you with the following:

1. 3 Xeroxed copies of each of the Audited statements of accounts, right from the beginning.

2. 3 Xeroxed copies of the Certificate of Registration.

3. 3 copies of our letter head on which you would find the Names of the Present Office bearers of C.G.A.I. listed.

4. 3 Copies of Memorandum, in which you would find the list of signatories to the Memorandum of Church Growth Association of India (founding members).

5. 3 Copies of C.G.A.I. Revised Constitution, as on August 1981.

We will wait on you till you do the needful.

Thanking you,

Yours faithfully,

PAUL ROBIN VISWASAM,
Administrative Assistant.

CC: Dr. R.E. Hedlund
Rev. N.J. Gnaniah.
The Manager, 
Tamil Nadu State Co-operative Bank, 
Kallys Branch, 
Madras 600 010.

24 February 1982.

Dear Sir,

We have decided to open an account in your bank as a second account for Church Growth Association of India. I am herewith furnishing you the following details:

1. A copy of our Constitution.

2. A xerox copy of certificate of Registration.

3. The application form duly filled, and specimen signatures of officials who are authorised to operate our account also is enclosed.

4. A recommendation letter has already been submitted for opening our first account. So I do not see any need for another letter.

Please help the bearer Mr. Joseph our office attender to open the account.

Thank you for doing the needful.

Yours faithfully,

PAUL ROBIN VISWASAM, 
Administrative Assistant.

PRV/ark
Dr. R. E. Hedlund, Co-ordinator
Church Growth Research Centre
Post Box 768, Kilpauk
Madras
Tamilnadu

600 010

No enclosures allowed

Council of Baptist Churches
In North East India

Panbazar, Gauhati

Pin PIN
Assam, India-781 001
February 24, 1982

Dr. R. E. Hedlund,
Co-ordinator
Church Growth Research Centre
Post Box 768
Kilpauk
Madras-600 010
Tamilnadu

Dear Dr. Hedlund:

I hope these days are going well with you and that the Church Growth Movement of India are progressing well. Regarding the next meeting of the governing body of the Church Growth, I would like to suggest some time in June if it is O.K. with you and other members either on 17 or 18 of June, 1982. If you arrange the meeting on either of these two dates it will be possible for me to be present in Madras.

Kindly let me know at your earliest.

Sincerely yours,

K. Imotemjen Aier
General Secretary
Memo, From: R. Hedlund
To: R. E. Carville
Date: 24.2.82

Reg

Dear Robert,

Just a hasty note to say:

1) Thanks for the delicious breakfast! And your thoughtful interest, etc.

2) Sue is contacting the Mathews Sisters about singing.

3) I failed to ask you whether you know Verneali Egea recommended for our staff by Odo?

4) How about having our next EGA meeting in Calcutta in July (a month early...) in connection with the CWE-sponsored evangelism training meeting with Ray Balke and Don McCurry? Babker McLaren dates: July 5-9. EGA1 could have a mini-convention on training (on Gen. Body & Spee. Com.) over this weekend July 9-11? What are your thoughts?

5) Give us a News Release on Festival?

R. Hedlund
Date: 27/2/82

Memo, From: Paul R. Viswasam
To: Rev. Pandita Mithuah
Reg: Salary

Total days present: 20.
Month: February, 1982

Basis: Rs.10/- per day.

Timings: 8 hrs a day (including 1 hr. lunch break)

Salary: 20 x 10
Rs. 200.00

[Signature]

CC: Dr. R.E. Hedlund

NOT TO BE USED WITHOUT COPYRIGHT PERMISSION
OF ASBURY THEOLOGICAL SEMINARY
Chairman:
  Dr. Benjamin Shinde

Vice-Chairman:
  C. D. Jebasingh

Secretary:
  Rev. N. J. Gnaniah

Associate Secretary:
  Dr. C. Lal Hminga

Treasurer:
  Dr. R. R. Cunville

Board Members:
  Rev. Imotemjen Aier
  E. A. George Moses

Co-ordinator &
  Acting Executive Director:
  Dr. R. E. Hedlund

Mr. Paul Robin Viswasam
Administrative Assistant
Church Growth Research Centre
109, Secretariat Colony
6th Street
Kilpauk
Madras 600 010.

Dear Brother Paul:

I hereby authorise you to sign all debit vouchers
and other correspondence pertaining to Church
Growth Association of India accounts on my behalf.

Thanking you.

Yours in His service,

Dr. R.R. Cunville
Treasurer, CGAI.

cc: Dr. R.E. Hedlund
    Rev. N.J. Gnaniah

27 February, '82

Chairman:
  Dr. Benjamin Shinde
Chief Immigration Officer 1 March, 1982
Village Road
Nungambakkam
Madras  600 034

Subject: Appointment of Dr. R.E. Hedlund.

Respected Sir:

This is to certify that at the 10/2/1982 meeting of the Church Growth Association of India Executive Committee it was decided to request Dr. Roger E. Hedlund to continue in his present capacity as Coordinator, Lecturer and Acting Director of the Church Growth Research Centre/Church Growth Association of India. His services are required for an indefinite period.

The following resolution was unanimously passed -

7/82. APPOINTMENT: It was resolved to appoint Dr. R.E. Hedlund as Coordinator, Lecturer and Acting Executive Director of Church Growth Association of India and Church Growth Research Centre.

Yours sincerely,

N.J. Gnaniah
Secretary.

C.D. Jebasingh, Vice-Chairman
Church Growth Association of India.
I prefer the following dates.

In August:
1. 
2. 18th - 25th
3. 

In September:
1. 1-3
2. P.P. No. 16
3. Lives, India

My most inconvenient dates are:

In August:
1. 1 - 15

In September:
1. 7 - 25

31st July in Madras will be convenient.

George Samuel

I prefer the following dates.

In August:
1. 
2. 
3. 

In September:
1. 
2. 
3. 

My most inconvenient dates are:

In August:
1. 
2. 
3. 

In September:
1. 
2. 
3. 

C. L. A.

The following are the dates suggested earlier:

In August:
1. 2nd - 4th
2. 10th - 12th
3. 19th - 30th

In September:
1. 1st - 9th
2. 10th - 16th
3. 17th - 26th

Rev. K. I. Ater

I prefer the following dates.

In August:
1. 
2. 
3. 

In September:
1. 
2. 
3. 

N. J. Gnanaiselvan

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OF ABURU THEOLOGICAL SEMINARY
Please let us know of any conference where several of us are likely to be to which we could attach our meeting to save time and travel. It would be convenient if we could meet at: MADRAS ON 31st JULY.

To
Church Growth Research Centre,
Post Bag No.768
Kilpauk,
Madras

Please let us know of any conference where several of us are likely to be to which we could attach our meeting to save time and travel. It would be convenient if we could meet at: CALCUTTA.

To
Church Growth Research Centre,
Post Bag No.768,
Kilpauk,
Madras

Please let us know of any conference where several of us are likely to be to which we could attach our meeting to save time and travel. It would be convenient if we could meet at: CHENNAI.

To
Church Growth Research Centre,
Post Bag No.768,
Kilpauk,
Madras
Greetings in the precious name of our Saviour Jesus Christ. I have received your letter and thank you for the same. I will be happy to help you at any extent. Here I am enclosing the address of people whom you asked.

1- Rev. Ninan Mathew  
Kerala United Theological Seminary  
Kannammola P.O  
Trivandrum  

2- Dr. P. G. Kuruvilla  
Kerala United theological Seminary  
Kannammola P.O  
Trivandrum

You can send your publication by the same address to the Librarian. They are getting any information on the line of Church growth. You may be able to help them by sending your literature for their library.

Further address I will send later.

With Thanks

Yours Sincerely

George Joseph
<table>
<thead>
<tr>
<th>Date</th>
<th>Donor</th>
<th>Source</th>
<th>Designation</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>1/3/82</td>
<td>O.E. Ministries</td>
<td>Inc.</td>
<td>India Ch. En</td>
<td>$500.00</td>
</tr>
</tbody>
</table>

Explanation: This is our most recent income from O.E. Ministries.

Signature: [Signature]
To all the members of Church Growth Association of India

General Body Meeting - Invitation

Dear brother,

This is to inform you that our Church Growth Association of India General body meeting will be held on 15th April 1982 at 10:00 a.m. at Dr. Hedlund’s residence (107 F, Anna Nagar East, Madras 600 102).

Since we could not meet in February, this is an emergency meeting demanded by the registrar of societies.

Please inform us concerning your arrival, using the enclosed post card.

Thanking you.

Yours sincerely in Christ,

[Signature]

Rev. N. J. Gnaniah
Secretary,
CHURCH GROWTH ASSOCIATION OF INDIA.
31st March '82.

Dear Dr. Hedlund,

Received your letter regarding the emergency board meeting to be held on the 15th April '82. I am afraid I may not be able to attend the meeting again, since I am leaving to Bangalore for my brother-in-law's wedding and be returning only on the 15th night. Kindly excuse for my inability to attend the same.

Thanking you with warm regards and Christian greetings.

Yours in Christ,

A. C. Rajan

A. C. RAJAN
TELEGRAMS SENT ON
31/3/82.

To:
Dr. R.R. Cumville,
Lachavmre Hill, Shillong, Meghalaya 793 002.
Rev. I. Afer, CBCNEI Office, Pan Bazaar, Gauhati 1, Assam 781 001.
Dr. C. Lal Hminga, Zoram Baptist Mission,
Serkawn P.O., Zoltang, Mizoram 796 126.
Dr. J.C. Gamaliel, Concordia Seminary, Nagercoil, Tamil Nadu.
Mr. George David,
168, A. Bakery Road, Mhow, 453 641, Madhaya Pradesh.


EMERGENCY GENERAL BODY MEETING
MADRAS: 15 APRIL MORNING: PLEASE ATTEND.

HEDLUND.

Dr. Hedlund
107, 'F' Block, Anna Nagar East, Madras 600 102.

A.C.E. R.R. E. Hedlund
1 April, 1982.

Rev. Imotemgin Aler
C.B.C.N.E.I.
Fabinasar, Gauhati
Assam 781 001.

Dear Imotemgim,

Sorry to be so late in responding to your letter. Our General Body has to meet soon as this is required by Law and is being demanded by the Registrar of Societies. April 15th is the only possible date. So I doubt that we can meet again in June, but should have a meeting later in the year. I hope you will be here.

There is an additional matter. We must appoint an interim executive director to take over for me. I can explain in detail when I see you, but this is suddenly urgent.

Mr. Dozo has suggested one Mr. Vepari Eapao for our faculty. Do you know Mr. Eapao? Would he also be a suitable executive director on a temporary basis? What is your recommendation? I need to be relieved this month...

Yours in Christ,

Roger E. Hedlund

RH:rk
April 1, 1982

Dr. R. E. Hedlund,
Co-ordinator
Church Growth Research Centre
Post Box 768
Kilpauk
Madras-600 010
Tamilnadu

Dear Dr. Roger:

This afternoon I received your telegram as follows:

"EMERGENCY GENERAL BODY MEETING MADRAS 15 APRIL MORNING PLEASE ATTEND"

I am sorry that it will not be possible for me to come. I have already finalised my programme in Nagaland beginning from April 14 through 26. Kindly take this my letter as apology.

With kind regards,

Sincerely yours,

K. Imotemjen Aier
General Secretary
Mr. C.D. Jebasingh
C 47 Euress Buildings
Wadala (East)
Bombay 400 037.

3 April, 1982.

Dear Brother Jeba:

Greetings in Christ. Thank you for your letter. Glad you will be with us on the 15th. This meeting is required by Law and is being demanded by the Registrar of Societies - and this was the only possible date. Hence the emergency call.

I have sent on to Dr. McGavran the review which you sent. Thanks for the same.

Now, regarding the case study of Bombay Methodists, we really ought to have this. Will you be able to do it? Or should I contact one of the pastors? I was thinking of Rev. Kumardass, but I do not have the address. Or is Rev. Dharmaraj still in Bombay? Or is there someone else? A year ago I met a Methodist Pastor whose story appeared in LIGHT OF LIFE, a Tamilian graduate from Leonard whose name I forget. I would be grateful for your suggestions (and the addresses).

Many thanks, and blessings of the Season.

In Christ,

Roger E. Hedlund

RH: pm
To:
Church Growth Research Centre,
Post bag 768,
Kilpauk,
Madras 600 010.

From: Dr. C. M. Nair
Sainikpur
P.O. Zostarang
Nizamabad 786671

To:
Church Growth Research Centre,
Post bag No. 768,
Kilpauk,
Madras

From: C. M. Nair
Sainikpur
P.O. Zostarang
Nizamabad 786671
Dear Sir,

I am sorry you cannot attend the meeting at 15 A.

Good Bye.

Yours,

[Signature]

30/3

Dear George,

I shall be attending the meeting at
15 A.

Good Bye.

Cary

Dear Brother Spanish,

I have just received your notice for the
General Body meeting in April '82. I regret to inform you that it will not be possible for me to attend the meeting due to previous engagements and pressure of work.

Please accept sincere apology for absence. Hope you will be able to have the meeting.

Yours,

[Signature]

Senior
1st April, 1982
From: Dr. Hanchiara Mission Compound P.O. Annambakkam
Agartala
Tripura

To: Church Growth Research Centre,
Post bag No. 768,
Ki Ipauk,
Madras

Pin PIN 600 010.
Dear Co-worker,

Greeting in the name of our Lord Jesus. I am sorry to inform you that I will not be able to attend the General Body as I have had engagement already which cannot be avoided. I will be in you in prayers.

By: Aureliano

Mission Compound
P. O. Arrendahua
Agua de Libre, Trujillo
April 5, 1982
7-4-1982.

Dr. Hedlund
Church Growth Research Centre
Post Box. 768, Kilpauk
Madras-600010.

Dear Dr. Hedlund,

As I returned from New Delhi after attending a seminar by TRACI, where I read a paper "Understanding Caste System (from the Persepective of Conversion)" I saw your telegram about the Emergency General Body meeting to be held in Madras on 15th April.

May I know at what time is the meeting and the details of the agenda. I would like to attend the meeting if at all possible.

I was happy to read your annual report for 1981. You are doing a great service. The Church Growth Institute has a great role to play in India today.

With cordial greetings,

Yours sincerely,

J.C. Gamaliel.
ORDINARY


Dr. J.C. Gamaliel,
Concordia Seminary
Nagercoil - 629 001.

Meeting 10 a.m. at Hedlund's house.

Hedlund

107, 'F' Block, Anna Nagar East, Madras 600102.
Dr. Roger E. Hedlund  
Church Growth Research Centre  
Post Box 768  
Kilpauk  
Madras 600 010  

Dear Roger:  

Thank you for your letter of March 27 regarding our monthly subsidy. Enclosed is our check for $400 being March and April subsidy. I am sorry for the delay in sending this to you, hopefully the payments from May onwards will reach you in the first week of the month.  

Yes, I hope to be in Kodai for a short time this summer. I must probably will be there about the third week in May. Sarah and children will be there for about a month. Hope to see you in Kodai.  

Sincerely,  

Florence  

Van W. Williams, III  
Treasurer - Indian Baptist Mission  
encl: check # 51967
Mr. Van W. Williams
Treasurer (I.B.M.)
383, Upper Palace Orchids
Bangalore 560 080.

Dear Mr. Williams,

Thank you very much for your registered letter dated 14th April, 1982, enclosed with a cheque for ₹400/. Please find herein a stamped receipt for the same.

Dr. R.E. Hedlund is very busy now, this week he will be off to Kodai for a month. You may meet him at Kodai.

With regards.

Yours sincerely,

Paul R. Viswasam,
Administrative Asst.

Encl.: a receipt (No. 222)

PHV/rk
AGENDA FOR GENERAL BODY MEETING

15.4.82

Opening Prayer
Roll Call

1. Minutes of the last General Body meeting
2. Annual Report
3. Auditor's Report
4. Budget
5. New member applications
6. Next General Body meeting

Adjournment and Closing Prayer
The sequence of entries at the beginning of this telegram is class of telegram, time handed in, serial number, office of origin, date, service instructions (if any) and number of words.

This form must accompany any enquiry respecting this telegram.
REGRET COULD NOT ATTEND MEETING
SINCERE APOLOGY.

LALHMINGA

Rev. Dr. C.L. Hminga
General Secy, B.C.M., Serkawn
P.O. Zotlang -796691 Lunglei, Mizoram.

Post copy for confirmation.

Dear Roger,

I am sorry to have to send this apology. I just could not get away at the time there have been pressing problems that demanded my time and thought. Your last letter in matters disturbing me when I read your statement that you could no longer continue, it is with I could know more of the circumstances which led driven you to do so. My station is so remote and communication gets so wide that I could not fully fill many of my obligations. I hope you understand my difficulties. With kind regards, your Hminga.
Dr. C. Lal Hainga  
Zoram Baptist Mission  
P.O. Zohtlang  
Mizoram 796 126.

26 April, 1982.

Dear Bro. Hainga,

Thank you for your telegram and your letter. A word of explanation: I am not quitting Church Growth Research Centre, but I am unable to cope with everything. For numerous reasons it is essential to have an Indian director. Frequent health breakdowns are only part of my difficulties. Within two years I leave on Furlough. Long before that we must have an Indian director. He should be fully in charge for at least one year before I leave. Secondly, we need to develop our training programme. Since I am unable to continue the travel pace of the past two years, I should devote myself to training and writing. But I find my time consumed by administrative details for which I am not suited. There is also the fact that CGRC is vulnerable so long as I am alone. If at any time I am removed, CGRC may also collapse and all will be lost. We have come far, but it is crucial now to have suitable Indian personnel. I hope to continue as Co-ordinator, but I must have co-workers to take over some areas of responsibility. One example: I am this week leaving for a month’s rest, but during my absence the office staff is completely on its own. There is no one to give direction, take responsibility for major decisions or to write cheques! I must try to appoint some temporary person within the next couple of days. We are also interviewing candidates and searching for a suitable facility for housing our library and study centre. There is also the pressure of fund raising. All of this is producing considerable stress. I have had some troublesome health problems which dictate a change. Hope this clarifies. Sorry for confusion caused. Please pray and offer any suggestions.

In Christ,

Dr. Roger E. Hedlund

RH/rk
Operation Mobilisation
Nama's Cool Storage,
I. Floor
S Ms Compound
L. Paral
Bombay.

Dear Sirs,

We profusely apologise for not having sent a receipt for Rs.150/- which was sent as payment for books in December, 1981.

The receipt was issued in December itself, but was misplaced, hence this confusion. Hope you won't mind in receiving it now.

With thanks.

Faithfully yours in Christ,

Paul Robin Viswasan,
Administrative Assistant.

Encl.: a receipt for Rs.150/- (No.140)

FRV: rk
16 April, 1982.

EBSCO Subscription Service
P.O. Box 1943
Birmingham
Alabama
U.S.A.

Dear Sirs,

We profusely apologise for not having sent a receipt for £10/- which was sent on behalf of WORLD VISION INTERNATIONAL as subscription renewal for INDIA CHURCH GROWTH QUARTERLY.

Of course the receipt was issued in December, 1981 itself, but was misplaced, hence this problem. Hope we have not caused any problems.

With many thanks.

Fraternally yours,

Paul Robin Viswasam,
Administrative Assistant.

Encl.: a receipt for £10/-
To

The Registrar
(Nadra North)
1 Beach Road
Madras 600 001.

Sir,

Ref: Registered Society No.246/1978 - filing yearly reports - regarding.

We are enclosing the following for your filing for the year 1981. Our Church Growth Association of India is a registered society under you with No.246/1978.

1) Declaration
2) Minutes of General Body
3) Secretary's Annual Report
4) Auditor's report
5) List of members
6) List of officers of the Executive Committee

We submit the above for your files.

with thanks,

Yours Sincerely,

Dr. R. E. Hedlund

Rev. N. J. Gniah

Secretary.
To

The Deputy Secretary to Government of India,
Ministry of Home Affairs
New Delhi - 110 003.

Sir,

We have submitted receipt of Foreign Contribution filled in Form FC 3 for the year ended 31/12/81, along with a covering letter dated 29/3/82. So far we have not received any acknowledgement of the receipt of our FC 3 Form.

Kindly intimate us whether you received it.

Thanking you,

Yours faithfully,

Paul Robin Viswasam,
Administrative Assistant.

cc: Dr. R.E. Hedlund

Mr. V.R. Cecil Joseph & Co.,
34, Mookathal Street,
P.O. Box No.457
Purasawalkam,
Madras 600 007.

Dear Sirs,

Enclosed please find our payment Rs.450/-
cheque (No.14457C) for your bill dated 26/3/82
Ref:361/march/82/CH-56/audit/01/ 111.

We regret the delay in paying this. We are
thankful for your service rendered in auditing
CHURCH GROWTH ASSOCIATION OF INDIA: 1981
account.

Yours faithfully,

Paul R. Viswasam,
Administrative Asst.

cc: Dr. R.H. Heclund.

Encl.: a cheque for Rs.450/-
Dr. Roger E. Hedlund
Coordinator
Church Growth Research Centre
Post Bag 768, Kulpauk
Madras 600 010
Dr. Roger E. Hedlund  
Coordinator  
Church Growth Research Centre  
Post Bag 768, Kulpuk  
Madras 600 010

Dear Dr. Hedlund,

Greetings in the name of our Lord Christ.

I have received the expenses account of the Church Growth Seminar which we had in March. The total bill is for Rs.3100/- Boarding & Lodging at I.T. College. I had collected Rs.400/- as Registration fee and I have to pay another Rs.300/- towards the Registration fee of Methodist participants. Thus the net expense is Rs.2400/-.

I will appreciate if you will send a cheque of Rs.1800/- addressed to the Principal I.T. College and send it to me. Then I will write a cheque for Rs.1300/- to settle the bill.

I deeply appreciate your being with us and the seminar has made a definite impact on some of the participants. They have been mentioning it every now and then.

I hope we can have a similar seminar next year in Kanpur and with proper planning and publicity can have a good response. Kindly convey the greetings to Mr. Gnaniah.

Thanking you so much and may the good Lord bless your ministry.

Yours sincerely,

Bishop S.K. Parmar
13 May, 1982

Bishop S.K. Parmer
Bishop's House
37, Cantonment Road
Lucknow
U.P. - 226 001.

Dear Bishop Parmer:

Thank you for your letter dated 4 May, 1982, regarding the expenses incurred during the last church growth seminar at Lucknow.

At the moment Dr. Hedlund is on vacation. We will positively settle the bill as soon as he returns in June. Sorry for the inconvenience caused.

With regards.

Yours in Christ,

Paul Robin Viswasam.

cc: Dr. R.E. Hedlund.

PRV:pm
13 May, 1982.

The Gospel Fellowship Trust of India,
C/o Steward Press
71, Aspiran Garden
Kilpauk,
Madras 600 010.

Dear Sirs,

As per your invoice No.212 and Job No.127, find herein a crossed cheque for Rs.1,365/=.
Kindly acknowledge it as early as possible.

With thanks,

Yours faithfully,

Paul Robin Viswasam,
Administrative Assistant.

cc: Dr. F.E. Hedlund

Encl. cheque No.144580

PRV/rk
Rev. Gerald Carner  
Christian and Missionary Alliance  
India

Dear Rev. Carner,

This is to follow-up our recent conversation regarding the use of your Longcroft property.

Church Growth Research Centre is in search for a facility to accommodate our training programme. The Longcroft complex would seem quite suitable. If made available, it would be our intention to house two staff families, a library, and study centre plus provide space for up to 12 student-researchers who would come for short courses in the centre.

We would like to know if Christian and Missionary Alliance would consider our application and what would be the terms and conditions.

Yours in Christ,

Roger E. Hedlund

27 May, 1982
Discussions with Dr. Clyde Cook last year about the role and functions of an effective board of directors of a mission agency resulted in this article and materials which he used with his own mission Board.

"The most important job of the chief executive officer is to improve the quality of the Board."

THE MISSION BOARD'S BOARD

Clyde Cook, President, O. C. Ministries
President-elect, BIOLA University

with additional material prepared and used by Dr. Cook with his Board:
Mission Reading List
Board Evaluation Questionnaire
Volunteer Board/Committee Member Memo

An organization is no stronger than its board of directors. Hyperbole? Not really, for the board is the ultimate authority in an organization. For any organization to be effective, it must have soundness throughout. While much attention has been given to other aspects of the organization, such as its chief executive officer, its administration, and its structure, perhaps not enough attention has been given to the ultimate authority and the quality of that authority.

THE PURPOSE OF THE BOARD

There probably are as many different views on the purpose of a governing board as there are boards. At one extreme one would find a rather simple purpose: To hire and fire the chief executive officer and review the annual budget. At the other extreme, members of a board might see their purpose include being involved in administrative detail that reaches down through several layers in the organization.

Most missions have boards whose purpose falls in between these extremes. This purpose includes: 1) fulfilling the legal requirements of the corporation, 2) preserving the integrity and original mission of the institution, 3) appointing and dismissing the chief executive officer, 4) safeguarding the financial integrity of the institution, and 5) setting policy.

It is perhaps in this last function, setting policy, where confusion is most likely to exist. The board needs to be able to distinguish between policy and administrative function and to realize that there are various levels of policy. The board should not be concerned with operating policy or even executive policy. The
3. The spiritual and emotional maturity necessary to make Spirit-led decisions in the context of genuine fellowship and oneness with other directors.

4. Clear evidence of an understanding and commitment of the mission's unique ministry to the whole Body of Christ and its partnership in international ministries.

5. Sufficient involvement in the ministry of the mission to prayer, financial support, participation in local mission ministries and a genuine commitment to accept the full responsibilities of being a director of the mission.

CONTINUING EDUCATION FOR THE BOARD

When the chief executive officer of one of the largest evangelical institutions in the U.S. was asked what his most important job was, he replied, "To improve the quality of the board." He was not speaking of the character or integrity of the board, but to its knowledge of the particular field in which it was constantly called upon to make decisions.

Besides the wisdom and experience that mature board members bring to bear on many of the decisions they make, there is a degree of expertise needed in the area of missiology. A great many of the decisions require knowledge of church growth, history, anthropology, theology and the other components which go into the science of missiology. Having one or more missiologists on the board strengthens it. They reinforce the chief executive officer who should also be a missiologist.

The place to start improving the knowledge of the board is with an evaluation. James Bramer of the Bramer Accountancy Corporation feels that a board should evaluate itself annually. One prominent Christian educator in the West feels that in the days ahead there will be more government pressure for boards to adhere to their Bylaws, many of which include evaluations. Mr. Bramer has devised a questionnaire for board evaluation which is quite helpful and is attached [see pages 5 and 6].

Another questionnaire which is of some value relates to the reading of books on missions. By having the board anonymously fill out such a questionnaire on what has been read, the chief executive officer can ascertain where the gaps are.

Once the preliminary evaluation has been done, the chief executive officer can devise a program that would help improve the quality and knowledge of the board in the field of missiology. Part of the program would be reading on the subject. The chief executive officer could provide each board member with an important book on missions once a quarter and then have part of the board time devoted to a review of the book and the implications of the book for the mission [see page 4].

Part of the reading program should involve subscriptions to the Evangelical Missions Information Service publications: the EVANGELICAL MISSIONS QUARTERLY, MISSIONARY NEWS SERVICE, EMISSARY, and the six area PULSES (Africa, Asia, Europe, Latin America, Chinese World and Muslim World. For some board members, Missiology would be quite helpful and all should be reading the Global Church Growth Bulletin.

Also included in the program should be periodic visits to the fields. There is no substitute for a firsthand view of the ministry. By being where the action is and seeing what God is doing through the missionaries, the board members' hearts will be encouraged and they will see the opportunities God is providing. Too often, much board time is taken up with solving problems, and as Peter F. Drucker has said, "Results are obtained by exploiting opportunities, not by solving problems." Drucker goes on to point out that problem solving just restores normality. A board's function should be to make sure that the organization is taking the opportunities God is providing, not just solving problems.
For the serious-minded board member, his knowledge can be increased by attending seminars, conventions, and even taking some of the short-term courses or extension courses offered by theological institutions that have programs of missiology. To serve on a board is a sacred trust. It is authority given by God, with a responsibility to Him, the government, the members of the organization and the constituency. Decisions made on the board level affect the lives of many within the organization and thousands without. May God continue to give us dedicated people who serve willingly and faithfully.

O.C. MINISTRIES INC.

MISSIONS READING LIST (FOR BOARD)

In order to help me find out where most of the Board is in their missiology reading, I would appreciate your filling this out and returning it to me by ________, 19__. 

<table>
<thead>
<tr>
<th>I Have Read</th>
<th>I Have NOT Read</th>
<th>Title</th>
<th>Author</th>
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<tr>
<td></td>
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<td>THE MINISTRY OF THE SPIRIT</td>
<td>Roland Allen</td>
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<td>MISSIONARY METHODS: ST. PAUL'S OR OURS?</td>
<td>Roland Allen</td>
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<td>THE SPONTANEOUS EXPANSION OF THE CHURCH</td>
<td>Roland Allen</td>
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<td>INTRODUCTION TO THE SCIENCE OF MISSIONS</td>
<td>Bavinck</td>
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<td>SO THAT'S WHAT MISSIONS IS ALL ABOUT</td>
<td>Wade Cogins</td>
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<td>THEOLOGICAL PERSPECTIVES ON CHURCH GROWTH</td>
<td>Harvie Conn (Ed)</td>
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<td>WHAT'S GONE WRONG WITH THE HARVEST?</td>
<td>James Engel/Wil Norton</td>
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<td>WHAT IN THE WORLD IS GOD DOING?</td>
<td>Ted W. Engstrom</td>
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<td>MYTHS ABOUT MISSIONS</td>
<td>Forest Fenton</td>
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<td>PLANNING STRATEGIES FOR WORLD EVANGELIZATION</td>
<td>Edward Dayton/David Fraser</td>
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<td>W. Harold Fuller</td>
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<td>DISCIPLING THROUGH THEOLOGICAL EDUCATION</td>
<td>Vergil Gerber (Ed)</td>
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<td>BY EXTENSION</td>
<td>Vergil Gerber</td>
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<td>GOD'S WAY TO KEEP A CHURCH GOING AND GROWING</td>
<td>Alexander Hay</td>
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<td>THE NEW TESTAMENT ORDER FOR CHURCH AND MISSIONARY</td>
<td>Dick Hillis</td>
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<td>IS THERE REALLY ONLY ONE WAY?</td>
<td>Melvin Hodges</td>
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<td>THE INDIGENOUS CHURCH</td>
<td>Richard G. Hutcheson, Jr.</td>
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<td>WHEEL WITHIN THE WHEEL</td>
<td>Warren Isais</td>
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<td>THE OTHER SIDE OF THE COIN</td>
<td>Herbert Kane</td>
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<td>WHY CONSERVATIVE CHURCHES ARE GROWING</td>
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<td>UNDERSTANDING CHURCH GROWTH</td>
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<td>ETHNIC REALITIES</td>
<td>James Montgomery</td>
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<td>Ed Murphy</td>
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<td>SPIRITUAL GIFTS AND THE GREAT COMMISSION</td>
<td>Stephen Neill</td>
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<td>A HISTORY OF CHRISTIAN MISSIONS</td>
<td>George Peters</td>
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<td>A BIBLICAL THEOLOGY OF MISSIONS</td>
<td>George Peters</td>
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<td>SATURATION EVANGELISM</td>
<td>Don Richardson</td>
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<td>PEACE CHILD</td>
<td>Don Richardson</td>
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<td>LORDS OF THE EARTH</td>
<td>Ron Sider</td>
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<td>RICH CHRISTIANS IN AN AGE OF HUNGER</td>
<td>J. T. Siemens</td>
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<td>THE SUPREME TASK OF THE CHURCH</td>
<td>Mrs. Howard Taylor</td>
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<td>BEHIND THE RANGES</td>
<td>Alan Tippett</td>
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<td>CHURCH GROWTH AND THE WORLD OF GOD</td>
<td>Alan Tippett (Ed)</td>
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<td>GOD, MAN AND CHURCH GROWTH</td>
<td>A. L. Tuggy/R. Toliver</td>
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<td>SEEING THE CHURCH IN THE PHILIPPINES</td>
<td>Arthur Tuggy</td>
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<td>THE PHILIPPINE CHURCH: CHANGING SOCIETY</td>
<td>J. Verkuyl</td>
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<td>CONTEMPORARY MISSIONS</td>
<td>C. Peter Wagner/Ralph Covell</td>
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<td>AN EXTENSION SEMINARY PRIMER</td>
<td>C. Peter Wagner</td>
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<td>CHURCH GROWTH AND WORLD CITIZENSHIP</td>
<td>C. Peter Wagner</td>
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<td>LOOK OUT THE PENTECOSTAL CS</td>
<td>C. Peter Wagner</td>
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<td>MISSIONAL EDUKATION</td>
<td>C. Peter Wagner</td>
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Your Board should annually evaluate itself. All of us recognize the validity of periodically "taking an inventory" of ourselves and/or an endeavor. It is extremely valuable for the Board to ask itself some "hard" questions and cope with the relevant issues at hand. This is especially true, in our opinion, for a volunteer Board. In so doing, you are really evaluating the entire endeavor.

In this paper, and by definition, the Chief Executive Officer (CEO) is the primary salaried employee and goes by such titles as President, Manager, General Director, Executive Secretary, Pastor, etc.

Many capable people have served on Volunteer Boards and their talents have not been utilized. It is extremely important to have the Board's work done by the entire Board and not just by the CEO or the Board Chairman. This takes task identification, organization and training.

The organizational leadership often has the raw potential for effective Board membership since people serve because they are motivated for purposes other than money.

This means that the organizational thrust must be in clear focus with the challenge of the work shared by all the Board and staff members.

Accordingly, we have prepared an evaluation tool (see enclosure) which we have called Board Evaluation Questionnaire (BEQ). Each of the ten questions have a maximum value of ten points.

We would recommend that this questionnaire be anonymously completed by everyone who attends Board meetings. The point totals by question then can be reviewed thoroughly to improve weaknesses and build on strengths.

### Evaluation Steps

1. Board members are informed at meeting No. 1 that it will evaluate itself at meeting No. 2.
2. Board Evaluation Questionnaire (BEQ) goes to Board members in advance of meeting No. 2 with agenda and related matters.
3. Each BEQ will be identified with a letter of the alphabet. Each person makes a private record of the I.D. letter and completes the BEQ. We recommend completion of the BEQ by all who regularly attend the Board meeting.
4. From the completed BEQ from meeting No. 2, add up the total points per question and per each BEQ and complete the following:

<table>
<thead>
<tr>
<th>Question</th>
<th>Total points per question</th>
<th>Ratios to possible points (2)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
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<tr>
<td>2</td>
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<tr>
<td>10</td>
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<tr>
<td><strong>Total (1)</strong></td>
<td></td>
<td>(2)</td>
</tr>
</tbody>
</table>

(1) This point total must agree with tape of each BEQ total.

(2) If 4 members participated: hypothetical total actual points of 310 points; total possible points of 400; ratio of total points to possible points 310 / 400 or 77.5%.

Organization with a ratio percentage of less than 70% needs help.

5. Report the foregoing information to the Board members in advance of meeting No. 3.

Thoroughly review the results at meeting No. 3, paying special attention to questions with low-point totals. Each member picks up the previously completed BEQ (the member should have made a record of the alphabetic letter in step 3 above) and compares his total with the report in step 4 above. These indicated weak areas should be strengthened as soon as possible.
### BOARD EVALUATION QUESTIONNAIRE

<table>
<thead>
<tr>
<th>Rating</th>
<th>1 thru 10</th>
</tr>
</thead>
<tbody>
<tr>
<td>(Low-high)</td>
<td></td>
</tr>
</tbody>
</table>

1. **Organization and Purpose**

   Goal-oriented; visionary; goals clearly in focus; know where we are going; some concrete ideas of how to get there; knowing if we are on target, etc.; clear-cut indication of Board member and office responsibilities (Task Description); good use of Board member talents and interests; adequate time to plan for the future; acting rather than reacting; organizational personnel and program evaluation; committees are well defined and function effectively; give clear direction and guide to CEO.

2. **Board Composition**

   We realize an employee Board member (one who serves on the Board but receives a salary) relationship must be carefully handled. We must see that a true servant/master relationship exists between such Board members and the Board. We are told that such employee Board members should not be Board Chairman. We need to have a proper occupational balance (blue collar, white collar, and turned collar) among our Board members in order to gain good perspective among our constituency. We have enough Board members to adequately represent the constituency.

3. **Leadership**

   We must have a proper blend of leadership from our Board and from our CEO. Our Board should be primarily involved in intelligent policy and decision making. The CEO is allowed to manage the daily routine of the organization; we have made it clear to the CEO when the Board must be involved in decision and/or matters. We lead but many matters are delegated to committees and/or staff. All Board members are given the challenge to serve in some area. We do not simply re-digest data coming from the CEO and make decisions from the CEO's perspective only. The CEO feels and acts accountable to the Board. Overall leadership of the organization is good.

4. **Policy Matters**

   Someone has defined a policy as a Board decision which carefully answers questions (often re-occurring in nature) which have been, or should be, asked; and further, determines organizational posture on various issues. The Board should establish policies and management execute the daily routine within the policies. The necessary policies have been determined and put in writing for reference purposes. Board and staff adhere to existing policies (some are set forth in by-laws or equivalent).

5. **Board Meeting**

   We receive an agenda in advance; there is a proper balance between business and social time during the meeting; our business is handled with dispatch; our chairman is firm yet considerate; all Board members participate (all talking not done by chairman and/or CEO); meeting normally ends timely; we leave the meeting with a sense of accomplishment; our minutes are really indicative of actions taken and accomplished.

6. **Finances and Legal**

   Board, as a whole, senses financial and legal responsibility (not borne primarily by CEO or staff, etc.); we regularly receive financial statements; we determine and review budgets; we have financial policies; we appoint a functioning finance committee; we retain and desire outside professional assistance (attorneys, auditors, etc.); our Treasurer functions effectively (not honorary only); our members have a "feel" for legal responsibilities as a Board member; we make all necessary government reporting; we see that all organizational assets are protected to the extent we believe desirable.

7. **Staff Personnel**

   Our staff and employee policies are current and adequate; job or task descriptions are relevant and current; we attempt to motivate and encourage our staff; our staff is adequately trained; we have staff evaluation sessions at least two times a year; the fringe benefits and rate of pay are adequate.

8. **Communications**

   We understand one another; we interact on issues before us other than during structured meetings; we receive sufficient information from management to enable us to make intelligent decisions; our CEO knows what is going on in the industry and keeps us informed; our CEO understands what Board needs and desires; we have no personality conflicts which would impair effective interpersonal communications.

9. **Improvements/Education**

   We believe we should excel in what we are doing; we have a philosophy of "improve what we are doing;" Board members and staff are encouraged to be educated to serve more effectively; Board seminars and/or retreats are encouraged; both staff are encouraged to take part in continuing education--formal or informal; we provide tools for educative and/or improvement purposes.

10. **Public Relations**

    Our public (often involves our constituency) views us in a positive manner; we leave the proper image in their mind; we discretely promote our effort; our mailings and public appearances convey what we want; the actions of our staff speak well of our organization; our facilities say to our public and neighbors what we want; in general the public views us as we want them to.

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**Table: Evaluation Summary**

| Total evaluation points | | |
|------------------------| | |
| Percentage of evaluation points to possible points | | |
In a May 1980 memo to VOLUNTEER BOARD MEMBERS, J. R. Bramer of the Bramer Accountancy Corporation addressed the subjects of Meeting Time Usage and Voluntary Board/Committee Meetings which Cook found most applicable to mission organizations:

Please think back to your most recent Board meeting and ask yourself these questions:

Did the Chairman lead effectively? Did the staff and task forces (committees) contribute to timely answers? Is the Board sufficiently addressing itself to needs in six months and beyond? Did you major on majors or minors? Is the Board "scratching where it itches?" In essence, did the Board spend quality time together?

Below we have listed some major components of Board meeting time usage and some ideal percentages. How did your actual time compare? We trust your meeting includes all major time usage components.

**BOARD MEETING TIME USAGE**

<table>
<thead>
<tr>
<th>COMPONENTS</th>
<th>Ideal Percentage</th>
<th>Your Actual Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>VISION</td>
<td></td>
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</tr>
<tr>
<td>Anticipating future needs; long range plans; visualizing something big for God; new idea sharing.</td>
<td>10%</td>
<td></td>
</tr>
<tr>
<td>PLANNING AND GOAL SETTING</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Recognize/define needs; establish goals for same; know when goals are met/need is satisfied, look ahead; recognize impediments to success; evaluate, control; set forth in writing.</td>
<td>30%</td>
<td></td>
</tr>
<tr>
<td>SOCIAL (A MUST)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Neal time; informal discussion; getting better acquainted; knowing your fellow member so you can minister to one another.</td>
<td>10%</td>
<td></td>
</tr>
<tr>
<td>ORGANIZATIONAL COMMUNICATION AND MAINTENANCE</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Routine matters; reports from staff; information gathering and hearing; discovering and discussing status of the organization, minor problem solving.</td>
<td>30%</td>
<td></td>
</tr>
<tr>
<td>POLICY MAKING</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Developing criteria and establishing various policies so staff can operate effectively; keeping policy/procedure manual current.</td>
<td>15%</td>
<td></td>
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<tr>
<td>FIRE FIGHTING</td>
<td></td>
<td></td>
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<tr>
<td>Crisis decision making; urgent problem solving (watch tyranny of the urgent); resolutions of an issue under stress with limited resources or fact finding.</td>
<td>5%</td>
<td></td>
</tr>
</tbody>
</table>

**TOTALS**

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<th>100%</th>
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Board and/or Committee meetings do not really have a good reputation among volunteer groups and especially, it seems, in a church context. We are hopeful that some of these principles and tools will be of help to all of us as we really want to accomplish something.
GROUP PURPOSE

We should always know exactly 'why' we are together and involve only the people needed to respond to the 'why.' We recommend a written GROUP TASK DESCRIPTION which clearly sets forth 'who,' 'what,' and 'why' of the group.

GROUP LEADER

The group president/chairman should carefully take at least the following actions:

- Plan for maximum utilization of resources toward goals
- Organize for efficiency
- Staff for balance and sharing of goals
- Direct for focus/on target
- Control for assurance and help others in love
- Evaluate for effectiveness
- Communicate for results

HOW TO BE A USEFUL BOARD/COMMITTEE MEMBER

Please Do...

- Take time to thoroughly understand the group's purpose so you can enthusiastically agree.
- Contribute toward recognition of needs and accomplishment of goals.
- Pray for fellow members in-between meetings.
- Take time and effort to study written material (agenda, committee reports, financial data, etc.) in advance of meeting.
- Be respectful when someone else is talking, no side discussions, make comments to all in attendance (your comments should be that important anyway) and not just your neighbor.
- Willingly accept sub-committee assignments within the span of your time, interests and talents.
- Be respectful to the authority of the meeting leader.
- Ask, 'If every member serves as I do, would the group be a success?'

Please Do NOT...

- Miss any of the meetings, if possible.
- Fail in making a report (usually in writing) on assigned matters, at agreed times.
- Be a party to inaction when tough decisions must be made and implemented.
- Talk excessively or out of turn, be sure and allow others to share their thoughts.
- Forgive, 'Be ye kind one to another.'
- Contribute to an unnecessarily long meeting, (the effective meeting usually lasts two hours or less).
- Be passive, take part to every possible extent; get involved.
- Partake in unnecessary socializing during the meeting.
- Contribute unnecessarily to agenda diversions, help the chairman to keeping the meeting 'on track.'
- Voice opinions or concerns in private discussions when they should be shared during the meeting so that they can be heard and appropriate action taken.

BIBLIOGRAPHY

Hendrix, Olan, "Board Members" and "The Board: Bane or Blessing?", two articles prepared for the Evangelical Council for Financial Accountability, 200 L Street N.W., Suite 200, Washington, DC 20036.

Urey, Donald, "Board of Directors" (Section 1), Management Manual, February 1980, pp. 17-34, Berean Mission, 3536 Russell Blvd., St. Louis, MO 63104.
2 June, 1982.

Mr. M. Radhakrishnan
Stationer
New No. 157, Thambu Chetty St,
Madras 600 001.

Dear Mr. Radhakrishnan,

We have furnished the payments for the invoices given below:

<table>
<thead>
<tr>
<th>Invoice No.</th>
<th>Date</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>729</td>
<td>12/5/82</td>
<td>Rs. 99.27</td>
</tr>
<tr>
<td>764</td>
<td>12/5/82</td>
<td>Rs. 85.00</td>
</tr>
</tbody>
</table>

Total Rs. 184.27

(Rupees One Hundred eighty four and paisa Twenty seven only)

Please find herein an enclosed cheque for Rs. 184.27 (No. 144596). Kindly acknowledge with a stumped receipt.

Yours faithfully,

for CGC