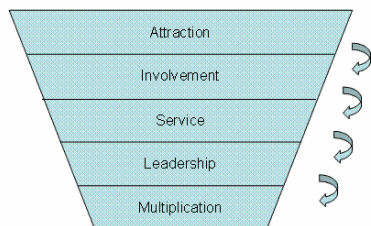


## Hunter College Implements Strategic Business Growth Model

### The Funnel



Jason Gaboury and his team at Hunter College recently developed a 2-year business model that seeks to reach a goal of having 250 students. In building his team to accomplish this goal, Jason has adopted the concept of the Funnel, take from Tim Elmore's Growing Leaders.

### Core Values

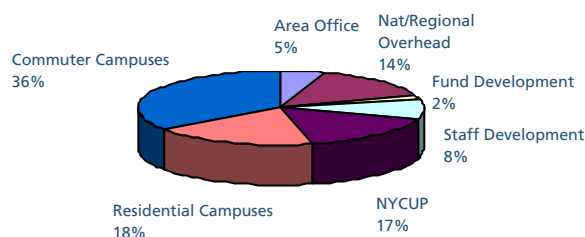
- ◆ We fundamentally emphasize student leadership development.
- ◆ Wide range of stylistic approaches will be used to capture students who all have spiritual needs, but are diverse in background.
- ◆ People who interact with us should clearly see the next step of involvement.
- ◆ Everything we do should fulfill a specific purpose in how we develop people.

(Hunter College is a chapter that is a part of the IV NYC commuter school ministries. Most of the students are non-residential on campus, and commute to school from the local boroughs.)

## Financial Reporting

	Q2 2006	Fiscal Yr
Revenue	\$156,039	\$583,639
Expenditures	132,652	565,639
Rev/Exp Ratio	1.18	1.03

## Where Donor Dollars Go



In View is a quarterly publication of InterVarsity Christian Fellowship, NYC Area; Kevin Oro-Hahn, Director. IVCF-NYC; 74 Trinity Place, Suite 600; New York, NY 10006; www.ivcfny.org; office@ivcfny.org

# INTERVARSITY®

## New York City Area

## In-View

July, 2006

## Year End Report

One of the significant challenges that ministries face is measuring success. How do we know where we're being effective, and where do we need to push harder or develop innovative solutions? Jim Collins, in his helpful monograph Good to Great and the Social Sectors, points out that performance for a ministry needs to be measured relative to the mission.

In NYC, InterVarsity is pushing hard to innovate new solutions that ensure our focus to be centered around achieving our mission on university campuses. In the past quarter, we've implemented a new bonus system for staff as part of a larger shift to empowering staff to seek outcomes. Our students gathered in the Adirondacks in June, and student leaders were challenged to think through ways to reach their campuses this fall, instead of just those who are already Christians. At Hunter College, a visionary new strategy has been formed to seek dramatic results. The New York City Urban Project gathered 100 students to serve the underprivileged in New York, and gained momentum in providing a key link between university students and strong social service agencies.

We are grateful for your partnership, and are committed to ensuring that together we bring renewal to campuses and build for our futures.

Area Director  
Kevin Oro-Hahn

## Basileia Highlights

In June, 80 IV students finished finals and headed up to the Adirondacks for Basileia (the Greek word for "Kingdom", a concept with rich Biblical imagery.)

- ◆ Several students made decisions to follow Christ.
- ◆ At NYU, the Asian American fellowship and the multi-ethnic fellowship took significant steps to working together for the coming year.
- ◆ Leadership teams at NYC schools developed new strategies based on research (80% of college freshmen ask spiritual questions), and changed longstanding practices to ensure that they reach a broader segment of the campus.
- ◆ Students considered the example of Nehemiah for leadership.

Our VISION IS TO SEE: STUDENTS & FACULTY **TRANSFORMED** & **DEVELOPED** campuses renewed **WORLD CHANGERS**

## NYCUP Spring Break Plunge

Almost **100** students from around the nation came for **3** weeks to help with local, NYC ministries that include:



Bronx Connect	alternative to incarceration for teens
Bowery Mission	homeless men and women
Latino Pastoral Action Center	after school program, Bronx
New Song Learning Partnership	after school program, Harlem
Generation Excel	after school program, lower east side

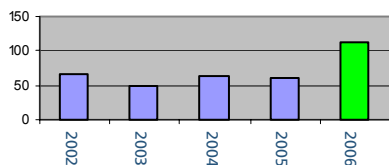


**A student** from Chattanooga TN served at the Bowery Mission as his heart began to break for the men there. He began to build relationships that brought humanity to homelessness and poverty to his personal experience. Learning that the joy of many homeless men wasn't based on circumstance, but that of God, he decided to commit more to service during his NYCUP Summer Internship and to volunteer at his hometown shelter after the summer.

**A student** from New Jersey Institute of Technology (NJIT) came and served at Generation Excel and heard from Lisa Harper about the idea of Shalom and restoring God's Kingdom here on earth. By the end of the week, he wanted to begin a personal relationship with the God he had learned and seen in the lives of the other students.



Volunteers



During the first years, NYCUP established key relationships that helped to recruit students and volunteers. We are currently experiencing growth that results from such relationships, and expect to increase in both programming and number of students involved.

## Update from an old friend

**Tiffany** is now a full-time student working toward her Masters of Divinity and in the ordination process with the Reformed Church of America. She is working part-time at Fort Washington Collegiate Church and spends loads of time with the most beautiful boy in the world — her 6 month old son, Kadin.

Tiffany Houck-Loomis  
Former Director of NYCUP

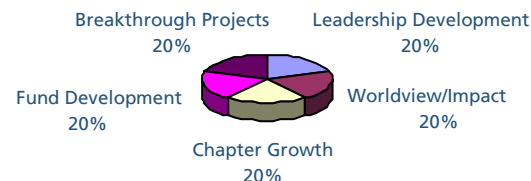


## Focus on Performance Output

### What it is

In our strategic shift to focus more on output of quantifiable results, we implemented a bonus structure that rewards our staff for extraordinary performance. The award can be up to **\$15,000**, based on **5** areas that support a holistic approach to ministry.

### How it's measured



### Why it was created

"To one he gave **5** talents of money, to another **2** talents, and to another **1** talent, each according to his ability.

The man who had received the five talents went at once and put his money to work and gained **5** more.

"Well done, good and faithful servant. You have been faithful with a few things; I will put you in charge of many things. Come and share your master's happiness!"  
(excerpts, Matthew 25)

"And what do you do that justifies your being on the payroll?"

"What contributions from me do you require to make your contribution to the organization? When do you need this, how do you need it, and in what form?"  
(Peter Drucker, The Effective Executive, 1966)

"You never just focus on what you've accomplished for the year; you focus on what you've accomplished relative to exactly what you said you were going to accomplish."

(Jim Collins, Good to Great, 2001)

### From Ben and Heather\*

We on the NYC board have spent substantial time over the last three years thinking and praying about better aligning staff compensation with Biblical values, rather than just adopting prevailing parachurch, non-profit, or secular standards for rewarding our staff's efforts.

We are grateful to several "angel capital" donors who underwrote much of this first year's bonus pool, and are looking for several more donors to match their generosity with similar performance-contingent commitments to reward staff who deliver results over the coming years.



\* For a detailed report, analysis, and biblical meditation of the bonus plan written by Ben and Heather, please refer to [www.ivcfny.org/beliefs](http://www.ivcfny.org/beliefs).