



# Initiative Prospectus: *The Journey to Biblical Manhood*

*A COMPREHENSIVE, CHURCH-BASED SYSTEM FOR MEN'S DISCIPLESHIP*

Prepared by:

CALVIN EDWARDS  
& COMPANY

*Maximizing the Good of Giving*



for and in collaboration with:

**Man in the Mirror, Inc.**

180 Wilshire Boulevard

Casselberry, FL 32707

August 2013

**NOTICE**

Version 1.2, August 2013. Copyright © 2013 Man in the Mirror (MIM) and Calvin Edwards & Company (CEC), a philanthropic advisory firm. Contact CEC at [info@calvinedwardscompany.com](mailto:info@calvinedwardscompany.com) or 770.395.9425. This Prospectus may be copied and distributed to support the initiative it describes; it may not be used for any commercial purpose.

*This Prospectus was prepared using: information and materials provided by MIM, discussions with MIM personnel, interviews of board members, research of public records, and other sources. CEC cannot guarantee the success or viability of the initiative described herein, nor can it independently confirm the veracity of information obtained from other sources. CEC certifies that this document accurately represents the initiative at the time of publication, as described by MIM, and that risks associated with the initiative are stated, based on CEC's professional judgment.*

*“God has given us a big holy  
audacious goal: To mobilize 330  
field staff to help 33,000 churches to  
disciple one million men by 2020.”*

**—Patrick Morley, Ph.D.  
Author, *The Man in the Mirror***



# Table of Contents

Prospectus Overview .....	1
Man in the Mirror Addresses the Men’s Discipleship Problem .....	5
Theory of Change.....	9
Man in the Mirror .....	11
Initiative Description.....	17
Personnel .....	25
Business Model & Funding.....	29
Risks .....	31
Conclusion .....	35
Appendix A <i>No Man Left Behind Survey Results</i> .....	37
Appendix B <i>Church Case Study</i> .....	39
Appendix C <i>The Journey’s Twelve Challenges</i> .....	41
Appendix D <i>Implementing a Challenge</i> .....	43
Appendix E <i>Challenge Assessment Tool</i> .....	45
Appendix F <i>Competitive Analysis</i> .....	47



# Prospectus Overview

## *Executive Summary of The Journey to Biblical Manhood Initiative*

### **THE MINISTRY**

Man in the Mirror, Inc. (MIM) is a nonprofit ministry based in Casselberry, Florida. Its vision is “for every church to disciple every man.” Its mission is “to help churches more effectively disciple all their men.” In pursuit of this mission, MIM has created *The Journey to Biblical Manhood* (“*The Journey*”), a comprehensive system that consists of training leaders and discipling men. It believes that this initiative will lead to spiritual revival and awakening among men.

### **THE PROBLEM/OPPORTUNITY**

America has a “men problem” that has overwhelmed families, divorce courts, social services, schools, and the criminal justice system. Christians are not immune. Many Christian men lead lukewarm, often defeated, lives—and they hate it. America also has a “church problem.” Most churches are pulled in too many directions and do not have the resources to focus on discipling their men. Churches typically don’t have the systematic procedures to meet men “right where they are” and take them to the next level of a discipleship process.

MIM has responded to these significant problems with an initiative to train and equip receptive churches in a proven men’s discipleship process that will help men lead powerful lives transformed by Christ.

### **THE SOLUTION**

Based on over 25 years of experience working with more than 25,000 churches, MIM has created a comprehensive and flexible system that equips church leaders to reach and disciple all the men in their church. *The Journey* consolidates all of MIM’s concepts, products, and services into a single initiative.

It is an intentional discipleship process that:

- ✓ Equips and trains leaders in “No Man Left Behind,” MIM’s core model for church men’s discipleship, so they can build a sustainable ministry to men
- ✓ Ministers to men’s most deeply felt needs
- ✓ Equips men to understand who God created them to be
- ✓ Trains men as godly husbands, fathers, and sons
- ✓ Infuses men with the confidence and courage they need to complete their mission in life

When a church engages in *The Journey*, its leaders receive step-by-step instructions for implementing any or all of the following 12 Challenges with all their men:

1. Mastering the Essentials of Biblical Manhood
2. Building a Firm Foundation in the Gospel
3. Building Godly Relationships and Marriages
4. Fathering the Hearts of Our Children/Grandchildren
5. Becoming a Spiritually Disciplined Man
6. Serving God in Our Work
7. Committing to a Personal Ministry
8. Using Money for God’s Glory
9. Living as a Man of Integrity and Character
10. Being Shaped by Suffering
11. Growing in Leadership
12. Developing a Life Mission

Each challenge consists of Faith & Life Objectives (to be given, on a small card, to all the men in the church), a pre and post-assessment, suggestions for curriculum options to use in the challenge, suggested service projects and activities to engage men in the challenge, email templates with links to free resources to distribute to men, graphics files, PowerPoint files, a timeline, and more. The main content of a challenge can be communicated at a short retreat, over time in a class, in small groups, or through one-to-one discipleship.

While the strategy is designed to reach all men in a church, MIM’s near term goal for *The Journey* is to mobilize 330 field staff (known as “area directors”) to help 33,000 churches each disciple, on average, 30-40 unreached men for a total of one million newly disciplined men by the end of 2020. MIM has developed partnerships with denominations and established ministries (Campus Crusade for Christ, Compass, The Navigators, etc.) to accomplish its goals with *The Journey*. In doing so, MIM is acting as the catalyst to create a coordinated effort of ministries that are passionate about men’s discipleship.



### THE AUDIENCE

The target audience for *The Journey* is all men who attend church or who are open to spiritual ideas. Even a very effective “men’s ministry” will only engage 10-30% of the men in a church. The tools provided by *The Journey* are designed to help leaders go beyond a traditional “men’s ministry” to reach every man in the church—especially men on the fringe—and those who would not normally attend a men’s Bible study or small group. MIM calls this the “all-inclusive” concept.

### STRATEGIC PRINCIPLES

*The Journey* employs the following five strategic principles:

1. **Church-based.** It reaches men by targeting those already attending churches and, through them, men in the community.
2. **Led by area directors.** It is led by a self-funded, regional field staff (“area directors”) who recruit and then assist churches to implement the system.
3. **Flexible design.** It allows churches of various sizes and various levels of men’s ministry experience to customize the system to fit their needs.
4. **Comprehensive.** The 12 challenges of *The Journey* address the key issues with which men tend to struggle and, if addressed, can lead to transformation.
5. **Online, subscription-based resources.** It is web-based, with implementation materials provided online to churches which have registered to use the system.

### MIM QUALIFICATIONS & POTENTIAL FOR SUCCESS

For the following reasons, MIM believes it is singularly qualified and uniquely positioned to successfully execute *The Journey* initiative:

- ✓ MIM is not aware of any other ministry with the level of the experience, relationships, expertise, resources, voice, and authority in the area of ministry to men that would enable it to implement a solution like this.
- ✓ MIM has a track record of successfully completing large scale initiatives.
- ✓ MIM already provides ministry resources to more than 30,000 leaders per year, has conducted ministry transactions with over 25,000 churches, has partnerships with a large number of denominations, and in 2010 reached its 10-year goal of “impacting 10 million men.”
- ✓ MIM has statistical evidence that its process of men’s discipleship works. In a 2010 independently verified survey, leaders who implemented the principles behind *The Journey* over the previous 2.5 years had an average 48% increase in the number of men attending their church and an 84% increase in the number of men involved in discipleship.

- ✓ MIM has a proven concept for reaching men. Of the men who have attended MIM's 1,100+ events since 1996, 33% have committed or recommitted their lives to Christ, and 67% have joined a follow-up small group.
- ✓ MIM constantly adds to its vast library of discipleship and leadership resources on all aspects of ministry to men. Many of these resources have been incorporated into *The Journey's* methodology.
- ✓ Members of MIM's management team are considered thought leaders in the industry; its staff is among the most respected and competent in the men's discipleship field.

#### IMPLEMENTATION PHASES

Research and concept formation were conducted from September 2009 to May 2010. *The Journey* was implemented in three phases.

- ✓ Phase I: Design & Pilot Implementation (May 2010—December 2011)
- ✓ Phase II: Going Public (January—December 2012)
- ✓ Phase III: Final Rollout (January 2013—ongoing)

Objectives for Phase I and Phase II were fully met and the ministry continues to rollout *The Journey* to churches and recruit, train and hire full and part-time area directors.

#### BUDGET

A budget for this initiative is available upon request.

## CHAPTER 1

# Man in the Mirror Addresses the Men's Discipleship Problem *Description of the Situation & Overview of MIM Response*

### THE PROBLEM

MIM believes that many Christian men lead lukewarm, often defeated, lives. In many cases, cultural problems such as divorce, juvenile crime, and fatherlessness can be traced back to the failure of a man to be a godly father or husband. While prison ministries, teen pregnancy ministries, and homeless ministries are all valuable, they often treat the symptoms rather than the cause. Successfully discipling men today could reduce the need in later years for these and other similar ministries that are often required due to men's failures.

The majority of churches are not equipped with the tools and resources to engage men in their congregations in a successful discipleship process. Church leaders are pulled in too many directions, oftentimes getting frustrated, discouraged, and giving up. They need help to train their men to be godly husbands, fathers, and sons.

### MIM RESPONSE

Men need to be a part of an intentional discipleship process. They need a proper diagnosis, followed by a "treatment plan" and an execution strategy. *The Journey* is a proven process that trains them to be godly men, equips them to understand their purpose, and infuses them with the faith and courage to complete their mission in life.

MIM created *The Journey* as a turnkey system of practical tools and resources that equips leaders to reach men in all areas of the church, even those who aren't actively involved in men's groups. The system is designed to reach men in a holistic manner, providing churches with up to 12 challenges that address the key issues with which men tend to struggle, such as: work, relationships, finances, success, spiritual disciplines, and faith. *The Journey* does not prescribe the content a church

has to use to complete a challenge, but rather allows churches to customize the program to fit their needs.

#### IMPLEMENTATION PHASES

*The Journey* is being implemented in three phases:

- ✓ **Phase I: Design & Pilot Implementation (May 2010-December 2011)**—Research and planning to complete product development; formation of partnerships with ministries that have extensive experience using a self-funded field staff; implementation of *The Journey* in the first set of churches.
- ✓ **Phase II: Going Public (January-December 2012)**—Public launch of *The Journey* at MIM's annual summit meeting; continue recruiting and training area directors, resulting in additional implementation of *The Journey* in churches nationwide.
- ✓ **Phase III: Final Rollout (January 2013-ongoing)**—The initiative is implemented, a consulting force of full and part-time area directors is trained and active, and the initiative is projected to be self-sustaining by 2016.

#### MIM'S QUALIFICATIONS

MIM is the market leader in training ministry and church leaders on effective men's discipleship. Based on the following characteristics, it is uniquely qualified and positioned among customers and investors to implement this initiative:

- ✓ With over 25 years conducting ministry to men and ministry transactions with over 25,000 churches, MIM is a subject matter expert in the area of men's discipleship.
- ✓ Members of MIM's management team are considered thought leaders in the industry; MIM has drawn upon their extensive experience to develop the theory and structure of *The Journey*.
- ✓ MIM has the tools and resources available to effectively equip leaders; tools that the organization itself has designed as well as other ministry resources to which it often refers leaders. Many of these tools have been incorporated into *The Journey's* methodology.
- ✓ Statistical evidence shows that MIM's "No Man Left Behind" training model works. In a 2010 independently verified survey, churches that implemented the NMLB model had an average 48% increase in the number of men attending their church and an 84% increase in the number of men involved in discipleship over an average of 2.5 years (see Appendix A for the results of a February 2010 survey on this topic and Appendix B for a case study from one church's experience with NMLB training). The NMLB training model is integrated into *The Journey's* discipleship methodology.

- ✓ MIM has longstanding, strong working relationships with denominations and thousands of churches throughout the U.S. It is through these relationships that it has realized the need for a system such as *The Journey* and through which it will recruit churches to use *The Journey*.

Significant research has gone into creating *The Journey's* strategy and methodology. MIM has spent a large portion of the past year developing the system's structure. *The Journey's* overall concept is also a result of MIM's many years working with and creating resources to train ministry leaders in men's discipleship. The result is a research-based system that is ready for implementation by churches.



## CHAPTER 2

# Theory of Change

### *How the End State May Be Achieved*

*The Journey* is based on a careful analysis of how churches can create an environment and process in which the Holy Spirit can change men. Why has one church had a significant impact on men while another has not? What are the principles that should shape a serious effort to form more godly men? If the status quo for men is not acceptable, how does this get changed? This chapter addresses the underlying, theoretical assumptions of the system.

#### ELEMENTS OF THE THEORY OF CHANGE

MIM has created *The Journey* based upon the following theory of how men are disciplined and lead more godly lives.

1. **Spiritual process.** At the core, the change that men need is a spiritual one. Activities and programs can address a portion of a man's life—teach him communication skills, improve his ability to manage money, or prod him towards being more of a “family man”—but without a spiritual renovation of the heart, there will not be comprehensive, enduring change. Programs that tackle issues with men—but primarily focus on behavior and external activity—will have limited impact. Enduring change comes when men experience true heart transformation through the power of the gospel.
2. **Comprehensive change.** The issues with men are widespread; they routinely fall short morally, financially, relationally, and spiritually. Most undisciplined men do not lack a specific skill, or possess an isolated bad habit, or are ignorant of a single life-changing truth. Being ungrounded in the faith, they fall short in multiple areas; often their lives are a complicated matrix of intertwined issues. Correction requires a holistic approach—not only to address the many needs of different men, but because, commonly, a single man personally faces multiple issues. Simple formulaic answers and quick fixes will not work.

3. **Broad reach.** The challenge of undisciplined men is widespread—it is not limited to some specific demographic groups, not constrained by wealth or geography, not limited to the unchurched, or the unemployed, or the overachiever. Bringing about change in men will involve being able to effectively engage a wide demographic of men. Widespread change will require a strategy that intentionally finds men of “every type and stripe” where they are.
4. **Practical, concrete approach.** Generally, men are not very interested in theory. They gravitate towards the bottom line, the result, the desired outcome. They tend to be more action-oriented than contemplative. Practical action steps will be more effective than elaborate theories and philosophical arguments.
5. **Proactive outreach.** Busy men, distracted by numerous responsibilities and too many poor habits, will not spontaneously move towards solutions that help them become godly men. A passive approach that “makes resources available” will not have an enduring impact on a large number of men. Change will occur when leaders have a vision and a plan to take transformational opportunities directly to them.
6. **Repeated, ongoing effort.** Social change often takes a long time. Efforts like “Keep America Beautiful,” “Buckle Up,” and “Don’t Drink and Drive” were largely successful because a passionate core of leaders kept driving the point home over a period of many years. Change will require patience and conscientious focus over an extended period of time. Four factors necessitate this:
  - ✓ Men are often resistant to change and it takes a lot of effort to bring about effective change
  - ✓ Some changed men will relapse as they face new challenges
  - ✓ Effective change requires a comprehensive, holistic approach that is most often not a quick fix
  - ✓ New men are always coming on the scene; it is unlikely that they will need less attention than their predecessors
7. **Multi-dimensional.** Change is most likely to be effective and lasting when it is multi-dimensional, simultaneously affecting the head, heart, and hands. Men are not changed when they merely learn things; they may be able to pass a test or check a box that they know something, but that falls short of true life-change. Beliefs, values, and actions need to change too. Men need to see how their new beliefs become practical in their daily life.



### CHAPTER 3

## Man in the Mirror *Background & Profile of the Organization*

### *Historical Ministry Highlights*

#### TIMELINE

- 1989** Pat Morley writes *The Man in the Mirror*; it becomes a best seller
- 1991** Patrick Morley Ministries is founded; incorporated in 1993 in Florida and 501(c)(3) status is obtained from the IRS
- 1997** Patrick Morley Ministries is renamed Man in the Mirror
- 2000** 1.15 million copies of *The Man in the Mirror* are distributed on Father's Day through an MIM program currently called "Books! by the Box"
- 2002** MIM begins offering video of Pat Morley's Friday Morning Bible Study online
- 2003** David Delk named president of Man in the Mirror; Dr. Morley remains CEO and chairman of the board
- 2006** *No Man Left Behind* published (authored by Pat Morley, David Delk, and Brett Clemmer; based on the training curriculum used since 2002)
- 2010** Major overhaul of MIM website
- 2011** *The Journey to Biblical Manhood* is designed and launched to reach one million men by the end of 2015
- 2013** Dr. Morley and David Delk are named co-CEOs; national director appointed to coach area directors

#### MIM BEGINNINGS

In 1986, Patrick Morley began teaching a men's Bible study in Orlando, which still meets each Friday. In 1989, he authored *The Man in the Mirror*, a book stemming from his own search for meaning, purpose, and a deeper relationship with God. The book became a best seller and in 1991, Dr. Morley sold his privately-held real

estate business and founded Patrick Morley Ministries, renamed Man in the Mirror in 1997.

#### MIM GROWTH



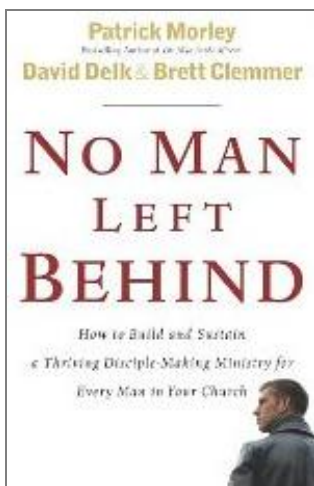
Since its inception MIM has developed a variety of innovative discipleship and training products that equip church leaders to disciple the men in their churches. This is how it distinguishes itself from other men's-focused ministries—MIM focuses on equipping *leaders* to disciple and change the way they do men's ministry, versus providing direct discipleship to men. It does this

by providing leaders with training, resources, tools, and encouragement. In the last decade (from 2000-2010), MIM claims to have helped leaders impact 10 million new men.

MIM's programs, products, and services have evolved over the years to include numerous leadership training events, an annual summit, a book distribution program, hundreds of resources (CD/DVD series, books, curricula, Bible studies, etc.), a robust website, a radio minute, a quarterly devotional magazine, various newsletters, and other resources, all geared toward transforming the hearts of men. In addition, it has forged partnerships with several large denominations, providing ready avenues for it to distribute its programs and products.

### *Man in the Mirror Today*

#### MIM TODAY



Dr. Morley's Friday morning Bible study is currently attended in person by approximately 150 men and viewed online by another 10,000. MIM encourages leaders across the country to set up groups to watch the study together over the internet.

Since 2002, MIM's Leadership Training Center (LTC) has equipped leaders to disciple men. These training events led to a book, *No Man Left Behind* (NMLB), authored in 2006 by Dr. Morley, Mr. Delk, and MIM's vice president, Brett Clemmer. MIM has created a training curriculum based on the NMLB approach that it offers through various live

training events and a self-paced DVD series. The NMLB philosophy focuses on building a sustaining disciple-making ministry for every man in the church. Since 2010, approximately 5,600 leaders from 1,740 churches attended NMLB training events. Another 7,500 church leaders attended one of MIM's numerous other training seminars and events.

Also in 2010, MIM completely revamped its website with a focus on making its resources readily available to clients. Hundreds of practical resources (many of them free of charge) are available to help men be more effective leaders. Since 2009, MIM has had nearly a half a million unique visits to its website and 615,000 unique downloads were made of MIM audio/video Bible studies.

*The Journey*, MIM's newest initiative and the subject of this *Prospectus*, is a system that groups many of MIM's existing training and curriculum resources into a comprehensive and flexible model for men's discipleship. While MIM will continue to be focused on creating and implementing *The Journey*, it will continue to provide its other product and services offerings, both now and in the future.

## *Ministry Key Facts*

**LEGAL NAME**

Man in the Mirror, Inc. (MIM)

**ADDRESS**

180 Wilshire Boulevard  
Casselberry, FL 32707

**TELEPHONE**

407.472.2100

**WEBSITE**

[www.maninthemirror.org](http://www.maninthemirror.org)

**MINISTRY SECTOR**

Discipleship

**SENIOR EXECUTIVES**

Pat Morley, co-CEO  
David Delk, president & co-CEO

**EMAIL**

[daviddelk@maninthemirror.org](mailto:daviddelk@maninthemirror.org)

**MISSION STATEMENT**

"To help churches more effectively disciple all their men."

**GEOGRAPHIC FOCUS**

United States

**CLIENTS SERVED**

Christian leaders in the U.S. who want to disciple men, primarily through the local church

**STRATEGY**

To transform the hearts of men, MIM equips church leaders to conduct men's discipleship by providing them with training, resources, tools, and encouragement.

**FOUNDED**

February 1991

**INCORPORATED**

April 1993; Florida

**EMPLOYER IDENTIFICATION  
NUMBER**

59-3178628

**501 (C) (3)**

Yes, September 1993

**LATEST FORM 990 FILING**

2012

**STATEMENT OF FAITH**

Yes, consistent with the church's historic creeds

**BOARD**

Yes, 7 directors

**MEETING FREQUENCY**

Four times per year, twice in person and twice by conference call

**ECFA**

Member since 2006

**AUDITED****FINANCIAL STATEMENTS**

Yes, by Carr, Riggs, &amp; Ingram, LLC

**YEAR END**

December 31

**BUDGET**

Yes

**PROGRAMS & PRODUCTS**

- ✓ **Friday Morning Bible Study with Pat Morley.** Dr. Morley leads a weekly Bible study in Orlando, attended in person by approximately 150 men and by another 10,000+ men online. MIM encourages leaders across the country to setup groups to watch the study together over the internet. The sessions are also audio- and video-taped and available via the internet or as an iTunes podcast.
- ✓ **Books! By the Box.** MIM sells a rotating list of 12-15 fairly recent classic Christian books priced at \$1-2, selected for their discipleship value for men. Leaders purchase these books in bulk to distribute to other men. MIM sells approximately 500,000 books per year (9.1 million sold since inception).
- ✓ **Leadership Training Center.** Fee-based courses offered by MIM's Leadership Training Center (LTC) teach the principles of building a sustainable ministry to men using the No Man Left

Behind (NMLB) model. The course is available in four ways:

1. NMLB 2.5-day conference
2. NMLB 1.5-day training events
3. Video-based (self-paced) training
4. Introductory 4-hour seminar

- ✓ **Events.** MIM faculty conduct approximately 40 men's events per year at local churches.
- ✓ **MIM Summit.** An annual 3-day summit in late February to bring together 200 church leaders, denominational heads, and area directors, for workshops, ministry updates, and inspiration.
- ✓ **Online Resources.** Hundreds of ministry resources are available on the MIM website. Resources include Bible studies, CD/DVD series, books, curricula, and others items. Many are free.
- ✓ **MIM Radio Minute.** 1-minute devotionals by Pat Morley air 5 days/week on Moody Radio Network.
- ✓ **Devotional Magazine.** MIM produces a quarterly magazine, *Equipping the Man in the Mirror*, consisting of daily devotionals and helpful articles for men.
- ✓ **Internet-based Technology Products.** Products include electronic newsletters, networking website (disciplemen.com), and a social networking presence.

**NUMBER OF PAID STAFF**

18 full and part-time staff; 15 full and part-time area directors

**RAISE OWN SUPPORT**

Staff are paid by the ministry; area directors raise their own salary

**STATEMENT OF FINANCIAL  
POSITION (BALANCE SHEET)  
12/31/12**

Assets:	\$885,550
Liabilities:	\$96,531
Net assets:	\$789,019
Portion restricted:	\$271,825

Source: Audited financial statements

**STATEMENT OF ACTIVITIES  
(INCOME STATEMENT) 1/1/12 -  
12/31/12**

Revenue:	\$2,546,069
Expense:	\$2,530,275
Net income:	\$15,794

Source: Audited financial statements

**SOURCES OF FUNDS**

2012 income sources:

Individual/foundation donations	75%
Sales/fees	25%

*Source: Audited financial statements*

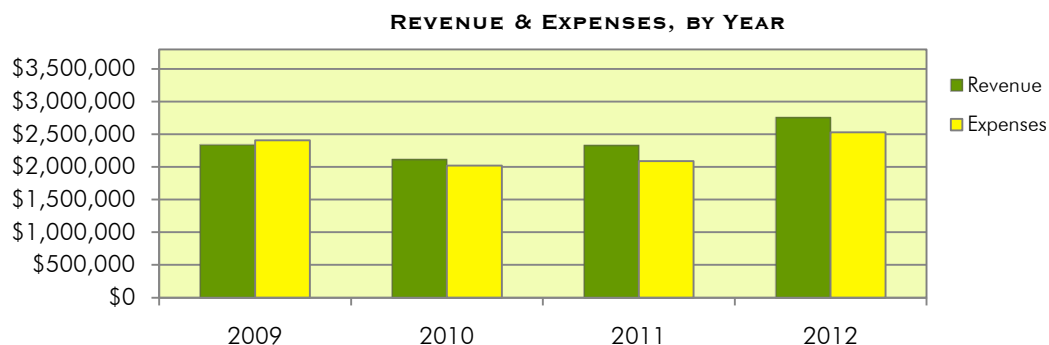
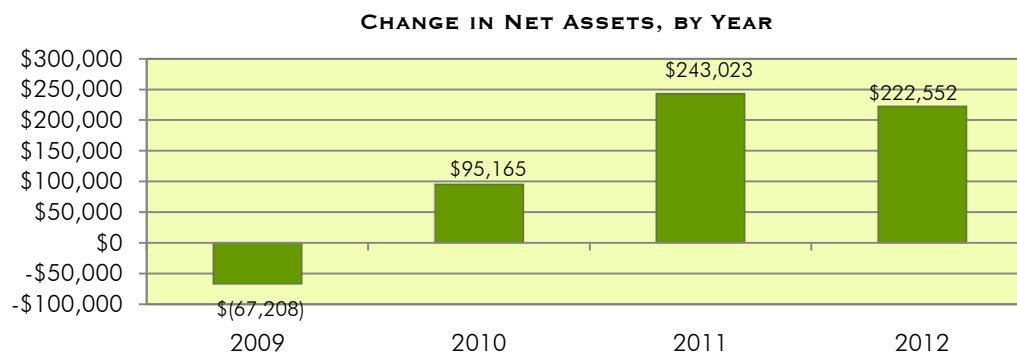
- ✓ One-on-one relationship building with major donors by the CEO and president
- ✓ New partners identified by area directors

**REAL ESTATE ASSETS**

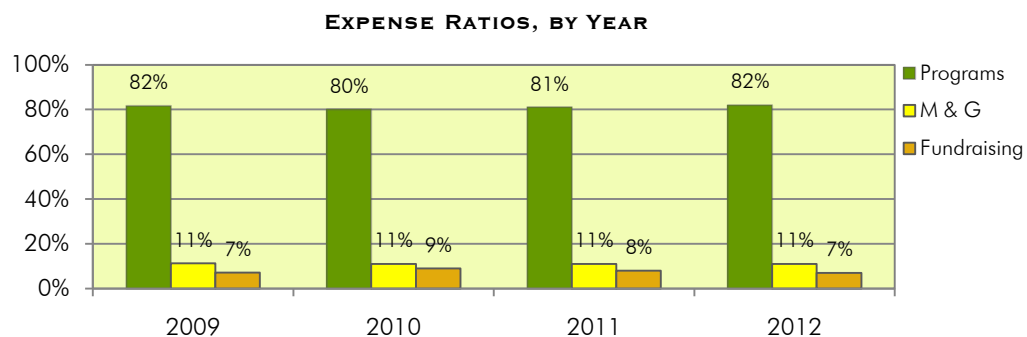
None

**FUNDRAISING METHODS**

- ✓ Annual fall phone campaign, with a focus on recruiting monthly or regular donors
- ✓ Scheduled “check-ins” with major donors, to update them on ministry operations

**REVENUE & EXPENSE TREND***Source: Audited financial statements***PROFITABILITY TREND***Source: Audited financial statements*

## FUNCTIONAL EXPENSES TREND



Source: Audited financial statements

\*M & G refers to management & general expenses

Note: Full audited financial statements and Form 990s are available at <http://www.maninthemirror.org/ministry-overview/proud-member-of-the-ecfa>. New financial statements are made available annually. For the most updated financial information, please check the website.

## CHAPTER 4

# Initiative Description

## *Design & Strategy of The Journey & Its Current Status*

### OVERVIEW

*The Journey* is designed to meet a church and its men where they are and take them to the next level of discipleship. Church leaders (lay leaders or paid ministry staff) are given the tools and resources needed to lead men in up to 12 challenges; each challenge addresses a spiritual need that most men face, instructing them to incorporate biblical teachings into all aspects of their lives. Leaders are given explicit direction in how to help their men complete each challenge (see Appendix D for a description of the process), including an assessment phase that allows church leaders to see the effect a challenge is having on the men in their church. Each challenge can be customized by the church to make the challenge fit its unique population and setting.



Over 90 pastors and leaders attend No Man Left Behind training in Chambersburg, PA.

### TARGET AUDIENCE

Based on what MIM calls the “all inclusive” concept, *The Journey* is meant to impact every man attending church. It focuses on reaching men through church leaders.

- ✓ **Church leaders.** *The Journey* works directly with church leaders to give them the resources and tools they need to effectively disciple the men in their churches. Due to *The Journey*’s unique methodology of reaching every man, it is most effective with “buy-in” not only from a key “men’s leader” in the church, but also from a senior level pastor. This allows the system to be promoted throughout the church.

- ✓ **All adult men in the church.** Church leaders use the tools provided by *The Journey* and their own resources to look beyond the men actively involved in men's ministry (usually a minority of the men in the church) to other members and visitors that might not normally attend a men's Bible study or small group.

## STRATEGY

To reach and disciple every man in the church, *The Journey* employs the following five strategic elements:

1. **Church-based.** *The Journey* reaches men through local church leaders. These leaders target the men already involved in their church as well as the men in the community. MIM will get buy-in from the leader of the church's men's ministry—typically a lay leader or an associate pastor—and also from the senior pastoral staff. This increases the sustainability of the project, since many lay and pastoral church leaders work for years in a single church.
2. **Led by area directors.** To reach as many churches as possible, MIM recruits full and part-time area directors across the country to raise awareness for *The Journey*, recruit churches, and then assist them in using the system. Area directors are fulltime or part-time with MIM and raise 100% of the budget needed for their regional ministry. (In addition, 14% of the total they raise is returned to MIM as an administrative fee, a common practice among ministries with self-funded field staff to cover overhead expenses. The effective administrative fee is approximately 11% for area directors that participate in the 401(k) plan with matching contribution up to 4%.) After being trained by MIM to use and implement *The Journey*, each regional staff member is tasked with implementing the system in 100 churches within a 3-year time period.
3. **Flexible design.** *The Journey* is not a curriculum or an instruction manual; it is a system that allows churches of various sizes and with various levels of men's ministry experience to customize the program to fit their needs. *The Journey* offers different ways to implement each of the 12 challenges (for a list of all 12 challenges, see Appendix C). The duration is also flexible: churches can choose to do any or all 12 challenges, and they can make each challenge last as long (e.g., one year book study) or as short (e.g., weekend retreat) as they want. In addition, the challenges can be conducted in any order. *The Journey* also provides multiple presentation options for each challenge. Churches have the freedom to implement the system through any means they deem appropriate (e.g., classes, groups,



one-on-one, etc.). The variety of options is designed to meet the needs of as many churches as possible.

4. **Comprehensive.** MIM has brought its extensive experience in men's discipleship to *The Journey's* design so that it reaches men in a holistic manner. The twelve challenges address the key issues with which men tend to struggle, such as: work, relationships, finances, success, spiritual disciplines, and faith.
5. **Online, subscription-based resources.** Churches have online access to the basic resources they need to implement the 12 challenges. Offering the materials through its website lowers MIM's overhead (no need to keep a large inventory of instruction manuals on hand), provides churches with instant access to materials, and allows MIM to easily update resources and make current materials available to church staff.

MIM tested various pricing structures in Phase I and now offers *The Journey* for a nominal annual subscription fee. MIM is also committed to a "free option" for churches that need it. Using self-funded field staff also lowers MIM's overhead so that it is able to offer the system at a low price to churches. MIM's commitment is to price *The Journey* in a way that attracts the maximum number of churches while still allowing the initiative to be self-sustaining in the long run.

For churches that request it, hard copies of the materials are made available for a to-be-determined fee.

#### **THE JOURNEY VERSUS A CURRICULUM: A COMPARISON**

There are a multitude of discipleship curricula, Bible studies, video series, books, conferences, etc. available to leaders of church men's groups (see Appendix F for a competitive landscape of men's ministries). The use of these materials typically requires that men commit to participating in an organized men's group that meets on a regular schedule. *The Journey* goes beyond a standard curriculum by providing several other resources to the church to reach men who do not attend traditional men's group meetings.



*Dr. Morley leads the 25<sup>th</sup> anniversary Bible study session on May 6, 2011.*

**TABLE 1**  
**TYPICAL MEN’S MINISTRY CURRICULUM VS. *THE JOURNEY***

Capability	Typical Curriculum/ Video Series	<i>The Journey</i>
Provides material to engage men in classes, groups, or one-on-one	✓	✓
Instructs leaders on how to present the material and lead the groups	✓	✓
Available for various lengths of time	✓	✓
Covers a variety of topics/biblical themes	✓	✓
Designed to impact all the men in a church, even those who will not join classes or groups	✗	✓
Gives <i>Faith &amp; Life Objectives</i> to hand out to every man in the church so they can see the goal they are working toward	✗	✓
Provides you with “pre” and “post” surveys to help determine spiritual growth	✗	✓
Helps other church leaders get on board with simple ways to support the program	✗	✓
Shows a larger vision than just studying a book or listening to the messages	✗	✓
Gives concrete tools to help touch 70-90% of men who will never be a part of a “men’s ministry”	✗	✓

#### **PARTNERSHIPS & COLLABORATIONS**

MIM spent several months—a large portion of Phase I—working out the details of how the area directors will be recruited, trained, and managed. It has held discussions with key individuals from ministries that have used self-funded staff to discuss potential partner relationships or to gain knowledge in this area. These ministries include:

- ✓ Cru, Campus Crusade for Christ U.S. division
- ✓ Compass
- ✓ The Navigators
- ✓ Young Life
- ✓ Youth for Christ

MIM continues to explore the opportunity of seconding mid-career self-funded staff from partnering ministries to help MIM gain area directors. This is mutually beneficial for a partnering ministry as it allows it to offer an exciting opportunity to mature men who are looking for a new ministry opportunity.

MIM has an agreement with Cru to use its training model to teach area directors how to effectively raise their own support. Cru is an organization with a 60+ year history of using ministry staff that raise their own funds.

MIM hopes to secure endorsements from many of its denominational partners. It is also exploring deeper partnership options with several denominations, including private branding of *The Journey* and training existing denominational personnel to help churches with implementation.

In addition to the potential partnerships with the ministries mentioned above, MIM engaged Triaxia Partners to assist it to develop an attributes profile for potential field workers, create a job description for the position, perform screening and assessment of candidates, and other services related to recruitment of the area directors. Triaxia Partners is a consulting firm that assists for-profit and nonprofit organizations in areas such as strategy, team and leadership development, and organizational design. MIM has a long-standing relationship with Triaxia and has used it in the past on other ventures. It also engaged a marketing/recruiting firm to launch a national recruiting campaign through social media and other avenues to locate viable candidates for area director roles.

#### INITIATIVE RELATIONSHIP TO OVERALL MINISTRY

This initiative, while breaking new ground, is a logical extension of some 25 years of MIM's ministry to men in churches. MIM has historically focused on training leaders to disciple men. *The Journey* is an application of MIM's "No Man Left Behind" (NMLB) training model.



*Men participate in a small group discussion*

Some church leaders will choose to use MIM books and resources to implement the steps of *The Journey*. In addition, it is management's expectation that MIM will be able to offer ancillary services to church leaders; in essence this creates a cross-selling opportunity. For example, the church may decide to purchase an MIM marriage

curriculum, a DVD series on work, or engage a MIM faculty member to conduct a men's event/seminar in order to recruit men for participation in one of the challenges.

### PHASE ONE RESEARCH

MIM conducted a beta test of *The Journey* in 24 churches. The purpose of the test was to get feedback from churches on the system's materials, its implementation process, its perceived effectiveness, and the church's overall assessment of the system. MIM completed the changes to the presentation of *The Journey* materials based on feedback from the beta test. For example, materials were streamlined and simplified to make it even easier for a lay leader or busy pastor to clearly understand how to implement each challenge.

### PHASE ONE & TWO OUTPUTS

Objectives for Phase I and II were fully met and the ministry continues to rollout *The Journey* to churches and recruit, train, and hire full and part-time area directors.

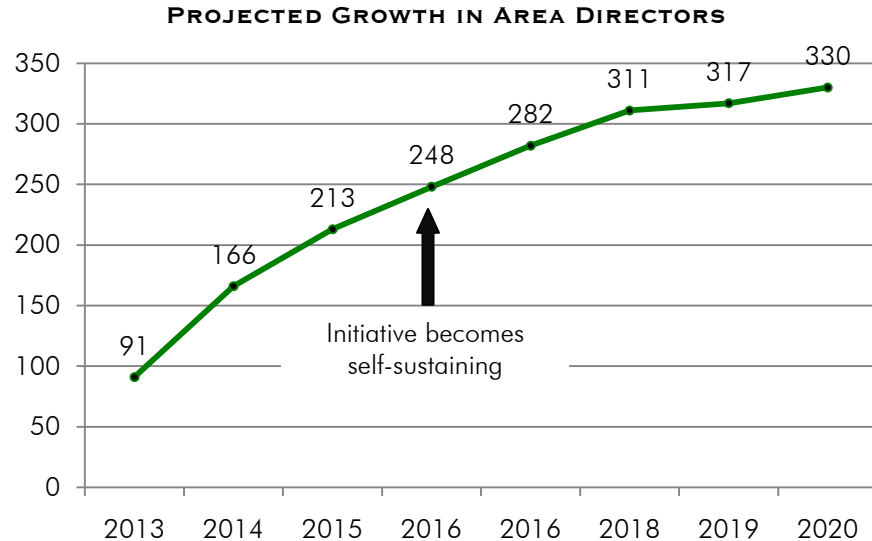
The following outputs have been achieved:

- ✓ At the end of October 2012, MIM began a pilot launch of challenges 1-4 (of 12) to churches on a waiting list. This launch included, among other things, a subscription and web-based program with downloadable graphics, Bible studies, articles, promotional videos, and timelines & checklists for leaders. Following the pilot, MIM began marketing to a wider base of leaders through mail and leadership training events.
- ✓ At the end of June 2013 MIM had 69 (21%) of the 330 area directors in place. 20% of them are already doing the work on a voluntary, full, or part-time basis.
- ✓ Six "coaches" are in place to help area directors raise the budgets for their regional ministries and a national director was hired in 2013 to oversee the work of all the area directors.
- ✓ It takes \$15,000 to recruit, train, deploy, and coach each area director.
- ✓ Based on actual outcomes thus far, each area director represents 10,000 new men who will become disciples in the next ten years.
- ✓ With minimal marketing by MIM, nearly 400 churches are now subscribed to *The Journey*.

### CURRENT STATUS OF PHASE THREE

- ✓ Over 90 area director candidates were in the pipeline, as of June 2013.
- ✓ Initial training classes are now scheduled every 3-4 months for newly appointed area directors.
- ✓ As of July 2013, nearly 400 churches had subscribed to *The Journey*; approximately 18% of these churches were working with their local area director. These churches represent 42 states and more than 21 countries—an early and encouraging outcome.
- ✓ MIM is now focusing on the completion of the remaining eight challenges, including resources, events, and downloadable tools for leaders.

- ✓ MIM projects over 1,000,000 new disciples by 2020, for less than \$5 each of front end investment.
- ✓ With \$3,000,000 in new funding, MIM has forecasted 248 area directors in place by 2016, making this a self-sustaining initiative. All 330 area directors are forecasted to be in place by 2020. The graph, below, shows the anticipated rise in area directors in more detail.



#### LONG-TERM OUTPUTS

- ✓ Up to 330 area directors are recruited, trained, and operational across the U.S.
- ✓ Within three years of commencing work, each area director will assist 100 churches to implement *The Journey* (MIM's internal database of 35,000 church contacts will help accomplish this goal; for many of these churches it knows the key contact in charge of men's discipleship)
- ✓ On average, each church using *The Journey* will move 30 new men into a meaningful discipleship process
- ✓ The new disciples will incorporate biblical teaching into their everyday lives, becoming better fathers, husbands, and world citizens, helping others in their sphere of influence and becoming dedicated followers of Jesus Christ

MIM has developed a system to measure and report these key statistics. Data will be available to investors.

## TIMELINE & MILESTONES

### CONCEPT FORMATION (SEPTEMBER 2009—JUNE 2011)

MIM developed *The Journey's* concepts over a two year time period. From September 2009 to June 2011, it pilot tested a part-time field staff, completed a 2-year website development project, and obtained input on the initiative from hundreds of leaders gathered at its Annual Summit in 2010 and 2011. During this time, MIM's executive leadership team and board of directors also worked with certain donors and consultants to develop a new 10-year organizational strategy that centers on *The Journey*.

*The Journey's* implementation phases are:

#### PHASE I: DESIGN & PILOT IMPLEMENTATION (MAY 2010—DECEMBER 2011) - COMPLETED

Partnership development, consultation, system design	May 2010-August 2011
Marketing plan implementation	September-December 2011
Area director recruitment & training	September-December 2011
Web & infrastructure development	September-December 2011

#### PHASE II: GOING PUBLIC (JANUARY—DECEMBER 2012) - COMPLETED

Milestones for Phase II included the initial rollout of *The Journey* and the recruiting, hiring, and training of area directors.

#### PHASE III: FINAL ROLLOUT (JANUARY 2013—ONGOING)

MIM currently plans to have 330 area directors in place by 2020 (one for each thousand churches in America). In addition, it continues to work on system development, as it works to complete the tools for the remaining eight challenges.

## CHAPTER 5

# Personnel

## *Key Experts Providing Direction & Oversight*

### *Executive Leadership*

All of MIM's main strategic and operational decisions are made using a team approach. *The Journey* is no exception. MIM's intergenerational leadership team consists of Pat Morley, David Delk, and Brett Clemmer.



**PATRICK MORLEY, FOUNDER & CO-CEO. AGE 64.**

Patrick Morley is regarded as one of America's most respected authorities on the unique challenges and opportunities that men face. After spending the first part of his career in the highly competitive world of real estate development, Dr. Morley has spoken throughout the world to help men think more deeply about their lives.

In 1973, Dr. Morley founded Morley Properties which was hailed for several years as one of Florida's 100 largest privately held companies. During this time he was the president or managing partner of 59 companies and partnerships. In 1989 he wrote *The Man in the Mirror*, a landmark book that poured from his own search for meaning, purpose, and a deeper relationship with God. With nearly 3 million copies in print, the book has captured the imaginations of hundreds of thousands of men worldwide, and was selected for inclusion in William and Randy Peterson's *100 Christian Books That Changed the Century* (Grand Rapids: Revell, 2000). Five of his 13 books have received critical acclaim.

In 1991, Dr. Morley founded Patrick Morley Ministries (renamed Man in the Mirror in 1997), which trains and resources church leaders to reach men more effectively.

Through his speaking and writing he advocates for men, encouraging and inspiring them to change their lives. Every Friday morning since 1986, Dr. Morley teaches a Bible study to 150 businessmen in Orlando, Florida which is webcast throughout the United States and in 50 countries.

Dr. Morley graduated with honors from the University of Central Florida, which selected him to receive its Distinguished Alumnus Award in 1984. He has earned a PhD in management and completed post-graduate studies at the Harvard Business School and Oxford University, and graduated from Reformed Theological Seminary.



**DAVID DELK, PRESIDENT & CO-CEO. AGE 47.**

Before joining MIM, Mr. Delk was a senior consultant with Energy Management Associates, where he developed software and managed consulting projects with large public utilities.

Mr. Delk is the author or co-author of five books, including *The Marriage Prayer*, *The Dad in the Mirror*, and *No Man Left Behind*. He has had articles published in numerous magazines, and has been the featured speaker for churches and men's groups across America. Mr. Delk was named Emerging Leader of the Year by the National Coalition of Men's Ministries, and has served as a visiting lecturer in Biblical Studies at Reformed Theological Seminary.

Mr. Delk graduated with a degree in mathematics from Furman University. He was selected to be a member of Phi Beta Kappa and went on to earn his Master of Divinity degree from Reformed Theological Seminary in Orlando, FL.



**BRETT CLEMMER, VICE PRESIDENT. AGE 46.**

Brett Clemmer joined MIM in 2000 and is vice president of leadership development. He helped establish, and was the first director of, MIM's Leadership Training Center (LTC), a leadership development program that trains leaders from churches around the country to reach men effectively. He seeks to make the church relevant to younger men and men on the fringe.

Prior to MIM, Mr. Clemmer worked in the nonprofit and business sectors. Among other pursuits, he has run a juvenile detention shelter and a 700-bed homeless program, and also a start-up software company.



Mr. Clemmer speaks at men's events, conferences, workshops, and training programs in the U.S. and internationally. He presents on a variety of topics, including finances, marriage, leadership, and other biblical topics.

He is the co-author with Patrick Morley and David Delk of *No Man Left Behind*.

Mr. Clemmer earned a B.S. in clinical psychology with a clinical concentration from Tufts University in Boston, MA.

## *Governance*

The following directors serve on the board of Man in the Mirror (as of June 2013).

**Patrick M. Morley, Chairman**—See biographical information at page 25.

**Pete Alwinson**—Rev. Dr. Alwinson, a senior pastor for over thirty years, is now vice president of leadership and men's discipleship at Key Life Network. He also serves as faculty for MIM. Rev. Dr. Alwinson received his B.A. in communications, a Master of Divinity from Trinity Evangelical Divinity School, and a Doctorate of Ministry from Reformed Theological Seminary.

**William Helms**—Mr. Helms is a founder and partner of Helms Roark, Inc., a real estate development company whose primary business is developing shopping centers and other retail properties in the Southeast. He has also been involved in real estate brokerage, management, and consulting in various projects with Helms Roark over the past 29 years. Mr. Helms received his B.S. in business and finance from Auburn University.

**Sidney Hinton**—Mr. Hinton founded PowerSecure in 2000 and is the president and CEO of PowerSecure International; a NASDAQ listed company that partners with utilities and major commercial and industrial customers across the country to optimize the generation, transmission, and utilization of electricity. Prior to founding PowerSecure, Mr. Hinton worked at Southern Company and Progress Energy, leading the development of innovative product offerings beyond the sale of electricity at both utilities in the 1990's. Mr. Hinton received his BBA in accounting from Georgia State University and his MBA from Emory University. He is also the founder of The Other Six Days, a ministry that focuses on helping Christians live out their faith in a productive and attractive manner.

**C. Fred Mateer**—Mr. Mateer sells residential real estate in Central Florida through Keller Williams Heritage Realty. Prior to moving to Orlando, Mr. Mateer served as executive vice president, and director of global human resources with Ford Motor Credit in Dearborn, Michigan. He completed his undergraduate studies at the University of Illinois and graduate studies at Princeton University.

**Larry Mattingly**—Mr. Mattingly's professional career has been in the petroleum industry, with a specialization in inventing and designing technology-based solutions for blending hydrocarbons to produce optimized finished gasoline. In 2000, Mr. Mattingly co-founded a company to develop and install automation to blend butane into gasoline. Through Mr. Mattingly's research and development efforts, he invented and patented what are today's most sophisticated technologies for butane blending at petroleum terminal rack facilities and pipelines. Mr. Mattingly continues to be a partner with Texon LP in the development of both domestic US and International hydrocarbon blending, and currently has multiple patents pending in this arena.

**Jimmy Pendley**—Mr. Pendley is the president of Cole Home Health. Over the past 19 years, Mr. Pendley has managed multiple P&L's while serving as president, general manager, vice president, and chief marketing officer for various Fortune 500 Companies. Mr. Pendley brings broad-based experience and leadership in expansive growth, new product & service development, acquisitions, strategic marketing, customer relationship management and loyalty programs. Throughout his career, Mr. Pendley has played an integral role in enhancing product/service platforms, integrating new technologies, and escalating companies' reputations to a customer-focused industry leader. He is also the lay men's pastor for WoodsEdge Community Church in The Woodlands, TX. He holds a BS degree in business administration from The Citadel, The Military College of South Carolina.

**Todd Woodard, Sr.**—Mr. Woodard founded Mosaic Wealth Management Group in 1996, currently recognized as one of central Florida's largest wealth management firms. He graduated from the University of Central Florida with a degree in business.

## CHAPTER 6

# Business Model & Funding *Funding Requirements & Sources*

### BUSINESS MODEL

The business model for *The Journey* calls for it to be self-sustaining once fully operational. This is expected to occur through three earned income streams:

- ✓ 14% administrative fee from area directors
- ✓ Annual church subscriptions
- ✓ Sale of supplemental resource materials and MIM services, above the basic tools provided with the annual subscription

### BUDGET

A draft line item budget is available as an attachment to the *Prospectus*. The budget is not static and will change as implementation details are finalized, partnerships are created, and meetings with consultants take place. Updated budgets will provide existing and potential funders with up-to-date revenue and expense projections.

During Phase I, MIM generated income from its other business activities; *The Journey* generated minimal income in the startup period.

A budget for 2012 (Phase II) and 2013 (the first year of Phase III) are also available.

### FUNDING SOURCES

Phase I required approximately \$500,000 in donor funding. Phase II required approximately \$1,000,000. Both of these amounts were in addition to the regular donations MIM had budgeted for ongoing operations. MIM raised the required funds for Phase I and II through investors who understand the strategic priority of helping churches effectively disciple men.

MIM needs to raise an additional \$3 million before the initiative becomes self-sustaining in 2016, with 248 area directors. At that time, this initiative will be self-sustaining largely from the 14% administrative fee from area directors, through church subscriptions to *The Journey*, and the sale of supplemental MIM resources/services.

Because of the multiple revenue streams, the reliance on large donors will decrease each year. The 14% administrative fee will provide the initiative's largest revenue source going forward, contributing to its ability to eventually be self-sustaining.

**NOTE REGARDING FINANCIAL REPORTING**

*The Journey to Biblical Manhood* is an initiative of MIM, a nonprofit corporation with a 501(c)(3) tax exemption. The initiative will have its own profit and loss statement (statement of activities) within the MIM financial statements, showing the initiative's revenue and expenses separate from other MIM programs and general operations.

MIM's finances are available to the public through its Form 990 filed with the IRS each year. In addition, MIM can provide donors with audited financial statements and specific information on the financial operations of *The Journey*, if requested.

## CHAPTER 7

# Risks

## *Potential Threats to the Initiative*

Certain risks are inherent in *The Journey* initiative. These include, but are not limited to, the following.

### DISTRIBUTION STRATEGY

MIM plans to recruit a regional field staff of area directors (40 in Phase I, and up to 330 through Phase III) who will raise their own fulltime support. Creating a methodology to effect this distribution strategy is where MIM will concentrate its efforts over the next several months. There are several high-level risks associated with the distribution strategy.

- ✓ As of June 2013, MIM has 18 fulltime and part-time staff and 15 fulltime and part-time area directors. Increasing the staff size 10-fold is a very large undertaking. The task will eventually involve providing oversight, training, and management of a new 330-person “sales” staff. Though this increase will not occur overnight, there is a risk that MIM will not be successful at expanding the elements of its infrastructure to support a large regional sales force.
- ✓ There is a risk that MIM, even with its partnerships and a planned marketing campaign, will be unable to locate up to 330 men across the country that meet the qualifications necessary to perform the area director tasks and that are willing to raise their own support. Persons who are eligible to be seconded from other ministries would have to agree to work for MIM and may not so agree.
- ✓ There is a risk that even if willing, the area directors will not be successful at raising 100% of their ministry budget, both in the short-term and for the long-term.

Although MIM has carefully thought through placing its target at 330 area directors, this is not a magic number. The system can still be effective with a smaller

number of area directors, though at some lower level (yet undetermined), the initiative would need supplemental income to become self-sustaining, that is, the business model would need to be modified.

#### **BRANDING**

*The Journey* is a comprehensive yet flexible system for churches to use to disciple their men. It is much more than a curriculum, an instructional DVD, a course, a leadership manual, or any other more traditional, stand-alone form of discipleship material that churches often use. In fact, its name alone—*The Journey to Biblical Manhood*—implies a process, time, even a degree of complexity. It is not a “product,” but rather a system comprised of multiple products with a flexible implementation structure.

There is a risk that *The Journey*’s distinctive and its brand could be initially misunderstood by its target audience, confusing it with just another men’s curriculum.

#### **CHURCH BUY-IN**

A significant component in the initiative is gaining buy-in from churches of *The Journey*’s concept and also for the pricing structure which will require an annual subscription fee. MIM has a strong track record of engaging and working with churches; it has built strong relationships in this field for many years. The beta tests currently in progress should provide MIM with valuable data regarding church feedback on the system’s design and structure. Gaining acceptance of the pricing structure could be a greater challenge, particularly in the current economic environment.

Because *The Journey* is a new system of discipling men, there is a risk that churches will not accept either its design or its pricing.

#### **FUNDING**

Phase I and Phase II required substantial donor funding. Current funding for this initiative requires on-going efforts to secure major donations through 2016.

There is a risk that MIM will be unable to raise the required start-up capital necessary to meet its projected implementation timeline.

#### **SELF-SUSTAINABILITY**

For *The Journey* to become self-sustaining in the long term, it must generate revenue from various sources. MIM projects the largest revenue source to be from the area director administrative fee: 14% of each director’s raised support.

The risks associated with the area directors' ability to raise their own support (noted above) impact the likelihood that *The Journey* can sustain itself through this income source. Deficits would need to be funded through donations or other product sales.





## CHAPTER 8

# Conclusion

## *A Spiritual Investment Opportunity*

*The Journey to Biblical Manhood* is a comprehensive, flexible system that, once fully operational, has the potential to impact the lives of millions of men. It is an ambitious and fresh approach to disciple all men attending a church, even those on the fringes of the church community. It does this in conjunction with several established ministries that offer their experience in nationwide discipleship initiatives.

MIM is actively seeking investors to support *The Journey*, especially for the remaining development of the system and recruiting of area directors. This *Initiative Prospectus* describes the organization and the system in considerable detail in its current state; however, like so many pilot programs, the actual course and the results are subject to many factors that cannot be predicted or controlled.

MIM seeks persons who will make tax-deductible contributions to be used as described herein. Investors may wish to advise on the strategy or participate in other ways, including contributing in-kind services. MIM embraces such partnerships.

MIM invites you to consider prayerfully this *Prospectus* and the important initiative it portrays. Will you support this initiative to change the hearts of men, transforming them into the men God intends them to be?

To obtain more information or contribute, please contact either:

Mr. David Delk  
Man in the Mirror  
180 Wilshire Boulevard  
Casselberry, FL 32707

Phone: 407.472.2135  
daviddelk@maninthemirror.org

Dr. Patrick Morley  
Man in the Mirror  
180 Wilshire Boulevard  
Casselberry, FL 32707

Phone: 407.472.2135  
patrickmorley@maninthemirror.org



## Appendix A

### *No Man Left Behind Survey Results*

In February 2010 MIM conducted a survey of men who had attended a NMLB conference within the previous seven years. The survey data was collected and analyzed, and the analysis was validated by the chairman of the department of mathematics and statistics at Sam Houston State University.

129 individual responses were collected. The average length of time from the training to the completion of the survey was 2.5 years. The responses were separated into two groups based on the response to the question: "How intentional were you about implementing the No Man Left Behind model in your church following training?" Group one, the "intentional" group, consisted of 89 respondents who indicated they were somewhat, moderately, or very intentional. Group two, the "unintentional" group, consisted of 40 respondents who indicated they were somewhat unintentional, moderately unintentional, or not intentional at all.

An analysis of the survey data shows that for churches "intentional" about implementing the NMLB model there was:

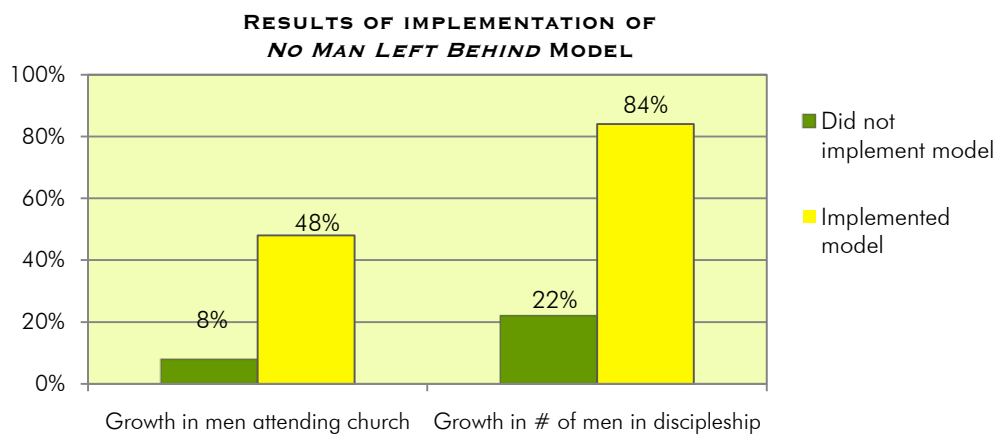
- ✓ 48% increase in the number of men attending their church
- ✓ 84% increase in the number of men involved in discipleship

However, for "unintentional" churches there was:

- ✓ 8% increase in the number of men attending their church
- ✓ 22% increase in the number of men involved in discipleship

Churches that intentionally implemented the NMLB model grew in the number of men being disciplined almost four times more than unintentional churches.

The survey results are expressed graphically in the table below.



## Appendix B

### *Church Case Study*

MIM has successfully changed the way that many churches conduct men's discipleship, and has proven to be effective in reaching men throughout the church. This is one success story.

#### **HARVEST COMMUNITY CHURCH**

In 1996, Jeff Kisiah joined Harvest Community Church (HCC) in Charlotte, NC and was assigned to lead the men's discipleship program. While Mr. Kisiah was able to begin some programs, without training in a systematic approach, after eight years only 25% of the church's men were involved in ongoing spiritual formation.

Then in 2005, Mr. Kisiah attended MIM's *No Man Left Behind* leadership training. After learning the components of a sustainable discipleship system for men, he structured a new small group initiative which was launched at HCC's annual men's event on Labor Day weekend. The initiative was called "MVP" (for Men of Valor and Prayer), and was based on the principles incorporated into *The Journey*. By the following May, 40% of the church's men had participated in some disciple-making program at some level. By January 2007, this had increased to 60%. By June 2008, the proportion increased to 75% involvement.

Mr. Kisiah continued to involve other leaders and made sure they also received training. By mid-2008 HCC had 350 regular church attendees of which 125 were men. Of these men, 95% professed faith, 75% were involved in growth groups, and 85% were serving the Lord in some capacity. This represents an increase in male discipleship from 25% to 75% in three years.



## Appendix C

### The Journey's Twelve Challenges

Each of *The Journey's* twelve challenges addresses a spiritual need that most men face. The challenges can be completed in any order and each church can decide the duration of each challenge.

#### THE 12 CHALLENGES

##### **CHALLENGE 1: MASTERING THE ESSENTIALS OF BIBLICAL MANHOOD**

This first challenge in *The Journey* is designed to provide an overview for participants. It introduces the characteristics of a godly man. These are the same ideas participants will be exploring in more detail during the rest of *The Journey*.

##### **CHALLENGE 2: BUILDING A FIRM FOUNDATION IN THE GOSPEL**

This challenge communicates the basic faith tenets every man should understand, such as the character of God, justification, sanctification, the church, the Bible, the person of Christ, and work of the Holy Spirit. It encourages men to continually seek to learn more about God and the Bible.

##### **CHALLENGE 3: BUILDING GODLY RELATIONSHIPS AND MARRIAGES**

This challenge covers dating, marriage, fathering, being single, and brotherhood. The challenge promotes moral and sexual integrity in personal relationships.

##### **CHALLENGE 4: FATHERING THE HEARTS OF OUR CHILDREN/GRANDCHILDREN**

Many men have no example of proper fathering; this challenge shows men what it means to be a godly father and grandfather. Participants will learn how to disciple their children and grandchildren to love God and others, to make discipling their children/grandchildren a top priority, and to pray for and encourage their children/grandchildren daily.

##### **CHALLENGE 5: BECOMING A SPIRITUALLY DISCIPLINED MAN**

During this challenge, men will be taught how to study the Bible, and will learn the

biblical foundations of prayer, worship, fasting, meditation, and solitude. Men will learn how to incorporate these disciplines into their daily life.

**CHALLENGE 6: SERVING GOD IN OUR WORK**

This challenge addresses issues such as mission and calling, purpose, the true definition of success, balance, and priorities. Men will be encouraged to do their work with excellence and diligence in order to demonstrate God's character to a watching world.

**CHALLENGE 7: COMMITTING TO A PERSONAL MINISTRY**

This challenge helps men understand their giftedness and how they can contribute to kingdom work. It shows them where in the work of the church they can have an impact and connects them with opportunities to learn and grow as part of God's activity in the world.

**CHALLENGE 8: USING MONEY FOR GOD'S GLORY**

This challenge shows men that they are stewards of the gifts God has given them. It encourages men to avoid or reduce consumer debt and contribute 10% or more of their income to kingdom work.

**CHALLENGE 9: LIVING AS A MAN OF INTEGRITY AND CHARACTER**

This challenge helps men understand what the Bible has to say about moral, ethical, and sexual purity. Men will identify key areas in their lives to establish boundaries and accountability to help them maintain integrity and witness.

**CHALLENGE 10: BEING SHAPED BY SUFFERING**

The Bible says that Christians are called to share in Christ's suffering. If men aren't prepared for this, they are subject to the temptation of walking away or doubting God's grace. This challenge aids in an understanding of suffering and how to view it from a Christian perspective.

**CHALLENGE 11: GROWING IN LEADERSHIP**

Some men are called to be leaders of ministries; others lead businesses. All men are called to be leaders in their homes. This challenge encourages men to view leadership from a biblical perspective.

**CHALLENGE 12: DEVELOPING A LIFE MISSION**

Many men wander through life just checking the next thing off their list or putting out the most recent fire. This challenge gives men practical steps and tools to develop a written life purpose statement that will provide clear guidance for their priorities and behavior.



## Appendix D

### *Implementing a Challenge*

*The Journey* gives church leaders specific instructions for implementing a challenge. Within this process, there is room for flexibility to implement each challenge in a way that will most benefit the men in a particular church setting. The implementation steps are detailed below.

#### IMPLEMENTING A CHALLENGE

##### DETERMINE YOUR FAITH & LIFE OBJECTIVES

*The Journey* is built around “desired outcomes,” not activity. Biblical manhood is about becoming a disciple of Christ, not checking off that a course has been completed. Each challenge has three Faith & Life Objectives, designed to impact a man’s “head, heart, and hands.” MLM suggests that the objectives be printed on business card-sized handouts and then given to all men in the church. It provides an electronic document of business cards with each challenge. A sample card for the first challenge is shown below.


Faith & Life Objectives

maninthemirror.org

Mastering the Essentials of Biblical Manhood

We are on a great adventure. Where are we headed?  
At the end of this leg of the journey:

- I will understand **how the Bible guides me** in each of the basic areas of my life (faith, work, family, marriage, money, emotions, etc.) **(Head)**
- I hope to **desire God and biblical manhood** more than the things that distract me from Christ. **(Heart)**
- I will schedule time to spend in God’s word, pursue friendships with godly men, and **live my life according to the Scriptures.** **(Hands)**



THE JOURNEY TO  
BIBLICAL MANHOOD

Church leaders may also set their own objectives. The objectives are meant to be flexible—a man may be just as likely to accomplish the objectives at a weekend retreat as in a 12-week Bible study.

#### **ASSESS YOUR MEN**

Each challenge begins and ends with all men who participated in the challenge taking a short assessment. This allows church leaders to measure progress and growth, and demonstrates vision and intentionality. A printable PDF assessment tool is included with each challenge. The assessment tool for the first challenge can be found in Appendix E. If church leaders design their own objectives for a challenge, it is possible that they may need to modify the pre-designed assessment to fit the chosen objectives. The church's assigned area director person would be available to assist with this process.

#### **LAUNCH THE CHALLENGE**

For each challenge, *The Journey* gives a detailed implementation plan to recruit, engage, and connect all men. The focus is on creating and capturing momentum and then looking for ways to sustain change. The emphasis is always on finding ways to reach all men in the church, not just those that come to a particular event or study.

#### **REASSESS YOUR MEN**

Using the same assessment tool, church leaders again ask all the men participating in the challenge to assess themselves. The results are used to determine the success of the challenge and whether participants met the desired outcomes (Faith & Life Objectives) of the challenge.

#### **CELEBRATE**

At the end of each challenge, a celebration is held to honor the men who successfully satisfied the Faith and Life Objectives. MIM offers a variety of suggestions for how to maximize the impact of this event.

## Appendix E

### *Challenge Assessment Tool*

This is the proposed assessment tool for the first challenge. It is used to ascertain the spiritual growth of the men throughout the challenge.

#### **Mastering the Essentials of Biblical Manhood Assessment Tool**

Name (If desired): \_\_\_\_\_ Date: \_\_\_\_\_

I'm taking this Assessment: ☐ Before the Challenge ☐ After the Challenge

1. I have a good understanding of what the Scriptures have to say about the following areas of my life:

	Not at all					<u>Absolutely</u>
Work	1	2	3	4	5	6
Money	1	2	3	4	5	6
Marriage (if married)	1	2	3	4	5	6
Fathering (if a father)	1	2	3	4	5	6
Emotions	1	2	3	4	5	6
Service	1	2	3	4	5	6

2. At this point in my life, I feel like I am \_\_\_\_\_ to live as a godly man.

Not equipped at all    1    2    3    4    5    6    Very Equipped

3. Thinking about the last few months, rate your desire to pursue Christ and avoid the distractions of the world.

Totally distracted    1    2    3    4    5    6    Absolutely focused on Christ

4. How disciplined have you been in the last few months in pursuing opportunities to grow in faith as a godly man, such as regularly Bible study and prayer?

Not at all    1    2    3    4    5    6    Very disciplined



## Appendix F

### *Competitive Analysis*

There are scores of ministries that conduct men's discipleship activities or have created discipleship materials for men in the U.S.; four major ones are briefly profiled below. Most men's ministries are guided by a curriculum, a book series, or a one-time conference event that creates some impact, but not at the level MIM seeks with *The Journey*.

#### **CHRISTIAN BUSINESS MEN'S CONNECTION (CBMC)**

CBMC was founded in 1930 when a group of Christian businessmen coordinated a series of pre-Easter rallies in Chicago. The rallies brought a large following and became a regular occurrence. Other cities began to hold similar meetings and the groups linked together to establish CBMC in 1937. Today, CBMC has over 18,000 members in 700 teams across the U.S. Worldwide, CBMC is active in over 70 countries with more than 50,000 members.



CBMC's main discipleship tool is *Operation Timothy*, a three-book series designed to build a solid biblical foundation into the lives of believers—whether a seeker with lots of questions, a new believer, or a committed disciple. *Operation Timothy* is based on the principles of the Apostle Paul who helped Timothy, a young Christian, to grow into a mature believer. CBMC uses this model to encourage businessmen to leverage the natural connections that form in the workplace to make a personal investment in another man to grow him into a mature believer who truly comprehends God's calling to "go and make disciples." The *Operation Timothy* website offers a variety of multimedia downloads to coincide with each of the books.

### IRON SHARPENS IRON



Iron Sharpens Iron (ISI) is a conference network of interdependent ministries that began in 2001 when two men's conferences were held in New England at two churches. Today this conference network holds over 50 conferences a year across the U.S. ISI uses a local grassroots ministry to men that will not only help the local church mobilize its men to the conference

but will be there after the conference is over to offer formal and informal training as well as ongoing encouragement and coaching in ministry to men. A ministry that hosts an ISI conference agrees in writing to the established conference model (this includes the conference schedule, policies on seminar presenters, honorariums for keynote speakers, guidelines on exhibitors, etc.).

Man2Man Express is the daily radio ministry of ISI. It equips and encourages men to grow as fully devoted followers of Christ. The broadcasts take on the everyday challenges men face. National men's leaders and authors are interviewed weekly. The radio show is aired across the U.S.

### MEN AT THE CROSS

Joe White founded Men at the Cross (MATC) after spending 30 years in men's ministry. MATC offers conferences where it encourages and equips men to disciple another man. It asks that each conference attendee search out a man that they can mentor, serve, and disciple for six months. MATC provides a Bible study manual for men to use in these discipleship sessions. The goal is to "love a man to Jesus" until he is ready to disciple another man to Jesus. Mr. White believes that with this multiplication method, many new servant leaders can be brought into a relationship with Jesus.



### MEN'S FRATERNITY



Men's Fraternity was created by Robert Lewis, pastor of Fellowship Bible Church in Little Rock, Arkansas. It began in 1990 with 30 participants as Mr. Lewis strived to connect with and challenge the men of his church. Over the years it has developed into a series of studies designed to engage the heart as well as the mind, speaking truth to the myths of manhood, and

focusing on how each individual can be transformed into a true man of God. Today, more than 15,000 groups of men attend a weekly Men's Fraternity meeting globally.

The Men's Fraternity's curriculum is a series of three one-year-long studies designed to be an encouraging process that teaches men how to live lives of authentic manhood as modeled by Jesus Christ. Men meet for weekly 45-minute teaching sessions (groups have the option of viewing a DVD of Mr. Lewis' teaching or the group leader can make his own presentation based on the Men's Fraternity material), followed by 30 minutes of small group interaction in an environment where men are encouraged to talk openly about the week's message and express mutual support for one another. Men's Fraternity believes that the true power of these meetings lies in the bonds of true God-centered friendship that are formed as men encourage each other on a weekly basis.