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**A MARKETING-COMMUNICATIONS PLAN FOR AN
INNOVATIVE TELESERVICE STRATEGY
FOR A NONPROFIT RELIGIOUS ORGANIZATION**

A Thesis

Presented to
the Faculty of
California State University,
San Bernardino

In Partial Fulfillment
of the Requirement for the Degree
Master of Arts
in
Special Major

by

Allan Howard Beeber, Ph.D.

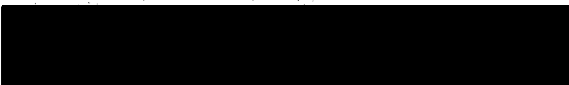
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Approved by:

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Marketing


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ABSTRACT

Within the United States there is no centralized location where interested Christians can conveniently obtain information on the presence or absence of evangelical groups on specific college campuses. Also, unless trained church or parachurch staff workers are available, students are often unable to obtain the assistance necessary to begin their own college ministries.

After three years of experimentation, the Campus Ministry of Campus Crusade for Christ, Inc. is now able to meet both these significant needs through the innovative teleservice strategy known as **The Student LINC Ministry**.

The following report presents a marketing-communications plan for this teleservice strategy targeted towards the intended markets. A market overview is introduced which is followed by a specific situation analysis. Market attractiveness is discussed along with an analysis of effect on other related groups. Then a customer analysis is described for each potential target audience. Following this portrait, the Student LINC strategy is described, along with marketing objectives, the marketing-communications strategy, suggested timetable, proposed monitors and controls, contingency plans, and other

related items. This work concludes with a summary along with planning assumptions and recommendations for future direction.

ACKNOWLEDGEMENTS

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Thanks are also expressed to Dr. George Barna for his contribution in discussions concerning consumer behavior of the target audiences on which this teleservice strategy focuses. Moreover, thanks is expressed to Steve Douglass, Steve Sellers, and Bobb Biehl for advice and help over the past three years. It was during this period that the Student LINC idea was conceived and then rapidly grew, outpacing everyone's expectations.

This acknowledgement will not be complete without a heartfelt expressed appreciation to my wife for her prayers, encouragement, and input as well as help with our three children. The writer is deeply grateful to all, but most of all to the Lord. It is to Him that I dedicate this work.

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CHAPTER I. INTRODUCTION

There are several large Christian parachurch organizations and denominations which offer interested Christians the opportunity to become involved in a campus ministry. However, on many of the 3,500 colleges and universities in the United States these groups are non-existent. Furthermore, most leadership (or guidance) of existing evangelical campus groups comes from local staff members who serve in either full or part-time capacities. Moreover, most students learn about these groups in only two ways. They either hear by word-of-mouth promotion or through the limited and often ineffective publicity these groups employ once the students arrive on campus.

Consequently, these situations have motivated the leadership of Campus Crusade for Christ, Inc. to develop an innovative teleservice strategy known as "**The Student LINC Ministry**". The acronym L-I-N-C stands for "Leaders in New Campus" Ministry.

This strategy has two major functions: First, it offers a convenient, centralized database through which Christians can locate evangelical groups on college campuses nationwide. Second, trained staff members can actually help college students begin their own Campus Crusade for Christ group even when church or parachurch people are

locally unavailable to help the students.

PURPOSE

The purpose of this thesis is to develop a marketing-communications plan of this innovative teleservice strategy for Campus Crusade for Christ. This study is a prerequisite before launching a nationwide promotional campaign designed to increase the Christian public's awareness of the services offered by Student LINC.

SIGNIFICANCE OF THE PROBLEM

Within the United States there is no centralized location where interested Christians can easily obtain information about the presence or absence of evangelical groups on particular college campuses. Also, unless trained church or parachurch staff members are available on the campus, students are often unable to get the assistance necessary to begin or strengthen their college ministries. After more than three years of successful experimentation, the Campus Ministry of Campus Crusade for Christ is now able to meet both these important but previously unmet needs. This is done through an innovative, nationwide, teleservice strategy known as **The Student LINC Ministry**. However, the problem faced is how to most effectively promote the Student

LINC Ministry to those target audiences critical to its continued success.

SCOPE

The following discussion will center on opportunities within the United States. There is limited information available in the **for**profit sector. An exhaustive search of the literature has revealed little information pertaining to a **non**profit organization's use of a teleservice strategy. Dr. George Barna, a leading researcher of trends in the Christian world, says he is unaware of any published research in the field of innovative non-profit teleservice strategies.¹ However, some denominations and parachurch organizations may have done some research which was internally published. [Future efforts will be directed towards locating any relevant information from these groups.] Therefore, this thesis represents an original analysis of non-profit teleservice strategies along with the associated marketing-communications program and related consumer behavior characteristics. The scope of this paper includes five potential target audiences that could take advantage of this teleservice opportunity.

¹ Barna, George, Ph.D. Telephone Interview. 19 April 1990.

DEFINITIONS

Key words regarding this teleservice strategy need to be defined in order that the discussion can be better understood.

Boom Headset--a telephone communication device which fits over one's head and has an earpiece as well as a small microphone at the end of a small boom placed in front of the mouth.

Parachurch--a non-denominational Christian organization which works through specialized programs to influence specified target audiences. They work, "... as not-for-profit, organized Christian ministry to spiritual, ... needs, working outside denominational control."²

Senior Staff--a person employed full time on Campus Crusade for Christ staff for more than one year.

Student LINC--a ministry within the Campus Office of Campus Crusade for Christ. The acronym L-I-N-C stands for "Leaders in New Campus."

Teleservice--providing a service primarily using telephone communications. The service may either be free or have some cost attached to it.

² Youngren, J. Alan. "Parachurch Proliferation: The Frontier Spirit Caught in Traffic." Christianity Today. 6 November (1981):38.

PLAN OF ORGANIZATION

This paper was divided into twelve parts. The body of the report consisted first of a general introduction. This introduction was followed by a market overview. Related topics included a historical appraisal, relevant environmental factors, market characteristics, trends, and a summary of the review literature. This was followed by a situation analysis, a discussion about market attractiveness, an analysis of the effects it might have on other related groups, and a customer analysis of each target audience. These chapters were followed by a discussion of the Student LINC Strategy, the marketing objectives, the marketing-communications strategy, proposed monitors and controls, contingency plans and other related information. Several planning assumptions were included within the section concluding the report along with recommendations about future strategies and opportunities.

CHAPTER II. MARKET OVERVIEW

HISTORICAL APPRAISAL

A historical appraisal (or background review) indicates several significant opportunities related to the future success of the Student LINC strategy.

THE MARKET

There are several large, potential, target audiences that offer unique opportunities for the Student LINC strategy. The first audience consists of **evangelical college students**. A related second public is represented by **evangelical college-bound high school students**. Closely associated with these two previous audiences are **their parents**. A fourth audience might contain **youth pastors as well as Christian counselors** who both work with senior high school students. A fifth audience would be **Christian faculty or administrators** who desire to start a Campus Crusade for Christ group on their respective college campus.

Commenting on the Student LINC strategy, Paul Fleischmann, Director of the National Network of Youth Ministries, believes there is a great need for parents, youth pastors, and Christian high school guidance counselors

to have a single toll-free number to call for information on the locations of college ministries.³

Furthermore, given current rates of growth in the Campus Ministry using traditional methods, it appears unlikely that many of the 3,500 U.S. college campuses will have even a single evangelical group operating on them anytime soon.⁴ However, what may be viewed as problems confronting other traditional ministry methodologies may be seen as opportunities related to the future success of this innovative teleservice strategy.

MARKET ACTIVITY

Currently, market activity is spotty and limited. Consequently, this represents another opportunity for the Student LINC strategy to fill in many gaps within areas of felt need. Within the United States there is no centralized database where interested Christians can conveniently obtain information on the presence or absence of different evangelical groups on a particular college campus. Furthermore, unless there are local church or parachurch staff people, students are often unable to begin or strengthen their college ministries. Except for Campus

³ Fleischmann, Paul. Telephone Interview. 19 April 1990.

⁴ Leuders, Beth. "Providing the Missing LINC." Worldwide Challenge 17.3 (1990): 52-59.

Crusade for Christ, it appears that no organization has developed a nationwide strategy such as the Student LINC Ministry which addresses these problems for all 3,500 campuses. Therefore, while there exists a potentially large market comprising several interested audiences, the present market activity is scattered and limited. Thus, the Student LINC strategy is timely.

In terms of timing and the Product Life Cycle, ministries such as Campus Crusade for Christ are operating in the context of their market maturity stage. There is significant competition from other similar church and parachurch organizations. However, the Student LINC ministry is in its market introduction stage.

In terms of the five "Ps", it offers a unique service, or product. Regarding place, as a pioneer, it has the opportunity to build channels both of information and distribution with little competition. In terms of promotion, it must build awareness of its innovative, remote teleservices to the five target audiences. Price is not currently a factor since no fee is charged to the volunteers or those requesting information. The fifth "P" is people. Both the internal as well as external publics will be discussed in the following sections. In summary, the

Student LINC strategy is in its market introduction stage and faces many opportunities as well as problems.⁵

RELEVANT ENVIRONMENTAL FACTORS

Forces and trends unique to this last decade of the century are combining in ways which suggest that the Student LINC strategy is developing at a favorable time in church and parachurch history.

TECHNOLOGY

Many opportunities pertaining to the recent success of the Student LINC strategy exist today which were unavailable even a few years ago. Viewed from a historical context, the advent of touch-tone phones, memory redial capability, boom headsets, computers, modems, fax machines, desktop publishing and computerized information retrieval systems [database management] has occurred mainly over the last decade. Moreover, offering a toll-free 800 number significantly encourages interested people to make inbound calls to Student LINC.⁶ These concurrent, timely

⁵ Engel, James F., Roger D. Blackwell, and Paul W. Miniard. Consumer Behavior. (1990):682.

⁶ The toll-free number for Student LINC is 1-800-678-LINC (5462). It was chosen to facilitate both short and long term memory retention. Memory retention is enhanced both by the numerical progression 6-7-8 as well as by the acrostic L-I-N-C.

developments enable **one** person in a centralized location to quickly meet the needs of **many** people.

COST OF THE SERVICE AND BENEFITS

Historically, especially for non-profits, this teleservice strategy is a significant development. Presently, Student LINC provides its teleservice **free** to all interested parties. Thus, this concept is a true teleservice and not a telemarketing approach.

However, Campus Crusade for Christ receives intangible, but significant, benefits. Briefly, these benefits include: 1) channeling more interested students into ongoing Campus Crusade for Christ college ministries, 2) starting new ministries on campuses, 3) giving contacts to other similar Christian organizations with the resulting good will, and 4) knowing that a greater number of students will spiritually benefit from their association with these Christian groups than ever before. There is a more in-depth discussion of benefits in Chapter IV.

GOVERNMENT AND SOCIAL FACTORS

The Supreme Court has recently reasserted the right for Christians to meet together freely on any public campus of

higher education.⁷ This ruling represents a critical opportunity for the expansion of evangelical campus ministries organized by churches and parachurch organizations to all public institutions of higher learning. However, many secular and even some mainline denominationally-affiliated administrations are unfavorable to evangelical church or parachurch workers operating on their campus providing direct input and guidance to students. Therefore, this teleservice strategy meets the needs of college students seeking to obtain materials and advice while remaining a non-intrusive and remote function.

CULTURAL AND RELIGIOUS FACTORS

The culture of the U.S. is becoming increasingly heterogeneous in many areas. In the area of religion, mainline denominational church membership is declining, while many different evangelical denominations are growing (see Table 1).

⁷ Eldridge, John and Tom Hess. "Bible Clubs Invited Onto School Campuses." Focus on the Family Citizen. 20 August (1990):6-7.

TABLE 1

NUMBER OF MEMBERS PER DENOMINATION
(data shown in thousands of members)

Denomination	1950	1960	1970	1980	1990	2000
Assemblies of God	318	509	625	1,064	2,478	2,663
Disciples of Christ	1,768	1,802	1,424	1,178	1,084	899
Episcopal	2,417	3,269	3,286	2,786	2,047	1,587
Evangelical Lutheran*	3,983	5,295	5,650	5,384	5,269	5,112
Lutheran, Miss. Synod	1,675	2,391	2,789	2,625	2,608	2,504
Presbyterian (PCUSA)	3,211	4,162	4,045	3,362	2,798	2,504
Roman Catholic	28,635	42,105	48,215	50,450	54,972	59,889
Southern Baptist Conv.	7,080	9,732	11,628	13,600	15,202	16,802
United Ch. of Christ	1,977	2,241	1,960	1,736	1,689	1,525
United Methodist	9,653	10,641	10,509	9,519	8,973	8,265

* denotes combination of members from merged bodies.⁸

Furthermore, people are becoming increasingly independent in their thinking and behavior.⁹ Many individuals, beginning as early as high school, desire to have greater input and activity in the areas which interest them. These factors could be viewed as problems, but for the Student LINC strategy they may create opportunities. This teleservice strategy enables interested, qualified college students to assume major leadership roles voluntarily.

⁸ Barna, George. The Frog in the Kettle. Regal Books. (1990):132.

⁹ Miller, Thomas A.W., ed. "31 Major Trends Shaping the Future of American Business." The Public Pulse. 2.1 (1988):1-8.

MARKET CHARACTERISTICS AND TRENDS

The potential market for Student LINC services is large, yet has some distinct limitations and boundaries. There are other similar parachurch groups which target several of the same audiences. However, all the parachurch groups must deal with the same elements of size, growth, seasonality, and cyclicity.

SIZE

There are approximately 3,500 colleges and universities within the United States. These represent a student population containing well over 12 million individuals. With increasing tuition rates, more students are dealing with debt issues.^{10, 11} As a result, many are considering state universities, community colleges, or junior colleges as options. Often, the latter two types of institutions lack the student body cohesiveness and organized student group representation found on the larger four year schools. In addition, most Christian parachurch groups have tended to focus on the larger four year schools to the virtual exclusion of the other institutions. However, the Student LINC Ministry can meet the needs of students of any size or

¹⁰ Quinn, John C., ed. "Colleges Must Cut Costs, Help Students." USA Today. 3 March (1987):8A.

¹¹ "Student Debt Level Raises Worry." Wall Street Journal. 29 January (1987):1.

type. The only limitation is that the Key Person has access to a telephone.

One leader in the Campus Ministry of Campus Crusade for Christ estimates that about 500,000 Christian high school students graduating each June go on to higher education.¹² At most, perhaps 10,000 of these students may join the three, major, campus parachurch groups: Campus Crusade for Christ (CCC), InterVarsity Christian Fellowship (IVCF), and The Navigators (Navs). Thus, perhaps less than 2% of this potential target market becomes involved in the three largest campus parachurch groups combined.

GROWTH

The number of campuses with full-time Campus Crusade for Christ staff has slowly decreased over the years to around 155.¹³ Presently, the number of expansion schools has dropped from a high of over 500 in 1983 to around 130. However, in the three and one-half years that Student LINC has operated, it has grown from one campus ministry to over 105 and now represents the primary engine of growth.

¹² Hayes, Dan. Taped Message. March 1984.

¹³ The Navigators and InterVarsity Christian Fellowship have also reported similar decreases over the past several years.

CYCLICALITY

Students' interest leading to involvement within a campus parachurch group follows a cyclical pattern. Freshmen are most interested in joining Christian groups during the first two months of their enrollment in college. Upperclassmen also show an interest in exploring new organizations during the first several weeks of a campus quarter or semester. Thus, there is a definite, annual pattern where, as a general rule, the highest desire for involvement occurs early in the fall.

Until the spring of 1990, Student LINC primarily received contacts in two ways. Interested people occasionally wrote or called the Headquarters or Campus Ministry office asking for help to start a college ministry. The other, more direct and fruitful method, relied on the campus directors on each staffed campus. Early each fall the directors hand out a simple survey card asking if the Christians in the audience know of other Christian friends on non-staffed, non-expansion schools. They are asked to write down their own name, address, and phone number. Once the cards are collected and returned to Student LINC, a LINC staff member calls them to gather more information about the friend they are recommending. The best time of the year to distribute these survey cards and start ministries is during

the first several weeks of the school year. This is when students are most open to becoming involved in new groups.

SEASONALITY

Within just a few weeks, many collegians are diverted by other opportunities. Thus, the best time for fruitful contact, assimilation, and involvement of freshmen (primarily) lies before the first few months of college are over. Therefore, all promotion must be designed with this critical window of opportunity in mind. Similarly, those who want to begin a Campus Crusade ministry on their local campus find they have more time, energy, and potential success during the first several weeks of the school year. Again, all promotional activities should be guided by these limitations.

SUMMARY OF THE REVIEW LITERATURE

RELATED SERVICES IN THE FORPROFIT COMMUNITY

There has been little research done on teleservice strategies, especially in the nonprofit, religious sector. The term "teleservice" is relatively new, and an exhaustive review of the literature reveals it has only been applied to forprofit organizations. These include: Prodigy Interactive

Service¹⁴, electronic cottages¹⁵, inbound and outbound telemarketing¹⁶, and fee collections¹⁷, and videotex services¹⁸.

Dr. George Barna is director of the Barna Research Group and a leading analyzer of trends within the general evangelical community. He says that he is unaware of any studies in the literature on the use of the teleservice concept for non-profits. Also, he believes there is no published research dealing with the five target groups mentioned here.¹⁹ Based on the exhaustive review of the existing, published literature, the author believes this is the first time a non-profit organization has used the term "teleservice" in the way described herein. Moreover, this

¹⁴ Reynolds, Jonathan. "Teleservices in the US: Two Steps Forward, One Step Back." International Journal of Retail and Distribution Management (UK). 18.2 March/April (1990):26-32.

¹⁵ Miles, Ian. "The Electronic Cottage: Myth or Near-Myth? A Response to Tom Forester." Futures(UK). 20.4 August (1988):355-366.

¹⁶ Totaro, David J. and Carolyn J. Miles. "Inbound or Outbound Telemarketing: Which Approach Works Best?" Bank Marketing. 20.1 January (1988):30-36.

¹⁷ Kunath, Stephen. "Teleservicing and Faster Collections." Journal of Accountancy. 156.2 August (1983):104-108.

¹⁸ Waites, William. "Videotex: Technology in Search of Marketers." Direct Marketing. 45.6 October (1982):88-96.

¹⁹ Barna, George, Ph.D. Telephone interview. 15 April 1991.

work represents the first time a marketing-communications plan has been designed for this type of innovative strategy along with the research into the pertinent consumer behavior.

RELATED SERVICES IN THE NONPROFIT COMMUNITY

There is a growing need to provide easily obtained information as well as a variety of services within the Christian community in general. One Christian organization remotely resembles the service strategy being developed. "Inter Cristo" is basically an inbound, telemarketing, career placement network. People searching for jobs in a Christian organization may call a toll-free number to get a survey form. (See Appendix A for a sample Inter Cristo advertisement.) Inter Cristo processes and returns the questionnaire for \$40. Employment seekers receive a list of the top 10 organizations that may have job openings for them. Of course, there are Christian dating services and other similar businesses which offer a form of telemarketing service for a set fee.

In a different sphere, recently several denominations have experimented with a new method of church planting using an innovative telemarketing program. Using the "Law of Large Numbers," church planters, using a two-question script, call through a minimum of 10,000 names and invite

interested people to attend services at a new church which is being formed. Experimentation has shown that often a new church can be formed and attain self-supporting status within 24 months.²⁰ This method relies on the availability of an experienced church planter (and many volunteers) who will follow up the contacts through the phone, direct mail, and personal visits. The church formally opens when there are enough interested people. This telemarketing approach differs from the Student LINC teleservice strategy in a major way. Student LINC seeks volunteers who will lead the campus groups themselves, with servicing from a remote location. Also, to begin a Student LINC ministry, only one "Key Person" volunteer is necessary. The Student LINC office then shows them how to gather like-minded students and advance the ministry.

MARKETING PROGRAMS

1. Advertising

Prof. John A. Kaufman, an associate professor in the Communication Department at California State University at San Bernardino, states, "People do things for their own reasons, not ours. If we want a person (or group of people) to do something, we must first learn why that person would

²⁰ Hill, Carlene B. "Church Planters Deal Up New Members.", Christianity Today. 66. 12 August (1988):32.

want to do it."²¹ Kottler and Andreasen suggest that whatever messages or themes are created should involve both a rational and emotional framework which motivate each target audience in the direction Student LINC desires.²² In addition, one should learn which mediums to use to convey the persuasive messages that must be sent.

McDaniel and Burnett have recently studied the media habits of the general evangelical market segment.²³ As might be expected, they found there are certain religiously-oriented media to which evangelicals are more exposed than others. Also, evangelicals may emphasize some vehicles more than others in comparison to general secular audiences. However, the authors found that more similarities exist than differences between both groups. This reflects the finding that,

"... even though the attitudes, beliefs, and values of evangelicals may differ from non-evangelicals, and these committed Christians continually strive to achieve an identity that sets them apart from the rest of society, many

²¹ Kaufman, John A. Lecture given at the California State University at San Bernardino. 25 April 1991.

²² Kottler, Philip and Alan Andreasen. Strategic Marketing for Nonprofit Organizations. Prentice Hall. (1990):512.

²³ McDaniel, Stephen W. and John J. Burnett. "Media Habits of the Evangelical Market Segment." Submitted to the Journal of Advertising. 9 March (1990):13.

behavioral similarities, particularly media-related, still exist."²⁴

The marketing research conducted for the "Every Student/Every Year" study formed eight lessons from their testing in regards to media:

- a. Media directed to a felt need can generate leads.
- b. The most cost effective "small" media were identified.
- c. They could "control the valve" in generating leads.
- d. The most controllable media was also the most cost effective.
- e. Even though the strategy was directed toward "success seekers," they were able to attract faith seekers. [Thus there was overlap.]
- f. A media strategy directed at one category of students is likely to reach some students in another category.
- g. It was easier to get an appointment with a student if the response package was sent with a book summary rather than sent with just the book by itself.

²⁴ *ibid.*, 14.

- h. Students were willing to meet face to face to receive a quality product if they believed it would help meet a felt need.²⁵

Flax and Chung have shown that the U.S. college market is a complex and diverse group, where different media must be used for different product categories. They suggest greater use of college newspapers, direct mail advertising, and creative special events, such as those which are cause-related.²⁶ Nolan, however, believes that college newspapers may be the best media of all to reach this audience.²⁷

Various media, vehicles, and types are available to use, but the detailed discussion of which ones will be tried and evaluated for effectiveness are outside the scope of this present paper.

²⁵ "'Every Student/Every Year' Progress Report." Internal Publication, Campus Crusade for Christ. (1987):5,6.

²⁶ Flax, Peter and Chung, James. "Marketing 101: Introduction to the Student Consumer." Marketing Communications. 14.3 March (1989):32-35.

²⁷ Nolan, Martha. "Target Marketing: Making the Grade." Madison Avenue. 26.12 December (1984):59-64.

2. Public Relations

This area may become the most important communications component over time. The reason is that word-of-mouth among Christian parachurch workers, pastors, and parents may be the most effective advertising. However, Student LINC must establish and maintain the image of being a credible teleservice ministry. To this end, various resources can be brought to bear. These include:

- 1) Send press releases to various Christians magazines and news services which report stories of interest to their readership. For example, Decision, Christianity Today, and Moody Monthly are three magazines which are widely read. The National and International Religion Report is a newsletter with a growing audience among influential Christian leaders.
- 2) As previously mentioned, radio interviews by respected hosts will increase public awareness and present a positive image. Furthermore, some interviews may be turning points for Student LINC. For example, an interview by Dr. James Dobson along with coverage by the associated Focus on the

Family magazine would reach a potential audience of possibly 5,000,000 people.

- 3) Whenever possible, TV interviews should be held. However, their effectiveness will be increased if the Director of Student LINC is joined by the President of Campus Crusade for Christ, Dr. Bill Bright, or some other respected Christian leader, who will bring increased credibility to the message.
- 4) Denominational and other significant parachurch leaders should be targeted for this public relations effort. They must learn to see Student LINC as a credible service.

In every case, one must seek to share not only information about the services provided by Student LINC, but also to increase good will and motivate each audience to adopt a positive attitude towards Student LINC (as well as Campus Crusade for Christ). Not only is this good public relations, but if Student LINC ever is criticized for something, it will have a reservoir of good will to draw on as it explains its case to the Christian public.

Regarding internal publics, it is essential that every avenue, be it printed material or verbal praise from ministry leaders during speeches, be sought to advance the positive perception of the Student LINC ministry. The foremost public is the field staff of the Campus Ministry, since it is from this pool that senior staff must be drawn to continue the growth of Student LINC. To this end, specialty advertising has been used regularly. For example, each year when campus directors are requested to obtain contacts for Student LINC at one of their first large group meetings, a mechanical pencil from Student LINC is included as a premium. The inscription on the pencil serves to remind them to look for additional contacts. The inscription reads, "STUDENT LINC MINISTRY 1-800-678-LINC Do you know a key Christian on a non-staffed campus? Call us!!"

The next level would be U.S. ministries which already have a LINC-type ministry starting or may want to consider it. These publics need to be reminded of the success of the LINC concept. A side benefit may be that individual staff members in each ministry may channel more contacts they discover to the Student LINC office.

Finally, the last internal public is represented by the overseas Campus Crusade for Christ ministries. While there are some obstacles to transferring the LINC concept to

foreign cultures, creativity may minimize these problems and new opportunities may develop as a result. However, worldwide communication is handled through continental offices. Thus, the Student LINC ministry must learn what media vehicles and people are critical to tapping into these communication pathways.

CHAPTER III. SITUATION ANALYSIS

HISTORY AND PERFORMANCE OF THE CAMPUS MINISTRY AND STUDENT LINC

The Campus Ministry was the first ministry of Campus Crusade for Christ (CCC). In 1951, Bill and Vonette Bright sought to reach college students at UCLA with the basic premise that remains, "people reaching people ... for Jesus Christ."²⁸ Starting with these two people, the organization rapidly grew to where it now has over 25 ministries relating to different segments of society. Since 1951 the staff grew from just this one couple to now over 16,000 people serving worldwide. About 3,500 serve within the U.S. at present. The Campus Ministry, however, has remained the primary ministry with almost 1400 staff (including mothers).

PERFORMANCE AND COMPARISON OF TRADITIONAL CAMPUS MINISTRY TO THE STUDENT LINC CONCEPT

1. Traditional Campus Ministry

The Campus Ministry has grown from just one campus in 1951 to 153 staffed campuses in 1991 (where a team ranges in size usually from 4 to 10). There are an additional 130 expansion schools (where staff members travel occasionally

²⁸ Ridder, Elvin L., Dr. James F. Engels, and Terry D. Sparks. "Every Student/Every Year Marketing Strategy." Internal publication. 2 June (1972):1.

to help students develop their own CCC ministry.) The traditional campus ministry relies on staff teams coordinating activities on a major hub campus. However, in expansion ministry usually one staff member travels alone to the campus for which they are responsible.

Operationally, what staff members do on a campus has three objectives. The first goal has two elements. One is to win people to Christ through one-to-one, small group, or large group evangelistic opportunities. The other is to gather interested students together (many of whom are already Christians). Interested students may participate in Bible studies or visit the large group weekly meetings held on campus. The second objective is to build the students in their faith through one-on-one meetings with the staff member, involvement in small group Bible studies, and large group teaching opportunities. Third, and final, the highest goal is to send these trained Christians out to reach others and motivate them to repeat the process. In addition to these activities, staff members encourage students to attend retreat, Christmas conferences, and summer missions opportunities.

2. The Student LINC Ministry

In less than four years the Student LINC ministry has grown from one campus to over 110 representing approximately

1400 students guided by seven staff operating by phone from a centralized office. Thus, when one views this in relationship to the field ministries with almost 290 campuses²⁹ representing about 18,000 students involving over local staff 1200 staff members, the effectiveness of the Student LINC office in beginning new campus ministries becomes clear.

Operationally, the Student LINC Ministry functions similarly to the traditional Campus Ministry. However, the remotely-located Student LINC coach replaces the on-site staff member. Furthermore, the Student LINC ministry depends on several different methods of getting prospective Key Person contacts.³⁰ Once an individual has accepted the challenge to become a Key Person, the LINC coach actually trains them over the phone and via printed and media materials. [Most of these materials are available for use by traditional campus staff. This maintains homogeneity within the overall Campus Ministry.] The LINC coach guides

²⁹ The figure of 290 campuses is comprised of 153 campuses with full time staff teams and 137 "expansion campuses" which the staff regularly travel to.

³⁰ The first method is through people who call or write the Campus Office asking for help to start a ministry on their campus. The second is through cards Campus Directors send Student LINC from Christian students already involved in their ministry who know potential Key People on non-staffed campuses. The third method is through responses obtained as a result of promotional efforts by the Student LINC ministry to the five target audiences previously mentioned.

them on how to lead the Campus Crusade group on their respective campus. (A Flow Chart is shown in Appendix B.)

Of course, whenever possible, students from the LINC campus are encouraged to travel to the nearest staffed campus to see how weekly meetings are run. Also, they are invited to attend the retreats sponsored by the nearest staffed campus, along with the Christmas conference and summer missions opportunities. Admittedly, the quality of training a Key Person is not as high as when a staff member can meet personally with the individual. However, most Key People exhibit leadership abilities that somewhat compensate for this deficiency. In fact, one key to the success of the Student LINC concept is that it attracts those people who want to lead others. Often, these people show discipline, responsibility, and good social competence.

Finally, it takes four to six staff members to operate a ministry on most large campuses using an on-site team approach. On the average, each staff member, who develops their own support base, must raise about \$25,000 per year to fund their involvement in the ministry on their campus. In the Student LINC office, most staff members guide between 12-16 campuses apiece. Thus, the cost is **much** less to operate a Student LINC ministry than to cover a traditional

ministry's expenses. And this is possible while still maintaining a team approach for the LINC staff.³¹

**GENERAL TRENDS WITHIN THE CAMPUS MINISTRY OF CAMPUS
CRUSADE FOR CHRIST.**

Several trends are occurring within the Campus Ministry. Since 1983, one of the "high water marks" when the number of campuses nationwide approached 700 total, there has been a steady decline. This is due to several reasons. The student culture has changed significantly over the last 15 years. Only recently has the Campus Ministry adapted some of its strategic thinking to address these changes and the needs they create among students. Furthermore, there are more married campus staff and more of these couples have growing numbers of children. Thus, there is less time than when these staff members were single (or without children) to invest in meeting student needs day and night on the campus. Also, raising financial support continues to be time-consuming and difficult in certain areas of the country. Thus, the field staff find their time is more divided between family responsibilities, ministry activities, and fund development requirements. Also, partly as a result of students' school debts and support raising issues, there has not been a large enough increase in the

³¹ On average it costs about \$150-200 per year to provide basic resources for a Student LINC campus.

number of students joining staff. Thus the Campus Ministry is unable to expand to new campuses due to personnel limitations. In many ways, the Campus Ministry (as well as several other ministries within the organization) are in either their market maturity or decline stages.

For these, and many other reasons, the Student LINC strategy, which is in its market introduction stage, offers a viable means of reaching many campuses with lower requirements in terms of manpower and financing. Initial results indicate that Student LINC may also be seeing higher rates of people joining the staff of Campus Crusade for Christ than seen on the field. One reason for this may be that Student LINC tends to work with "the cream of the crop" in terms of people with leadership potential.

However, some problems exist to varying degrees as the Student LINC Ministry relates to the campus field staff (an internal functional input linkage) in general. First, some field staff do not truly understand the Student LINC concept. Consequently, they cannot embrace what they do not understand. Second, a few other field staff may experience competitive feelings towards Student LINC if the latter is perceived as comparatively more successful in its expansion efforts. There may be a parochial or territorial attitude on the part of some field staff. Third, the Student LINC staff receive a growing amount of training and personal

development. In addition, other staff perceive them enjoying healthy team dynamics. It is possible, then, that some field staff may be concerned that Student LINC offers advantages for staff development and relationships that are not available to them. Also, while many campus directors help Student LINC in getting contacts, others may make a weak attempt.³² These problems are real, yet solvable, if wise use is made of internal promotion as part of a continual public relations campaign to the internal audiences.

Finally, because the Student LINC strategy is in its market introduction stage, there is a great need to create awareness and educate all external target audiences with appropriate messages and channels.

³² At the beginning of each school year, Student LINC asks campus directors to pass out a simple contact card to all the Christian students attending one of the very first large group meetings. If these students know of a friend on a non-staffed, non-expansion school who may be willing to start a CCC ministry on their local campus, we ask that the student put down their **own** name, address and phone number. These cards are gathered and returned to the LINC office via an addressed, postage-paid envelope. Student LINC then calls them back to learn more about their friend(s) and determines whether to proceed further with them as a potential leader for the new ministry. However, if the campus director does not read the script well (or does not understand the concept himself) students may not understand what is being asked of them, resulting in poor message comprehension.

CHAPTER IV. MARKET ATTRACTIVENESS

The market is very large. There are about 3,500 colleges and universities in the U.S. Of the 12 million college students, approximately 89% claim to believe in God or a universal spirit.³³ About one student in every four would describe themselves as a "born again" or evangelical Christian.³⁴ Perhaps 500,000 evangelical high school students enter college each year.³⁵ Even gaining just a 1% market share of this target audience would represent a large increase in the number of freshmen students who become involved with Campus Crusade each year.

Presently, there are no known similar programs offered by any of the major Christian denominations or parachurch organizations. Thus, there is no apparent organized competition. However, the success of the Student LINC strategy may quickly draw competitors into the field.

BENEFITS TO CAMPUS CRUSADE FOR CHRIST

Campus Crusade for Christ stands to benefit in several ways. First, more students may become involved within the

³³ "Most College Students are Believers." Emerging Trends. Princeton Religion Research Center. 11.11 November(1989):1.

³⁴ *ibid.* 5

³⁵ Hayes, Dan. Taped message. Campus Crusade for Christ. March 1984.

Campus Ministry via Student LINC. Thus, proportionately more campuses may send students to conferences and summer missions projects. More students, in turn, might be willing to consider fulltime Christian employment, possibly with Campus Crusade for Christ. Not only the Campus Ministry would benefit, but potentially all the other ministries of Campus Crusade for Christ might be aided as well. A greater size in the overall movements among the various campuses may provide greater momentum to other ministry activities. This in turn might have a multiplying effect which may cause other students to join faster. Potential Key People may become more motivated to volunteer their time to CCC on their campus when they realize that they could be the leaders and not rely on the presence of fulltime staff. Consequently, the Student LINC concept may enable the Campus Ministry to realize its goal of reaching most of the campuses within the U.S., perhaps by 2000 A.D.!

In addition, there are several reasons more senior staff may want to remain within the Campus Ministry and not transfer or leave staff:

- 1) In Student LINC there are regular 8:30-5:00 hours, so many more nights are free for community/church, family, or personal interests.

- 2) Each staff member can coach 10-15 Key People via the phone, (representing the same number of campuses) with an average of 10-12 students on each. Thus, the staff member's effectiveness is multiplied by a factor of 8-9 compared to those in the local team ministries.

- 3) Working at the Headquarters offers more benefits than being on a small staff team on the field. For example, support raising and maintenance is easier due to easy access to computers and laser printers. Also, there are more staff one can build relationships with.

- 4) It is cheaper for staff to carry on a ministry at the headquarters due to several resources available as well as less traveling and fewer conferences to attend than those who are in the field.

- 5) Also, as long as Student LINC receives a high number of contacts, staff members can choose to work with the most qualified potential people. Furthermore, if one Key Person becomes negligent, there are many more contacts which may be followed

up to open new ministries on other campuses. This is not always the case on the field.

Another benefit to CCC may be in the positive perception of Campus Crusade for Christ by other organizations. The image of the organization may improve when other Christians perceive it as meeting needs in the various target groups of Christians.

BENEFITS TO OTHER RELIGIOUS ORGANIZATIONS

As the impact and size of the Student LINC Ministry grows, there could be a growing ripple effect. Contacts Student LINC cannot handle could be sent to other campus organizations which may be able to help, such as InterVarsity Christian Fellowship and the Navigators. Moreover, there could be a proportionate increase in students attending local churches as students become involved in these parachurch groups which encourage church attendance. Both areas of growth might combine to lead more men and women into the pastorate or ministry.

Also, there is a growing need to create not only an extensive database cataloging ministries on specific

campuses, but to do so in a non-redundant manner.³⁶ Thus, it might be poor stewardship of limited resources for other groups to set up separate databases when one is already functioning. However, one should give these groups an opportunity to offer input in the mechanics, methodology, and other related issues.

BENEFITS TO USERS WITHIN THE TARGET GROUPS

For Christian high school students heading to college there are several benefits: 1) they can interact and be encouraged with other students who have a similar evangelical belief structure, 2) they may be diverted away from pursuing avenues such as heavy partying and drug use, 3) they can invest their lives in activities which may have some eternal benefits.

For Christian college students, all the above would be true. In addition, they can help start their own Campus Crusade ministry and positively influence other peoples' lives.

For parents of the first two groups, it would answer the pressing questions dealing with what types of college students their sons and daughters would be meeting when they got to campus. The fear experienced by some parents that

³⁶ Youngren, J. Alan. "Parachurch Proliferation: The Frontier Spirit Caught in Traffic." Christianity Today. 6 November (1981):38.

their sons or daughters might be lured by a cult could be reduced.

For youth pastors and Christian guidance counselors, they can steer youth in which they have poured their time, love, and prayers towards a group which will hopefully enable them to continue to grow in their faith.

For Christian faculty and administrators who want to have a spiritual impact on their campus, Student LINC can help them either lead or set up a student group where they can act as faculty advisor.

In summary, all five target audiences stand to gain great benefits.

CHAPTER V. ANALYSIS OF EFFECT ON OTHER RELATED GROUPS

DENOMINATIONAL GROUPS

Denominational groups can be viewed as either nominative or diffused publics. They vary regarding their perception, not only of Campus Crusade for Christ, but also of the need for campus ministries in general. However, several evangelical denominations, such as the Southern Baptists, do have a campus ministry presence.

Evangelical denominations might be interested in the service provided by Student LINC if two considerations are met. One factor would be the absence of their denominationally-affiliated ministry on a particular campus. Student LINC, therefore, may be a possible alternative. The other factor is that some pastors might feel their youth might benefit more from the services offered by Student LINC than the respective denominational campus ministries.

Other denominations do not have sufficient resources to have a denominationally-affiliated campus ministry. Thus, they may be interested in using the services of Student LINC. This would be especially true if one develops a system where their church youth could be helped in locating and attending a church of their own denomination located near the campus they are attending. Yet, even if this linkage is not possible with a local church of the same

denomination, many evangelical pastors may be glad to know their youth, who have advanced to college, could be involved in a parachurch group which is generally held in high regard.

PARACHURCH GROUPS

There are two other major parachurch organizations, both of which may be considered normative. One is InterVarsity Christian Fellowship (IVCF) and the other is The Navigators (the Navs). Each of these groups might respond in various ways. IVCF, though smaller in terms of the number of fulltime campus staff, indicates that it has ministries on over 800 campuses (or twice the number compared to CCC.)³⁷ In the past, there has been some concern when CCC started a ministry on a campus where IVCF currently had a work. Thus, IVCF might respond cautiously if they perceive CCC (via Student LINC) as establishing ministries on campuses previously considered by them as their domain. However, the "Trail West Agreement", developed in 1973 between several key campus parachurch organizations, offers guidelines for minimizing conflict.

³⁷ IVCF tends to use a strategy which does not rely on a staff team focusing on only one campus. Usually, a group of staff in a city travel to several campuses every week or two to help students manage their own groups. Student affiliation with IVCF is often less formal than with groups associated with CCC.

The agreement basically allows CCC as well as other campus parachurch groups to expand to most campuses, even if there is another group already present.³⁸ Of course, a question may arise when a campus is considered too small to support the presence of both an IVCF and CCC group. On the other hand, IVCF may respond positively to Student LINC if they see CCC providing them with contacts they would not otherwise have received.

The Navigators tend to focus on one-to-one ministry and small groups. They are much smaller in numbers of full-time staff as well as staffed campuses. There is little competition with CCC, and thus they might welcome any contacts Student LINC may pass on to them for follow-up.

The only obstacles to effectively passing on contacts to these and other similar campus parachurch organizations will be if there is no central office within their headquarters to handle the contacts which Student LINC sends them. Also, the leadership may be unwilling to provide CCC with a list of campuses where they have ministries.

There are other normative groups of parachurch organizations. These include groups such as missions agencies, Christian colleges, and theological graduate schools. Many of them may be positive to the development of

³⁸ How to Make Your Mark. Here's Life Publishers. (1983):7.

Student LINC. The reason for this is that many of these institutions recruit students largely from CCC, IVCF, and the Navs. Thus, there might be a corresponding increase in numbers recruited to the various organizations as a result of greater student involvement with these campus organizations.

PRINCIPLES TO ENCOURAGE A COOPERATIVE SPIRIT

As Student LINC begins to operate using national-scale promotional activities, it will become increasingly important to maintain a positive image with the aforementioned groups. The president and founder, Dr. Bill Bright, and the Director of the United States, Steve Douglass, and the National Campus Director, Steve Sellers, along with the Student LINC Director, Allan Beeber, should continually seek opportunities to provide information and promote understanding among these groups. The chief aim should be to position the Student LINC Ministry as a teleservice group which not only benefits CCC, but the other organizations as well. Consequently, one should make a concerted effort to effectively pass on contacts to IVCF and the Navs. Furthermore, efforts should be made to contact evangelical denominational leaders (especially the youth pastors) to explore how Student LINC can effectively meet felt needs they have long experienced.

PROBLEMS AND OPPORTUNITIES ASSOCIATED WITH INTERNAL PUBLICS

As mentioned before, a key, internal public effecting Student LINC is the campus field staff. They may be viewed as a functional, input linkage for two reasons. First, currently they supply most of the potential contacts for Key People (i.e. the volunteer leaders on campus). Second, the campus field staff provide the pool of experienced personnel necessary to staff the Student LINC office.

Currently, the campus field staff use traditional ministry philosophy and methodology, though some efforts have been made towards more creative approaches to evangelism and expansion. Student LINC represents an innovative method and philosophy which may eventually present a critical watershed opportunity within not only the Campus Ministry, but other Crusade ministries as well. For, if the LINC concept continues to succeed, it will require additional resources to fuel its expansion. Yet, these resources may have to come somewhat at the expense of the traditional ministry. Some leaders may resist this. Others may want to place Student LINC under administration which, while favorable to Student LINC, is largely an extension of traditional ministry thinking. This organizational structure could limit Student LINC's future growth.

Several other ministries (Student Venture [the high school ministry of CCC], the Executive Ministry, the

Military Ministry and the Lay [or, Community] Ministry) have begun to implement the LINC concept to various degrees. Student Venture's LINC office (named "VITAL LINC") has seen remarkable success. This is partially due to being the next generation to start a LINC strategy [after Student LINC] as well as having a few more resources than the other ministries.³⁹ Eventually, there may be both a need and opportunity to gather the various LINC ministries together to offer training and integration of the various activities. However, the directors of these various ministries may not be positive to losing control of their staff.

Furthermore, effective managers must deal with the whole area of innovation and its impact on an organization. Khandwalla lists four ingredients necessary for innovation to succeed:

1. There must be a **perception** of the need by the innovation by key decision makers.
2. Innovation is or can be an expensive business, not only in the amount of money needed, but also

³⁹ Another reason for VITAL LINC's success is that they tend to work with adults such as parents and youth pastors. These individuals are more mature than college students and thus may be able to take on more responsibility than the latter.

in terms of managerial time, the time of specialists, space and so on. Substantial **resources** are needed for successful innovations.

3. Innovation is not merely an economic process, it is also a political process. Those in favor of innovation cannot rely simply on their good intentions and the rationality of their position. They must build a base of support for the innovation -- that is, build a **coalition** of the influential to put through the innovation.

4. For an organization to be continually innovative, its **management** needs to develop an activist ideology, professionalism, strong planning and control skills, and an ability to be (or to be able to utilize) effective change agents.⁴⁰

Thus, the leadership of the Campus Ministry, as well as Campus Crusade for Christ overall, must perceive the LINC strategy as critical to meeting their expansion objectives. Second, they should be willing to invest the necessary

⁴⁰ Khandwalla, Pradip N. The Design of Organizations. Harcourt, Brace, Jovanovich, Inc. (1977):559.

resources, possibly at the expense of other ministry goals. Third, the Student LINC Director must make it a priority to build coalitions within the Campus Ministry (and eventually all other ministries which may relate to LINC) to more effectively promote the innovative strategy. Finally, proactive, developmental leadership is required to ensure the continued success of the strategy as it operates within a traditional ministry framework for the time being.

Campus Crusade for Christ faces a unique opportunity in history. By using the LINC concept, the organization may become the "choice set" when Christians look for help in starting a host of different ministries. Not only can Campus Crusade for Christ offer guidance, but it can also service them with an increasing number of materials. In a sense, the LINC concept may face a unique situation. Because there may not be any competitors for a least several years, the LINC strategy may achieve pre-eminence and dominance in the potential market. Thus, it may be able to create a unique position within the mindset of the target audiences.

CHAPTER VI. CUSTOMER ANALYSIS OF EACH TARGET AUDIENCE

REVIEW OF RELATED LITERATURE

Dr. George Barna, a leading researcher within the Christian community, states that he is unaware of any published research relating to the five key audiences which include: 1) Christian, college-bound high school students, 2) Christian college students, 3) the parents for both groups, 4) youth pastors or Christian guidance counselors, and 5) Christian faculty or administrators.

In fact, he recently concluded the first research focused on determining the felt needs of **graduate** students in general across America.⁴¹ However, several denominations and parachurch organizations may have carried on unpublished research on the five inter-related target audiences. In the future, the author intends to locate any relevant information from these two groups.

The present author has an opportunity to pioneer work in this research field. Thankfully, previous marketing research in the for-profit sector offers help.

Various approaches could be used. One major tool is the Customer Decision Making Model. This model traces the effect that various marketing effort (along with individual,

⁴¹ Barna, George, Ph.D. Unpublished research paper. 1991.

social, and cultural factors) have on an individual's purchase/action decisions. Steps in the process include:

- 1) motivation, want, or need recognition,
- 2) search process information (product or service awareness),
- 3) interest and alternative evaluation,
- 4) intention and purchase ,
- 5) outcomes.⁴²

For example, research may indicate what needs or wants the Student LINC Ministry can address through its promotional campaign in order to motivate desired behavior from each target audience. Also, this research might show the most effective and efficient process to increase service awareness within each target public. It may also enable the Student LINC ministry to determine how interests and alternative are evaluated, good intentions formed, and desired behavior encouraged. Finally, it might give some direction on how one may facilitate the achievement of success for each desired outcome.

⁴² Engel, James F., Roger D. Blackwell, and Paul W. Miniard. Consumer Behavior Dryden Press. (1990):43.

Another useful tool which might be helpful is the VALS 2 psychographic data compiled by SRI.⁴³ While secular in orientation, one might be able to use this segmentation tool for determining how certain types of people in the evangelical community (and specifically within the five target audiences) may respond when certain opportunities are offered.

Along these lines, there has been some limited research on Christian students. The author knows of only one study on Christian freshmen. This was a marketing research survey study which determined the most important issues that non-Christian students wrestle with today.⁴⁴ The goal was to analyze the primary felt-needs students expressed which ultimately can only be filled through a personal relationship with God. It was an effort to maximize time and resources to generate receptive appointments in a non staff-intensive way.⁴⁵ Then, using relevant technology, interested students would be given an opportunity to contact Campus Crusade for Christ through the use of various forms

⁴³ Russell, J. Thomas and W. Ronald Lane. Kleppner's Advertising Procedure. Prentice Hall. (1990):414-418.

⁴⁴ "Every Student/Every Year Progress Report." Internal publication. Campus Crusade for Christ. (1987):1.

⁴⁵ Engel, James F. "Survey Analysis of Interviews for 'Every Student/Every Year' Campus Research." Management Development Associates. May (1987):1.

of media and response devices for further information. These pre-screened leads in turn provided filtered contacts to Campus Crusade staff and students, which made their use of time more effective and efficient since they would be talking to people who have expressed some interest. Four key audiences were revealed and include:

- 1) Conventional Faith Seekers -- seekers for the relevance of God in daily life.
- 2) Hurting Searchers -- those who are hurting and searching for answers.
- 3) Self-Esteem/Relationship Seekers -- love and esteem seekers.
- 4) Success Seekers/Worriers About the Future -- those who have anxiety that their dreams will not be fulfilled.⁴⁶

This study led to the development of an outreach strategy (using books, audio and video tapes, and various response devices) which has been quite successful.⁴⁷ Moreover, they learned that the various forms of media worked differently

⁴⁶ "'The Every Student/Every Year' Progress Report". Internal Publication, Campus Crusade for Christ. (1987):2.

⁴⁷ "Every Student/Every Year Strategy Overview." Internal Publication, Campus Crusade for Christ. 2.11 August (1988):2.

at each campus.⁴⁸ An entire marketing and distribution program has been set up to enable the strategy to be used by campuses at almost any time during the school year.

One should note that the Engel's segments are not rigid; people change over time. Hence, a Freshman may change from faith-seeker to success-seeker rather quickly upon entering college.

More articles and studies have been performed on freshmen within the general populace. These include the increasing desire by students (and the faculty who teach them) to return to a more ethical base with a de-emphasis on materialism and increase in volunteerism.⁴⁹ On the other hand, some studies have shown that the present college generation is, "... serious, religious, and optimistic, for the most part self-preoccupied, self-reliant, achievement-oriented, ... and pragmatic."⁵⁰

A major twenty year study of trends at first glance seems to show that students are much more interested in being financially well off than before, gaining power, status, and recognition. They show much greater support for

⁴⁸ *ibid.*:5.

⁴⁹ "Student Volunteerism: Return of the Lost Ethic". PSA December (1986):33.

⁵⁰ Jordan, Mary and David Maraniss. "An Upbeat Generation Looking Out for Itself." Washington Post. 30 May (1990):A1.

job equality for women and more endorsement by women of traditionally male, materialistic, power goals. They show less interest for social concern and altruism, promoting racial understanding, participation in community action programs, etc. However, the study also indicated there was growing evidence that more collegiates feel a concern for finding personal meaning and significance to life and that materialism and the search for success were possibly only **vehicles** to obtain the answers to deeper philosophical needs.⁵¹

Supporting evidence comes from The Princeton Religion Research Center (PRRC), a division within the Gallup organization. They report that religious strength has been maintained on campus. Rather than losing their faith, PRRC discovered that just the opposite is true for collegians. The proportion of Protestant student who say their faith has grown was greater than for Catholics. Moreover, religion is more important to students in colleges located in the South than in the eastern colleges.⁵²

⁵¹ Austin, Alexander W., Kenneth C. Green, and William S. Korn. The American Freshman: Twenty Year Trends, 1966-1985. The Higher Education Research Institute, Graduate School of Education, University of California, Los Angeles (1986):23-25.

⁵² "Religious Strength Maintained on Campus." Emerging Trends. Princeton Religion Research Center, 11.10 October (1989):1.

In addition, one of the major trends in evangelical circles is the sense of freedom many youth feel to ignore denominational labels and look for churches or parachurch groups that better meet their needs.⁵³ Thus, while many high school students are presently going to a specific church, they will shift into a "shopping" mode once they enter college. If they are made aware of the resources of Campus Crusade for Christ via the Student LINC ministry, they may decide to become involved, or at least evaluate the possibility further.

Hutcheson has reported that mainline Protestant youth programs are moribund and related campus ministries have few participants.⁵⁴ He states that the leaders of these groups are increasingly out-of-step with the felt needs and desires of present-day students. While one may regret the lack of realism within the mainline denominations, this bodes well for parachurch groups which focus on addressing the felt needs of these interested Christian college students.

⁵³ Schaller, Lyle E. "Megachurch!" Christianity Today. 5 March (1990):21.

⁵⁴ Hutcheson, Jr., Richard G. "Where Have All the Young Folks Gone?" Christianity Today, 6 December (1981):32.

CLASSIFICATIONS AND CUSTOMER BEHAVIOR

The first two target audiences represent people who would use Student LINC to either: 1) become part of a parachurch ministry, such as CCC, or 2) would like to begin a CCC ministry on their campus. They would be considered a "secondary" audience because they have gone beyond a primary demand for the product. Indeed, they have decided to use the services of Student LINC for their general benefit.

The first of these two potential audiences is represented by high school seniors who intend to go to college in the fall (or possibly juniors who are planning for the next fall). They would be characterized by having some spiritual interest, possibly as a result of family or church influence or even a youth-oriented ministry such as Young Life or Youth for Christ. They might want to use the services of Student LINC to benefit in the following ways: 1) they can interact and be encouraged with other students who have a similar evangelical belief system, 2) they may be diverted away from pursuing avenues such as heavy partying and drug use, 3) they can invest their lives in activities which may have some eternal benefits.

The second target group influenced by secondary demand would be that of Christian college students. They either want to link up with a good parachurch group on campus (and simply cannot locate one) or they are on a campus where

there is inadequate spiritual offerings and want to start a CCC ministry. They would not only see the same benefits as the incoming high school seniors, but would additionally perceive the opportunity for themselves to volunteer their time and give actual leadership to the nascent group.

The next three target groups would respond due to primary demand influence. Thus, they might not use the service themselves (except possibly in the case of Christian faculty or administrators). However, they might want provide contacts of students who themselves may be interested in becoming involved with Campus Crusade for Christ or some other similar parachurch group.

The first of these three groups is represented by the parents of the first two groups, i.e. the seniors in high school heading to college and the Christian college students who want to become involved in a good parachurch group. They would see the following benefits in using the Student LINC teleservice: 1) it would answer the pressing questions dealing with what types of college students their sons and daughters would be meeting when they got to campus, and 2) it would help reduce the fear experienced by these parents of their teenagers becoming involved with a cult.

The fourth group is represented by youth pastors or Christian high school guidance counselors. They would have the opportunity to steer the youth in which they have poured

their time, love, and prayers toward a group which will hopefully enable them to continue to grow in their faith.

Finally, the fifth group, represented by Christian college faculty or administrators, could be influenced by primary or secondary issues. For those who actually desire to have a spiritual impact on their campus (secondary motivation), Student LINC can help them lead and set up a student group. For those acting out of primary motivation, they might perceive Student LINC as a vehicle through which they might provide a potential Key Student contact through whom the ministry may be started. In this case the faculty member or administrator might act as group advisor.

MOTIVATING FACTORS TO INCREASE POSITIVE CUSTOMER DECISIONS FOR EACH TARGET AUDIENCE

Further research must be done in this area. However, there are some intuitive ideas which might serve as suitable motivators. For high school students, will probably know few people their first weeks on campus. They may feel alone and lost. Student LINC can help prepare the way for them by providing the names and telephone numbers of local parachurch directors. For college students on non-staffed campuses desiring to make a difference on their campus, Student LINC can be presented to them as the opportunity to assume leadership. For parents a moderate level of fear stimulus within the message may be used. The message may

motivate them to call Student LINC to make sure their son and daughter meet "good people" once they get to campus. For youth pastors and Christian guidance counselors (such as at Christian high schools), one could use their motivation to make sure their students are sent to the college which offers them the greatest probability in helping them to grow further in their faith. For Christian faculty and administrators, one could try to motivate them by asking how they are having a long-lasting spiritual impact on the many students who pass through their classes each year.

EFFECTS OF CHANGE IN CUSTOMER BEHAVIOR ON THE CAMPUS MINISTRY

Perhaps the two greatest challenges facing the traditional campus ministry in regards to Student LINC are these:

- 1) What system needs to be set up in order to adequately respond to increasing numbers of contacts, both at Student LINC offices and at the level of individual campus directors on the field? Will the latter welcome increasing numbers of phone calls from students, parents, etc. requesting information on the Campus Crusade group at that campus? This should not be assumed. Thus, one must continually monitor the reactions of this internal, functional public as the Student LINC strategy grows and develops.

2) How will the Campus Ministry need to change in order to provide the services students are really looking for? For example, research may show that freshmen need a greater emphasis on social gatherings at the beginning of the year than involvement in Bible study. Also, what factors increases the persuasive appeal for a college student on a non-staffed campus to become involved and continue with Student LINC?

These are some of the questions beyond the scope of this paper. However, a plan of research activity is discussed briefly in Chapter X.

CHAPTER VII. THE STUDENT LINC STRATEGY; PAST, PRESENT, and FUTURE

ORGANIZATIONAL STRUCTURE AND HUMAN RESOURCES

Student LINC is in its early developmental, or market introduction, stage. In addition to the Director, currently there are seven staff serving in the office. Their primary job is to evaluate contacts as they enter the system and then help start new ministries whenever possible. In the fall of 1991 there may be upwards of twelve people assigned to the Student LINC office.

Up to May, 1991, the Director led all meetings, designed all new tools, developed all necessary materials and even set up printing and mailings. However, an Operational Manager was added in the fall of 1990, and many of the administrative and operational tasks have been delegated to him. The Operational Director will continue these efforts with some help from other LINC staff. In addition, he will be responsible for fund-raising efforts. This last area is outside the scope of this paper.

The Director is now making plans for a nationwide publicity campaign as well as a nationwide public relations effort. Eventually, besides the Operational Director, there will need to be someone who handles all advertising and PR efforts as well as someone who directs all fund-development activities.

It has been estimated that to reach 500 campuses by 1995, an additional ten staff members will need to be added each year (see Chapter VIII). This growth creates numerous managerial implications which are outside the scope of this paper to discuss. However, obviously this is too large a group to monitor by the director himself. Thus, one possible idea is to break the office into four regions, just like it is within the traditional field ministry. A senior staff member would be responsible to oversee each respective group of Student LINC staff members.

In addition, eventually there will be a need for a Human Resource Director who would not only recruit qualified senior staff to the office but also help design "best-fit" job descriptions. Whatever occurs, the Director will need to put increasing amounts of time in developing appropriate management structures and motivational incentives. Teleservicing has many similar psychological elements as does telemarketing. For example, staff members will sometimes become tired of talking on the phone or being in a 8' X 10' office for long periods. What can be done to prepare them for this new experience as well as keep them positively motivated? This question along with others need to be addressed.

MANAGEMENT AND TRAINING

The amount of training the LINC staff receive is growing. This training is becoming quite involved and a notebook is being prepared. This might grow to become a manual which staff could refer to for answers to most-often-asked questions.

Furthermore, in the fall of 1991 a new concept will be launched, called "The LINC Learning Center" or TLLC. After the initial wave of contacts is processed in mid-October, training of LINC staff will grow to include other areas which will help in the overall development of each person. These could include, but are not limited to, computer courses, time management skills, relationship skills, telephone skills, psychological training, etc. Thus, each LINC staff person can develop within the office in more specialized areas. This could be facilitated through continuing education courses, which is an opportunity often unavailable to field staff. This could include part-time college work, which would be designed to achieve the maximum educational and developmental potential for each staff member's abilities, expertise, and interests.

METHODOLOGY AND PROCESS CHARTS

A unique methodology and variety of processes have been developed for the Student LINC strategy, but their inclusion

would go far beyond the scope of this paper and the time available.

FUNDING AND BUDGET SITUATION

A small budget which covers office operating expenses is provided by the Campus Ministry. However, significant funds are required for the national advertising and public relations campaigns. Not only must the Director determine which methods and vehicles are most cost effective, but he must develop the funds to enable roll-out. The present budget offers little latitude for funding these campaigns. Thus, creative fund development strategies are being developed and will begin to go on-line in the next starting in November, 1991. However, discussion of actual budgets and fund-raising strategies is beyond the scope of this paper.

POTENTIAL PROBLEMS AND PROPOSED SOLUTIONS

Several potential problems exist. In terms of staffing the Student LINC office, there is a need for senior staff with usually a minimum of two years field experience. As one might expect, many regional, area, and campus directors want stable staff teams. Student LINC, though operating as an integral part of the Campus Ministry, may be seen as a competitive, though internal, career track. Thus, continuous evaluation of the campus leadership must be done

with the goal being to increase the positive perception of Student LINC by all staff in the field. Otherwise, the internal recruiting efforts will be difficult.

Moreover, the promotional campaign may have an even greater success than expected. One must develop new operational strategies not only to handle incoming requests for information, but also methods should be designed to most efficiently convey information to callers as well as to the corresponding field staff. For example, the latter may not want to receive several phone calls each week for information regarding their campus ministry. Also, some people like stability and a generally static number of students to work with each year. If increasing numbers of students express an interest in joining their group, some campus directors may need to rethink how they presently manage their ministries. It may require far more delegation to other staff and especially to upperclassmen.

Other potential problems, such as perception by InterVarsity Christian Fellowship and funding, have been discussed before.

CHAPTER VIII. MARKETING OBJECTIVES

By way of introduction, there has been a significant growth in the number of articles which suggest that marketing should be applied to churches and other religious organizations.⁵⁵ Young, however, is one of the few to suggest practical ways marketing could be used on a daily basis. His organization, Child Evangelism Fellowship, discovered that they had progressed through the Product Life Cycle in their work in Chile and the program had died. After two years of investigation and applying marketing principles (including the service, price, place and promotion marketing mix) the two basic ministries grew by 2,500% in six years. One key concept was segmenting the Santiago area into three areas based on the socioeconomic class of the people and creating materials geared to each audience.⁵⁶ Target marketing and the respective segmentation of audiences are critical to the marketing strategy of both the Campus Ministry as well as Student LINC.

⁵⁵ Young, Curtis W. "Marketing in the Nonprofit Religious Sector." Journal of Professional Services Marketing. 3(1/2) (1987):119.

⁵⁶ *ibid.*, 125.

OVERALL OBJECTIVES OF THE CAMPUS MINISTRY

One major goal of the Campus Ministry of Campus Crusade for Christ is to organize a Campus Crusade for Christ ministry on most of the 3,500 U.S. institutions of higher learning by 2000 A.D. However, the Campus Ministry has focused most of its limited resources on reaching the largest four-year colleges and universities. Often this effort has excluded most of the 1221 community colleges scattered across America. Yet some, like St. Petersburg Community College, have enrollments of full and part-time students ranging well over 40,000. Until the creation of the Student LINC strategy, few ways existed that met the needs expressed by these types of colleges. In addition, there were no known effective ways to accomplish the goal of having ministries on most of the 3,500 college campuses across the U.S. by 2,000 A.D.

Furthermore, with only about 400 campus ministries presently established, there is a long way to go. Of course, there are numerous small colleges, such as hair design or fashion colleges, which would be low on the priority list. However, even besides Student LINC, the Campus Ministry leadership desires that whenever possible, field staff would continue to expand to nearby campuses with regular visits by one or more staff personnel.

SPECIFIC OBJECTIVES OF THE STUDENT LINC MINISTRY

The objectives of the Student LINC Ministry are two-fold. The first goal is to give to every interested Christian [such as a student, faculty member or administrator, pastor, lay person, etc.] on (or near) a non-CCC-staffed campus the opportunity and resources to start a ministry. The second objective is to provide interested Christians the information they need to locate and contact campus ministries (such as CCC, IVCF, and the Navs) in order to become involved.

The Student LINC goals for the next five years are to add 10 staff members per year to the office from 1992-1995. These forty staff members should enable Student LINC to open and accelerate possibly 4-500 new ministries during that time. Moreover, a database will be set up which will quickly provide information on where Campus Crusade for Christ currently has campus ministries. As other campus parachurch ministries [such as IVCF and the Navs] provide lists, Student LINC will make that information available as well. Otherwise, Student LINC will provide the headquarter phone numbers for these organizations. The caller would then have to make additional, non toll-free calls to gather this information.

CHAPTER IX. MARKETING-COMMUNICATIONS STRATEGY

Five target audiences have been identified. These include: 1) Christian, college-bound high school students, 2) Christian college students, 3) the parents of both these groups, 4) youth pastors and Christian high school guidance counselors, and 5) Christian faculty and administrators. The growth of Student LINC depends to a large degree on a multi-scenario approach. General materials will be developed which can be used with any of the five groups. However, specific messages, media vehicles, media types and timetables will vary. One of the greatest challenges the director faces will be to coordinate an integrated campaign which yields the highest quality contacts from each audience. To that end, the general strategy for each of the five target audiences will be discussed below. This analysis is followed by proposed research to help refine the strategy. Finally, a suggested timetable is advanced which progressively accomplishes the actual marketing-communications strategy.

CORE STRATEGY FOR EACH TARGET AUDIENCE

The core strategy for Christian high school students intending to attend college soon is to provide information through advertising about the existence of the Student LINC

office and the two major services offered. The advertising could be directed toward them, their parents, youth pastors, or Christian guidance counselors using appropriate media, vehicles, and types. In terms of priority of the two services offered, the Student LINC office desires foremost to link as many college-bound high school students as possible with Campus Crusade for Christ groups (or other similar organizations if a CCC group is not present) as they enter college. The second priority would be to help freshmen start their own ministry, though many may not have the maturity and leadership ability to do so when they arrive on campus. (See proposed marketing-communications timetable, p. 67ff.)

The core strategy for Christians in colleges which do not have a Campus Crusade for Christ ministry is to advertise through appropriate media, vehicles, and types the existence of the Student LINC office and the two major services offered via the toll-free number. In terms of priority of the two services, the Student LINC office desires foremost to start as many campus ministries as possible. [Note that this priority is opposite that for high school students.] The second priority is to provide information to those who may want to link up with a Christian group already present on their own campus. (See proposed marketing-communications timetable, p. 67ff.)

The core strategy for the parents target audience is to advertise through appropriate media, vehicles, and types the existence of the Student LINC office and the two service offered via the toll-free number. However, promotion and public relations work must be concurrently done to increasingly create a positive Christian public perception of Student LINC and the parent organization, Campus Crusade for Christ. Student LINC must be perceived as a credible service which meets their needs and is easy to use. For example, the Director will be on a nationally broadcast radio program in early September hosted by Josh McDowell, a Christian leader who is highly respected. (See proposed marketing-communications timetable, p. 67ff.)

The core strategy for the youth pastors and the Christian guidance counselors is also to advertise through appropriate media, vehicles, and types the existence of the Student LINC office and the two service offered via the toll-free number. However, one would use very different media and vehicles to reach these two related audiences. For example, direct mail may be used to reach guidance counselors at Christian high schools. Direct mail could also be used to reach youth pastors, but other media such as magazines and card packages may also be utilized. In addition, if a denomination's leaders are positive to the services, they could present the Student LINC service

through their in-house publications. (See proposed marketing-communications timetable, p. 67ff.)

Finally, the core strategy for the Christian faculty or administrators is to advertise through direct mail the existence of the Student LINC office and the two services offered via the toll-free number. The Director can get the list of faculty and administrators who regularly receive mailings from "Christian Leadership," a ministry directed to this group which is also under the umbrella of Campus Crusade for Christ. Upwards of several thousand names are available for over 600 campuses which do not yet have Campus Crusade ministries on them. Hence, this fifth group is one of the easiest to reach because of this mailing list, and assume a higher probability of success than would be true using different forms of advertising and publicity. (See proposed marketing-communications timetable, p. 67ff.)

PROPOSED MARKET RESEARCH

Dr. George Barna has agreed to work with the Director of Student LINC to develop a research method suitable for evaluating the five target audiences. This work will begin during the fall of 1991. Its purpose is to determine in general the felt needs of each audience relating to the proposed services of Student LINC. Thus five or more questionnaires will be developed. Of course, there will be

demographic information requested, such as addresses or youth groups one has participated in. However, there will also be psychographic questions, dealing with factors which might motivate the person to use the Student LINC teleservice. Telephone or focus group interviews will be conducted over the course of the next three years. The information will be evaluated by the Barna Group and Student LINC and the summaries integrated with both the marketing advertising campaign as well as the public relation's one.

PROPOSED MANAGEMENT AND MEDIA TIMETABLE IN QUARTERS THROUGH FIRST QUARTER, 1993.

Third 1991 Quarter, 1991:

1. Move Student LINC office to new headquarters in Orlando, Fla.
2. Make the office operational while helping Student LINC staff in the transition and training.
3. Hire a public relations specialist to design an information kit. This would include the following:
 - a one page overview of Student LINC.
 - a one page overview of Campus Crusade for Christ.
 - a reprint of the 1990 Worldwide Challenge article on Student LINC.
 - a general multi-purpose brochure with photos and a brief description of Student LINC. This would

include a response device to obtain additional information.

- an endorsement page, with endorsements from Josh McDowell, Bill Bright, Paul Fleischmann, and possibly other key Christian youth leaders.
- a biography on Allan Beeber, the Director.
- a question and answer page.
- 30- and 60-second public service announcement scripts (for radio)

4. Redo all materials with the new LINC logo and new corporate address.

5. Design a brochure for use with Christian faculty and administrators.

Fourth Quarter, 1991:

1. Consult with various overseas ministries to begin international LINC strategies.
2. Employ direct mail to reach the Christian faculty and administrators using the mailing list provided by Christian Leadership.
3. Develop a three year public relations campaign for the print and broadcast media. Begin sending press releases.
4. Design and place an advertisement in Group magazine to youth pastors throughout the U.S. This is run several times/year.

5. Design and place a card for the Youth Ministry Resource Pack. Send this out two-three times/year.
6. Refine senior staff recruitment brochure.
7. Design and develop a Student LINC newsletter geared to Campus Crusade field staff (especially Campus staff).
8. Begin distribution of PSA radio announcements to different target audiences; use well-known Christians as celebrity endorsers. _____

First Quarter, 1992:

1. Update database software to handle growing numbers of contacts.
2. Follow-through on public relations campaign strategy. Refine priority of target audiences through research.
3. Continue international consulting.
4. Continue recruitment of more senior campus staff to the Student LINC office.
5. Follow through on development of fund-raising activities.

Second Quarter, 1992:

1. Develop brochures for use with college students who are interested in Student LINC, one for college-bound high school seniors, one for parents, one for youth workers, and one for Christian guidance counselors [if Student LINC can get the correct mailing list].

2. Continue recruitment process for qualified campus senior staff to the LINC office.
3. Place advertisements in magazines or use direct mail to communicate appropriate messages to the five target audiences. This is dependent on progress made regarding fund-raising .

Third Quarter, 1992:

1. Maintain several staff in the office to monitor the 800# during the summer. In late August bring Student LINC up to full speed again. Train all new incoming staff.
2. Develop additional promotional materials as needed.

Fourth Quarter, 1992:

1. Develop a promotional video for Student LINC.
2. Develop a video that Student LINC can use to recruit students to join the staff of Campus Crusade for Christ. This would be accompanied with a devotional Bible study and response device.

First Quarter, 1993:

1. Schedule and prepare training time(s) for Senior Staff Training, summer 1993.

2. Continue public relations and advertising campaigns.

Develop press releases and advertisements as needed. Seek to personally address radio and TV audiences.

3. Seek an interview by Dr. James Dobson, president of "Focus on the Family". Seek annual placement of public service announcement in their monthly magazine about Student LINC services.

CHAPTER X. PROPOSED MONITORS AND CONTROLS

GENERAL ORGANIZATIONAL INFORMATION

As the Student LINC office receives contacts through the mail, the LINC staff divide them up corresponding to the areas of the country for which they are responsible. This is especially true once the LINC office knows where a new Key Person lives. The staff rotate phone duty for the 800#. Some have complained it interferes with the main priority of helping Key People set up and accelerate CCC ministries on their campus. Moreover, each staff member is responsible to call the referral contacts as well as the potential Key People themselves in the filtering process. The following section describes some changes which are being instituted or considered to reduce the problems.

TRACKING PHONE CALLS AND MAIL RECEIVED

A computer database is currently being developed which will allow the LINC staff to record each contact, whether by phone or mail. This will enable the Student LINC staff not only to determine which target groups are responding most to which advertisements, but also allow the LINC office to track the development of each new ministry opened through a key person. Where necessary, hard copies are kept by the staff member responsible for each campus.

Ideally, one person would input all the information immediately upon being received. Otherwise, all the staff may have to be trained to do this. Also, it would be helpful if there was someone who could make the first round of calls to potential Key People, to discern if they indeed are both qualified as well as interested.

CHAPTER XI. CONTINGENCY PLANS AND OTHER MISCELLANEOUS DOCUMENTS

CONTINGENCY PLANS

In developing a strategic plan for this teleservice, several planning assumptions are necessary. These include: 1) adequate and increasing numbers of quality contacts, 2) enough senior campus staff, and 3) growing financial resources to sustain and further accelerate the growth of Student LINC. To obtain increasing numbers of contacts, effective message themes, media, and media types must be chosen for each target audience. If there are no significant budget increases over the next few years, more reliance will be made on free publicity over paid advertisements. Thus, the Student LINC office must find someone skilled in presenting the message to media who would be positive to providing this information as a public service.

Regarding qualified senior staff, leadership must make the necessary allocations of this scant resource. However, if resistance to quotas from each of the four regions in the U.S. develops, the National Campus Director may back away from enforcing this standard. Student LINC would have to work much harder at recruiting qualified senior staff from the field. This could draw off valuable time and resources from other endeavors.

Regarding financial needs, the Director must locate and develop sources of major funding. A growing budget and expanding donor base would enable greater promotional efforts. Also, having enough money would enable the Director to create a more attractive environment for staff already working within the LINC office. Furthermore, it would make the Student LINC Ministry more attractive to those who might want to move off the field.

ALTERNATE STRATEGIES CONSIDERED

If funds are not available for advertising, a person skilled in writing press releases might be hired on a part-time basis.

If the Campus Ministry leadership does not commit itself to providing an additional ten staff people per year, Student LINC will have to take its case to the grass roots field staff. A more aggressive recruiting strategy will have to be devised.

If the leadership does not increase the budget significantly year to year, Student LINC must do more aggressive fund raising. Possible avenues include: 1) approaching foundations, 2) developing financial support through church and lay leaders in each local community where there is a Student LINC campus ministry, 3) direct mail fund development to previous donors to the Campus Ministry, 4)

creative fund raising such as dinners, Jog-a-thons, golf marathons, and 5) having the students on LINC campuses host their own Jog-a-thons.⁵⁷

MISCELLANEOUS INFORMATION AND DOCUMENTS

Campus Crusade for Christ is moving to Orlando the summer of 1991. This may create delays and stresses. Thus, The Director should allocate time for the LINC staff (many who will be new to the team) to settle into the area and develop the necessary skills to enable them to succeed in this innovative ministry.

A new logo for Student LINC was recently developed and will be used on all letterhead and promotional material.

(See Appendix C.)

⁵⁷ Jog-a-thons (or Walk-a-thons) are similar to car wash fund raising events. Students enlist sponsors who pledge a certain amount of money (e.g. one dollar) for each lap jogged (or walked). The money raised could then go to fund the ministry on that campus.

CHAPTER XII. RECOMMENDATIONS AND CONCLUSIONS

Historically, church and parachurch organizations have relied on traditional, direct methods for starting and leading college-based evangelical groups. Many people who may want to associate with an evangelical campus group need a centralized, nationwide database they may readily contact to get information. Furthermore, the Student LINC office has found there is a significant number of individuals (primarily college students) who would be willing to start their own Campus Crusade for Christ ministry. They only need to be made aware of the opportunity. Now Student LINC provides these two major services via its toll-free number and trained senior staff.

In developing a strategic plan for this teleservice, several planning assumptions are necessary. These include: Adequate and increasing numbers of quality contacts, enough senior campus staff, and growing financial resources must be obtained by Student LINC to sustain and further accelerate its growth. To gain growing numbers of contacts, effective message themes and media must be chosen for each target audience. Regarding qualified senior staff, leadership must make the necessary allocations of this scant resource. Regarding financial needs, the Student LINC Director must locate and develop sources of major funding.

The historical appraisal reveals that little work has been done in the field of teleservices, especially for non-profit religious organizations. Nevertheless, several opportunities related to the success of the Student LINC strategy exist. Hence, there is a need to proceed to the second step consisting of a situation analysis. The analysis could include: 1) a performance analysis of Student LINC compared to traditional campus ministry methods, 2) characteristics of the target markets and customer behavior, and 3) resource analysis. In addition, the situation analysis could include focus group and survey research. These research efforts are necessary to learn what may actually motivate the various target audiences to respond. One must vigorously pursue methods to increase both the number of experienced senior campus staff joining the LINC office along with fund development efforts.

In conclusion, within the nonprofit religious community, Student LINC represents an innovative teleservice strategy. The potential target audiences described here are large. Often, there has been little market activity. Each target audience has several needs which are currently unmet both for convenient information retrieval services as well as for starting new ministries. A situation analysis coupled with adequate resources and planning might greatly accelerate the growth of the Campus Ministry of Campus

Crusade for Christ through the Student LINC strategy. In fact, it may be the critical turnkey operation which allows the Campus Ministry to not only reverse its decline, but actually begin to impact the remaining 3,100 colleges and universities in the United States. Moreover, other similar campus Christian organizations might indirectly benefit as well, and thus a greater portion of the Christian community be positively influenced.

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APPENDIX A

Sample Advertisement for Interchristo

LETTERS

beyond the "us" and "the world" mindset, make their resources known to those of us in agencies, as well as utilize ours, how much more effectively we all could minister to those in need.

*Maureen Stebner
N. Canton, Ohio*

Voice in the academic wilderness
John McIntyre's article on evangelicals teaching at secular universities ["Calls of Ivy," Nov. 5] is truly a voice crying in the academic wilderness. Sadly, the church has feared the fortifications and the giants in the land, and told its young people not to make their careers there.

*Brian Morley, Th.M., M.A.
Assistant Professor of Philosophy*

A standing ovation to you from the Christian College Coalition for the articles by John McIntyre and Mary Stewart Van Leeuwen. We heartily echo the challenge they present to the evangelical church.

A college or university education is only as effective as those who profess it, and the most effective "professors" are those who have devoted their lives to academic pursuit. God requires that we serve him with our whole heart and mind and strength. The church must not belittle a gift of which God thinks highly. If every square inch of the earth is indeed the Lord's, then certainly academia has a place as an instrument of praise to the Creator.

*Myron S. Augsburg, President
Christian College Coalition
Washington, D.C.*

Thanks for McIntyre's call to scholarship and teaching. I am captivated by the study of family relationships. I can think of no other place I would rather be than in academia in a public institution.

Ed Long, Ph.D.

In the past, major inventors-scientists believed in God and the Bible. The scholastic belief-research pendulum has swung to an anti-God/Bible position, due to aggressive propagation of an invasive evolution belief. Until the delusive nature of evolution belief is exposed and widely recognized, incentive for and recognition of Christian scholastic achievement will be rare. Scholars are just beginning to see the impossibility of evolution and returning to belief in God and the Bible; the pendulum will swing back.

*Bob Landers
Westfield, N.J.*

With PROSPECTUS™, your members can visit the mission field...in just 10 minutes!

THE MISSION FIELD is represented by Interchristo and thousands of Christian organizations in the United States and overseas. Interchristo lists the personnel needs for these ministries who are seeking qualified and committed Christian staff to advance God's Kingdom throughout the world.

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Now your congregation can know what we've known for 23 years: "Christian Service Opportunities" are available for people of all backgrounds and skills. Interchristo's Prospectus software will expose ministry seekers to thousands of service possibilities in the United States and around the world. Possibilities that will challenge their assumptions about ministry.

PROSPECTUS translates CHRISTIAN SERVICE into their language!

How do you respond to an accountant, contractor, nurse, executive, or technician who wants more mission in their work? What are the options; where do they begin?

Prospectus will guide these seeking saints through the world of ministry-related work, showing them the possibilities in over 200 occupational categories. No other single-information resource can do this.

SEEING THE POSSIBILITIES will raise other questions...

Discerning God's will in your career can seem overwhelming. That's why we include a basic educational program called "Five Steps To Integrating Faith and Work." This insightful program offers a Biblical perspective and practical advice.

WE KEEP YOU UP TO DATE...

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You can preview this easy-to-use, one-of-a-kind, 10-minute guide to Christian service opportunities at no obligation by calling toll free 1-800-426-1343 and requesting a demonstration diskette OR by completing and returning the information below.

IMPORTANT: Prospectus can be run on any IBM PC, XT, AT or 100% IBM compatible system.



To order your copy of the Interchristo Prospectus software program, fill in the information below and mail to Interchristo, 19303 Fremont Ave. N., Seattle, WA 98133-3800. Or call toll-free 1-800-426-1343.

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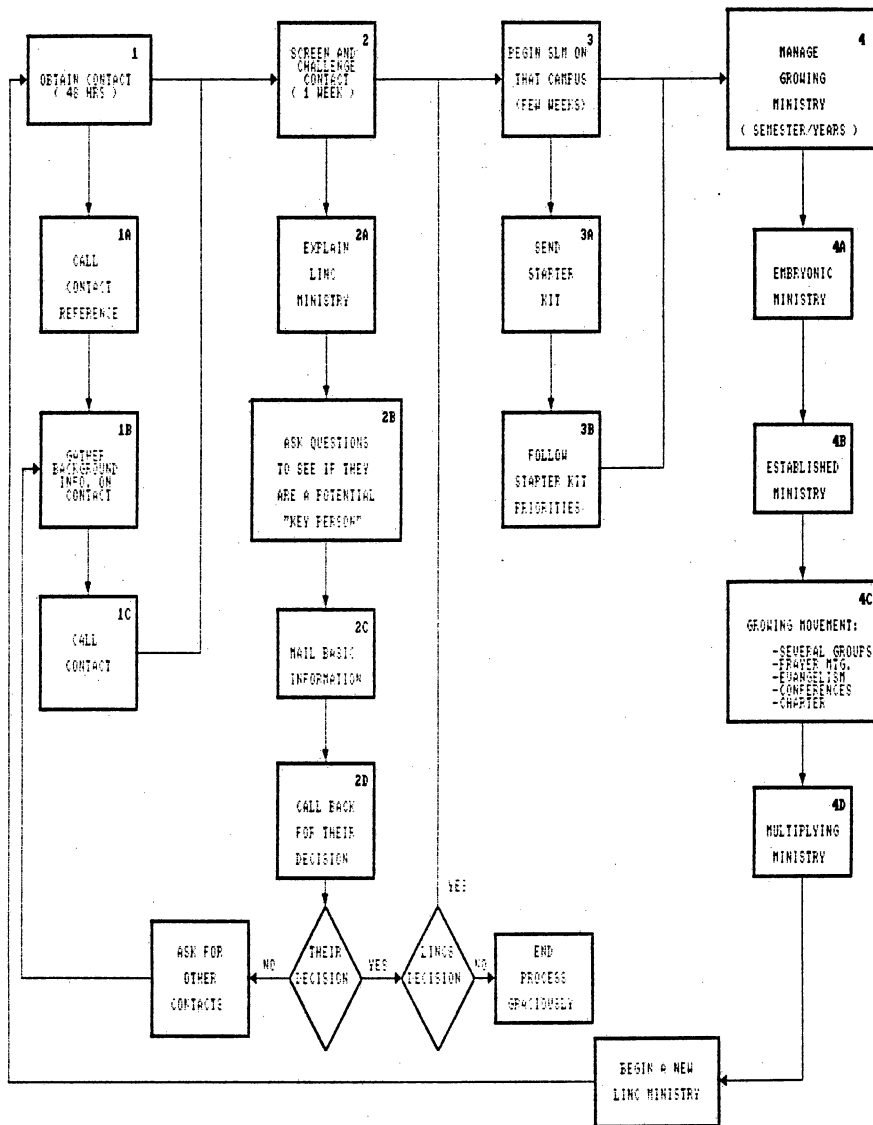
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APPENDIX B

Sample Flow Chart for Handling Contacts

THE STUDENT LINC MINISTRY



APPENDIX C

Sample of New Logo Design for Student LINC

