

# The Seed Company Board Report

September 16, 2008



Presented by:  
Roy Peterson  
President/CEO



God's Word  
For Every Language  
— In This Generation

a Wycliffe Bible Translators affiliate

## **VISION**

Creatively networking God's people around the world to translate the Bible into every language for his glory.

## **MISSION**

The Seed Company's mission is to complete Bible translations in the heart languages of people without God's Word through partnering with national colleagues; prayer supporters and financial investors; and like minded organizations.

## **THE CORE VALUES**

1. Honoring God in all we do
2. Valuing individuals and relationships
3. Committed to effective partnerships
4. Encouraging creativity and innovation
5. Managing for quality results



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**Dashboard Summary Report**  
For FY2008

	FY2004	FY2005	FY2006	FY2007	FY2008	
	Actual '04	Actual '05	Actual '06	Actual '07	Projected '08	YTD Cumulative
<b>EXPECTED FIELD TEAM RESULTS:</b>						26-Aug-08
New Languages Accepted by Field Team	42	50	39	18	70	63
Total Languages in Which Projects Were Completed	25	17	15	16	21	2
Languages Transitioned to Next Stage Project	7	2	11	1		6
Total Languages in Progress (End of Fiscal Year)	186	210	224	216	265	277
National Consultant Internships Started	4	5	6	2	8	5
<b>EXPECTED RELATIONS TEAM RESULTS</b>						31-Jul-08
Contribution Income	\$2.08M	\$2.96M	\$4.22M	FY07 \$5.56M	\$6.0M	FY08 \$5.8M
Total Income	\$3.82M	\$4.57M	\$6.01M	FY07 \$7.83M	\$8.1M	FY08 \$8.3M
<b>GENERAL HEALTH INDICATORS</b>						
Unfunded Project Amount		\$378K	\$349K	\$60K	\$0	\$139K
Unrestricted Cash Net Assets	\$821K	\$143K	\$412K	\$947K		\$1.6M
Number of Staff: Full Time Equivalent	57.9	55.5	55.5	62.5	82.0	73.0
Staff per Language	0.31	0.26	0.25	0.29	0.27	0.28



**Field Team Report****Executive Summary – September 2008**  
A widening spectrum of ministry in a changing landscape**Introduction**

This reporting period has marked the transfer of leadership in the Field Team from Roger Hanna to Larry Jones. Roy, Roger and the Leadership Team designed and executed a smooth transition with Larry, culminating in Larry's full time engagement as Director for Field Programs on August 1, 2008. This report focuses on two major developments we have observed in this reporting period—a growing diversification in the kinds of projects we are sponsoring, and significant changes in the constellation of partners involved in the global Bible translation movement.

**A diversity of projects**

**Local leadership.** The kinds of projects coming to The Seed Company these days reveal an increasing shift from cross-culturally managed translation projects to those led by mother-tongue speakers. One reason for the shift is because SIL is increasingly transferring leadership of uncompleted projects to local people. Another reason is that the Bibleless language communities themselves are starting more new translation projects on their own initiative. The chart below shows the kinds of translation projects accepted by The Seed Company during this reporting period. In regard to regions, 2 projects are in Asia, 2 in the Pacific, and 4 in Africa, involving a total of 28 languages.

Initial Goal Project	Number of Languages	History of Project
Bihar Cluster, India	9	New efforts engaging local church planters (CPs)
Bisa, East Asia	1	New effort, large unreached, unengaged people group
Malaita, Solomon Islands	2	New effort, MTT initiated

Intermediate Goal	Number of languages	History of Project
Rigo Cluster, PNG	4	National BTO initiated, follows completion of SIL-initiated IG project
Gospel of Matthew/Consultant Dev, DRC	5	Renewed effort, stemming from projects started by SIL, but now shifted to Congolese translators.
Advanced Epistles, DRC	5	Renewed effort, stemming from SIL, but now shifted to Congolese translators.

Full Scale NT/OT	Number of languages	History of project
Majang, Ethiopia	1	Renewed effort, started by SIL, now led by Ethiopian translators
Nugunu, Cameroon	1	Renewed effort, started by SIL, now led by Cameroonian translators

**Cluster projects, Initial Goal projects (IG), Intermediate Goal projects (IM).** The shift to carrying out projects in clusters continues to increase, with 5 out of 8 projects designed as cluster projects. Launching new projects through initial or intermediate goal efforts is also increasing, with 6 of the 8 projects as IG or IM. When projects proceed in measured phases, the Scripture to be translated can be selected more specifically according to the current needs of the target community. The outcome is rapid Scripture production and more immediate use by those targeted for the translation.

## Field Team Report

### Executive Summary

The End-To-End Initiative in Bihar Province of India shows a departure from traditional ways that translation projects have started in the past and how church planters (CPs) perceive the role of Bible translation in CP work. CP workers have traditionally viewed Bible translation as a slow, tedious, and technically difficult endeavor. This perception often discouraged CP workers from fostering translation efforts in local languages as part of their early endeavors. As a result, these workers often preferred to use national language or local trade language translations, even though those translations did not communicate well to the people the CP workers were serving. In contrast, the new phased approach rapidly provides relevant Scripture in the most immediately usable medium for church planter needs. We anticipate this holistic method for starting translation projects to increase in India.

**Contextual translation for greater impact.** Bibles translated for large Hindu, Buddhist, or Muslim language communities have often had only a modest impact on church planting and church growth in those communities. This is partly due to the fact that the spiritual vocabulary used in these translations is restricted to the Christian minority subculture in those groups. The unevangelized majorities use different words to talk about the same spiritual concepts. Often these existing translations using Christian vocabulary can be fairly easily adapted using the other set of terms, making the Bible message come alive for Muslim, Buddhist, or Hindu readers in those communities. In this vein, The Seed Company has agreed to sponsor a new modern standard Arabic translation. Last year, The Seed Company sponsored a new translation that follows this contextualized method in East Asia as well.

**Creole translations.** One of the challenges inherent in our commitment to bringing God's word to people in their heart languages is that some of those languages are disdained by the majority cultures and even by some of the mother-tongue speakers themselves. This is especially true of *creole languages*, which are distinct languages closely related to major standardized languages. Creole languages are often mistakenly viewed as substandard varieties of a major language. Bible translations in creole languages can seem incongruous to educated outsiders, but they actually speak powerfully to the hearts of the speakers of those languages. The highly successful Kupang Malay translation in Indonesia is a Seed Company project in a creole language. The Seed Company has recently begun a partnership with a United Bible Societies affiliate to translate the Bible into Jamaican Patois, a Caribbean creole language related to English. In both cases, there has been some public controversy reacting to a translation into what seems to some to be merely a substandard form of the national language. In both cases, a large reservoir of mother-tongue speakers strongly supports the effort. Over time, these translations are increasingly appreciated by communities accustomed to their languages being scorned and disparaged. We anticipate a growing number of creole translation projects to come to The Seed Company in the coming years, especially from the Caribbean Islands, the Pacific, and Indonesia.

### A rapidly changing context

**Indonesia opportunities.** SIL in Indonesia is going through a rapid organizational structural change, with all current and future translation projects shifting to WBT Asia oversight. A majority of the SIL Indonesia Branch members are shifting to local and national organization sponsorship. This means that local Christian Non-Governmental Organizations (NGOs) and churches will be more rapidly drawn into partnership to carry out Bible translation. Locally led cluster projects are being discussed and planned more intentionally than ever before. We see this as an opportunity for The Seed Company to engage with partners in Indonesia on a much larger scale than we have been able to in the past.

**Comprehensive planning and the Last Language Initiative.**

SIL's Last Language Initiative and Wycliffe USA's Last Languages Campaign call for comprehensive planning for country-wide completion of translation needs. The Seed Company is being invited to participate in many of these comprehensive planning efforts around the world. This generous invitation has underscored the Field Team's need to strengthen the capacity of our Field Coordinators to constructively engage with our partners in high level strategic planning.

We are initiating new training for our Field Coordinators to enable them to participate in high level strategic planning with our partners. As our field partners gain an understanding and appreciation for the principles of performance philanthropy, we should see a higher volume of quality project proposals coming to us and a higher proportion of well-managed, productive projects in our portfolio.

**Conclusion**

In a fluid 21<sup>st</sup> century context, we are called to quickly discern, assess, and respond to trends in our environment. The trends noted above and our organizational responses to them reflect The Seed Company's historic organizational agility and breadth of vision, expressing our core value of encouraging creativity and innovation. We count it a privilege to participate as teammates in our Great Cause.

## Field Team Report

### Report on Field Goal Status

26-Aug-08

	Actual '04	Actual '05	Actual '06	Projected '07	Actual 07	Projected 08	Cumulative YTD 08
<b>EXPECTED RESULTS:</b>							
New Languages Engaged by Field Team	42	50	39	16	18	70	63
New Initial Goal Funded Languages	8	7	5	8	7	17	22
New Initial Goal Field Engaged Languages	22	15	8	1	5	18	15
New Full Scale Funded Languages	12	24	26	7	6	33	26
New Full Scale Field Engaged Languages		4				2	
Total Languages in Which Projects Completed	25	17	15	23	16	31	2
Initial Goal Funded Languages Completed	8	1	0	0	3	0	
Initial Goal Field Engaged Languages Completed	10	11	9	14	4	9	
Full Scale Funded Languages Completed	6	5	6	8	4	15	2
Full Scale Field Engaged Languages Completed		0	0	0		0	
OT Completed	1	0	0	1	3	0	
Intermediate Goal Funded Languages Completed					2	7	
Languages no longer active	8	6	20		11		6
Initial Goal Languages on Hold	2	1	7		1		4
Full Scale Fund Languages on Hold	6	5	13	7	10	4	4
Initial Goal Languages Transitioned to Next Stage Projects	7	2	11		1		6
Field Engaged Languages in Progress (Beginning of Year)	40	49	49	90	56	57	57
Field Engaged Languages In Progress (End of Fiscal Year)	67	49	56	88	57	75	74
Total Languages in Progress (Beginning of Fiscal Year)	179	186	209	233	224	216	216
Total Languages In Progress (End of Fiscal Year)	186	209	224	229	216	265	277
National Consultant Training Start-Up	2	3	4	6	6	8	5
New Nationals Attaining Consultant Status (Projection assumes approximately 20% attrition rate)						2	
Cumulative Count of National Consultants Available						2	
Field Coordinators Needed @ 25 lgs/coord.	7	8	12	11	14	12	16

Assumptions:

1. Average length of NT projects: 8 years
2. Average length of Initial Goal projects: 3 years
3. Average length of National Consultant training: 5 years

Total Projects in Progress (End of Year) = Projects in Progress Beginning of Year + Total New Languages Entered - Total Languages Completed + Initial Goals Projects Transitioned to Full Scale Projects - Projects on hold

**Active Translation and Cumulative Impact**

The Seed Company (TSC) is currently enabling nationals to translate God's Word in 277 languages. Over the years, The Seed Company has had a vital impact in a cumulative total of 473 languages.

**Number of languages by Area currently involved in TSC projects**  
(Oct 1, 2007 through Aug 26, 2008)

	Ongoing at end of Sep 07	Suspended in FY08	Reactivated in FY08	New in FY08 plus Transitions	Completed in FY08	Total languages currently involved in projects
Africa	101	1		30	1	129
America	18			4	1	21
Asia	47	3		15		59
So Asia	25	3		9		31
Eurasia	13	1		1		13
Pacific	12		2	10		24
<b>Totals</b>	<b>216</b>	<b>8</b>	<b>2</b>	<b>69</b>	<b>2*</b>	<b>277</b>

\* 17 additional languages are poised to complete at the end of FY08 (30 Sep 08)

**Number of languages by Type currently involved in TSC projects**  
(Oct 1, 2007 through Aug 26, 2008)

	Ongoing at end of Sep 07	Suspended in FY08	Reactivated in FY08	New in FY08	Completed in FY08	Total languages currently involved in projects
Initial Goal - LP	36	1		13		48
Initial Goal - Other	16	3	2	24		39
Intermediate Goal	8			3		11
Full Scale - NT	139	4		26	2	159
Full Scale - OT	13			3		16
Full Scale - Whole Bible	4					4
<b>Totals</b>	<b>216</b>	<b>8</b>	<b>2</b>	<b>69</b>	<b>2*</b>	<b>277</b>

\* 17 additional languages are poised to complete at the end of FY08 (30 Sep 08)

## Field Team Report

**New and transitioning languages by Area – FY08 YTD**  
 (Oct 1, 2007 through Aug 26, 2008)

	First Scripture	First TSC Engagement	Luke Partnership Projects transitioned to next stage	Other Initial Goal Projects transitioned to the next stage
Africa	27	28	2	
America	2	4		
Asia	6	12	2	1
So Asia	9	9		
Eurasia	0	1		
Pacific	8	9		1
Totals	52	63	4	2

**Number of languages involved in Full Scale projects each year  
 and  
 Cumulative total languages impacted**  
 As of August 26, 2008

	Number of languages involved in Full Scale projects*	Cumulative total languages impacted
1994	10	11
1995	22	28
1996	35	48
1997	42	65
1998	51	95
1999	69	123
2000	72	130
2001	86	153
2002	132	223
2003	139	259
2004	140	304
2005	155	348
2006	167	391
2007	158	410
<b>2008</b>	<b>178</b>	<b>473</b>

\*Full Scale projects: New Testament, Old Testament and full Bible projects;  
 includes testaments currently being printed.

**Number of Interns participating in  
National Consultant Development (NCD) by Area  
(Oct 1, 2007 through Aug 26, 2008)**

	Total Ongoing at end of Sep 07	Placed on hold in FY08	New in FY08	Completed in FY08	Total active Translation Consultant Interns	Total Interns developed and now consulting for BT projects
Africa	13		4		17	
America			1		1	
Asia	3				3	
So Asia						
Eurasia						
Pacific						
Totals	16		5		21	



## Development Team Report

### Financial Growth and Development YTD 2008

We are grateful to God for continued financial growth. We are also thankful for encouraging results to date. As of July 31, 2008 an income of \$8,406,908 represents a 12.7% increase over YTD 2007 income of \$7.494 Million. We anticipate the total FY08 revenue will surpass \$9,000,000.

### Segments Over Time

We want to be responsive to what God is doing while being responsible to plan well for continued healthy growth. In practical terms this means paying attention to each segment of our total income. This development team board report represents the cumulative streams of contribution revenue derived from foundation/mega investors, major investors, organizational partnerships and our marketing team.

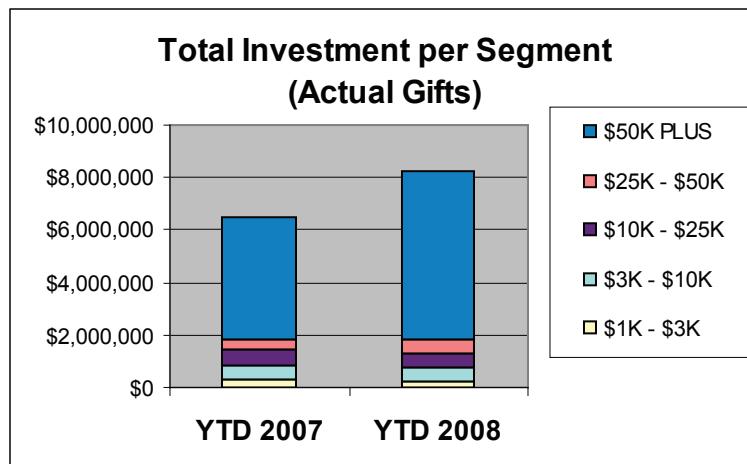
### Mega and Major Investors

Case-load and accountability reports are in place to help with the process of serving and growing Major and Mega Investors, as well as input from Westfall Group regarding characteristics of productive representatives and industry best practices. We continue working with IT to improve the quality and insights of our reports.

As can be seen in the following charts, we experienced growth in the number of partners and revenue in most segments. In the lowest segment, 47 church investors\* were added in FY07 in the \$1K - \$3K range. These encouraging additions were due to special One Verse partner events. Marketing is working to convert these investors to ongoing partners. We also grew in the number of higher level major investors with expected increased income as a result. Effectiveness in these higher categories, including significant income from organizational partnerships (\$1.2 million projected for FY2008), helped grow total The Seed Company revenue.

Total Investors per Segment			
	YTD 2007	YTD 2008	
\$1K - \$3K	Churches from 07 Events* 47 159	47	1 170
\$3K - \$10K		97	96
\$10K - \$25K		39	45
\$25K - \$50K		11	17
\$50K PLUS		20	26
<b>TOTAL</b>	326 + 47 from Churches above	<b>373</b>	<b>355</b>

## Development Team Report



Total Investment \$ per major/mega segment		
	YTD 2007	YTD 2008
\$1K - \$3K	*\$342,302	\$263,166
\$3K - \$10K	\$520,048	\$492,298
\$10K - \$25K	\$554,850	\$579,174
\$25K - \$50K	\$384,096	\$492,506
\$50K PLUS	\$4,723,856	\$6,387,707
<b>TOTAL</b>	<b>\$6,525,152</b>	<b>\$8,214,851</b>
<b>% 2008 over 2007</b>		<b>12.17%</b>

\*\$88,585 received from 47 churches investing one time as a result of One Verse

### New Mega and Major Investors

The chart below illustrates new major investors acquired in 2007 vs 2008.

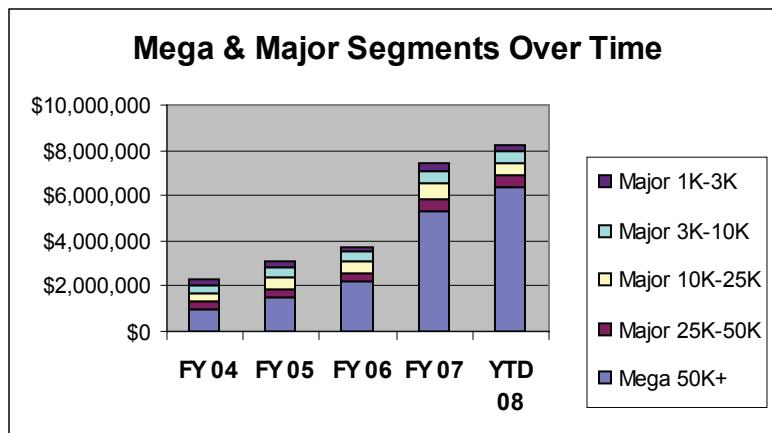
NEW TO THE SEED COMPANY		
New Major & Mega Investors in FY 2008		
	YTD 2007	YTD 2008
\$1K-\$3K	*98	51
\$3K-10K	17	18
\$10K-\$25K	13	14
\$25K-\$50K	3	6
\$50K+	6	6
<b>Total</b>	<b>137</b>	<b>95</b>

\*Includes the 47 one-time church investors through One Verse events

## Development Team Report

### Comparing YTD 2008 with previous years' performance

It is helpful to review current progress against previous years' performance so that a pattern for future analysis can develop. The following chart demonstrates annual growth over a five year period. Please keep in mind we are looking at the first 10 months of FY08 in the following chart. This demonstrates how our current FY08 performance exceeds total performance in previous years. Note that gifts under \$1,000 are excluded.



### Pledge Overview (for Mega/Major Income)

In FY06, our records indicate pledge fulfillment over 90%. For FY07, pledge fulfillment was 93%. As of July 31 in FY08, we have a 75.7% pledge completion rate. We anticipate we will have a 90%+ pledge completion rate for FY08.

Looking beyond FY08, 148 pledges are currently in the system for a total of \$2.9M in FY09. For FY10, 95 pledges are noted for a total of \$1.6M. Sixty-four percent of these \$4.5M pledges represent multi-year commitments. Further, a number of these pledges will be received as one time-investments with multi-year applications to the same project. We are working to monitor pledge activity in greater detail. We will continue to drill down to more accurate pledge projections in days ahead.

### Organizational Partnerships and Marketing

Organizational partnerships provide flexible matching funds and targeted project funds, representing an estimated projection of 13% of total FY08 revenue. Broad appeal strategies are now covered in the area of Marketing. Each of these revenue streams is discussed in more detail in its own section of this Board Report.

### Team Composition

As demonstrated in the chart below, the Development Team is comprised of regional representatives, foundation and mega partner support, team leadership and administrative assistance. We are grateful to receive significant additions to the team in 2008. We have added an operations coordinator for the Dev Team, Anndrea Blair, effective August 1. Anndrea is working with systems support efficiencies across the team. Melanie Lemley, one of our supported staff, is assisting in foundation work as of late July. Additionally, Jill Monaco comes to our team part time in the area of event strategies. Jill began her role in July. The next board report will reflect the addition of these new members as well as changing assignments for some Dev Team staff members.

## Development Team Report

Development Team Composition		
Staff & Role	Primary Focus	FTE*
CEO	Mega Partners and Institutions	.3
Founder	Major Partners and some Institutions	.1
4 Salaried Staff	Major Investors & Churches	4.0
4 Supported Staff	Major Investors & Churches	4.0
1 Salaried Staff	Foundation Tracking/Service	1.0
2 Supported Staff	Church Relations and Growth	1.5
1 Salaried Staff	Dev Team Assistant	.6
1 Volunteer Staff	Southern California Office	.5
1 Supported Staff	National Director of Development (NDOD) Growth in all sectors	1.0
	TOTAL	13

\* Full Time Equivalent

### Return on Investment

Growth plans are in place to monitor and strengthen ROI for the Development Team as a whole. This includes total team, sub-team, and individual goals as noted in the following chart. Organizational Partnerships should surpass a 10:1 ROI for FY08.

Contributions from foundations and mega partners represent nearly 40% of our income. We are thankful for several special gifts, with two at \$1M and one at \$500K. This area receives significant attention from the CEO and National Director of Development. Organizational Partnerships will exceed 10% of total revenue. Approximately 45% of total revenue received is given by investors served through major investor development representatives.

## Development Team Report

Development Rep	YTD Income	YTD Expenses*	ROI	Primary Focus
Salaried Rep (1st yr)	\$157,092	\$90,232	1.7	Major Investors & Churches
Supported Rep*	\$999,355	\$21,500	46.5	Major Investors
Salaried & Supported Rep Team	\$949,197	\$94,792	10.0	Major Investors & Churches
Supported Rep Team*	\$283,057	\$8,021	35.3	Major Investors & Churches
Salaried Rep	\$1,079,067	\$86,250	12.5	Major investors/churches/ OneVerse Liaison
Foundations/Mega*	\$3,275,265	\$33,404	98.1	Foundations & Mega Partners
Supported Rep*	\$134,718	\$7,777	17.3	Major Investors & Churches
Supported Rep	\$221,608	\$5,711	38.8	Major Investors & Churches
Salaried Rep (1st yr)	\$236,140	\$72,997	3.2	Major Investors & Churches
Admin Support & Expenses		\$163,711		
President's Forum; Board Mtg		\$303,000	ROI:	See ROI in # 1 below
Organizational Partnerships	\$708,798			
Marketing/One Verse	\$362,611			
<b>Total Received</b>	<b>\$8,406,908</b>			
Development Reps Only	\$4,060,234	\$387,280	10.5	
Foundations/Mega Only	\$3,275,265	\$33,404	98.1	
		<u>\$466,711</u>		Admin & Event Expenses
<b>DevTeam Total</b>		<b>\$887,395</b>	<b>8.3</b>	Excludes Organizational Partnerships & Marketing
Organizational Partnerships	***\$708,798			
Marketing/One Verse				

**Total Seed Company Income YTD \$8,406,908**

\* Expenses are NET of Missionary-raised personal support; \*\*Approximately \$50,000 of major investments influenced by MarketingFYTD08. \*\*\* Covered in more detail in Strategic Partnerships and Marketing sections of board report.

### Other Development Team Highlights

1. The President's Forum was May 15-18:
  - a. The event provided an opportunity for The Seed Company to tell our story, to create relationships with potential new investors and solidify those we have with existing investors.
  - b. Over 40 giving units participated in the program. The average commitment at the event was \$25K (which was our goal). Follow up from the event brings the average gift to \$40K+ due to large investments.
  - c. Significant matching grants were leveraged to attract new large investments. Including these matching grants, commitments received within the first 30 days of the event exceeded \$2.1M. Based on ongoing analysis, we estimate the total giving results for the President's Forum will be \$2.5 - \$3 Million. Event ROI is approximately 10:1.
  - d. Attendee evaluation results gave the event a 99.25% rating.

## **Development Team Report**

2. The unfunded FY08 project balances were reduced to less than \$130,000 with the unfunded projects lifetime balances down to \$1.35 million as of July 31.
3. New investor income of \$1,008,289 was received from the 95 new major partners YTD2008.
4. Healthy relationship building between The Seed Company and related WBT teams:
  - a. We are making intentional headway concerning mutual work with major foundations.
  - b. We continue cooperative work with Wycliffe Foundation, the planned giving affiliate of WBT USA.
  - c. The Development Team Leadership group participated in the Wycliffe Last Languages Campaign (LLC) kickoff meeting in Colorado in June. Communication continues on an ongoing basis with the LLC team. We anticipate great cooperation and synergy moving forward.

### **Challenges:**

As we envision the future, the need to provide advance funding for projects, operations, and infrastructure that are not yet on the books is evident. We would appreciate prayer and input regarding approaches for “clock building” financial invitations to key investors. In other words, how can we best invite large investments in The Seed Company as an institution? Further, we would like to equip key advocates at the highest levels to leverage their peer networks. We welcome your prayers and input toward these goals.

### **Conclusion**

We are deeply grateful for God’s provision for The Seed Company. 2008 has been a wonderful year of growth, new initiatives, and key learnings. We are blessed with committed Board and Executive leadership and wonderful investors. Our ministry in development provides a tangible connection between investors, translation projects and God’s will for all involved. It is a delight to join the Lord in what He is doing.

Submitted gratefully on behalf of the entire team,

*Mike*

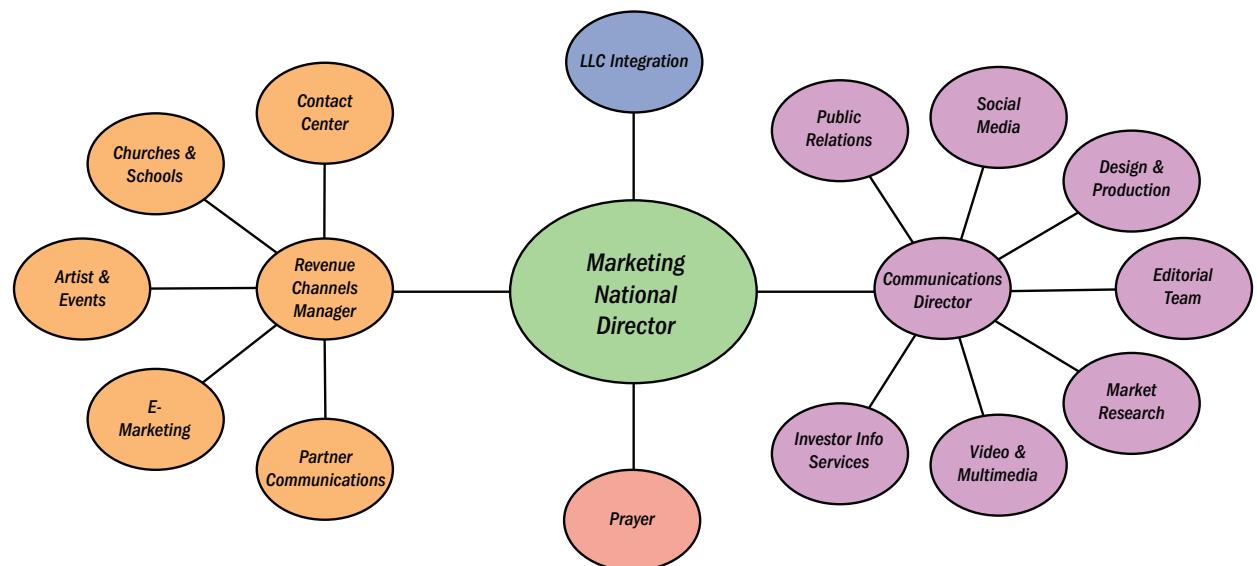
Mike Toupin  
National Director of Development

## Marketing Team Report

As mentioned in the previous board report (Broad Appeal Team Report – May 2008), over the summer this team has been re-organized in order to keep pace with the growth of The Seed Company and to better take advantage of opportunities that present themselves to The Seed Company. Communications will continue to serve corporate efforts in the Development and Field Teams, as well as the Operational Team. However, the re-organization has introduced a team focused on cultivating revenue channels for The Seed Company.

In the following pages I will chart and briefly describe the new team structure, provide an abbreviated update on the OneVerse program offering and on the processing of Quarterly Field Updates, and finally provide a summary of The Seed Company's integration with Wycliffe's Last Languages Campaign.

### The Marketing Team Structure:



The functions of the Communications team, led by the Communications Director, have remained largely unchanged, with the exception of the addition of a market research function, and the re-alignment of Partner Communications as a part of the Revenue Channels team. The market research function will help us better understand the needs of our current and future investors, and thereby help us provide better tools for our development and marketing teams as they interact with investors. Each engagement opportunity will also have appropriate follow-up and communication pieces planned into the investor experience.

The most significant change comes with the addition of a Revenue Channels team. This team is to generate revenue for Seed Company programs and goals by leveraging mass market strategies. Each revenue stream will not be limited to promoting a specific program (e.g. OneVerse monthly partner program), but will promote the programs that fit each audience and have the greatest return on investment.

The activities within the bubbles labeled "Churches & Schools," "Artist & Events," and "E-Marketing" will be largely focused on the acquisition of new donors. The activities within the bubbles labeled "Contact Center" and "Partner Communications" will be largely focused on lifting donors to new levels of involvement, whether through greater levels of giving or through becoming an advocate for the cause of Bible translation.

## **Marketing Team Report**

Jill Monaco is providing leadership for the Artist and Events team as the manager of artist relations and events. In addition, we are interviewing candidates for the position of e-communications channel manager to lead our e-marketing efforts. Case-load and accountability reports are also being put in place by IT to help with the process of serving and growing broad base donors into greater levels of involvement. Where appropriate, experienced advisors for each revenue stream have been or will be engaged to grow that revenue stream and help our staff grow in their capacity to develop productive revenue streams.

The Prayer team will continue to report within the Marketing team, and with the re-alignment of responsibilities, we have been able to shift the day-to-day activities that make for a successful prayer ministry to existing staff allowing the Director of Prayer Ministries to provide strategic leadership in raising prayer for Seed Company translation projects, to connect with prayer networks within and beyond the Wycliffe family of organizations, and to manage volunteer regional prayer coordinators. Please be in prayer for us as we seek to identify the right person to lead this crucial ministry.

The integration of The Seed Company with Wycliffe's Last Languages Campaign will also be guided by the Marketing Team. A more complete description follows, but in brief, the integration responsibilities will largely fall into two categories: visual brand and message integration, and a coordination of The Seed Company calendar with the calendar of activities for the Last Languages Campaign.

### **OneVerse:**

The OneVerse monthly partner program is fully operational. Early on, the promotion of the monthly partner program has been slow. In the weeks and months ahead, the OneVerse monthly partner program will be heavily promoted in the artist and event revenue channel, e-marketing revenue channel, with churches and schools, as well as to our existing database. In addition, each Seed Company development representative is also equipped with the OneVerse monthly partner material, and will use the program as an engagement opportunity for appropriate prospects.

An appropriate group engagement, like the offering at Rock Harbor Church, for churches and schools who do not want to promote the monthly partner program will be ready by early Fall. This group engagement will maximize the impact of single gifts for Bible translation and will promote a seamless transition to a monthly partner for those individuals who are interested.

### **Quarterly Field Reporting:**

With the addition of Tom Fincher to the Communications Team as the manager over Investor Information Services, we have begun to get transparency once again with how our quarterly translation project reports are being processed. Upcoming accountability reports being developed by IT will reflect real-time data in the near future. Our weekly reports reveal that the Communication team is processing quarterly updates in just over 14 calendar days. The team is also developing metrics for evaluating the quality of reporting we receive from our translation projects.

### **Integration with Last Languages Campaign:**

Positioning The Seed Company in the marketplace in light of Wycliffe's Last Languages Campaign will require a two-fold approach.

1. *Brand Alignment* – The Seed Company can align itself to the LLC in several different ways. From a simple endorsement statement to a more integrated alignment which would place LLC branding on all of our material (website, profile, updates, case statement, fund descriptions, etc.) It is the recommendation of the Leadership Team that we fully integrate the Wycliffe Last Languages Campaign into all Seed Company materials.

- Director of Communications will have responsibility for:
  - Connecting with the marketing team for the LLC and guiding the incorporation of LLC branding on our materials
  - Previewing PR stories and the markets they will run in, campaign newsletters, website and landing pages, etc., and provide feedback to the LLC if any is requested or warranted.
  - Providing stories that highlight the role of The Seed Company in Bible translation – including our single critical event for impact, accelerating the translation of Scripture, engaging mother tongue translators, etc.
- 2. *Activity/PR Alignment* – The LLC is embarking on an aggressive PR campaign to highlight the accomplishments and work of Bible translation. This involves radio and TV spots, magazine and newspaper stories, regional events, campaign kickoff, rolling kickoffs, etc. To properly serve our current investors and grow our investor pool, The Seed Company must be aware of the messaging of these LLC activities, and our marketing and development calendars must be coordinated with the LLC calendar.
  - Coordinator for Wycliffe's Last Languages Campaign will have responsibility for:
    - Coordinating The Seed Company's marketing calendar with the LLC calendar and informing the Development Team of upcoming events and other relevant activities.
    - Submitting names of invitees to the LLC for special invitation-only events related to the LLC.
    - Submitting names to the LLC of those individuals whom we would like to receive the LLC newsletter.

*Issues yet to be addressed with the LLC:*

The Seed Company is presented as that entity within Wycliffe that:

- Has a bias for accelerating Bible translation
- With no loss of quality and
- At a declining cost.

Noticeably absent from this positioning are the singular critical event statement's focus on impact; our practice to connect investors with people groups that are translating the Scriptures; our focus on working with mother tongue translators; and our partnership with local and international organizations.

**Challenges:**

Last year The Seed Company was blessed with a tremendous response from churches and individuals who wanted to support the work of Bible translation. Each individual, church, or group that made a commitment as a result of the Passion and Thirsty conferences received follow-up. Most givers coming out of these conferences made one-time gifts. Now that we have ongoing engagement opportunities with the internal processes and staff to support the engagement opportunities, we will be re-connecting with several thousands of people. We would appreciate your prayer to make a connection again and that we could add value to the lives of these one-time givers as OneVerse partners and/or as OneVerse advocates.

We would also appreciate your prayer as we develop several new revenue channels for Bible translation work through The Seed Company. God has called gifted staff to lead the development of these revenue channels.

Respectfully,

Jonathan Kern  
National Director of Marketing



## Strategic Partnership

### The One Critical Event and the Role of Strategic Partnership

“Accelerated completion of Bible translation needed for immediate impact!” is the suggested wording for the new The Seed Company critical event, where a critical event is understood to be the transaction that must happen at the outer edge of the organization in order for the organization to be what it is.

Unpacking the critical event statement we see the role of partnership becoming most significant in implementing this new emerging model of doing Bible translation.

“Accelerated”: Carries within it all the multifaceted aspects connected with accelerating Bible translation. These include shortening the time to actually do a full translation (from 15 years to 7 or 8 years, or less, for a full New Testament); doing translation in multiplicative ways (clusters); and building capacity so that Bible translation in the near future will be well supplied with resources (consultant development, exploration of new technology).

“Completion of Bible translation”: implies The Seed Company’s commitment to getting the full Bible rather than just the New Testament, wherever a vibrant church or missiological needs require it.

“Needed”: strongly and explicitly says translation will not be done independent of an expressed need by an impact partner working within a language community. It also implies the need for an accurate and natural translation as part of a definition of “Bibleless”. So, in looking at the remaining Bibleless people groups, we may also ask, “Should people groups be considered Bibleless who have Scripture translations so old and unnatural as to be unusable?”

“For immediate impact”: no one will argue against all Scripture having impact but this phrase brings into focus the possibility of defining translation products shaped by the immediate needs of the end-users to address spiritual, personal and social issues. It moves Bible translation from an end in itself to a means of serving the perceived needs of the church. In many places around the world the church is growing so rapidly that new believers cannot wait six to nine years for the New Testament before engaging with the Scriptures in their own language. “For immediate impact” focuses The Seed Company’s translation efforts on responding to the urgent missional needs of the impact partners. So for unevangelized people groups, where the impact partners may be church planters working in an oral society, a set of 40 Bible stories done in 10 months is the most appropriate initial goal. For a discipling ministry for new believers, the set of 100 verses they use in the discipleship books, or the book of Acts and some pastoral epistles would be the best translation response to the perceived needs. This does not negate The Seed Company’s commitment to a full Bible. However it does move the efforts to translate the full Bible into phases that are responsive to the felt needs of the church.

In this new model, partnership development becomes the thread binding together technical efforts, resource provision, and end user considerations into one cohesive project. Internal relationships with our family of organizations, especially as we move towards the Last Language Initiative, are critical to a successful implementation. External relationships, especially with impact partners, are the emerging factor that will be mission critical to the implementation of this vision. Investing the time to focus on identifying the impact partners in project context, time to develop those partnership relationships, time to train our own staff to absorb the new orientation and values in order for this to be scalable, will be a new challenge in a very exciting period.

## Strategic Partnership

**End to End Initiative in Bihar, India:** The first cluster event in the End to End Partnership took place in Purnea, Bihar at the end of July. Eleven language teams (six from Bihar state, three from the northwest India states of Himachal Pradesh and Kashmir, and two from the northeast India state of Arunachal Pradesh) representing over 65 million speakers came together for two very hot weeks of workshops in Bible story crafting and Bible storytelling training. The enthusiasm and skills demonstrated by these teams were a blessing to witness. What is amazing is this is just the beginning of a large initiative between international and national partners to move Bible translation resources to serve the expressed needs of the end users, in this case more than sixteen Indian church planting organizations seeking oral Scriptural tools to help in their church planting ministries.



Participants in the Bihar End to End Cluster practice telling each other Bible stories



Dogri team adding a little music to their stories

## Strategic Partnership

**Last Language Initiative:** The Seed Company has fully committed to participate in and support the Last Language Initiative. Wycliffe USA has expressed a desire to see The Seed Company involved with every Last Language Initiative planning session within SIL. Our staff has been working with Chuck DeVries, Senior Vice President of Wycliffe USA, on a process in which The Seed Company's participation is practical and effective. This new process has been suggested to SIL's LLI liaison, Doyle Peterson, SIL Vice President for Strategic Initiatives.

**American Bible Society and New Translation Projects:** While the joint sponsorship with the American Bible Society of The Seed Company engaged projects has been successful and helpful in decreasing our lifetime investment opportunities, the much larger implication of this partnership is just emerging. Through the efforts and encouragement of the American Bible Society, The Seed Company is now engaging with national Bible Societies to partner in translation projects that are under those Societies' sponsorship. These project partnerships will provide national Bible Society projects the opportunity for the security of lifetime funding commitment done in a performance philanthropy model under the project disciplines of a Seed Company managed project. This concept has strong support from the United Bible Societies.

**Research with Global Scripture Impact and Metadigm Group:** The FY09 budget has allowed us to move ahead with two research initiatives. The first is a look at project effectiveness using the services of Global Scripture Impact (GSI). They will conduct a pilot project whereby a randomly selected 10% of existing TSC projects will be researched for impact and reported upon. If the pilot demonstrates that the GSI process is a good fit for researching TSC projects for impact, then a longer term contract to outsource this service will be negotiated. The results of this initiative will help us better account for impact in any given project to all our partners, but particularly to our investors.

In the second initiative, Metadigm Group, which uses a scientific social research model, has been engaged to look at our programmatic effectiveness. In essence Metadigm will be looking at two hypotheses: 1) Translating Scripture in the mother tongue of a language community and making it available will result in changed lives. 2) The new paradigm of impact partner engaged and determined translation projects will have a better result in delivering the first point than our past method of translating Scriptures without the early involvement of impact partners. The results of this research will help to shape our programs in the near future.

### **Year to Date Financial Outcomes:**

- Expected gross income of \$1.28 million for FY2008

American Bible Society	\$502,000
Wycliffe USA	\$504,237
Wycliffe Associates	\$78,143
Wycliffe UK	\$123,350
End to End Partnership	\$72,000



### **Human Resources**

A new Director of People and Organizational Development arrived at the Seed Company on July 1. Dal Anderson brings significant experiences in human resources administration and organizational development that will assist in building processes and structure scalable to our projected growth. Larry and Linda Jones arrived at the Seed Company on August 1. Larry is the Director for Field Programs, having received that role through transition from Roger Hanna. Larry's field experience and international relationships will add tremendous value to our mission. The IT function has been enhanced with the addition of Brent Goff, Computer Services Analyst, and Marilyn Kaji, CRM Manager, helping the IT team maintain services to field and administrative personnel and building the necessary IT infrastructure for the future. Virgil and Diane Pittman joined the Seed Company as regional prayer coordinators based in Atlanta. It is critical that staffing decisions continue to demonstrate creative use of resources, match giftedness with role, and represent opportunity for succession and professional development. Current staffing considerations include an e-Communications Channel Manager to assist in advancing revenues through web and email campaigns. The National Prayer Director role is being upgraded with the upcoming restructure of the Marketing and Communications teams.

Staff relations will be a critical focus in coming months, ensuring the organizational health of our staff through attention to individual, work-related needs. Focus on goals and impact is enhanced when fulfillment, accomplishment and significance are realized. Along this line, an initiative to celebrate the outcomes of our mission has been undertaken with an initial step of distributing stories to staff of the changed lives associated with scripture translation. These stories affirm our mission and assist members with partnership development.

Current challenges include the need for improved consistency within the corporate position results description (PRD) and staff appraisal process; the ability to consistently assess staff gifts and the match to appropriate role; and the need for consistently and effectively understood staff policies, procedures and processes.

Upcoming plans include the implementation of a revised position results description (PRD) and appraisal process including adjustments to the reporting cycle and strong linkage to the annual operating plan and budget. A comprehensive staff orientation/on-boarding program will be rolled out promoting consistent assimilation to Seed Company culture and expectations. A staff manual will be produced and implemented through a thorough communication strategy. Leadership assessment and development programs are being designed utilizing specific development curriculum available through Dal's affiliation with Leadership Management International. Dal Anderson and Jay Reimer will attend the Wycliffe Organizations Personnel Meetings in Orlando in October to further identify synergistic opportunities within HR functions, member support initiatives, and staff recruitment across the family of organizations.

The next staff retreat is planned for October 12-15, 2009, adjacent to meetings of the Field, Development, and Communications Teams as well as the SIL Bible Translation Conference in Dallas attended by many of The Seed Company Field Team members.

## **Operations Team Report**

### **Information Technology and Office Operations**

#### **Information Technology**

Efforts towards building a reporting environment have been focused on reproducing existing reports using the new framework and have progressed to the point of having several reports online. In the coming months we will begin working with the teams to define additional reports needed.

With the growth of our field, development, and communications teams and the information they generate, we have seen our data infrastructure grow proportionately. One indicator has been the number of servers, which doubled from three to six over the last year. During the summer we were able to enter the world of virtualization and migrated these six physical servers to a single physical device hosting the six ‘virtual’ servers. This move frees up space, improves performance and reduces operational costs. It also offers the capacity needed for expansion of our photo and video libraries.

Through interaction with IT leadership at JAARS, we identified ways to work together to strengthen the ability for mother tongue translation teams to interact with translation consultants in between face-to-face visits. As part of the Remote Translation Consulting Initiative, JAARS agreed to provide much of the requisite technical support and offered their expertise as we identify and investigate new processes and tools.

Access to reference documents and collaborative discussions has been provided with deployment of an internal, web-based wiki. Making use of a license donated by the software vendor, this tool, Confluence, provides a robust feature set and coincides with the same collaboration framework used by SIL/JAARS.

Two summer interns, one from Massachusetts and the other from the Netherlands, joined our staff for a portion of the summer, helping with computer support, web development and documentation. We endeavored to give them a broad exposure to the work of The Seed Company through their job assignments and informal interactions, and we trust God will use the experience to help them find their long-term calling.

Working with Aten Design Group, we completed a number of enhancements to our public websites including use of Ethnologue language codes to provide integration with partner websites like SIL International and Joshua Project.

While we marvel at the strength that has come to the IT team in the last year, staffing continues to be an ongoing concern, particularly in light of our expanded infrastructure and tools and the new initiatives we are pursuing.

#### **Office Operations**

The current Arlington office lease expires at October 31, 2010, which will complete 7 years in this location. Projections through 2015 of staffing and office space needs have been completed by the leadership team and submitted to architect and Wycliffe board member Tom Matlock. We are exploring alternatives for leasing, purchasing, or building office space in the Arlington vicinity that would meet the need for at least the following 5 to 10 years in order that this research can be processed with the Board Business Committee and a recommendation presented to the Board in February 2009. This timing would allow for a capital campaign and a purchase or construction process, if deemed appropriate, to occur during the following year.

## Finance

### Income Statement through July 31, 2008 – Restricted Funds

Through the ten months ended July 2008, the contributions designated for specific uses were \$4.6M for the current year and \$2.6M for future years (exclusive of \$1.2M of unrestricted contributions for total contributions of \$8.4M).

### Income Statement through July 31, 2008 – Unrestricted Funds

The unrestricted contribution revenues received through the ten months ended July 2008 were \$1.2M compared to the \$550K annual budget. This represented a 134% increase over the \$515K figure a year earlier.

The assessment revenue and interest income figures also increased significantly from the prior year, so that the total unrestricted revenues received through July at \$3.2M were 152% of the annual revenues budget through only ten months.

The total unrestricted expenses through July were \$2.4M, which was 89% of the annual expenses budget. The result was an operating surplus through July of \$769K, which was \$270K better than the \$499K surplus through July of the prior year.

### Balance Sheet at July 31, 2008

The unrestricted funds surplus provided a cash balance of \$1.6M at July 31, of which \$649K related to assessments on gifts towards future year project expenses. The remaining “current” unrestricted cash balance was \$959K, which equates to 4.4 months of the unrestricted expenditures budget. The cash balances were also healthy for the project funds (total for all 263 languages) of \$4.3M, the Momentum Fund of \$493K, the First Bible Fund of \$1.1M, the National Consultant Development Fund of \$1M, and a fund of \$502K from grants to prepare The Seed Company for growth initiatives such as remote translation consulting and e-communications.

### Unfunded Projects

The fiscal 2008 total needed for unfunded projects at 9/2/08 was \$139K. The lifetime total needed for unfunded projects at 9/2/08 was \$1.7M.

### Financial Controls

As further described in the attached report entitled “Financial Controls at 9/2/08”, The Seed Company was in compliance at that date with the Financial Controls for unrestricted cash balances, new translation project starts, and existing projects with deficit fund balances.

### Proposed FY2009 Budget

The assumptions upon which the proposed fiscal 2009 budget was developed included:

1. Total gifts of \$8M,
2. \$750K of those gifts given without any restriction of purpose,
3. Translations started in 75 additional languages,
4. 16 additional nationals enter translation consultant development program,
5. Last Languages Campaign will accelerate translation and investor opportunities.

The total budgeted expenditures exceed \$10M, of which \$3.8M would comprise the budgeted unrestricted fund expenditures including \$528K for field administration. In addition to the gifts listed in the assumptions above, this budget would be funded by \$1.829M of translation project gifts previously

## **Operations Team Report**

### **Finance**

received. The unrestricted budget would be additionally funded by \$947K of deferred income of which \$457K resulted from assessments of gifts previously received and \$490K from gifts for specified purposes noted at the bottom of the budget sheet.

The bottom line of the proposed fiscal 2009 unrestricted fund budget is a cash surplus of \$254K. It is proposed that this surplus would be available as a contingency and to implement strategic priorities resulting from the recent meetings with the Triaxia re-engineering consultant in order to further prepare The Seed Company for accelerated completion of Bible translation needed for immediate impact.

**Operations Team Report**  
**Balance Sheet at July 31, 2008**

Assets	7/31/08		9/30/07		7/31/07		9/30/06		7/31/06	
Cash	394,550	4%	233,041	4%	254,613	4%	213,822	8%	194,146	8%
Investment	8,959,251	88%	5,674,047	89%	4,850,341	83%	1,945,384	72%	1,699,451	72%
Total Current Assets	9,353,801	91%	5,907,088	93%	5,104,954	87%	2,159,206	80%	1,893,597	80%
<b>Other Assets</b>										
Contrib. Receivable & Prepaid	538,380	5%	81,393	1%	351,754	6%	68,320	3%	3,598	0%
Beneficial Interest	119,152	1%	119,152	2%	127,859	2%	127,859	5%	99,997	4%
Fixed Assets	645,216	6%	604,516	9%	604,516	10%	580,036	21%	575,136	24%
Fixed Asset held for sale			-		-		-	0%	-	0%
Accumulated Depreciation	(432,407)	-4%	(335,045)	-5%	(316,624)	-5%	(228,095)	-8%	(211,464)	-9%
Total Other Assets	870,340	9%	470,015	7%	767,504	13%	548,120	20%	467,266	20%
<b>Total Assets</b>	10,224,141		6,377,103		5,872,458		2,707,326		2,360,863	
Total Current/Longterm Liabilities	48,114	0%	180,717	3%	14,486	0%	86,684	3%	311	0%
Total Furlough Liabilities	-	0%	2,762	0%	2,762	0%	3,795	0%	3,795	0%
<b>Total Liabilities</b>	48,114	0%	183,479	3%	17,248	0%	90,479	3%	4,106	0%
<b>Net Assets</b>										
Cash/Investment-Unrestricted	958,753	9%	734,455	12%	676,359	12%	376,026	14%	532,546	23%
Cash/Inv.-Future Years Gifts Assess.	648,968	6%								
Other Assets-Contrib Rec & Prepaid	22,304	0%	69,570	1%	351,754	6%	36,253	1%	3,598	0%
Fixed Asset-Unrestricted	212,808	2%	269,470	4%	287,892	5%	351,941	13%	363,672	15%
<b>Total Unrestricted Net Assets</b>	1,842,834	18%	1,073,495	17%	1,316,004	22%	764,220	28%	899,816	38%
Cash/Investment-Restrict Project	4,329,766	42%	2,765,473	43%	2,201,422	37%	1,651,450	61%	1,238,025	52%
Cash/Investment-Restrict Project Match07	-	0%	331,161	5%	332,671	6%	-	0%	-	0%
Cash/Investment-Restrict Project Match08	-	0%	-	0%	-	0%	-	0%	-	0%
Cash/Investment-Restrict Momentum	493,375	5%	464,742	7%	486,471	8%	-	0%	106,488	5%
Cash/Investment-Restrict First Bible	1,103,353	11%	677,258	11%	639,353	11%	-	0%	-	0%
Cash/Investment-Restrict Nat'l Consultant	1,022,014	10%	156,117	2%	110,621	2%	41,250	2%	12,432	1%
Cash/Investment-Restrict Dev Salary	125,338	1%	305,903	5%	318,000	5%	-	0%	-	0%
Cash/Investment-Restrict HR	86,798	1%	92,500	1%	92,500	2%	-	0%	-	0%
Cash/Investment-Restrict IT	-	0%	50,093	1%	69,502	1%	-	0%	-	0%
Cash/Investment-Restrict IT/Communic.	502,808	5%	-	0%	-	0%	-	0%	-	0%
Cash/Investment-Restrict OneVerse	34,515	0%	145,906	2%	160,807	3%	-	0%	-	0%
<b>Other Assets-Contrib Rec &amp; Prepaid</b>	516,076	5%	11,823	0%	-	0%	32,067	1%	-	0%
Other Assets-Beneficial Interest	119,152	1%	119,152	2%	127,859	2%	127,859	5%	99,997	4%
<b>Total Restricted Net Assets</b>	8,333,194	82%	5,120,129	80%	4,539,206	77%	1,852,626	68%	1,456,941	52%
<b>Total Net Assets</b>	10,176,027	100%	6,193,624	97%	5,855,210	100%	2,616,846	97%	2,356,757	100%
<b>Total Liabilities &amp; Net Assets</b>	10,224,141		6,377,103		5,872,458		2,707,325		2,360,863	

NOTES: Projects running deficit balances total about \$313K (Momentum/First Bible Fund requirement as of July 31, 2008).

Projects running positive balances total about \$4.6M as of July 31, 2008.

Contributions Receivable & Prepaid includes \$502,159 wire transfer to American Bible Society for TSC project matching funds that will be returned in August.

## Operations Team Report

### Restricted Income Statement through July 31, 2008

	FY08 Budget	FY08 Budget YTD	Year to Date				FY07 Year End Actual	Year to Date July 31, 2007		Actual YTD Change	
			July 31, 2008					Restricted	*A		
<b>Income</b>											
Contribution Income	4,550,000	3,791,667	2,173,025	48%	3,377,881	41%	3,265,295	2,538,049	78%	-14%	
Contrib Inc-Momentum Fund	400,000	333,333	95,443	24%	95,443	1%	292,168	288,685	99%	-67%	
Contrib Inc-First Bible Fund	200,000	166,667	251,897	126%	251,897	3%	499,995	498,053	100%	-49%	
Contrib Inc-Nat'l Consultant Dev	300,000	250,000	1,543,193	514%	1,543,193	19%	487,445	457,125	94%	238%	
Contrib Inc-IT		-	539,000		539,000	6%					
WBT Contrib-Momentum Fund		-			-		170,000	170,000	100%	-100%	
Golf Event Registration/Contrib					-						
Current FY assessment reclass	(1,290,000)	(1,075,000)	(883,415)	68%	-		(1,347,123)	(1,124,993)	84%	-21%	
Satisfaction of Program Restrictions			(678,673)		-		(195,462)	6,993	-4%	-9805%	
Member Income	1,894,372	1,578,643	2,096,323	111%	2,096,323	25%	1,927,834	1,602,505	83%	31%	
Interest Income		-			274,115	3%					
Service Income		-			-			-			
Other Income		-			144,231	2%					
<b>Total Income</b>	<b>6,054,372</b>	<b>5,045,310</b>	<b>5,136,793</b>	<b>85%</b>	<b>8,322,082</b>	<b>100%</b>	<b>5,100,152</b>	<b>4,436,417</b>	<b>87%</b>	<b>16%</b>	
<b>Expenses</b>											
Note Field Project Expenses	3,188,259	2,656,883	2,412,775	76%	2,412,775	35%	2,285,298	2,130,057	93%	13%	
Field Admin Expenses					197,575	3%					
Salary Expense-Field	1,152,197	960,164	1,250,948	109%	1,260,066	18%	1,173,846	980,242	84%	28%	
Development Expense					208,839	3%					
Development-Special Event Exp					303,339	4%					
Salary Expense-Development	444,685	370,571	404,106	91%	766,935	11%	449,387	372,228	83%	9%	
One Verse Expense					15,916	0%					
Salary Expense-OneVerse			44,117		88,637	1%					
Communications Expense					173,324	2%					
Salary Expense-Communication	126,807	105,673	170,700	135%	310,755	4%	122,671	104,786	85%	63%	
Operations Expense					251,727	4%					
Salary Expense-Operations	170,683	142,236	228,180	134%	574,994	8%	181,930	145,749	80%	57%	
Rent Expense-Total					255,296	4%					
Airplane Expense					18,013	0%					
Depreciation Expense			8,775		97,362	1%	12,663	10,908			
Other Expenses					-						
<b>Total Expenses</b>	<b>5,082,631</b>	<b>4,235,526</b>	<b>4,519,601</b>	<b>89%</b>	<b>6,935,553</b>	<b>100%</b>	<b>4,225,795</b>	<b>3,743,970</b>	<b>89%</b>	<b>21%</b>	
<b>Current Year Change in Fund Balance</b>											
Sept 30, 2007/2006 Cash Net Assets			617,192		1,386,530		874,357	692,447			
Sept 30, 2007/2006 Noncash Net Assets			5,000,977		5,735,432		1,724,767	1,724,767			
Prior FY Proj Fund Bal Carry Forward	1,196,558	997,132					127,859	127,859			
(included in restricted cash net asset)											
Future FY Project/Restricted Cont.			2,595,872		2,595,872		2,121,957	2,047,446			
Future FY Deferred Assessment			(648,968)		0						
Change in Fund Balance	2,168,299	1,806,916	8,333,193		10,176,026		4,848,939	4,592,520			

**NOTE:** Possible factors as to why Field Project Expenses are less than budgeted would be financial reporting issues with a few of the field entities (thus funds have not been sent for several quarters until issues are resolved) and the estimated startup of 70 new projects is not currently on pace to be met.

Total of all contribution income is \$8,403,286.

\* A Percentage of each restricted actual income/expense category to each restricted annually budgeted income/expense category.

\* B Percentage of each restricted and unrestricted income/expense category to grand total of all restricted and unrestricted income/expense categories.

## Operations Team Report

### Unrestricted Income Statement through July 31, 2008

	Unrestricted FY08 Budget	FY08 Budget YTD	Year to Date				FY07 Year End Actual	Year to Date		Actual YTD Change		
			July 31, 2008					July 31, 2007				
			Unrestricted	*A	Total	*B		Unrestricted				
<b>Income</b>												
Contribution Income	550,000	458,333	1,204,856	219%	3,377,881	38%	621,754	514,583	83%	134%		
Contrib Inc-Momentum Fund					95,443							
Contrib Inc-First Bible Fund					251,897							
Contrib Inc-Nat'l Consultant Dev					1,543,193							
Contrib Inc-IT					539,000							
WBT Contrib-Momentum Fund		-			-							
Golf Event 07 Registration/Contrib		-			-		192,376	221,056				
<b>Current FY assessment reclass</b>	<b>1,290,000</b>	<b>1,075,000</b>	<b>883,415</b>	<b>68%</b>	<b>-</b>	<b>28%</b>	<b>1,347,123</b>	<b>1,124,993</b>	<b>84%</b>	<b>-21%</b>		
<b>Note Satisfaction of Program Restrictions</b>			678,673		-		195,462	(6,993)				
Member Income					2,096,323							
Interest Income	125,664	104,720	274,115	218%	274,115	9%	146,904	111,004	76%	147%		
Service Income		-			-		13,469	13,469				
Other Income	123,250	102,708	144,231	117%	144,231	5%	126,444	165,576	131%	-13%		
<b>Total Income</b>	<b>2,088,914</b>	<b>1,740,762</b>	<b>3,185,290</b>	<b>152%</b>	<b>8,322,082</b>	<b>100%</b>	<b>2,643,532</b>	<b>2,143,689</b>	<b>81%</b>	<b>49%</b>		
<b>Expenses</b>												
Field Project Expenses					2,412,775							
Field Admin Expenses	369,811	308,176	197,575	53%	197,575	8%	95,502	71,761	75%	175%		
Salary Expense-Field	10,000	8,333	9,118	91%	1,260,066	0%	8,296	7,769	94%	17%		
<b>Note Development Expense</b>	<b>341,950</b>	<b>284,958</b>	<b>208,839</b>	<b>61%</b>	<b>208,839</b>	<b>9%</b>	<b>178,944</b>	<b>125,220</b>	<b>70%</b>	<b>67%</b>		
Development-Special Event Exp.	50,000	50,000	303,339	607%	303,339	13%	185,038	210,652	114%	44%		
Salary Expense-Development	446,311	371,926	362,829	81%	766,935	15%	235,451	184,528	78%	97%		
<b>Note One Verse Expense</b>	<b>19,500</b>	<b>16,250</b>	<b>15,916</b>	<b>82%</b>	<b>15,916</b>	<b>1%</b>	<b>106,378</b>	<b>85,436</b>	<b>80%</b>	<b>-81%</b>		
Salary Expense-OneVerse	50,000	41,667	44,520	89%	88,637	2%	41,462	31,093	75%	43%		
<b>Note Communications Expense</b>	<b>148,280</b>	<b>123,567</b>	<b>173,324</b>	<b>117%</b>	<b>173,324</b>	<b>7%</b>	<b>76,155</b>	<b>43,916</b>	<b>58%</b>	<b>295%</b>		
Salary Expense-Communication	177,076	147,563	140,055	79%	310,755	6%	146,826	120,305	82%	16%		
<b>Note Operations Expense</b>	<b>265,870</b>	<b>221,558</b>	<b>251,727</b>	<b>95%</b>	<b>251,727</b>	<b>10%</b>	<b>258,379</b>	<b>143,892</b>	<b>56%</b>	<b>75%</b>		
Salary Expense-Operations	397,104	330,920	346,814	87%	574,994	14%	345,056	272,956	79%	27%		
Rent Expense-Total	304,091	253,409	255,296	84%	255,296	11%	219,703	260,761	119%	-2%		
Airplane Expense	20,000	16,667	18,013	90%	18,013	1%	11,466	20,024	175%	-10%		
Depreciation Expense	109,791	91,493	88,587	81%	97,362	4%	94,287	66,583	71%	33%		
Other Expenses	0	0			-		0	0				
<b>Total Expenses</b>	<b>2,709,784</b>	<b>2,266,487</b>	<b>2,415,952</b>	<b>89%</b>	<b>6,935,553</b>	<b>100%</b>	<b>2,002,943</b>	<b>1,644,895</b>	<b>82%</b>	<b>47%</b>		
<b>Current Year Change in Fund Balance</b>			769,338		1,386,530		640,589	498,794				
<b>Sept 30, 2007/2006 Cash Net Assets</b>			734,455		5,735,432		376,026	376,026				
<b>Sept 30, 2007/2006 Noncash Net Assets</b>			339,040		458,192		388,194	388,194				
<b>Prior FY Proj Fund Bal Carry Forward</b>	<b>563,143</b>	<b>469,286</b>										
(included in restricted cash net asset)												
Future FY Project Contributions					2,595,872							
<b>Future FY Deferred Assessment</b>			648,968		0							
<b>Change in Fund Balance</b>	<b>(57,727)</b>	<b>(56,439)</b>	<b>1,842,833</b>		<b>10,176,026</b>		<b>1,404,809</b>	<b>1,263,013</b>				

**NOTE:** Satisfaction of Program Restrictions is partially due to restricted gifts received in FY07 for IT, Development salaries and OneVerse Continuity program expenses that are being expensed in FY08 in unrestricted expenses.

A large gift of \$350,000 was received with an unrestricted designation in June 2008.

\* A Percentage of each unrestricted actual income/expense category to each unrestricted annually budgeted income/expense category.

\* B Percentage of each unrestricted income/expense category to grand total of all unrestricted income/expense categories.

## Operations Team Report

### Investment Opportunity List

Project	Field Coordinator	Location	Sens Lvl	Sponsor Year	Final Year	2008 FY Opportunity	2009 FY Opportunity	2008-10 FY Opportunity	Lifetime Opportunity	Population Impact	*
Sudan LP Cluster	Salowitz, Steve	Africa / Sudan	1-Low	2008	2011	\$76,498	\$102,103	\$287,972	\$398,992	132,700	3
Hajaat OT	Salowitz, Steve	Africa / N Africa	3-Hig	2008	2016	\$17,900	\$28,415	\$75,661	\$318,793	1,000,000	1
Lighthouse NT	Huang, Henry	Eurasia / Middle East	3-Hig	2008	2011	\$0	\$73,169	\$158,938	\$231,938		1
Kru IG Cluster	DeGraaf, David	Africa / Côte d'Ivoire	1-Low	2009	2010	\$0	\$95,605	\$187,763	\$187,763		1
Majang NT	Salowitz, Steve	Africa / Ethiopia	1-Low	2009	2014	\$0	\$25,337	\$42,248	\$119,621		1
Bisa NT	Good, Harold	Asia / E Asia	3-Hig	2008	2011	\$12,825	\$26,038	\$73,911	\$109,337	40,000	1
Bihar Cluster E2E	Kurian, John	Asia / India	1-Low	2008	2010	\$0	\$79,346	\$95,623	\$95,623	64,895,100	9
North Malaita IG Cluster	Andrews, Pat	Pacific / Solomon	1-Low	2008	2010	\$10,877	\$37,938	\$86,993	\$86,993	16,700	2
Rigo IG Cluster	Andrews, Pat	Pacific / Papua New Guinea	1-Low	2008	2011	\$10,029	\$30,205	\$56,340	\$68,906	35,000	4
Bara IM	Barnwell, Katy	Africa / Madagascar	3-Hig	2007	2010	\$10,515	\$1,837	\$30,383	\$30,383	500,000	1
Tyap NT	Barnwell, Katy	Africa / Nigeria	1-Low	2006	2012	\$0	\$0	\$0	\$26,174	130,000	1
Namma NT	Kurian, John	Asia / India	2-Me	2000	2015	\$0	\$0	\$0	\$18,055	50,000	1
Hoent NT	Kurian, John	Asia / India	2-Me	2002	2011	\$0	\$6,015	\$10,026	\$16,026	1,077,000	1
Huba NT	Barnwell, Katy	Africa / Nigeria	1-Low	2008	2013	\$0	\$0	\$0	\$3,858	200,000	1
Djimini OT	DeGraaf, David	Africa / Côte d'Ivoire	1-Low	1998	2010	\$0	\$0	\$3,301	\$3,301	85,000	1
Rom NT	Migliazza, Brian	Asia / SE Asia	3-Hig	2006	2015	\$0	\$0	\$0	\$1,856	138,000	1
Melichi NT	Migliazza, Brian	Asia / SE Asia	2-Me	2003	2012	\$0	\$0	\$0	\$1,751	20,000	1
Girondo NT	Kurian, John	Asia / India	2-Me	2001	2015	\$0	\$651	\$0	\$0	6,000	1
Suba NT	Salowitz, Steve	Africa / Kenya	1-Low	1995	2010	\$0	\$3,191	\$0	\$0	90,000	1
* Grand Total *						\$138,644	\$509,850	\$1,109,159	\$2,696,583	274,415,500	33

## Operations Team Report

Financial Controls  
(status at 9-2-08)

The Seed Company Board of Directors instructs the CEO of The Seed Company to guard the financial health of the organization by operating within the following financial controls. By operating within these controls, The Seed Company shall be in a financial position to further its values and remain faithful to its partners.

The Seed Company is to monitor the Financial Controls on a monthly basis and report on the controls at each board meeting. If one or more of the controls is out of compliance, the CEO will report monthly to the Executive Committee of the Board and present a detailed plan and timeline to the Executive Committee for getting back in compliance.

1. **Unrestricted Cash Balances:** The Seed Company is to have at all times unrestricted cash balances ( $=\$1.6M$ ) equal to or **more than** four months of budgeted unrestricted expenditures ( $=\$867K$ ) (after taking into account any need for unrestricted cash to fund restricted project deficit balances).
2. **New Translation Project Starts:** New projects may be started when one of two conditions exists:  
1) investor commitments for the first two years of the project budget have been obtained or 2)  
the First Bible Fund has **sufficient available balances** ( $=\$1.1M$ ) to cover the first two years of the new project in addition to all other new projects being funded by the First Bible Fund ( $=\$638K$ );  
and when the total Translation Project Starts for the fiscal year ( $=63$ ) do not exceed the planned project starts per the board approved strategic plan ( $=70$ ).
3. **Existing Projects with Deficit Fund Balances** – The transfer of funds to projects that are not being funded by the First Bible Fund and that are not fully funded by investor commitments ( $=\$10K$ ) will be made from the Momentum Fund ( $=\$493K$ ). At no time should total unfunded project balances (investment opportunity list plus the 20% allowance for uncollected project current-year pledges), excluding projects covered by the First Bible fund, exceed the following ratios of unfunded balances to Momentum Funds:
  - i. Beginning of the Fiscal Year – 4:1
  - ii. End of Q1 – 3:1
  - iii. End of Q2 – 2:1
  - iv. End of Q3 – **1:1** ( $\$10K+\$173K$ ) /  $\$493K = 0.37:1$
4. **End of Q4 - 0.25:1 Unfunded Translation Projects** – When a translation project reaches the end of its second fiscal year without at least 75% of its next year funding committed, then the project will be discontinued unless the Leadership Team has cause to support the project continuance. **(completed 1-15-08)** The CEO will annually report to the Board the progress and funding of ongoing projects. If the Project is to be discontinued, the CEO shall notify WBT and SIL six months prior to discontinuing the Project. Unless the Leadership Team or WBT or SIL extends the deadline of an at-risk project, the project will be suspended with no further transfer of funds.

# The Seed Company Board Report

## Operations Team Report

### Proposed FY09 Budget with Prior Fiscal year budget and actual comparisons

	FY09 Budget			% of Budget	FY08 Budget			FY08 YTD Actual As of July 31, 2008			FY08 YTD Actual vs. Budget	FY07 Budget
	Unrestricted	Restricted	Total		Unrestricted	Restricted	Total	Unrestricted	Restricted	Total		
<b>Sources</b>												
Prior Year Deferred Income-Contrib/etc.	947,328	1,828,857	2,776,185	20%	563,143	788,435	1,351,578			-		738,769
Contribution Income	750,000	7,250,000	8,000,000	58%	550,000	4,550,000	5,100,000	1,204,856	2,173,025	3,377,881	66%	3,480,000
Contribution Income-Momentum Fund			-			400,000	400,000		95,443	95,443	24%	
Contribution Income-First Bible Fund			-			200,000	200,000		251,897	251,897	126%	
Contribution Income-Nat'l Consultant Dev.			-			300,000	300,000		1,543,193	1,543,193	514%	
Contribution Income-IT			-				-		539,000	539,000		350,000
Special Event Registration/Contribution			-				-					200,000
Assessment reclass	1,812,500	(1,812,500)	-		1,290,000	(1,290,000)	-	820,441	(820,441)	-		
Member Income		2,517,661	2,517,661	18%		1,894,372	1,894,372		2,096,323	2,096,323	111%	1,550,000
Interest Income	319,579		319,579	2%	125,664		125,664	274,115		274,115	218%	60,000
Other Income	173,761		173,761	1%	123,250		123,250	144,231		144,231	117%	99,300
<b>Total Sources</b>	4,003,168	9,784,019	13,787,187	100%	2,652,057	6,842,807	9,494,864	2,443,643	5,878,440	8,322,083	88%	6,478,069
<b>Uses</b>												
Field Project Expenses		3,684,215	3,684,215	37%		3,188,259	3,188,259		2,412,775	2,412,775	76%	2,465,485
Field Admin Expenses	528,586		528,586	5%	369,811		369,811	197,575		197,575	53%	141,950
Salary Expense-Field	39,479	1,501,138	1,540,617	15%	10,000	1,152,197	1,162,197	9,118	1,250,948	1,260,066	108%	910,000
Development Expense	315,900		315,900	3%	341,950		341,950	208,839		208,839	61%	135,800
Development-Special Event Expense	290,000		290,000	3%	50,000		50,000	303,339		303,339	607%	200,000
Salary Expense-Development	469,310	484,927	954,238	10%	446,311	444,685	890,996	362,829	404,106	766,935	86%	650,000
Marketing Channels Expense	121,800		121,800	1%	19,500		19,500	15,916		15,916	82%	63,300
Salary Expense-Marketing Channels	238,476	52,940	291,416	3%	50,000		50,000	44,520	44,117	88,637	177%	30,000
Communications Expense	219,050		219,050	2%	148,280		148,280	173,324		173,324	117%	47,643
Salary Expense-Communication	18,000	204,840	222,840	2%	177,076	126,807	303,883	140,055	170,700	310,755	102%	254,000
Operations Expense	580,035		580,035	6%	265,870		265,870	251,727		251,727	95%	196,665
Salary Expense-Operations	596,241	273,816	870,057	9%	397,104	170,683	567,787	346,814	228,180	574,994	101%	450,794
Rent Expense-Total	307,224		307,224	3%	304,091		304,091	255,296		255,296	84%	279,000
Airplane Expense	25,000		25,000	0%	20,000		20,000	18,013		18,013	90%	15,200
Depreciation Expense	71,400	10,530	81,930	1%	109,791		109,791	88,587	8,775	97,362	89%	90,000
Other Expenses			-				-	0		-		-
<b>Total Uses</b>	3,820,502	6,212,406	10,032,908	100%	2,709,784	5,082,631	7,792,415	2,415,952	4,519,601	6,935,553	89%	5,929,837
<b>Current Year Change in Fund Balance</b>	182,666	3,571,613	3,754,279		(57,727)	1,760,176	1,702,449	27,691	1,358,839	1,386,530	81%	548,232
Noncash expense-depreciation	71,400	10,530	81,930		109,791		109,791	88,587	8,775	97,362		
Received Income-Future Years									2,595,872	2,595,872		
Deferred Assessment-Future Yr Rec'd Inc.								648,968	(648,968)	-		
<b>Cash surplus/(deficit)</b>	254,066	3,582,142	3,836,209		52,064	1,760,176	1,812,240	765,246	3,314,518	4,079,764		

NOTE:

Under Sources:

For FY09 unrestricted sources, Prior Year Deferred Income includes FY08 deferred assessment (\$457,214); Development Rep salary (\$100,444); deferred rent rebate (\$19,500), OneVerse program (\$10,000), HR salary (\$68,170), IT Grants (\$217,000) and Marketing/Communications Grant (\$75,000). Assessment for current year will be contingent upon start up of new projects for current year and not future funding. For FY09 restricted uses, Field Project Expenses includes \$968,000 for 75 new languages at \$15,000 per language prorated to start at various times of the year and 16 new consultant interns at \$11,000 per intern, also prorated to start at various times of the year.

# **The Seed Company**

## **THREE YEAR STRATEGIC PLAN**

**October, 2008 – September, 2010**

**Version September 2, 2008**



**Changed Lives through Mother Tongue Bible Translation**

Presented by:  
Roy Peterson  
President/CEO

## Addendum 1 – Priority

### Three Year Strategic Plan

## Content

1. Vision Statement ..... Page 1-3
2. Mission Statement ..... Page 1-3
3. Core Values ..... Page 1-3
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8. Functional Organizational Team Structure ... Page 1-8
9. Eleven-Year Field Goals Projections ..... Page 1-9

## **VISION**

Creatively networking God's people around the world to translate the Bible into every language for his glory.

## **MISSION**

The Seed Company's mission is to complete Bible translations in the heart languages of people without God's Word through partnering with national colleagues; prayer supporters and financial investors; and like minded organizations.

## **THE CORE VALUES**

1. Honoring God in all we do
2. Valuing individuals and relationships
3. Committed to effective partnerships
4. Encouraging creativity and innovation
5. Managing for quality results

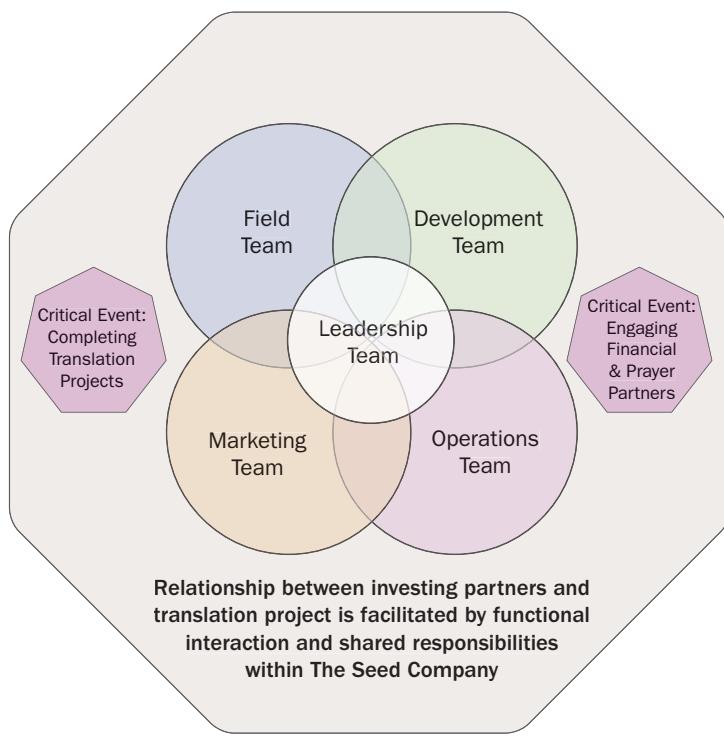
## Addendum 1 – Priority

### Three Year Strategic Plan

#### Achieving the Goals of The Seed Company

The Seed Company is a next generation Bible translation organization committed to the vision that by the year 2025 a Bible translation project will be in progress for every people group that needs it.

The niche of The Seed Company is to enable nationals, and in particular mother tongue speakers, to complete Bible translation projects. In achieving its goals The Seed Company operates within the interrelationship of two critical events – national translators completing translation projects and connecting financial and prayer partners with specific translation projects in meaningful ways. The Leadership Team, Operations Team, Development Team, Communications Team and Field Team all function together to facilitate the accomplishment of these two interrelated critical events.



**The Seed Company Ministry Model Built on Relationships**

Underlying and infused within the goals and strategies of this strategic plan, begun in FY2000, is the commitment to leverage limited resources to produce greatest results, helping create appropriate translation capacity within 1000 language communities over the next ten years and see translation resources flowing from these communities to other language communities of need.

## Addendum 1 – Priority

### Three Year Strategic Plan Strategic Goals

1. Engage new translation projects and investors to accelerate Bible Translation
2. Complete translations managed through a criteria driven process for timeliness, quality, and impact
3. Implement creative models for translation that leverage the vision and capacity of partners



Lyabu Translators learning to use One Word at a workshop

## Addendum 1 – Priority

### Three Year Strategic Plan

#### Three-Year Strategies

<b>Goal 1</b>	<b>Engage new translation projects and investors to accelerate Bible Translation</b>
Strategy 1.1	<ul style="list-style-type: none"><li>• Begin translation programs in 225 languages</li></ul>
Strategy 1.2	<ul style="list-style-type: none"><li>• Connect partners in a life changing ministry context</li></ul>

<b>Goal 2</b>	<b>Complete translations managed through a criteria driven process</b>
Strategy 2.1	<ul style="list-style-type: none"><li>• Complete 100 projects in the next three years</li></ul>
Strategy 2.2	<ul style="list-style-type: none"><li>• Establish a culture of management excellence</li></ul>
Strategy 2.3	<ul style="list-style-type: none"><li>• Track and evaluate processes and results in decision making</li></ul>

<b>Goal 3</b>	<b>Implement creative models for translation that leverage the vision and capacity of partners</b>
Strategy 3.1	<ul style="list-style-type: none"><li>• Embrace Vision 2025</li></ul>
Strategy 3.2	<ul style="list-style-type: none"><li>• Reduce bottlenecks</li></ul>
Strategy 3.3	<ul style="list-style-type: none"><li>• Use innovative project designs and partnerships to accomplish the remaining difficult or special focus language projects</li></ul>
Strategy 3.4	<ul style="list-style-type: none"><li>• Develop a partnership strategy and plan</li></ul>

## Addendum 1 – Priority

### Three Year Strategic Plan Expected Outcomes

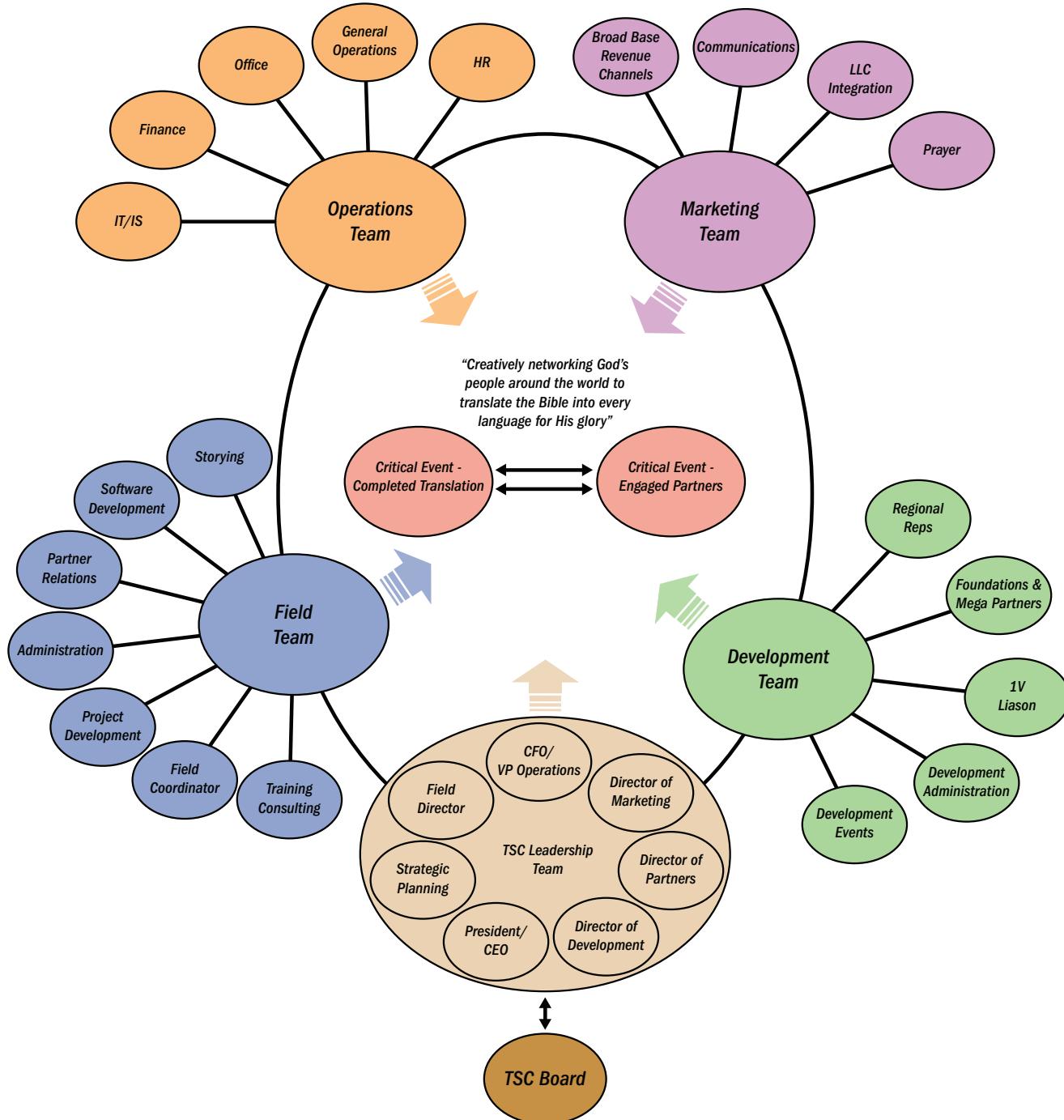
- Translation programs begun in 225 languages
- Initial and Intermediate goal projects completed in 43 languages (i.e. LP, SGM, Bible Storying, etc)
- New Testament completed in 55 languages
- Old Testament completed in 2 languages
- Translation consultant training begun for 42 national colleagues
- \$22 million raised
  - 29% of the funds required to support the translation projects provided by Mega Investor and Institutional Investor relationships
  - 46% of the funds required to support the translation projects provided by Major Investor/Church relationships
  - 10% of the funds required to support the translation projects provided by General, broad-based donor relationships
  - 15% of the funds required to support the translation projects provided by Strategic Partnerships
- Increased commitment by investors to long term partnership with The Seed Company.
  - Establish baseline and goal per segment by end of 2nd Q 08
- 10 Prayer Partners engaged per language within 12 months of full project approval
- Consistent processing of reports on projects to provide all stakeholders with timely relevant information and stories of impact within 30 days. Current baseline Oct 07 is 56 days.
- Stakeholders satisfied with timely access to relevant information for integrated information management systems
  - Satisfaction measurement system and baseline completed by 3Q FY 08 to be reassessed annually
- Financial effectiveness defined as:
  - (1) fulfilling financial commitments to translation projects quarterly
  - (2) operating expenditures not to exceed annual revenues
  - (3) cash reserves adequate to begin and continue approved translation projects and to meet operational cash flow needs in accordance with financial controls
  - (4) financial controls and processes adequate to provide “clean” reports from auditors in annual audit.
- Development of personnel who will effectively fulfill organizational needs and produce outcomes necessary to accomplish the strategic plan.
  - i. Key positions filled within 6 months of opening
  - ii. Each person appraised annually against Position Results Description (PRD) including growth plan
  - iii. Each PRD driven by the Operational Plan

Criteria for major decisions are documented and available at any time

## Addendum 1 – Priority

### Three Year Strategic Plan

#### The Seed Company Functional Team Structure



# The Seed Company Board Report

## Addendum 1 – Priority

### Three Year Strategic Plan Revised Field Goal Projections

Date Last Revised: 5/19/2008			2005-2007			2008-2010			2011-2013			2014-2015		
			107 Languages			225 Languages			350 Languages			345 langs		11 Years
Note: asterisks indicate columns with actual results	'03*	'04*	'05*	'06*	'07*	'08	'09	'10	'11	'12	'13	'14	'15	'05 - '15
<b>EXPECTED RESULTS:</b>														
New Languages Entered	18	42	50	39	18	65	75	85	100	115	135	160	185	1027
New Initial Goal Funded Languages	6	8	7	5	7	16	18	21	25	29	34	40	46	248
New Initial Goal Field Engaged Languages	3	22	15	8	5	16	20	21	25	29	34	40	47	260
New Full Scale Funded Languages	9	12	24	26	6	31	34	39	45	51	60	72	83	471
New Full Scale Field Engaged Languages	0	0	4	0	0	2	3	4	5	6	7	8	9	48
Total Language Stage Completions	10	25	17	15	16	31	33	36	33	39	46	54	64	384
Initial Goal Funded Languages Completed	6	8	1	0	3	0	8	6	7	12	17	19	23	96
Initial Goal Field Engaged Languages Completed		10	11	9	4	9	3	10	9	12	17	20	23	127
Intermediate Goal Languages Completed					2	7								
Full Scale Funded Languages Completed	4	7	5	6	7	15	20	19	16	13	8	12	17	138
Full Scale Field Engaged Languages Completed			0	0	0	0	2	1	1	2	4	3	1	14
Suspended / Terminated	1	8	6	20	11	3	4	4	5	6	7	8	9	83
Field Engaged Projects in Progress (Beginning of FY)	27	31	49	49	56	57	73	93	115	141	171	204	244	
Field Engaged Project In Progress (End of FY) (assuming 75% of Initial goal projects transition to full scale projects)	30	48	49	56	57	73	93	115	141	171	204	244	293	
Total Languages In Progress (Beginning of Fiscal Year)	164	179	186	209	224	216	261	307	364	438	526	634	761	
Total Languages In Progress (End of Fiscal Year) (assuming 75% of Initial goal projects transition to full scale projects)	179	186	209	224	216	261	307	364	438	526	634	761	907	
National Consultant Training Start-Up	2	4	4	6	2	8	16	18	20	23	27	32	37	193
New Nationals Attaining Consultant Status (assumes 20% attrition)						2	3	4	5	5	6	13	14	47
Cumulative Count of National Consultants Available						2	5	9	14	19	25	38	52	
Total Count of Interns in Training (Beg of Fiscal Year)		2	6	10	14	16	22	34	47	61	78	98	114	
Total Count of Interns in Training (End of Fiscal Year)	2	6	10	15	16	22	34	47	61	78	98	114	135	
<b>FUNDING NEEDS:</b>														
Projected Annual Translation Project Budget (in millions) (\$22K/language/year in 2009, increasing by 5% per year (compounded annually) thereafter - includes field admin, FIRST Bible replenishment, development, communications, finance, HR, office operation						\$6.2	\$7.7	\$9.7	\$12.3	\$15.5	\$19.6	\$24.6	\$95.7	
Projected Annual Translation Intern Budget (in millions) (\$15.5K/intern/year in 2009, increasing by 5% per year (compounded annually) thereafter - includes field admin, development, communications, finance, HR, office operations and IT support)						\$0.4	\$0.7	\$0.9	\$1.3	\$1.7	\$2.1	\$2.6	\$9.6	
Other Unrestricted Cash Needed (in millions)						\$1.0	\$1.3	\$1.6	\$2.0	\$2.6	\$3.3	\$4.1	\$15.8	
Total Projected Annual Project Budget (in millions)						\$7.7	\$9.7	\$12.2	\$15.6	\$19.7	\$24.9	\$31.3	\$121.1	
<b>FIELD PERSONNEL NEEDS:</b>														
Field Coordinators Needed @ 25 lgs / coord.						12	15	18	21	25	30	36		
Area Coordinators Needed @ 6 FCs / AC						3	3	3	4	4	5	6		
Total LP Consultants Needed based on 4 lgs/consul						23	29	35	43	51	61	73		
Regional Training Coords @ 10 consultants / RTC						3	4	5	6	8	9	11		

Assumptions:

1. Average length of NT projects: 8 years
2. Average length of Initial Goal projects: 4 years
3. Average length of National Consultant training: 5 years
4. Total Projects in Progress (End of Year) = Projects in progress beginning of year + Total New Languages Entered - Full Scale Projects Completed - 25% of Initial Goal Projects Completed - Project Suspensions/terminations
5. Projections for language project suspensions / terminations each year are calculated based on 5% of New Languages Entered



# Strengthening Processes to Support Accelerated Bible Translation



## TRIAXIA CONSULTING Proposed Strategic Priorities

June 2-3, 2008

July 14-16, 2008

Arlington, Texas

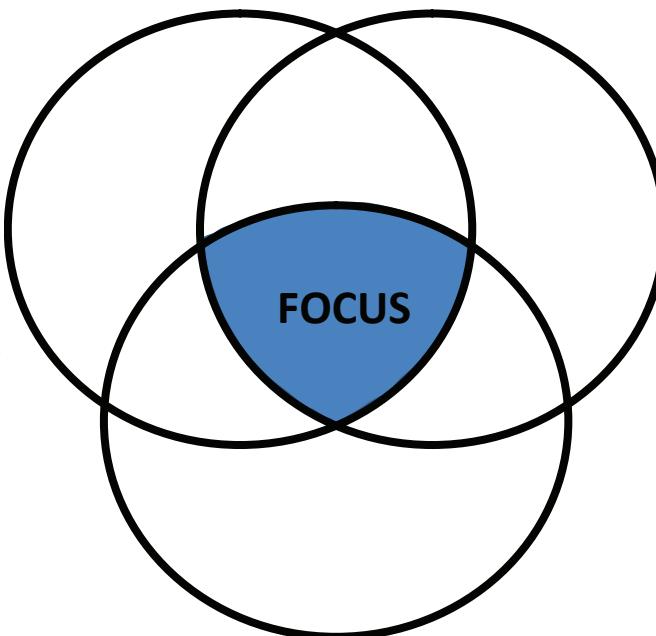
## Addendum 1 – Priority

Triaxia Consulting

### WHAT'S TSC'S "HEDGEHOG"?

Where can we be best in the world?

- Innovation
- Equipping/mobilizing expertise
- Serving as a project “catalyst”, “lubricant”
- Mobilizing partnerships from a position of service
- Raising up national “colleagues”, partners



What drives our economic engine, ministry “ROI”?

- “Local impact”
- Investor impact
- Scalable systems, approaches
- Projects and verses completed (by nationals)
- Expertise “transplants”, capacity-building: local funding, local translators, local technical consultants
- Resources raised across a diverse base (dollars, prayer, laborers)

What are we deeply passionate about?

- “God’s Word for *every* people group in this generation
- Displaying a servant’s heart in all we do, to all with whom we partner in ministry

### DEFINING THE IDEAL TSC PROJECT

The “sweet spot” TSC project would include:

- Lots of mother tongue translators available
- Enthusiastic, sustained engagement from the local church
- External expertise readily and continuously available for technical consulting
- Engaged/visiting donors, resourcing partners
- Millions of speakers targeted (at least 20 million)
- A clear plan in place to leverage translation work toward broader community impact
- Multiple partners engaged in the effort
- Multiple languages (12-15) in a cluster, where project work can be quickly transferred, leveraged

## TSC ROLE/CONTRIBUTION

### This...

- Broker
- Equiper/Trainer
- Catalyst
- “Lubricant”
- Strategic Thinker
- Influencer
- Project Management Expert
- Innovator
- Project launcher
- Coach
- Partnership mobilizer

### Not This...

- Long-term operational stakeholder
- Ongoing project manager
- “Large” implementer
- Traditional fundraiser, patron

## DESCRIBING TSC'S ENVISIONED FUTURE

### Current Situation

- Early exploration of how to do “impact-oriented” projects; typically reporting activity and anecdotes versus outputs and outcomes
- Serving as a broker in the translation of God’s Word, bringing partners together to get translation done
- Emphasizing experimentation, innovation, creating an “incubating”/“skunk-works” environment
- Unpredictable/volatile financial resource base
- Small local participation in field projects – only “fair” at this point (a “C-”)
- Focus is on the TSC part/role within the constraints of the 2025 Vision
- Lots of weak/unused translations
- “List” motivation
- Tending toward the control of projects, along with the dollars and systems to complete them
- Good current approach to the translation process
- Starting to work on best practices, but not packing this well
- Not doing much in mobilizing national churches

### Desired Condition Over the next 5 years

- ➔ Exhibiting excellence at project design: for impact; with diverse/local partners; with good measurement, follow-through and reporting
- ➔ Become brokers for target people groups; a catalyst for the mobilization of broad/necessary array of partners to transform communities
- ➔ Retaining experimental, dynamic “DNA” in service to the larger Wycliffe/SIL family
- ➔ Adequate and predictable financial resources base
- ➔ Excellent integration of local community partners, resources into field work (“A”-level performance)
- ➔ Focus on Bible translation as it relates to a 21st century vision: taking Bible translation to a deeper level while retaining the validity of the 2025 Vision
- ➔ Uniformly excellent, engaging translation end products
- ➔ Missional motivation
- ➔ “Leveraging” of dollars and systems within the Wycliffe family, and that others are bringing to the table: TSC operating well as an “influencer”, even though not the primary money provider
- ➔ “Skunk works”/incubation of new ways to do translation
- ➔ Clear nurturer of/source for best practices, dissemination of learning
- ➔ Encourager/mobilizer of national churches with impact goals

## Addendum 1 – Priority

### Triaxia Consulting

- Early systems have been or are under development, but strained by growth ➔ Rigorous, scalable systems in place supporting collaborative, high-impact innovation; systems that are easy, navigable, e.g. for decision making
- TSC staff are the primary initiators of field projects ➔ Projects primarily (exclusively?) started up by indigenous leaders, “owners”
- Field coordinators/project managers largely expats ➔ Field coordinators/project managers are all indigenous
- Bible translation resources primarily oriented to completing language projects ➔ Bible translation resources are connected to “impact partner” needs
- Administration resides in one person ➔ Administrative team in place that’s adequate to effectively support field teams
- Functional teams with cross-functional assignments ➔ Cross-functional teams are the norm
- Generally aligned but uncoordinated efforts to manage/pursue 3700 current or potential language projects ➔ Completely reorganized Wycliffe/SIL/TSC family to address 2200 remaining languages to be started, 1500 now underway (specifics TBD)
- Consultants supporting translation efforts running at 150 or less worldwide ➔ Global consultant mobilization initiative to provide the necessary support for 3,000 projects: 500 consultant FTE’s across UBS, SIL, TSC, etc.
- TSC serving as a “performance philanthropic” organization that brokers resources between Americans and global South mother tongue translators ➔ In the short-term, TSC serving as a consulting organization for Wycliffe USA as it transitions to the Last Languages campaign; long-term, TSC serving as a consultant for a broader array of Bible translation organizations in improving their capability in pursuing effective projects
- Current close partners competing over common resources ➔ Family of organizations that operate synergistically and harmoniously with partners
- Limited consultants on the TSC staff, and recruiting from the same pool as Wycliffe/SIL; seeing limited number of potential interns ➔ A superb mobilizer/equiper of consultants, interns; Strong/adequate technical staff in place, including sourcing from non-traditional sources
- Meritorious, but non-scalable efforts ➔ Fully scalable efforts/approaches
- TSC an important (if small) player in the broader picture ➔ TSC a tremendous “lubricant” in assisting, supporting, accelerating the larger translation family
- Reactive approach to choosing projects ➔ Strategic clarity in choosing new projects
- TSC a “mixed bag” of “enabling” and “doing” ➔ TSC serving as a “professional enabler” in “doing it all” to implant God’s Word in a community
- “Finding our way”, calling on the role that TSC can play going forward ➔ TSC continuing to define the standard benchmark for what’s possible, creating : a)a sense of accountability, b) passion for what to strive for, c) an environment, expectations for continuous improvement, d) alertness to opportunity, and flexibility/confidence in pursuing change
- TSC still retaining function which may not be “mission-critical” (PR? IT? Facility mgt?) ➔ Greater outsourcing of non-“mission critical” support services

## DESCRIBING TSC'S ENVISIONED FUTURE

- Within TSC:
  - 250 projects
  - 20 interns
  - \$7 million budget
  - 15 Field Coordinators
  - 8-9 year project cycle
  - Classic New Testament project approach
- Within TSC:
  - 550 projects
  - 85 interns
  - \$14 million budget
  - 25 Field Coordinators
  - Shorter cycle? Or redefined/reframed cycle, deliverables (e.g., "Just-In-Time" Scripture)
  - Multiple possible approaches, variations on project goals, deliverables, timing

## TSC MODEL KEY SUCCESS FACTORS

1. Continuous learning, innovation, including access to creative individuals (both internal and external to the Wycliffe/SIL “family”)
2. Bias for action, experimentation, initiative
3. Ability to mobilize resources to support initiatives
4. Effective partnering, within the Wycliffe “family”, with other organizations (like the Jesus Film), with local/indigenous churches, etc.
5. Attention and accountability toward ultimate impact; sustaining an outcome orientation
6. Delivering and communicating value and significance to investor partners, and framing this value effectively
7. Project focus and expertise in managing them in the context of 2-way partnership
8. Identification, equipping/training and mobilization of “national colleagues”, mother tongue translators such that they become self-sustaining and self-replicating
9. Choosing the right projects to pursue, and when; thinking strategically about the TSC “niche”, mandate
10. Intentional networking and access to external expertise, creativity
11. Expertise in “hand-offs”, passing the leadership baton to other partners; assurance of sustained effort and follow-through to completeness, even while TSC does not retain direct control but plays an ongoing assistance role
12. Diversification, globalization of funding partners

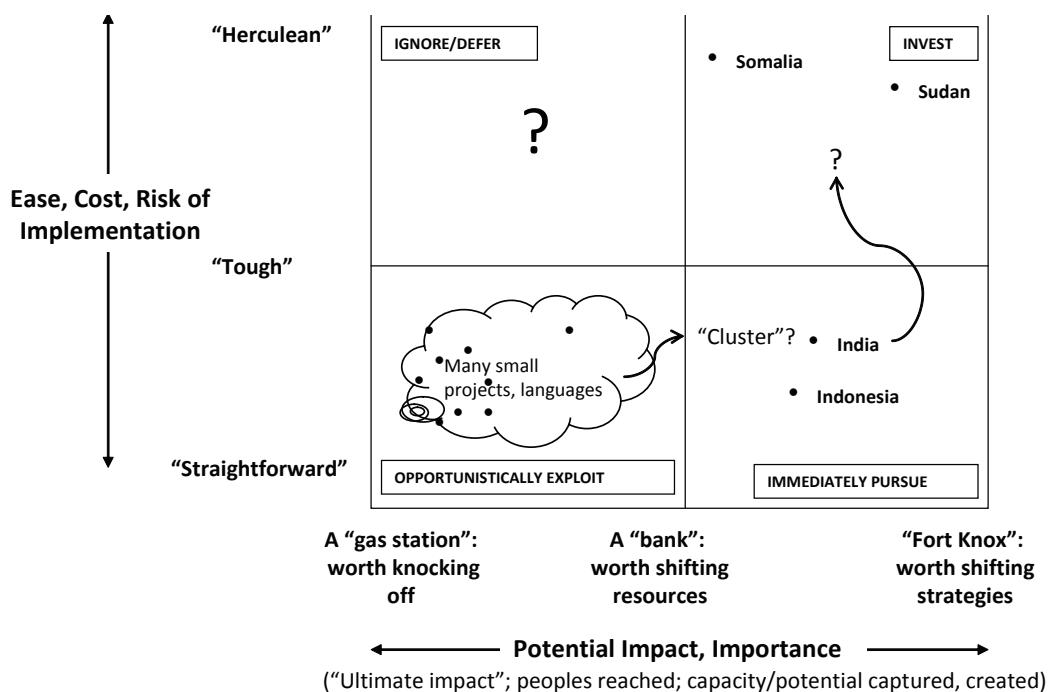
## Addendum 1 – Priority

Triaxia Consulting

### EXAMPLES OF CORE TSC PROCESSES

- Developing/strengthening field relations with potential and existing partners
- Project design, development of strategies for each project
- Review and approval processes
- Training and consulting processes
- Reporting and monitoring processes, including Scripture impact measurements
- Financial management processes (financial controls, tracking, transferring)
- Annual and phasal project reviews, mid-phase adjustments
- Project promotion and continuing accountability with resourcing partners, e.g., churches, investors

### PRIORITIZING TSC PROJECTS, INITIATIVES



## HYPOTHESES ON POTENTIAL PRIORITIES, ACTIONS MOVING FORWARD

1. Need to get a lot more focused about how we define the TSC “hedgehog”, and its implications
2. Explore whether we should redesign (“blow up”) the current TSC/SIL relationship: define areas of overlap/ required coordination as well as unique niches where we’ll operate independently
3. Address our technical consultant capacity and skill gap issues: strengthen this “pivotal job”
4. Redefine our “critical event” from “translations completed” to “translations completed with subsequent significant and sustainable impact”
5. Pursue pilot initiatives with local Bible translation organizations, with the intent of “transferring DNA”, developing sustainable local funding models
6. Develop a consensus on what we should be tracking to define and assure significant impact, and how we should go about collecting and communicating this information through effective and unified tools/processes. Must also assess the implications for how field coordinators implement, manage, track projects.  
Note: we should consider sponsoring a scientific survey of all (or a sample of) TSC completed projects (roughly 200) to establish an initial baseline, evaluate lessons learned to date)
7. Look at what TSC can/should do to take on more than just Bible translation to assure more significant impact and holistic partnerships. Could include: oral/audio projects, Scripture access/impact initiatives, transfer of project management skills. Probably does not include literacy initiatives, others?
8. Must create clearer, more dynamic synergy in partnership between TSC and the Wycliffe/SIL family, including in the field, e.g., with area directors
9. Integrate a broader capability toward tracking multiple media, touch points for Scripture access, not just written/print forms
10. Assess and improve TSC project design: move to streamline current highly customized approaches more toward common practices and “average” practices, e.g. on project pricing
11. Define our core processes; identify their necessary standards/delivery requirements; and apply “science” to position these processes to go to scale (e.g., the HR on-boarding process)
12. Address field coordinator roles; job designs; skill and capacity requirements/gaps; and necessary supporting recruiting, orientation and equipping/training processes

## SOME KEY QUESTIONS TO ADDRESS

1. How important will the connection between translation projects and supporting investors be? Will it be a constraint? Should TSC continue to pursue this primarily as a one-to-one relationship, model?
2. What are the key metrics that we should use to monitor impact, fruitfulness?
3. What should our “strategic” project priorities be? Where are the needs most critical? What key partners have we yet to tap successfully?
4. How do we go about “fixing the front end” of the process, particularly dealing with a “patchwork” proposal form?
5. How do we go about ramping up capacity to accelerate the process, achieve a much larger scale, given existing processes?
6. What will be required in not only TSC organizational capacity, but also the capacity of TSC partners involved in this work (especially field coordinators and technical consultants, e.g., within Wycliffe/SIL)?
7. What DO we “blow up”, if anything (a “refreshing” question)?
8. Where are we on the “S Curve” for TSC? How urgent is the mandate for change?
9. What’s the best way to integrate input from TSC’s partners? (general consensus that this broader participation is a good thing)

Note: the above is not intended as an exhaustive list

## Addendum 1 – Priority

Triaxia Consulting

### ACHIEVING “NEXT LEVEL” IMPACT AT TSC: STRENGTHS

To Leverage Further	To Defend	To Examine/Drop?
<ul style="list-style-type: none"><li>• Project design skills</li><li>• “Brokerage” capabilities: finding new funding partners, mobilizing project participants</li><li>• Providing investors a window on the significance of their partnership contributions (two-way dialog)</li><li>• Cross-fertilization of ideas from within and outside of TSC</li><li>• Accelerating/strengthening partnerships</li><li>• Leveraging expatriate skills, contact</li></ul>	<ul style="list-style-type: none"><li>• Managing toward quality results</li><li>• Ability to mobilize funding to back up ideas, projects</li><li>• Maintaining a balanced approach<ul style="list-style-type: none"><li>◦ Mission versus business</li><li>◦ Field versus investors</li></ul></li><li>• Mission/vision focus</li><li>• “Mother tongue” participation</li><li>• Experimentation, innovation, pushing the “third way” while preserving alignment, complimentary efforts with other partners</li><li>• Track record of building “family partnerships” with Wycliffe/SIL</li></ul>	<ul style="list-style-type: none"><li>• Reporting discipline that becomes bureaucratic</li><li>• Diversity/extent of the current field coordinator role – too much? Too diverse? Need to focus and reassign some components?</li></ul>

### ACHIEVING “NEXT LEVEL” IMPACT AT TSC: WEAKNESSES

Bottlenecks, “Pinch Points”	Drags, Anemia	Gaps/ “Missing Genes”
<ul style="list-style-type: none"><li>• Field consultant capacity, skill set; and need for more developmental capacity (need to cover 3000 languages, up to 900 active in a year; implies 180-225 consultants)</li><li>• More scalable system for project development and management (job/role definitions, assignment clarity, etc.)</li><li>• Scalable systems on all dimensions of current model, given growth aspirations</li></ul>	<ul style="list-style-type: none"><li>• Ability to manage growth surges, cycles, volatility</li><li>• IT capacity to address forward-looking issues (versus keeping up with existing challenges)</li><li>• Agility to address quick changes</li><li>• Staff orientation, “DNA transfer”, “inculturation”, (given geographic spread, need to use “virtual” approaches)</li><li>• On-boarding of projects</li></ul>	<ul style="list-style-type: none"><li>• “Impact” gap: measuring ultimate impact, holding ourselves accountable and reporting on progress</li><li>• Understanding how best to operate as a small enterprise in a big, complex translation world with little or no direct control on how initiatives are pursued</li><li>• Single project orientation – a “blinder” to alternative approaches?</li><li>• Comprehensive planning: how we make strategic, proactive choices in sponsoring projects, versus just reactive ones</li><li>• Awareness-raising, marketing to potential “customers”, partners</li></ul>

## ACHIEVING “NEXT LEVEL” IMPACT AT TSC: OPPORTUNITIES

### General Changing Conditions

- Methodology and resource shifts:
  - Teams vs. individuals
  - Indigenous vs. expat leadership
  - Mobilization of Southern Hemisphere churches
  - Openness to partnerships, networking
- Tapping large numbers of “semi-trained” potential translation consultants
- Emergence/recruiting of “next generation” linguists, translators
- Changes in Wycliffe/SIL: a “theology of integral missions”, and an opportunity to tap into broader donor visions
- Availability of funding, particularly “performance-based philanthropy”
- Broader interest and potential to partner across a broader spectrum of agencies
- Technology and communication advances

### Geographic “Windows of Opportunity”

- Sudan?
- India?
- Other countries in Africa?
- Indonesia?

### New Model “Windows of Opportunity”

- “Clustered” projects
- Remote translation, virtual projects that leverage technology developments
- Adaptation opportunities
- Injecting translation efforts into a broader array of ministry “entry points”
- National churches participation, leveraging

## ACHIEVING “NEXT LEVEL” IMPACT AT TSC: THREATS

### General Deteriorating Conditions

- Growth aspirations and associated complexity challenges, e.g. in managing HR strains
- Hostile national/regional environments, economic and political instability
- Stretched/stressed partner resources
- Philosophical/methodological disagreements on project approaches
- Deteriorating global economic conditions
- Organizational age, “next generation” strength and depth “in the wings”

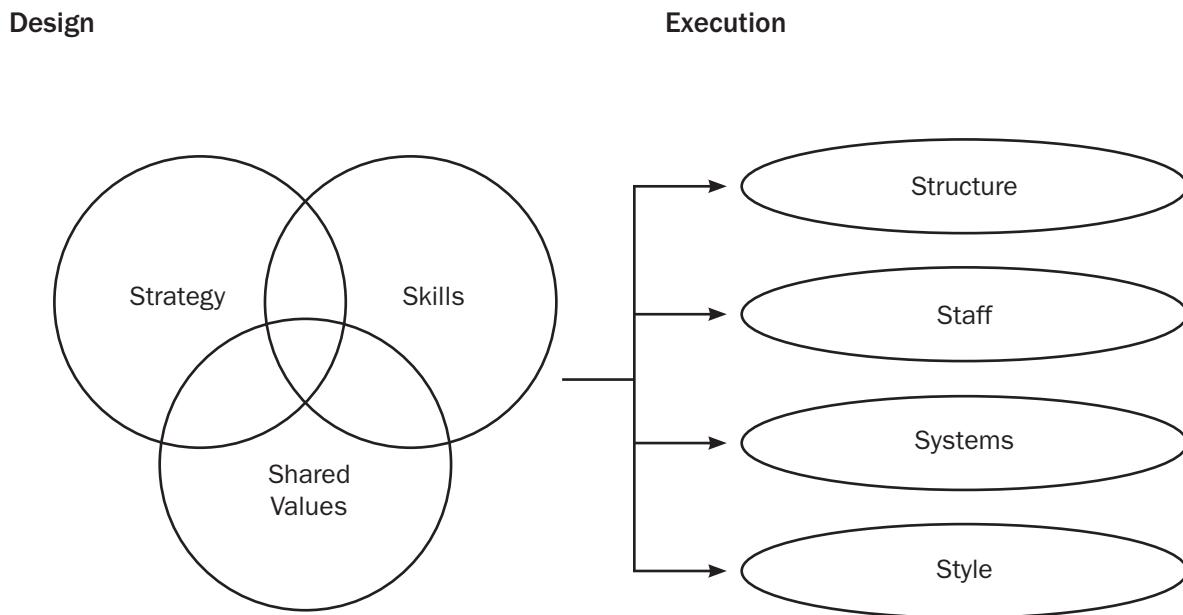
### Specific Challenges, Concerns

- Inherently challenging nature of partnership models, approaches
- Sweeping changes given “last languages” campaign within the Wycliffe “family” of organizations: how do we best “keep dancing together” without losing our distinctive contributions
- Focus on process to the detriment of mission
- Failure to articulate, clarify how partners can best complement one another’s efforts

## Addendum 1 – Priority

Triaxia Consulting

### DESIGNING/EXECUTING A “WINNING” MINISTRY MODEL



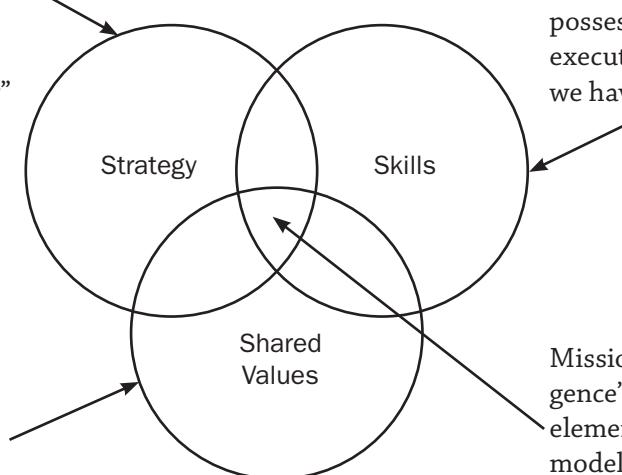
### DESIGNING A “WINNING” MINISTRY MODEL

The distinctive ways in which an organization will create value, “make a difference”; and for whom – “how and where we choose to minister”

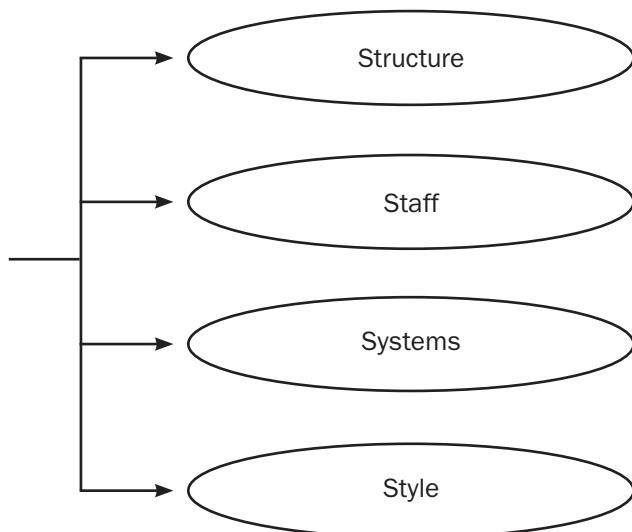
The institutional competencies the organization must possess in order to effectively execute its strategy – “what we have to be good at”

The defining principles and characteristics of the organization that govern both its objectives and behavior – “who we are at our core”

Mission/ Vision: the “convergence” of these three design elements of the ministry model



## EXECUTING A “WINNING” MINISTRY MODEL



The “lines and boxes” of an organization, both formal and informal, that describe how people, especially leaders, are deployed (both staff and the laity/volunteers)

The capacity and individual skills of the people involved in the ministry, including gifts, passions, training, talent/capabilities, commitment/courage, etc.

The mechanics and processes describing the way information, money, decisions, etc. all flow. Includes formal and informal processes, from documented governance to informal meetings and protocols, and everything in between

The organizational culture, the “soft” side of “the way things work around here,” e.g. sacred cows, leadership behavior, important symbols and conventions, etc.

## Addendum 1 – Priority

### Triaxia Consulting

#### Pat MacMillan

Chief Executive Officer

Pat MacMillan is the founder and Chief Executive Officer of Triaxia Partners, formerly Team Resources, Inc. As managing partner, Pat allocates his time across a number of strategic client initiatives. Pat's seasoned expertise in strategy, leadership development, and team building practices has made a difference in client performance and results for over 30 years.

Prior to founding Triaxia, Pat was involved in training thousands of executives in seminars throughout Europe, Canada, Africa, and the U.S. while serving as Executive Vice President for Leadership Dynamics, a management training and consulting firm.

Pat is the author of *Hiring Excellence – Six Steps to Making Good People Decisions*. His most recent book, *The Performance Factor* (2001), helps readers unlock the secrets of high performance teamwork.

Pat served as a 1st Lieutenant in the Berlin Brigade during which time he received the U.S. Army Commendation Medal (1968-1970). A Seattle native, he holds an M.B.A. and B.A. from the University of Washington, serves on the Board of Directors for UNUM/Provident, Guitar Center, MetoKote Corporation, Pliant Corporation, and several foundations and non-profit organizations.

#### James W. Wert, Jr.

Principal Practice Leader for Strategy Development

Jim Wert leads Triaxia Partners' Strategy Practice. He currently serves a broad array of organizations in strategic planning, organizational design and restructuring, and leadership development.

Jim joined Triaxia Partners from National Service Industries' Atlantic Envelope Division where, as Chief Financial Officer, he directed strategic planning and performance management efforts, and contributed extensively to a successful growth/acquisitions initiative that resulted in revenue increases of more than 80 percent in a three-year period.

Before joining NSI, Jim served as the Vice President of Marketing for Mead Coated Board. He led a three-year, cross functional change initiative, realizing \$25 million in improved annual operating profit through restructuring customer and product portfolios, and new systems to manage logistics costs.

Prior to Mead, Jim served as a Senior Engagement Manager for McKinsey & Company, where he provided leadership and strategic problem solving expertise to top corporate management, specializing in institutional skill-building and change management. Jim managed projects ranging from growth initiatives to cost control to process reengineering, and he worked extensively with multinational clients throughout North America, Europe, and Japan.

A Phi Beta Kappa graduate from the University of North Carolina, with majors in political science and German, Jim earned his M.B.A. from the Harvard Business School where he was a Baker Scholar.

## **Addendum 1 – Priority Proposed Strategic Priorities**

With gratefulness to WBT USA for the leadership, invitation and funding, on July 14-17, 2008, the Seed Company Leadership Team, with key field project function staff, along with leaders from WBT USA and SIL International, met with the Pat McMillan and Jim Wert of the Triaxia Group. We reviewed The Seed Company's goals, strategies, structures and systems with a goal of acceleration and scalability for the LLC and V2025. Our urgent priority is to increase our speed, effectiveness, and the impact of Bible translation while maintaining a high quality translation process. We refined our two Defining Outcomes to one. The following "Defining Outcome" will make clear our focus and ultimate goal.

### **"Accelerated completion of Bible translation needed for immediate impact!"**

To accomplish this we determined that the following Strategic Priorities need our urgent focus and highest attention for the LLC and V2025:

1. Increase Technical Consulting Capacity
2. Accelerate the Translation Process (Scalability and Speed)
3. Improve Partnership Effectiveness
4. Enhance Project Impact/Effectiveness through Measurement
5. Enhance Project Impact/Effectiveness through Communication
6. Create Greater Organizational Clarity and Alignment
7. Maximize the SIL / WBT / Seed Company relationship

Teams with leadership champions were assigned to analyze, define, and expand on each of these priorities. The output of the team collaborations will provide the working content for next steps. A summary of this collaboration – planning and expected outcomes for each of the priorities – follows. We look forward to the input of the TSC Board. Over the coming months, we will rework our strategic plans for acceleration and expansion into more languages for V2025.

## Addendum 1 – Priority

### Proposed Strategic Priorities

#### 1. Increase technical consulting capacity

Team Report: Gordon Williams, Larry Jones, Randall Lemley

Objectives & Outcomes	Action Themes	Challenges
<b>1.1 Further promote and leverage existing strategic initiatives to increase national consulting capacity.</b>	<ul style="list-style-type: none"> <li>Carry out goals of the National Translation Consultant Internship Program</li> <li>Carry out goals of the FACT Internship Pilot Project.</li> </ul>	<ul style="list-style-type: none"> <li>Finding qualified candidates and appropriate training/mentoring contexts.</li> <li>Career planning and financial sustainability,</li> </ul>
<b>1.2 Double frequency of consulting contacts on average translation project.</b> <ul style="list-style-type: none"> <li>Translation teams, regardless of location, have necessary consultants and consultant support to help complete translations expeditiously.</li> <li>Existing consultant pool is leveraged more effectively between face-to-face contacts.</li> <li>Distance is removed as a barrier to providing more timely consultant help and assistance and translation consultants unable to travel are given ability to continue meaningful participation.</li> <li>Consultant specialties can be shared more broadly and bits of isolated translation insight captured in searchable knowledgebase.</li> <li>A steady stream of outside consultant resources is added to the consultant workforce and new translation personnel are serving in consultant roles within a reasonable time frame.</li> <li>Home assigned members able to contribute as consultants are effectively deployed in consultant roles and recruits from currently untapped sources can easily join the consultant workforce.</li> </ul>	<ul style="list-style-type: none"> <li>Explore potential for “virtual” solutions (flat-world technologies) <ul style="list-style-type: none"> <li><u>Pilot Project:</u> “Remote Consulting”</li> <li><u>Pilot Project:</u> “Help Desk”</li> </ul> </li> <li>Pursue consultant recruitment (on-boarding /training/mentoring), including creative sourcing, recruiting strategies, especially to help meet the short term and intermediate term needs for more consultants: <ul style="list-style-type: none"> <li><u>Pilot Project:</u> Recruit new western interns (from GIAL, etc.)</li> <li><u>Pilot Project:</u> Recruit western consultant resources from seminars, etc. and pass through “CDOC” program.</li> <li><u>Pilot Project:</u> Recruit qualified members and outside partners who are not currently using their consultant skills.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>New methods and patterns of work to be discovered and integrated into teams.</li> <li>Is “distance consulting” a viable option?</li> <li>Is an impersonal help desk a viable option?</li> <li>TSC can pilot and provide proof-of-concept. SIL Int'l and JAARS more appropriate players for long term.</li> <li>Current infrastructure is not available to facilitate this kind of recruitment.</li> <li>Must find mentors and rich mentoring contexts to expedite the training of young interns.</li> <li>Need to develop a “CDOC” training track (some online) including rich mentoring contexts.</li> <li>Need to work with WBT/SIL to identify these consultants and find ways to deploy them including flat-world technology.</li> </ul>
<b>1.3 A variety of roles are being filled by a team of consultants each with their own specialty.</b>	<ul style="list-style-type: none"> <li>Examine/redesign the consulting role.</li> <li>Evaluate current consultant pool/approach.</li> </ul>	<ul style="list-style-type: none"> <li>Too much wrapped up in current consulting role.</li> </ul>
<b>1.4 All appropriate organizations and departments at all levels of the WSFO are committed to increasing technical consulting capacity.</b> <ul style="list-style-type: none"> <li>Efforts to provide increased frequency of consultant contacts are carried out in tight coordination with other key WSFO partners and other BT organizations.</li> </ul>	<ul style="list-style-type: none"> <li>Communication/vision casting initiatives to generate broad passion/commitment to this priority.</li> <li>Joint planning/goal setting/coordination with SIL and other BT partners. (“serious grappling”)</li> </ul>	<ul style="list-style-type: none"> <li>Lack of vision for this priority in parts of the world and at project level.</li> <li>Need better/greater coordination with SIL and other BT partners.</li> <li>Aspects of providing adequate numbers of and timely use of consultants are spread across the corporation and are not well coordinated.</li> </ul>

## Addendum 1 – Priority Proposed Strategic Priorities

### 2a. Increase Number of Project Launches to Accelerate the Translation Process

Team Report: Gilles Gravelle, Roger Hanna

Objectives / Outcomes	Action Themes	Challenges
<b>2a Increase Number of Projects Launches</b> <ul style="list-style-type: none"> <li>FCs are more capable in discussing TSC niche project priorities with Partners</li> <li>Agreement of prioritized list results in launch of more projects through partnership</li> <li>Increasing national involvement in facilitating and administrating more project launches</li> <li>FCs are operating predominantly in their gifting and skill areas</li> <li>Project design principles are instituted in all projects coming to TSC</li> <li>Projects are being accepted and matched with financial partners faster</li> <li>PRD's describe the redesigned job role</li> <li>FCs are functioning primarily in their area of skill</li> <li>Additional FCs with specific skill sets bring depth to the Field Leadership Team</li> <li>Resources are leveraged across more projects allowing for more new project starts</li> <li>Partners are more aware of how "others" are doing it</li> </ul>	<ul style="list-style-type: none"> <li>FLT determines criteria for most strategic projects</li> <li>Using the criteria, each FC compiles list of possible projects in their region</li> <li>FC discusses prioritized planning at high level meetings</li> <li>Redeploy national translation personnel</li> <li>Evaluate FC set skills</li> <li>Reduce data management redundancy</li> <li>Recruit FCs to lead in one of the two above core areas</li> <li>Work on "highest/best" deployment PRD Review</li> <li>PRDs help identify FC's primary skill set, interest and satisfying aspect of their role</li> <li>Consider shift in PRD focus</li> <li>Add more FCs with specific skill sets to focus on key roles</li> <li>Multiply/free up resources for other projects, launches</li> <li>Determine cost of ideal scenario for distributing human, financial, technical resources</li> <li>"On-boarding" and communication &amp; motivation plans for internal and external participants</li> <li>Partner regional forums for cross-fertilization of ideas</li> </ul>	<ul style="list-style-type: none"> <li>Partner's criteria for strategic priorities may not align with TSC's</li> <li>Partner's view of strategic selection of project may differ from TSC's</li> <li>Technical and human resources to launch and sustain more projects may hinder starts</li> <li>Transition stage between previous projects to engage workers in new projects</li> <li>Lack of scalability of current process (front-end due diligence)</li> <li>Needs to be incorporated in partner planning at highest level</li> <li>Lower-level partner planning buy-in</li> <li>"Robustness" of project on-boarding process, support capacity</li> <li>Recruiting well-qualified and focused staff</li> <li>Clear definitions of info ownership/ access</li> <li>Lack of administrative support</li> <li>Resources are currently tied up in posting projects, may need re-deployment</li> <li>How often do we need to evaluate, reinvent our process, given pace of change?</li> <li>May need to challenge our current approaches to quality control in Bible translation:</li> <li>Current perception of how to initiate with partners</li> <li>Methods for starting translation projects</li> <li>Challenge the historical</li> </ul>

## Addendum 1 – Priority

### Proposed Strategic Priorities

#### 2b. Increase Capacity for Individual Projects to Accelerate the Translation Process

Team Report: Gilles Gravelle, Roger Hanna

Objectives / Outcomes	Action Themes	Challenges
<p><b>2b Timely Completion of Translation Projects</b></p> <ul style="list-style-type: none"><li>Partners have clear unified understanding of best scenario projects to strive or aim for</li><li>Completed Scriptures are being used by pastors, church planters, &amp; individuals to address each user's day to day needs</li><li>Projects are more focused on impact planning through improved design and practice</li><li>Nationals are designing and owing translation work addressing their specific context and situation</li><li>Projects are accelerated because key roles and skills have been identified and addressed by the time the project begins</li><li>Translators are receiving focused training and skill development to grow more rapidly in their leadership and work</li><li>The project teams are strengthened to keep pace and meet translation goals</li><li>Budget development time is reduced</li><li>Translation is progressing well because of increased ways to have more regular interaction with consultants</li><li>Day to day running of projects is by local/nationals</li><li>Expat linguist/translators are better prepared to engage in cluster projects from the start</li></ul>	<ul style="list-style-type: none"><li>CEO corporate email communication – July</li><li>Leadership Team Conference Call – September 3</li><li>Board Meeting discussion - summaries of proposed priorities – September 16</li><li>CEO corporate email – September</li><li>Connections call with all staff – September 18</li><li>LT retreat - September</li></ul>	<ul style="list-style-type: none"><li>Technology concerns, e.g. email reliability</li><li>Language barriers with field partners</li><li>Rumor mill</li></ul>

## Addendum 1 – Priority Proposed Strategic Priorities

### 3. Improve Partnership Effectiveness

Team: Henry Huang, Gilles Gravelle, Larry Jones

Objectives / Outcomes	Action Themes	Challenges
<b>3.1 Clear articulation, understanding, acceptance, absorption and application of new approach model by TSC staff and all partners.</b> <ul style="list-style-type: none"> <li>FC are able to share the vision, discuss planning and implementation of model with all partners</li> <li>Impact partners' interests directing the product outcome of new projects</li> <li>Field partners are approaching TSC with projects developed using this model</li> <li>Impact partners actively seeking BT help for meeting their ministries scripture needs</li> <li>Staff operate with serving the local church with BT as mental model</li> </ul>	<ul style="list-style-type: none"> <li>Develop summary of this model to be easily disseminated to partners</li> <li>Both verbal explanation and individual modeling of approach among TSC staff</li> <li>for new projects</li> <li>FC are building new impact partner partnerships and actively engaging with impact partners for new projects</li> </ul>	<ul style="list-style-type: none"> <li>Potential communication difficulties due to differing existing mental models</li> <li>Time and personal mentoring or coaching needed to have this rooted across all personnel</li> <li>Field partners with added burden of engaging with impact partners</li> <li>Dissemination of new vision may not trickle down to entities or teams</li> <li>Impact partners sense that this indeed serves their interest and ministry success and not just another way for SIL/WBT to get them to help with BT</li> </ul>
<b>3.2 Develop internal structure and systems to support and nurture new model</b>	<ul style="list-style-type: none"> <li>Field team restructured</li> <li>B1 proposal form rewritten</li> <li>Database revised or new database format implemented</li> <li>Quarterly report form redeveloped</li> <li>Program effectiveness research implemented</li> <li>Project impact evaluation components implemented</li> </ul>	<ul style="list-style-type: none"> <li>Much work to be done to reach this point</li> <li>Possible disruption to field team with structural changes</li> </ul>
<b>3.3 Strategies based on new model</b> <ul style="list-style-type: none"> <li>An acceptable set of language information that can be a common reference for staff for a period of time</li> <li>TSC has preliminary strategic ideas to discuss with Area and LLI</li> <li>Catalog list of possible actionable scripture units as a way of suggesting ideas</li> <li>Field team have reference about partners to seek in proactive project development</li> </ul>	<ul style="list-style-type: none"> <li>Develop summary of three partnership types and give examples of who may fit each category and what they may mean to a project</li> <li>Acquire language information and determine acceptable baseline organization of languages – i.e. clusters</li> <li>Catalog developed and available by January, 2009</li> <li>Emphasize often this is a model that seeks to move Bible translation to serve the transformational ministry needs of the local church</li> </ul>	<ul style="list-style-type: none"> <li>Language data is always slippery and to get uniform acceptance by all staff maybe tricky</li> <li>Limited local knowledge for such planning</li> <li>Finding the connections to enter such network relationships</li> <li>Relationship development while holding urgency in hand</li> </ul>
<b>3.4 Timeline for implementation</b> <ul style="list-style-type: none"> <li>FY09 transition year to this model</li> <li>FY10 all new projects will be developed with this model</li> </ul>	<ul style="list-style-type: none"> <li>By third quarter FY09 ½ of new projects will have new model format</li> <li>By fourth quarter FY09 all new projects will be developed with new mode</li> </ul>	<ul style="list-style-type: none"> <li>Field partners with added burden of engaging with impact partners</li> <li>Not seeing this as a possible new paradigm so continue to do it “their way” as an expression of new model.</li> </ul>

## Addendum 1 – Priority

### Proposed Strategic Priorities

#### 4. Enhance Impact / Effectiveness through Measurement

Team: Henry Huang, Harold Good

Objectives / Outcomes	Action Themes	Challenges
<b>4.1 Define Impact</b> <ul style="list-style-type: none"> <li>• Impact well defined</li> <li>• Indicators for impact developed</li> <li>• A set of valid and reliable indicators for measuring impact</li> </ul>	<ul style="list-style-type: none"> <li>• Do literature research</li> <li>• Do partner interview</li> <li>• Based on literature and partner interviews</li> <li>• Test indicators and research instruments for validity and reliability</li> </ul>	<ul style="list-style-type: none"> <li>• Agreement on the definition of impact</li> <li>• Agreement on the indicator by all parties</li> <li>• Implementing the research in field settings</li> </ul>
<b>4.2 Answer the question, “did this project or its product affect the lives of the end users in anyway?” through project evaluation</b> <ul style="list-style-type: none"> <li>• Impact evaluation reports for each selected projects</li> <li>• Impact implication of projects extrapolated for all TSC projects</li> <li>• Impact of projects reported</li> <li>• Impact evaluation incorporated into field team process appropriately</li> </ul>	<ul style="list-style-type: none"> <li>• Engage GSI to do impact evaluation of projects</li> <li>• Evaluate impact in random 10% of existing projects</li> <li>• Implement process into our field procedures in an appropriate way</li> </ul>	<ul style="list-style-type: none"> <li>• Getting understanding and buy-in among all partners to do this research</li> <li>• The enormity and complexity of the task</li> </ul>
<b>4.3 Research Program Impact Effectiveness</b> <ul style="list-style-type: none"> <li>• Be able to answer quantitatively about the effectiveness of TSC translation projects in changing lives</li> <li>• Be able to answer quantitatively if the new paradigm of project design incorporating the preferences and needs of the end user is more effective for impact than old approach</li> </ul>	<ul style="list-style-type: none"> <li>• Engage consultants to do research</li> <li>• Test Hypothesis, “the use of translated scriptures in the mother tongue of a people group will result in changed lives</li> <li>• Test Hypothesis, “The new paradigm of impact partner engaged and determined translation projects will have a better result in delivering impact and usefulness than our past method of translating scriptures without the early involvement of impact partners</li> <li>• Report results of findings</li> <li>• Adjust TSC programs accordingly</li> </ul>	<ul style="list-style-type: none"> <li>• Possible perception by partners as mistrusting them</li> </ul>
<b>4.4 Incorporate research results into field program</b> <ul style="list-style-type: none"> <li>• Project designs will reflect the results of the research</li> <li>• Impact considerations are integral part of the project design</li> <li>• Project reporting will incorporate the impact results of the proj</li> <li>• Personnel and funding will be allocated for incorporation of impact into field processes</li> </ul>	<ul style="list-style-type: none"> <li>• Redesign project proposal form to incorporate impact</li> <li>• FC understand the role of impact in project design and are able to bring into conversation with field colleagues</li> <li>• Well articulated summary description of what this means in project reality</li> </ul>	<ul style="list-style-type: none"> <li>• An ongoing process</li> <li>• Shortage of personnel to champion and implement</li> </ul>

## Addendum 1 – Priority Proposed Strategic Priorities

### 5. Enhance Impact / Effectiveness through Communication

Team: Jonathan Kern, Mike Toupin, Jay Reimer

Objectives / Outcomes	Action Themes	Challenges
<b>5.1 Clear, powerful communications for all segments re: our critical event</b> <ul style="list-style-type: none"> <li>Present the ministry of The Seed Company to more effectively meet our investors needs</li> <li>Cultivation efforts are based upon clear understanding of investor needs and thus more successful.</li> </ul>	<ul style="list-style-type: none"> <li>Define current segments based upon NEEDS &amp; BEHAVIOR rather than income and giving potential.</li> <li>Mine CRM to better understand current investors BEHAVIOR AND DEMOGRAPHICS</li> <li>Conduct research to better understand current investors NEEDS.</li> </ul>	<ul style="list-style-type: none"> <li>Skill set and resources to effectively mine our CRM</li> <li>What will our research reveal?</li> </ul>
<b>5.2 Marketing contributes to business growth – raise money, new partner acquisitions, raise awareness</b> <ul style="list-style-type: none"> <li>Generate income</li> <li>Favorable ROI for all revenue streams</li> <li>Our pool of investor/sponsors is growing and creating more opportunities for cultivation</li> <li>Name &amp; mission recognition increased</li> <li>Favorable impressions increased</li> <li>Increased inquiry/research traffic to both web sites</li> </ul>	<ul style="list-style-type: none"> <li>Develop and manage direct mail plan; online income stream (e-marketing plan); other revenue streams</li> <li>Develop acquisition strategy for new names</li> <li>Cultivate existing CRM non-givers via direct mail or other means</li> <li>Identify key segments to penetrate w/ awareness</li> <li>Retain PR consultant to develop/ implement awareness strategy specifically for TSC (WBT plan not focused on TSC distinctives)</li> <li>Connect with LLC and WBTUS PR enterprise to leverage their efforts as a secondary strategy</li> </ul>	<ul style="list-style-type: none"> <li>New name acquisition is very costly with return on investment generally not within same fiscal year.</li> <li>Very low existing awareness of The Seed Company in the marketplace</li> <li>Integration with WBTUS and LLC – comm. and dev concerns</li> </ul>
<b>5.3 Marketing strengthens field and partner relations</b> <ul style="list-style-type: none"> <li>Field and Org partners are aware of, understand and buy into TSC strategies.</li> <li>Greater project capacity and effectiveness because of field/org partner participation</li> </ul>	<ul style="list-style-type: none"> <li>Identify key “needs” of partner orgs that we can meet -kind of info</li> <li>Create a marketing/sales kit for Field Team personnel</li> <li>Develop regular communications plan for field /ministry partners</li> <li>Refine existing field team communication tools</li> <li>Create video for field partners explaining our unique niche and how we work...include endorsements from key leaders</li> </ul>	<ul style="list-style-type: none"> <li>Need a better understanding of what the current problem/need(s) are.</li> <li>Difficulty in tracking alliance/impact partners info from the field</li> <li>Contrasting cross cultural expectations regarding communication essentials</li> <li>Disparate nature of our remote orgs</li> </ul>
<b>5.4 Marketing promotes various levels of engagement to meet the communication needs/desire of our investors</b> <ul style="list-style-type: none"> <li>Investor communication more accurately meets need of investors</li> <li>Investors are more actively engaged and become brand advocates with their circle of influence</li> </ul>	<ul style="list-style-type: none"> <li>Research investor preferences using appropriate methodology</li> <li>Build investor communication preference tools into web acc'ts</li> <li>Develop and promote content delivery via e-mail (newsletter, weekly devotional, prayer bulletin)</li> <li>Develop &amp; promote social media options -blogs, Facebook,,etc</li> <li>Manage investor expectations</li> </ul>	<ul style="list-style-type: none"> <li>Can our capacity grow with volume</li> <li>Quality/timeliness of field reporting</li> <li>Market needs will challenge our capacity</li> <li>Skill set for strategy and implementation of new media and mass media.</li> <li>Broader impact of political and technological developments in near future</li> </ul>

## Addendum 1 – Priority

### Proposed Strategic Priorities

#### 6. Enhance Impact / Effectiveness through Measurement

Team: Jay Reimer, Dal Anderson, Margaret Olson

Objectives / Outcomes	Action Themes	Challenges
<b>6.1 Effective initial communication of the critical event and strategic direction; all staff equally informed.</b> <ul style="list-style-type: none"> <li>• Rumors are mitigated</li> <li>• Anxiety relieved</li> <li>• Questions answered</li> <li>• The deeper, next communication objective is more effective</li> </ul>	<ul style="list-style-type: none"> <li>• CEO corporate email communication – July</li> <li>• Leadership Team Conference Call – September 3</li> <li>• Board Meeting discussion - summaries of proposed priorities – September 16</li> <li>• CEO corporate email – September</li> <li>• Connections call with all staff – September 18</li> <li>• LT retreat - September</li> </ul>	<ul style="list-style-type: none"> <li>• Technology concerns, e.g. email reliability</li> <li>• Language barriers with field partners</li> <li>• Rumor mill</li> </ul>
<b>6.2 Broad and comprehensive understanding of the critical event and strategic direction; all staff equally informed and aligned.</b> <ul style="list-style-type: none"> <li>• Staff has clear vision and united purpose</li> <li>• Staff is affirmed, more certain of direction</li> <li>• Esprit de corps</li> </ul>	<ul style="list-style-type: none"> <li>• Team meetings; discuss strategic priorities and critical event – October</li> <li>• Field Coordinator discussions with Field staff; field staff discussions with National colleagues as appropriate</li> <li>• Comprehensive orientation and on-boarding plan.</li> <li>• Survey internal climate/alignment/resonance with TSC direction and priorities</li> <li>• Distribute external marketing/information tools with similar intent to internal staff</li> <li>• Celebrations based on occurrence of critical event</li> <li>• Build translation prayer partnership among staff</li> </ul>	<ul style="list-style-type: none"> <li>• Remote/broadly distributed staff</li> <li>• Traditional NT oriented culture</li> </ul>
<b>6.3 Mission, critical event, and impact naturally, and consistently shared with partners within a uniform theme.</b> <ul style="list-style-type: none"> <li>• Seed Company Partner relations enhanced</li> <li>• Member partner development enhanced</li> </ul>	<ul style="list-style-type: none"> <li>• Develop tools for consistent messaging in internal and external communication to/from staff and partners</li> <li>• Tools for Partner Development (stories, prayer letters etc.) are branded with critical event and new strategic direction</li> </ul>	<ul style="list-style-type: none"> <li>• Traditional thinking</li> <li>• Remaining supply of messaging resources</li> </ul>
<b>6.4 Goals, expectations, and performance consistently linked to the critical event and mission.</b> <ul style="list-style-type: none"> <li>• Staff has a common basis for decisions.</li> <li>• Comprehensive personal ownership of actions and behaviors contributing to strategic direction and outcomes</li> <li>• Cross-pollination and collaboration between teams</li> </ul>	<ul style="list-style-type: none"> <li>• Incorporate 7 strategic priorities into 3-yr. strategic plan, annual operating plan, budget preparation, Job Descriptions, PRD development, staff appraisal and future affirmation system</li> <li>• Cross-team meetings</li> </ul>	<ul style="list-style-type: none"> <li>• Timing of 09 operating plan and budget preparation</li> <li>• Remote and diverse location of staff</li> <li>• Time to schedule cross-team meetings</li> </ul>
<b>6.5 Critical event built into Seed Company culture</b> <ul style="list-style-type: none"> <li>• Strategic direction is naturally reflected in staff actions and behaviors</li> <li>• Organizational alignment is a natural outpouring of association with the Seed Company</li> </ul>	<ul style="list-style-type: none"> <li>• Critical event branding of Job Descriptions</li> <li>• Implement new tag line on corporate email signatures to include critical event</li> <li>• Develop office messaging (pictures, bulletin board, posters) containing critical event</li> <li>• Critical event is themed in all staff communication</li> </ul>	<ul style="list-style-type: none"> <li>• Existing culture</li> <li>• Diminished focus on message and cultural integration over time.</li> </ul>

## Addendum 1 – Priority Proposed Strategic Priorities

### 7. Maximize the SIL / WBT / Seed Company Relationship

Team: Henry Huang, Harold Good

Objectives / Outcomes	Action Themes	Challenges
<p><b>7.1 Significantly increase the number of high-quality, end-user defined, impact oriented projects are conducted as SIL-Seed Company collaborations, in line with Vision 2025 and the Last Languages Initiative</b></p> <ul style="list-style-type: none"> <li>Suitable projects (individual languages and clusters) are identified by SIL and partners through the comprehensive planning process</li> <li>Impact oriented, end-user defined project proposals are corroboratively developed by the community and field facilitators for submission to TSC.</li> <li>The technical needs of a growing number of projects are adequately resourced by experienced SIL and TSC personnel.</li> </ul>	<ul style="list-style-type: none"> <li>Orient and equip Field Coordinators to their role in country-level comprehensive planning sessions--beginning Oct. 2008</li> <li>Field Coordinators and Area Coordinators engage with SIL leadership on entity and Area levels to identify most likely project sites and plan for project development and for resourcing . To be arranged in consultation with SIL Intl Admin and Area staffs. Initial meetings before the end of 2008.</li> <li>Field Coordinators work with SIL and local partners in the crucial features of end-user defined, impact oriented projects so that they can develop these projects more effectively with target communities.</li> </ul>	<ul style="list-style-type: none"> <li>Many Field Coordinators have not functioned up to now as ambassadors and participants in high level , inter-agency strategic planning.</li> <li>SIL personnel on the ground will need to be ready to engage with communities on the scale and pace implied by the Last Languages Initiative.</li> </ul>
<p><b>7.2 Wycliffe Organizations in the Global South are managing and executing more projects in partnership with the Seed Company, on a Vision 2025 time line and according to the best practices of performance philanthropy.</b></p> <ul style="list-style-type: none"> <li>Asians, Africans, Latin Americans and Pacific Islanders understand and practice best practices in project management and financial accountability.</li> <li>Organizational partners in the Global South proactively seek out opportunities to partner with the Seed Company to support language communities addressing their own needs for Bible translation.</li> </ul>	<ul style="list-style-type: none"> <li>Equip Field coordinators to explain project design, management ,and financial accountability to local partners and to assess their need for specific admin support.</li> <li>Develop a more robust Seed Company support team to consult and mentor local colleagues in project management, to supplement Field Coordinator efforts. Two candidates in the pipeline.</li> <li>Include connection with Wycliffe leaders on entity and area levels in PRDs for Field and Area coordinators for FY09</li> <li>Field Team leadership connect with Wycliffe leaders on entity, Area and international levels</li> <li>International staff from the Seed company proactively collaborate and coordinate with staff in Wycliffe International who are focused on organizational development in working with local organizational partners.</li> </ul>	<ul style="list-style-type: none"> <li>Historically slim relationship with Wycliffe International.</li> <li>The Seed Company's Field Team is not yet staffed to deliver significant help in mentoring and coaching in performance philanthropy.</li> <li>Working interculturally requires trust relationships. This is difficult to build when the vast majority of our field coordinators live far from the countries where their partners live.</li> <li>Working interculturally will often require fluency in a language other than English.</li> </ul>
<p><b>7.3 Dramatically strengthen the quality and level of technical support Seed Company projects receive in the near term.</b></p> <p>Project progress will be accelerated through more regular coaching from experienced translator colleagues.</p> <p>Translations will be more accurate and communicate God's message more powerfully because the local translators are getting help in a timely way. The MTTs will thereby learn the skills and absorb necessary knowledge earlier in the project.</p>	<ul style="list-style-type: none"> <li>SIL and The Seed Company identify roles and training paths to enable a higher proportion of experienced SIL field personnel to be engaged in supporting MTT led translation.</li> <li>SIL and The Seed Company international and area staff proactively identify groups of experienced translators who could invest in coaching and consulting with Mother tongue translators and work together to facilitate their gradual involvement in wider scope roles. Start before end of 2008.</li> <li>Pursue IT virtual consulting solutions in partnership with SIL and JAARS—fall 08</li> </ul>	<ul style="list-style-type: none"> <li>All SIL staff fully employed in their current assignments.</li> <li>Costs of IT solutions on V2025 scale.</li> <li>Lack of sufficient internet connectivity in areas of concentrated need.</li> </ul>
<p><b>7.4 Support SIL in its corporate metamorphosis, in line with the Seed Company's capacity and niche.</b></p> <ul style="list-style-type: none"> <li>Partnership will expand as SIL sees TSC in a servant posture.</li> </ul>	<ul style="list-style-type: none"> <li>TSC share principles of outcome-oriented performance philanthropy in the context of comprehensive planning sessions.</li> <li>TSC proactively share fruitful innovations with relevant parties in SIL Intl.</li> <li>Review SIL costs to support TSC projects for possible project inclusion</li> </ul>	<ul style="list-style-type: none"> <li>Small TSC staff</li> <li>historically tight definition of our niche.</li> <li>Indirect costs difficult to include</li> </ul>



## Addendum 1 – Priority

### Chart: Projections to 2025

	Last Revised: 8/18/2008												Total												
EXPECTED RESULTS:	'03*	'04*	'05*	'06*	'07*	'08	'09	'10	'11	'12	'13	'14	'15	'16	'17	'18	'19	'20	'21	'22	'23	'24	'25	'05 - '25	
New Languages Entered	18	42	50	39	18	65	75	82	90	99	110	121	133	146	150	150	150	150	150	150	150	150	150	2,378	
New Initial Goal Funded Languages	6	8	7	5	7	16	18	20	22	24	26	28	34	37	38	38	38	38	38	38	38	38	38	38	581
New Initial Goal Field Engaged Languages	3	22	15	8	5	16	20	20	22	24	26	28	35	37	38	38	38	38	38	38	38	38	38	38	593
New Full Scale Funded Languages	9	12	24	26	6	31	34	38	41	46	52	58	56	61	63	63	63	63	63	63	63	63	63	1,040	
New Full Scale Field Engaged Languages	0	0	4	0	0	2	3	4	5	5	6	7	8	12	12	12	12	12	12	12	12	12	12	164	
Total Language Stage Completions	10	25	17	15	14	24	33	36	33	39	46	54	50	81	89	98	115	124	133	140	139	148	150	1,578	
Initial Goal Funded Languages Completed	6	8	1	0	3	0	8	6	7	12	17	19	22	24	26	28	34	37	38	38	38	38	38	431	
Initial Goal Field Engaged Languages Completed	10	11	9	4	9	3	10	9	12	17	20	22	24	26	28	35	37	38	38	38	38	38	38	463	
Full Scale Funded Languages Completed	4	7	5	6	7	15	20	19	16	13	8	12	6	31	34	38	41	46	52	58	56	61	63	607	
Full Scale Field Engaged Languages Completed	0	0	0	0	2	1	1	2	4	3	0	2	3	4	5	5	6	7	8	12	12	12	77		
Suspended / Terminated	1	8	6	20	11	3	4	4	5	5	6	6	7	7	8	8	8	8	8	8	8	8	8	151	
01 Languages in Progress that transitioned from Full Scale Completions						0	5	13	34	49	55	50	40	48	60	77	102	128	164	189	209	231			
Field Engaged Projects In Progress (End of FY) (assuming 75% of initial goal projects transition to full scale projects)	30	48	49	56	57	73	93	114	137	161	185	212	250	290	330	368	404	439	473	507	539	567	595		
Total Languages In Progress (End of Fiscal Year) (assuming 75% of initial goal projects transition to full scale projects)	179	186	209	224	216	261	335	356	446	551	643	720	799	906	1,000	1,086	1,169	1,247	1,318	1,388	1,437	1,499			
National Consultant Training Start-Up	2	4	4	6	2	8	15	16	18	20	22	24	27	29	30	30	30	30	30	30	30	30	30		
New Nationals Attaining Consultant Status (assumes 20% attrition)						2	3	3	5	2	6	12	13	14	16	18	19	21	23	24	24	24			
Cumulative Count of National Consultants Available						2	5	8	13	15	21	33	46	61	77	94	114	135	158	182	206	230	254	254	
Total Count of Interns in Training (End of Fiscal Year)	2	6	10	15	16	22	33	45	57	75	89	98	108	119	130	138	143	147	148	148	148	148			
FIELD PERSONNEL NEEDS:																									
Field Coordinators Needed @ 25 lgs / coord.																									
Area Coordinators Needed @ 6 FCs / AC																									
Total LP Consultants Needed based on 4 lgs/consultant																									
Regional Training Coords @ 10 consultants / RTC																									

#### Assumptions:

1. Average length of NT projects: 8 years
2. Average length of initial Goal projects: 4 years
3. Average length of National Consultant training: 5 years
4. Total Projects in Progress (End of Year) = Total New Languages Entered + 4 Years of IG Projects + 8 Years of FS Projects - Project Suspensions/terminations + 4 Years for 75% of IG Projects that complete and transition to FS projects
5. Projections for language project suspensions / terminations each year are calculated based on 5% of New Languages Entered
6. One new National Consultant Training Start per 5 new languages
7. Consultant Training attrition rate of 20%
8. Percent of NT Languages that transition to OT Projects 50%
9. Length of 01 Projects that transition from Full Scale completions 6 years





*God's Word  
For Every Language  
—In This Generation*

**September 2008**

Roy L. Peterson  
President

**Mr. Bob Creson  
President  
Wycliffe Bible Translators USA  
11221 John Wycliffe Boulevard  
Orlando, Florida 32832**

Dear Bob:

**It is my privilege to communicate to you that The Seed Company is committed to full partnership in both the Last Language Initiative and Wycliffe's Last Languages Campaign.**

We are committed to partnering with the Last Languages Initiative in the development of comprehensive plans for Bible translation. Our involvement is being led by Henry Huang, Director for Strategic Partnerships and Larry Jones, Director for Field Programs.

We are also committed to presenting an integrated and complementary message to our funding and prayer constituencies. Jonathan Kern, National Director of Marketing will:

- Provide leadership on The Seed Company's messaging as it relates to Wycliffe's Last Languages Campaign
- Oversee the integration of the LLC brand with that of The Seed Company
- Coordinate Seed Company activities with the LLC's calendar of activities
- Serve as the primary point of connection between The Seed Company and LLC

Furthermore, in keeping with our investors' intent, we are committed to raising funds for all aspects of comprehensive plans.

We count it a privilege to join together with Wycliffe USA on this exciting journey.

Sincerely,  
  
Roy L. Peterson  
President



## Addendum 2 – Reference

### Policies Adopted by The Seed Company Board As of May 2007

#### Vision and Values Policies

<b>Policy 1999-01</b>	<p>The Board hereby approves the Vision and Core Values of The Seed Company. Everything The Seed Company does is to be in alignment with its Vision and Core Values. Only the Board can approve changes to the Vision and Core Values.</p> <p><b>VISION:</b> “Creatively networking God’s people around the world to translate the Bible into every language for His glory.”</p> <p><b>CORE VALUES OF THE SEED COMPANY</b></p> <ol style="list-style-type: none"><li>1. Honoring God in all we do</li><li>2. Valuing individuals and relationships</li><li>3. Committed to effective partnerships</li><li>4. Encouraging creativity and innovation</li><li>5. Managing for quality results</li></ol>
<b>Policy 2004-01</b>	<p>The Seed Company’s mission is to complete Bible translations in the heart languages of people without God’s Word through partnering with national colleagues; prayer supporters and financial investors; and like minded organizations. (This replaced all prior mission statements)</p>

#### Executive Limitation Policies

<b>Policy 1998-01</b>	The Board directs management to operate The Seed Company in an outcomes-oriented manner.
<b>Policy 1999-02</b>	It is the responsibility of management to negotiate and administer protocols between WBT and TSC that strike a reasonable balance between the interest and values of both entities and that are aligned with TSC values.
<b>Policy 2001-01</b>	The Seed Company is to align its goals, strategies, and programs in ways that will primarily contribute to the vision that by the year 2025 a Bible translation project will be in progress for every people group that needs it.
<b>Policy 2002-01</b>	TSC will not have TSC-supported members and will continue to use secondment from Wycliffe and possibly other organizations. TSC would only be open to becoming a member organization if compelling strategic reasons existed.
<b>Policy 2004-02</b>	TSC management is to sell any gifts of securities within two business days of receipt unless otherwise specified by donor.

## Addendum 2 – Reference

### Policies Adopted by The Seed Company Board

<p><b>Policy 2007-05</b> (replaces 2004-03)</p>	<p>The Seed Company Board of Directors instructs the CEO of The Seed Company to guard the financial health of the organization by operating within the following financial controls. By operating within these controls, The Seed Company shall be in a financial position to further its values and remain faithful to its partners.</p> <p>The Seed Company is to monitor the Financial Controls on a monthly basis and report on the controls at each board meeting. If one or more of the controls is out of compliance, the CEO will report monthly to the Executive Committee of the Board and present a detailed plan and timeline to the Executive Committee for getting back in compliance.</p> <p>1. Unrestricted Cash Balances: The Seed Company is to have at all times unrestricted cash balances equal to or more than four months of budgeted unrestricted expenditures (after taking into account any need for unrestricted cash to fund restricted project deficit balances).</p> <p>2. New Translation Project Starts: New projects may be started when one of two conditions exists: 1) investor commitments for the first two years of the project budget have been obtained or 2) the First Bible Fund has sufficient available balances to cover the first two years of the new project in addition to all other new projects being funded by the First Bible Fund; and when the total Translation Project Starts for the fiscal year do not exceed the planned project starts per the board approved strategic plan.</p> <p>3. Existing Projects with Deficit Fund Balances – The transfer of funds to projects that are not being funded by the First Bible Fund and that are not fully funded by investor commitments will be made from the Momentum Fund.</p> <p>At no time should total unfunded project balances (investment opportunity list plus the 20% allowance for uncollected project current-year pledges), excluding projects covered by the First Bible fund, exceed the following ratios of unfunded balances to Momentum Funds:</p> <ul style="list-style-type: none"><li>i. Beginning of the Fiscal Year – 4:1</li><li>ii. End of Q1 – 3:1</li><li>iii. End of Q2 – 2:1</li><li>iv. End of Q3 – 1:1</li><li>v. End of Q4 – 0.25:1</li></ul> <p>4. Unfunded Translation Projects - When a translation project reaches the end of its second fiscal year without at least 75% of its next year funding committed, then the project will be discontinued unless the Leadership Team has cause to support the project continuance. The CEO will annually report to the Board the progress and funding of ongoing projects. If the Project is to be discontinued, the CEO shall notify WBT and SIL six months prior to discontinuing the Project. Unless the Leadership Team or WBT or SIL extends the deadline of an at-risk project, the project will be suspended with no further transfer of funds.</p>
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**Addendum 2 – Reference**  
**Policies Adopted by The Seed Company Board**

**Governance Policies**

<b>Policy 2002-02</b>	Board members, who have a financial need, may submit for reimbursement any travel costs related to board functions.
<b>Policy 2005-01</b>	All Board terms are deemed to start on September 1 of the year the member joins the Board. For new Board members, meetings attended in the calendar year prior to September will not be counted in years of service or term limits.
<b>Policy 2006-01 (replaced 1998-02)</b>	The average age of non-slotted members of the Board of The Seed Company should be 50 years or less on an ongoing basis. This should be considered a highly valued goal, but not an absolute.
<b>Policy 2006-02</b>	The Seed Company embraces the Ends Statements of Wycliffe USA within the bounds of The Seed Company core values, and mission and vision statements.
<b>Policy 2006-03</b>	The Seed Company Chief Executive Officer will meet in person quarterly with the Chief Executive Officer of Wycliffe USA regarding business matters common to both organizations.
<b>Policy 2006-04</b>	The Seed Company Board Chair and Chief Executive Officer will report annually, in person, to the Wycliffe USA Board in accordance with an agreed upon reporting format.

## Addendum 2 – Reference

### Allocation of Time Usage

Roy Peterson

President/CEO

July 16, 2007—July 15, 2008

Function	07/16/06 -07/15/07 ACTUAL %	07/16/06 - 07/15//07 ACTUAL DAYS	07/16/07 - 07/15/08 ACTUAL %	07/16/07 - 07/15/08 ACTUAL DAYS
<b>Leadership/Administration</b> • Office Days, Leadership Team, Board Meetings, Staff Events	34.00%	126.00	31.00%	114.75
<b>Wycliffe/SIL Family of Organizations</b> • SIL, Wycliffe USA, Wycliffe Foundation, ICON 08, etc	9.00%	32.00	8.00%	30.25
<b>Development</b> • Time with NDOD, Investor Trips, Visits, Calls, Correspondence	15.00%	57.50	20.00%	73.25
<b>Corporation Representation/Public Relations</b> • Call 2 All, Forum of Bible Agencies, Table 71, Jesus Film Project	10.00%	37.50	11.00%	42.25
<b>Personal</b> • Weekends, Holidays, Vacation, Partnership Development	32.00%	121.00	30.00%	111.50
<b>TOTAL</b>	100.00%	374.00	100.00%	372.00
<b>Note:</b> I was away 84 nights or 23% during this reporting period. Rita was with me 27 nights or 32% during this time.				

**Addendum 2 – Reference**  
**Board Committee Assignments**

**Executive Committee**

Chairman, Vice Chairman, and Committee Chairmen  
(Roy Peterson)

**Development Committee**

Todd Peterson  
Ann McKusick  
Bob Creson  
(Mike Toupin and Jonathan Kern)

**Field Committee**

Mike Stoltzfus  
Freddy Boswell  
Mark Matlock  
(Larry Jones and Henry Huang)

**Business Committee**

Jeff Brown  
Judy Sweeney  
Bill Williams  
Lisa Cummins  
(Jay Reimer)

## Addendum 2 – Reference

### Job Descriptions of Board Committees

#### Executive Committee

The Executive Committee acts on behalf of The Seed Company Board on matters requiring Board attention between Board meetings.

- Whenever possible the Board will delegate matters to the Executive Committee to be addressed between meetings.
- Members of the Executive Committee:
  - Board Chair
  - Business Committee Chair
  - Field Committee Chair
  - Development Committee Chair
  - From time to time, additional Board members may be asked to assist the Executive Committee.

#### Business Committee

The Business Committee assists The Seed Company leadership and the Board with guidance and oversight of key financial, human resource, information technology, facility, strategic planning, legal, and other business matters including:

- financial reports, budgets, controls, and audits
- management of cash, investments, and debt
- human resources/organizational development philosophy, planning, and issues
- information technology planning
- facility planning and decisions (i.e. build, buy, lease)
- strategic planning annually, long-term and key measurements
- legal / risk management / business insurance issues

#### Field Committee

The Field Committee works to develop better understanding of Field operations, to ensure that Field operating plans reflect the vision and values of The Seed Company, and to provide counsel to The Seed Company leadership and the Board regarding:

- annual and three year translation goals
- annual and three year national translation consultant internship goals
- results and mid-course deviations
- evaluation / survey of impact in translation projects
- results of bi-annual SIL survey
- key personnel issues
- strategic partnerships
- significant field issues for Board input
- long-term strategic planning

**Addendum 2 – Reference**  
**Job Descriptions of Board Committees**

**Development Committee**

Reporting to The Seed Company Board of Directors, the Development Committee of the Board works with the National Director of Development and the National Director of Marketing to monitor that development and communications strategies are consistent with The Seed Company values and appropriate given the goals of The Seed Company, and to monitor stewardship of the resources being used to attain the goals.

Specifically the Committee:

- Meets prior to each Board meeting to review the report to the Board and review any pertinent strategic questions.
- Reviews fundraising, communications and prayer support performance against goal and reports to the Board at each Board meeting.
- Reviews and monitors development and communications reporting metrics for the Board.
- Provides input regarding development and communications aspects of the strategic plan.
- Supports development efforts of The Seed Company by helping engage the Board in activities such as: strategic events, hosting acquisition events, matching gift challenge, proposals, peer-to-peer “asks”, spokesperson, etc.

## Addendum 2 – Reference

### New Board Member Candidates

As of August 19, 2008

Candidate	Sponsor	Status
Abi (Ochs) Frederick	Judy	On hold for 1 year
Curtis McWilliams	Judy	No for now, follow up 2009
Lisa Wen	Ann	

## Addendum 2 – Reference

### Board Meeting Minutes

May 18-19, 2008

Boca Raton, Florida

**Board Members in Attendance:** Todd Peterson, Chairman, Rick Alvord, Freddy Boswell, Jeff Brown, Bob Creson, Ann McKusick, Mike Stoltzfus, Judy Sweeney, and Bill Williams.

**Absent:** Mark Matlock.

**Administration Present:** Roy Peterson, Roger Hanna, Jay Reimer, and Mike Toupin.

**Guests:** Lisa Cummins, Paul Edwards, Larry Jones, Linda Jones, Bernie May and Marian May.

**Recording Secretary:** Judy Sweeney.

**Devotional:** Rick Alvord spoke of God's faithfulness in his life and nine years of service on The Seed Company Board based on Acts 12:1-17. The devotional was followed by small group prayer time.

### Future Meetings

Date	Location	Devotions
Sept 16, 2008	Arlington, TX	Freddy Boswell
February 13-16, 2009	Retreat at Deer Valley, Utah	Todd Peterson
May 19, 2009	Arlington, TX	Judy Sweeney
September 15, 2009	Arlington, TX (changed)	Bill Williams
February 12-15, 2010	Antigua, Guatemala (changed)	Jeff Brown

### Minutes of the Meeting

The meeting was called to order at 12:45 p.m. by Todd Peterson, Board Chairman.

**Chairman's Remarks** – Todd opened the meeting and expressed his gratitude to those who had gone before us and his desire to give his all to serve the Lord in this role. He indicated a desire to spend more time praying and to place more emphasis on the committees of the Board. Todd urged each person to serve in their areas of giftedness and passion.

**Minutes** – Jeff Brown moved and Rick Alvord seconded the approval of the minutes of the February 2008 Board meeting as submitted. Motion carried unanimously.

**President's Report** – Roy Peterson started his report by thanking the Lord and all the people who have made the President's Forum event preceding the Board meeting a wonderful experience.

Roy reported The Seed Company has engaged in 50 new projects to date this fiscal year, and could reach 60 to 70 projects by fiscal year end, due in part to the End-to-End partnership. Sometime in FY 2009 The Seed Company will reach the 500th translation project in which it has been involved. It was suggested by Freddy Boswell, that this milestone is something that should be celebrated within the family of organizations and with The Seed Company's partners. Roy reported specifically on two projects that are working to contextualize the scriptures for Chinese and Arabic Muslims.

Roy urged the Board to prayerfully consider what God is asking of The Seed Company in these times of convergence. The vision that is flowing from the Last Languages Campaign across the family of organizations is resulting in a new urgency and a greater desire to see all languages started. There is great praise for all that God is doing globally on both the fund development and the language sides of The Seed Company business model.

The Seed Company is working with an outside agency, Global Scripture Impact (GSI), to develop a way to measure scripture impact. Triaxia Partners is going to work with The Seed Company's leadership team to

## Addendum 2 – Reference

### Board Meeting Minutes

identify opportunities to re-engineer The Seed Company's processes to increase efficiency and effectiveness in Bible Translation.

**Challenges:** Roy returned from Thailand with a thought of how do we keep up with the potential rapid growth that God may be bringing to The Seed Company. What is the rebirth/new movement that God has for us? Roy spoke of the need to be dependent on Him and to listen to His guidance. Two key areas need to be ready – field team and development team.

A period of discussion on the excellent Board report followed.

**Finance Report** – Jay Reimer reviewed the financial reports from the Board report and responded to questions. The report shows tremendous blessing from the Lord this year. Contribution goals for the year have been met with 4 months left in the fiscal year and expenses are in line with expectations. All financial governors are met. It was requested that when bringing the budget assumptions to the Board next year, that assumptions be compared to prior year numbers.

**Committee Meetings** – The Business Committee, Field Committee and Development Committee all met for 45 minutes during the meeting. Todd asked each committee chair to convene a telephonic committee meeting no later than June 6, 2008 and report in September 2008.

**Strategic Planning Discussion** – The assumptions for the FY 2009 budget were discussed based on the 3-year plan goals – engage in 225 new translation projects; complete 100 translations managed through a criteria driven process; and implement creative models for translation. The following inputs were affirmed as a basis for the budget to be presented to the Board in September:

- 75 new language projects
- 16 new consultant trainees
- \$8 million in contribution income
  - 750k for unrestricted income
  - \$500-\$600k for One Verse
  - \$2.75m pledged or received, including \$500k from ABS partnership

The plan recognizes the likely impact of the Last Languages Campaign and the Counsel and Capital opportunity.

**Thought Partnering** – Marian May reviewed the KOLBE and CARE profiles of the Board members and how understanding the individual profiles can allow the Board members to work more effectively together and with others. She ended her presentation with a reminder from 1 Corinthians 12 that we are all members of one body and each person's giftedness is needed to complete the task.

**Executive Session** – The Board met in executive session to discuss compensation models.

**Adjournment** – The Board adjourned at 5:45 p.m. until the next morning.

### Continuation of Board Meeting Minutes

May 19, 2008

The meeting was called back to order by Todd Peterson, Board Chairman at 8:00 a.m. Todd gave a brief devotional and asked the group to consider, "Do I delight in the law of the Lord? Do I allow God to be a shield so that the glory is reflected back on Him?" Mike Stoltzfus opened in prayer.

## Addendum 2 – Reference

### Board Meeting Minutes

**Last Languages Campaign** – Bob Creson and Paul Edwards, Executive Director of the Last Languages Campaign, gave a compelling presentation regarding the Campaign. Paul asked The Seed Company to:

- Participate in the marketing and campaign branding
- Leverage Last Languages Campaign materials
- Educate and engage new communities, especially through One Verse
- Consider adopting a 10-year (\$200 million?) goal as part of the Last Languages Campaign
- Pray for the Campaign
  - God's will be done
  - Unity within the family of organizations
  - Favor
  - Protection and stamina
  - Personally participating

During a question and answer period, Paul clarified that monies raised by The Seed Company are all counted toward The Seed Company's contribution to the Last Languages Campaign. Bob and Freddy discussed the prayer support for the Campaign. Freddy has a vision of a 24/7 worldwide prayer time for the Campaign until it is done.

**The Seed Company's Translation Model** – Roy presented an overview of the Luke Partnership translation project approach worldwide, with an emphasis on the cluster approach used in translations in Nigeria. This model has played a significant part in the Bible translation acceleration in this decade and could be strategic for replicating into more countries and more translation projects in the future.

Roger Hanna gave a presentation on measuring scripture impact of The Seed Company translation projects. The study will examine what The Seed Company can do differently to maximize the impact of the scriptures translated. The project will define impact as changed lives, culture, growing church, growing use of scriptures, worldview change, missional changes, etc. The initial study will be conducted with Global Scripture Impact (GSI) of the American Bible Society, which will provide third party validation and an outside independent view of the work. A desire was expressed to ensure the findings from the study can be used to improve The Seed Company processes for future translations.

**Executive Session** – The Board convened in executive session to continue discussions on compensation models.

**Board Development** – Lisa Cummins' Board candidacy was discussed. Judy Sweeney moved, and Ann McKusick seconded that the Board invite Lisa to join immediately for a three year term beginning September 2008. Motion carried unanimously. Lisa accepted the offer to join the Board and to begin her term of service immediately.

Roy talked about Board growth and urged the members to think about new Board candidates to carry the organization to the next level. Todd urged people to continue to work to identify possible Board candidates. Todd and Jeff have each identified individuals and will seek to determine their interest prior to the September Board meeting.

**Meeting Evaluation** – Mike Stoltzfus asked everyone to complete a meeting evaluation form.

**Adjournment** – The meeting was adjourned at 11:45a.m.

**Attachment to Minutes:** Motion made between Board meetings, to amend list of Board Officers

## Addendum 2 – Reference

### Attachment to Minutes of The Seed Company Board Meeting May 18-19, 2008

#### Motion to Amend List of Board Officers

*Moved by Judy Sweeney and seconded by Todd Peterson that the list of officers of The Seed Company for the remainder of the current Fiscal Year and Fiscal Year 2008-2009 be amended to reflect Jeff Brown as the Corporate Secretary and Jay Reimer as the Treasurer.*

*Passed through email by: Rick Alvord, Jeff Brown, Bob Creson, Ann McKusick, Todd Peterson, Judy Sweeney, Bill Williams.*

*Date: April 30, 2008*

Thus the motion, Election of Officers, which appeared originally in the Board Minutes of February 12, 2008, on page 8, is amended to read:

#### Election of Officers

*Moved by Mark Matlock and seconded by Ann McKusick to elect the following Seed Company officers for the remainder of FY 2008 and for FY 2009:*

Chairman of the Board:	Todd Peterson
Vice Chairman:	Mike Stoltzfus
Treasurer:	Jay Reimer
Secretary:	Jeff Brown

*Passed unanimously.*