



ATHLETES IN ACTION : ANNUAL REPORT

**BUILDING**

2014

*spiritual  
movements*

**EVERYWHERE...**





...through the  
*platform of sports*  
so that everyone  
knows someone  
*who truly follows Jesus*

#### MATTHEW 28:19-20 (ESV)

“Go therefore and make disciples of all nations, baptizing them in the name of the Father and of the Son and of the Holy Spirit, teaching them to observe all that I have commanded you. And behold, I am with you always, to the end of the age.”

#### TABLE OF CONTENTS

Letter from the President.....	2
Key Strategic Objectives .....	4
New Expanded Ministry Model .....	6
Sending Nations.....	8
Partnerships Advance Gospel .....	10
Building Sustainable Ministry .....	11
Life Change on Campuses .....	12
Multipliers .....	14
Board of Trustees .....	15
Financial Report.....	16
Key Measurements.....	17



## MARK HOUSEHOLDER

# LETTER FROM THE PRESIDENT

**A**thletes in Action has great opportunities now and into the future because of our vision of connecting people to the God who loves them through the sports they love.

I could not be more hopeful for the future of Athletes in Action.

First of all, God has shown great favor to our mission because He is passionate about every person on earth hearing the good news of Jesus. Our vision and mission reflect the essence of the Great Commission to “go, and make disciples of all the nations.” As we stay connected to the heart of God and seek Him as our first priority, we can be assured of His leading into the future.

Secondly, sports continues to grow in influence in cultures around the world. There are at least eight versions of ESPN in addition to radio and print media! The same media that tell the tragic story of an athlete or coach making a poor choice also tell the story of an athlete or coach proclaiming the life-changing message of the gospel of Jesus Christ.

Finally, our organization has a plan. We follow the timeless truth found in Proverbs 16:9, “The mind of man plans his ways, but the Lord directs his steps.” Our organizational plan centers around seven Key Strategic Objectives (KSOs) which represent huge faith goals and organizational opportunities to make the biggest possible impact around the world.

Enjoy the stories of athletes God has given us the chance to work with around the world.

All for Jesus,

  
Mark Householder



AIA President Mark Householder (pictured with his wife Marianne) has served with AIA for 32 years



Mark and John Harbaugh met in 1989 at the U. of Cincinnati where John was an assistant football coach and Mark was the AIA campus director



Baltimore Ravens coach **JOHN HARBAUGH** has made a spiritual difference in many lives by using our training and Bible study methods for discipling athletes and influencing them toward the gospel.

Shortly after John Harbaugh was hired at the University of Cincinnati, he met Mark Householder who was serving as the AIA campus director there. John says, “One of the things that’s so important is the people God puts in your life. It’s the relationships, and God has a plan for those relationships. God put Mark in my life because Mark was going to teach me things that I would need 20 years later. There has to be somebody in your life to mentor and help you. Then you have to ask, ‘Whose life is God putting me in?’”

Mark reflects, “John has had great success in bringing others to Christ, achieving significant visibility in the NFL along the way — a level of prominence not exactly diminished when their team, the Baltimore Ravens, won the 2013 Super Bowl!”

John Harbaugh, Coach of the Baltimore Ravens



Photo courtesy of the Baltimore Ravens

# AIA EXECUTIVE TEAM

## KEY STRATEGIC OBJECTIVES

### BY JULY 2015

#### 5 GLOBAL ACCELERATION

- Develop national leadership in 5 of our “priority countries”
- Successful launch of Brazil Project for new Expanded Model for AIA International



#### 75 CAMPUS EXPANSION

- Continue to build momentum and accelerate growth toward movements in 1,500 athletic departments
- Increase by 75 net campuses



#### 22 NEXTGEN LEADERSHIP

- Significantly increase leadership capacity for current roles and prepare leaders for future roles
- Engage with and train 22 current staff members

#### 250 RECRUITING

- Dramatically grow the number of staff to support current needs and future growth
- 250 new staff members

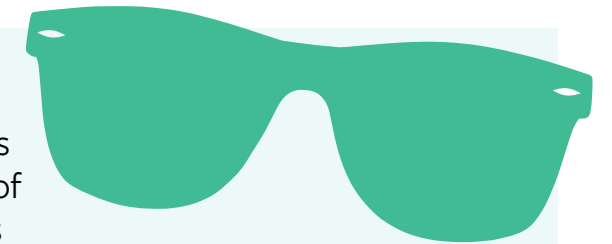


WE ARE TRUSTING THE HOLY SPIRIT AS BOTH THE

The AIA executive team has identified seven objectives for our ministry which will enable us to expand our reach to accomplish the Great Commission. Striving for these objectives will require faith in God to accomplish what only He can do.

#### LENSES INSTITUTE

- Continue to develop AIA staff and partners to be cross-cultural learners and ministers of the gospel in the diverse world of athletics
- Offer the Lenses Institute as a gift to the body of Christ
- Every AIA staff member completes the Institute training



2015

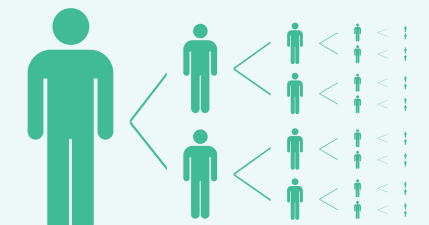
#### FINANCIAL STEWARDSHIP

- Continue to increase financial capacity and margin to supported staff, department operations, shared services and Game Changer initiatives
- Increase revenue by \$14.5 million by 8/31/15



\$14.5 million

#### 10000 MULTIPLIERS



- Accelerate future growth by initiating a change process that embraces volunteers and partners in our mission
- 10,000 multipliers by 2015
- 1,000,000 multipliers by 2020

INSPIRATION AND THE ENABLER OF THESE GOALS



## GLOBAL ACCELERATION

# NEW EXPANDED MINISTRY MODEL

Sports ministry provides the greatest opportunity in our time for global evangelism and creating sustainable discipleship movements through national staff and volunteers who can use the platform of sports to connect with the lost and reach their communities and their nations for Christ.

AIA currently has staff and ministry in 40 countries and a presence (contacts with active volunteers) in about 20 additional countries. We are using a new model of ministry that can help us create breakthrough momentum for reaching the entire world. The new expanded model seeks to empower the body of Christ in a nation to reach their country, their continent, and the world.

### THE NEW EXPANDED MODEL HAS FOUR COMPONENTS:

- Reaching top sports influencers
- Empowering churches to reach their communities
- Utilizing media
- Leveraging global sporting events

Brazil became the perfect choice to begin to build the new expanded model. It hosted the 2014 World Cup and has the Olympics in 2016. Our focus is not about 2014 and 2016, but 2017 and beyond.

The World Cup was the beginning. It helped create a high-momentum launch for this strategy. The church sports movement took hold in eight of the cities hosting World Cup games. City coordinators trained 2,639 volunteers from 351 churches.

## FAN ZONE OUTREACH PARTIES CAPITALIZED ON THE EXCITEMENT OF THE SOCCER GAMES TO SHARE THE GOSPEL IN 8 OF THE 12 HOST CITIES.

They led 66 AIA church fan zones in the eight cities. Before this year we did not have any ministry with churches in Brazil, and only a handful of volunteers. Now, due to the World Cup and the fan zone ministry, many churches have caught

the vision and passion for using sports ministry to reach their communities.

The media component played a key role in the Brazil strategy utilizing *The Prize* film. This high-quality film was shown and handed out in the fan zones and also in a special partnership with the Brazilian Bible Society. Additionally, the film was broadcast on national television in numerous countries including several in Northern Africa and the Middle East. Now that the World Cup is over, the local city coordinators and their volunteers are training the churches in how to use sports in their communities for continued evangelism and discipleship. Our vision is to see these churches and volunteers expand movements in 27 cities by the time of the Olympics and continue to multiply.

Success in Brazil will propel sports ministry movements around the world. By 2025, we hope to have more than 100,000 volunteers serving with AIA in the 250 largest cities of the world.



An estimated 800,000 Brazilians were exposed to the gospel through *The Prize* film. It was also broadcast on national TV stations to 300 million Arabic speakers in Northern Africa and the Middle East and 77 million Turks. At one church in Madagascar, 800 people placed their faith in Christ after viewing *The Prize* during the opening ceremony.



"The Fan Zone strategy helped the church see that when we use sports, it becomes so natural to share the gospel," Rogerio, regional coordinator in Brazil.



Joga Limpo Brasil, a coalition of churches and organizations is helping promote sports ministry for the World Cup and the Olympics. The Brazil Bible Society, our official partner and distributor of *The Prize* in Brazil promoted the film with their network of 60,000 churches.

## JESUS FILM APP AND THE PRIZE

Through a partnership with the Jesus Film, another Cru ministry, contents from *The Prize* is available on the Jesus Film free downloadable app. The high-level soccer players featured in the film attracted many viewers through short clips available in 45 different languages. This partnership has allowed the Jesus Film ministry to broaden its current audience and allowed AIA the use of technology that we previously did not possess. So far, we have been able to reach people in 161 countries with *The Prize*, and 193,826 minutes of the film were viewed through internet and download applications.





## CANADA



AIA Canada, which has existed longer than any other AIA ministry outside the U.S., has a strong university ministry which sends mission projects globally. Canadian laborers are reaching people with the gospel in Africa, Europe and Latin America.

## NETHERLANDS

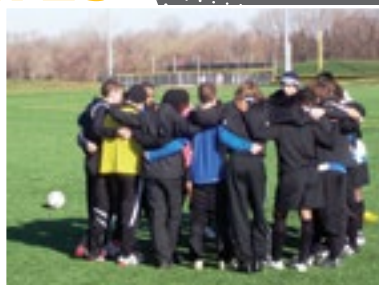


Photo: Matthijs Den Dekker, AIA Holland.

For years, the Netherlands has pioneered the strategy of training churches to use the platform of sports to reach their communities for Christ. For the 2010 World Cup, AIA Holland planned "Road to Africa" outreaches and also worked in Brazil for the 2014 World Cup. It is in the Dutch AIA DNA to reach the Netherlands for Christ and to resource the world. In a ministry which only started in 1996, approximately 40 staff are sending hundreds on global projects each year.

## UNITED STATES

Athletes in Action hosted more than 80,000 guests from across the country this past year for camps, retreats, conferences and team-building initiatives at our Sports Complex and Retreat Center. By providing teams food service, overnight accommodations, training locations, meeting rooms, Challenge Course activities and guest speakers all in one location, Athletes in Action can accelerate the mission of building spiritual movements through the platform of sports.



## AROUND THE WORLD SENDING NATIONS

Jesus called us to be His witnesses to the remotest parts of the earth. Equipping ministers of the gospel from "sending nations" builds capacity around the globe.

## SOUTH AFRICA



South Africa has had sports ministry longer than almost any other nation outside North America. It has long been in the plans of the leadership of AIA South Africa to reach their region and the continent with the gospel. This ministry, which has multiple generations of disciples, is positioned and responsible for sending laborers into the harvest field.

## TODD PETERSON

# PARTNERSHIPS ADVANCE GOSPEL

**P**ro Athletes Outreach (PAO) chairman Todd Peterson invests some of his L.I.F.E. (Labor, Influence, Finances, and Expertise) with Athletes in Action. Peterson, a 13-year NFL veteran does this because, in his words, “Sports ministry works.”

“Sports is a universal language,” says Peterson. “AIA is raising up people who can proclaim the gospel to the seven billion people in our world who talk sports. There are few investment opportunities that you could consider where you know that the mechanism for the delivery of the gospel is as guaranteed as this one.”

**GOD USED THESE CHAPLAINS, MOST OF WHOM WERE WITH AIA, TO TEACH ME THINGS I NEEDED TO LEARN AND RESOURCE ME.**

Having been first introduced to AIA at the University of Georgia during his collegiate career, Peterson went on to play professional football. There, as with many players in the NFL, he was thankful to be mentored and resourced by team chaplains, most of whom were with AIA. Peterson now serves as chairman of Pro Athletes Outreach (PAO). Today, PAO and AIA have teamed up to equip athletes for evangelism and discipleship both on and off the field.

## PROFESSIONAL ATHLETES AND THEIR FAMILIES FACE TREMENDOUS PRESSURE AND STRESS.

### NFL Player Statistics

- 3 ½ year average career
- 37 arrests in the 6-month 2013 offseason
- 35 were violent crimes
- 81% of those who were arrested were from broken homes
- 60-80% of marriages end in divorce



Photo courtesy of Todd Peterson

Sixty-four percent of Americans believe pro athletes have more influence in our society today than do professional clergy. (2013 Barna Group study)

According to Corwin Anthony, director of AIA's Pro Ministry, “We want to reach athletes with the gospel of Christ so that their influence in culture can be positive. We are training and building these athletes to reach millions.”

## GLOBAL SPORTS TEAMS

# BUILDING SUSTAINABLE MINISTRY AROUND THE WORLD

**T**he effectiveness of winning people to Christ, building them up in their faith and sending them out into the world is exemplified in the ministry AIA is doing through global sports teams.

Over the past year 33 competitive teams went to 23 different countries to build spiritual movements everywhere through the platform of sports. Through competition, sharing of testimonies and interaction with local communities, countless lives were changed, international and national alike. As we continue to send these teams, we are trusting God for three primary outcomes: global evangelism, movement building and equipping athletes.

The primary initiatives of global sports ministry are pioneering, advancing and follow-up. We currently have a presence in 60 countries and are trusting God for more. We are pioneering in six new countries which are resourcing and training volunteers to move the ministry forward. In countries where AIA already has a presence, we advanced the ministry through equipping and resourcing the national staff. We're dependent upon God to raise up laborers for Christ around the world as we work toward developing Christ-followers on every team, in every sport, in every nation.

Global Sports Director Eric Nelson says, “Our focus is making disciples within the context of sport and developing sustainable ministries in the countries we go to. We play a role in their on-going plans of building strong teams so they can extend ministry beyond their borders. Our 40 staff members focus on building movements in countries and on campuses through disciple-making and resourcing people.”



Clark Kellogg (background center) and Nick Kellogg (front center) enjoyed father-son bonding during the Ivory Coast basketball tour.

## CLARK KELLOGG

Former Ohio State/NBA player and current CBS analyst Clark Kellogg and his son Nick were able to participate on a tour to the Ivory Coast. Clark assisted at practices, added valuable insight and personal experience for the players and was featured in a national symposium addressing “The Role of Sport in the Development of a Nation.”

“Having Nick on the trip was priceless. It was as rich a moment as I've had in my life,” Clark shared. “Personally, I have a greater appreciation for the work of AIA. There is a tremendous willingness to be clay in the Potter's hand – helping others to know God and helping others help others to know God.”



Clark Kellogg, CBS Sports Analyst



## NATIONAL CAMPUS LIFE CHANGE ON CAMPUSES

The behavior and attitudes of athletes shape culture and set the moral standards for the next generation. AIA identifies, develops, and empowers these athletes to be Christ-like leaders on their teams, their campuses and in their communities.

### EXPANSION TO EVERY CAMPUS

Athletes in Action is trusting God to build spiritual movements in every athletic department so students can know Jesus personally and experience His good plan for their lives. Our two-year campus ministry expansion plans focus on schools in urban areas and Historically Black Campuses and Universities (HBCUs).

Additionally, we are encouraging students mature enough in their faith to become “campus multipliers.” Staff members provide ongoing discipleship and evangelism as these multipliers learn to share their faith with others.

**UTC MADE ME A BETTER PERSON AND TAUGHT ME HOW TO LEAN ON THE LORD WHEN TIMES ARE ROUGH BECAUSE HE WILL ALWAYS SEE ME THROUGH THE STORM!**

**TREVIN WADE**, alumnus of University of Arizona and now with New Orleans Saints



## THESE OPPORTUNITIES TRANSFORM THE LIVES OF COLLEGE ATHLETES AND OFTEN ARE THE CATALYST TO MAKING LIFELONG DISCIPLES OF CHRIST.

### CROSS-CULTURAL TRAINING

Our current two-year expansion project encompasses training for all AIA staff members in cross-cultural ministry through our Lenses Institute. Lenses is a five-day intensive program developed to address the mind, heart and will, and to look at a biblical picture of cross-cultural ministry and racial unity in God’s kingdom.

### STUDENT LEADERSHIP DEVELOPMENT

We continue to offer multiple opportunities for college athletes to grow in their faith, develop as leaders, and share the gospel. Every year we encourage students to attend life-changing summer camps or serve on 3-8 week summer mission teams.

One of AIA’s most effective summer options for athletes to grow spiritually and athletically, is the high-intensity Ultimate Training Camp (UTC). Athletes learn biblical principles on how to integrate their faith into their sports.



More than 375 students from around the country participated in the high-intensity Ultimate Training Camps (UTC) held in three states and five international locations. Some students return to unstaffed campuses with spiritual fire, and they start AIA ministries there.





# MAYA MOORE MULTIPLIERS

Since 1966, Athletes in Action has used the platform of sports to bring people everywhere closer to Christ. Cru has created the 2020 Global Initiative to establish 10 million multiplying disciples, and AIA is well-positioned to help. In the U.S., we have key staff members and volunteers in partnership with 220 college campuses. Internationally, we have a presence in 60 countries. We work directly with 30 pro sports teams, and have a particularly strong bench in both the National Football League and Major League Soccer. Our goal is to have ambassadors for Christ on every team, in every sport, in every nation. But we cannot do this alone. We will never have enough staff members to accomplish this goal. We must build multiplying disciples.

**I'M GRATEFUL FOR THE STAFF AND FRIENDS CONNECTED WITH AIA WHO HAVE HELPED ME LEARN HOW TO SHARE GOD'S LOVE AND TRUTH MORE DEEPLY.**

Maya Moore's involvement with AIA at UConn helped her see what it looked like to live out and share her faith. "Before college, I'd never really looked for opportunities to talk to others about God," Moore explains. "I started embracing God's promptings to continue to grow in sharing my faith."

The summer after her freshman year Moore attended AIA's Ultimate Training Camp (UTC), a high-intensity camp for college and pro athletes which she describes as "life-changing." The next two summers, she interned at the camp which helped her feel resourced to go back and lead a Bible study on her campus; she gained confidence to lead spiritually and pour into her teammates, and has continued to do that in the WMBA. Moore continues to serve with UTC, Skyping in each year to address the campers. She is sharing her faith on radio shows, in her church and at conferences. She knows she has opportunities in China too, because she is a superstar there. Maya is involved



Maya Moore (holding basketball), forward for the Minnesota Lynx (WNBA) and for the Shanxi Flame (Chinese league), WNBA top draft pick of 2011, winner of two NCAA championships at UConn, a Women's Chinese Basketball Association championship, an Olympic gold medal in 2012, two WNBA Championships and the 2012 Finals MVP

in multiplication by investing her time, herself and her influence for the kingdom of God.

We need to continue to invest well so that every athlete who attends UTC has a kingdom vision that does not just end with him or her. The return on our investment is their impact for God's kingdom. We're giving so others can give to God's kingdom in return.

# MEMBER SPOTLIGHT BOARD OF TRUSTEES

**SEEING HOW THE LIVES OF THESE STUDENT ATHLETES ARE BEING CHANGED CAUSES ME TO WANT TO BE MORE INVOLVED AND MAKES ME WANT TO SHARE MY FAITH.**



Photo courtesy of the University of Kentucky Athletic Department

Mitch Barnhart, University of Kentucky Athletic Director and the newest member of our board of trustees allows us access to 700 athletes, helps with fundraisers and serves on mission projects with his athletes. "Athletes in Action not only reaches athletes, but uses the platform of athletics to spread the gospel, and hopefully, to change generationally where we're headed. I'd like to see more athletes on our campuses brought to Christ and sent out to find their own mission fields where they can serve the body of Christ."

## BOARD OF TRUSTEES

- R. Philip Sarnecki**  
Chairman,  
AIA Board of Trustees Managing Partner,  
Northwestern Mutual CEO and President,  
RPS Financial Group Inc.
- Mitch Barnhart**  
Athletic Director,  
The University of Kentucky
- Keith Blankemeyer**  
Principle Partner, CFO, Coons Advisors
- Randy Creech**  
Former CEO, Akey Corporation
- Mike Ellison**  
Owner and President,  
Ellison Surface Technologies
- Rob Gluskin**  
Managing Partner,  
Gluskin Investment Partners

- Michael Grady**  
Former CFO,  
Pinnacle Development Group LLC
- Mark Householder**  
President, Athletes in Action
- Kenya Jackson**  
Vice President,  
Marketing Operations, Target
- Dr. Madeline Mims**  
Four-time Olympian,  
Gold and Silver Medalist,  
Singer, Speaker, Chaplain, Ambassador
- Dr. René Rochester**  
CEO, Urban SET Inc.
- Bud Schindler**  
Emeritus President,  
Legacy Ministries International (LMI)
- Steve Sellers**  
Vice President, Cru

## BOARD EMERITUS

- David R. Hannah**  
Founder, Athletes in Action  
Founder and Chairman, Lift Up America
- Anthony Muñoz**  
NFL Hall of Fame
- INTERNAL DIRECTORS**
- Corwin Anthony**  
National Director, Pro Ministry
- Dave Browne**  
Executive Director, Business Services  
Former Chairman, Family Christian Stores
- Jerry Dendinger**  
Vice President, Ministry Operations
- Anthony Johnson**  
Director, Pro Ministry, Jacksonville
- Dave McDowell**  
Vice President, Development

## REPORT OF MANAGEMENT

As members of the Evangelical Council for Financial Accountability (ECFA) and as Christ-followers, it is our goal to responsibly steward the funds entrusted to us by God for the accomplishment of His purposes. Through our partners in ministry, God has graciously provided the funding necessary for meeting the expenses of Athletes in Action's ministry around the world in fiscal years 2012-2013.

Each area of the ministry is responsible for raising funds, and for careful planning and controlled spending. Internal controls maintained by AIA safeguard assets from loss or unauthorized use and ensure that financial transactions are properly authorized and recorded in order to allow accurate financial reporting.

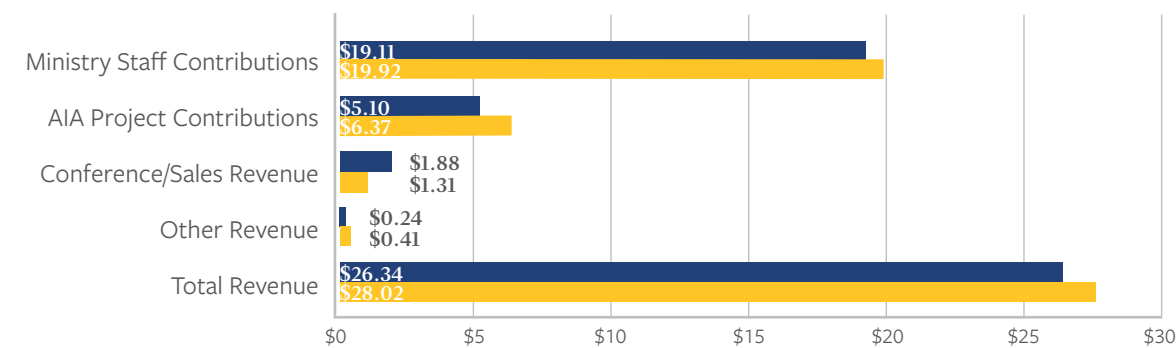
Athletes in Action is grateful for your generosity as we strive to fulfill the Great Commission together. Thank you for helping make the good news of the gospel available to millions and for your partnership in winning people to Christ, building them up in their faith and sending them out as salt and light in a dark world.

Aaron Neff  
DIRECTOR OF FINANCES  
ATHLETES IN ACTION



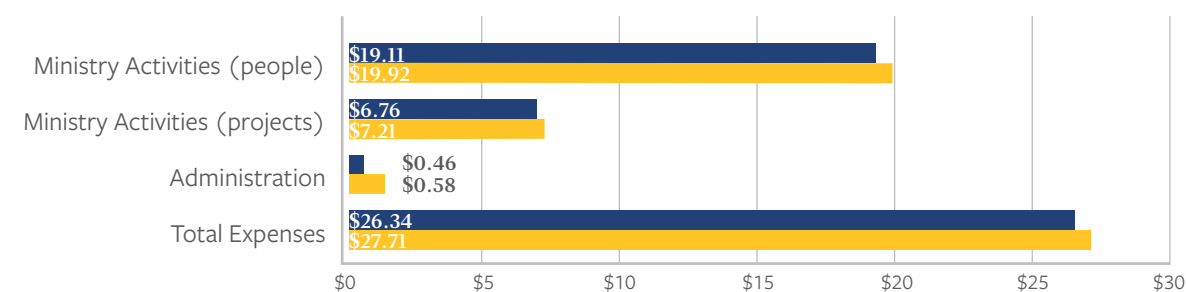
## REVENUE

2012 2013 (totals are listed in millions of dollars)



## EXPENSES

2012 2013 (totals are listed in millions of dollars)



Net Income \$ 0.31

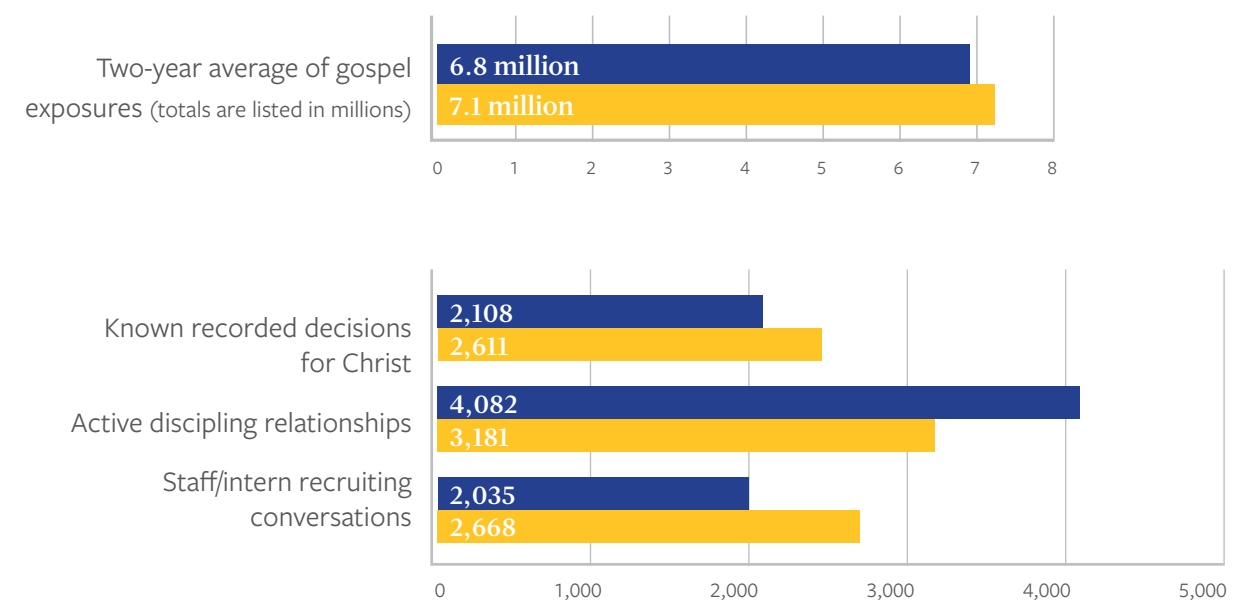
HOW, THEN, CAN THEY CALL ON THE ONE THEY HAVE NOT BELIEVED IN? AND HOW CAN THEY BELIEVE IN THE ONE OF WHOM THEY HAVE NOT HEARD? AND HOW CAN THEY HEAR WITHOUT SOMEONE PREACHING TO THEM? AND HOW CAN ANYONE PREACH UNLESS THEY ARE SENT? AS IT IS WRITTEN:

**“HOW BEAUTIFUL ARE THE FEET OF THOSE WHO BRING GOOD NEWS!”**

ROMANS 10:14,15 NIV

## MEASUREMENTS

2012 2013  
(average of 2012 and 2011) (average of 2012 and 2013)





**WE HAVE AN  
OPPORTUNITY TO**

*invest our lives,  
our time, our talent,  
and our treasure*

**TO HELP FULFILL  
WHAT OUR LORD  
CAME INTO THIS  
WORLD TO DO AND  
COMMISSIONED US  
TO DO...**

*“Be My witnesses.”*

**DR. BILL BRIGHT**

FOUNDER, CAMPUS CRUSADE FOR CHRIST (Cru)

