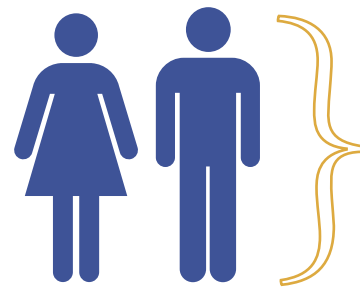




Athletes in Action

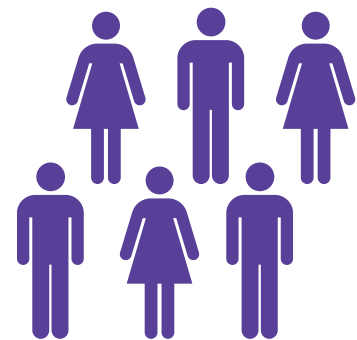
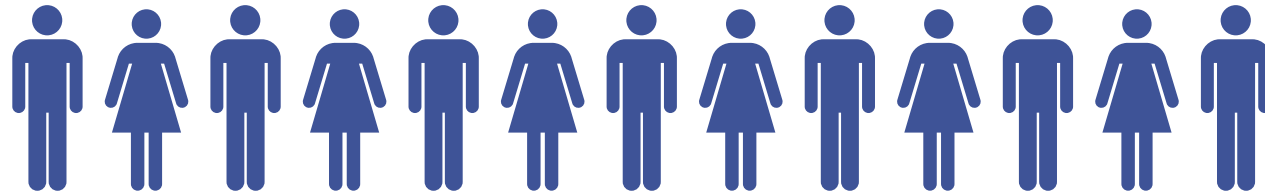
annual report: 2011





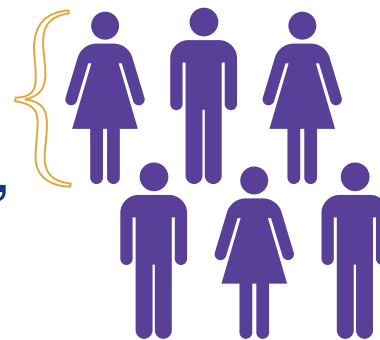
Christ followers on every team,
every sport, every nation

15 of the countries AIA works with speak English



Cristo seguidores
de cada equipo,
todos los deportes,
todas las naciones

12 speak Spanish

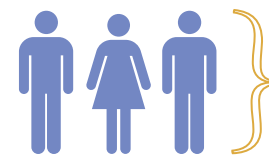
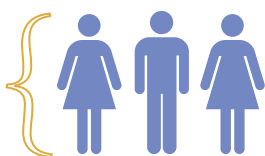


Les disciples du Christ à
chaque équipe, chaque
sport, chaque nation

10 speak French

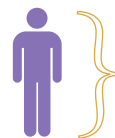
Christi Anhänger
auf jedes Team, jede
Sportart, jedes Volk

3 speak German



Christus volgelingen
op elk team, elke
sport, ieder volk

3 speak Dutch



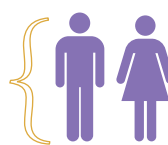
Христос последователей на каждой команде, каждый
вид спорта, каждая нация

2 speak Russian



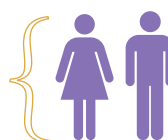
Os seguidores de Cristo
em cada equipe, cada
esporte, cada nação

2 speak Portuguese

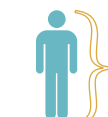


Urmașii lui Hristos pe
fiecare echipa, fiecare
sport, fiecare națiune

2 speak Romanian



22 country-specific
languages are
spoken in areas where
God has led AIA.



A Letter From the President

I could not be more hopeful for the future of Athletes in Action than I am right now!

Why I am so hopeful?

First, our vision is compelling, global and greatly challenging. It calls us to believe God in radical ways. But it simply reflects the heart of God. From Genesis to Revelation, **every person** is on the heart of God. You can see our vision statement printed in multiple languages on the adjacent page. The Lord wants His love and truth to reach every person in a very personal way. As we continue to seek the heart of God and to ask for His help in the fulfillment of this vision and mission, we can have the confidence that God and all of the resources in heaven are for us. In our strategic planning efforts over the past year, we have made great progress in clarifying our plans and goals in the years to come.

Secondly, the Athletes in Action team is coming together as we have called the organization to enter into a season of unusual cooperation. It's based on the passage in Philippians 1:27 where Paul exhorts the believers to live "with one mind striving together for the faith of the gospel." In the past year we have worked hard to envision a future that can only be accomplished with AIA working together to build deeper and stronger relationships and to address some of the historical issues that have kept us more isolated. We only have a legitimate shot at "every" if everyone in AIA comes together and displays unusual cooperation. The recent progress that we have made is making a difference toward our mission.

Thirdly, the opportunities to make a difference around the world are unprecedented! Have you looked at the sports page recently? It reads like the front page! Have you watched ESPN lately? It's like



Mark Householder
PRESIDENT, AIA

watching the nightly news! Every sad and disheartening story represents an opportunity for the gospel to make a difference. And the last time I checked, the global platform of sports continues to shape and impact nations and cultures. Our staff members, interns, associates and trained volunteers are not lacking opportunity to proclaim the good news of Jesus Christ. In the past five years we have told the story to over 500 million people!

By the grace of God, we have had a very good year! Our Board of Trustees, LIFE partners and parent ministry of Campus Crusade for Christ have all been incredibly resourceful to us. Moving forward, our challenges are great. But far greater than our challenges are the resources we have with the Lord and others.

Thanks for your part in the work of Athletes in Action!



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New Campus Work

Staff Finding Open Doors

Athletes in Action staff member Bret Nathaniel set out on the campus of Kentucky State University to learn more about reaching student athletes there. God was faithful, and the lessons have been plentiful.

Nathaniel is the local leader in Lexington, Ky, and a 16-year staff member with AIA. But in Feb. 2011, Nathaniel finally decided to quit *planning* to go to the historically black university just 20 miles away and actually *go*.

"It was pretty convicting, actually," he says. "In 13 years, I had been there half a dozen times, and this school was almost in my backyard. There had been some ministry there but nothing established for athletes."

As a local leader challenged to expand his reach past the Division I schools and recognizing AIA's intentionality toward outreach and recruiting cross-culturally, Nathaniel felt it was time. What he found was refreshing, starting with coaches who were open to conversations about bringing a positive message to their athletes. One was Coach Wayne Dickens, head football coach, who was not only open to AIA's presence but he was also familiar, having been involved in AIA while in San Diego.

"He was just wide open to us, and there has always been an openhandedness with coaches for setting up team meeting times and time with athletes," Nathaniel says. "We've had a healthy appreciation for how open they've been with us."

He learned on his first visit that KSU had just received approval to begin a Fellowship of Christian Athletes student group on campus four days earlier. For Nathaniel, that meant that instead of building a completely new ministry on campus, his role would best be for mentorship, resourcing of leaders and other support.

Nathaniel made a major connection when he was introduced to junior Cory Spalding, a decathlete who also plays safety for the Thorobred football squad. Spalding is Kentucky State's first FCA president, but he immediately saw the benefit of an AIA presence on campus.

"As long as the gospel is coming across and people are receiving it, neither I nor Bret have put too much weight into the vehicle that gets us there," says Spalding. "He's doing a great job of mentoring me and some of the other leaders on campus and trying to help raise up more leaders."

When the two met in spring 2011, Spalding was already signed up to compete in Zimbabwe with AIA's track team that summer, recruited at a track meet. The trip impacted Spalding, and he returned to school with a new focus to balance his sporting life with academics and really reach out to his campus and beyond. Spalding is encouraged by AIA's intentional effort toward reaching the world and says the gospel message will be key to redeeming his generation.

"We're missing the mark on what brings real happiness and what real

respect is. We've bought into a lot of lies as a culture and have not been confronted in a loving way, so we're trying to break down those barriers now," he says.

Presently, Spalding is helping open doors for Nathaniel and AIA intern Dana Dahlmann to meet key individuals at K State and build relationships on campus. Fruit is already evident. In a meeting with the football team this past fall, Nathaniel got an overwhelmingly positive response, with the vast majority indicating some level of spiritual interest or AIA participation. His current goal is to follow up with those students individually and mentor them in their faith if they are interested.

"It's almost a completely different vibe. There is a neat community feel, and students are all there to support each other," notes Dahlmann.

"Our desire is to have a viable movement at K State that is student-led and staff-directed, and that's done with very open hands," Nathaniel adds. "There are things Cory knows that I don't, and we work very well together."



Athletes involved with AIA on their college campuses have opportunities to be a part of Bible studies, outreaches, and community service projects while growing in their faith and sport.



Pro Ministry

A Season of Opportunity

Much has changed in the 40 years that Fred Raines has been on staff with Athletes in Action. He has served with the pro ministry in Buffalo for 28 years, currently as the chaplain for the Buffalo Bills.

In spite of all the changes that take place with an NFL team throughout the years, one thing has remained the same – Raines' passion to see spiritual growth and transformation in players' lives.

"One of the main things, that motivates me and excites me is to see guys grow in their faith, and disciple other guys," he says.

This year, for the first time, Raines was invited to travel with the team.

"In the fall I started praying that the Lord would increase our borders," Raines says. "Beginning to travel with the team, that was a specific answer to prayer. I definitely had more conversations with the guys (while) on the road."

Raines also relies on a core group of players to help him reach out to the athletes.

"These are the ones who really make Christ an issue in the locker room," he says. "A lot of ministry is done through them. I encourage them to take someone else under their wing, maybe take someone new to chapel, and disciple them."

This year seven players met weekly with Raines for Bible study. He challenges them to take tangible actions as leaders, such as teaching one of the team Bible studies, inviting

someone to Bible study or talking with teammates about their faith.

These opportunities for spiritual development have a significant impact on the lives of the players, even beyond their football careers. One of the athletes involved in the leadership group a few years ago attended seminary after retiring from football.

"He gave a talk at chapel when the team was in Dallas this year," Raines adds. "There's nothing like another player speaking to you, the credibility that comes from that."

Raines has also seen growth in the coaches' Bible study this season. There have been 10 coaches involved on a regular basis, an increase compared to prior years.

"There is a commitment to grow in their faith," Raines says, "The group has never been this consistent before."

Raines' wife, Kathy, leads a combined study for the wives and girlfriends of the coaches and players, often encouraging the women to lead portions of the study.

"It really forces them to be in a position to trust God when they are helping to lead. The women have really grown through that," Fred says, "Especially this year, people who had been involved for a while really made a commitment to Christ. They've totally changed."

The Raines also desire to see the men and women they work with impacting their community.

"Our ministry is not an end in itself," Raines says, "It is not just to

help players and their wives and girlfriends. We want to help them create opportunities to share their faith and to use the platform they have to tell others about the Lord."

Community outreach largely occurs through two events: The Call to Courage Awards Breakfast, featuring former Bills quarterback Frank Reich, and Night out with the Bills, which gives the players and their wives a chance to speak about the importance of their faith in their daily lives. At this year's Night Out event, 55 people indicated decisions to receive Christ. There has been tremendous response to the awards breakfast, as well.

"Eight to nine hundred people attend the breakfast every year. Sixty percent of the tickets are gone before we've announced who the award winner is. People just want to make sure they're part of it," Raines continues, "God has brought people to the Lord through that event."

All in all, Raines is grateful for God's faithfulness in allowing him to minister to these athletes, "By God's grace and favor, I've had lots of access to the players. We have to trust God from year to year, knowing circumstances could change at any point."

CALL TO COURAGE
AWARDS BREAKFAST

10TH ANNIVERSARY
2011

ATHLETES
IN ACTION
BUFFALO

Coaches' Academy

Going Deeper than Sports

Twenty-eight coaches from 12 different nations participated in the third annual Athletes in Action International Basketball Coaches' Academy.

The coaches spent two weeks attending classroom seminars, high school and college practices, and games. They not only learned about teaching technique and coaching philosophy, but the coaches also learned principles of leadership, team development, finding sponsorship and "building the infrastructure" of successful basketball programs in their home countries.

Edmon, from Zimbabwe, enjoyed the various methods of instructional time.

"This is the best type of training," he says, "It is much better than just being in a classroom the entire time with chalk and a board, listening to a lecture."

AIA's global sports teams director Eric Nelson believes that in addition to the coaches being able to improve the state of basketball in their respective countries, Athletes in Action reaps significant benefits from the academy as well.

"These coaches are key people within their federations in their respective countries," he says. "They are going to have a chance, when they go home, to lay a good foundation that will help AIA on a local level."

Nelson was pleased with the overall outcome of this year's academy.

"This year was more challenging than in the past," he says. "Because

there were more countries represented and more languages, there were more challenges and our staff did an awesome job managing the logistics of the situation."

Edmon believes what he learned at the academy about developing a program can help him overcome some of the socio-economic barriers that exist in his country.

"Basketball was considered as a sport for the elite," he says. "It was for those who could afford to go to private school and university. But by learning how to access various resources in our country we can hopefully increase participation in our sport."

Jomart, who hails from Kazakhstan, noted that he understood the importance of connectedness to the health of the sport in his native land. "To implement the kinds of systems we are learning about, during the games and outside the games, a lot of people have to be involved."

Yousef, from Jordan, sees how the academy can produce benefits for the immediate future of basketball in his country.

"There are many programs in Jordan for younger players, but when they reach a certain age, the training is not so much," he says. "Training like this for coaches lets those coaches have a vision for older players and how to make them better players."

During one of the "team times," where the coaches gathered to process the information they had been learning

inside and outside the context of basketball, Nelson reminded the group, "The challenge is taking action from our vision."

The team times included the spiritual and personal development components of the academy. The coaches explored how what they were learning at the academy goes beyond basketball.

Two members of the Colombian contingency—Mauricio Acevedo, and Piedad Douglas, the only female coach to attend this year's academy—agree their roles as coaches go deeper than basketball.

"I am able to do ministry through sport," Acevedo says.

"I can use basketball as a tool to teach people how to have a relationship with the Lord," Douglas continues. "We use the time teaching basketball to help develop better human beings because at some point in time basketball will end for the individuals."

Jacques Bahlize, who has coached for the Rwandan Women's National Team for the past four years, believes teaching basketball goes hand-in-hand with spiritual development.

"Because everything comes from God, everything about basketball is spiritual," Bahlize says. "In basketball you must share the ball and do other things for your teammates to be successful, the same as sharing resources with everyone as they have need and caring for others because that is how we are successful in life."

"They are going to have a chance, when they go home, to lay a good foundation that will help AIA on a local level."

Eric Nelson

Global Outreach

Prioritizing AIA's Reach

At the biennial Campus Crusade conference held in Fort Collins, Colo., this past July, Athletes in Action announced its strategic plan to prioritize its work in 25-30 nations across the globe by the summer of 2013.

The goal is to strengthen the spiritual movements that have already begun in these nations.

"We realized that we had to be more specific, based on the global leadership council's priorities," explains Ben Thomas, global director. "Each member of the council was asked to identify two or three countries where we needed to invest in the core values of Campus Crusade and Athletes in Action."

The core values to which Thomas refers include: connecting the lost to Jesus, life-changing discipleship, multiplying leadership and raising kingdom resources.

Once the initiative was developed, Thomas says AIA president Mark Householder approached him and communicated his desire for AIA in the U.S. to take the lead in supporting the efforts in these important countries.

"I see the U.S. sending what amounts to scouting teams into the nations," Thomas says. "I see temporary volunteer teams providing a series of boosts to national staff that are already in place."

Thomas believes that matching the availability of U.S. staff and students with the opportunities in these countries will be the biggest challenge. He indicates 95 percent of the staff in foreign countries is composed of nationals working in their own country. "We may have some U.S. teams go in and serve as training teams to help national staff raise up leadership," Thomas says. "But I see very few situations where we will use STINT teams (Americans on one- or two-year stints) or introduce new permanent staff."

Because AIA in other nations is very integrated with other ministries of Campus Crusade for Christ, it will be important for them to cooperatively work together and define their individual roles in order to effectively reach each country. In Thomas' estimation, "The teams in the identified nations would help clarify expectations among the leadership."

These 25-30 nations represent only the first phase of a plan Athletes in Action has to prioritize its work in 100 countries around the globe by the year 2020.

"We are excited about this phase of the plan because it gives us an opportunity to measure the success of what we are doing," Thomas says.

"This will give us an idea of what does and doesn't work in the various countries and is our platform for trial and error," he continues. "We also see this as an opportunity to rely on our history as an organization and get a feeling for the pioneering kinds of work those who came before us in the 70s and 80s did."

2013: LIST OF PRIORITIZED NATIONS/ REGIONS

Brazil *
East Asia
Estonia *
Ghana *

Kenya
Malaysia *
Moldova
Mongolia *

North India
Philippines
Poland
Puerto Rico *

Singapore *
South Africa
South Korea *
Southeast Asia

Thailand
Trinidad & Tobago *
Ukraine *
United Kingdom *

* Indicates a nation prioritized by U.S. staff

Strategic purchase

“There has never been as bright a time for Athletes in Action as there is currently.”

Mark Householder

A Place to Call Home

In early 2011, Athletes in Action completed the purchase of 162 acres of the Legacy Center in Xenia, Ohio, from Legacy Ministries International.

The property was originally founded for use as an orphanage for the children of soldiers and sailors from Ohio who perished in the Civil War.

The AIA property consists of more than 30 buildings which include: the World Training and Resource Center, five dormitories which can house up to 278 people, Schindler Conference Center and Banquet Hall, and office space for several other Christian ministry organizations such as Heart for Honduras, Joni and Friends, Samaritan's Purse, and Christian radio stations WFCJ and WEEC.

Athletes in Action also now owns the Browne Family Retreat Center and the Collier Chapel.

AIA Vice President of Ministry Operations Jerry Dendinger indicates Athletes in Action was not originally seeking to purchase the property it had used as its national headquarters since 2002.

“LMI approached us with an offer to purchase the property. There was not a strategic plan to purchase the property,” Dendinger says. But he adds he felt the decision to purchase the property was a spiritual matter as much as anything else.

“We sought the Lord and asked what He wanted for the ministry,” he says. “We saw this as an opportunity to be obedient and believe that God has a plan for us to stay where we are and to secure our future.”

Dendinger says completing the purchase allows AIA to be “fiscally responsible for these buildings. We

know exactly how much it costs to maintain them and keep them open.”

Dendinger says eventually various venues on the property, like the chapel – which can be rented for weddings – and the various fields at the sports complex will experience growth and will become revenue-producing entities for the ministry.

During FY 2011, more than 79,000 unique visitors used Athletes in Action's facilities. More than 41 percent of those visitors (32,142) came to the property between May 1 and August 31. Over 67,000 of those visitors came through the sports complex.

Most importantly in Dendinger's mind is the realization that the purchase carries spiritual implications as well.

“As we were completing the purchase, my eyes were open in regard to other tenants on the property and how AIA can partner with them in their ministry,” he says. “We have the opportunity to broaden our scope of influence and help them make a larger impact on the world through their ministry.”

There are no immediate plans to renovate the vacant buildings or make capital improvements to the property, but Dendinger says Athletes in Action does have a vision of what improvements can be made.

“We would love to be able to finish out the basement in Ellis dorm and to build out on the football stadium at the sports complex,” says Dendinger. “We have also had preliminary conversations with the YMCA of Greene County about building a facility on campus that would include an indoor basketball facility.”

AIA President Mark Householder feels the purchase is one of the most

beneficial steps Athletes in Action has made in recent history.

“There has never been as bright a time for Athletes in Action as there is currently,” he says. “We are learning how to better manage a world-class facility and trusting God for opportunities to grow and develop the property, we hope to see exponential impact on our overall mission.”



Course “Challenges” Participants Spiritually and Physically

Read this story and other stories of how AIA is reaching the world at AthletesInAction.org/news.

Want to go right to this story? Snap this with your smart phone!





The World Training and Resource Center exists to train and equip all who enter by reaching out to teams and families visiting the athletic fields and challenge course, while also providing a place for leaders in sports and ministry from around the world to gather for training and fellowship.



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Aaron Neff
Finance Director

Kenya Jackson



Athletes in Action has had the opportunity to influence thousands of athletes and coaches over the world through various ministries, including campus staff, stints in other countries, and international and domestic competing teams.

One person greatly impacted by AIA is Kenya Jackson, who, after his collegiate career at North Central University, participated in nine tours with AIA basketball through the decade of the 1990s. Jackson was able to play in Bolivia, Brazil, Mongolia, Kyrgyzstan, Kazakhstan, Uzbekistan, Turkmenistan, Tunisia, Russia, Italy, Turkey and Australia.

Jackson also completed AIA volunteer training at the ministry headquarters in Xenia, Ohio, in 2009.

Jackson says the relationships he made while touring with Athletes in Action made a profound impact on his life.

“I was able to see men who were genuinely transparent when talking about their personal lives, sports and faith. That has helped me in my relationships with those I can influence.”

While touring with AIA, Jackson also learned what it was like to be able to share his faith with others.

“(On tour) I had the privilege and responsibility to share how I received Jesus Christ as my Lord and Savior,” Jackson says. “That experience was very powerful and life-changing as I obtained boldness for the Lord that is with me today.”

Jackson believes in Athletes in Action’s commitment to developing diversity in current and future staff.

“When we all get to heaven, we’ll see the kingdom of God is diverse. It’s very important that our AIA staff reflect the global community that we serve,” he says. “The AIA leadership team has taken strategic and very deliberate steps to improve diversity and inclusion at AIA long term and for that, I am grateful.”

Jackson currently serves as vice president of marketing and operations for Target.

He and his wife, Kelly, and their two sons Kaleb and Asher reside in the Minneapolis-St. Paul area.

Key Measurements

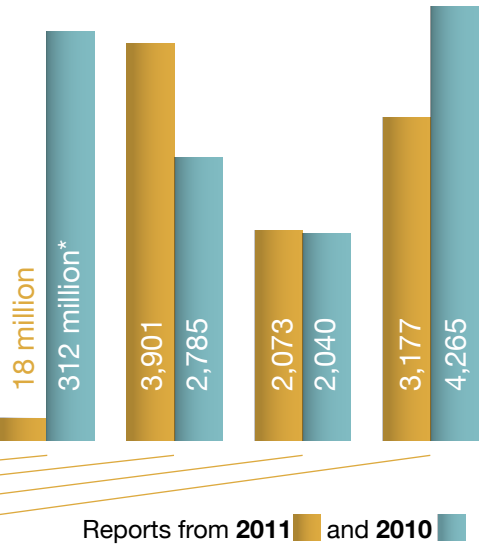
Total number of gospel exposures*

Known recorded decisions for Christ

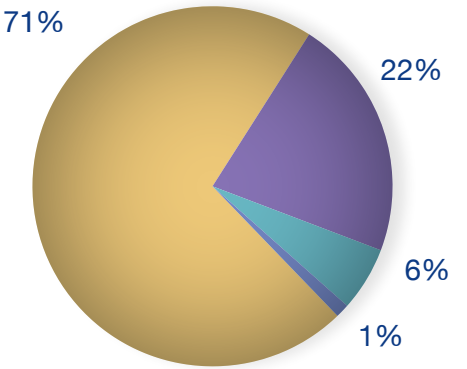
Active discipling relationships

Staff/intern recruiting conversations

*In 2010 AIA had the great opportunity to share the gospel to very large audiences during major world sporting events such as the World Cup and the Winter Olympics.



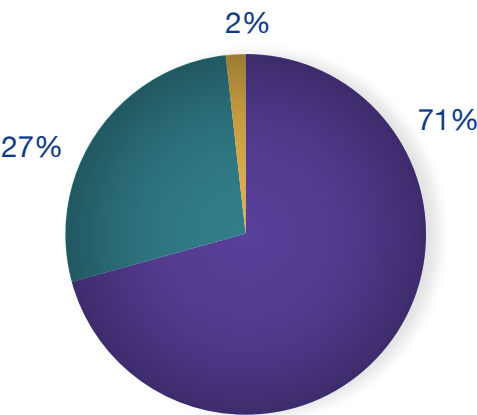
Financial Report



Revenue Sources (in millions of dollars)

- Ministry Staff Contributions: \$18.53
- AIA Project Contributions: \$5.65
- Conference/Sales Revenue: \$1.50
- Other Revenue: \$0.32

Total Revenue: \$26.00



Expense Sources (in millions of dollars)

- Ministry Activities (People): \$18.53
- Ministry Activities (Projects): \$7.22
- Administration: \$0.46

Total Expenses: \$26.21



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athletesinaction.org • aiagamechanger.com

Athletes in Action is a ministry of
Campus Crusade for Christ, Int.

Photo by Pannawish Jarusilawong, www.sxc.hu
Sunset at Doi Pha Tang, Chiangrai, Thailand