



## ACTIVATE PEOPLE

Vision, plans and structures all exist to serve people, advancing God’s work in and through them. “Activate” people is a shorthand way of describing how to develop and empower as many people as possible, both for the sake of their own transformation and for reaching more of the campus. It is the role of **Missional Developer** to move them into deeper and broader discipleship and maturity in Christ.

As we interact with students and faculty on campus, the desire is to see them move from a contact in the crowd to someone who becomes a follower of Jesus and then to someone who joins us in leading the mission on campus. The Pathway diagram below is a tool to help us respond to God’s work in in the lives of all people along this spectrum. In partnership with the Holy Spirit, we shepherd the process of people’s development.

We want to offer the invitation to as many students as possible to know God deeply and experience the joy of being a part of God’s movement on campus. As the Lord helps us fulfill his vision through people, we expect it will result in chapter growth as the number of missional Christians and missional leaders grows. The intent of the Pathway diagram is to help staff and students alike to be able to identify everyone along the journey of transformation in Christ.

### GOAL

The Chapter Building Strategy Overview



#### Gap

Dream about the future. Take a hard look at reality. Identify growth goals. Know the gaps between reality and goals.



#### Own the plan

Develop ownership for the plan to reach the growth goals.



#### Activate people

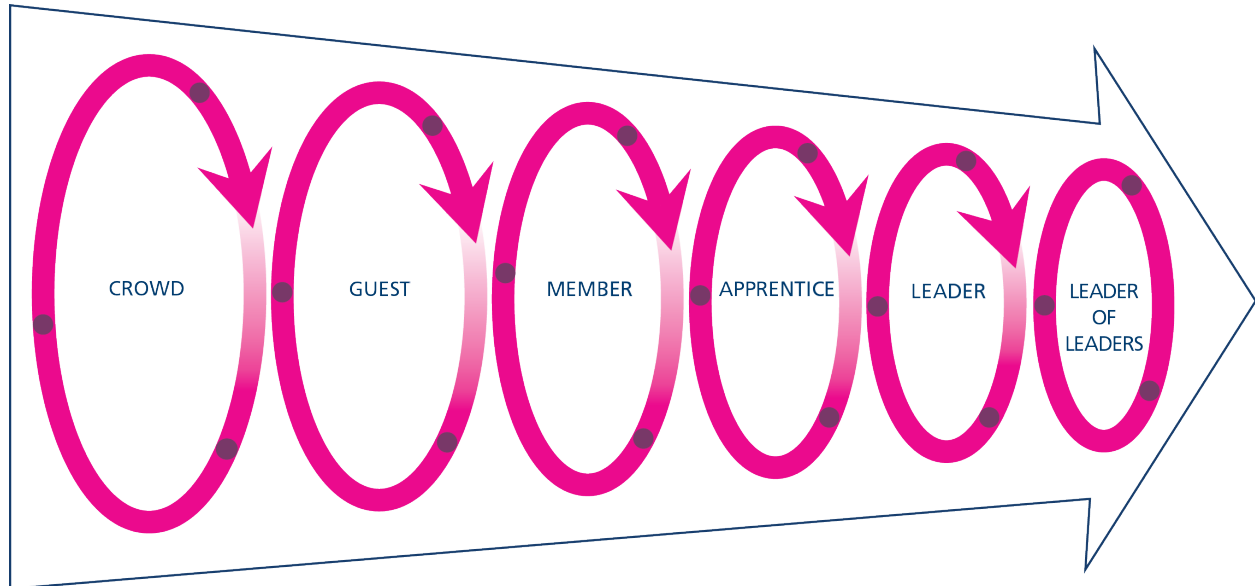
Develop and empower students and faculty for the sake of transformation and reaching the campus.



#### Lead momentum

Become a momentum leader who propels the vision forward, aligns structures for growth and develops non-Christians into missional leaders.

## PATHWAY DIAGRAM



**Crowd:** They represent the broad range of anyone on campus.

Jesus consistently welcomed and engaged the crowd, making space for newcomers in his life and ministry. He called his disciples to see the crowd, to let their hearts break for them, and to go and serve them whenever possible. We share this calling and, if we are open, Jesus will open our eyes and hearts for the crowd on campus. The crowd in the pathway is a reminder of our calling to live not just for ourselves, but to think of the wider number of students and faculty on campus. It motivates us to extend ourselves in love to the crowd all year long and not just during the first three weeks of school.

**Guests:** They are those interested enough to “check us out” further.

Hosting guests and offering hospitality to visitors are honored values throughout Scripture. Live out these Kingdom values by intentionally creating places of welcome and transformation for as many of the crowd as possible. Students will often “belong” before they “believe” so offer safe places for them to check out the community and check out Jesus further. They may simply hang around Christian students or visit a large-group meeting, or investigate a small group.

**Members:** They attend large group or small group at least 50% of the time, whether or not they are believers.

“To those who have will more be given.” Jesus invites those who respond to him to see and experience more of him and his Kingdom. In this pattern, offer a deeper invitation to your guests, both those who are committed to Jesus and those exploring faith.

**Apprentices:** Believers who commit to apprenticeship and who want to be developed as potential leaders.

“The Lord appointed seventy others and sent them two by two...He told them, ‘The harvest is plentiful, but the workers are few.’” As with these seventy, Jesus called people to be his apprentices and intentionally learn his Kingdom ways. When students show interest in Jesus and his mission on campus, invite them to the next circle by becoming an apprentice. Invest in them as they watch and learn to lead various parts of the mission. Through their involvement in missional activity, they are developing Kingdom hearts and skills that grow their leadership capacity.

**Leaders:** Maturing disciples committed to a leadership role, developing people and advancing the mission on campus.

“Anyone who wants to be first must be the very last, and the servant of all.” Jesus reframed leadership as a call to serve, instead of having impressive titles and positions. As apprentices are invited into positions of leadership, invite them into a spiritual journey of giving themselves in the name of Jesus. Leaders invest in people, teach Scripture, clarify vision, set goals and lead structure. They look for where God is at work. They open their eyes and hearts to the crowd, and invite others to do the same. They mentor apprentices and lead the way in welcoming guests.

**Leaders of Leaders:** They coach other leaders to develop people and lead structure fruitfully.

In 2 Timothy 2:1-2, Paul calls Timothy to be strong in grace and to pass on to trustworthy people the same ministry he has been given. Timothy is called to be a multiplier of grace and ministry. Leaders of leaders take spiritual responsibility to shepherd this whole process of growth in the diagram. They have the maturity and capacity to oversee the development of people, and they wisely mold structures to serve this process. They shape ministry culture by cultivating long-range vision for growth and impact on campus, clarifying what matters most. They equip leaders in leveraging the drivers for momentum.

## KNOW YOUR PEOPLE

Write down the names of everyone you and your leadership team have connections with on campus and put them into one of the categories in the Pathway Diagram. Your segmented list becomes a guide for inviting individuals along the Pathway. As a Missional Developer, think about the invitations you give that will help students and faculty take the next steps in their potential growth.

Pause with your segmented list and pray. Ask God to give you His love for the people on the list. Also ask for the Holy Spirit to give you perspective on them.

## MOVE PEOPLE ALONG THE PATHWAY

As people develop we see God's involvement and we see human leadership. God is the one who calls, who transforms, and who provides the growth. His activity is mysterious and awe-inspiring. God calls us to be actively involved, and he gives us the honor of playing key roles as we invite people to make these transitions.

*“But how can they call on him to save them unless they believe in him? And how can they believe in him if they have never heard about him? And how can they hear about him unless **someone** tells them?”* (Romans 10:14, NLT)

In each of these transitions, you are the “someone” used by God to help people listen to him for themselves, and to consider another step of response and commitment. Each invitation can be the turning point in someone's life. We want to provide opportunities for students to be more involved in the mission on campus in ways that are helpful, intentional and serving. For every transition along the Pathway, Missional Developers open up choices and opportunities for people to respond to what God is saying to them by taking the next step.



## **The CROWD receives invitations**

This pathway transition is all about giving **invitations** to the contacts made in the crowd and great follow-up. Follow-up is the consistent, hard work of helping people know they are wanted in the community. They may not be particularly looking for God, but God is looking for them. We presume God is wooing them and do all we can to help them sense the invitation of God on their lives.

Traditionally, people say that great follow-up happens face-to-face within 24 hours of signing an interest card. Although this is a helpful rule, it isn't helpful if follow-up is approached as a mere task to check off a list. Great follow up is about going out of your way to love and serve somebody new, believing that God will use who you are to reveal himself to this new person. It also takes creativity and intentionality. Be ready with a small gift, a few of your favorite questions to ask, an invitational flier, and be open to seeing where the conversation takes you.

1. **Meet:** Make contact with an ever-widening circle of people. Meet everyone on your dorm floor or apartment complex. Get to know a growing number of students and faculty in your department. As a fellowship group, plan to engage the crowd during NSO and throughout the year. Set a "Meet Goal" for how many new people you want to meet each week of the semester.
2. **Bond:** Every contact has the potential to be a new friend. When you meet someone, look for opportunities to be a friend and to serve in practical ways. Remember the person's name and important details about him or her. Ask good questions and find common interests. Create space in your life and schedule for these new friendships. If the person has signed an InterVarsity interest card, it is important to promptly make a connection. Follow-up should be *immediate* and *consistent*. Make a first or second contact within 48 hours of signing the card. Keep up the consistency several times a week for several weeks, and then after that for two months. Try a multi-faceted approach--knocking on the door, phone, texting, Facebook, notes, having coffee together, etc. Keep contacting them unless they tell you they are not interested.
3. **Invite:** Always invite to whatever you are doing next, such as a social activity ("*Come see a movie with us*") or InterVarsity related ("*Come to our large-group meeting with me . . . I'll stop by in half an hour*"). After inviting them, stop by and walk with them to the event. Your presence will encourage them to attend. Some people will take you up on your first invitation, while others will respond to your 20th invitation. You never know, so just keep inviting! Any social or bonding opportunity can become a springboard for others to see the attractiveness of Christian community and to increasingly seek Jesus.

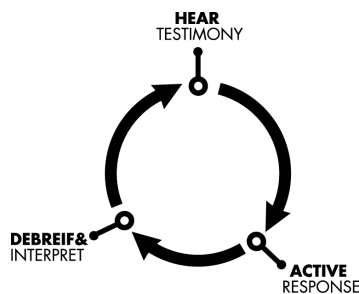


## Guests get Connected

The transition from Crowd to Guest happens when we **connect** in a meaningful way. Once they have the courage to attend an InterVarsity event, they are our guest. We move into a “host” role. Three specific things you can do as a Missional Developer:

1. **Host:** Be a host to anyone who comes into your space. Think about the best hospitality you have received as a guest. Serve your guests with the same level of care and intentionality: offer to get refreshments, introduce them to others (particularly at the large-group meeting), connect them with people who have similar interests, entertain them before the event starts, interpret for them what is happening throughout the event, and express gratitude for them coming. At some campuses leaders ask members to greet three people they don’t know before talking with their friends to ensure every new person is greeted. Ask what it would look like to be an active host at large-group or small-group activities.
2. **Cast vision:** Guests need vision for why encountering Jesus in a community of believers is a good thing. Tell stories about the work of Jesus in your life and how the community has helped you understand God and his love for you. Tell stories about how small groups have been a place of connection and deep friendships as you study and apply the Bible together. Use the large-group meetings to tell stories about how you are different because of InterVarsity and what you love about the community. Ask questions to gauge their interest in God or in the community. Ask them what their vision is for their college years and how God, faith in or a faith community could serve them in meeting this vision.
3. **Connect:** Invite them to the next event and tell them you will be contacting them. Ask them to study with you the next day or set up a group activity. Invite everyone to join in. As people show interest in being a part of the community, invite them to love the campus with you in some form of outreach or missional activity. Connect with students who want to be more involved in the community.

This transition from Guest to Member is all about helping people join us in exploring or experiencing more of Jesus and His Kingdom. Some people will want to become members within the first several days; others will take months to commit to the community. Both groups of people need invitations that align with their response to God or the community up to this point.



When people become members, use the **Discipleship Cycle** to develop them, some all the way to Leader of Leaders. Jesus developed disciples by teaching them, taking them into missional experiences, and interpreting those experiences so that they could have greater understanding and be transformed (see Luke 9-10). This simple but powerful pattern is the DNA of missional discipleship. It not only speaks to the transformation of individuals as disciples but illustrates how whole communities are transformed together by engaging in three simple steps again and again.



## ***Members are Developed***

**The Loop of The Seventy:** In Luke 10:1-24 Jesus sends out the Seventy as his apprentices. By doing mission together and debriefing with Jesus, his apprentices came to understand their spiritual authority and their identities as ones whose “names are written in the book of life.” In the context of an InterVarsity chapter, the “Loop of the Seventy” is where the community of Members and Apprentices are developing into missional Christians -- people who are motivated by their relationship with Jesus to advance the gospel on campus, devoting time and resources and taking risks for Jesus’ sake in word, deed, and prayer. For non-Christians involved in the community, this is also the place for them to move towards belief and commitment to Jesus. In this way the Kingdom impact is greater than the community itself.

1. **Invitation to the Member:** The first step is for the leader or an apprentice to extend an invitation through Scripture or through a compelling call to the member to be involved in a missional activity. The leader clarifies vision for involvement in the mission. From NSO through the end of the year, we invite as many students as possible to join us in participating in outreach activities designed to engage the campus with Jesus.
2. **Active Response for the Member:** God uses hands-on involvement in missional activities to transform members into missional Christians. However, all activities are not equal. It is critical to determine the threshold of the non-Christians and match the activity to meet their need. An ice-cream social is appropriate for non-Christians who need to build trust with the Christian community at the beginning of the year, but it does not help a closed person consider faith later in the year. It is important to identify and engage in activities that move students along in each of the five thresholds (see Tools “5 Thresholds” and “Missional Activities by Threshold”)
3. **Debrief with Member:** After the missional activity, the leader or apprentice must help members to reflect. A good debrief asks critical questions. “What happened?” “How did it feel?” “What is God saying?” Debrief should clarify the next actionable steps for growth. Often the next step involves going through the Discipleship Cycle again with a new perspective or new intent. Just as Jesus debriefed the Seventy, leaders frame the moment for transformational learning. We need to discern where the person is in their spiritual development and interest in going further.

Pause again with your list of members. Ask God what he is doing among them and listen for God’s response. Discern who is ready for an invitation to apprenticeship.



## ***Apprentice Developed into Leader***

**The Loop of the 70:** Just as Jesus sent out the 70 disciples into mission with clear instructions and a task, we invite students and faculty into experiences of mission in a more formal way than when they were members. Apprentices are given opportunities to be intentionally developed by a leader and to grow in leading the Discipleship Cycle.

1. **Invitation to the Apprentice:** The first step is for the leader to invite a Christian member to consider becoming an apprentice, recognizing how God has been at work in them, calling out strengths, and extending an invitation to have influence in the lives of others. The leader clarifies the vision for the apprentice—to be in an intentional relationship with the leader who is developing them for leadership. You may have a few times a semester where you invite students to become apprentices.
2. **Active Response for the Apprentice:** The apprentice partners with the leader in designing missional activities for members. The apprentice learns the thresholds and how to help non-Christians take the next step toward Jesus, as well as how to embody the mission with members.
3. **Debrief for the Apprentice:** The apprentice and the leader debrief the members, but then the leader “debriefs the debrief” with the apprentice, helping them understand what they are learning about leadership, their own gifts, how to have influence in member’s lives and how to lead debriefs themselves.

Pause again with your list of members. Ask God what he is doing among them, and listen for God’s response. Discern who is ready for an invitation to apprenticeship.





## **Leaders Developed**

**“The Loop of The Twelve”:** Jesus called to himself 12 disciples to be with him and to love, serve and teach others. They were Jesus’ leaders. Our InterVarsity chapters also have leaders who are like the “Loop of the 12.” After a fruitful apprenticeship, the leader, the leader of leaders and staff discern if the apprentice is ready to be a leader. One sign of readiness is that they are able to take on and develop an apprentice themselves. Another sign is that they meet criteria in terms of character, faith life, and responsibility. Lastly, they have the ability and capacity to lead a missional structure.

1. **Invitation to Leader:** The invitation is to a defined leadership role within the community with a clear set of responsibilities and participation on a leadership team. The leader is given vision for developing individuals and groups of people.
2. **Active Response for a Leader:** Leaders lead the Discipleship Cycle with members and apprentices in their leadership role/structure. They discern capacity of the students they are leading, as well as the thresholds of the non-Christians, to select the right missional activity that serves both groups of people.
3. **Debrief for Leader:** Leaders are discerning and interpreting God’s activity in the lives of the members and apprentices. They are training apprentices to lead debriefs, as well as being debriefed themselves in identifying God’s work in and through them. Leaders know how to use a debrief to identify God’s momentum and how to lean into that.

Pause again. Pray and observe what God is doing in the lives of the apprentices. Discern with the Lord who is ready for an invitation to become a leader. Pause again. Pray and observe what God is doing in the lives of the leaders. Discern with the Lord who is ready for an invitation to become a leader of leaders.



## **Leader of Leaders Developed**

**The “Loop of the Three”:** Jesus called out Peter, James and John to provide leadership of the Twelve. Leaders of leaders in a fellowship are the ones who think about the Discipleship Cycles for the whole fellowship. In a chapter context, it is the students and staff who maintain momentum that are most like these three leaders in Jesus’ ministry. They lead the planning and oversee the implementation of the drivers to integrate the essentials of vision, people and structures in the chapter. They seek God and interpret where he is moving and join him there.

1. **Invitation to Leader of Leaders:** This invitation is to take ownership of the entire community, seeking to bring health and transformation for the crowd, guest, member, apprentice and leader.
2. **Active Response for the Leader of Leaders:** These students & faculty embody godly character & mission in their personal lives. In their personal & leadership experiences, they coach leaders to influence people & provide oversight for the fellowship.
3. **Debrief for Leader of Leaders:** A Leader of leaders debriefs leaders to see how God is at work in them and through their leadership roles. Staff debrief leader of leaders to help them understand their identity as world changers. Through the debrief, a leader of leaders gains a greater vision for what God could do in the fellowship.

The Pathway Tool becomes a prayer list that you can regularly bring before the Lord. Pray consistently for the students and faculty on the list to abide deeply in Jesus and bear much fruit. Pray also for God to give you discernment as you invest in them.

## **CONCLUSION**

The activate tool helps us to be Missional Developers. It invites us to consistently open our hearts to a wider circle of the campus. It helps us love the crowd and see all the people we come in contact with as God’s children and potential world changers. The crowd reminds us to cast an ever-widening net on campus, consistently connecting with new people. When these contacts become guests, we seek to be welcoming hosts, inviting them to respond to Jesus and become members of our community. For many, the choice to call InterVarsity home is a life-altering moment. May you discern with the Lord what invitations to extend so people are able to hear from God and become more like Jesus for the rest of their lives.