

# The Center for Medical Missions'

## *e-Pistle*

### June 2011

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Welcome to this issue of the e-Pistle. Dave Stevens concludes his article on training schools, and Ron Koteskey has some words of wisdom regarding fundraising. Rev. Stan Key asks, "How is your love life?" Also included is a note from our Medical Education International Director to inform you about some educators who are willing to present a hospital administration/management course, if people are interested. The note includes contact information to let MEI know of your interest.

As always, if you have anything to share, please feel free to write me at [susan.carter@cnda.org](mailto:susan.carter@cnda.org).

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#### **Here are the articles included in this newsletter:**

[Train Up - Part 2](#) by David Stevens, MD, MA (Ethics)

[Cura Animarum](#) by Rev. Stan Key

[Are you Interested?](#)

[FUNdraising Isn't Fun!](#) by Dr. Ron Koteskey

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#### **Train Up (Cont'd) - Section XI: Training School**

by David Stevens, MD, MA (Ethics)

##### 5. Cont'd

Overcome obstacles. Prioritize all of the items on your list of weaknesses that have to be solved in order to start a program. What are the choke points and the release points? For example, your task force has so many individual responsibilities that it would be helpful to hire a key leader of the training school in the early stages to handle much of the work that needs to be done. Filling that position would turn a potential choke point into a release point. Let's dig into some of the common issues in starting a training institution

d. Operational costs. Hiring personnel and building space is only part of the issue. You have to fund the operation of the school. Some of that can be done through student fees, but not even schools in the U.S. can survive on tuition income alone. You will need to raise funds for scholarships, ongoing overhead costs, national teacher salaries, library acquisitions, transportation and much more. The groups that are successful at this type of fundraising personalize their efforts by clearly breaking down what a donation is for and what it will accomplish. Focus much more of your time on monthly or quarterly gifts through regular electronic

deductions than on one-time gifts. Once they setup a regular donation, people will often continue to donate for many years to come.

You may want to consider a formal relationship with a similar Christian school in the U.S. that can help provide advice, short-term faculty and even resources. These sister school relationships also help to provide valuable recruiting networks if you offer opportunities for their students to visit and participate at your institution. They also help with publicity since their constituency is regularly informed of their sister school's activities.

Another way to deal with these funding needs is to get your most ardent supporters involved in establishing a council, board or foundation in your country of origin that works to promote the school and raise funds. PAACS has done that for the mission hospitals it works with, and the organization provides scholarship money, offers oversight, works on accreditation, recruits visiting staff, obtains long-term missionaries and holds joint conferences. As a result, it performs a large portion of the work that individual institutions would normally have to bear which in turn provides a great economy of scale.

e. Institutional changes. You may have to do significant revamping in your institution to meet accreditation requirements. At Tenwek, we ran our hospital based on our American background. When we started our nursing school, we had to convert the entire institution over to Kenyan standards which were grounded in English traditions. For the first time, nurses had to wear caps and doctors were expected to wear ties. We weren't allowed to dispense medicines from a small cup, but had to design a rolling cart of medications so each person could get their medicines dispensed from a marked original container. We had to create portable privacy screens to be used on the wards and the list went on. Some schools require more institutional changes than others, but there were modifications in facilities and protocols required even when we started our laboratory technician and chaplaincy training schools.

6. Running the school. Let me touch on just a few things on a topic that could fill pages.

a. Student policies. Take the time to write effective student policy manuals. Start this process by obtaining manuals from other schools in your country. Ask faculty at other schools what they would do differently if they started over again and what problems occurred that they didn't have a policy for. Avoid making the same mistakes by preparing useful and helpful policies for all likely contingencies. What if a student can't pay their fees? What is the penalty for cheating? What spiritual instruction are you going to incorporate and how will it be evaluated?

b. Interviews. We had several discussions about how to acquire the kind of students we wanted. We decided to review more than just grades, test scores and recommendations by conducting interviews. Our interview process gave us the most unusual insights. We asked interviewees to share their testimony to examine

closely their spiritual maturity and commitment. We also examined the issue of wisdom in decision making by incorporating role playing exercises into the interview process.

For example, we might give a scenario like this, “A child has died unexpectedly on your ward. This is that patient’s mother/father (pointing to one of the interviewers). You’ve just met her in the hallway outside the ward and she doesn’t know her little girl has died. Talk to her.” We would then add various layers of complexity to the situation based on how the applicant performed. We would look for empathy, compassion, spiritual ministry, judgment, wisdom, etc. To alleviate interviewer bias and to control other factors, each candidate was interviewed by two different interviewer teams. We felt this unusual interview technique gave us important insights.

c. Retention. How do you keep your graduates? You have poured funds and time into them. Their excellent training will have other institutions vying to hire them. Some of them may have more resources or other factors that can tear them away. One way to handle this is to “bond” students as they arrive for training. With this policy, students agree to work for two years at the hospital on graduation or face a substantial financial penalty. Such a policy has a provision where you can release graduates from bonds if you feel they would not make good employees or if you have problems during their service period. This protocol also gives you a chance to decide whether you want an individual graduate at your institution long-term.

There is no question that establishing a training school is a long process that requires a great amount of work. However, it is well worth the effort. You will have the longest impact in your country of service through training. As you teach, mentor and model, you will create a legacy and a benefit that will last many years after you depart the scene.

[Back to menu](#)

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## **Cura Animarum**

by Rev. Stan Key

How’s your love life? Hardly a week passes that I am not confronted by a marriage in crisis. Some husband and wife are not getting along. Unmet expectations are often threatening to tear the marriage apart. It seems that only a few couples ever discover the joys and blessings that God intended. For every single person I meet who wishes he or she was married, I meet three or four married persons who wish they weren’t! Why?

One of the primary culprits is the media. Our culture has defined “love” based more on what comes out of Hollywood than what comes out of Heaven! As a result, our expectations of love and marriage are based more on what we see displayed on the screen and in the tabloids, than what we see in the Bible. The songs we listen to, the movies we see and the sitcoms we watch

have deeply impacted our understanding of what love is supposed to be. We have been brainwashed!

In his book *Love, Sex, and Lasting Relationships* (Baker Books, 2003), Chip Ingram outlines Hollywood's formula for loving relationships.

1. Find the right person.
2. Fall in love.
3. Fix your hopes and dreams on this person for your future fulfillment.
4. If failure occurs, repeat steps one, two and three.

I'd like to be able to say that Christians see through the shallowness, selfishness and downright hedonism of this worldly formula, and choose to build their relationships God's way. Alas. We spend more time watching TV and reading *People Magazine* than we do with God's Word. Therefore, we have bought into a formula for love that is not only flawed but downright destructive to human relationships. The Hollywood method is a recipe for social chaos that leads ultimately to isolation and loneliness.

One of the best things we can do to save marriage is to ditch Hollywood's lies and misinformation, and get back to the Bible. Whether you are single or married, God's plan for lasting, loving relationships is what our world desperately needs.

1. Instead of looking for the right person, **become** the right person.
2. Instead of falling in love, **walk** in love.
3. Instead of fixing your hopes and dreams on another person, **fix your hope on God** and seek to please Him through this relationship.
4. If failure occurs, repeat steps one, two and three.

[Back to menu](#)

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## **Are You Interested?**

### **Hospital Administration and Management Training Opportunity**

Medical Education International, CMDA's short-term medical teaching ministry, is interested in knowing if any hospitals or medical workers in Africa are interested in participating in a conference on hospital administration and management. If you or your hospital are interested, please let us know by emailing [misty.carter@cnda.org](mailto:misty.carter@cnda.org). Please include a list of the topics you would be interested in seeing as part of such a course and the primary language you and your colleagues use for medical work (English or French). Also, please let us know if you are a mission or hospital leader who is interested in hosting such a conference. We will let you know in a future e-Pistle whether enough interest was expressed to try to put together such a course.

[Back to menu](#)

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## **FUNdraising Isn't FUN!**

By Dr. Ron Koteskey

Mary dreaded opening the email when she saw the sender and the subject line. She had been watching the family's account slowly slipping onto the red during the last few months. Her husband John kept telling her not to worry. She had insisted that he contact their supporters, but he had not done so.

The email from their mission agency said the deficit had reached the point where at least one of them had to come home to shore up their support. That meant that either she would be left in their host county with their two middle school children or they would have to take the children back to their passport country. Then they would have to change schools in the middle of the year--while going through the reentry process.

Mary was angry with their agency, with their supporters and especially with John. He had not tried to contact supporters, not even with a simple email. She hated asking for funds and begging for money, especially when they were asking for money for themselves.

Finances are an issue in any marriage, but there is often even more stress for those serving with faith-based agencies. Since the 2001 terrorist attacks and with worldwide recession (depression) in 2008, raising funds has become more and more difficult.

Let us look briefly at fundraising in the Bible, and then take a look in greater depth at marriage issues that may arise at different stages in the careers of cross-cultural workers.

### **What Does the Bible Say?**

Paul, an early cross-cultural worker, wrote much about this when he wrote to the Corinthian church in Greece (1 Corinthians 16 and 2 Corinthians 8-9). Though this brochure is about marriage issues raised by fundraising, let us also consider some of the things Paul mentioned as he raised funds.

- He specifically asked for funds and even gave suggestions about how to raise them (1 Corinthians 16:1-2, 2 Corinthians 9:5).
- He encouraged people to give as much as they could (2 Corinthians 8:10-15, 9:6-7).
- He urged keeping the highest ethical standards (1 Corinthians 16:3-4, 2 Corinthians 8:20-21).
- He even compared some churches to others (2 Corinthians 8:1-8, 9:2-4).

Paul was not reticent about raising funds. Missionaries today need not hesitate about asking for money either. However, when they do, issues may arise between spouses during any stage of their missionary career.

### **Before They Go**

The course of initial fundraising varies, but the following one is common.

- Much. At the beginning, family and friends pledge support and often respond within days of the first mailing so that the beginning missionaries will not be discouraged.
- Little. After the initial “deluge,” funds tend to trickle in. People are not “sure” individuals will raise enough to go, so they may wait to see if the missionary is going to make it. Missionaries take meetings wherever they can, and the balance in their account rises only slowly or even declines.
- Much. After the long drought when it becomes clear that enough funds will come in, people begin to get on the “band wagon,” perhaps wanting to be the ones who put the missionaries over the top.

A spouse who has difficulty tolerating uncertainty may become quite anxious during that long stage when few funds are not coming in. As the fear of failure rises, he or she may say things like, “This is what I was afraid of. What do we do if we don’t get enough by the deadline?”

One spouse may begin to question whether or not God has really called them to be missionaries. This is especially likely if one has had a stronger sense of “call” than the other. As a result, tension may rise between the spouses.

### **While on the Field**

While serving in their host country, changes beyond the missionaries’ control may result in a shortage of funds.

- Friends and family who did not want to say “no” may never give anything else or may just quit giving after a few months.
- People who lose their jobs or retire may be unable to keep their commitments.
- The exchange rate changes so that the support raised is no longer enough.
- Supporters die.
- An agency asks missionaries to teach school to TCKs, and some supporters quit because those missionaries are no longer doing what those supporters agreed to fund.

The list can go on and on. No matter the reason, a couple may no longer have enough support for both husband and wife to remain on the field. This results in many difficult decisions that must be made by the couple. Do both go home? Does one stay to continue the ministry while the other returns to raise funds? If the couple has children, how does that affect the decision? Does one parent stay with the children so they do not have to change schools or do they all go home? Do some of the children remain with friends while others go home to be with both parents?

### **On Home Ministry Assignment**

When missionaries return home, they may find that their support base has changed along with many other things in their passport countries. Here are some things that may change.

- Pastors at supporting churches may have changed. The new pastors may have less interest in missions and only support denominational missionaries, church members or those who are reaching unreached peoples groups.

- Friends may have grown apart from the missionaries and not renew their pledge.
- Mission committees may base their level of support on the number of converts from the last term, and the couple has very few converts because they teach nationals preparing for ministry.
- Some people may drop support because they do not consider individuals to be “missionaries” while in their passport countries.
- Others decide to drop support because they can get more “bang for their buck” by supporting nationals.

This list can also go on and on, but missionaries may find support dropping when they return home. In addition, continually having to justify the ministry to supporters while doing God’s work may discourage one spouse more than the other. If the passport country has a higher cost of living, loss of income during this time can become an issue between husband and wife.

## **Conclusion**

Missionaries who have to raise support are under additional financial pressures on their marriage relationships. Not only are they living on a limited income and living in a culture in which the financial structure is not “natural” for them, but they often have to raise their salary by finding people who will support them financially.

Few people would find it fun to live for long periods of time under this uncertainty. In addition, some missionaries may feel like God holds them responsible if funds do not come in. They may feel that they have fallen short in their faith, that they have sinned. Such is not true.

Hudson Taylor, a missionary to China during the last half of the 19th century, said, “God’s work done in God’s way will never lack God’s supply.” The key concept here is “God’s supply.” Missionaries are responsible to communicate (letter, email, telephone, blog, Skype, etc.) with people who support them, but God is the one who supplies the funds.

Here are some things to consider:

- Remember that financial matters are one of the leading causes of disagreement in most marriages. Raising funds makes this even more likely to be an issue.
- Study the passages about giving to missions in the Corinthian epistles mentioned earlier.
- Talk the issue over frequently and express your feelings to each other.
- Perhaps decide for one person to take over the responsibility for fundraising.
- Ask more experienced missionaries how they have resolved the issue.

For a more complete treatment of this topic, as well as other topics, please visit [www.missionarycare.com](http://www.missionarycare.com). Also please let your non-medical colleagues know about these free resources.

[Back to menu](#)

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