**ISI PD Coaching Manual**

**June 2023 Edition**

<https://partnershipdevelopment.weebly.com/pd-resources.html>

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**Abbreviations**

* AP Action Plan
* DFD Director of Field Development
* CFD Coordinator of Field Development
* F2F Face-to-face
* FTM First Thing Monday report
* ISI International Students, Inc.
* Ltr Letter
* NSO New Staff Orientation
* PD Partnership Development
* RFD Regional Field Director

**Welcome to ISI PD Coaching**

Thank you for joining our ISI Partnership Development (PD) Team! As our number of ISI staff in PD has grown, God has added Amber Carpenter (Sacramento Team) as Coordinator of Field Development (CFD). We are both thoroughly convinced we could not adequately guide our staff in PD without your help. Thank you for investing in the important ministry of coaching our staff to 100% support!

The information that follows is designed to provide you with the tools you will need to be an effective PD coach. Contents will be revised from time to time, so be sure to check <https://partnershipdevelopment.weebly.com/pd-resources.html> for the latest information and documents, especially as you begin coaching an ISI staff member in PD. Always remember that Jeff and Amber are here to help and answer any questions you, or the staff you coach, may have.

Contact Jeff: Contact Amber:

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**What Is Deputized Fund-raising?**

Every ISI employee raising support is, technically speaking, a deputized fund-raiser for ISI. What this means is that our staff in PD are raising funds for ISI, not for themselves. As a non-profit entity under IRS law, all funds raised by our staff must fulfill two important criteria: (1) the donor’s intent must be to give to ISI (not to the staff member); and (2) discretion and control of all funds given must be exercised by ISI, the management organization, and not the individual staff member. The normal way this works is that ISI management annually approves a budget for each staff member and then asks the staff member to trust God to raise up donors to provide the staff member’s portion of the ISI overall budget. At no point do raised funds belong to the staff member, except as funds are provided by ISI to fund the staff member’s ISI Board-approved budget. Please also see **Funding of Ministry – Deputized Fundraising** in the ISI Employee Handbook, 2021 Edition (located in Paycom) for additional details about this policy.

Practically speaking, what this means for our staff in PD and their coaches is that we must guard against spoken or written language that refers to ISI funds as ‘my support’ or ‘my account’ or even ‘my support goal.’ Use of terms like this present the wrong message to donors and to the IRS. The ECFA (Evangelical Council for Financial Accountability) and our ISI auditors specifically warn us to be scrupulous in helping staff weed out ‘wrong-speak’ when it comes to support development. For example, staff should not tell donors to put their name on the memo line or even on a sticky note. Instead, recognizing that the gift is to ISI, donors should write ‘preferenced for’ and then the staff member’s name or account number. This makes it clear that the donation is to ISI in support of the budget that has been set for the individual staff member.

We urge our PD coaches to be on the lookout for instances of staff in PD using the language of ‘personal support.’ In PD we instead want to invite potential donors into the Harvest by investing in the ministry of ISI, with their funds preferenced for your coachee. Although this may seem like mere semantics, the IRS does not look at it that way. To keep our tax-exempt status, we must use great care in how we do and speak about support development.

Here is a cover-all statement that the ECFA suggests our staff use on all of their written support appeals: “Contributions are solicited with the understanding that ISI has complete discretion and control over the use of all donated funds.”

**The Heart of ISI Partnership Development**

As you coach PD, first and foremost, we want you to share ISI’s heart as you help our staff on their PD journey. The seminal verse that guides our approach to PD is found in Philippians 4 where the Apostle Paul is thanking his premier supporting church at Philippi. In that chapter, no less than five times, Paul expresses his thanks to the church (Phil 4:10, 14, 15, 16 and 18). Surprisingly, sandwiched between verses 16 and 18 is this entirely novel PD idea:

 ***Not that I seek the gift itself, but I seek for the profit which increases to your account.*** (NASB 1995)

That verse seems to turn PD on its head! To paraphrase the Apostle, ‘When it comes to your giving and my receiving (v. 15), my motive is not your money. My motive is to see God do amazing things in your hearts and lives, my dear Philippians.’

Based on this, we teach our new ISI staff that PD is not convincing people to give to ISI for our ministry to international students. PD is not about the gift but the giver. Each ‘God Ask,’ as Steve Shadrach so aptly puts it, is an opportunity to minister to people by inviting them into the Harvest with us via a clear presentation of the opportunity followed by a clear ask for monthly financial support given to ISI. In so doing, we invite friends to join us in a strategic ministry to international students and all that God will do in our supporters’ lives as a result. Then we leave the convincing about their answer to God in prayer. As Paul the Apostle would have it, ministering to people (the giver) is our part in PD, and money (the gift) is God’s part. All along we are praying that God will bring onto the ISI support team those *He* wants there.

There are three other very important verses in Philippians 4 related to PD, vs. 11-13. You may be wondering how on earth Paul or we can have such an attitude about PD? The reason Paul could let his PD be about the givers and not their gifts is that the Apostle had learned the secret of living at various support levels (v. 12). That secret is contentment; a confidence in Jesus’ provision for each situation, each support level. Contentment as Paul speaks of it here is not contrary to seeking or receiving additional support. It is rather the strength to confidently rest in God’s provision until we do reach 100% support.

To sum up, as we approach partnership development with the staff we coach, Philippians 4 provides our model: PD is not about convincing people to support ISI. Rather, PD is about giving friends the opportunity to grow spiritually and have a significant impact on student lives through a monthly financial commitment to ISI and our ministry to students. Then we leave the convincing to God and trust His strength and provisions to sustain us no matter what our support percentage. **Ministering to people is our part; money is God’s part.**

**Who Qualifies to Coach ISI PD?**

Our goal is to see 100% of ISI staff at 100% support. We define 100% support as a 2-3 month average support level of 100% of the current, approved budget, including account balance carry-over, plus at least one-budget-month in reserve. Because PD coaches (and the DFD/CFD) assist other staff in reaching this 100% goal, we all need to be maintaining this level of support as well.

In addition to maintaining 100% support, PD coaches must be recommended by their RFD and willing to coach, since PD coaching is a volunteer position within ISI. So a H U G E thank you for joining our PD coaching ranks!

**ISI PD Coaching Philosophy**

We want you, as an ISI PD coach, to model for those you coach the same approach we want our staff to have as they ask donors to support their work with ISI. The emphasis in asking is on ministering to potential donors. The emphasis in your coaching must be upon ministering to your coachee.

So how do you do that? Think back to your initial PD. What are the things that would have encouraged you in discouraging times? What are the things that would have kept you motivated and moving forward? What are the things that would have helped you keep PD on the front burner and not pushed to the back of the daily chore list? The idea then is to put yourself in the place of your coachee and do the things that would have helped you in your PD journey.

**Whom Will You Be Coaching?**

Your coachee(s) will be a new ISI team member or couple who has completed New Staff Orientation (NSO). You can review all the material covered in NSO by visiting <https://partnershipdevelopment.weebly.com/nso-resources.html>. Additionally, new ISI staff will have an approved full or part-time ISI budget that will enable them to minister successfully to international students in their given locale. They will have been assigned an ISI account number and an ISI email address. Generally, the address format is: firstinitiallastname@isionline.org. Please use this address whenever possible in all correspondence with your coachee(s).

**Mechanics of ISI PD Coaching**

The first step in PD *and* PD coaching is prayer. As you prepare to coach, we recommend that you go to the PD Website and watch the video on making prayer the number one priority in PD: <https://partnershipdevelopment.weebly.com/nso-resources.html> > (2) PD STEP 1: Prayer. Please join Amber and me in praying earnestly and often for your coachee and their PD. Pray as well that God will grow you to become the coach your coachee needs: encouraging when that is needed; providing accountability as needed; rejoicing with those who rejoice; weeping with those who weep (Rom. 12:15).

Every other Monday, team members in PD send their PD coach the First Thing Monday (FTM) report. This is our primary accountability tool that will help you determine the best way to minister to your coachee. You can find the current FTM Report at <https://partnershipdevelopment.weebly.com/pd-resources.html> > PD Documents and Procedures.

As you review each FTM form submitted, we encourage you to add comments within and/or at the end of the report in another color. The FTM report has four parts. **First** we ask for information about important aspects of your coachee’s PD, including their current support level, prayer effort, accountability partner meetings and more. The **second** section asks for a detailed accounting of the past two weeks of PD in two parts: (1) asks; and (2) all other PD-related activity. A couple of examples: staff may include things like a student event to which your coachee invited a potential donor, or they may have talked to donors or potential donors at church. They might also include follow-up contacts, thank yous, etc. **Third**, we ask for the same breakdown for anticipated PD activity in the two weeks ahead. In reporting both past and future PD efforts, we want staff to be as specific as possible. Instead of, ‘I plan on four asks in the next two weeks,’ we want to see names (or initials) and dates for those asks. The **final** section invites staff to be very honest and open about how they are coping in PD. It is very important that staff not skip this section and that coaches prayerfully respond to each issue raised so that staff in PD know they are being heard and prayed for.

As you are reviewing an FTM report, keep in mind that Jeff and Amber are your back-up for questions that arise and any tough issues you are dealing with, so don’t hesitate to contact us.

After you have added your comments to the FTM report, please email it back to the team member you are coaching and CC their local supervisor, their RFD, their accountability partner(s), and the DFD/CFD.

When possible, we encourage you set up a time to talk via phone, Zoom or Teams with your coachee about his/her FTM report. This makes the coaching relationship much more personal and gives opportunity to pray together about PD and other issues in your coachee’s life. As you talk, avoid questions asking for a yes/no answer. Your conversation will be much more fruitful if you employ open-ended questions. For example, instead of asking, “Are you getting enough sleep?”, say, “Describe your sleep pattern of late.” Another example: instead of, “Have you been faithful in daily devotions?”, ask, “How has your devotional life fared in PD?” Remember, just as we want to pastor to our donors, we want you to pastor your coachee(s).

When Amber or Jeff receive the FTM report from you, one of us may also respond with additional encouragements, ideas or answers to questions the coach or coachee has asked.

**Coaching Staff from Other Cultures**

You may be called upon to coach a new ISI team member with a non-Western cultural background. Often these are former international students whom God has directed to join ISI to reach other international students. This is an exciting prospect! But the PD path for non-Western new staff is often somewhat different. Please discuss these differences (see following) with your non-Western coachees.

Westerners are much more accustomed to a direct ask. In the West, receiving a ‘yes’ or ‘no’ answer to an ask is acceptable. However, for new team members from non-Western cultures, where avoiding shame and saving face are key issues, two problems may arise: (1) the staff member faces the possible shame of receiving a ‘no’ answer; and (2) the potential donor from an Eastern culture must ‘save face’ and will find even the potential of a ‘no’ answer very uncomfortable.

We always keep in mind that staff in PD should ‘ask’ taking into special consideration the culture of the potential donor. Here are some of the cultural factors for coaches to be aware of as we seek to help non-Western team members in PD:

* Asian culture particularly is group-oriented. So presenting to or asking a group may be much more productive (no one has to give a direct ‘no’).
* Additionally, Asian cultures tends to be hierarchical. Age is respected. Thus, if a respected elder or pastor advocates for the ISI staff member, that will be a very influential component of his/her PD.
* Gift giving/receiving is very important in Asian culture. In American culture, we may think of giving a small gift at Christmastime. Staff raising support among Asian-Americans will find that a gift is appropriate at almost any time.
* Along with gift-giving, expressing thanks is very important in Asian culture. Steve Chung, a Young Life fundraiser says, “You can raise as much with a ‘thank you’ as you can with an ‘ask.’”

Of course, non-Western ISI team members in PD need to learn to do direct asks of Westerners, even though this will feel uncomfortably cross-cultural, certainly at first. But many times our non-Western team members will be moving among other non-Westerners like themselves. Thus, their PD may largely consist of relationship-building with pastors and churches. They may invite other non-Americans to join them at student events. They will take the time to allow others like themselves to see the need. They may make their financial needs known, but without asking directly for support. Often a respected advocate is better at asking than the team member (since no direct ‘no’ need be involved). While we do not advocate non-direct asking for American staff, we do understand its necessity for our non-Western staff in PD.

**Tour of the PD Website:** [**https://partnershipdevelopment.weebly.com/**](https://partnershipdevelopment.weebly.com/)

**HOME**

This welcome page is designed to meet both team members new to PD and veteran staff who desire help with PD maintenance. We also introduce Jeff as our DFD and Amber as the CFD.

**PD RESOURCES**

As the title implies, this is where to find all things related to PD, especially documents and procedures used in PD and PD coaching. This is also where we have placed the current PD Coaching Manual.

**PD NEWSLETTERS**

Here you will find back copies of The Partnership Connection with lots of ideas for successful PD.

**NSO RESOURCES**

This page is specifically for team members preparing for New Staff Orientation and includes the syllabus and access to fifteen videos that you can also use for review with the team member you are coaching.