



MISSIONARY ASSOCIATE INTRODUCTORY HANDBOOK

AGWM PERSONNEL AND MEMBER CARE

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Overview

Welcome to Assemblies of God World Missions (AGWM) as a missionary associate!

Assemblies of God missionary associates (MAs) serve 1–2 years assisting career missionaries in an area of skill or interest. The MA program provides individuals with the opportunity to devote a few years of their life to missions or to discover a calling to career missions. MAs greatly impact the world for the gospel and are a crucial part of AGWM.

This introductory handbook will provide a brief overview of the expectations for MAs, highlighting numerous resources and manuals available. Please thoroughly read this document in addition to the documents and manuals listed throughout this handbook, which can be found on iClassrooms. (For a compiled list of these resources, see Appendix A.) These resources will supplement and reinforce the training received during Pre-Field Orientation, which you were invited to attend.

What Is Assemblies of God World Missions?

Mission Statement

Assemblies of God World Missions' fourfold mission statement succinctly describes what our missionaries and ministries around the world are accomplishing in the power of the Holy Spirit. The easiest way to remember it is with the RPTS acronym, which stands for reach, plant, train, and serve. These are explained in more detail below. *RPTS* is also the name of the monthly newsletter sent out by our executive director to all AGWM personnel.

Reach. We reach the spiritually lost with the message of Jesus Christ in all the world through every available means.

Plant. We plant churches in over 190 nations following the New Testament pattern.

Train. We train leaders throughout the world to proclaim the message of Jesus Christ to their own people and to other nations.

Serve. We serve poor and suffering people with the compassion of Christ and invite them to become His followers.

Purpose Statement

So all can hear

Vision Statement

Christ will be proclaimed and His Church will be established in all nations through the power of the Spirit.

Core Values

We are committed to:

1. A biblical understanding of the mission of the Church.
2. Fulfilling our mission in the power of the Holy Spirit through Pentecostal practice and teaching.
3. The principles of the indigenous church and partnership.
4. Understanding the culture and worldview of those people with whom we work.
5. Practicing spiritual disciplines for the development of personal spiritual formation.
6. The team concept of working together as missionaries.
7. Proclaiming the gospel to unreached people.
8. Holistic missions in word, deed, and spirit.

MA Pre-Field Process

Once approved for a missionary associate assignment, MAs receive an approval email that contains a link to this introductory handbook and communicates iClassrooms' login information, Pre-Field Orientation requirements, your AGWM account number, your ma.agmd.org email address, and your MA itineration specialist's contact information.

This section provides further detail regarding the above topics and includes an overview of the MK program, Security Training, fundraising/itineration, and finances/budgets.

iClassrooms

iClassrooms is the online education and resource platform for both MAs and career missionaries. You will receive an email the week before you attend PFO with your username and a temporary password. The site contains presentations from PFO, session evaluations, and required training materials.

If you experience technical difficulties, contact our Technical Services department at help@agmd.org.

Pre-Field Orientation (PFO)

All MAs are required to attend Pre-Field Orientation in Springfield, Missouri, before leaving for the field. PFO is a time of spiritual growth, biblical teaching, training, networking with other AGWM personnel, and celebration. PFO concludes with a commissioning service where you are officially commissioned as a missionary associate with AGWM. This orientation is held three times a year: March, June, and October. Those with children are invited to attend June orientation so that they may benefit from the MK program offered only in June.

Missionary Kid (MK) Program

The MK program is offered during June PFO and is also referred to as the TCK (third-culture kid) program for those going to sensitive countries. The program is facilitated by the International Society of Missionary Kids (ISMK), which is part of AGWM Personnel and Member Care. ISMK is an important part of AGWM and includes approximately 1500 MKs from birth through age 22.

All MKs face major adjustments as they leave behind the familiar to go to the unfamiliar. These adjustments are handled best if MKs are offered a sense of meaning and purpose regarding their role in the missionary family. ISMK acts as a support to missionary kids not only through the MK program during June PFO, but also through schooling resources, birthday cards, counseling referrals, reentry seminars, regional retreats, etc. The MK office also provides training leading up to your summer program experience to help prepare you and your kids for the curriculum and activities.

For more information, reference the ISMK website (<https://ismk.org/>) or iClassrooms, or contact ISMK staff (Appendix B).

Security Training

Personnel and Member Care offers a three-day Intermediate Security Training in Springfield, Missouri. The first two days provide MAs with valuable pre-travel tips, instructions to help develop situational awareness, strategies for answering tough questions, and survival skills for those held against their will. The third morning of training is a dynamic active-shooter course presented by a local Springfield Police officer, while the afternoon is spent learning self-defense skills and

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discovering which skills work best for each individual. The training is offered in conjunction with the March, October, and June PFO.

The cost is \$395 per individual, which is factored into an MA's budget and is billed to an MA's AGWM account upon completion. Intermediate Security Training is required for all personnel going to the areas listed below. Note: This list is fluid and may change. Please consult your regional office if you have any questions regarding the security training requirement.

1. Africa—all MAs
2. Asia Pacific—MAs going to Japan, South Korea, Mongolia, Taiwan, Papua New Guinea, Solomon Islands, Vanuatu, Laos, Myanmar, Vietnam, Brunei, Indonesia, Malaysia, Philippines, Singapore, and Timor-Leste
3. Eurasia—All MAs
4. International Ministries—All MAs
5. Latin America Caribbean—All MAs; In addition to the intermediate security training, LAC MAs are required to complete the Basic Security Training online course.

Northern Asia and Europe MAs are only required to complete the online course, Basic Security Training.

For more information, please contact Janice Brison (Appendix B).

AGWM Account Number

Upon MA approval, each MA unit is assigned an account number. This account number must be indicated on all contributions coming to AGWM. After MAs receive their account number, their donors can give via giving.ag.org. In the search box, donors type the MA's name (or if an MA is going to a sensitive country, the MA's account number). For more information on your AGWM account, please reference the *PFO Financial Services Manual* and the *PFO Mobilization Manual* on iClassrooms.

Email Address

All missionary associates are given a secure email account not only for general communication but to receive and send financial reports. Please follow the below instructions to access your assigned ma.agmd.org email account:

1. Go to <https://hqmail.agmd.org/>.
2. Your login name is your MA email address, which follows the form `firstname.lastname@ma.agmd.org` (e.g., `joy.smith@ma.agmd.org`). Married couples have separate accounts
3. Your initially assigned password is formed with three components, run together without spaces:
 - a. The 4th, 5th, and 6th digits of the head of household's AGWM account number.
 - b. The two-letter (uppercase) abbreviation of the MA's state of birth. If born outside of the United States, use TX.
 - c. The last four digits of the MA's Social Security number

For example, if an MA's account number is 123456, born in Texas, and Social Security number is 456-78-1234, the password would be 456TX1234.

Passwords may be reset after successful login by clicking *SETTINGS* and then *PASSWORD*.

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For any questions regarding the email portal or other technical matters, feel free to call AGWM Technical services (Appendix B) or email help@agmd.org. For additional resources, reference the Technical Services section of iClassrooms.

Fundraising/Itineration

Upon approval, fundraising/itineration begins! Single MAs have up to 12 months to raise funds, and married MAs have up to 24 months. AGWM's Mobilization Department facilitates fundraising/itineration for MAs and career missionaries. Upon approval, MAs receive their budget from Mobilization and get instructions and resources regarding fundraising and itineration.

Before purchasing a plane ticket, an MA must be given final clearance by Mobilization.

For more information about MA budgets or fundraising/itineration, see the *PFO Mobilization Manual* located on iClassrooms or consult your MA itineration specialist or the MA budget coordinator (see Appendix B).

MA On-Field Procedures

Chain of Command



While on the field, MAs are asked to follow the outlined chain of command. MAs are directly responsible to the missionary to whom they are assigned. Next is the missionary fellowship, which is an organization of Assemblies of God missionaries on each field and is an administrative extension of AGWM overseas. A missionary fellowship must exist where two or three missionaries are assigned.

An area director presides over a group of countries as pastor for both career missionaries and MAs. The area director also serves as a liaison to the regional director.

All regional directors are based at the Assemblies of God national office in Springfield, Missouri. AGWM's six geographical regions—Africa, Asia Pacific, Eurasia, Europe, Latin America Caribbean, Northern Asia—have a regional director, plus there is a director of International Ministries. Appendix B contains a complete listing of regional and area directors and their staff.

Policy Handbooks

Administrative policies are outlined in the *Missionary Policy Handbook* and the *Associate Policy Handbook*, which can be found on the AGWM team website, team.agwm.org, under *Resources*. Career missionaries are aware of expectations and receive updates on new policies as they are adopted.

Regional Offices

Each regional director has office staff who assist the director and the region's personnel with field administrative details/needs. See Appendix B for contact information.

Extending an MA Assignment

A few months prior to the end of their assignment, MAs will receive a form from their regional office requesting information regarding future intentions. MAs must complete and return this form.

MAs who desire to extend their assignment must get approval from their mentor missionary and area director. If an extension is approved, any trips to the States to raise funds must be approved by mentor missionary and area director. MAs with a two-year assignment who need to return to the States to raise funds may return for six-months with a possible three-month extension. MAs with a one-year assignment may return to the U.S. to raise funds for three-months with a possible three-month extension.

Personal Leave

MAs with an emergency or medical need that require a return to the United States should contact their regional office for the current procedure.

MA Post-Field Procedures

Notifications

- ✓ **AGWM.** Notify AGWM 30 days prior to the completion of an MA assignment. Provide a stateside address for redirecting mail.
- ✓ **AGCU.** Notify Assemblies of God Credit Union separately of any change of address.
- ✓ **Donors.** Contact donors and thank them for their support, reminding them of your MA assignment completion date. (AGWM will also contact them with this information and give them an opportunity to add AGWM to their monthly missions giving.)

Evaluation

A form will be sent instructing the MA to evaluate their assignment. The form should be completed and returned as soon as possible. A copy will be sent to the MA's missionary mentor unless otherwise instructed.

Future Career Opportunities

MAs who desire to continue working with AGWM via a career assignment or career missionary associate assignment should discuss this with their mentor and area director and contact Personnel and Member Care for more information regarding the application.

Visit wideopenmissions.org to view available missions opportunities.

Appendix A: MA Manuals and Resources

MAs are expected to read the manuals and resources listed below, which are all found on iClassrooms.

1. PFO Mobilization Session Manual

This manual is sent to MAs by their MA itineration specialist upon approval and is also available on iClassrooms. A hard copy will be provided at orientation. It provides information regarding budgets, fundraising, progress, and clearances, financial partnership development (FPD), missionary branding, photos, commitment forms, and more. For more information, contact Mobilization (Appendix B).

2. PFO Financial Services Manual

This manual is available online at iClassrooms. A hard copy will be given and explained at Pre-Field Orientation. This manual provides information regarding AGWM accounts, living allowance, disbursement statements, receipting, expense reporting, special disbursement reporting, the financial reporting website, etc. For more information, contact Financial Services (Appendix B).

3. Missionary Services Resources

These resources cover a variety of topics such as travel, passports, visas, vaccinations, and medical insurance. Please read through these online resources carefully. If you have any questions, contact Missionary Services (Appendix B).

4. IT/Technical Services

These resources cover antiviruses, spam filters, HQ mail, AG passport, security, etc. Technical Services is happy to answer any questions about personal electronics and/or AGWM resources. For more information, contact Technical Services (Appendix B) or email the staff at help@agmd.org.

5. Divisional Accounting Resources

These resources cover tax preparers, IRS forms, self-employment/Social Security tax, foreign-earned income, interest income, contributions/dues, etc. For more information, contact Divisional Accounting (Appendix B).

Appendix B: AGWM Staff Contacts for MAs

Personnel and Member Care

Rick Johnson, Director, rjohnson@ag.org, Ext. 2087
Megan Deal, MA/MAPS Application Lead, MDeal@ag.org, Ext. 2035
Butch Frey, Member Care Coordinator, bfrey@ag.org, Ext. 1605
Karla Weis, Ministries Administrative Coordinator, kweis@ag.org, Ext. 1601
Janice Brison, Security Training Logistics Specialist, jbrison@ag.org, Ext. 2087
Chad Phillips, MK Program Manager, cphillips@ag.org, Ext. 2040
Bethanie Skipper, Dean of TCKI Education, bskipper@ag.org, Ext. 2395
Cristi Alexander, Pastoral Care Coordinator, calexander@ag.org, Ext. 2397
Sarah Goodapple, MK Office Coordinator, MK Program Coordinator, sgoodapple@ag.org, Ext. 2394

Mobilization

Emily Engel, MA Itineration Specialist, AF/EU/LAC/NA, eengel@ag.org, Ext. 2055
Kaitlyn Grove, MA Itineration Specialist, AP/EU/IM, kgrove@ag.org, Ext. 2054
Kellie Dennis, MA Budget Coordinator, kdennis@ag.org, Ext. 2058
Linda Orrell, Photo/Certificate Clerk, lorrell@ag.org, Ext. 2073
Kelsey Cook, Missionary Branding and Design Lead, klcook@ag.org, Ext. 2059

Missionary Services

Daniel McCabe, MA Visa Specialist, dfmccabe@ag.org, Ext. 3114
Cheryl Handley, MA Insurance Specialist, chandley@ag.org, Ext. 3126

Financial Services

Anietra Holderby, MA Regional Accountant, AP/LAC/IM, aholderby@ag.org, Ext. 3113
Sandra Eltringham, MA Regional Accountant, AF/EU/AGWM General, seltringham@ag.org, Ext. 3115
Tami Coble, MA Regional Accountant, EU/NA, tcoble@ag.org, Ext. 3117

Technical Services

Bob Lafon, Technical Services Manager, blafon@ag.org, Ext. 3154
Anthony Carter, Technical Services Support Coordinator, acarter@ag.org, Ext. 3206
Andrew Wilson, Missionary Systems Support Specialist, awilson@ag.org, Ext. 2033

Divisional Accounting

Lee-Ann Hodgerney, Divisional Accounting Manager, lhodgerney@ag.org, Ext. 2400
Ryan Morris, MA Tax Accountant, rmorris@ag.org, Ext. 2407

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Regional Offices

Africa (AF)

Greg Beggs, Regional Director, gbeggs@ag.org, Ext. 3165
Andrea Hansen, Administrative Assistant, ahansen@ag.org, Ext. 3167
Joyce Jarvis, Administrative Coordinator, jjarvis@ag.org, Ext. 3150

Asia Pacific (AP)

Jeff Hartensveld, Regional Director, jhartensveld@ag.org, Ext. 3156
Elish Tram, Administrative Assistant, etram@ag.org, Ext. 3158
Kathy Cook, Administrative Coordinator, kcook@ag.org, Ext. 3156

Eurasia (EA)

Omar Beiler, Regional Director, obeiler@ag.org, Ext. 3159
Rene Bull, Administrative Assistant, rbull@ag.org, Ext. 3161
Traci Brown, MA Administrative Assistant, tbrown@ag.org, Ext. 3152
Emily Sullivan, Administrative Coordinator, esullivan@ag.org, Ext. 3159

Europe (EU)

Paul Trementozzi, Regional Director, ptrementozzi@ag.org, Ext. 3185
Joy Clegg, Administrative Assistant, jclegg@ag.org, Ext. 3187
Megan Caddy, MA Administrative Coordinator, mcaddy@ag.org, Ext. 3184
Nancy Tallagsen, Administrative Coordinator, ntallagsen@ag.org, Ext. 3185

International Ministries (IM)

JoAnn Butrin, Director of International Ministries, jbutrin@ag.org, Ext. 2080
Nancy Harris, Administrative Assistant, nharris@ag.org, Ext. 2090
Rita Ingebritson, Administrative Coordinator, ringebritson@ag.org, Ext. 2080

Latin America Caribbean (LAC)

Dave Ellis, Regional Director, dellis@ag.org, Ext. 3162
Amber Rice, Administrative Assistant, arice@ag.org, Ext. 3164
Pam Cogburn, MA Administrative Coordinator, pcogburn@ag.org, Ext. 3168
Hannah Musacchio, Administrative Coordinator, hmusacchio@ag.org, Ext. 3162

Northern Asia (NA)

Ron Maddux, Regional Director, rmaddux@ag.org, Ext. 3209
Karen Cerce, Administrative Assistant, kcerce@ag.org, Ext. 3210
Gayle Powell, Administrative Coordinator, gpowell@ag.org, Ext. 3212
Lana Ivanova, Administrative Coordinator, cpowers@ag.org, Ext. 3209

Appendix C: Regional and Area Directors

AFRICA	ASIA PACIFIC	EURASIA	EUROPE	LATIN AMERICA CARIBBEAN	NORTHERN ASIA	INTERNATIONAL MINISTRIES
REGIONAL DIRECTOR Greg Beggs	REGIONAL DIRECTOR Jeff Hartensveld	REGIONAL DIRECTOR Omar Beiler	REGIONAL DIRECTOR Paul Trementozzi	REGIONAL DIRECTOR Dave Ellis	REGIONAL DIRECTOR Ron Maddux	DIRECTOR JoAnn Butrin
<p><u>AREA DIRECTORS</u> Central Africa Pat Hurst</p> <p>East Africa and Indian Ocean Basin Scott Hanson</p> <p>Southern Africa Lance Hines</p> <p>West Africa Randy Tarr</p> <p><u>LEADERSHIP TEAM</u></p> <p>Administration Laura Goodrich</p> <p>Resources Bill Moore</p> <p>Training John Easter</p> <p>UPG/Continental Strategy Scott Hanson</p>	<p><u>AREA DIRECTORS</u> Northern Pacific Rim Ty Silva</p> <p>Pacific Oceania Bryan Webb</p> <p>Peninsular Asia Mark Durene</p> <p>Southeast Asia Dave Kenney</p> <p><u>LEADERSHIP TEAM</u> Campus and Youth James Kemp</p> <p>Children Joyce Baergen</p> <p>Church Growth and Development Sam Bowdoin</p> <p>Development and Care David Stanislaus</p>	<p><u>AREA DIRECTORS</u> Arab World Kevin Stone</p> <p>Central Eurasia Ed Nye</p> <p>Eurasia Northwest Nick Puccini</p> <p>India Joseph Gordon</p> <p>Israel and Palestine Jason McClafin</p> <p>Russia Robert Shipley</p> <p>Southern Asia Trent Gabbart</p> <p><u>LEADERSHIP TEAM</u> Mobilization and Development Duane Danielson</p>	<p><u>AREA DIRECTORS</u> Central Europe Kirk Priest</p> <p>Northern Europe Larry Henderson</p> <p>Western Europe Mark Good</p> <p>North Atlantic/Canada TBD</p> <p>Southeast Europe James Sabella</p> <p>Southern Europe Joe Szabo</p> <p><u>LEADERSHIP TEAM</u> Marginalized Raegan Glugosh</p> <p>Resourcing— Mentoring Development Mark Good</p> <p>Resourcing— Missionary Operations Rick Wislocky</p> <p>Revitalization Larry Henderson</p> <p>Secularists Shawn Galyen</p>	<p><u>AREA DIRECTORS</u> Andean Dave Woodworth</p> <p>Caribbean David Speer</p> <p>Central America Jay Dickerson</p> <p>Mexico David Godzwa</p> <p>Southern Cone Mike Files</p> <p><u>LEADERSHIP TEAM</u> CINCEL Mike Hadinger</p> <p>Strategic Network Don Cartledge</p>	<p><u>AREA DIRECTORS</u> Great Wall Corridor Steve Lilly</p> <p>Himalayan Plateau Jeff Book</p> <p>Silk Road Routes Mike McAteer</p> <p>Yangtze-Pearl River Deltas Steve Lilly</p> <p>Central Gateway Area Paul Wendler</p> <p><u>LEADERSHIP TEAM</u> Campus Ministries Saloom Whitmore</p> <p>Compassion Ministries Doug Sites</p>	<p>Builders International Ryan Moore Director</p> <p>CompassionLink JoAnn Butrin Interim Director</p> <p>Global Initiative: Reaching Muslim Peoples Mark Brink Director</p> <p>Global University Gary Seevers President</p> <p>Jacob’s Hope Brent Johnson Director</p> <p>LIFE Publishers Jeff Dove Director</p> <p>Network211 Mark Flattery President</p> <p>Oral Learners Initiative Robb Hawks Director</p> <p>Royal Rangers International Doug Marsh Director</p>

Appendix D: AGWM Websites

Website	Department	Description
agwm.com	Communications	Public AGWM site
team.agwm.org	Communications	Missionary and staff resources
agmd.org	Mobilization	AGWM missionary directory
giving.ag.org	NLRC Contributor Services	Online giving
wideopenmissions.org	Personnel and Member Care	Missions placement info
pmc.iClassrooms.org	Personnel and Member Care	PFO and MA resource center
ismk.org	Personnel and Member Care	ISMK resources
agwmafrica.org	Africa	Regional site
apspendyourself.org	Asia Pacific	Regional site
eurasiacommunity.org	Eurasia	Regional site
europemissions.org	Europe	Regional site
lacworldmissions.org	Latin America Caribbean	Regional site
membercareonline.com	PMC/Technical Services	Missionary resources
northernasianetwork.org	Northern Asia	Regional site
internationalministries-agwm.org	International Ministries	Departmental site
financialreporting.agwm.com	Financial Services	Missionary financial info

Appendix E: AGWM Acronyms and Abbreviations

The following table contains many of the most commonly encountered acronyms in AGWM.

AD	area director		
ADP	as designations permit		
AG	Assemblies of God (also “Appointed General” missionary status)		
AGCU	Assemblies of God Credit Union		
AGFS	Assemblies of God Financial Solutions		
AGTS	Assemblies of God Theological Seminary		
AGWM	Assemblies of God World Missions		
AIM	Ambassadors in Mission program		
BGMC	Boys and Girls Missionary Challenge		
CO	Candidate Orientation		
COL	cost of living		
DMD	district missions director		
DYD	district youth director		
EC	Executive Committee		
ELT	Executive Leadership Team (General Council)		
EP	Executive Presbytery or executive presbyter		
EU	Evangel University		
FPD	financial partnership development		
GP	General Presbytery or general presbyter		
HOH	head of household		
IM	International Ministries		
IMG	International Medical Group		
IR	itineration report		
ISMK	International Society of Missionary Kids		
LAC	Latin America Caribbean		
LFTL	Light for the Lost		
MA	missionary associate		
MAPS	Missions Abroad Placement Service		
MBA	Ministers Benefit Association		
MENA	Middle East/North Africa		
MIA	Missionary Information Application (in-house missionary database)		
MIN	minutes program		
MIR	missionary-in-residence		
MK	missionary kid	RPTS	reach, plant, train, serve
MR	Missionary Renewal	SDR	standard disbursement report
MT	Missionary Training	STL	Speed the Light
NLRC	National Leadership and Resource Center	STMA	short-term minister abroad
OTO	one-time only	RPTS	reach, plant, train, serve
PFO	Pre-Field Orientation	TCK	third-culture kid (MK sensitized)
PMC	Personnel and Member Care	UND	underwritten
QR	quarterly report	UPG	unreached people group
RD	regional director	WMB	World Missions Board

Appendix F: Recommending Reading List

Bible as Narrative

Bauckham, Richard. [*Bible and Mission: Christian Witness in a Postmodern World*](#). Grand Rapids, MI: Baker Academic, 2004.

Fee, Gordon D. and Douglas Stuart. [*How to Read the Bible Book by Book: A Guided Tour*](#). Grand Rapids, MI: Zondervan, 2014.

Fee, Gordon D. and Douglas Stuart. [*How to Read the Bible for All Its Worth*](#). 4th ed. Grand Rapids, MI: Zondervan, 2014.

Goldingay, John. [*A Reader's Guide to the Bible*](#). Downers Grove: IVP Academic, 2017.

McKnight, Scot. [*The Blue Parakeet: Rethinking How You Read the Bible*](#). Grand Rapids, MI: Zondervan, 2010.

Richards, E. Randolph and Brandon J. O'Brien. [*Misreading Scripture with Western Eyes: Removing Cultural Blinders to Better Understand the Bible*](#). Downers Grove, IL: IVP, 2012.

Theology of Mission

Bosch, David J. [*Transforming Mission: Paradigm Shifts in Theology of Mission*](#). Maryknoll, New York: Orbis, 20011.

Hodges, Melvin L. [*The Indigenous Church and the Indigenous Church and the Missionary*](#). rev. ed. Springfield, MO: Gospel Publishing House, 2009.

Wright, Christopher J. H. [*The Mission of God's People: A Biblical Theology of the Church's Mission*](#). Grand Rapids, MI: Zondervan, 2010.

York, John V. [*Missions in the Age of the Spirit*](#). Springfield, MO: Gospel Publishing House, 2000.

Understanding Culture

Elmer, Duane. [*Cross-Cultural Connections: Stepping Out and Fitting In Around the World*](#). Downers Grove, IL: IVP Academic, 2002.

Hofstede, Geert and Gert Jan Hofstede. [*Cultures and Organizations: Software of the Mind*](#). 3rd ed. New York: McGraw-Hill, 2010.

Lingenfelter, Sherwood G. and Marvin K. Mayers. [*Ministering Cross-Culturally: A Model for Effective Personal Relationships*](#). 3rd ed. Grand Rapids, Michigan: Baker Academics, 2016.

Meyer, Erin. [*The Culture Map: Breaking Through the Invisible Boundaries of Global Business*](#). New York, NY: Public Affairs, 2014.

Contextualization

Flemming, Dean. [*Contextualization in the New Testament: Patterns for Theology and Mission*](#). Downers Grove, Illinois: InterVarsity Press, 2005.

Gilliland, Dean S, ed. [*The Word Among Us: Contextualizing Theology for Mission Today*](#). Eugene, OR: Wipf and Stock, 2002.

Missionary Life and Work

Elmer, Duane. [*Cross-Cultural Servanthood: Serving the World in Christlike Humility*](#). Downers Grove, Illinois: IVP, 2006.

Steffen, Tom A. and Lois McKinney Douglas. [*Encountering Missionary Life and Work: Preparing for Intercultural Ministry*](#). Grand Rapids, MI: Baker Academic, 2008.

Ward, Ted. [*Living Overseas*](#). Free Press, 1984.

Spiritual Formation

Elmer, Duane. [*Cross-Cultural Servanthood: Serving the World in Christlike Humility*](#). Downers Grove, Illinois: IVP, 2006.

Foster, Richard. [*Celebration of Discipline: The Path to Spiritual Growth*](#). New York, NY: HarperSanFrancisco, 1988.

Miller, Chuck. [*The Spiritual Formation of Leaders*](#). Maitland, FL: Xulon Press, 2007.