



# [v2] Back to the Future: What Literature Evangelism Will Look Like in 2030

☰ Area	Vision
⚙ Status	Not started

The purpose of this long-form memo is to establish the viability of a canvassing model for the future and propose a plan for researching it going forward.

## Project Rationale

Everything must be justified by its contribution to mission

Introduction to the “Jobs To Be Done” Framework

Canvassing's job shift

The original “job to be done” canvassing was hired for

Key “features” of canvassing

The original “job”

Magabooks is still “canvassing” — hired for a very different job

The original job still needs to be done

Objective of this project

Success criteria for the project

Model Development

The Key Factor to Solve For

3 Pathways to Self-Supporting Canvassing

Fundamental Challenges with Information Sales

A Fourth Option — Information + Implementation

Reason 1: Information is a commodity, but implementation is valuable

Reason 2: Implementation of information can be sold for far more than the information itself

Reason 3: Implementation enables far better follow-up

The Best Intervention to Implement

Reason 1: We are instructed to

Reason 2: It's a pain point for a lot of people

Reason 3: Progress is obvious and easy to measure

Reason 4: It transitions very well into spiritual interest

Reason 5: We have a pre-existing reputation to build off

Testing the Intervention Against Success Criteria

**Criteria 1: Self-supporting**

Criteria 2: Can start from scratch in new areas

Criteria 3: Proactively reaches out to community members

Criteria 4: Effective at converting community interests into Bible studies

Criteria 5: Location-agnostic

Note — Potential Side Effects

**Doesn't reach people who can't afford the price**

**Fewer books/people reached**

**Risk of low message books/lack of spiritual emphasis**

How Would This Look Like in Practice?

**Intervention Type & Structure**

Coaching Component of Intervention

**Spiritual Integration**

**Description of Workers**

Selecting/Recruiting Coaches

Financial Constraints

Marketing & Sales

Oversight Team Roles

Potential project impact

Transition from student to full-time work

Lake Union expansion

## Global expansion

### Implementation Timeline [last updated 12.01.25]

#### Fall 2025

Develop Proposal - DONE

Recruit Team - DONE (remainder will join later)

Draft Core Offer - NEXT

#### Spring 2026

Test Core Offer

Draft Intervention

Draft Coaching Plan

#### Fall 2026

Finalize and Compile Marketing Materials & Sales Process

Finalize & Assemble Intervention

Set up Local Church Participation

Line Up Marketing/Businesses

Finalize & Assemble Coaching Plan

#### Spring 2027

Complete Marketing for Program

Recruiting for program

#### Summer 2027

Run pilot

## **Project Rationale**

This section will outline the need for a new model for literature evangelism, and the potential impact of such a model.

## **Everything must be justified by its contribution to mission**

The mission of the Adventist church is to share the three angels' messages with every country, people group, and language on earth — leading people to follow God, join His remnant church, be disciplined as believers, and prepare for His soon return. The church has a wide variety of ministries — all of whom derive their mission from the church's overall mission and must be judged by how effectively they advance Adventist mission.

In accomplishing this mission, there are not 5, 10, or 20 different forms of “evangelism”. There is only one method of evangelism we are called to use: Christ’s method of reaching people. It involves (1) personally mingling with people while desiring their best good, (2) ministering to their needs, (3) winning their confidence, and (4) leading them to follow Jesus.

All apparent “forms” of evangelism either enhance portions of this method or substitute in cases where it cannot be applied due to distance or other barriers.

- **Portions:** For example, health events, public evangelism, giving Bible studies, topical literature, and VBS programs are not “evangelism” in and of themselves. They enhance and provide resources for personal witnessing.
- **Substitutes:** Likewise, digital evangelism, radio evangelism, and (the mostly deceased) periodical system were all designed to reach people the church could not physically interact with (e.g. in unreached cities and countries), and begin a process of continual and growing engagement until the person could be led to follow Jesus.

## Introduction to the “Jobs To Be Done” Framework

The “Jobs to Be Done” framework, developed by renowned Harvard Business School professor Clayton Christensen, is a useful model for evaluating church ministries for relative effectiveness and opportunities for innovation. “Jobs to be done” theory posits that “customers don’t simply buy a product or service—they ‘hire’ it to do a ‘job.’”



A ‘job to be done’ is a problem or opportunity that somebody is trying to solve. We call it a ‘job’ because it needs to be done, and we hire people or products to get jobs done. - Clayton Christensen ([reference](#))

While companies often view their products as being in competition with similar-looking products from other companies, the truth is that, for customers, the competition to the product is *alternative ways to solve their problem*.



Understanding the job the customer is hiring your product for can open up significant opportunities for innovation, because you're orienting your product to serve the problem the customer is trying to solve, rather than be the generic "best" product in your market category.

In his book on the theory — *Competing Against Luck* — Christensen uses the McDonalds milkshake as an example. For many years, McDonalds used demographic research to identify the typical milkshake user, then interviewed milkshake-drinkers in that demographic to understand how to improve the milkshake. They implemented the changes, with very poor results.

When Christensen was asked to help, he (and his staff) observed a McDonalds for several days, taking copious notes (who ordered milkshakes, what times of day, were they alone or together with others, to-go or dine-in, with other food or by itself). They then interrupted and interviewed customers to understand why they bought the milkshake, and what product they would have "hired" if the milkshake hadn't been available.

Through this research, they discovered that there were **two distinct jobs** that the milkshakes solved — for two distinct demographics. One group "hired" the milkshake to stave off hunger and boredom on a long morning commute. They found it worked better than bananas (too quick and not enough), bagels (too messy), and candy bars (felt guilty). The other group "hired" the milkshake to show their kids they loved them after a long day. It was cheaper and less complicated than buying clothes, toys, or experiences.

Recognizing the specific job customers were hiring their milkshakes for, McDonalds made a series of changes to their milkshake offering to better meet the unique needs of each "job" customers were hiring it to do. For hungry commuters, they put the milkshake machine out front (so they didn't have to wait in line), created a "charge card" for milkshakes that customers could add money to (so they could easily swipe and go without hassle), and made the milkshake thicker (so it would take longer to drink and stave off hunger for longer). These and other changes results in a 7x increase in milkshake purchases in the region where McDonalds implemented these changes.

## Canvassing's job shift

Over the past 150 years, the core elements of what makes canvassing “canvassing” have remained the same, even through the transition to the student magabook work. We still knock on doors. We still carry books (such as The Great Controversy and Christ’s Object Lesson). We still sell the books in homes. We still find people interested in Bible studies and other church services.

However, the fundamental “job” literature evangelism fulfills for the Adventist church has shifted dramatically from when it was a core component of Adventist mission and expansion in the late 1800’s and early 1900’s. As a result, while similarities remain on the outside, literature evangelism is far less effective in advancing the mission of the church than when it was originally developed.

## The original “job to be done” canvassing was hired for

Canvassing was first developed in Adventism by George King. A failure as a preacher, he found that he could make a living by instead selling Adventist literature door-to-door and thus reaching people who otherwise wouldn’t connect with the church.

### Key “features” of canvassing

Over time, as more literature evangelists joined the work, it began to form several features that were extremely useful to Adventist mission:

- They could **support themselves**. Not a drain on tithe base or foreign mission offerings. In fact, by selling Adventist literature, they supported and helped fund the church’s printing presses.
- They could **start from scratch in new areas**, proactively building connections with hundreds of people interested in truth — many of whom would not attend tent meetings or other invitational outreach — by selling Adventist literature.
- They **planted seeds** (books) with hundreds of interested people. Even if people weren’t interested in connecting with the church, the Holy Spirit could work on their hearts.
- Through **personal follow-up and connecting interests** with team members\*, all people interested in learning more could connect to the church — transitioning to Bible studies and discipleship.

\*This work could happen as part of a team, but because of how canvassers worked in their areas (taking more time to visit, connect with, and follow-up on people), they could also be successful as the fore-runners preparing the way for others to successfully labor with the interest they developed in an area.

## The original “job”

Over time, these particular features shaped canvassing into a church ministry that performed a unique, essential job:



Launch Adventist mission work in unreached areas where the church didn't have sufficient resources to send teams of denominational workers.

Of course, literature evangelists could still work in areas with an existing Adventist presence. If a pastor and members consistently followed up on the interest they developed in a community, their work was a wonderful addition to the local church work in that community.

However, there was nothing *fundamental* to their work that could not be done by active members — if they were so inclined. Members could knock on doors, leave literature with people, build relationships with them, and lead them to connect directly with the church. The breakthrough “job” that made canvassing crucial to the church was its perfect adaption to reaching *unreached* areas.

For the church, this was an incredible resource to have available to it. This is why the church “hired” canvassing as the primary means of beginning foreign missions in dozens of countries for many decades.

Just to give a few examples: Hawaii, Great Britain, Samoa, Fiji, Jamaica, India, Chile, and most of South/Central America were entered first by canvassers — followed or accompanied by Bible workers and health workers who nurtured the work they began. (**Source:** Loughborough, *The Great Second Advent Movement*)

## Magabooks is still “canvassing” — hired for a very different job

The transition from “big books” to 10-week student magabook programs in the late 1990’s (after the scandalous implosion of HHES due to corruption and mounting debt) represented a fundamental improvement in the canvassing work.

It transitioned literature evangelism from a commercially-focused, debt-written enterprise (largely disconnected from the church and evangelism) to a mission-focused (meeting far more people, selling a far higher percentage of message books), cash-based program directly integrated within the local conference structure.

However, despite all these positive changes, magabook canvassing now fulfills a fundamentally different (and less effective) role for the church and its mission than it did when it thrived. If we were to examine the benefits magabook canvassing provides to the church, they will fall into the following categories:

- **Student scholarships** — this is the fundamental benefit that sustains magabooks. The program only “works” for high-school/college-aged students, because it pays better than almost all other college jobs, many schools offer generous matches, and they don’t need longer-term work, so 10 weeks of high-effort, high-stress work is sustainable.
- **Books distributed:** The church values many books distributed into homes. This distribution is more valuable than “give-aways” that give away our large message books for free, because each person who receives a book is somewhat persuaded of its value enough to contribute money for it (even though a large % of books distributed are via “cute sales” instead of a genuine interest in the books).
- **Youth discipleship:** Because young adults in this program spend hundreds of hours knocking on doors talking to strangers about their faith, this program is unmatched in its ability to build spirituality, resilience, patience, and maturity in youth who participate.
- **Community Interests:** Canvassing programs advertise their ability to knock on tens of thousands of doors and pass on many Bible/health interests to the local church for follow-up.

However, none of these benefits are unique to canvassing, and there are substantial downsides to them when you dig deeper:

- **Student scholarships:** While this is a major benefit (and effective canvassers/leaders can be paid 2-3x more than what they would earn from summer camp), canvassing is far from the only place students can work during the summer to help pay their way through school.
- **Books distributed:**
  - While it is always beneficial to “sow seeds” by spreading our literature far and wide (and God can always use books while they’re in the home), its usefulness is substantially curtailed because magabook programs provide very few effective mechanisms for interested people to connect with the Adventist church (either at the point of sale or at a later point in time). See *Interests* for more.
  - In addition, while there is additional value in the books being *purchased* by community members, there are many ministries that enable the wide-spread *distribution* of books, both via the mail and via hand-delivery. It is also something that local churches are fully capable of completing themselves.
- **Community Interests:**
  - In my experience, most students don’t collect any sort of interests whatsoever. When people do collect interests, they are almost universally poorly vetted and passed on to the church days or (more often) weeks later. (This is largely because successful magabook work requires quick, one-time interactions with 100+ people a day, eliminating repeat visits or lengthy vetting discussions.)
  - Churches are woefully unprepared to follow up and have little idea of what has been communicated to the interests. As a result, the typical % of interests who convert into consistent Bible studies hovers between 2% and nonexistent.
  - Additionally, churches are more than capable of finding interests on their own. If members go through training and dedicate consistent time to door-to-door work (and searching for Bible studies in all other church ministries), they are more than capable of finding many interests on their own.

There are some more downsides to the magabook structure compared to the original structure:

- **Requires a subsidy to operate:** Magabook programs require significant subsidies in order to operate. Budgets can range from ~\$60,000 (for half-time director on pastoral payroll with a small budget) to \$200,000+ (for a director, assistant, and substantial budget).
- **Limited to established areas:** Because magabook programs work out of Adventist churches and schools and require direct/on-site member participation for effective follow-up, they are largely limited to areas with an established Adventist presence without substantial extra expense (e.g. paying for accommodation and/or full-time Bible workers).

With these facts in mind, it is obvious that the magabook work fulfills a fundamentally different (and less effective) role for Adventist mission than the original role it filled. Currently, the main “job” that magabook canvassing fulfills is:



Low-cost intense discipleship (preparing many for a future working for the church) for 30-60 young adults a summer, while also providing them with substantial community-raised funds to advance their Adventist education.

While there are evangelistic benefits to canvassing, the visible results are so minimal that they are rarely a substantial argument for maintaining the program — except in more traditional conferences who believe in the value of literature evangelism for its own sake.

## The original job still needs to be done

The original “job” that literature evangelism was hired for is still a job the church needs done, and it still doesn’t have a suitable replacement to solve that problem. There are untold millions of people who, because of prejudice or lack of interest,



will never actively visit a church or church event in their local community who could be reached by a ministry that goes into communities and homes and reaches out to people where they are.

While many of these people could be reached through local church outreach, there are many areas - globally and stateside - where the church doesn't have an active presence—where we don't have many members in an area who can do ministry and build up a church plant in their areas.

## Objective of this project

The objective of this proposed project is to develop a new ministry model that accomplishes the same **objectives for local/foreign missions as literature evangelism did.**

## Success criteria for the project

Any new ministry model emerging from this project must always be able to meet the following criteria:

1. Self-supporting
2. Can start from scratch in new areas with minimal outside support
3. Proactively reaches out to community members
4. Effective at converting community interest into Bible studies/discipleship
5. Location-agnostic (can work in many regions nationally & globally)

## Model Development

This section will develop a theoretical model for a project that could accomplish the success criteria outlined in the previous section.

## The Key Factor to Solve For

Among all the success criteria listed above, the need to be **self-supporting** is the most important and most difficult to solve for. It should be self-evident that for a program to be self-supporting, it needs to **sell a product or service** for more than

the cost of providing the product or service (including cost of the worker(s) involved).

Practically, we may assume that "long-term and sustainable" work necessitates workers being paid something **equivalent to the pastoral wage scale** (\$60-75k pretax including benefits). Any solution needs to enable workers being paid at this level or higher on average.

### 3 Pathways to Self-Supporting Canvassing

Literature evangelists are fundamentally in the "information sales" business. They sell information (almost exclusively in the form of books, DVD's, and periodicals) to people in exchange for money that enables them to sustain their work.

In the selling of information as a product, we can break down our current options into 3 different business models:

- **Small Sets** (selling lots of small sets to a lot of people):
  - e.g. selling \$450/day in magabooks by **selling \$25-worth to 18 people**
  - $\$450/\text{day} * 65\% \text{ commission} * 5 \text{ days/week} * 50 \text{ weeks} = \$73\text{k}$
- **Dump-Bags** (selling large sets of low-priced books to many people):
  - e.g. selling \$450/day in magabooks by **selling \$90-worth to 5 people**
  - $\$450/\text{day} * 65\% \text{ commission} * 5 \text{ days/week} * 50 \text{ weeks} = \$73\text{k}$
  - Incidentally, the cost of Daniel and Revelation by Uriah Smith was around \$80 in today's dollars ([source/source](#)), and at his height, one of the most successful colporteurs was selling 300 a month in the Caribbean ([source](#)).
- **Big Books** (selling high-priced sets to 1-2 people a day):
  - e.g. selling \$450/day in "big books" by **selling \$450-worth to 1 person**
  - $\$450/\text{day} * 65\% \text{ commission} * 5 \text{ days/week} * 50 \text{ weeks} = \$73\text{k}$

### Fundamental Challenges with Information Sales

However, there are 2 fundamental challenges to selling information that we inevitably run up against:

- **Poor follow-up:** The lower-priced options require meeting large numbers of one-time meetings with people in order to hit the quota. As a result, the personal interaction is so brief that any follow-up of spiritual interest is likely to be difficult and result in very little.
- **Information is now a commodity:** The Internet Age has dramatically reduced our ability to sell high-priced information products door-to-door, because information and entertainment on so many topics is very easily accessible. People are much more likely to pause to fact-check or price-check before purchasing. They are much more likely to view any material as not worth purchasing because they can find something much cheaper (or free) online.

## A Fourth Option — Information + Implementation

There is, however, a potential fourth option for selling information that can meet the success criteria listed above (including **self-sustaining**) while also avoiding the modern issues rendering the typical options obsolete: **selling information, then *coaching* the purchaser through *implementing* the information into their lives.** There are three major reasons why this model could be a breakthrough.

### Reason 1: Information is a commodity, but implementation is valuable

In the world today (especially with Google and ChatGPT), there is no such thing as information scarcity. All the information people could need is at their fingertips.

However, with the rise of immense distractions in the form of social media, along with so many different options for how people spend their time, the ability to *implement* changes into someone's life is a far more precious resource than the information itself.



"If more information was the answer, then we'd all be billionaires with perfect abs." - Derek Sivers

Because of this, it's not surprising that the largest markets for "coaching" are the United States and Western Europe, and the coaching market has grown 62% since 2019, and now comprises a \$5.3B industry. ([Source](#))

## Reason 2: Implementation of information can be sold for far more than the information itself

Due to the above, coaching/implementation is far more valuable to people than information, and commands a much higher price point. This is crucial, because a higher price point means that we're much more likely to reach our target revenue for the business model to succeed.

For example, Dean Ornish sells a book called "Undo It" that walks people through implementing a lifestyle that is scientifically demonstrated to prevent and reverse heart disease. **The book retails for \$20.**

Ornish also offers an in-depth, 9-week coaching program walking patients through implementing the principles of the book into their lives. **The program sells for \$9,895 (source).**

## Reason 3: Implementation enables far better follow-up

Because an information + implementation model requires many repeated visits/interactions between a coach and participant, the coach has many more opportunities to develop a trust-based relationship with the participant, introduce spiritual topics into the conversation, offer Bible studies, and connect the participant to local church members/activities.

## The Best Intervention to Implement

The natural question that arises is, "What type of information should we offer to implement in people's lives?" I believe the information + implementation should be centered around a **lifestyle intervention in chronic health conditions** (general or specific). There are several core reasons why this makes more sense than any other option.

### Reason 1: We are instructed to

The Spirit of Prophecy instructs us to use the health message as the "entering wedge" in seeking to reach people.

### Reason 2: It's a pain point for a lot of people

Due to the rise of chronic disease and obesity in the Western world, health is a huge pain point for vast numbers of people all across the world — something they're increasingly seeking to find solutions to.

### **Reason 3: Progress is obvious and easy to measure**

In contrast to spiritual or mental health interventions, progress in physical health can be measured in exact and specific ways (such as blood tests, blood pressure readings, etc.).

### **Reason 4: It transitions very well into spiritual interest**

Health interventions offer many "off-ramps" into spiritual concerns & needs (which is perfect, because the information + implementation model enables a lot of room for those conversations).

### **Reason 5: We have a pre-existing reputation to build off**

The Seventh-day Adventist church has both a long-standing reputation for good health (e.g. Blue Zones) and a long history of effective, evidence-based lifestyle interventions (e.g. CHIP)

## **Testing the Intervention Against Success Criteria**

Could an "information + implementation" program centered around an intervention in chronic disease meet the success criteria outlined above? I believe it can.

### **Criteria 1: Self-supporting**

This project has very strong potential to be self-supporting. Similar projects charge sufficiently high prices to easily cover their costs (including payroll). Examples of similar programs include Ornish (charges \$9,895), M/BMI (\$4,458), and \$1,828 for a traditional cardiac rehabilitation program ([source](#)). The CHIP program (including only group sessions, materials, and labs) charges \$500 for a 10-week (ish) program. Over 60,000 people have participated in it since its inception.

### **Criteria 2: Can start from scratch in new areas**

As long as marketing is not tied to existing churches, and implementation (inc. follow-up) is self-supporting, this program could operate in new areas with minimal outside support.

### **Criteria 3: Proactively reaches out to community members**

Because the program is health-based and addresses major societal pain points, it could easily be directly marketed to and through businesses/community organizations and to community individuals without church assistance.

### **Criteria 4: Effective at converting community interests into Bible studies**

The coaching/implementation of the model is perfect for initiating participants to spiritual opportunities, **as long as workers are properly trained to do so.**

### **Criteria 5: Location-agnostic**

A health intervention program that targets wide-ranging lifestyle diseases will be applicable globally (though less in 3rd-world countries).

## **Note — Potential Side Effects**

### **Doesn't reach people who can't afford the price**

Fundraising can be done to provide needs-based assistance to people who desire the program but choose not to sign up. And care should be taken to not make the cost exorbitant (or to provide multiple levels of service for those who can't afford the highest value).

However, the truth is that many people won't be able to afford it. While that is true, when we examine the potential models above, we recognize that it seems necessary to charge high prices to individuals to sustain workers at a reasonable wage without subsidy.

We must realize that this program will not comprehensively reach everyone, but will serve a purpose *different* from the magabook programs — which specialize in a much wider distribution of books, at the expense of integration with the church and leading people to connect with it.



## **Fewer books/people reached**

This is true, but there is a fundamental trade-off being made between quantity and quality. Magabook programs specialize in quantity - reaching as many people as possible with as many books as possible (while still requiring that recipients pay for them). This program sacrifices quantity of books distributed in exchange for a much higher quality of interest generated — leading to many more people connected to the church and to Bible studies.

## **Risk of low message books/lack of spiritual emphasis**

This is definitely possible because the primary mechanism would be health-based. However, is this not equally likely to happen in magabooks as well? Just as in magabooks, the spiritual emphasis doesn't come from the inherent incentives in the work, but from leadership and spiritual emphasis/training within the program itself.

# **How Would This Look Like in Practice?**

The following section outlines a proposed structure for how an information + implementation program could look like in practice. I will attempt to explain my reasoning behind each element of the structure, but ultimately it is all changeable depending on what offer/intervention is most appealing.

## **Intervention Type & Structure**

- The program would target a specific (or specific set) chronic disease with a set of evidence-based lifestyle interventions.
- The intervention would be cohort-based. It would run over a period of 10-12 weeks (or more/less, depending on necessary time to build habits and see substantial results).
- Participants would be recruited/onboarded prior to cohort start date.
- Participants would be tested before/after the program to evaluate progress, and receive instruction on the intervention at the beginning (primarily) and during the program (secondary).

- Initially, the cohorts would be based over the summer (hiring student workers). Once pilots have proven successful, full-time coaches can be hired on an annual basis (4 cohorts/year).

## Coaching Component of Intervention

- Rather than just receiving information, participants would be assigned to a coach who would aid them in implementing the training (e.g. helping them shop, teaching how to cook, exercising with them)
- This coaching component would vastly increase the value of the program for people who need lifestyle interventions but have failed to follow through in the past.
- Coaches would work in pairs (e.g. 2 coaches visit each patient), ideally a male and female pair. There are a number of reasons for this:
  - **Lowered Liability:** When visiting participants in-home, multiple witnesses helps mitigate/avoid the appearance or accusations of sexual impropriety or medical malpractice.
  - **Better Implementation:** When two coaches work together, they can help each other by pointing out and correcting each other's blind spots, adding training that the other forgets, and noticing issues the other ignores.
  - **Better Accountability:** Coaches can work together to ensure they follow up on each participant and convey correct information to/from physician supervisors.
  - **Coverage for Absences & Emergencies:** Working in pairs ensures no gaps in coverage if one coach needs to travel or gets sick. It also enables them to handle emergencies or extra needs (e.g. one coach can give extra help to a struggling participant while the other coach handles the regular sessions).
- Each coaching pair would supervise 10-25 participants, depending on the effort (time commitment per participant) required to ensure participants meet their goals.

- At first, coaching pairs would be assigned fewer participants (say, 10) than necessary — giving them crucial **slack** to provide extra help as needed.
- Coaches would undergo intensive, multi-week training prior to the onboarding of participants. This training must include training on relevant general medical/health knowledge, training on the details of the intervention (including what you can/can't say and do, to avoid liability issues), training on developing spiritual interest, and training on how to coach properly.
- Coaching training will include everything health-related coaches will be expected to know to participate in the program. They will not be expected to have a health-related background or major.
- Coaches could potentially be certified as health/wellness coaches as part of their training.

## Spiritual Integration

- Coaches are trained in giving Bible studies, and continually find creative ways to weave spiritual conversations into their coaching interactions with participants. **Doing this well must be a crucial component of coaching training.**
- Once full-time workers are operational, we could develop a reduced-scope project that participants could sign up for to continue receiving a limited form of accountability/training after completing the cohort. This could enable coaches to continue working with them over multiple years to encourage and develop a spiritual interest.
- In all cases (but especially with student cohorts), the program should partner with local churches with existing strong interest follow-up and health emphasis events (do NOT rely on church who intend to be consistent in the future).
- The church should run regular events (e.g. running club, cooking schools) that correspond to needs of the cohort, and thus give the coaches opportunities to invite participants to supplemental events and develop relationships with local

members. These local events and members can serve as ongoing support for cohort participants after the program concludes.

## Description of Workers

- The program (most likely) should be physician-supervised. They would supervise testing & group instruction, and handle questions/challenges from coaches.
- The physician would be responsible for communicating with each participant's primary physician, to ensure they know the details of what the participant is undergoing and can make medical decisions accordingly. CHIP and other groups have form letters and a standard process for arranging that.
- A dietician should most likely be on-call to present relevant training (both to coaches and participants) and handle unique diet cases/questions.
- To reduce the direct work required by physicians, as much medical work as possible/reasonable should be delegated to physician assistants, nurses, and other mid-levels. Here are some suggestions:
  - **Group instruction:** Nurses and physician's assistants could likely present the bulk of the training, leaving the physician to present necessary rules/caveats, and perhaps some key lectures/trainings.
  - **Testing:** Nurses and physician's assistants could likely schedule and supervise collection of all patient vitals and test data. Physician would most likely still need to evaluate and certify all results personally.
  - **Questions/Issues:** Nurses and physicians assistants could triage all coach data, and either forward to a physician or dietician for further investigation or answer themselves if the question/issue is minor enough.
  - As a result of these modifications, the physician's role could be reduced — making the program much easier to run in areas where a physician isn't as available/where more midlevels are available.

## Selecting/Recruiting Coaches

- There are a number of factors to consider regarding qualifications of coaches:
  - **General Qualifications:** The coaches don't need to have any specific health-related qualifications. However, they need to be mature, quick learners, have strong empathy/people skills, and have a deep passion for winning souls. Ideally, they should have completed SALT, AFCOE, or another Bible work training program.
  - **Logistical Qualifications:** They must be over 18 and own their own vehicle.
- Many students in their late teens and early 20's (18-22) can be immature and lack important skills required to make them valuable coaches. There are several important ways to work around this:
  - Long-term, the solution is to transition to hiring full-time workers. We will be able to hire college graduates and older workers transitioning from other fields (e.g. education, nursing).
  - While we are hiring summer workers, here are a few hiring considerations:
    - To pilot a group over the summer, we only need groups in the range of 6-18 students. We can afford to hunt for exceptions to the rule, because we're not aiming to recruit from that demographic at scale.
    - Many master's programs (including Andrews) give students summers off. Those programs could be pools for more mature students.
    - Because the aspects of coaching work fall into so many categories of work, international students in many undergraduate and graduate programs could be eligible to use CPT and OPT to engage in this program.
    - Especially for younger students, it may be helpful to define a rigorous pre-condition for participants that reasonably qualifies them. For example, they may be required to have completed at least one summer in a Youth Rush program known for quality training.

## Financial Constraints

- The program would charge a substantial fee for participation in the intervention. The fee would be sufficient to cover testing, program supplies/expenses, and the equivalent of a pastoral FTE for all coaches.
- To arrive at a ballpark target price, we estimate the per-participant costs to run the program with a full load (20 per pair, 4 cohorts a year) with full-time workers (\$75k all-inclusive), with 1 full-time supervisor per 12 people:
  - \$1,875 per participant for worker pay
  - \$155 per participant for supervisor pay
  - \$400 per participant for cost of delivery (e.g. medical tests, program materials)
  - \$50 per participant for coaching training cost (\$6,000 for a large group is more than sufficient)
  - \$50 per participant for marketing/sales costs (\$6,000 for a larger group should be more than sufficient)
  - **TOTAL:** \$2,530 per participant
- If we lowered patient load to 15/coach and eliminated the coaching-in-pairs model (supervisor overseeing 6 coaches and filling in for gaps), we arrive at a more modest cost:
  - \$1,250 per participant for worker pay
  - \$210 per participant for supervisor pay
  - \$400 per participant for cost of delivery (e.g. medical tests, program materials)
  - \$50 per participant for coaching training cost (\$4,500 for a large group is more than sufficient)
  - \$50 per participant for marketing/sales costs (\$4,500 for a larger group should be more than sufficient)
  - **TOTAL:** \$1,960 per participant
- In the case of students, we would lower patient load to 10/coaching pair, maintain the pairs model, and retain a supervisor for 12 workers (6 pairs). We would aim for \$7,000 per worker, to roughly match what they could make as



an experienced Youth Rush leader — as an arbitrary point of reference for summer employment.

- \$1,400 per participant for worker pay
- \$115 per participant for supervisor
- \$400 per participant for cost of delivery (e.g. medical tests, program materials)
- \$50 per participant for coaching training cost (\$3,000 for a small group is more than sufficient)
- \$50 per participant for marketing/sales costs (\$3,000 for a small group should be more than sufficient)
- **TOTAL:** \$2,015 per participant

## Marketing & Sales

- The program could be pitched as part of "physician talks" in businesses, AMEN clinics, and health expos
- Interested participants could sign up for an in-home comprehensive health assessment delivered by coaches who would close participants on joining the program

## Oversight Team Roles

### Literature Ministries

- Handle all logistics (organizing training, HR for workers, budgeting)
- Print/produce program materials
- Recruiting workers
- Overseeing marketing/sales process
- Arranging follow-up with local churches

## **Health Ministries**

- Develop the specific intervention schedule, materials, and marketing resources.
- Handle physician role for initial cohorts
- Oversee recruitment and training of physician partners
- Ensure proper coverage/medical supervision for all work (e.g. entering homes, giving medical advice)

## **Personal Ministries**

- Provide training, materials, & ongoing support for coaches to transition interested participants to Bible studies and church participation.

## **Physician Partners**

- Present physician talks in businesses
- Oversee testing & instruction for cohort participants
- Oversee all communication with participants' primary care physicians

## **Potential project impact**

NOTE: The below projections are speculative in nature and based on many factors explored later on. They're designed to give a general vision of what is possible if the criteria are met.

## **Transition from student to full-time work**

A crucial next step after demonstrated success with a student-based pilot over the summer will be transitioning to a model where workers can be employed full-time to serve as program coaches.

This transition is crucial and significantly beneficial for a number of reasons:

- **Post-cohort reduced-scope program:** Many participants will want to continue the accountability and progress they've made in the cohort once it ends. While local churches can help meet this need, a better long-term solution is to develop a reduced-scope paid program that can be made available to participants at the end of each cohort (once workers are able to work full-time). For example, this program may cost 1/4 of the main program, and include text/phone support, group accountability sessions, and quarterly blood testing — enough to maintain habits and evaluate progress.
- **Better recruiting funnels:** The summer-based cohorts will always struggle to recruit a sufficient number of mature, generally competent individuals because most students in the 18-20 age bracket will not qualify. While workarounds are possible, a pathway for full-time work will enable us to recruit older and more experienced participants far more easily.
- **Better-trained team members:** Because training doesn't have to be crammed into a summer, workers can receive substantially more training over the course of their first 1-2 years, and will use that training for many years (eliminating the need to train every worker every cohort).
- **Ability to branch out from training location:** Because workers no longer need to be trained, they can begin working in new locations across the Union and the global church.

After a number of summer-based pilots with student workers, students who have participated in the program can be recruited to join a team working full-time, completing 4 cohorts per year. The program training would run over the summer (as before), but programming and logistics would be arranged to enable the team to continue with 3 more cohorts throughout the year in the same location. Team members would be provided benefits and a full-time salary for their work.

## Lake Union expansion

Within the Lake Union, 5 teams of 20 workers each (100 total) could be established. They would target Milwaukee, Chicago, Indianapolis, Grand Rapids, and Detroit. Each team would work in partnership with 2-3 physicians in the city dedicating partial time to supporting and promoting the project.

A team of this size could manage a full cohort load of 750 (150 per team), or 3,000 per year. (Some participants will choose to join the program once, while others may choose to stay on in a reduced-scale ongoing support program.)

A team of this scale would focus on city areas with little/no Adventist presence to build church plants over time. They would run annual evangelistic series' and ongoing health/church events in concert with the cohort to develop a relationship between members and the participants.

They would remain in the area for 3-5 years until transplant members and new baptisms are sufficient to render the church plant self-sustaining. They could then move on to new regions of focus within the city or in other rural areas.

If we expect that 20% of participants will begin Bible studies during their cohort, and 20% of those who begin Bible studies will choose to get baptized, we can expect annual baptisms in the range of 90-150 (median: 120) per year between all teams.

New team members would be onboarded each summer (or fall) in a specialized cohort designed to credential and train them over 3 months. They would then be assigned to join an existing cohort. Over time, cohorts would grow in size to the point where it makes sense to split them and launch into a new area.

Cohort coaches who have demonstrated leadership over multiple cohorts would receive specialized leadership training to prepare them to head up teams working in a new area. Once training is complete, the teams will be carefully split and half will be moved to the new focus area.

## **Global expansion**

As teams expand within the Lake Union, early and aggressive efforts should be made to pilot in difficult-to-reach regions of the world, including Europe and the Middle East. Europe is similar enough (in terms of general health and economic status) to the United States that many aspects of the program could work there with minor modification.

Many of the more prosperous Middle Eastern countries are in a position — both economically and medically — to genuinely benefit from the program. With some major modifications, experiments could be run to determine whether a similar approach could be viable for full-time workers in countries such as Kuwait,

Jordan, Lebanon, and Qatar — with a much more careful and limited approach to introducing spiritual topics.

Teams would be trained in the Lake Union (see above), then undergo specialized regional training in partnership with AFM and/or Global Mission in Berrien Springs, as applicable. Their training and relocation costs would be covered by the General Conference, but they would be expected to quickly become self-sustaining over time.

They would serve in a target city/region for 4-5 years. Over time, as a church plant is developed, Global Mission Pioneers would be sent to nurture and take over the plant — enabling the team to move on to new areas.

## **Implementation Timeline [last updated 12.01.25]**

### **Fall 2025**

#### **Develop Proposal - DONE**

Develop a long-form proposal explaining the rationale and logic behind the proposal, both to clarify it in my own mind, and to serve as a comprehensive introduction to team members. That task was completed in September. The current rewrite was completed in early December after review with Dillon Austin and the Quions.

#### **Recruit Team - DONE (remainder will join later)**

The best way to attack a large, multi-faceted project like this one is to assemble a team of domain experts, place them in charge of clear outcomes/deliverables with clear deadlines, and ensure they regularly communicate to remain in sync.

I propose dividing this project up into the following core areas:

- Coaching — responsible developing entire coaching approach, and for recruiting, training, scheduling (etc.) all coaches to ensure intervention steps

actually turn into lifestyle changes

- Intervention — develops the intervention (schedule, testing, lectures, medical supervision — ensures that we deliver on exactly what marketing says we will)
- Local Church Integration — identifies an active local church and arranges a series of supporting evangelistic events and programs that will complement and provide long-term ongoing support for participants
- Marketing & Sales — once a core offer is tested, responsible for developing all scripts/marketing materials/presentations, and scheduling/arranging for marketing & sales to happen seamlessly prior to start of program

I propose we divide up the responsibilities between everyone as follows:

- Health Ministries (Quions)- oversees all aspects of intervention
  - Intervention Coordinator (Matthew K?)
- Literature Ministries (Seth) - oversees coaching, marketing/sales, and local church integration
  - Coaching Coordinator (Dillon Austin) - owns coaching, marketing, and sales

None of the above forbids anyone from helping each other. In fact, it is essential that we work together and in sync with each other. What is crucial, however, is that each of the program aspects is “owned” by someone who understands it beginning-to-end.

## Draft Core Offer - NEXT

Before all the above tasks and sub-projects can happen, there is one huge assumption lying at the center of this project that needs to be tested before we invest major time and resources into it: **the core offer**.



This entire project rests on the assumption that when we present this intervention/program to community members in our target demographic, a significant portion of them will say yes and sign up. It also rests on a secondary assumption that businesses and other community organizations will value our information so much that they will happily agree to have us present to groups of their employees.

Before investing a great deal of time and energy into developing a specific program, we need to draft our core offer (the pitch we will make to businesses and individuals about the program and why they should participate), and then test it repeatedly until we find something that consistently works. The details of how that should happen will be drafted in a separate long-form document.

## **Spring 2026**

### **Test Core Offer**

During the spring, the most crucial and urgent task is to test and experiment with the core offer until we find something that works consistently. The details of this will be drafted elsewhere.

### **Draft Intervention**

As the core offer is tested and validated, work can begin on drafting the broad strokes of the intervention itself. By summer 2026, all the main components (schedule, lecture topics, prospective speakers, supervising physician, etc.) should be thoroughly drafted.

### **Draft Coaching Plan**

In principle, work can begin on this right away. The first step in the coaching plan will include a thorough review of literature and existing Adventist health coaching practices to identify principles/best practices for 1) getting lifestyle changes to genuinely stick and 2) developing spiritual interest in coaching participants.

Once those key elements are developed, a detailed coaching plan can be developed in partnership with the intervention drafting, to ensure the coaching plan is perfectly calibrated to enable participants to reach their goals.

## **Fall 2026**

### **Finalize and Compile Marketing Materials & Sales Process**

This step will need to be completed early, to allow time to meet with businesses later in the fall. This will include website, slides, flyers, information booklets, etc.

### **Finalize & Assemble Intervention**

In this stage, we'll develop all program materials, recruit and book speakers, arrange venues, and finalize all other aspects of the intervention so it's all ready to go. Some of this will bleed into the spring, but we should plan for it to be done by then.

### **Set up Local Church Participation**

We will meet with prospective local churches, select one to partner with, and arrange an evangelistic calendar with them that will line up with our targets.

### **Line Up Marketing/Businesses**

In this stage, we'll start meeting with businesses and community organizations who would be open to us promoting to their employees/people they have access to. We will schedule all engagements for the late spring, so we don't have to rush by then.

### **Finalize & Assemble Coaching Plan**

Begin actively recruiting, plan and schedule all training segments, organize logistics (e.g. HR processing, retreat and training locations).

## **Spring 2027**

### **Complete Marketing for Program**

Hold all marketing events that precede the program (scheduled in the fall).

### **Recruiting for program**

Continue recruiting for the program until we reach our target cap.

# Summer 2027

## Run pilot

Pretty straightforward.