



# Standards of Excellence in Short-Term Mission

## **2019 Annual Report**



**SOE**  
STANDARDS OF EXCELLENCE  
IN SHORT-TERM MISSION

Making Mission Trips Better.  
Because organizing and leading  
mission trips is hard.



*We joined SOE in 2006 and became Accredited Members in 2009. It has been a lot of work, but well worth it! Our Global Outreach Office and our guidelines and processes have all been built around the seven standards of excellence – all because we know that short-term missions done well is important to the overall impact of CURE around the world.*

**Heather Hunter**  
Global Outreach Director  
CURE International



## Letter from the CEO



America is filled with opportunities, ideals, and bonuses that make wonderful things possible. But there are also cultural influences that cause more harm than good. In particular, I want to challenge the idea that “*more is better*,” and that “*doing something is better than doing nothing*.” Both are clichés that you will hear from time to time, but they represent DOING without the required wisdom and best practices that bring proper CARE and EXCELLENCE.

There is a sense that bigger numbers of short-termers, teams, and countries we serve in equals *more success*. There are nervous reactions to needs worldwide that mobilize us to “go do something” even while there may not be qualified partnerships in place or where proper cultural considerations and logistical impact have not been considered.

**At SOE, we are dedicated to making mission trips better.** Instead of the other clichés, we believe that “any better is better than no better.” In other words, we should be focused on learning and improving, and finding ways to be more effective and more relevant. We get better, little by little, leading to more excellent short-term missions. Better at selecting our people, better at training and equipping, better at timing, and better at discerning what ministry to do and with whom.

That’s why we exist – to help anyone do **any better with any mission from anywhere to anywhere**. Your giving and praying made it possible to affect the lives of more than 250,000 short-termers in 2019! Whether you know all that goes into organizing an effective mission trip or not, one thing you can be sure of: because you support the efforts of SOE and all its partners, **you are part of encouraging team leaders, pastors and missionaries to strive for excellence and that translates into better mission trips everywhere.**

Thank you for being part of changing so many lives,

Brian Heerwagen, CEO

Standards of Excellence in Short-Term Mission

[www.soe.org](http://www.soe.org)

# 2019 Ministry Summary

## PROGRAM SUMMARY

The SOE Board and Staff, though commonly thought of as SOE, are just two parts of what makes up SOE. The full SOE community includes our prayer and financial supporters, member churches, organizations, and schools who make significant contributions to the SOE community and to the global Great Commission effort. While the numbers below are significant, behind each number is a God-ordained part of the Body of Christ. Every prayer, dollar given, member, training event, and mission trip represents God at work in the past, present, and future! What a blessing it is to be part of this community!

SOE Member Organizations	<b>150</b>
Participated in SOE Training	<b>246</b>
Attendees of Conferences/Workshops/SIW's	<b>425+</b>
Mission Trip Participants	<b>153</b>

## FINANCIAL SUMMARY

### INCOME

Contributions & General Support	\$261,625.25
Direct Missions Team Support	\$190,048.80
Various Team Fee Revenue	\$15,962.65
Product Sales	\$4,937.23
In-kind-Contribution	\$19,964.00
Membership	\$28,226.21
Training/Coaching Revenue	\$15,941.00
Miscellaneous	\$4,321.35
<b>TOTAL REVENUE</b>	<b>\$541,026.49</b>

### EXPENSES

Program	\$551,548.38
Support & Administrative	\$72,734.08
<b>TOTAL EXPENSES</b>	<b>\$624,282.46</b>
Change in Net Assets	\$104,721.00
Beginning Net Assets	\$139,567.00
<b>Ending Net Assets</b>	<b>\$34,846.00</b>

## Board of Directors



**Don Johnson,**  
**Board Chairman**

Assistant to US Director,  
SEND International



**Brian Heerwagen,**  
**Board Vice-Chairman**

Chief Executive Officer,  
Standards of Excellence



**David Armstrong,**  
**Board Treasurer**

Executive Director,  
Mission Data International



**Jenny Collins,**  
**Board Secretary**

Associate Professor  
of Missions,  
Taylor University



**Anne Akiyama**

Patient Relations  
Representative,  
Providence Medical Group



**Charlotte Kassis**

Substitute Teacher,  
Travel/Guest Worship  
Leader



**Jolene Erlacher**

Founder,  
Leading Tomorrow



**Jesse Kroeze**

Executive Director,  
Touch the World



**Larkin Briley**

Director of Missions and  
Outreach,  
Belmont University



**Randy Schmor**

Gateway Director,  
North American  
Baptists, Inc.



**Steve Ingram**

Volunteer Board Advisor,  
Association Management  
and Consulting

## Vision Statement

Standards of Excellence in Short-Term Mission assists mission sending and receiving entities in pursuing excellence for effective Kingdom service.

## Mission Statement

Standards of Excellence in Short-Term Mission is a catalyst for excellence in all short-term mission endeavors by the promotion of the Standards through training, membership, accreditation, resources, facilitation, and donor connections.



GUIDESTAR

## Standards of Excellence in Short-Term Mission

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"I listened to the partnership webinar. Really this was so helpful. You know I just went through a big learning experience with a partnership. But this was very insightful as we already have a few new partnerships on the table. I'm so thankful for SOE and what you guys are doing to help us out navigating through the mission field and trying to build the kingdom. I feel blessed to have found SOE!"

**Johnathan Kraus**  
Executive Director  
Love Never Fails International



"I attended [an] SOE seminar [Standards Introductory Work-

shop – SIW] with mixed feelings. I had hosted nearly 140 teams prior to taking the class and I was wondering, on one hand, what I had to learn, yet on the other hand, I figured there must be plenty to learn if the class lasted 1 1/2 days! Wow! I was so enlightened by the dynamic teaching I began rewriting and expanding all of my teams documents as soon as I boarded my flights back to Central America."

**Steve Gilroy**  
Director of Missions  
Face of Justice

