

Steps Towards a Missiologically Informed Research-based Urban-focused
Ecclesio-centric Model of Missional Diaspora Engagement in North America

Case study of Missio-ecclesial Collaboration
in the Highly Diverse San Francisco Bay Area

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Introduction

Local churches, regional ministries and mission organizations came together in 2014 as iSpectra to collaborate in the San Francisco Bay Area [SFBay], under the banner of "igniting multicultural discipleship." iSpectraⁱ intends to launch a number of interrelated ministry initiatives to impact SFBay. Their first major event is a regional conference from April 24-26, 2014, preceded by a two-day ethnographic research workshop from April 22-23.

Historically WorldVenture started in 1943 as a mission dedicated to working outside of North America. In recent years they have more fully embraced mission without borders, including North America. As part of their strategic partnerships they have become active members of the Ethnic America Network [EAN],ⁱⁱ which is involved in initiatives related to intercultural unity and cross-cultural advancement of the gospel.

After nearly 30 years in field ministry in Brazil, Albania and Austria, in 2011 the author and his wife redeployed to the United States to engage in the area of diaspora mission. He serves as the official liaison for WorldVenture on the national committee of EAN. Over the last two years EAN has worked alongside of iSpectra to be able to carry out a regional conference, similar to the EAN signature event of the national Summit.ⁱⁱⁱ ISpectra asked the author to lead their research task force, due to his geographical proximity within 200 miles of the SFBay, which created the conditions for this case study on missio-ecclesial collaboration in the arena of diaspora mission. Complete freedom was extended to the researcher to define the task. Another unpublished internal document from EAN outlines a research process that has been formalized into part of the job description for a research head formally seconded to the Billy Graham Center; as of this writing the position is vacant.^{iv} This document served as an initial framework, but the uniqueness of SFBay, and the direction for iSpectra quickly led to innovation and divergence from the previous design.

At the same time another partnership provided additional context for the research process. Several years ago EAN was an early contributor to a research database focused on

North America. The effort was well-intentioned, but seriously under-supported in comparison to the scope of the project. Conceptually this helped prepare the way for the successor to this project under the sponsorship of the International Mission Board [IMB] and the North American Mission Board [NAMB] of the southern Baptists. Dr. Bryan Galloway has taken the leadership of this renewed and vigorous research project, with generous backing from the IMB and NAMB to develop a robust database and environment. Systematic training to develop a cohort of contributors to the database is going on, including a preconference workshop in SF Bay on April 22-23, 2014.^v Much of what is being researched will ultimately be incorporated into the database of PeopleGroups.Info,^{vi} but design constraints and aims of research for iSpectra quickly pushed towards a research process that could more easily be communicated visually^{vii} during the conference itself. By concentrating on SFBay, with its nine traditional counties, as well as three additional counties that are deemed by the OMB to be economically tied to the region,^{viii} it is possible to discover areas that are unique and worthy of further research in order to contribute to the aims of iSpectra.

Development of the model for the SFBay research process

Ecclesiocentric: Growing out of the conviction that North America is well resourced with evangelical churches and ministry organizations, the researcher specifically sought to keep the church as the prominent player in the research design and objectives. This is in contrast to a common mission paradigm of employing specialists for all of the phases of the work, from planning to execution. Using the ecclesiocentric grid, research is meant primarily to empower the church to make good strategic decisions about igniting multicultural discipleship throughout the region. The fruits of the research should be understandable to those who will be acting on the basis of the realities that are discovered. As a corollary to the research process, consulting services, training workshops and symposiums are also being planned.

Missiologically informed: The best understanding of diaspora missiology, as well as other branches of missiology, will inform the research process and will influence iSpectra and its member churches and organizations. This builds upon the framework laid out by Enoch Wan in his doctoral course on diaspora missiology, offered through the Institute of Diaspora Studies at Western Seminary,^{ix} as well as the book *Diaspora Missiology: Theory, Methodology, and Practice*.^x Recognizing that missiology is inherently interdisciplinary, drawing richly on insights from the full array of social sciences with a theological grid as a chief interpretational filter, the insights emerging out of the research process can be expected both to build upon as well as to diverge from what has been accomplished in other studies to this point. The perspectives that are incorporated into the seminal interdisciplinary study, *Migration Theory: Talking across Disciplines*,^{xi} are singularly helpful, especially when correlated with missiological reflection. Among the disciplines that are featured and critiqued for the relevance and comprehensiveness of their philosophical base and attitude towards theoretical reflection are history, demographics, economics, sociology, anthropology, geography, politics, and the law.

Interestingly each of these social sciences can observe many of the same phenomena and come to widely divergent interpretations to explain what is happening, based on *a priori* assumptions as to how societies function and what dynamics are actually in play. As missiologists we need to be exposed to ever broader areas of commentary and reflection about the social realities surrounding the ministry contexts that we are embracing. Through this lens Wan's framework for understanding the movements of diaspora peoples through push-pull factors is seen to be related to economic theory; a critique of this theory allows its usage in a more biblical and theologically accurate fashion, especially when rounded out with insights from others of the social sciences and missiology, scrutinized and critiqued by the global church.

Similarly demographics are shown to be rooted in a philosophical mindset that is

ignorant of or oblivious to the implications brought from others of the social sciences, but the authors observe that most demographers are doubly trained in at least one other of the social sciences. This cautionary evaluation helps when accessing and interpreting the findings growing out of each of these disciplines.^{xii} Researchers who are asked to cooperate with the church in similar environments need to curate the findings of various social sciences to bring valuable insight to their partners in ministry.

The author places great value on the missiological insights growing out of the Lausanne Global Movement, with the emphasis on unreached people groups [UPGs], Unengaged Unreached People Groups [UUPGs], and diaspora missiology. The particular priority that the research task force brings to iSpectra is the discovery of UPGs within SFBay, and, consequently, their inclusion in comprehensive ministry strategies through engagement, church planting, evangelism, discipleship, and holistic ministry. This missiological priority is not exhaustive of the priorities of the rest of the iSpectra coalition, which are also receiving due attention, but it illustrates the value of collaboration between a regional church-based coalition and a field-based practicing missiologist who is globally aware and, hopefully, strategically astute.

As will be noted in the presentation of the paper, there need to be areas of mutual benefit to a network or coalition requesting the assistance of a missiologist, and to the sponsoring agency, institution, or organization that designates a worker to help them. In this case, the value to WorldVenture is partially in being able to promote this awareness of and commitment to the priority of reaching the final frontiers. At the same time this is of interest to iSpectra in pursuit of igniting multicultural discipleship.

Research-based and Urban-focused: The ethnically diverse iSpectra team is composed of people with high educational attainments and aspirations for personal effectiveness and relevance, as well as a love for the Lord and passion for His Kingdom. Representing a cross-section of the professional and business worlds, as well as a Kingdom

mindset, they recognize that the part of the church that they are serving must be convinced of the validity of their findings; professional legitimacy is essential in this environment. It is to their credit that they endorsed this research-based project and have featured research so prominently in the design of their conference.^{xiii}

At the same time there is a stress on the priority of the urban settings within SFBay. The dynamics of the city partially explain the immense appeal of the region for international immigrants. The economic, cultural, and educational ties to the countries of origin, as well as to markets on a global scale, are focused on the urban megalopolis-styled reality that has been so impacted by globalization over the last few decades. To a certain extent even the rural sections of the 12-county region are affected by the most heavily populated areas within it. Nevertheless it is easy to see how the impact diminishes the further from the population centers one goes. For example, in the heart of Santa Clara County, the most populous of the 12, with about 1.7 million people, the index of foreign-born surpasses 36% of the population in some of the incorporated cities. In this same area those of Asian descent are more than 60% of the population. This has changed dramatically in the last 30 years for which research has emphasized longitudinal population characteristics based on the decadal US census and the American Community Survey [ACS].^{xiv}

The ACS is carried out on an annual basis by the census bureau. It is a sample of 1% of households in urban settings over 50,000 in population. It is comparable in complexity and comprehensiveness to the long form of the decadal census, which was still in use in the year 2000. Since the long form, which formerly was filled out by one in six residents, was completely withdrawn from use before the last 2010 census, the kinds of complex demographic data that allow researchers to identify more specific traits, such as ethnicity, language use in the home, detailed specifics related to foreign-born status, etc., can no longer be determined reliably from the census itself. Three-year and five-year averages are available for the ACS, allowing for periodic snapshots of the changing reality in between the censuses. There are tutorials for how to use the data sets on the ACS website. A novice can

easily work through the tutorials to sample a single characteristic over a geographic role, to be defined by the user. Stepping up their usefulness of this data, there are massive tables which are available for download and analysis along the lines of big data; admittedly, this requires a more sophisticated skill set, expensive specialized tools and dedicated personnel to utilize effectively. In the case of the iSpectra research task force, we have spent much time learning how to use the sources and how to cross reference the data points with visualization frameworks, such as tableau, in order to visually highlight multiple characteristics through charts, graphs, color-coded maps that are individually tailored to the region and interactive to the end-user.

In the interest of good stewardship, the research task force uniformly explored open source and free licenses of software to be able to analyze the data. In some cases, such as the tableau framework for visualization, it became evident that the professional desktop version is much superior to the free public license.^{xv} The desktop version allows for privacy of data and the level of input of millions of records in a relational framework; once either the hunger for data and analysis, or the need for privacy, becomes accentuated, it is advisable to purchase at least one license with the most qualified and competent user to be able to do the analysis and share the results. So many things can emerge in the analysis of the data, that it is important that the researcher also have missiological and ecclesial awareness in order to grasp the intuitive significance of the patterns that emerge. A subset of the results can be shared publicly, or even made available internally using the powerful tableau reader, while still retaining privacy of data that needs to be guarded.

As an example of the relevance of this awareness, consider that global work with Unreached People Groups [UPGs] is often carried out in environments that demand the utmost in confidentiality and secrecy. Unless one can protect the identity of the sources of resources that can be used for evangelization, discipleship, leadership training, etc., it will be impossible to generate the kinds of global sharing of ministry assets without compromising the security and safety of the personnel and their ministry plans. A tool that

is used among the diaspora segments of a PG can easily be linked back to the population in its homeland, causing the expulsion of workers and the persecution or death of those who are becoming followers of Jesus. As a good example of the effective use of such a license, with selective sharing of results in a public fashion through their website, look at the map-based tableau visualization of the Global Status of Evangelical Christianity [GSEC].^{xvi}

Towards an evaluative grid for anticipating the value of similar missio-ecclesial collaboration by other agencies and regional church networks

A healthy dose of realism must be injected. The iSpectra model has been based on sacrificial and volunteer collaboration to achieve worthwhile Kingdom objectives. In order to launch a new movement, multiple organizations have donated the value of their workers' time without expecting any financial remuneration. This is an investment, paying forward, with the expectation of eventual rewards for all who are involved.

A mission agency like WorldVenture has a lot at stake in dedicating months, or even years, to such a joint endeavor. Bringing a worker with 30 years of cross-cultural experience in three foreign countries back to the United States to engage with diaspora mission entails certain risks, such as the potential loss of support for their worker due to the reconceptualization of his or her ministry profile in the eyes of the support base. There needs to be a clear sense from the beginning of what the potential rewards can be through such a partnership. Based on our experience, there needs to be a feel for how long the experiment can continue before expecting to see a return on the investment of time, trust and relationship building.

A regional network also has much at stake – and at risk – in inviting such collaboration. People who have gained much experience outside of this culture may be out of touch with the new contexts in North America, irrelevant, hard to work with or arrogant.

They may be used to being the most knowledgeable people around in their spheres of ministry and influence, making them insensitive to the contributions and value of others on the team. Such are some of the unknowns to be aware of and to establish protective boundaries against, if the partnership is to be mutually beneficial.

Where there is a coalescing of interests between the prospective mission provider of personnel of expertise, and the values and vision of the regional coalition, there can be fresh creativity that is brought to the process, to the benefit of both parties. Go into the process as fully aware of the potential risks and benefits as possible.

Considering priority venues

Quick appraisal of religious adherence:

In contrast to Canada, the United States does not officially research religious data as part of their census process. Mission agencies and regional coalitions that are considering a healthy investment in diaspora mission will find it helpful to use the resources compiled and maintained over the last several decades by The Association of Religion Data Archives [ARDA]. A number of charts have been prepared to go along with representative detailed data about religious adherence across the spectrum from Christian to non-Christian to unaffiliated. The lowest level of aggregation through this interface appears to be the county level, enabling decadal views of the relative strength and numbers of different religious traditions.^{xvii}

Another level of aggregation is the state level. Considering that iSpectra needed to be able to generate spontaneous groupings of information for a given County and its immediate neighbors, or even for several counties up to the 12 counties of the larger SF Bay area, and see it in contrast to other regions around the state and the country, it was essential to tap into the underlying data in order to be able to group the reports. The ARDA does offer to prepare personalized reports for a fee. However they make the same data

available to download through their Social Explorer^{xviii} in such massive quantities and detail that an Excel spreadsheet is taxed to be able to accommodate even a single set of variables. By the time one considers the desirability of correlating the same geography across the full spectrum of factors that are represented in the data, and even cross-referencing it with demographic data originating from the ACS and other sources through database joins, it is easy to see how essential it is to gain the skills and invest in the resources to be able to handle this level of big data.^{xix}

Similar tools exist in numerous places and forms for visualizing census data at an urban or county level across the country.^{xx} As an example of this kind of resource, consider the profile of the city of Vallejo, California, recently examined for ethnographic insights into the changing community. One of the factors affecting Vallejo was the closing of the naval base at Mare Island, leading to such a reduction of the population that the city declared bankruptcy.^{xxi}

Pastor Terrence Nichols is one of the keynote speakers for the iSpectra conference. He pastors a primarily African-American church in Vallejo. He was an early adopter of this research approach, requesting insight through research into the community. Using the city-data website referenced above, pay special attention to the small inset map which is able to reflect a density heat map for distribution of characteristics across the entire area that is brought into focus within the map window. It is difficult to enlarge the map window enough to get the kind of detail that is helpful for regional planning, but this kind of tool is very helpful for small geographies with one kind of data at a time.

Peoplegroups.info is also working on the implementation of a heat map approach to demonstrating ethnographically significant data in their mapping interface. Based on a previous workshop carried out by peoplegroups.info, the original vision prioritized gaining painstaking insight into the top 100 Metropolitan statistical areas [MSAs] of the country, which, together, represent 85% of the ethnic diversity of the nation. Through a hefty investment in expertise and database robustness, multitudes of the most relevant data are

already in the database down to a block level for both the USA and Canada. Part of the remaining challenge is to develop appropriate interfaces in order to access the data in new ways. Currently the map view is most helpful to look at a minimal set of factors over one rectangular small window. As a quick guideline to those who are considering investing in diaspora mission, if the area that is being considered is within the top 100 MSAs,^{xxii} it is quite likely to represent a fertile field for the development of diaspora mission, often in collaboration with the existing churches.

Potential bridges between the "field" and the West: By 2011, if not earlier, WorldVenture had already identified the desirability of gaining access to database and mapping resources which would identify the presence of the same 80 or so people groups that we work with globally in all of the places where they are found in considerable numbers in North America, the sending base for the mission. As a relative newcomer to ministry to diaspora groups in North America, for historic purposes within our church association, WorldVenture could see the potential benefits of establishing bridges between work on the foreign fields and population segments from the same people groups here in the West. However it was soon discovered that the same ministry partners that have worked so diligently outside of North America to map and catalog UPGs had systematically overlooked carrying out the same level of research within the continent. Databases of UPGs came with the disclaimer that there were no results for North America.^{xxiii}

As a mission WorldVenture has long contributed to research connected with such initiatives as the World Christian Encyclopedia and Operation World, especially through Michael Jaffarian, our designated researcher.^{xxiv}

Conceptually WorldVenture can see the need of the research in order to accomplish our organizational aims. Accordingly it is best to discover which other organizations are making the most progress towards filling the gap of understanding and knowledge, and partner with them in order to avoid duplication of effort and hasten the research process for

everybody. The partnership with IMB and NAMB through the peoplegroups.info project promises to be fruitful.

This willingness to dialogue and consider new approaches has not yet turned into a generalized strategy for the mission to allocate or redeploy assets from the field into building and nurturing such bridges. However there is plenty of vision at the helm, since the current president, Dr. Jeff Denlinger, completed his D.Miss. under EMS President, Dr. Enoch Wan, and was exposed to the paradigm of diaspora missiology. He is actively encouraging creativity as to the implementation and incorporation of diaspora missiology as a healthy additive to other aspects of missiology that are already part of the mission fabric.^{xxv}

The same kind of reconsideration of ministry paradigms that WorldVenture is undergoing should serve as a model for other global mission players. A few early adopters have already embraced models of diaspora mission, in addition to their activities throughout the world. The serendipitous convergence of missiologists through the EMS, diaspora mission proponents, and heads of mission agencies at the Missio Nexus/EAN/EMS jointly sponsored gathering in Atlanta this fall promises to bring fresh insight to this discussion.^{xxvi}

Considering what iSpectra is learning through collaboration

iSpectra, as a representative of potential regional coalitions and ministries, also has perspectives on what we have gained through the process. It is important for mission agencies to recognize the churches' expertise, as well as the assets in personnel and experience they have in ministry contexts that have become highly diversified. Church/mission relationships have not always been mutually satisfying. Mission agencies have often been seen as interested only in their own agendas. Being able to work together on projects that are close to the heart of the churches on their own turf allows both parties to see the relevance of each other's points of view. We can expect new creativity to emerge

out of such relationships, and even to expect that there will be increasing impetus to involve still others in such collaborative efforts of research leading to more effective strategizing towards ministry ends. iSpectra has extended the invitation to WorldVenture to prolong our collaboration throughout the next year, and to deepen the level of our insights, contributing to consulting, training, and coaching that will help to accomplish multicultural discipleship throughout the region.

Conclusion

In the interest of brevity much of the explanatory material has been relegated to endnotes. A digital version of the resources of this study will be made available after the presentation in Littleton, Colorado. This will include links to resources and some of the visuals growing out of the use of the tools, such as tableau. iSpectra values the peer review coming from the EMS.

In addition WorldVenture would like to make themselves available to dialogue about the process of evaluating diaspora mission, cultivating partnerships in the areas of experience and expertise with regional coalitions and networks, and embracing new paradigms of diaspora missiology.

This case study has highlighted a few of the salient points related to a stimulating partnership between iSpectra and WorldVenture in the area of research related to ministry planning towards diaspora mission that results in intercultural discipleship. Several the characteristics of the ministry model were highlighted and evaluated initially as to their importance. A hint of the research design was given, with more to be explained during the presentation at the EMS regional Rocky Mountain meetings in April. Factors were given as to how to develop competence in the skills and awareness necessary to engage in this level of research. Additionally mission agencies and regional coalitions were advised as to factors to consider when considering and cultivating such collaborative partnerships in areas of mutual

interest within a diaspora mission framework. Much more needs to be done, including finding others who can contribute to the research process. Nevertheless things are off to a good start, by God's grace and for His glory.

ⁱ "iSpectra Ignite | IGNITING MULTICULTURAL DISCIPLESHIP." Accessed April 7, 2014. <http://www.ispectraignite.org/>.

ⁱⁱ "Ethnic America Network" *Ethnic America Network*. Accessed April 7, 2014. <http://ethnicamerica.com/>. ISpectra grew out of collaborative work with the Mission America Coalition [MAC—"Mission America Coalition." Accessed April 7, 2014. <http://community.elevatorup.com/Brix?pageID=12737>.], which represents the Lausanne Movement ["Lausanne Movement." Accessed April 7, 2014. <http://www.lausanne.org/en/>.] for the USA. The MAC Cityreaching Diaspora Initiative, limited by design to a sphere of activity within the borders of the USA, about 13 years ago forked amiably, continuing its own identity and spawning the EAN, which took on a specialized mission statement and expanded their focus beyond the borders of the United States to include Canada. According to an internal unpublished document of the EAN, the Billy Graham Center ["Billy Graham Center at Wheaton College | Wheaton." Accessed April 7, 2014. <http://www.wheaton.edu/BGC>.] has worked closely ever since in sponsoring the Ethnic America Network, which functions as an informal coalition with over 70 member organizations.

ⁱⁱⁱ "Ethnic America Network Presents: The 12th Ethnic Ministries Summit 'Mission on Our Doorsteps' - April 18-20, 2013 - Chicago, Illinois." Accessed April 8, 2014. <http://www.missiononourdoorsteps.com/>. This is the most recent example of the national summit, preceded in 2012 by Spartanburg, NC. ["Spartanburg to Host North American Ethnic Ministries Summit." Accessed April 8, 2014. http://www.visitspartanburg.com/scvb_blog/spartanburg-to-host-north-american-ethnic-ministries-summit.] There are a couple of primary differences. The national summit has a longer time of preparation, is fully endorsed, co-sponsored and co-run by EAN through the Billy Graham Center. The iSpectra conference is more regional in nature and is being led much more by the regional committee itself, with helpful support from EAN as needed.

^{iv} Previously David Ripley headed this position and gave leadership to early iterations of the PeopleGroups.info initiative, until his retirement in 2013. Others involved in research as members of the EAN national committee include: Dr. Bryan Galloway (IMB, PeopleGroups.info project head), Cody Lorange in Chicagoland, Dr. Jerry Baker with the George Baptists, Bob Rasmussen with OCI, Gerry Gutierrez, with Gospel Recordings, and the researcher.

^v "EPG Discovery and Engagement Workshop | iSpectra Ignite." Accessed April 7, 2014. <http://www.ispectraignite.org/epg-discovery-and-engagement-workshop/>. See the schedule for a better idea of the aims of the workshop.

One of the approaches to ongoing research is a mentoring program for students of intercultural studies at three of the graduate institutions in Texas. Dr. Bryan Galloway is successfully incorporating the observational skills of students to build depth to the database, most strongly seen in the increasing comprehensiveness in the urban areas around the schools themselves. This is a model which would profit greatly from being replicated in other centers throughout the continent.

^{vi} "People Groups Project." Accessed April 7, 2014. <http://peoplegroups.info/>. It is highly recommended to become a registered user of this site. This will open up additional access to the underlying data on the dashboard. The next step is to get trained to become a contributor to the project during one of the workshops, such as the April 22-23 workshop in San Jose, California. The database is gradually filling in details about religious centers of non-Christian religions, places where people groups are clustered, places where people of other ethnicities tend to congregate, and resources that are shared and made available for working with such people groups. The database is focused on both the United States and Canada, and is already populated with the most recent census statistics and non-Christian religions using the ARDA resources as overlays to the map, allowing the researcher to access some of the most pertinent demographic characteristics down to a neighborhood level.

^{vii} Post-conference dialogue with IMB leaders makes the author optimistic that the joint IMB/NAMB project will offer more options for accessing the underlying data and visualizing it more compellingly for partner organizations over the coming years.

^{viii} "San Francisco Bay Area." Wikipedia, the Free Encyclopedia, April 7, 2014. https://en.wikipedia.org/w/index.php?title=San_Francisco_Bay_Area&oldid=602979532.

^{ix} "Institute of Diaspora Studies (IDS) - Western Seminary." Accessed April 7, 2014. <http://www.westernseminary.edu/diaspora>. The researcher audited the modular doctoral level course, DIS751K, "Diaspora Missiology," in May, 2013 for post-doctoral continuing education. The intensive was filmed at that time for eventual incorporation into a distance-learning format through the IDS. For a helpful summary of some of the key concepts of Diaspora missiology and reference to the usefulness of the Institute for Diaspora Studies, see the recent presentation by Dr. Terry Casiño at the EMS Southeast regional gathering at Columbia University, [as reported in the Columbia international University blog, *Discovering the Mission of God*, on 3/30/2014, "RECAP OF THE MISSION AND DIASPORA CONFERENCE," <http://www.ciumissionofgod.org/1/post/2014/03/recap-of-the-mission-and-diaspora-conference.html> , accessed 4/6/2014]; his PowerPoint presentation on the subject of "What is Diaspora Missiology?" is available online at http://www.ciumissionofgod.org/uploads/5/6/4/6/564614/ems_diaspora_missology.pptx.

^x Wan, Enoch Yee-nock. *Diaspora Missiology: Theory, Methodology, and Practice*. Portland, Oregon. Institute of Diaspora Studies: Western Seminary, 2011.

^{xi} Brettell, Caroline, and James Frank Hollifield. *Migration Theory: Talking across Disciplines*. New York: Routledge, 2008.

^{xii} See also the copious studies sponsored by the Migration Policy Institute, ["MPI." [Migrationpolicy.org](http://www.migrationpolicy.org). Accessed April 7, 2014. <http://www.migrationpolicy.org/home>.] filtered through a political and economic grid on a global scale. The Brookings Institute is also a rich source of insight, as seen in their Global Cities Initiative, [as an example of one of their studies related to San Francisco, see their short report entitled "The 10 Traits of Globally Fluent Metro Areas." Accessed April 7, 2014. <http://www.brookings.edu/~media/research/files/reports/2013/06/28%20metromonitor%20health/san%20francisco.pdf>.] easily recognized as proceeding from an economic viewpoint by its partnership with J.P. Morgan. The Pew Research Center, a think tank based in Washington, DC, is also a rich source of analysis based on statistical study, frequently touching on issues relevant to immigrant issues for the USA, especially in four of their seven research areas: Religion & Public Life Project, Hispanic Trends Project, Global Attitudes

Project, Social & Demographic Trends Project. [For a description of their origin and interests, see "Pew Research Center - Wikipedia, the Free Encyclopedia." Accessed April 7, 2014. http://en.wikipedia.org/wiki/Pew_Research_Center.]

^{xiii} Pages 34 through 38 of the soon-to-be-published iSpectra conference manual feature highlights of the research process, illustrated with charts, graphs and maps emerging from the data, with an invitation for the participants to help improve the research process through crowdsourcing. There is also a call to be involved in monthly meetings in each of the 12 counties over the next year, during which research that is focused on the immediate region will figure prominently. They have also called for a half-day workshop and symposiums to be held in the following months to be able to orient and train church leaders in how to use the tools for their own ministry planning within a multicultural discipleship value system. The research section of this document will be available for download in a modified and expanded form as of the beginning of the conference on April 24, 2014.

^{xiv} Office, American Community Survey. "American Community Survey." Accessed April 7, 2014. <http://www.census.gov/acs/www/>.

^{xv} For the kinds of research analysis required for the iSpectra project, tableau Public served the data needs for a few months of simple analysis and becoming familiarized with the visual environment. This is a good place to start acquainting oneself with the capabilities of the framework, and then planning the effective use of a two-week free evaluation license of the professional desktop version, which normally costs \$2000 per user. If being employed entirely for nonprofit purposes within a 501(c)(3) organization, the price can be lowered somewhat. When employed for educational purposes within the University or other accredited educational institution with an .edu domain, there are amazing discounts available for the professors and students, with certain requirements for how the licenses can be used.

Open source and free software implementations that have proven to be especially useful include:

- PostGreSQL, [<http://www.postgresql.org/>] as a robust relational database, spatially enabled with the PostGIS plug-in [For documentation and links to the download and installation, see <http://postgis.net/documentation>.]
- QGIS as a mapping environment appropriate to working with the shapefiles that are necessary to reflect specialized geographic functions – these may eventually be incorporated natively into tableau. Nevertheless the ability to work with geographies that do not correspond to any official geographic role is a helpful ability that is gained through the skillful use of these supplementary tools. Consider, for example, a proposed church plant in an ethnically diverse census block close to the dividing line with a neighboring county. This set of tools would allow the identification of concentric circles radiating out from the proposed ministry location, in order to identify the statistically verifiable segments of the people groups in the set of census blocks or census tracts that correspond to the radii of the concentric circles. This is one of the desired outcomes for the research process, as it helps give a clearer picture of the challenges in areas of SFBay that are less reached than others.
- The shapefiles themselves can be obtained from a variety of sources around

the world. For our purposes we preferred those originating from the US Census TIGER system through DataFerrett or other access tools provided by the government. ["TheDataWeb - DataFerrett - Geography - Merge Shape Files (U.S. Census Bureau)."] Accessed April 7, 2014.
<http://dataferrett.census.gov/AboutDatasets/Geography/MergeShapeFiles.html>.]

The larger the area that is represented on a flat map, the greater the distortion that takes place at the edges. This is well documented. The typical mapping solution is to create small tiles that can be scaled within a number of algorithms and according to one of many possible projections, so that the parts that are at the center of a map are the most accurate. The most helpful, but altogether expensive proprietary software for simplifying such geometric shapefiles, and thus lowering the extreme load on the computing power and resources of the rendering engines, is Alteryx. [See a preliminary page about the advantages of using Alteryx with Tableau at "Alteryx & Tableau." Accessed April 7, 2014. <http://www.alteryx.com/alteryx-tableau>.] The same tasks that are easy and quick to accomplish in Alteryx can also be accomplished in more roundabout fashion through freeware solutions, such as ShapeToTab [See links and tutorial for use of this tool by Russian Sphinx. "RUSSIAN SPHINX: How to Create Map in Tableau with ShapeToTab." RUSSIAN SPHINX, December 11, 2013. <http://russiansphinx.blogspot.com/2013/12/how-to-create-map-in-tableau-with.html>.] in conjunction with the database resources of PostgreSQL. In evaluating the costs of gaining sufficient mastery of these concepts and tools, both of the partners should be aware of the time needed to learn the systems, even before useful results begin to emerge. It would be very helpful to have knowledgeable mentors and coaches to give hands-on tutorials and show how to accomplish the tasks within a confidential ministry framework. It would be fortunate to develop this kind of competence through the iSpectra SFBay collaboration, and make this expertise available to others throughout the continent to help them speed through the learning curve.

Another alternative would be to underwrite the hiring of those with professional skills that lend themselves to these kinds of data analysis and visualization. Start-up ministries often lack the financial reserves to hire this kind of service.

^{xvi} "Map Resources." Accessed April 7, 2014.
<http://public.imb.org/globalresearch/Pages/Map.aspx>. This visualization can be downloaded by those who establish a tableau Public license. Once downloaded multiple transformations of the data can be accomplished, including specialized filtering according to numerous criteria. It is illustrative to open the underlying data, which sometimes shows much more information than what is reflected on the summary visualization [viz], such as detailed data about ethnolinguistic identity and information about audio and print materials in their languages.

Derivative works that focus on the relevant data to a ministry or organization can also be generated from a publicly hosted viz, with the stipulation that a public license will generate public versions if the data is saved to preserve the state of the filters and manipulations. This is a good introduction to the use of tableau, ["Free Data Visualization Software | Tableau Public." Accessed April 7, 2014. <http://www.tableausoftware.com/public/>.] which is the visualization option of choice for the research task force of iSpectra. Over the last year the data capabilities included in the public license have improved dramatically, with up to 1 million rows of data in a viz and a total of up to 1 GB of storage, summed up across a given user's total public projects. When one begins to work with visualizations related to census-based data filtered down to a census

tract level of accuracy, mapped with complex polygons on a curved spherical framework, which represents the curvature of the earth, the public license is no longer able to cope with this level of detail and analysis. In addition the print capabilities have been removed from the public license, meaning that the maximal size of a viz is screen size at minimal resolution. As a partial workaround, the tableau reader does contain print capabilities, but does not have many data manipulation options. Once a visualization has been prepared for use in tableau public, a more compelling PDF or print version can be issued from the reader.

As a starting point for visualization, there are simplifications which can be used, such as using the native geographic roles down to the county level. This still yields valid insights, but does not accomplish the research aims that the research task force established for itself in SFBay. Once the data has been input at the most minute levels of granularity, it is possible to filter them for any level of desired visualization down to the basic level that has been referenced geographically. However if one starts with data that is compiled at a county level, it is impossible to drill down from there to a neighborhood or census tract level. Enormous amounts of time were spent evaluating the research needs related to database analysis and storage, compared to the research needs and outcomes that were envisioned.

^{xvii} ["The Association of Religion Data Archives | Maps & Reports." Accessed April 7, 2014. <http://www.thearda.com/rcms2010/rcms2010A.asp?U=06001&U=06003&U=06005&U=06007&U=06009&U=06011&U=06013&U=06015&U=06017&U=06019&U=06021&U=06023&U=06025&U=06027&U=06029&U=06031&U=06033&U=06035&U=06037&U=06039&U=06041&U=06043&U=06045&U=06047&U=06049&U=06051&U=06053&U=06055&U=06057&U=06059&U=06061&U=06063&U=06065&U=06067&U=06069&U=06071&U=06073&U=06075&U=06077&U=06079&U=06081&U=06083&U=06085&U=06087&U=06089&U=06091&U=06093&U=06095&U=06097&U=06099&U=06101&U=06103&U=06105&U=06107&U=06109&U=06111&U=06113&U=06115&T=county&Y=2010&S=Name>.

^{xviii} "Demographic Reports of United States 1790 to the Present - Social Explorer." Accessed April 7, 2014. <http://old.socialexplorer.com/pub/reportdata/home.aspx>.

It is worthwhile to explore the individual elements which can be mapped from the drop-down menu as they are reflected across the entire United States, or across the region. For example the default view highlights the stark contrast between parts of the South, where membership in evangelical churches tops 81% of the entire population of a county, whereas in some of the counties of Utah, less than 1% of the county are evangelicals. By the standards of GSEC, is easy to see the need for reallocation of our evangelical assets towards the places of greatest need. However that is not the entire story, because even within populations where there are large numbers of evangelicals, increasingly there are also UPGs, some of which are being overlooked by the existing churches and ministries.

^{xix} "The Association of Religion Data Archives | ARDA GIS Map." Accessed April 7, 2014. <http://www.thearda.com/DemographicMap/>.

^{xx} Unfortunately it is selective, similar to the ACS, in that it does not look at smaller geographic units, such as smaller towns.

^{xxi} "Vallejo, California (CA 94590, 94592) Profile: Population, Maps, Real Estate, Averages, Homes, Statistics, Relocation, Travel, Jobs, Hospitals, Schools, Crime, Moving, Houses, News." Accessed April 7, 2014. <http://www.city-data.com/city/Vallejo-California.html>.

^{xxii} "List of Metropolitan Statistical Areas." Wikipedia, the Free Encyclopedia, April 7, 2014.
https://en.wikipedia.org/w/index.php?title=List_of_Metropolitan_Statistical_Areas&oldid=603201591.

^{xxiii} JD Payne and Bryan Considine have brought much more awareness to this problem through blogs, books, and prayer initiatives.

^{xxiv} Twitter, Michael Jaffarian. "Michael Jaffarian's Page." Accessed April 7, 2014.
<http://frontline.worldventure.com/profiles/profile/show?id=MichaelJaffarian>.

^{xxv} See biographical information about Jeff Denlinger at the press release, "WorldVenture's Search for a President - WorldVenture." Accessed April 7, 2014.
<http://www.worldventure.com/page.aspx?pid=1016>.

Ideas that are under consideration for how to develop such bridges include the following.

- WorldVenture is ready to reconsider traditional formulas and concepts of time on the "field" vs. time stateside nurturing the support base. Among the concepts that have been discussed (with no formal decisions announced, to my knowledge), in addition to the time that is required to develop partner relations back in North America, it is reasonable to ask WorldVenture workers to spend some time connecting with representatives of the same people groups they work with globally in the clusters that they have formed in communities throughout the continent. If this corresponds to the individual worker's support base, the percentage of time involved in this outreach can go up. If it is outside the support base, then an intentional ministry trip would need to be planned in order to accomplish this.

(Incidentally the same discussion is taking place with the national leader of CRU for the country of Albania, who is an Albanian graduate of Denver Seminary, since much of their support discovery is carried out in North America; the combining of support discovery trips with significant ministry to ethnic Albanians in various centers where they have converged makes strategic sense.) It is suggested that such contacts and ministry be done in collaboration with local partners among the churches and ministry organizations, investing in helping them to be more knowledgeable and aware of how to minister and reach out to these PGs.

- The mission is ready to entertain the notion of long-term strategic redeployment of some personnel to dedicate themselves to ministry to the diaspora contingent of the same PGs.

^{xxvi} "Mission Leaders Conference 2014 | Missio Nexus." Accessed April 8, 2014.
<https://www.missionexus.org/mission-leaders-conference/>.

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