



# CHURCH AND COMMUNITY (C2) LEADERSHIP INSTITUTE

*A Unique Capacity-Building Program for  
Community-focused Faith Leaders*



By Byron R. Johnson and William Wubbenhorst



# ***Purpose & Mission***

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# CHURCH AND COMMUNITY (C2) LEADERSHIP INSTITUTE:

## A UNIQUE CAPACITY-BUILDING PROGRAM FOR

### COMMUNITY-FOCUSED FAITH LEADERS

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“In the same way, let your light shine before others,  
that they may see your good deeds and  
glorify your Father in heaven.”

MATTHEW 5:16





## BACKGROUND

The C2 (Church and Community) Leadership Institute, represents a new and innovative approach for teaching communication, networking and community development skills to faith leaders through an intensive 60-hour/15-week training. Launched in 2016 by Hyepin Im, President & CEO of Faith and Community Empowerment (FACE), C2 combines scriptural references, such as the one referenced above, with key principles and skills related to media relations, marketing community-based collaboration, fundraising and stakeholder engagement to grow and sustain local ministries and programs through the power of partnerships. Based in Los Angeles, C2 has trained over 40 faith and community leaders since 2016, with a new cohort of another 22 scheduled for September of 2022.

## INTRODUCTION

The purpose of this case study is four-fold:

1. Present a summary of FACE's work on behalf of faith-based and community organizations (FBCOs) over the past 20 years, ranging from capacity-building, home ownership and youth employment initiatives.
2. Provide a brief background and history of the Korean American church, in terms of its role and function in assimilating Korean immigrants, which in many ways parallels the role of the African American church during the Great Northward Migration at the beginning of the 20th century. Examine the key elements of Hyepin's personal and professional development that shaped and guided the development of the C2 Leadership Institute, including her experience as a 'pastor's kid' in the Korean church, her early work experiences in fund-raising and development, and the impact of the LA race riots of 1992 on the Korean American community.
3. Give a history and description and preliminary evaluation of the C2 Leadership Institute, including interviews of key stakeholders and graduates of the program.
4. Discuss the future vision for the C2 Leadership Institute, including the incorporation the Institute's skillsets into seminary education for future faith leaders.

## I. The Korean American Church – A Brief History

An important background element, both regarding the founding and development of FACE and the C2 Leadership Institute and Hyepin's unique vision and perspective, is the history of the Korean American church. Below is a brief summary of Korean immigration to the U.S. and subsequently the formation and role of the Korean immigrant church. In addition, her navigation in the community development space as an underdog, has helped to shape the C2 Leadership Institute.

### Korean Immigration to the US

Korean immigration to the United States began back in the early 1900s with mostly men brought over to work the sugar cane plantations in Hawaii (which didn't become a US state until 1959) facilitated by US missionaries (Presbyterian and Methodist) to Korea. They expected to come to paradise and instead found themselves working as indentured servants. Many found solace in the church. Between 1965 and 1976, with the passage of the 1965 Immigration and Nationality Act that opened immigration including Asians, an additional 30,000 immigrants, focused on experts and professionals were permitted entry to the US with a path to citizenship. As of 2000, there were over 5,700 Korean churches nationally, and over 1,200 in the Greater Los Angeles area alone. Over 71% of Korean Americans are Christians vs 20% to 30% in South Korea.

### The Korean Immigrant Church

Similar to the African American church, particularly during the Great Northward Migration of blacks from the south to Northern industrial cities in the early 1900s, the early Korean American church played a central role in providing a wide range of social and community services, largely under the radar. Korean American churches served as an anchoring institution, providing culturally and linguistically sensitive services, such as: address language barriers, address intergenerational conflicts, marriage and family strengthening, elderly care, housing, employment and educational and financial support for students. Korean churches also have a record of serving the greater community by providing a wide variety of local community services.

## II. Faith and Community Empowerment (FACE)

In March of 2001, Hyepin established FACE, originally called Korean Churches for Community Development (KCCD), as a 501(c)3 nonprofit organization with the mission of building the capacity in faith-based and non-profits in the Korean American community for community development efforts by accessing governmental, corporate, and other funding sources. Despite its name, KCCD never exclusively focused on the Korean American community, choosing instead to support individuals and families and community-based organizations outside of Korean communities.



As Hyepin explained:

*KCCD's mission was to empower the church community to be the light and salt of this earth to all communities, with a particular focus on the underserved and low-income. It plans to accomplish this mission through such vehicles as economic development, affordable housing, youth programs, job training and childcare.*

In May of 2001, FACE organized a conference in conjunction with the US Department of Housing and Urban Development (HUD) to promote community development in minority communities with focus on the Korean American community. Over 350 participants representing the Korean faith community turned out for the conference. Korean faith leaders learned of successful models for community support and leadership in the Latino (through Esperanza Housing Development Corporation) and African American communities (through the work of Reverend Whitlock of the First AME church and the Vermont Village Development Corporation). All major Korean media came to cover this event, opening the door for greater awareness and interest in pursuing community development efforts.

This effort was followed up by a national conference in November of 2001 in Washington DC. Organized by FACE, the 'Lighting the Community' Summit brought together the White House as well as key Congressional members, to create more visibility and representation of Korean and Asian American faith and community leaders, especially to national policy makers. It also equipped pastors for advocacy and partnership with government and corporate entities.

In the following years, FACE engaged in collaborative efforts with a number of federal, state and local partnerships with agencies such as: The Substance Abuse and Mental Health Services Administration (SAMHSA), the US Department of Labor, State of California, City of Los Angeles, and LA county government. An ongoing success story has been in FACE's ability to bolster housing opportunities. Their first homeownership fair was attended by over 600 Korean Americans, who learned of home ownership programs and resources and put the Korean American community on the map of financial and government institutions. Since 2001, FACE has partnered with more than 800 partners from the White House to fortune 500 companies.

### **III. The Church Community(C2) Leadership Institute – The Origins**

Dating back to 2001, efforts to build the capacity of faith-based and community organizations (FBCOs) was a staple of President George W. Bush's Faith-Based and Community Initiative (FBCI). These capacity-building programs funded through the Compassion Capital Fund via the US Department of Health and Human Services, focused on



Serving the greater community by providing a wide variety of local community services.

a wide range of training topics, ranging from board development to strategic planning and grant-writing. The C2 Leadership Summit was unique from these previous capacity-building in two respects:

1. C2 Leadership Institute mostly targeted faith and community leaders, mostly senior pastors of churches, as opposed to faith-based organizations per se; and
2. The training focused mostly on issues pertaining to marketing and communications, media relations, government relations, fundraising, and packaging in addition to the more common areas of stakeholder engagement and community collaboration.
3. The experiential learning combined with technical assistance and mentorship led to practical and tangible outcomes with graduates equipped with tools, skills and relationships on a real live project.

In order to appreciate the distinctive nature of the C2 Leadership Institute's capacity-building efforts, it is important first to understand the factors that framed the basis of the program, as well as the influences that shaped Hyepin and FACE in the program's design and purposes. In particular, the vision and mission for C2 Leadership Institute embodies the unique personal and professional history of its founder, Hyepin Im.



### **Experience as a “preacher’s kid”**

Both of Hyepin’s parents were pastors of a Korean American church. Growing up, she saw how their commitment to serve God and neighbor involved becoming, in effect, social workers to assist recent Korean immigrants assimilate and settle to American life, something they had to learn from experience. Part of Hyepin’s motivation with the C2 Leadership Institute was to better equip pastors like her parents to play these other roles for which seminary training had not prepared them. This notion of training pastors in the fields of community development and social work by leveraging partnerships is often absent from formal seminary training and education. C2 Leadership Institute’s community focus is aimed at providing these faith leaders with relationship-building and networking skills as well as relationships that recognize that many issues and needs of individuals and families in a given community exceed the resources of many medium to small-sized churches. Leveraging the power of partnerships allows them to do so much more than the limitation of their own personal or church capacity.

### **Her professional experience**

Another aspect of C2 Leadership Institute that makes it stand out from other capacity-building efforts is the manner in which it blends professional skills, often associated with the private sector and government, with the capacity-building, sustainability and community engagement needs of houses of worship and FBCOs. Hyepin’s early professional career as a development officer for a state museum gave her exposure to the world of fund-raising and communications, including practices such as corporate sponsorships versus charitable philanthropy, which are a central component of FACE’s C2 Leadership Institute. In addition, her other work experience as an auditor and venture capitalist gave her exposure to a lot of different industries and to the working of corporate America in general. Finally, serving as the President of the Korean American Coalition exposed her to firsthand knowledge of the workings of government and nonprofits.

### **The Los Angeles race riot of 1992**

The video of the Rodney King beating, and the subsequent LA Riots, had a significant impact not only on the Korean American community, but profoundly influenced Hyepin. An estimated 2,300 destroyed businesses were Korean owned, representing 40% of the billions of dollars in damage incurred by the riots as well as the deaths of 25 Korean store owners by their customers during the season leading to and immediately after the riots. The riots constituted the largest incident of anti-Asian hate in US history. And yet, the tragic influence of these events on Korean Americans was buried and it became obvious there was no voice or representation for the Korean American community. Hyepin’s desire to remedy that situation was a major impetus behind the start of FACE and the development of the C2 Leadership Institute.

## IV. Shining Your Light -- The C2 Leadership

In many respects, as much of the activities that comprised the C2 Leadership Institute curriculum were drawn from the work that FACE had been involved in over the past two decades. The task for Hyepin and FACE was simply a matter of packaging to meet the needs of community serving faith leaders in general. The benefit of having a formalized curriculum and program was the opportunity both to hold participants accountable, through completion of tangible deliverables each week, and also the chance to do some hand holding to help faith leaders in this little understood realm of communications, networking and community development.

One of Hyepin's role models in the development of the C2 Leadership Institute was Reverend Mark Whitlock from First AME Church, who introduced Hyepin to the development of a separate 501(c)3 to carry out the church's community development projects. As Hyepin explained:

*Reverend Whitlock, and the community development work they did, by forming a separate 501(c)3, taught me the importance of leveraging the presence and leadership of churches and faith-based organizations in their communities to get resources and funding, through both public and private sources, to establish needed community services and opportunities.*

A key partner for the implementation of C2 Leadership Institute was Bishop Hagiya, who presides over the California-Pacific United Methodist Church Conference and, more recently, also the Dessert-Southwest UMC Conference, covering Nevada and Arizona). Bishop Hagiya was encouraging pastors to engage more with their communities but was concerned that the seminary did not provide the requisite skills for this work. As Bishop Hagiya explained:

*My interest and support of C2 Leadership Institute was how it filled what I saw as a skills gap for pastors coming out of seminary, which tends to have a more academic focus on training pastors. C2 Leadership Institute provided skills development and a hands-on experience to enable pastors to get out of the church building and engage with the community through grassroots partnering. I think it is especially needed as we come out of the COVID pandemic to find new ways to be a church and to move up the innovation curve.*

Beginning in 2018, the California-Pacific Conference, under Bishop Hagiya's direction, recruited and subsidized pastors showing interest and leadership in community engagement into C2 Leadership Institute. Bishop Hagiya focused his recruitment efforts on pastors who already had a track record of active community engagement. The initial focus was on pastors serving in the greater Los Angeles, Orange County and Inland Empire Area, but also



had pastors drawn from San Diego and Hawaii. The upcoming C2 cohort in the Fall of 2022 will also include pastors from Arizona, Nevada and Florida.

The particular area of capacity-building emphasized in C2 Leadership Institute was around communications, networking, fundraising and partnerships. The C2 Leadership Institute was an intensive training experience, with weekly 4-hour meetings for 15 weeks, with specific project-related work in between. Ongoing individual technical assistance and guidance was provided. Each participant identified a community project around which they would apply their training and exercises to launch or strengthen their project.

The key activities and skills-building of the C2 covered the following areas:

- ***Developing a one-minute ‘elevator speech’*** for communicating your program and track record to potential funders and stakeholders: C2 participants learn to make a concise description of their program purposes and the needs it addresses, to be used when meeting stakeholders and funders, as well as their track record of success (See Exhibit 1 for ‘pitches’ from the 2021 C@ cohort).
- ***Developing collateral and conducting a presentation of your program:*** The culmination of the C2 Leadership Institute also included a PowerPoint presentation of the student’s program for actual use in their resource development and networking efforts (see Projects1 (facela.org) for some sample presentations).
- ***Identifying and leveraging partners*** in government, corporations, community agencies: This aspect of C2 Leadership Institute was focused on opening the participants’ eyes to the value of partnerships and doing more and extending their resources through collaboration. They were required to identify and make contacts with such entities. The trainings also connected them to over 40 plus speakers representing these areas and allowed them to add as warm contacts in building their database of contacts.
- ***Preparing a press release:*** C2 participants also received training in how to write an effective press release in an effort to increase the visibility (shining a light) on the important work they are involved in with their community. They then received individual technical assistance to develop their own actual press release to use for their project but also to pitch their project when a journalist came to train them on media relations.
- ***Using data to present both the need and the outcomes and impact of their programs:*** C2 Leadership Institute fellows are trained on the importance of using data in terms of measuring and quantifying a particular need but also, and more importantly, to present their results and impact of their program in response to those needs.
- ***Proposal writing:*** C2 Leadership Institute fellows are taught how to identify and write to grant proposals from the government, corporate foundations and other sources. In addition, they are trained and given a





C2 Leadership Institute emphasizes the importance of leaders and organizations putting their best foot forward, and not to appeal for resources based solely on deficits and needs.



grant template to complete with their actual project information that they can use to submit to funders. In addition, fellows have the opportunity to not only meet and learn from actual funders but also pitch their projects using their one-minute presentation during the training. There have been times when fellows were told by funders that they would fund their project.

- ***Strength-based approach:*** C2 Leadership Institute fellows are made to appreciate the assets and strengths they already have within their churches and communities (assets – building, warm bodies, multimedia equipment, etc.). C2 Leadership Institute emphasizes the importance of leaders and organizations putting their best foot forward, and not to appeal for resources based solely on deficits and needs. In addition, they are trained to activate and use the gifts of their congregants who may already have the skills, tools and relationships through a 5-2 Vision Committee they are asked to recruit. In addition, they are trained to create a Community Partnerships tab on their website to make their work visible to the broader community.

## V. C2 Leadership Institute– the Participants’ Perspective<sup>1</sup>

### Manna House: Building Community Through Food and Service (Pastor Gary Williams)

Pastor Gary Williams has served as the senior pastor of St. Marks United Methodist Church (UMC) in South LA for the past six years of about 265 members. While the church had always operated a food assistance and education program for over 21 years, the challenges associated with food security since the COVID pandemic increased dramatically. Since the pandemic, the church has been serving about 100 families a week with groceries. Pastor Williams wanted to go further to address what he called ‘food apartheid’ by establishing a community garden to serve the purpose of both producing needed food and to serve as a focal point for building community.

C2 Leadership Institute helped Pastor Williams and the church to establish a community garden, with plans to start another, larger garden. Pastor Williams described how C2 helped to grow these programs:

*Because of what I learned at C2 Leadership Institute, I am prepared to pitch anytime and anywhere, and our network of relationships has expanded significantly, and as a result of this greater financial stability, we are able to pursue our plans. The C2 Leadership Institute training was all about organizing your thinking and knowing your audience and gave me more of a hustle mentality to connect with foundation and other funding sources to attract the resources we needed to better serve our community.*

As of the date of publishing, Pastor Williams was able to receive a \$50,000 grant related to another project by using his pitching skills attained through C2 Leadership Institute.

<sup>1</sup> This section consists of feedback received from interviews with a random sample of C2 Leadership Institute graduates between 2016 and 2021.



**Sunday Dinners: Bring the Family Table to the Streets (Pastor Josh Zulueta)**

Pastor Josh Zulueta has served as senior pastor at First UMC in Paso Robles since 2018 and participated in the 2021 C2 Leadership Institute training cohort. First UMC provides meals every Sunday to individuals experiencing homelessness in a family setting. Sunday Dinners started 5 years ago with serving meals to about 10 people in a dirt lot provided by Paso Cares and the City of Paso Robles. Now, Sunday Dinners serves nearly 100 meals weekly in partnerships with ECHO (El Camino Homeless Organization), the Salvation Army, and the SLO Food Bank at the ECHO Paso Robles Shelter.

Pastor Zulueta was particularly appreciative of C2 Leadership Institute's teaching around the connection between building more resources through relationships. As Pastor Zulueta described:

*The C2 Leadership Institute did a great job of connecting pastors with corporate, non-profit, and government representatives who provided valuable insight in navigating their respective fields. Personally, I have learned about the myriad possibilities for funding church ministry that exist through government and corporate grants, as well as skills in how to write in a more effective way in those circles. C2 Leadership Institute has helped me develop materials and presentation skills that are being put to use in helping our ministry attain greater stability and growth.*

Since completing the C2 Leadership Institute program a year ago, Sunday Dinners was able to increase the number of homeless individuals they serve by 30%.

**Resourcing of Healthcare Supply and Support (Pastor Elbert Kim)**

Reverend Elbert Kim began as senior pastor at the Camarillo UMC, located north of Los Angeles, after previously serving in San Diego for the past 15 years. The Camarillo UMC operates a unique ministry centered around providing medical equipment and supplies, which originally started to serve church members but soon grew beyond into the community. Since arriving, Reverend Kim has sought opportunities to expand the ministry to provide not only supplies but also the support systems often needed for those individuals requiring the supplies and equipment.

Reverend Kim, as an Asian-American, was particularly appreciative of learning from Hyepin, citing the timidity and hesitancy within his culture about reaching and being assertive on behalf of those served through the church's ministry. C2 Leadership Institute gave him the opportunity to practice public speaking and the importance of having a well-developed script. The experience also helped him in his leadership of the ministry, attending more events to share what they are better engaging with his volunteer team to teach them what he has learned.

### **Community Kitchen (Pastor Lisa Williams)**

Reverend Lisa Williams describes herself as 'late in life' pastor, having previously worked professionally in a law firm. When she assumed the role of senior pastor at San Pedro UMC she was concerned about how churches seemed to be working in silos in addressing needs in the community. Her C2 Leadership Institute project was to raise funds to renovate the church's kitchen, not simply to provide needed food but also to provide education on the importance of healthy eating and, in partnership with Harbor Community Health Center, conduct diabetes training and cooking lessons through local restaurants.

In addition to the community kitchen, the San Pedro UMC is developing some of the church land into 54 units of affordable housing on church grounds. They have expanded their partnership with Family Promise, a national non-profit working with churches to serve families experiencing homelessness, to create respite housing and case management services for up to four families.

Pastor Williams, with her professional career background, perceived how well Hyepin was able to integrate theological skills with CEO skills through C2 Leadership Institute, through the deadlines and specific projects each participant brought to the training. Pastor Williams also benefitted directly from the contacts to funders and stakeholders supplied by Hyepin from her own networks. She was able to use the grant template she developed from C2 Leadership Institute to submit for a \$100,000 grant she received for the Community Kitchen.

### **Building US A Home (Reverend Victor Cyrus-Franklin)**

Reverend Victor Cyrus-Franklin began his tenure as senior pastor of Inglewood First UMC in 2017. Located less than ½ mile from the SoFI stadium, the 115-year-old church, under Reverend Cyrus-Franklin's leadership, is seeking to build 60 units of affordable housing, called *Building Us A Home*<sup>2</sup>, and provide on-site workforce, youth and community development. Building Us A Home was recently featured in a story for Sojourners on affordable housing and churches.<sup>3</sup> C2 Leadership Institute expanded Reverend Cyrus-Franklin's field of vision with regards to resources and partners, including an introduction to the Community Reinvestment Act<sup>4</sup>, which in turn helped Reverend Cyrus-Franklin to clarify and identify resources and partners in their effort. Inglewood First UMC has also been able to develop a collaboration to bring students in from Cal State University and UCLA to provide social work and mental health services to those in need in the community.

Another simpler change that Reverend Cyrus-Franklin and Inglewood First UMC made as a result of the C2 Leadership Institute training, and also done by many other C2 Leadership Institute participants, was to add a "Community

<sup>2</sup> This project title was a play on words from the Negro Spiritual "I'm building Me a Home".

<sup>3</sup> Will California Churches Build Affordable Housing 'In God's Backyard'? | Sojourners

<sup>4</sup> The Community Reinvestment Act (CRA) is a federal law enacted in 1977 to encourage depository institutions to meet the credit needs of the communities where they are chartered, including low- and moderate-income neighborhoods. The CRA requires federal banking agencies to assess how well each institution fulfills its obligations to these communities. The agencies must consider these performance ratings when evaluating applications for future approval of bank mergers, charters, acquisitions, branch openings, and deposit facilities.

Partnerships” tab on their website listing the church’s partner organizations and posting descriptions of their community projects. The benefit of this, as Hyepin explains:

*Listing your partner and the work you do for the community on your website helps people to better understand who you are and further legitimizes your church or FBCO in the eyes of potential future partners and donors.*

The primary benefit of the C2 Leadership Institute experience, as explained by Reverend Cyrus-Franklin, was to help him see what was possible, and the steps needed to get there:

*C2 Leadership Institute guided me to build a concrete vision for my congregation to re-engage our community in the 21st century. With the wisdom and networks gained from C2 Leadership Institute, the church can truly fulfill the Gospel’s mandate to lift up ‘the least of these’.*

#### **Next Steps Career Day Initiative (Pastor Erin Stenberg)**

Reverend Erin Stenberg assumed the role of senior pastor at the Malibu UMC in the middle of the pandemic in 2020. The Malibu UMC was involved in a number of community-focused ministries, including a weekly ‘Meal at the Beach’ every Wednesday for individuals experiencing homelessness. This ministry also coordinates with other partners to provide a one-stop shop for a variety of medical and clinical needs for this population, also including collaboration with the Department of Motor Vehicles to help individuals obtain a driver’s license/ID card.

Reverend Stenberg saw her experience with C2 Leadership Institute as part of church’s returning to an active role in not only serving but engaging and partnering with the community. The project she picked to work on for her C2 Leadership Institute training, the Next Steps Career Day Initiative, focused on the youth in her community. According to a 2021 UCLA policy brief, 45% of California youth “between the ages of 12 and 17 report having recently struggled with mental health issues, with nearly a third of them experiencing serious psychological distress that could interfere with their academic and social functioning.” The aim of this initiative, in partnership with Malibu High School and with experts in fields of law, aviation, health arts and business, was to provide community support, guidance, and encouragement needed for youths to have a thriving future.

As Reverend Stenberg described, she benefitted in particular with how C2 Leadership Institute opened her eyes to the many partnership opportunities, along with the hands-on work to improve her own communication and presentation skills:



*Through the C2 Leadership Institute experience, my eyes were opened to the endless possibilities of connection and partnerships available to our churches and the broader community. I gained practical knowledge of how to connect and present the initiatives that our churches are working on. I learned the importance of inviting others to partner with us in the important work that is being done, and how we have much to offer to our partners as well. C2 Leadership Institute has made an impact in my ministry in a multitude of ways. By God's grace, moving forward, we will be bold in shining our light, and working with others to make a difference in the world.*

#### **API (Asian-Pacific Islander) RISE (Billy Taing)**

Billy Taing, one of the few C2 Leadership Institute candidates that was not a senior pastor, graduated in the initial 2018 C2 Leadership Institute cohort and now serves as Co-Director for API RISE, a nonprofit organization that seeks to empower the Asian, Native Hawaiian, and Pacific Islander American communities and specifically those individuals who have been impacted by the criminal justice system.

In addition to the benefits cited from other C2 Leadership Institute participants listed above (e.g., preparing an elevator pitch, public speaking, the importance of networking, etc.), Taing also credited C2 Leadership Institute with teaching him to lead an organization by example, and the importance of being outspoken on behalf of those you serve. As Taing explained:

*The C2 Leadership Institute experience was crucial in getting my current position of API RISE. I learned the importance of communication and the power of a story to creating visibility in the social justice space. It is also an opportunity to share and teach others how to use these skills to connect with community leaders and creating solidarity for your cause.*

## **VI. C2 Leadership Insititute Impact – Getting and Measuring Impact**

Consistent with the C2 Leadership Institute message to its participants about the importance of data for measuring program impact, FACE also instituted a pre/post survey instrument, called the Nonprofit Black Belt Assessment, to capture the increases in knowledge, skills and capacities for C2 Leadership Institute participants. This innovative tool was developed by FACE in 2016 to measure the progress and change in capacity of each fellow from the start of the C2 Leadership Institute, to the end of the program. It is also a powerful roadmap to guide fellows to successful community engagement and partnership (see Exhibit 2).

The Nonprofit Black Belt Assessment has 62 points with various colored belt levels. The results of the analysis indicated there was an average 103% increase in participant scores.

There is a growing recognition of the need to integrate some of the more practical skills of community engagement and communications as part of the skillset for future church leaders.





## VII. Looking Forward

### C2 Leadership Institute Expands its Reach

The C2 Leadership Institute will continue in its present format to serve a new cohort of pastors in the fall of 2022, including pastors from Arizona, Nevada, California, Florida and Hawaii.. As C2 Leadership Institute expands beyond the Southern California area, Hyepin and FACE grappled with the challenges to help these faith leaders identify resources and partners in other cities (e.g., San Diego, Phoenix, etc.) for C2 graduates to engage.

As Hyepin explained:

*Although the LA-based C2 Leadership Institute participants did have the advantage of tapping directly into some of our relationships and networks, the real task of C2 Leadership Institute is to teach these faith leaders how to engage and identify stakeholders in their own communities as well as equip them with the tools and skills needed in this process which most leaders do not have. In addition, FACE also invites national organizations and corporations that are active in those other areas to support these efforts.*

### Engaging lay leaders

Hyepin and FACE have always understood the importance of lay leadership working alongside their pastor in community engagement efforts but have wrestled with the logistical and scheduling challenges for lay leaders to work around their day jobs. One idea that Hyepin is incorporating into C2 Leadership Institute is to establish what she terms the “Five-Two” visions committee, in reference to the five loaves and two fishes’ story in the Bible (Mark 6:41). The idea behind this model is for the church to start with identifying what they do have (e.g., ‘warm bodies’, program space) as in the parable and trust God to bring more to the table in the development and growth of community-focused partnerships with the church. Unlike established church committees such as Sunday school committee, fellowship committee, mission committee, the Five-Two vision committee is really a church and community partnership committee. The C2 Leadership Institute fellows are charged with recruiting lay members with skill sets often not valued in church settings (e.g., government relations, fundraising, media relations) to journey with the C2 Leadership Institute fellow to help with many of the homework assignments. In addition, the C2 Leadership Institute fellows with their Five-Two Vision Committee members will be doing a strategic planning session led by Hyepin.

The program has also been successfully implemented with high school students, university students as well as young adults in young adult cohorts. It was also successfully offered in the past as a two-week intensive at an undergraduate university in South Korea.



C2 Leadership Institute is a transformative leadership program that empowers leaders and awakens them to new possibilities and sustainability for their ministries by strengthening church and community partnerships in community development through community engagement and advocacy.



## Fall '22 Cohort C2 Graduates



**Rev. Baldwin Avendano**  
Calexico UMC  
Calexico, CA



**Rev. Cathie Capp**  
University UMC  
Irvine, CA



**Rev. Karin Ellis**  
La Canada UMC  
La Canada, CA



**Rev. Sione 'John' Finau**  
Parker UMC  
Kaneohe, HI



**Rev. James Jin**  
Hanmi Grace Church  
Tampa, FL



**Rev. Christian Jung**  
First UMC of Reseda  
Reseda, CA



**Rev. Brenda Kilioni-Paongo**  
Trinity UMC  
Pomona, CA



**Rev. Eunbok Kim**  
Keystone Korean  
Baptist Church  
Odessa, FL



**Rae Lathrop**  
Desert Spring UMC  
Las Vegas, NV



**Rev. Samuel Nam**  
Aiea UMC  
Aiea, HI



**Marcy Palos**  
Restore LA CDC  
Los Angeles, CA



**Jun Park**  
RANK - Relief Aid for North Korea  
Los Angeles, CA



**Rev. Gina Pollard**  
City Square Church  
Phoenix, AZ



**Rev. David Rennick**  
First UMC of Phoenix  
Phoenix, AZ



**Thomas Rice**  
First UMC of Phoenix  
Phoenix, AZ



**Jayson Shone**  
Hillside LA  
El Sereno, CA



**Rev. Akanesi Tupou**  
Morongo Basin  
Cooperative Parish  
Morongo Basin, CA



**Rev. Rick Uhls**  
Shepherd of the Hills UMC  
Mission Viejo, CA



**Rev. Eve Williams**  
Advent UMC  
Las Vegas, NV



**Rev. Chris Wurpts**  
North Scottsdale UMC  
Scottsdale, AZ

### C2 Leadership Institute and Theological Education and Training

There is a growing recognition of the need to integrate some of the more practical skills of community engagement and communications as part of the skillset for future church leaders. In fall of 2023, the C2 Leadership Institute will be offered as a seminary course at Wesley Theological Seminary. With the assistance of Bishop Hagiya among others, Hyepin and FACE have begun conversations with seminaries such as the Claremont School of Theology in California about the possibility of incorporating aspects of the C2 Leadership Institute training into the education of future faith leaders.

### C2 Advance Alumni

Hyepin and FACE have also implemented C2 alumni association, C2 Advance, in order to reinforce and support graduates as they seek to implement the communication and implementation of community ministries they developed and refined as part of their C2 Leadership Institute training. These follow-on efforts will also be instrumental for FACE in order to track long-term impacts associated with program development and outcomes for C2 Leadership Institute graduates.

## **VIII. Conclusion**

As governmental leaders and decision-makers continue to wrestle with the many challenges (poverty, addictions, crime, suicide, etc.) facing cities across the country, it would seem prudent to take a closer look at exemplary models that are strategically placed to push back against many of the social problems that increasingly plague society. By building capacity of faith-based organizations and being intentional about collaboration, FACE's C2 Leadership Institute demonstrates what can become important model for what is possible. As FACE's C2 Leadership Institute has shown, approaches to social problems are most effective when we work together through partnerships. Community fragmentation is a liability. Put simply, we are better together. FACE has a track-record for proving this is the case. Consequently, instead of faith communities being left out of so many policy-relevant discussions, they should be front and center. For example, as we have previously demonstrated, faith-based organizations continue to play a central role in addressing homelessness around the country.<sup>5</sup> There are many such examples we can cite in a host of important areas. And yet, these laudable efforts are almost completely ignored by researchers and governmental entities alike. The efforts and outcomes of FACE's C2 Leadership Institute are clearly transferrable and should be replicated in an effort to improve our communities and to give our citizens the best possible change to truly flourish.

<sup>5</sup> "Assessing the Faith-Based Response to Homelessness in America: Findings from Eleven Cities." Program on Prosocial Behavior, Baylor University (2017), with William Wubbenhorst, <http://www.BAYLORISR.org/publications/reports/>.

## EXHIBIT 1: Fellows Project Pitch

### Rev. Brian Belting I Land Development *(Kailua UMC - Kailua, HI)*

Kailua UMC has been committed to serving the Windward community since 1927. With a rare four acres of beautiful green space overlooking the Kawai Nui Marsh and ancient Ulupo Haiau, there is an opportunity to renew our community outreach efforts. For the past ten years, a key 2-acre parcel of our land has sat underutilized.

We are currently working closely with Kauluakalana, a neighboring non-profit that connects our Kailua community to the ground and teaches about the cultural context of the neighboring Ulupo Haiau. Together, we are envisioning better use of our property and space. KUMC's goal is to further our work with Kauluakalana, as well as incorporate others who share the desire to connect our community to the land's beauty and history. Please partner with us to dream and vision on how to meet the needs of Kailua.

### Pastor Bailey Brawner I The Voyage: An LGBTQIA+ Meetup *(Mission Hills UMC - San Diego)*

My name is Rev. Bailey Brawner and I'm the senior pastor at MHUMC in San Diego. I am also an LGBTQIA+ activist and educator, and a digital creator with a community of over 50,000 on platforms like TikTok and other social media platforms. I'm working with my church to run a networking group called The Voyage, which provides community and advocacy to over 40 queer people of faith around California and throughout the United States and Canada.

We're working to branch further to provide learning opportunities and networking moving forward to better serve the queer community in San Diego and beyond, including a digital retreat happening at the end of March. Our current need is funding the digital retreat, and namely providing scholarships for those who need this community but can't afford the registration fee. We are planning to have at least 100 attendees this year, and I'd love to talk to you further about how you may be willing to provide a scholarship or two (or ten) to The Voyage, at \$30 each, to give a once in a lifetime opportunity to an LGBTQIA+ young adult.

### Rev. Victor Cyrus-Franklin I Building USA Home *(Inglewood First UMC - Inglewood)*

Inglewood First UMC is building a hub of hope and healing in the heart of the City of Inglewood. A vital fixture in the City of Inglewood for more than 115 years, we are in the midst of a rebirth. We are endeavoring to build more than 50 units of low-income housing and work with our community partners, FACE, LA Voice and the LA Philharmonic Orchestra (among others) to provide on-site workforce, youth and community development. Through affordable housing and a center for community development, we are being born again for 2021 and beyond. We invite you to partner with us to join in Inglewood's resurrection.



**Pastor VJ Cruz-Baez | God Is in The Graffiti** *(La Plaza UMC - Los Angeles)*

God is in the Graffiti seeks to promote the development of urban, underserved young people. We create and facilitate change through the use of art as an instrument to address issues affecting both local communities and the world. With the involvement of professionals from diverse fields, we become bridge builders through which the expression of the different voices and experiences become to be and coexist. Beyond the vital conversations, we offer outdoor living art sessions, during which artists and public interact. Also, some of the art has been curated into a traveling exhibit ready to be displayed wherever is requested. Supported in the past by volunteers from our faith community, funding and advisors from the General Commission on Religion and Race, we are now teaming with leaders from the community to create a 501c3. This will put in place a structure which dynamically plan, resource, and reinvest in young people and underserved communities. Some groups that have partnered with us are: El Pueblo de Los Angeles Historical Monument, Los Angeles Homeless Services Authority, New Urbanism Film Festival, Christian Community Developers, Angel Films, Fuller Seminary- Urban Immersion Class, California Pacific Annual Conference, The United Methodist Women at their National level, and the 2016 General Conference of The United Methodist Church. We are looking forward to new developments, one of which is our first fundraiser event in December 2021. It will be a Silent Auction in which we will promote the artwork created on previous events. We count on more than 15 beautiful and meaningful art pieces to be displayed for public appreciation and contribution. I certainly look forward to seeing you there!

**Pastor Suzana Kim | Intersecting Church & Community Through Education** *(Wilshire UMC - Los Angeles)*

I am the Associate Pastor at Wilshire UMC but I have essentially been in ministry my whole life as a pastor's kid and a pastor's wife. When I was a child, church was the community center and where I went for Korean language classes. Over the years, the unfortunate trend I've seen in churches is the withdrawal from engagement with the wider community. I believe the church should be the community center where neighbors, especially those who are underserved, could find help and services. In response to that need, we are launching an Educational Initiative to intersect the church with community by providing educational resources, professional development and lifelong learning opportunities. We hope to accomplish our mission through online speaker series, certification courses and college-level instruction through partnerships with local colleges. We are currently offering Health Speaker Series and have a line-up of health professionals until June of this year. We are also excited to offer prospective workshops led by experts in various fields in music, theatre, entertainment, and sports. Will you partner with us in offering your expertise?

**Pastor Monalisa Siofele Lolohea | Bridging the Gap** *(Trinity UMC - Pomona)*

Aloha & Greetings! My name is Monalisa Siofele-Lolohea and I am the Coordinator for the Young People's Council (YPC) for the California-Pacific Conference. I am also the Lead English pastor at Trinity United Methodist Church in

Pomona, CA. As coordinator for YPC, in collaboration with a dynamic group of youth and young adult leaders we oversee grant funding that support, develop, and equip young people in leadership, mentorship, and foster lasting relationships that will have a ripple effect for generations to come. NALU means "waves of the vast sea/ocean in Hawaiian and throughout the Pacific diaspora." As a NALU Maker, one can bring to life their vision for youth ministry and attain leadership development tools that will equip the next wave of young, diverse, faithful, and compassionate leaders. NALU Makers will have a safe space for youth to strategize, plan, network, and implement their vision to life. NALU's mission is to connect the church+ community. To bridge the gap between faith leaders and the people. To raise up and Nurture Authentic leaders who Lead by example, and are provided Unconditional resources, support, and love. NALU Makers will weave Community, Christ, and Culture together while affirming a youth's call to ministry and serving others. So bear down and partner with NALU. Invest your time and \$10K, we pray. Ride the wave, build new relationships. Your investment will go a long way!

**Rev. Mandy McDow | Ecclesiology & Economics: Practical Theology of Land Use** *(Los Angeles First UMC - Los Angeles)*

As Christians, we learn that the two greatest commandments are these: 1. Love the Lord your God with all of your heart, with all of your mind, and with all of your soul. 2. Love your neighbor as yourself. As a pastor, my work has historically centered on teaching congregations about God's love for each of them, and providing resources to encourage one's personal faith. But, churches do not exist in isolation. Each church is located in a specific place: a neighborhood, a city, a home. Place defines who attends worship, certainly. But, we are not sent to minister to the people in our congregations, exclusively. We are sent to care for people - in a specific place. My church is houseless. We own land, which is an incredibly valuable resource, but we do not have a building. What has been our greatest perceived weakness is actually our strength. We have no choice but to serve our community, and our houseless neighbors. Our worship, typically set outdoors in the parking lot under tents, is truly open to all. It is our hope that we can maximize the value of the land, not for profit, but for generosity. Acts 2 and Acts 4 teach us that the early Christian communities sold what they had and distributed the proceeds as any had need. Our hope is that in loving God with all of our hearts, minds, and souls, we can demonstrate our love for our neighbor as we create a co-housing community with permanent supportive housing, workforce housing, and market rate housing on site. The cost of living affordably is living in intentional community, in which the church can be the entity which teaches the residents in the building and in the surrounding areas - how best to love God and our neighbors.

**Rev. Sunyoung Park | Faith-Based Anti-Racism Movement** *(Hope UMC of Torrance - Torrance)*

Hi everyone, I was called to ordained ministry as an immigrant as many immigrants in the Scripture crossed cultural boundaries. I am Rev. Sunyoung Park, lead pastor at Hope UMC, Torrance. We are racially diverse, welcoming, and have a passion for community service and social justice. Shared Bread, Family Promise in the South Bay, the LA County Department of Children and Family Services, and Torrance Unified School District are our partners. We

have a racial- healing and anti-racism book club, in which one-third of the congregation is participating. After the first book, "White Fragility," we are currently engaged in the 2nd book, "How to Be Anti-racist." It will be our honor to invite you as a guest speaker for one of our sessions!

**Rev. Kurt Poland | The Broken Middle Podcast** *(First German UMC - Glendale)*

The Broken Middle Podcast explores the human landscape of a local place by putting neighboring faith, artistic, and political leaders on the same civic map. I host the podcast in my capacity as an ordained Christian minister of the local First German United Methodist Church. My aim is to bring powerful and compelling guests immersed in the disparate but overlapping of worlds of traditional religious faith, the secular humanism of modern politics, and the self-expressive nonconformism of public artists together into the same, broken conversation. In a world as diverse and divided as cosmopolitan LA in 2021, this is an attempt to start a new conversation based not around common ideas or traditions or communities, but around common place.

**Rev. Alex Powell | Strategic Plan for Community Outreach** *(New Beginnings UMC - San Bernardino)*

Hi my name is Rev. Alex Powell I am the Executive Pastor of New Beginnings a new collective of churches that in 2018 created a multi-site church in the Inland Empire centered in San Bernardino. We currently have 4 campuses, our historic churches have a history of serving in the Inland empire for over 80 years and New Beginnings is currently serving by furnishing families transitioning into stable housing, distributing food and providing clothes for those in need. In 2019 San Bernardino county had over 2,600 people without steady housing and %73 of them were living on the street. With our furnishing families program, we have partnered with San Bernardino County Key's program as together we help individuals and families get and remain in steady housing. In 2019 we were able to help furnish over 30 families in need. We also distributed over 1,700 meals, and over 6,000 articles of clothing. Would you be willing to partner with us as we work to uplift and revitalize the Inland Empire?

**Rev. Brent Ross | Normal Heights Community Hub** *(Normal Heights United, San Diego)*

Hi, I'm Brent Ross and I work with an organization called the "Normal Heights Community Hub" and we are a local non-profit that is committed improving life in Normal Heights by connecting needs and resources within the community particularly in the areas of food insecurity, housing, community life and justice focused education.

We connect neighbors, civic officials, small-business owners and community groups to help everyone give and receive what is needed. We've got a proven track record of helping chronically unhoused folks get into housing, and in fact just earlier this year we placed someone in permanent housing who had been unsheltered for more than 20 years, and we've also provided more than 10,000 meals to neighbors. We also have a Social Service program called "Next Steps" that connects folks with a social worker on a drop in basis. We've got decades long partnerships



with community groups, the AABA and our local schools, and we've got a centrally located building with a full time Community Hub Director as immediate assets that have enabled all this work. This year we are starting our greatest project ever ... the Normal Heights Community Meals program. A monthly meal for the whole community that connects neighbor to neighbor in relationships, connections, resources and education. It will be the key to sustainable food access for so many folks and a place of celebration and learning each and every month. We'd love YOU to help us build it!

**Rev. Ken Walden | Spiritual Road to Physical-Emotional Wellness** *(Holman UMC - View Park)*

Hello, my name is Ken Walden, I am the Senior Pastor of Holman United Methodist Church located in Los Angeles, California. Holman has a long history of social justice with many Senior Pastors, which include The Reverend James Lawson, which was a major strategist and architect of the Civil Rights Movement. We believe in working against despair through hope and justice. In light of unarmed Black and Brown people being murdered by police brutality and other vigilantes, our Holman CDC will continue to help create Spiritual Roads to Physical-Emotional Wellness. The amount of \$100,000 would help us. Your partnership of time, talents, and financial resources, will help us journey towards a more inclusive and equitable world by providing life giving programs such as \$25,000 towards our Job Training Program, \$25,000 towards our Life Affirming Exercises, \$25,000 towards our Crisis Management Tools, \$25,000 towards our Restorative Counseling.

**Rev. John Mark Wang | Outreach to Young Families Outreach to Young Families** *(Cornerstone UMC - Placentia)*

Hello! My name is John Wang, Senior Pastor of Cornerstone United Methodist Church (UMC). Our church was founded forty-three years ago to aid the Asian American community in Orange County, CA and our mission is to be a blessing to the community. We do this by creating community engaging events to raise awareness of local resources and fundraise for families in need. Our Trunk-or-Treat event connected over 200 families in Placentia, CA and Orange County, CA and they enjoyed delicious candies and fun decorated trunks.

We invited our community partners: the Placentia Fire Department, Police Department, Boy Scouts of America, and members of the Placentia City Council to teach families about their services. Jenna, a neighbor in Placentia messaged us on Facebook to tell us how much our Trunk-or-Treat meant to her family and looks forward to it every year. Our church blesses families! We bless people from the community, one young man named Raj, got connected to our church and through our resources he was able to reach his goal of independence and work - he now works for Google in TX! Our most recent event was the "Spirit of Friendship Tea" which reached over 100 families to gather for a British high tea and appetizers. Through the event we raised over \$3,000 to buy Christmas gifts for families through the Adopt-A-Family program organized by the Friendly Center of Orange County.

Our church has partnered with The Friendly Center, Pathways of Hope, and Project Independence for over five years by volunteering and providing financial assistance. We want to be of service in blessing families through our congregation and also providing the resources they need. We are seeking \$1,000 to fund marketing and advertising of our events through banners, and flyers. Will you partner with us?

**Rev. Gary Bernard Williams | Manna House: Building Community Through Food & Service** *(Saint Mark UMC - Los Angeles)*

I am Rev. Gary Bernard Williams Senior pastor Saint Mark United Methodist Church located in the food desert of South LA. We operate Manna House a Food Security Network for food distribution, an urban garden, an education component teaching children the importance of healthy eating, and food justice advocacy we have provided food assistance and education to our community for 21 years. Since COVID 19 food insecurity has devastated families in South LA. For example: Job lost and food insecurity brought Ebony a single mother of 4 to us! "Manna House provides enough food each week to feed her family" Ebony is one of 125 families we serve each week 500 families a month the need is increasing. Some of our Partner Organizations: • LA Regional Food Bank • Ta.lo Management Group- Faith Community Coalition • Logos Development Group • Southwest Neighborhood Development Council A grant of \$10,000.00 would enable us to renovate and enlarge our space to better serve our community to buy a walk-in refrigerator and coolers for fresh produce to sustain our food distribution. Manna House is not just a building but: a "bridge of hope" networking resources to impact the lives of those in need. Would partner with us?

**Pastor Lisa Williams | Community Kitchen** *(San Pedro UMC - San Pedro)*

I am Lisa Williams the pastor serving San Pedro United Methodist Church. I am also an advocate for our unhoused neighbors working closely with Council District 15 and the San Pedro Chamber of Commerce. In 2019 I was Los Angeles County Supervisor Janice Hahn's Woman of the Year. We were gifted a half-acre of land years ago. We are living out our values by partnering with 1010 Development to build 54 units of affordable and permanent supportive housing. We began looking around our facility to see how our assets could align with the needs of our community. According to the Los Angeles Regional Food Bank - 1 out of every 4 people in LA County experience food insecurity. This can create great health challenges, especially those with diabetes and hypertension.

During this pandemic many have found themselves at a food pantry for the first time, not knowing how to create healthy meals with the food given. That is why we have begun a campaign to revitalize our Kitchen creating an Educational Initiative. This initiative will provide education to low-income families on the importance of healthy eating. We are partnering with Harbor Community Health Center they will conduct diabetes training and our local restaurants will provide virtual cooking lessons. Toberman Neighborhood Center will be our distribution partner where families will pick up food that will be used during the cooking class. In addition to our Hope on 6th building project we are expanding our partnership with Family Promise of the South Bay to create respite housing for up to four

families. Being good stewards of our property and building strong community is how we are living into the future. To upgrade our kitchen and implement our cooking classes we need to raise \$200,000. When our bodies are healthy so are our minds and souls. Partner with us to help families have a chance of creating healthy meals.

**Rev. Won-Seok Yuh I Hale Selah Space for Pause** *(Harris UMC - Honolulu, HI)*

Aloha, my name is Won-Seok Yuh, and I am currently serving as the Senior Pastor of Harris United Methodist Church, located right at the border between bustling Downtown Honolulu and a low-income community. We've been engaging our community of homelessness and low-income through education resources and food security, and are currently making 1500 meals a month to be provided offsite in partnership with local shelters and NPOs. We're working on ways to continue, but more importantly, go beyond feeding people with meals, but go into feeding the local community in need by creating Hale Selah, Hawaiian and Hebrew words combined meaning "a space to take a break or a pause." We're intending to create an on-church-campus program where people have a place to find consistent meals, but also create a peaceful and collaborative space for dialogue between members and leaders in the community, the arts, business, and government.

In this COVID environment, we're planning to have our first community engagement digitally in a date to come soon. Join us to take part in the conversation that will be the next step to have the voices of both community and leadership be heard so that we can better alleviate hunger and poverty in Oahu.





## EXHIBIT 2: Nonprofit Black Belt Assessment

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FACE Nonprofit Black Belt Certification Assessment		Pre-	Post-
<b>Name:</b>			
<b>WHITE</b>			
Interested in community service		0	1
Have idea of potential project		0	1
<b>YELLOW</b>			
Have name of the organization		0	1
Have some key interested team		0	1
Have a Mission and Vision Statement		0	1
Have organization brochure		0	1
Have some track record		0	1
Have Business Card and Logo		0	1
Federal Tax ID		0	1
Have Sponsorship Template		0	1
Have Grant Template		0	1
Have data/stats on problem to be solved		0	1
Have Advisory Board		0	1
<b>BLUE</b>			
Know where to research for grant opportunities		0	1
Have Powerpoint Presentation		0	1
Have 501c3		0	1
Has Bylaws		0	1
Have Board Members		0	1
Documentation of Track Record of Work		0	1
Database - elected officials and government agencies		0	1
Database - Media		0	1
Database - Funders		0	1
Database - Partners, community organizations, churches		0	1
Database - church members		0	1
Have email blast system		0	1
Have Sponsorship Packet		0	1
At least one funder		0	1
Financial Statements		0	1
Community Assessment		0	1
<b>RED</b>			
Have full time dedicated staff		0	1
Send email newsletters		0	1
Has some funders		0	1
Permanent Office		0	1
Submitted grants		0	1
Know how to do events		0	1
Invitation to elected officials, speakers		0	1
Certificates/Commendation Letters from Elected Officials		0	1
Some media coverage		0	1
Board Policy		0	1
Has one key program/event		0	1

BLACK			
Able to articulate Mission & Vision Statement	0		1
Working Board of Directors	0		1
Have one or more full time paid staff	0		1
Have working relationship with one or more elected officials	0		1
Have previously won a grant from a funder	0		1
Has one or more self-sustaining program	0		1
Funders/Partners approach organization	0		1
Regular email newsletters/social media	0		1
Files 990	0		1
Audited Financial Statement	0		1
Has HR staff/Accounting Staff	0		1
Has multilingual staff	0		1
Able to create press release and media advisory	0		1
Able to and hosted press conferences	0		1
Has ongoing media coverage	0		1
Know how to create program booklets	0		1
Knows government policies	0		1
Knows what words to use and avoid in presentations	0		1
Knows separation of church and state policies and how to apply it	0		1
Have Major Donors	0		1
Strategic Plan	0		1
Invited as a speaker on community engagement	0		1
<b>Total Score</b>	0	0	62

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## ABOUT THE AUTHORS

**Byron R. Johnson** is Distinguished Professor of the Social Sciences at Baylor University. He is the founding director of the Baylor Institute for Studies of Religion (ISR) as well as director of the Program on Prosocial Behavior. Johnson is a senior fellow at the Sagamore Institute (Indianapolis). He is a leading authority on the scientific study of religion, the efficacy of faith-based organizations, and criminal justice. Recent publications have examined the impact of faith-based programs on recidivism reduction and prisoner reentry. Before joining the faculty at Baylor University, Johnson directed research centers at Vanderbilt University and the University of Pennsylvania. He has been the principal investigator on grants from private foundations as well as the Department of Justice, Department of Labor, Department of Defense, National Institutes of Health, and the United States Institute for Peace. He is the author of more than 200 articles and a number of books including *More God, Less Crime: Why Faith Matters and How it Could Matter More* (2011), *The Angola Prison Seminary: Effects of Faith-Based Ministry on Identity Transformation, Desistance, and Rehabilitation* (2016), and *The Quest for Purpose: The Collegiate Search for a Meaningful Life* (2017).

**William Wubbenhorst** is a non-resident fellow for the Institute for Studies of Religion at Baylor University (ISR). He recently completed a 21-month term as Associate Commissioner for the Family and Youth Services Bureau within the Administration for Children and Families. Previously, Mr. Wubbenhorst worked as a consultant to government and non-profits for over 30 years, most recently as a Return On Investment (ROI) Specialist, developing economic measures for community-based social and health programs. Mr. Wubbenhorst has collaborated with professors from several prestigious academic institutions, including Baylor University, Boston University and Harvard University. He has published a variety of peer-reviewed journal publications and case studies. Recently, Mr. Wubbenhorst co-authored a case studies entitled *Harvest of Hope: A Faith-Based Child Welfare Intermediary* and *The Crosswinds – Open Table Collaboration: An Aftercare Model for Runaway and Homeless Youth*. Mr. Wubbenhorst received an MBA with a concentration in Public and Non-Profit Management (Beta Gamma Sigma honors society) from Boston University.



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