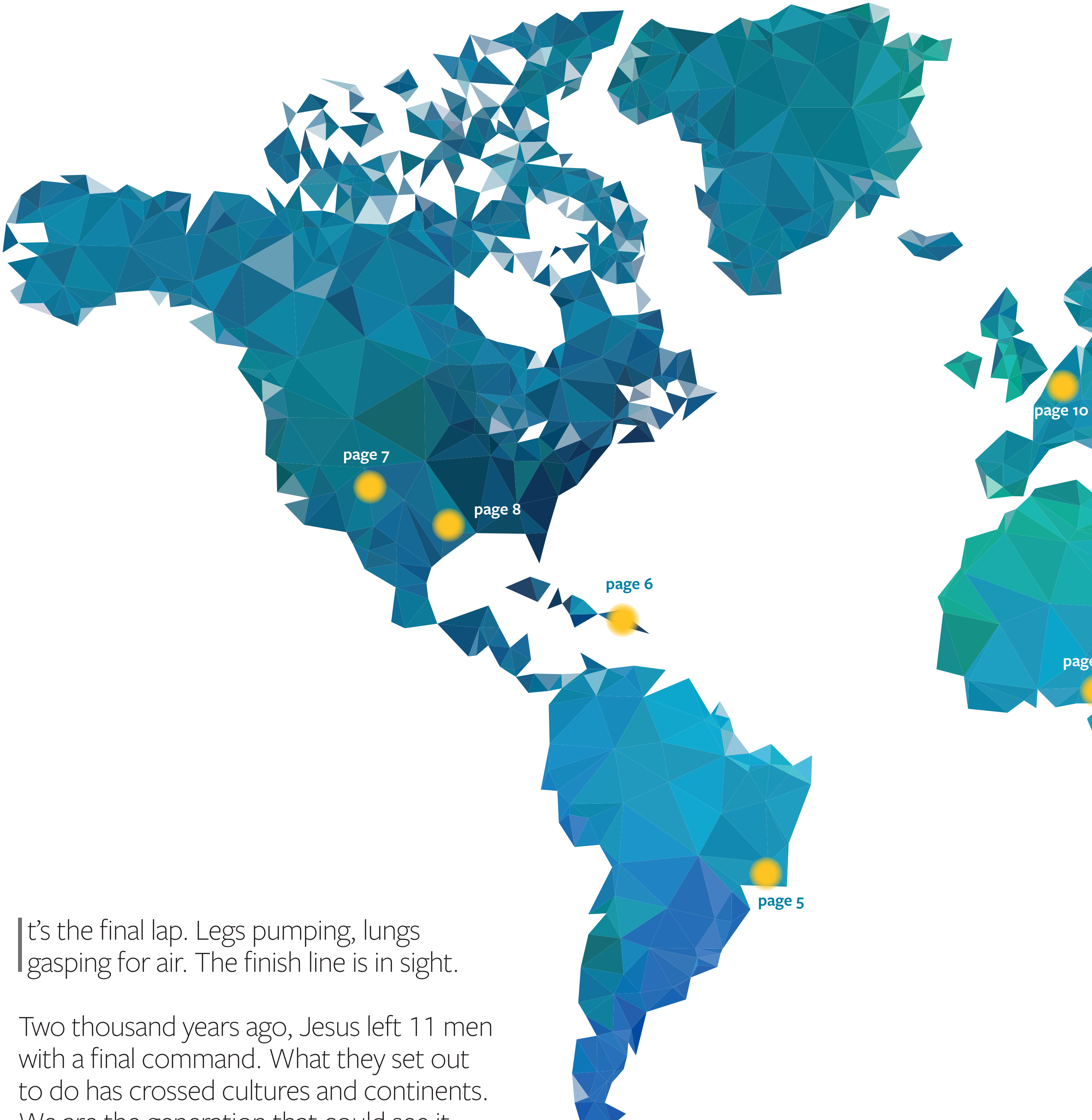
cru

2015 Annual Report

Together...



It's the final lap. Legs pumping, lungs gasping for air. The finish line is in sight.

Two thousand years ago, Jesus left 11 men with a final command. What they set out to do has crossed cultures and continents. We are the generation that could see it fulfilled.

The remaining distance is rough, rocky terrain. Only by joining together will we be able to help build spiritual movements everywhere, so that everyone knows someone who truly follows Jesus.

It will take the schoolteacher in Kansas. The entrepreneur in Brazil. The rice planter in Madagascar, the college student in Paris, the I.T. guy in Japan. It will take you and me.

Together, focused on Jesus. Together, fixed on that final command. Together...

...finishing.

Tom Mills

ETHIOPIA

Of the 7 billion people of the world, more than 5 billion have no relationship with Jesus. For most of them, the key element is the local church.

Since its start in 2010, the Global Church Movements (GCM) ministry of Cru has been working alongside churches and believers to tackle this problem. According to GCM's strategy consultant, Keith Seabourn, GCM takes what Cru does best with evangelism and discipleship and trains leaders within churches to do the same.

"We train them so that within the course of a year, they plant a new church and identify at least two multipliers, who will then go out to do the same process," says Keith. Their goal is to deliver the gospel to those who have never heard.

Demeke, an evangelist in Dubti, Ethiopia, attended a training in September 2014. Using his community as a starting point, Demeke has now expanded his ministry to six communities in the Afar Region of Ethiopia—made up of primarily nomadic Muslims who have no contact with a Christian church. Through Demeke and his key multipliers, 334 people have come to faith and are now connected to these church communities.

GCM staff members know they can't accomplish their goals alone. In 2011, five organizations (including GCM) founded the Global Alliance for Church Multiplication (GACX), knowing that working together allows them to be more effective. Now, there are 45 organizations partnering together under the GACX vision of planting 5 million multiplying churches. Between 2010 and 2015, GCM and GACX have planted 559,814 church and faith communities.

GLOBAL-DIGITAL

#FallingPlates communicates the gospel in a new and powerful way. Since its debut in October 2012, this four-minute video has 9 million views in 231 countries, with 35 new language translations in process. The video invites viewers to respond, then connects them to individualized follow-up based on those responses. Cru's #FallingPlates ministry partners with churches and other Christian organizations to develop targeted campaigns. In Manila, Philippines, one Christian was able to air the video on more than 10,000 public transportation buses.

BRAZIL

Athletes in Action®, Cru's ministry to athletes, partnered with Brazilian churches and thousands of volunteers during the 2014 World Cup to host "fan zones" (pictured below), where the gospel was presented to locals. AIA is now preparing for the 2016 summer Olympics, also in Brazil. Staff members, churches and volunteers will provide the community with the chance to hear about Jesus, while an AIA summer mission team will offer Bible studies and chapel services to Olympic athletes and coaches.

Ted Wilcox

Guy Gerrard

DOMINICAN REPUBLIC

Skeptically, Nidia Oscar gazed at the women on the screen.

Nidia and her husband, Daniel, prayed that God would show them what He wanted them to see.

"Yeah, yeah! Look at that!" Nidia exclaimed, no longer skeptical. This was not just another film about Jesus.

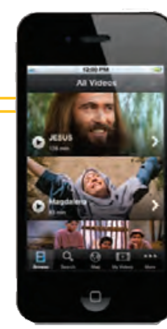
They were watching *Magdalena: Through Her Eyes*, the story of the life of Jesus, told from the perspective of Mary Magdalene, a troubled woman delivered from her past and transformed through her friendship with Him. *Magdalena* is a part of Cru's The JESUS Film Project®.

"I was feeling the need to put that tool in the hands of ladies in the church so they could reach out to other women with difficulties like we see in the film," Nidia said.

In January 2013, Nidia and Daniel, a pastor and the national director of Bible League International, launched the *Magdalena* Project. It uses Spanish-speaking resources from the *Magdalena* website to equip women to multiply their lives.

Each month, Nidia trains between 35 and 50 female leaders from different denominations. Since the start of the project, Nidia has trained 1,500 leaders. Those leaders have trained another 7,500 leaders. More than 2,500 people have come to faith in Christ, and the Oscars have helped to plant 36 churches.

JESUS Film Media App in Numbers



432,110: Times the app was installed since October 1, 2012.

209: Countries where the app was installed.

1,337: Languages available on the app.

http://app.jesusfilmmedia.org

Ted Wilcox

ARIZONA

Scott Clark (in blue) talks with Chris Kuzinski, whom he pulled to safety after their helicopter crashed in Afghanistan in 2007. Scott, who suffered with Post Traumatic Stress Disorder, found hope through the help of Cru Military. He now leads small groups for other vererans, guiding them through *The Combat Trauma Healing Manual*. Through Scott's ministry, veterans are experiencing healing, biblical community and even beginning relationships with Jesus.

GLOBAL-DIGITAL

Christian coders are a new breed of missionaries.

Over the course of one weekend, 800 coders gathered for the Global Hackathon. From Atlanta to Jakarta—in 13 cities, in eight countries around the world—coders came to utilize their skills to build solutions, answer questions, and meet real needs in the church and society at large.

They formed teams to develop apps and websites tackling the refugee crisis, homelessness, marital fidelity, spiritual maturity, human trafficking, government corruption. You name it—Christian coders can build something for it.

Throughout the weekend they talked online across the various locations, sharing ideas and solving each other's problems. Each city prayed for the other 12.

Ali Llewellyn, event coordinator, credits the Indigitous movement, energized in part by Cru, with creating a space where this specialized group of people are finding one another and forming a community. These new missionaries are now being sent out to create a movement of their own in the digital realm.

CROATIA

All over Europe and the Middle East, refugees are displaced by war in Syria and Iraq. Through the work of Cru ministries such as The JESUS Film Project®, GAiN, Campus and City, many refugees are hearing the gospel and coming to faith in Jesus. In one region, there are nearly 300 monthly *JESUS* film showings to refugees, with an average of 600 indicated decisions for Christ per month.

Emilie Vinson

Guy Gerrard

TEXAS

Tateanna Washington thought she heard firecrackers. *Pop, pop, pop!*

The high school senior from Houston, Texas, froze in shock as a black car sped away. She just witnessed a drive-by shooting.

When the shock wore off slightly, Tateanna needed someone to be with her. She needed Marcheta.

Marcheta Jones (in the green shirt) oversees Cru's ministry at Tateanna's high school. Unlike anyone else in Tateanna's life, Marcheta's been consistent.

Tateanna is one of 10 young women Marcheta equips to follow Jesus through the trials of inner-city life. One accepted Christ in jail. Another is overcoming depression after hospitalization for suicidal thoughts. Eight come from broken homes. Some have experienced homelessness, abuse or violence—all while trying to navigate high school as young Christian women.

But Marcheta and her girls are fighting to be light in their surroundings. They pray for one another, study the Bible together, tell others about Jesus together.

Within Marcheta's first year at Tateanna's school, nearly 150 students indicated decisions for Jesus. But the movement depends on students like Tateanna, those passionate about investing in others.

"A lot of times, people are afraid to share what they've been through. But for me, I realize I've been through it for a reason, so I can help other people in my situation," says Tateanna.

NIGERIA

Photo from pamojafrica.com

Joseph Na'answan and his friend Paul were new to Plateau State University in Nigeria. They wanted to tell other students about Christ. Unsure of how to begin, they prayed and planned, using the resources they received the month before at a Campus Crusade for Christ (as Cru is known there) conference in Lagos, Nigeria.

Joseph drove for more than 24 hours to attend the Pamoja Africa ("Together Africa," pictured left) conference. Surrounded by others at the conference, Joseph learned how to grow in his own relationship with God, tell others about Jesus, and prepare them to tell still others.

Back on campus, Joseph and Paul took what they learned from the conference and started by talking with their roommates. Receiving distance coaching from staff members, Joseph and Paul helped their friends grow in their faith and communicate the gospel.

The ministry then expanded to their dorms, then to their majors of study, then to different faculties. Now, less than three years later, this student-led movement has more than 70 students excited about making Jesus known.

"We all have a duty of reaching out to every person around us," Joseph said. "I was so excited to see God use me."

SOUTH ASIA

In an Asian village, a ritualistic healer stopped to listen to a man telling stories on a street corner. He listened to the story of a man called Jesus, who claimed to be God, healing the daughter of a man called Jairus.

"This is a living God who's involved in the lives of his people," he says, astonished. "I need to learn about this God because my god is dead and doesn't answer me."

Tom Mills

A crowd of around 20 people had also gathered, some perched on nearby rooftops. The storyteller, Rajendra, belongs to the Awadhi people. Few Awadhis follow Jesus, but in this village that's changing. Rajendra is a church-planting pastor with little formal training, passionate about sharing God's story with his people. StoryRunners, a ministry of Cru, (in partnership with TellAsia Ministries) helped Rajendra learn 42 different short stories from the Bible. He learned how to ask questions about the stories, so listeners could understand who God is and what He'd done for them.

Rajendra returned to the same street corner for several weeks, telling Bible stories. A group of people formed, interested in exploring God. Hallie, a StoryRunners staff member, says, "A house church formed with one Christian and about 25 nonbelievers." Rajendra has since seen 20 people choose to follow Christ.

THAILAND

Beth Foster (far left, below), a Cru missionary in Bangkok, prays with women she met at the school her sons attended. These mothers, who are also doctors and business owners, are learning how to grow in their faith and live on mission for Jesus.

Tom Mills

Tom Mills

FRANCE

In Paris, Cru ministries are collaborating to transform a city. As a college student, Lucile Reuter joined Agape (Cru's name in France) and learned how to talk with others about Jesus. She became integral in gathering a disparate group of believing students from several Parisian campuses, all searching for community. Lucile broke the rules of French culture, modeling for other students how to talk openly about their faith in universities.

Lucile and several students also serve with Agape's ministry to the homeless, called "J'ai Faim" ("I'm Hungry"), befriending the marginalized and discarded of French society.

J'ai Faim often overlaps with Agape's arts ministry, coordinated by a local artist whose work has been inspired by the plight of homeless people. She invites them to gallery exhibitions normally reserved for those of higher social status.

At a time when people in Paris are grappling with fear and uncertainty, Agape is working collaboratively to influence every segment of the city with the hope of Christ.

"We understand that the whole is stronger than the parts," says Joe Schlie, national campus director. "We see changes taking place among young people in France as they face the realities of unemployment, terrorism and climate change. There is a palpable sense of renewal among young people with regards to the gospel."

From the President, Steve Douglass

What you have just read is a small sample of what God is doing today. And we have the great privilege of being a part of it.

I never cease to be amazed, for example, by how God is using the *JESUS* Film. Since 1979, there have been about 6.5 billion exposures to the gospel and 250 million indicated decisions for Christ through the use of the film. It has been translated into more than 1,400 languages and has been used to plant an estimated 1 million churches and home fellowships.

Several years ago, we launched the Global Church Movements ministry to plant house churches, and shortly thereafter helped form a partnership with several other ministries that are doing the same. This partnership has since multiplied in size, and collectively, the partners are believing God for 5 million home fellowships in the years to come.

At the same time, we are staying true to our roots of ministry on the college campus. We are currently on nearly 5,000 campuses worldwide and are praying and planning to start on over 10,000 more.

Working closely with other Christian ministries and churches, we are trusting God to advance His Kingdom rapidly, using methods where the fruit of ministry keeps going and multiplies. That involves significant ownership of the Great Commission by people who respond and grow in faith—on campuses, in villages and cities, etc. So we are focusing not just on evangelism, but on discipleship and leadership development as well. We want to accomplish the most long-lasting good with every resource God gives us.

Only God can work the miracles needed for all of the above to occur. But the Great Commission was His idea, and we believe that He fully intends to see it fulfilled.

Obviously, being involved in such large endeavors requires us to operate in a financially credible fashion. What you will read in the rest of this Annual Report is a record of how God has blessed us financially, and how we have sought to be good stewards of those finances. We are audited by one of the largest accounting firms in the world, have an audit committee composed entirely of outside directors, and are a charter member of the Evangelical Council for Financial Accountability.

Thank you for your interest in our ministry.

Steve Douglass
President
Cru and Campus Crusade for Christ International, Inc.

FINANCIAL HIGHLIGHTS

	2015	2014	2013	2012
United States Revenues	$ 542,952,000	$ 537,908,000	$ 543,658,000	$ 527,635,000
Operating Change in Net Assets*	$ 12,571,0000	$ 14,602,000	$ 29,291,000	$ 7,355,000
Non-Operating Change in Net Assets*	$ (5,345,000)	$ (4,891,000)	$567,000	$ (13,164,000)
Total Change in Net Assets	$ 7,226,000	$ 9,711,000	$ 29,858,000	$ (5,809,000)
International Revenues**	$ 139,918,000	$ 155,858,000	$ 145,591,000	$ 139,554,000
World Revenues (U.S. and International)	$ 682,870,000	$ 693,766,000	$ 689,249,000	$ 667,189,000
Fundraising Expenses***	8.4%	8.7%	7.8%	8.6%
General and Administrative Expenses***	6.9%	8.1%	8.2%	7.2%
Average Size of Gift Received	$ 123	$ 124	$ 124	$ 122
Most Frequent Contribution	$ 50	$ 50	$ 50	$ 50
Average Staff Family's Monthly Compensation	$ 5,615	$ 5,518	$ 5,427	$ 5,295
Average Staff Single's Monthly Compensation	$ 2,161	$ 2,110	$ 2,082	$ 2,055

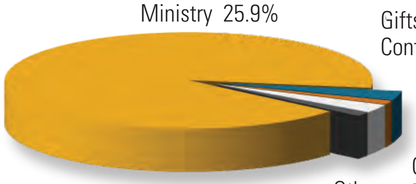
*Operating change in net assets excludes Pension and Derivative expenses. Non-Operating change in net assets includes Pension and Derivative expenses.

**International revenues reflect monies raised by ministries associated with Campus Crusade for Christ, Inc., and who cooperate with us in our efforts outside of the United States. These funds are audited, in large part, in the respective countries, not by our U.S. auditors.

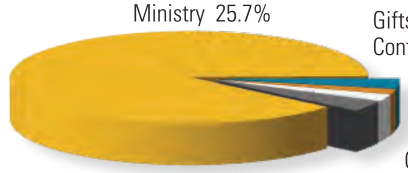
***Fundraising expenses (above) are shown as a percentage of contributions, while Fundraising on the pie charts (below) are shown as a percentage of total functional expenses. General and administrative expenses are shown as a percentage of total functional expenses.

SOURCES OF U.S. REVENUES

2015

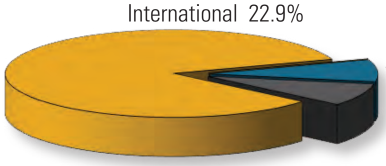


2014

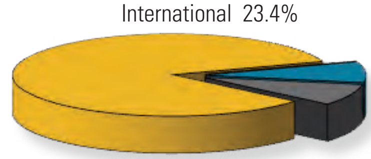


USES OF FUNDS

2015



2014



REPORT OF INDEPENDENT CERTIFIED PUBLIC ACCOUNTANTS

The Board of Directors
Campus Crusade for Christ, Inc.

We have audited the accompanying consolidated financial statements of Campus Crusade for Christ, Inc. and subsidiaries (the Ministry), which comprise the consolidated statements of financial position as of August 31, 2015 and 2014, and the related consolidated statements of activities and cash flows for the years then ended, and the related notes to the financial statements.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these consolidated financial statements in conformity with U.S. generally accepted accounting principles; this includes the design, implementation and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free of material misstatement, whether due to fraud or error.

Auditor's Responsibility

Our responsibility is to express an opinion on these financial statements based on our audits. We did not audit the financial statements of FamilyLife, Great Commission Foundation, New Life Insurance Co., and GAiN International, wholly-owned subsidiaries, which statements reflect total assets constituting 24% in 2015 and 23% in 2014 and total revenues constituting 10% in 2015 and 11% in 2014 of the related consolidated totals. Those statements were audited by other auditors whose reports have been furnished to us, and our opinion, insofar as it relates to the amounts included for FamilyLife, Great Commission Foundation, New Life Insurance Co., and GAiN International, is based solely on the reports of the other auditors. We conducted our audits in accordance with auditing standards generally accepted in the United States. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, based on our audits and the reports of the other auditors, the financial statements referred to above present fairly, in all material respects, the consolidated financial position of the Ministry as of August 31, 2015 and 2014, and the consolidated changes in its net assets and its cash flows for the years then ended in conformity with U.S. generally accepted accounting principles.

Ernst & Young LLP

Orlando, Florida
December 15, 2015

CONSOLIDATED STATEMENTS OF FINANCIAL POSITION

(*In Thousands*)
August 31, 2015 and 2014

		2015	2014
ASSETS	Cash and cash equivalents	**$ 52,931**	$ 38,357
	Investments	**126,921**	126,945
	Accounts and other receivables	**6,685**	8,660
	Inventories	**3,022**	3,772
	Gifts-in-kind inventories	**6,675**	5,287
	Property held for sale	**3,442**	1,591
	Restricted cash and investments	**4,912**	4,870
	Prepaid and other assets	**15,744**	17,610
	Property and equipment:		
	Land and land improvements	**12,309**	12,159
	Buildings and improvements	**90,308**	87,671
	Furniture and equipment	**42,821**	41,502
	Total property and equipment	**145,438**	141,332
	Accumulated depreciation	**(81,673)**	(75,140)
	Net property and equipment	**63,765**	66,192
	Total assets	**$ 284,097**	$ 273,284
LIABILITIES AND NET ASSETS	Liabilities:		
	Accounts payable	**3,058**	7,081
	Accrued salaries and related expenses	**21,291**	19,259
	Long-term severance and disability	**30,348**	29,128
	Other accrued liabilities	**18,794**	18,571
	Pension liability	**23,841**	17,527
	Long-term debt	**22,333**	24,512
	Total liabilities	**119,665**	116,078
	Net assets:		
	Unrestricted	**153,647**	147,556
	Temporarily restricted	**8,285**	7,150
	Permanently restricted	**2,500**	2,500
	Total net assets	**164,432**	157,206
	Total liabilities and net assets	**$ 284,097**	$ 273,284

See accompanying notes.

CONSOLIDATED STATEMENT OF ACTIVITIES

(*In Thousands*)
Year Ended August 31, 2015

2015	**Unrestricted**	**Temporarily Restricted**	**Permanently Restricted**	**Total**
Revenues:				
Contributions	$ 493,020	$ 3,248	$ –	$ 496,268
Gifts-in-kind contributions	17,407	–	–	17,407
Literature and material sales	7,066	–	–	7,066
Conference registrations	15,098	–	–	15,098
Other income (loss)	7,262	(149)	–	7,113
Net assets released from restrictions	1,964	(1,964)	–	–
Total revenues	541,817	1,135	–	542,952
Expenses:				
Operating expenses:				
Campus	166,613	–	–	166,613
Community	111,958	–	–	111,958
Coverage	50,769	–	–	50,769
International ministries	121,197	–	–	121,197
General and administrative	36,826	–	–	36,826
Fundraising	43,018	–	–	43,018
Total expenses	530,381	–	–	530,381
Change in net assets before other changes	11,436	1,135	–	12,571
Other changes:				
Change in fair value of interest rate swaps	311	–	–	311
Pension-related changes	(5,656)	–	–	(5,656)
Change in net assets	6,091	1,135	–	7,226
Net assets – beginning of year	147,556	7,150	2,500	157,206
Net assets – end of year	$ 153,647	$ 8,285	$ 2,500	$ 164,432

See accompanying notes.

CONSOLIDATED STATEMENT OF ACTIVITIES

(*In Thousands*)
Year Ended August 31, 2014

2014	**Unrestricted**	**Temporarily Restricted**	**Permanently Restricted**	**Total**
Revenues:				
Contributions	$ 474,512	$ 2,039	$ –	$ 476,551
Gifts-in-kind contributions	19,321	–	–	19,321
Literature and material sales	9,241	–	–	9,241
Conference registrations	13,154	–	–	13,154
Other income	19,101	540	–	19,641
Net assets released from restrictions	2,520	(2,520)	–	–
Total revenues	537,849	59	–	537,908
Expenses:				
Operating expenses:				
Campus	161,323	–	–	161,323
Community	106,042	–	–	106,042
Coverage	47,833	–	–	47,833
International ministries	122,439	–	–	122,439
General and administrative	42,376	–	–	42,376
Fundraising	43,293	–	–	43,293
Total expenses	523,306	–	–	523,306
Change in net assets before other changes	14,543	59	–	14,602
Other changes:				
Change in fair value of interest rate swaps	510	–	–	510
Pension-related changes	(5,401)	–	–	(5,401)
Change in net assets	9,652	59	–	9,711
Net assets – beginning of year	137,904	7,091	2,500	147,495
Net assets – end of year	$ 147,556	$ 7,150	$ 2,500	$ 157,206

See accompanying notes.

CONSOLIDATED STATEMENTS OF CASH FLOWS

(In Thousands)
Year ended August 31, 2015 and 2014

	2015	2014
Operating activities		
Change in net assets	**$ 7,226**	$ 9,711
Adjustments to reconcile change in net assets to net cash provided by operating activities:		
Depreciation and amortization	**7,302**	7,442
Pension-related changes	**6,314**	6,128
Net realized and unrealized loss (gain) on investments	**2,560**	(9,100)
Donated Investments	**5,766**	—
Loss on sale of property held for sale	**127**	8
Loss on disposal of fixed assets	**24**	1,272
Loss on disposal of other assets	**615**	12
Change in fair value of interest rate swaps	**(311)**	(510)
Gifts of property held for sale	**(2,151)**	(109)
Changes in operating assets and liabilities:		
Accounts and other receivables	**1,975**	1,187
Inventories	**(638)**	1,921
Prepaid expenses	**(223)**	(27)
Other assets	**1,103**	(1,229)
Accounts payable	**(1,614)**	382
Accrued salaries and related expenses	**2,032**	(1,244)
Long-term severance and disability	**1,220**	2,954
Other accrued liabilities	**(1,876)**	2,348
Net cash provided by operating activities	**29,451**	21,146
Investing activities		
Sales and maturities of investments	**16,317**	23,516
Purchases of investments	**(24,661)**	(54,434)
Purchases of intangible assets	**(215)**	(231)
Capital expenditures	**(4,312)**	(4,514)
Proceeds from sale of property held for sale	**173**	59
Net cash used in investing activities	**(12,698)**	(35,604)
Financing activities		
Net proceeds from long-term debt	**151**	7,880
Payments on long-term debt	**(2,330)**	(9,688)
Net cash used in financing activities	**(2,179)**	(1,808)
Net increase (decrease) in cash and cash equivalents	**14,574**	(16,266)
Cash and cash equivalents – beginning of year	**38,357**	54,623
Cash and cash equivalents – end of year	**$ 52,931**	$ 38,357
Supplemental disclosures of cash flow information		
Interest paid	**$ 415**	$ 467

See accompanying notes.

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

(*In Thousands*)
August 31, 2015

1. Summary of Significant Accounting Policies

Organization Campus Crusade for Christ, Inc., operating in the U.S. as Cru, and its subsidiaries (the Ministry) is an interdenominational, Christian evangelistic and discipleship ministry with the objective of helping the church fulfill the Great Commission (Matthew 28:18-20) in this generation.

The Ministry is organized as a not-for-profit entity under the General Non-Profit Corporation Law of the State of California. Exemption from federal income taxation under Section 501(c)(3) of the Internal Revenue Code and a similar exemption from California franchise taxation have been obtained.

The Ministry operates throughout the United States and provides ministry and financial assistance to associated ministries serving in virtually every major country, representing most of the world's population. Donations received by the Ministry in the United States are disbursed in part through international area offices.

Principles of Consolidation The consolidated financial statements include the accounts of Campus Crusade for Christ, Inc. and its not-for-profit U.S. affiliates in which the Ministry has a controlling interest and its U.S. for-profit and not-for-profit subsidiaries. Certain international offices are not consolidated in the consolidated financial statements since the Ministry has control or an economic interest, but not both. All intercompany balances have been eliminated in consolidation.

Basis of Presentation Revenues are reported as increases in unrestricted net assets unless use of the related assets is limited by explicit donor-imposed restrictions and the donor restrictions are not met in the same reporting period as the donation. Expenses are reported as decreases in unrestricted net assets. Gains and losses on investments and other assets or liabilities are reported as increases or decreases in unrestricted net assets unless their use is restricted by explicit donor stipulation. Expirations of temporary restrictions on net assets (i.e., the donor-stipulated purpose has been fulfilled and/or the stipulated time period has elapsed) are reported as reclassifications between the applicable classes of net assets.

Contributions, including unconditional promises to give, are recognized as revenues in the period made or received. Conditional promises to give are not recognized until they become unconditional; that is, when the conditions on which they depend are substantially met. Contributions of assets other than cash are recorded at their estimated fair value at the date of gift. Contributions to be received after one year are discounted at an appropriate discount rate commensurate with the risks involved. Amortization of discounts is recorded as additional contributions revenue in accordance with donor-imposed restrictions, if any, on the contributions. An allowance for uncollectible contributions receivable is provided when, based upon management's judgment, including such factors as prior collection history, type of contribution, and nature of fundraising activity, an allowance is considered necessary.

The Ministry reports gifts of land, buildings, and equipment as unrestricted support unless explicit donor stipulations specify how the donated assets must be used. Gifts of long-lived assets with explicit restrictions that specify how the assets are to be used and gifts of cash or other assets that must be used to acquire long-lived assets are reported as restricted contributions. Absent explicit donor stipulations about how long those long-lived assets must be maintained, the Ministry reports expirations of donor restrictions when the donated or acquired long-lived assets are placed in service.

Cash and Cash Equivalents Cash and cash equivalents include unrestricted cash and financial instruments with maturities of three months or less at date of acquisition. The majority of the Ministry's cash equivalents are invested in money market accounts and certificate of deposit accounts. The majority of cash is maintained in cash accounts with large financial institutions where accounts are guaranteed by the Federal Deposit Insurance Corporation up to $250. The Ministry does have some cash accounts that exceed the federally insured amount. The Ministry does not anticipate non-performance by these financial institutions.

Inventories Inventories are presented at the lower of cost (first-in, first-out method) or market and consist principally of books, literature, CDs, and DVDs.

Gift-in-Kind Inventories Gift-in-kind inventories consist primarily of items such as clothing, medical supplies, school supplies, and other materials donated. Donated inventory is recorded at fair value on the date of donation. The fair value of the donated materials is based upon estimated wholesale value of gifts received. To determine wholesale value, the Ministry obtains the value of the item from sources such as the Internet, industry publications, or other nonprofit organizations.

Investments The Ministry has a cash management program that provides for the investment of excess cash in highly liquid interest-bearing investments and marketable securities. Investment income consists of interest and dividends received on investments and realized and unrealized gains and losses. Investments in marketable equity securities and debt securities, including mutual funds, are recorded at their estimated fair values, which are based on quoted market prices or recognized pricing services. Alternative investments, if any, are stated at fair value, as estimated, using net asset value. Fair value for alternative investments may be based on historical cost, appraisals, or estimates that require varying degrees of judgment.

The Ministry maintains an Investment Policy Statement (IPS) approved by the Board of Directors that governs the investment of ministry funds. The Ministry also retains an independent Investment Advisory Consultant who advises management and the board on the investment of ministry funds within the IPS parameters. The Investment Advisory Consultant assists with finding and retaining appropriate investment vehicles and managers. The primary objective of the Ministry's investments is preserving the purchasing power of ministry funds with a secondary objective of long-term capital growth.

Interest Rate Swap Agreements The interest rate swap agreements included in the accompanying consolidated statements of financial position are presented at fair value. The change in the fair value of the interest rate swap agreements is reported in the accompanying consolidated statements of activities.

Property Held for Sale Property held for sale includes land, buildings, and improvements and is presented at acquisition cost, which does not exceed estimated fair value less cost to sell. Property held for sale includes property that meets certain criteria, including that it is probable that these assets will be sold within one year. Those assets held for sale where disposal is not probable within one year remain in land, buildings, and improvements until their sale is probable within one year.

Property and Equipment Property and equipment are located primarily at the Ministry's World Headquarters at Lake Hart in Orlando, Florida, and its former headquarters in Arrowhead Springs, California. Property and equipment are presented at historical cost. Depreciation is determined using the straight-line method over the estimated useful lives of the related assets, ranging from 3 to 40 years. Amortization of leased assets is included as a component of depreciation expense. For the years ended August 31, 2015 and 2014, depreciation expense was $6,740 and $6,805, respectively. As of August 31, 2015 and 2014, the Ministry had unamortized software costs totaling $3,469 and $5,469, respectively.

Intangible Assets Intangible assets consist primarily of contract rights, intellectual property, and master tapes relating to the JESUS film but also include film projects under production and website development. Intangible assets relating to the JESUS film, and similar intangible assets, are being amortized on a straight-line basis over their useful lives (10 to 20 years). Intangible assets are evaluated for impairment annually, or more frequently if events or changes in circumstances indicate the asset may be impaired. The amount of impairment, if any, is measured based upon the difference between the asset's carrying value and its fair value. Intangible assets are included, net of accumulated depreciation, in prepaid and other assets in the accompanying consolidated statements of financial position. At August 31, 2015 and 2014, intangible assets were $6,117 and $7,105, respectively. For the years ended August 31, 2015 and 2014, amortization expense was $562 and $620, respectively.

Intangible assets will be amortized over future periods as follows:

Years ending August 31:	
2016	$ 510
2017	462
2018	463
2019	446
2020	429
Thereafter	3,807
	$ 6,117

Income Taxes The Ministry is organized as a not-for-profit entity under the General Non-Profit Corporation Law of the State of California. The Internal Revenue Service (IRS) has determined that the Ministry is exempt from federal income tax under Section 501(c)(3) of the Internal Revenue Code. As a qualified tax-exempt organization, the Ministry must operate in conformity with the Internal Revenue Code in order to maintain its tax-exempt status. The Ministry is also exempt from state corporate income tax.

Severance Pay The Ministry records an accrual for future severance payments based on several factors and estimates, including eligibility and length of service. The estimated liability for severance pay is included in long-term severance and disability in the accompanying consolidated statements of financial position. At August 31, 2015 and 2014, the Ministry recorded $17,966 and $17,476, respectively, in accrued severance pay.

Liability for Losses and Loss Adjustment Expenses New Life Insurance Co. (New Life) is a wholly owned subsidiary of the Ministry, incorporated under the laws of the state of Vermont as a pure captive. New Life was formed to provide comprehensive workers' compensation, general liability, and auto liability coverages for the Ministry. New Life records liabilities for unpaid losses and loss adjustment expenses, which comprise case basis estimates of reported losses, plus incurred but not reported losses calculated based upon loss projections using industry data and past claims history. In establishing the liability for losses and loss adjustment expenses, New Life uses industry data and past claims history and uses the findings of an independent consulting actuary. Management believes that its aggregate liability for unpaid losses and loss adjustment expenses as of August 31, 2015 and 2014, represents its best estimate, based upon the available data, of the amount necessary to cover the ultimate cost of losses. As of August 31, 2015 and 2014, the accrued liability for losses and loss adjustment expenses was $2,898 and $4,854, respectively, which is included in long-term severance and other accrued liabilities in the accompanying consolidated statements of financial position.

In order for New Life to maintain its license in Vermont as a pure captive, it has to maintain a minimum of unimpaired capital of $250. As of August 31, 2015 and 2014, New Life's surplus was $14,381 and $10,934, respectively.

Liabilities for Annuities and Trusts For irrevocable split-interest arrangements such as charitable gift annuities and charitable remainder trusts in which the Ministry is trustee or custodian, a liability is recognized related to the present value of benefits payable to other beneficiaries. At August 31, 2015 and 2014, the liability for annuities and trusts was $3,156 and $3,279, respectively, which is included in other accrued liabilities in the accompanying consolidated statements of financial position. For all irrevocable split-interest arrangements, regardless of whether the Ministry acts as trustee or custodian, contribution revenue related to split-interest agreements totaling $136 and $148 as of August 31, 2015 and 2014, respectively, is recognized for the estimated present value of the Ministry's benefits (if any) under the arrangements in the year the arrangements are established or in the year in which the Ministry is provided sufficient information about the existence and nature of the arrangements. Periodic adjustments are made for changes in estimated present values, using applicable mortality tables and discount rates that vary from 3% to 6%. Funds held pursuant to split-interest trust agreements consist primarily of investments, which are carried at fair value.

These funds totaled $110 and $127 at August 31, 2015 and 2014, respectively, and are included in investments in the accompanying consolidated statements of financial position.

Functional Allocation of Expenses The costs of providing for various programs and other activities have been summarized on a functional basis in the accompanying consolidated statements of activities. Accordingly, certain costs have been allocated among the ministries and supporting services benefited.

Among the costs allocated for functional expense purposes, staff member expenses are the largest costs allocated and include the costs of their salary, training, ministry, and fundraising.

The portion of total staff member expenses associated with fundraising and ministry to supporters is calculated as a function of yearly time spent by staff in these endeavors and is allocated one-half to fundraising and one-half to community ministries. The community portion represents time spent in ministry to supporters and building public awareness of Campus Crusade for Christ ministries. The balance of staff costs, after fundraising expenses have been deducted, is allocated to the other functional categories based on the number of staff assigned to each category.

Fundraising Costs associated with fundraising activities are shown as fundraising expenses in the accompanying consolidated statements of activities. Included are all direct costs associated with fundraising activities and allocable costs of activities that include both fundraising and program or management and general functions.

Use of Estimates The preparation of consolidated financial statements in conformity with accounting principles generally accepted in the United States of America requires management to make estimates and assumptions that affect the amounts reported in the consolidated financial statements and accompanying notes. Actual results could differ from these estimates.

Consolidated Statements of Activities Classification The Ministry classifies program activities in the United States into three categories: Campus, Community, and Coverage. Campus activity includes ministry focused on school campuses or to students through college age. Community activity includes ministry to non-student groups of similar types, such as military, inner-city churches, athletes, and others. Campus and Community ministries typically include both evangelistic and discipleship efforts. Coverage ministries target broad audiences through wide-scale evangelistic activity. International ministries reflect U.S. funds spent on ministry activity internationally in all three of the Campus, Community, and Coverage components. Many of the Ministry's larger ministries have activities in multiple areas.

2. Contributions Receivable

At August 31, 2015 and 2014, the Ministry has $44,171 and $46,380, respectively, in non-legally binding, long-term intentions to give for general ministry purposes based upon the availability of resources of the donor. Accordingly, these amounts are not recognized by the Ministry in the accompanying consolidated financial statements. These amounts will be recognized as the contributions are actually received in future years.

From time to time, the Ministry is informed of intentions to give by prospective donors. Such expressions of intent are revocable and unenforceable. The ultimate value of these expressions has not been established, nor have the expressions been recognized in the accompanying consolidated financial statements.

3. Investments

Investments at August 31 were as follows:

2015	Cost	Net Unrealized Gains (Losses)	Fair Value	%
Investments				
Equity securities:				
Domestic equity	$ 11,100	$ 1,383	$ 12.483	10%
Mutual funds invested in equity securities	30,806	2,504	33,310	26
Mutual funds invested in mixed securities	28,677	(1,288)	27,389	22
Total equity securities	70,583	2,599	73,182	58
Debt securities:				
U.S. treasury securities	16,894	(72)	16,822	13
U.S. government agencies and sponsored entities	2,040	(10)	2,030	2
Corporate bonds	11,836	(228)	11,608	9
Mutual funds	1,420	—	1,420	1
Municipalities	269	—	269	—
Asset/mortgage-backed securities	19,731	(252)	19,479	16
Other	1,409	—	1,409	1
Total debt securities	53,599	(562)	53,037	42
Alternative investments	592	—	592	—
Investments held in charitable remainder trusts				
Equity securities:				
Mutual funds invested in equity securities	42	—	42	—
Mutual funds invested in mixed securities	68	—	68	—
Total securities	110	—	110	—
Total investments	$124,884	$ 2,037	$126,921	100%

2014	Cost	Net Unrealized Gains (Losses)	Fair Value	%
Investments				
Equity securities:				
Domestic equity	$ 5,023	$ 1,835	$ 6,858	6%
Mutual funds invested in equity securities	35,698	4,573	40,271	32
Mutual funds invested in mixed securities	12,395	785	13,180	10
Total equity securities	53,116	7,193	60,309	48
Debt securities:				
U.S. treasury securities	10,368	18	10,386	8
U.S. government agencies and sponsored entities	1,987	14	2,001	2
Corporate bonds	13,625	(59)	13,566	11
Mutual funds	20,063	—	20,063	16
Municipalities	272	1	273	—
Asset/mortgage-backed securities	18,165	(167)	17,998	14
Other	1,631	(1)	1,630	1
Total debt securities	66,111	(194)	65,917	52
Alternative investments	592	—	592	—
Investments held in charitable remainder trusts				
Equity securities:				
Mutual funds invested in equity securities	126	—	126	—
Mutual funds invested in mixed securities	1	—	1	—
Total securities	127	—	127	—
Total investments	$119,946	$ 6,999	$126,945	100%

At August 31, 2015, the Ministry held investments exceeding 5.0% of the total investment portfolio in an equity mutual fund totaling 14.4% of total investments. At August 31, 2014, the Ministry held investments exceeding 5.0% of the total investment portfolio in a fixed income fund, totaling 13.7% of total investments, and in a debt security fund, totaling 15.8%.

Mutual funds included $4,712 and $5,078 of annuity-related investments as of August 31, 2015 and 2014, respectively.

Investment income for the years ended August 31 is included in other income in the accompanying consolidated statements of activities and consists of the following:

	2015	**2014**
Investment income	$ 2,968	$ 2,785
Net realized (losses) gains on the sale of investments	(481)	886
Net unrealized (losses) gains on investments	(4,589)	5,850
	$ (2,102)	$ 9,521

4. Fair Value Measurements

The Ministry values its financial instruments based on fair value, which is defined as the price that would be received for selling an asset or paid to transfer a liability in an arm's-length, orderly transaction between market participants at the measurement date. The following methods and assumptions were used to estimate fair value for the following classes of financial instruments.

Cash and cash equivalents, accounts and other receivables, prepaid and other assets, accounts payable, and accrued salaries and related expenses have a carrying amount that is a reasonable estimate of the fair value because of the short maturity of these instruments. The carrying amount of the Ministry's long-term debt approximates fair value based on the estimated market price of similar debt instruments.

The Ministry follows Accounting Standards Codification (ASC) 820, *Fair Value Measurement*, which provides a framework for measuring the fair value of assets and liabilities in an orderly transaction between market participants at the measurement date. ASC 820 establishes a fair value hierarchy that prioritizes the inputs used to measure fair value. The hierarchy gives the highest priority to unadjusted quoted prices in active markets for identical assets or liabilities (Level 1 measurement) and the lowest priority to unobservable inputs (Level 3 measurement).

Certain of the Ministry's financial assets and financial liabilities are measured at fair value on a recurring basis, including certain cash equivalents and interests in split-interest agreements. The three levels of the fair value hierarchy defined by ASC 820 and a description of the valuation methodologies used for instruments measured at fair value are as follows:

Level 1 – Financial assets and liabilities whose values are based on unadjusted quoted prices for identical assets or liabilities in an active market that the Ministry has the ability to access.

Level 2 – Financial assets and liabilities whose values are based on pricing inputs that are either directly observable or that can be derived or supported from observable data as of the reporting date. Level 2 inputs may include quoted prices for similar assets or liabilities in non-active markets or pricing models whose inputs are observable for substantially the full term of the asset or liability.

Level 3 – Financial assets and liabilities whose values are based on prices or valuation techniques that require inputs that are both significant to the fair value of the financial asset or financial liability and are generally less observable from objective sources. These inputs may be used with internally developed methodologies that result in management's best estimate of fair value.

A financial instrument's categorization within the valuation hierarchy is based upon the lowest level of input that is significant to the fair value measurement. The fair value of the financial assets and liabilities that are measured at fair value on a recurring basis was determined using inputs comprising the following at August 31, 2015:

2015	**Level 1**	**Level 2**	**Level 3**	**Total**
Investments				
Equity securities:				
Domestic equity	$ 12,483	$ —	$ —	$ 12,483
Mutual funds invested in equity securities	33,310	—	—	33,310
Mutual funds invested in mixed securities	27,389	—	—	27,389
Total equity securities	73,182	—	—	73,182
Debt securities:				
U.S. treasury securities	16,822	—	—	16,822
U.S. government agencies and sponsored entities	116	1,914	—	2,030
Corporate bonds	81	11,527	—	11,608
Mutual funds	1,420	—	—	1,420
Municipalities	—	269	—	269
Asset/mortgage-backed securities	—	19,479	—	19,479
Other	1,409	—	—	1,409
Total debt securities	19,848	33,189	—	53,037
Alternative investments	—	—	592	592
Investments held in split-interest trust agreements				
Equity securities:				
Mutual funds invested in equity securities	42	—	—	42
Mutual funds invested in mixed securities	68	—	—	68
Total equity securities	110	—	—	110
Total investments	$ 93,140	$ 33,189	$ 592	$126,921
Liabilities				
Interest-rate swap	$ —	$ (1,111)	$ —	$ (1,111)
Split-interest trust agreements	—	(2,938)	—	(2,938)
Total liabilities	$ —	$ (4,049)	$ —	$ (4,049)

The fair value of the financial assets and liabilities that are measured at fair value on a recurring basis was determined using inputs comprising the following at August 31, 2014:

2014	**Level 1**	**Level 2**	**Level 3**	**Total**
Investments				
Equity securities:				
Domestic equity	$ 6,858	$ —	$ —	$ 6,858
Mutual funds invested in equity securities	40,271	—	—	40,271
Mutual funds invested in mixed securities	13,180	—	—	13,180
Total equity securities	60,309	—	—	60,309
Debt securities:				
U.S. treasury securities	10,386	—	—	10,386
U.S. government agencies and sponsored entities	113	1,888	—	2,001
Corporate bonds	81	13,485	—	13,566
Mutual funds	20,063	—	—	20,063
Municipalities	—	273	—	273
Asset/mortgage-backed securities	—	17,998	—	17,998
Other	1,630	—	—	1,630
Total debt securities	32,273	33,644	—	65,917
Alternative investments	—	—	592	592
Investments held in split-interest trust agreements				
Equity securities:				
Mutual funds invested in equity securities	126	—	—	126
Mutual funds invested in debt securities	1	—	—	1
Total equity securities	127	—	—	127
Total investments	$ 92,709	$ 33,644	$ 592	$126,945
Liabilities				
Interest-rate swap	$ —	$ (1,422)	$ —	$ (1,422)
Split-interest trust agreements	—	(3,044)	—	(3,044)
Total liabilities	$ —	$ (4,466)	$ —	$ (4,466)

The Ministry did not have any significant transfers between Level 1 and Level 2, or between Level 2 and Level 3 investments for the years ended August 31, 2015 and 2014, respectively.

The following is a reconciliation of investments in which significant unobservable inputs (Level 3), as described above, were used in determining estimated fair value:

	2015	**2014**
Beginning balance, August 31	$ 592	$ 662
Distributions	—	(70)
Ending balance, August 31	$ 592	$ 592

5. Restricted Cash and Investments

Restricted cash and investments consist of funds invested in highly liquid interest-bearing investments and marketable securities and are reported at fair value. Investment income, which is unrestricted, including unrealized (losses) and gains on restricted investments, was $(88) and $421 for the years ended August 31, 2015 and 2014, respectively, and is included in other income on the accompanying consolidated statements of activities. Cash and investments are restricted for the following purposes at August 31:

	2015	**2014**
Endowments	$ 2,500	$ 2,500
Reinsurance security trust account	2,412	2,370
	$ 4,912	$ 4,870

6. Prepaid and Other Assets

Prepaid and other assets comprise the following at August 31 as follows:

	2015	2014
Prepaid expenses	$ 2,069	$ 1,842
Intangible assets	6,117	7,105
Other assets	7,558	8,663
	$ 15,744	$ 17,610

7. Long-Term Severance and Disability

Long-term severance and disability liabilities comprise the following at August 31 as follows:

	2015	2014
Long-term severance pay	$ 17,967	$ 17,476
Long-term disability plan	12,381	11,652
	$ 30,348	$ 29,128

The Ministry has a self-funded long-term disability plan. At August 31, 2015 and 2014, the plan liability totaled $12,381 and $11,652, respectively. The calculated liability is a "fully funded" liability, representing the amount necessary to cover known claimants in a one-time payment.

8. Other Accrued Liabilities

Other accrued liabilities comprise the following at August 31 as follows:

	2015	2014
Liability for annuities and trusts	$ 3,155	$ 3,279
Deferred revenues	3,067	25
Liability for loss and loss adjustment expense	2,898	4,854
Interest rate swap agreements	1,111	1,422
Pledge payable to The King's College	2,728	4,728
Other liabilities	5,835	4,263
	$ 18,794	$ 18,571

The Ministry is exposed to credit loss in the event of non-performance by the other parties to its derivative financial instruments. The Ministry limits this exposure by entering into agreements directly with major financial institutions that meet its credit standards and that are expected to satisfy their obligations under these contracts. The Ministry is exposed to market risks relating to fluctuations in interest rates. The Ministry may mitigate this risk by paying down additional outstanding balances on its variable rate loans, refinancing with fixed rate permanent debt, or obtaining cash flow hedge instruments. The Ministry utilized interest rate swap agreements as a risk management tool to manage a portion of its interest rate exposure. The principal objective of the swap agreements is to minimize the risks and costs associated with financial activities. The Ministry does not use financial instruments for trading purposes. The Ministry specifically designates interest rate swap hedges of outstanding debt instruments and recognizes interest differentials in the period they occur. The Ministry views derivative financial instruments as a risk management tool in the prudent operation of its business.

The Ministry has two interest rate swap agreements. The two interest rate swap agreements were valued at $(1,111) and $(1,422), at August 31, 2015 and 2014, respectively. The swap agreements have termination dates of April 1, 2019 and July 1, 2019. Interest rate swaps are recorded in the consolidated statements of financial position in long-term severance and other accrued liabilities. The change in fair value of the swap agreements was $311 and $510 for the years ended August 31, 2015 and 2014, respectively, which is included in the accompanying consolidated statements of activities.

During fiscal 2013, the Ministry formally and legally separated from The King's College, one of the Ministry's previously wholly owned subsidiaries. The Ministry has an ongoing economic interest in, but not control over, The King's College, which interest includes both a note receivable included in accounts and other receivables, and a pledge payable included in other accrued liabilities, on the consolidated statements of financial position, both totaling $2,728 and $4,728, as of August 31, 2015 and 2014, respectively.

9. Long-Term Debt

Long-term debt at August 31 consisted of the following:

	2015	2014
Note payable to a bank due in monthly installments through April 2019. The Ministry has entered into an interest rate swap agreement with a bank, which fixes the interest rate on the full amount outstanding at 6.78% for the life of the loan. Monthly payments include principal ranging from $120 to $165, plus interest. The debt is a variable rate term note and is collateralized by long-term investments.	$ 6,395	$ 7,880
Unsecured line of credit with a bank due June 2019, of up to $12,000. Interest payments are payable monthly at a variable rate equal to 2.75% over the one-month London Interbank Offered Rate (LIBOR). Principal payments are due from time to time, such that the outstanding balance does not exceed the maximum of $12,000.	—	—
Note payable to a bank due June 2019. The Ministry has entered into an interest rate swap agreement with a bank, which fixes the interest rate on the full amount outstanding at 3.43% for the life of the loan. The loan has a 20-year amortization. The note is collateralized by the World Headquarters at Lake Hart.	14,394	15,155
Note payable to a bank. Variable interest rate of one-month LIBOR plus 2.25% payable in monthly installments of principal and interest through July 2018.	847	898
Note payable to a trust. Interest rate at 6.5% payable in monthly installments of principal and interest through August 2030. The note is collateralized by the property at South Lake Tahoe, California (included in property and equipment).	—	546
Note payable to a trust. Interest rate at 3.75% payable in monthly installments of principal and interest through September 2029. The note is collateralized by the property at South Lake Tahoe, California (included in property and equipment).	521	—
Note payable to a trust. Interest rate at 3.75% payable in monthly installments of principal and interest through September 2029. The note is collateralized by the property at South Lake Tahoe, California (included in property and equipment).	143	—
Other notes and contracts payable at various interest rates and maturity dates.	33	33
	$ 22,333	$ 24,512

The Ministry must meet certain contractual covenants in order to comply with its long-term debt agreements. During 2014, the Ministry extinguished its bonds payable that were due November 2019, with a bank note payable due April 2019, and modified and refinanced its notes payable due August 2014.

The World Headquarters at Lake Hart, which is used as collateral on long-term debt, has a carrying value of $30,080 and $31,184 for the years ended August 31, 2015 and 2014, respectively.

Long-term debt at August 31, 2015, matures as follows:

Years ending August 31:	
2016	$ 2,435
2017	2,551
2018	2,668
2019	13,480
2020	90
Thereafter	1,109
	$ 22,333

Interest expense was $394 and $545 in 2015 and 2014, respectively.

10. Letters of Credit and Trust Accounts

The Ministry has an unsecured line of credit with a bank for up to $12,000. Interest payments are calculated monthly at 1.75% over the one-month LIBOR. As of August 31, 2015 and 2014, the Ministry had a balance of $0 and $0, respectively, on the line of credit, which is included in other accrued liabilities in the accompanying consolidated statements of financial position.

New Life maintains trust accounts with banks for the benefit of their primary insurance underwriter. The trust accounts provide collateral to cover New Life's deductible liability protection policies. As of August 31, 2015 and 2014, the accounts had a combined balance of $2,412 and $2,370, respectively, and are included in restricted cash and investments in the accompanying consolidated statements of financial position.

11. Other Income

The Ministry has other income from various sources for the years ended August 31, as follows:

	2015	2014
Interest and investment (loss) income, net	$ (2,102)	$ 9,521
Services income	4,033	4,412
Royalty income	468	431
Honorarium income	475	527
Commission income	1,568	1,815
Rental income	333	323
Other income	2,338	2,612
Total	$ 7,113	$ 19,641

12. Allocation of Joint Costs

Staff members of the Ministry conducted activities in the areas of direct ministry, management, and fundraising. The costs of these joint activities, including costs for salary, training, ministry, and fundraising, were a total of $290,092 and $276,543 for the years ended August 31, 2015 and 2014, respectively. The joint costs, which are not specifically attributable to particular components of the activities, were allocated as follows:

	2015	2014
Campus ministries	$ 130,024	$ 121,705
Community ministries	77,988	69,025
Coverage ministries	13,787	12,918
International ministries	43,969	43,562
General and administration	5,882	10,189
Fundraising	18,442	19,144
Total	$ 290,092	$ 276,543

13. International Subsidies

Certain international offices over which the Ministry has control or an economic interest, but not both, are not consolidated in the accompanying consolidated financial statements. The Ministry held resources for the benefit of these international offices totaling $2,701 and $2,400 as of August 31, 2015 and 2014, respectively. The Ministry, at its discretion, funds certain of these offices. Total amounts funded during 2015 and 2014, which are included in international ministries in the accompanying consolidated statements of activities, by world area, are as follows:

	2015	2014
Asia and South Pacific	$ 15,005	$ 15,748
Europe	12,878	12,560
Africa and Middle East	16.213	12,851
North and South America	2,119	3,092
Total	$ 46,215	$ 44,251

14. Staff Compensation

Compensation Salaries and staff members' expenses were $309,337 and $298,937 in 2015 and 2014, respectively. Average monthly compensation, including retirement plan contributions, for staff families was $5.6 and $5.5 in 2015 and 2014, respectively, and for staff singles was $2.2 and $2.1 in 2015 and 2014, respectively.

Pension Plan The Ministry maintains a non-contributory defined benefit pension plan (the Plan). Effective April 1, 2011, the Plan was closed and all benefit accruals were frozen. After receiving a favorable IRS determination letter in April 2012, all members who elected lump-sum distributions were paid out, and all members who elected annuity payments remained in the Plan, to begin receiving annuity payments as they come due.

The Ministry closed the Plan and amended it as follows: the discount rate used for lump-sum distributions was changed to 7.60%; the discount rate of 5.88% was employed for lump-sum distributions to active employees who were 62 or older prior to the date of the favorable determination letter; and employees with less than 15 years of vesting service received the greater of their August 31, 2004, frozen benefit or a prorated benefit based on months of service prior to April 1, 2011. Employees vested in the plan were given options regarding their benefits, including rolling their benefits into the Ministry's existing 403(b) plan or an individual retirement arrangement, taking a lump-sum cash distribution, or (if lump sum was greater than $5) requesting future annuity payments.

The Ministry recognizes the total overfunded or underfunded status of its defined benefit pension plan as an asset or liability in its consolidated statements of financial position and recognizes changes in that funded status in the year in which the changes occur through changes in unrestricted net assets. Benefits from the Plan are based upon a plan-determined formula and each participant's years of service.

Courtesy of GAiN®

The following tables provide a reconciliation of the changes in the Plan's benefit obligations and fair value of assets over the two-year period ended August 31, 2015, and a statement of the funded status as of August 31:

	2015	2014
Change in benefit obligation:		
Projected benefit obligation – beginning of year	$ 68,206	$ 56,829
Interest cost	2,741	2,759
Actuarial loss on projected benefit obligations	292	9,453
Benefit payments	(1,022)	(835)
Projected benefit obligation – end of year	$ 70,217	$ 68,206
Accumulated benefit obligation – end of year	$ 70,217	$ 68,206
Change in plan assets:		
Fair value of plan assets – beginning of year	$ 50,679	$ 45,430
Actual return on plan assets	(3,281)	6,052
Employer contributions	—	32
Benefit payments	(1,022)	(835)
Fair value of plan assets – end of year	$ 46,376	$ 50,679
Unfunded status – end of year	$ (23,841)	$ (17,527)

At August 31, 2015 and 2014, the Ministry recognized the unfunded pension liability of $23,841 and $17,527, respectively, in the accompanying consolidated statements of financial position. The components of net periodic pension cost were as follows:

	2015	2014
Components of net periodic benefit cost:		
Interest cost on projected benefit obligations	$ 2,741	$ 2,759
Expected return on plan assets	(2,829)	(2,584)
Amortization of net loss	746	585
Net periodic benefit cost	$ 658	$ 760

Unrecognized net loss and prior service costs are amortized on a straight-line basis over the average remaining service period of active participants. Expected amortization in fiscal year 2016 is $0 (prior service cost) and $746 (amortization of net loss).

Pension-related changes as of August 31 include the change in the pension's unrecognized net loss and prior service cost, as follows:

	2015	2014
Change in pension unrecognized net loss and prior service cost	$ (5,656)	$ (5,401)

At August 31, 2015 and 2014, net periodic benefit cost of $658 and $760, respectively, is included in operating expenses in the accompanying consolidated statements of activities.

Unrecognized net loss at August 31 is as follows. The change in costs is included in pension-related changes in the accompanying consolidated statements of activities.

	2015	2014
Unrecognized net loss	$ 32,842	$ 27,187

Changes in the Plan's asset and benefit obligations recognized in unrestricted net assets during 2015 and 2014 include the following:

	2015	2014
Current-year actuarial loss	$ (6,402)	$ (5,986)
Amortization of net loss	746	$ 585
Change in unrestricted net assets	$ (5,656)	$ (5,401)

The Ministry's pension plan weighted average asset allocations at August 31 by asset category are as follows:

	Target 2016	Assets at August 31 2015	2014
Equity securities	70.0%	58.8%	69.6%
Debt securities	20.0	33.5	19.4
Cash equivalents and other	10.0	7.7	11.0
Total	100.0%	100.0%	100.0%

The primary investment objectives of the plan investment pool are to preserve the purchasing power of assets and earn a reasonable rate of return over the long term while minimizing the short-term volatility of results. The expected return on plan assets is determined based on asset allocations and historical expenses.

The following table presents the Plan's financial instruments as of August 31, 2015, measured at fair value on a recurring basis by the valuation hierarchy defined in Note 4:

	Level 1	Level 2	Level 3	Total
Assets				
Investments:				
Mutual funds in equity securities	$ 27,274	$ —	$ —	$ 27,274
Mutual funds in debt securities	15,517	—	—	15,517
Cash equivalents and other	3,585	—	—	3,585
Total investment assets	$ 46,376	$ —	$ —	$ 46,376

The following table presents the Plan's financial instruments as of August 31, 2014, measured at fair value on a recurring basis by the valuation hierarchy defined in Note 4:

	Level 1	Level 2	Level 3	Total
Assets				
Investments:				
Equity securities	$ 35,507	$ —	$ —	$ 35,507
Debt securities	10,008	—	—	10,008
Cash equivalents and other	5,164	—	—	5,164
Total investment assets	$ 50,679	$ —	$ —	$ 50,679

Fair value methodologies for Level 1 and Level 2 are consistent with the inputs described in Note 4.

There were no transfers of plan instruments to or from Level 1 and Level 2. The Ministry had no Level 3 assets as of August 31, 2015, or at any point during the fiscal year.

Ted Wilcox

The assumptions used in the measurement of the Ministry's benefit obligation and cost are shown in the following table:

	2015	2014
Weighted-average assumptions as of August 31:		
Discount rate	4.36%	4.05%
Expected return on plan assets	5.64	5.64
Rate of compensation increase	N/A	N/A
Other accounting disclosures:		
Market-related value of assets	$ 46,376	$ 50,679
Amount of future annual benefit of plan participants covered by insurance contracts issued by the employer or related parties	N/A	N/A
Alternative amortization methods used to amortize:		
(a) Prior service cost	Straight-line	Straight-line
(b) Unrecognized net gain or loss	Straight-line	Straight-line
Employer commitments to make future plan amendments (that serve as the basis for the employer's accounting for the Plan)	None	None
Description of special or contractual termination benefits recognized during the year	N/A	N/A
Cost of benefits to special or contractual termination benefit	N/A	N/A
Explanation of any significant change in benefit obligation or plan assets not otherwise apparent in the above disclosures	N/A	N/A

Retirement Income Plan The Ministry maintains a voluntary Retirement Income Plan (403(b)). The Retirement Income Plan is open to all full-time employees. The Ministry contributes a monthly amount for each supported staff member or salaried employee to the Retirement Income Plan. Ministry contributions to the Retirement Income Plan are discretionary and totaled $9,398 and $8,607 for the years ended August 31, 2015 and 2014, respectively. Employees can direct their contributions to certain investments of their choice. The Retirement Income Plan establishes limits as to participation and annual employee contributions.

Retirement Savings Plan The Ministry maintains a Retirement Savings Plan (the Savings Plan), which is open to all full-time hourly employees. Employees are not permitted to contribute to the Savings Plan. Contributions to the Savings Plan are made by the Ministry on behalf of the employees based on each employee's respective years of service and the applicable percentage times the maximum monthly accrued benefit computed under the Savings Plan, as defined within the Savings Plan documents. Employees can direct their allocated contributions to certain investments of their choice. The Ministry contributed $101 and $95 to the Savings Plan for the years ended August 31, 2015 and 2014, respectively.

15. Commitments and Contingencies

Operating Leases The Ministry leases certain equipment and office facilities under operating lease agreements. Future rental payments under these operating leases at August 31, 2015, are as follows:

Years ending August 31:	
2016	$ 2,941
2017	2,075
2018	1,552
2019	1,385
2020 and thereafter	1,545
	$ 9,498

Rent expense was $2,826 and $2,973 in 2015 and 2014, respectively.

16. Endowments

In June 2011, the state of Florida adopted the Uniform Prudent Management of Institutional Funds Act (UPMIFA) as the standard for management and investment of institutional funds in Florida. This act became effective in July 2012. The Ministry has adopted UPMIFA and has experienced no net asset reclassification as a result of adopting UPMIFA.

The Ministry has interpreted UPMIFA as requiring the preservation of the fair value of the original gift as of the gift date of the donor-restricted endowment funds absent explicit donor stipulations to the contrary. The Ministry classifies as permanently restricted net assets (a) the original value of gifts donated to the permanent endowment; (b) the original value of subsequent gifts to the permanent endowment, if explicitly designated as such by the donor; and (c) accumulations to the permanent endowment made in accordance with the direction of the applicable donor gift instrument at the time the accumulation is added to the fund. The remaining portion of the donor-restricted endowment fund that is not classified in permanently restricted net assets is classified as temporarily restricted net assets until those amounts are appropriated for expenditure by the organization in a manner consistent with the standard of prudence prescribed by UPMIFA.

In accordance with UPMIFA, the Ministry considers the following factors in making a determination to appropriate or accumulate donor-restricted funds:

- The duration and preservation of the fund
- The purposes of the Ministry and the donor-restricted endowment fund
- General economic conditions
- The possible effect of inflation and deflation
- The expected total return from income and the appreciation of investments
- Other resources of the Ministry
- The investment policies of the Ministry

The Ministry has adopted investment and spending policies for endowment assets that attempt to provide a predictable stream of funding to programs supported by its endowments while seeking to maintain the purchasing power of endowment assets. Endowment assets include those assets of donor-restricted funds that the Ministry must hold in perpetuity or for a donor-specific period(s) as well as board-designated funds. Under this policy, the endowment assets are invested in a manner that is intended to produce a return, net of inflation and investment management costs, of at least 5% over the long term. Actual returns in any given year may vary from this amount.

To satisfy its long-term rate-of-return objectives, the Ministry relies on a total return strategy in which investment returns are achieved through both capital appreciation (realized and unrealized) and current yield (interest and dividends). The Ministry targets a diversified asset allocation that places a greater emphasis on equity-based investments to achieve its long-term objective within prudent risk constraints.

As part of the current spending policy, the Ministry makes payments of 5% of the investment balance in periods where the account balance is sufficiently above the historic dollar cost of the fund. In periods where the investment value is below the historic dollar cost, distributions are limited to current interest and dividend earnings. The objectives of the portfolio are the enhancement of capital and real purchasing power while limiting exposure to risk of loss.

Changes in endowment funds for the fiscal year ended August 31, 2015, consisted of the following:

	Unrestricted	Temporarily Restricted	Permanently Restricted	Total
Net assets beginning of the year	$ 470	$ 409	$ 2,500	$ 3,379
Investment return	(111)	(16)	—	(127)
Distributions	(145)	(19)	—	(164)
Net assets, end of year	$ 214	$ 374	$ 2,500	$ 3,088

Changes in endowment funds for the fiscal year ended August 31, 2014, consisted of the following:

	Unrestricted	Temporarily Restricted	Permanently Restricted	Total
Net assets beginning of the year	$ 176	$ 372	$ 2,500	$ 3,048
Investment return	421	58	—	479
Distributions	(127)	(21)	—	(148)
Net assets, end of year	$ 470	$ 409	$ 2,500	$ 3,379

Tom Mills

17. Temporarily Restricted Net Assets

Temporarily restricted net assets are available at August 31 for the following purposes:

	2015	2014
Annuities, trusts, and endowments	$ 7,757	$ 6,234
FamilyLife program, media, and global restrictions	528	916
Total	$ 8,285	$ 7,150

18. Permanently Restricted Net Assets

Permanently restricted net assets are restricted to investment in perpetuity, the income from which is unrestricted as to its use. At August 31, the amounts are as follows:

	2015	2014
Endowments	$ 2,500	$ 2,500

19. Net Assets Released From Restrictions

Net assets were released from donor restrictions when expenses were incurred to satisfy the restricted purposes or by occurrence of other events as specified by the donors. The purposes of the restricted contributions released for the years ended August 31 are as follows:

	2015	2014
Annuities, trusts and endowments	$ 569	$ 489
Funds used for FamilyLife program, media, and global projects	1,395	2,031
Total	$ 1,964	$ 2,520

Guy Gerrard

20. Functional Expenses

The Ministry's expenses, by functional classification for the years ended August 31, are as follows:

	Ministries				Support Services		
		United States		International	General		
	Campus	Community	Coverage		& Admin.	Fundraising	Total Expense
2015							
Salaries and benefits	$ 120,919	$ 80,996	$ 23,358	$ 41,818	$ 18,658	$ 23,588	$ 309,337
International subsidies	–	–	–	46,215	–	–	46,215
Gifts in kind	–	–	–	18,424	–	–	18,424
Contracted services	1,836	3,303	4,894	834	1,349	6,704	18,920
Technology	617	1,034	2,575	564	5,134	325	10,249
Media and other communications	1,059	5,192	521	401	12	770	7,955
Rent and utilities	7,931	3,129	2,004	620	1,006	763	15,453
Travel and entertainment	25,939	7,866	7,466	6,780	1,053	3,599	52,703
Printing	1,175	484	912	109	172	790	3,642
Postage and freight	722	1,742	611	250	1,082	2,085	6,492
Supplies	2,885	1,800	1,677	814	276	353	7,805
Depreciation and amortization	732	885	2,376	604	2,450	255	7,302
Telephone	874	791	554	519	360	217	3,315
Cost of sales	139	2,512	467	—	1	2	3,121
Bank fees and interest	119	365	43	40	2,700	9	3,276
Training and meetings	1,433	643	1,857	1,716	222	179	6,050
Insurance	3	79	72	5	688	4	851
Other expenses	230	1,137	1,382	1,484	1,663	3,375	9,271
Total expenses	**$ 166,613**	**$ 111,958**	**$ 50,769**	**$ 121,197**	**$ 36,826**	**$ 43,018**	**$ 530,381**

	Ministries				Support Services		
		United States		International	General		
	Campus	Community	Coverage		& Admin.	Fundraising	Total Expense
2014							
Salaries and benefits	$ 114,372	$ 73,600	$ 22,072	$ 41,657	$ 22,257	$ 24,979	$ 298,937
International subsidies	–	–	–	44,251	–	–	44,251
Gifts in kind	–	–	–	24,554	–	–	24,554
Contracted services	1,737	4,433	5,240	514	1,605	6,168	19,697
Technology	596	1,065	2,646	500	3,489	339	8,635
Media and other communications	1,150	6,135	886	454	12	656	9,293
Rent and utilities	8,311	2,478	1,559	763	1,368	550	15,029
Travel and entertainment	25,931	7,244	7,331	6,010	1,024	4,140	51,680
Printing	1,573	790	917	115	238	846	4,479
Postage and freight	938	1,773	438	196	1,077	1,729	6,151
Supplies	3,206	1,668	723	694	282	341	6,914
Depreciation and amortization	732	988	2,503	519	2,411	289	7,442
Telephone	858	841	603	482	458	234	3,476
Cost of sales	82	2,735	1,175	6	1	4	4,003
Bank fees and interest	120	328	84	60	1,870	19	2,481
Training and meetings	1,147	607	619	1,378	231	132	4,114
Insurance	3	4	77	2	3,781	211	4,078
Other expenses	567	1,353	960	284	2,272	2,656	8,092
Total expenses	**$ 161,323**	**$ 106,042**	**$ 47,833**	**$ 122,439**	**$ 42,376**	**$ 43,293**	**$ 523,306**

Program activities are based on ministry activity and not on the organizational structure of the Ministry (see Note 1, Consolidated Statements of Activities Classification).

21. Subsequent Events

ASC 855-10, *Subsequent Events – Overall*, establishes general standards of accounting for, and disclosure of, events that occur after the statement of financial position date but before the financial statements are issued. The ASC defines two types of subsequent events. The effects of events or transactions that provide additional evidence about conditions that exist at the balance sheet date, including estimates inherent in the process of preparing financial statements, are recognized in the financial statements. The effects of events that provide evidence about conditions that did not exist at the date of the statement of financial position but arose after that date are not recognized in the financial statements. The Ministry has reviewed subsequent events through December 15, 2015 (the date the accompanying consolidated financial statements are available to be issued).

Guy Gerrard

Guy Gerrard

REPORT OF AUDIT COMMITTEE

The Audit Committee of the Board of Directors is composed of three independent directors. The Audit Committee oversees the Ministry's financial reporting process on behalf of the Board of Directors. The Committee held three meetings during 2015. In fulfilling its responsibility and in accordance with Campus Crusade policy and practice, the Committee discussed with the independent auditors the overall scope and specific plans for their audit. The Committee also discussed with management and the independent auditors the Ministry's consolidated financial statements and the adequacy of the Ministry's internal controls. During the Audit Committee meetings the Committee met with the independent auditors, without management present, to discuss the results of their audit, their communication related to the Ministry's internal controls, and the overall quality of the Ministry's financial reporting.

Barry Cannada
Chairman, Audit Committee

Ted Wilcox

REPORT OF MANAGEMENT

As we continue our efforts to take the Gospel to every geography, every ethnicity, every language, and every person, we are thankful for the gracious provision of God, through a mostly donor-funded ministry. Once again, in fiscal year 2015, Cru was blessed with steady gains in U.S. contributions.

For the fiscal year ended August 31, 2015, total worldwide revenues of Campus Crusade for Christ, Inc. and its foreign associates were $682,870,000. United States revenues of the Ministry for the fiscal year were $542,952,000. This provided the ministry with a positive change in net assets of $7,226,000 for fiscal 2015.

We take seriously the responsibility God has given us to be good stewards of the resources He has provided. Each area of the Ministry is responsible not only for raising funds, but also careful planning and controlled spending.

Management is responsible for financial and all other information contained in this annual report. The financial statements were prepared in conformity with generally accepted accounting principles and include amounts based on informed judgments and estimates of management.

The Ministry maintains internal controls designed to provide reasonable assurance that assets are safeguarded from loss or unauthorized use, and that transactions are executed in accordance with management's authorizations and are recorded properly to permit the preparation of clear and accurate financial statements.

The Audit Committee, composed entirely of outside directors, meets periodically with the Ministry's independent auditors, internal auditors and management to ensure that each area is properly discharging its responsibilities.

We consider it a privilege to work toward helping to build "spiritual movements everywhere, so that everyone knows someone who truly follows Jesus."

Mark D. Tjernagel
Chief Financial Officer

STAFF AND MINISTRY

Staff members with Campus Crusade for Christ, Inc. are responsible for securing contributions to the Ministry to cover the cost of their salary, training, ministry and fundraising expenses, plus a portion of the administrative and international expansion costs.

Salary for staff members is determined by marital status, the number and ages of their dependent children, plus other factors for which they may qualify. The average compensation amounts included in the Financial Highlights include contributions to a 403(b) retirement plan.

Steve Douglass, like all other supported staff members, raises his own ministry funds. He directs any honorariums and royalties to Campus Crusade for Christ and his annual income-tax return is prepared by an external CPA firm. When he travels to speak or attend meetings at churches and various conferences, his expenses are covered by either Campus Crusade for Christ or the inviting group. Steve has requested that his business expenses be regularly reviewed by the Audit Committee of the Board of Directors of the Ministry.

Steve works full-time for the ministry, and because of his desire to be totally transparent in all of his finances, he has voluntarily provided the following information. Steve's taxable income was $69,292, and his Minister's Housing Allowance was $24,000 for 2015. Steve made non-taxable contributions to the 403(b) Retirement plan in 2015 totaling $18,525. He participated, in the same manner as all other staff members, in the ministry's other benefit programs. Those programs include an employer-funded medical/dental plan, an employer-funded disability plan and employer-funded life insurance.

Guy Gerrard

OFFICERS

Stephen B. Douglass
President/*Chairman*

R. Barry Cannada
Vice Chairman

Dela T. Adadevoh
Vice President

Vonette Z. Bright
Co-Founder/*Assistant Secretary*

Andrea M. Buczynski
Vice President

Erik Butz
Vice President

Kenneth L. Cochrum, Jr.
Vice President

Paul A. Eshleman
Vice President

Sally E. Hauer
Secretary

Kent Herr
Controller

E. Bailey Marks, Sr.
Vice President

Roger Osbaldiston
Vice President

Steven C. Sellers
Vice President

Bekele Shanko
Vice President

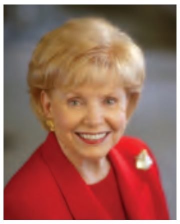
Mark D. Tjernagel
CFO/*Assistant Secretary*

Robert C. Varney
Vice President

Daniel Willmann
Vice President

BOARD OF DIRECTORS*

John D. Beckett
Chairman
The Beckett Companies
Elyria, Ohio



Vonette Z. Bright
Co-Founder
Campus Crusade for Christ, Inc.
Orlando, Florida

Bruce A. Bunner
Retired CPA and
public company executive officer

R. Barry Cannada
Vice Chairman, Board of Directors
Partner in Butler, Snow, O'Mara,
Stevens and Cannada, PLLC
President, G&S Enterprises, Inc.
Jackson, Mississippi

Stephen B. Douglass
Chairman, Board of Directors
President
Campus Crusade for Christ, Inc.
Orlando, Florida

N. Scott Gillis
Portland, Oregon

Jacoba Langerak
President
Triaxia Partners, Inc.
Atlanta, Georgia

Jeffrey A. Leimgruber
Principal
J.A. Leimgruber Consulting, LLC
Grafton, Ohio

Andrew Liuson
Vice Chairman & Co-Founder
Cityland Development Corporation
Makati City, Philippines

Dr. Crawford W. Loritts, Jr.
Senior Pastor
Fellowship Bible Church
Roswell, Georgia

C. Kemmons Wilson, Jr.
Vice Chairman, Board of Directors
Kemmons Wilson Companies
Memphis, Tennessee

*For a list of current board members, click here:
https://www.cru.org/about/our-leadership/board-of-directors.html

DIRECTORS EMERITUS

William L. Armstrong
President
Colorado Christian University
Lakewood, Colorado

Edward E. Ast
President
Shasta Industries
Phoenix, Arizona

Ronald W. Blue
Founding Director
Kingdom Advisors
Atlanta, Georgia

Patrick MacMillan
CEO
Triaxia Partners, Inc.
Atlanta, Georgia

Michael McCoy
General Partner
McCoy Investments
San Marcos, Texas

Patrick Morley
Chairman and Co-CEO
Man in the Mirror
Casselberry, Florida

Cru staff members gathered together in July 2015.

100 Lake Hart Drive ● Orlando, FL 32832
1-888-278-7233 ● www.cru.org

Cru is a charter member of the Evangelical Council for Financial Accountability.
Contributions to Cru are tax-deductible.

©2016 Campus Crusade for Christ, Inc.