

\$5,555,000



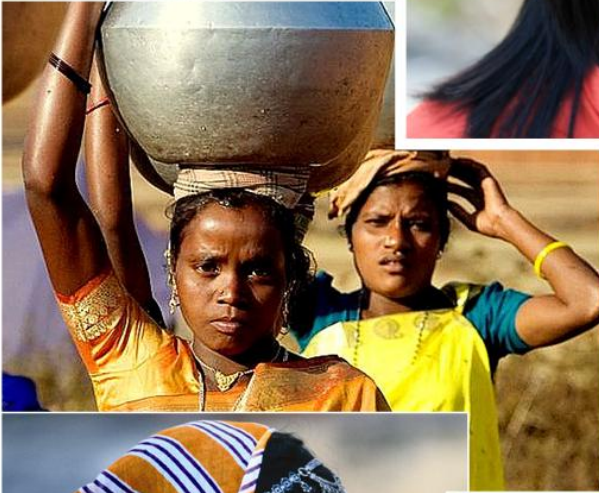
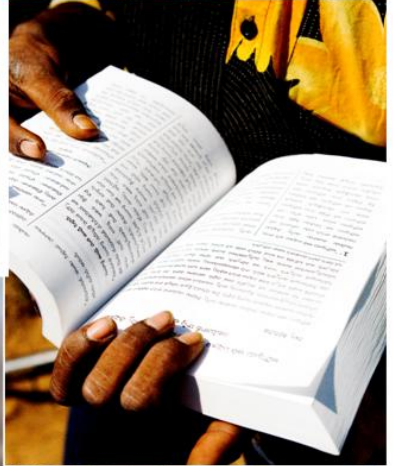
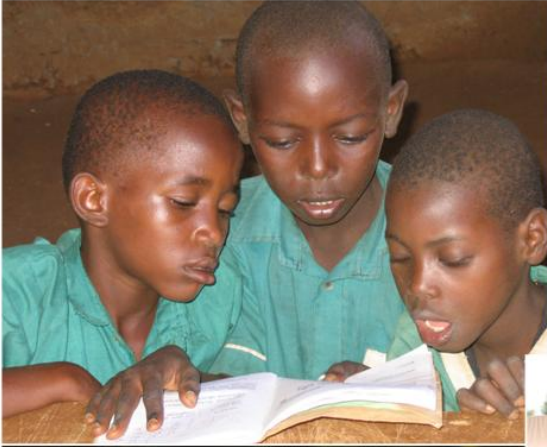
*God's Word for every language – in this generation*



**COUNSEL & CAPITAL**

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2008



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# **PROSPECTUS SUMMARY**

## **The Ministry**

The vision of The Seed Company is to creatively network God's people around the world to translate the Bible into every language for His glory (see Exhibit A). The ministry's mission is to effectively accelerate the translation of the Bible into the heart languages of those without God's Word. In partnership with national colleagues, prayer supporters, financial investors, and like-minded organizations, The Seed Company hopes to see the Gospel available in every language in this generation.

The Seed Company was incorporated in 1998 by Wycliffe Bible Translators U.S.A. (Wycliffe U.S.A.) as a creative and flexible organization. In its first ten years, The Seed Company has been a leader in reducing the time required to complete a Scripture translation without compromising quality. Working with partner organizations, the ministry is currently engaged in 239 translation projects in 46 countries.

The Seed Company is headquartered in Arlington, Texas, and is a member of the Evangelical Council on Financial Accountability.

## **The Need**

Nearly 200 million people speaking over 2,200 languages are still without the Word of God.

## **The Opportunity**

To begin accelerated Bible translation simultaneously in 200 languages in Africa and Asia by 2010 and set the stage to begin translating the Bible into an additional 720 languages by 2015.

## **The Strategy**

- Begin new Bible translations in conjunction with church-planting and evangelistic movements.
  - Hold regional project development conferences in Africa and Asia to expedite the start-up of accelerated Bible translation in 200 languages.
  - Begin translating the Bible into 110 languages in Africa and 90 languages in Asia using The Seed Company's best practices.

- Eliminate bottlenecks by empowering nationals in all levels of accelerated Bible translation.
  - Recruit and train 42 non-western Bible translation consultants.
  - Acquire new technologies and IT personnel to facilitate and support remotely-distributed teams to start, resource, and manage multiple translations effectively.

### **Three-Year Outcomes**

- At least one regional project development conference convened in both Africa and Asia by 2010.
- Translation partners trained to apply The Seed Company's accelerated Bible translation practices.
- Bible translation projects begun in 200 languages in Africa and Asia providing oral Scripture material and/or a written text for as many as 14 million people.
- Training begun for 42 non-western Bible translation consultants.
- Technological capacity and effectiveness increased.

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## MINISTRY HIGHLIGHTS

### History

- 1942** – Wycliffe U.S.A. is incorporated and founded by Cameron Townsend.
- 1991** – International boards of Wycliffe and SIL International acknowledge the need to maximize national involvement in Bible translation.
- 1992** – Bernie May, outgoing president of Wycliffe U.S.A. and founder of The Seed Company, spends one year researching best practices and solutions.
- 1993** – The Seed Company is begun as a department within Wycliffe U.S.A. It develops an approach to Bible translation where each project has defined goals, timeline and budget. A relational funding model is also adopted with investors connected to specific projects.
- 1998** – The Wycliffe U.S.A. board unanimously votes to make The Seed Company a separate 501(c)(3) corporation that is an affiliate of Wycliffe U.S.A.
- 1999** – The Seed Company forms the Luke Partnership with The JESUS Film Project. Led by translation expert Dr. Katy Barnwell, the partnership identifies and targets 30 of the largest languages around the world that do not have translated Scriptures (see Exhibit B).
  - The Seed Company becomes both a field-engaged organization providing training and translation consulting as well as a funding organization.
- 2001** – Wycliffe missionaries may now be formally assigned to The Seed Company as their Wycliffe work assignment.
- 2002** – The Seed Company begins to receive donations directly rather than through Wycliffe U.S.A.
- 2003** – The 200<sup>th</sup> language is impacted.
  - Bernie May retires; Roy Peterson, formerly the CEO of Wycliffe, becomes CEO of The Seed Company.
- 2005** – In the previous six years, 56 percent of Wycliffe and SIL International’s start-up of 382 Bible translations involved The Seed Company.
- 2006** – The Seed Company begins to take formal and intentional steps to develop partnerships with other mission, church-planting, and Wycliffe organizations to start and fund new projects.
- 2007** – The 400<sup>th</sup> language is impacted. The ministry provides translated Scripture portions as requested by those who will use the translated material.
- 2008** – “End-to-End” Initiative begins with American Bible Society, The JESUS Film Project and Faith Comes By Hearing (see page 6).

## The Seed Company Today

Bible translation has been a slow process throughout history. Earliest efforts were the work of monks cloistered from society. The Reformation era brought wider acceptance of Bible translation, which resulted from motivated individuals after a lifetime of study. In the mid-20<sup>th</sup> century, Wycliffe Bible Translators greatly improved the process, putting well-trained linguists in the villages and cities to partner with local believers. Still, it took a decade or more before even portions of Scripture became available.

**Today, The Seed Company's uniqueness is its ability to support and nurture flexible, creative, and accelerated models for Bible translation.** Successful models and best practices resulting from these models are cross-pollinated to other Bible translation projects. In addition to reducing the actual time required for translating the New Testament Scriptures from as much as twenty years to seven years on average, this ministry is known for its ability to get projects started quickly. For instance, The Seed Company has radically reduced the time it takes to develop a written alphabet. Overall, the ministry has been on-time and on-budget with 86 percent of its translation projects.

Not afraid to try new things, The Seed Company is able to employ new methods, and when they work, replicate them across the world. To date, The Seed Company has impacted 410 languages, with Bible translation projects currently in progress in 239 of those languages (see figure 1, below).

People Groups Impacted

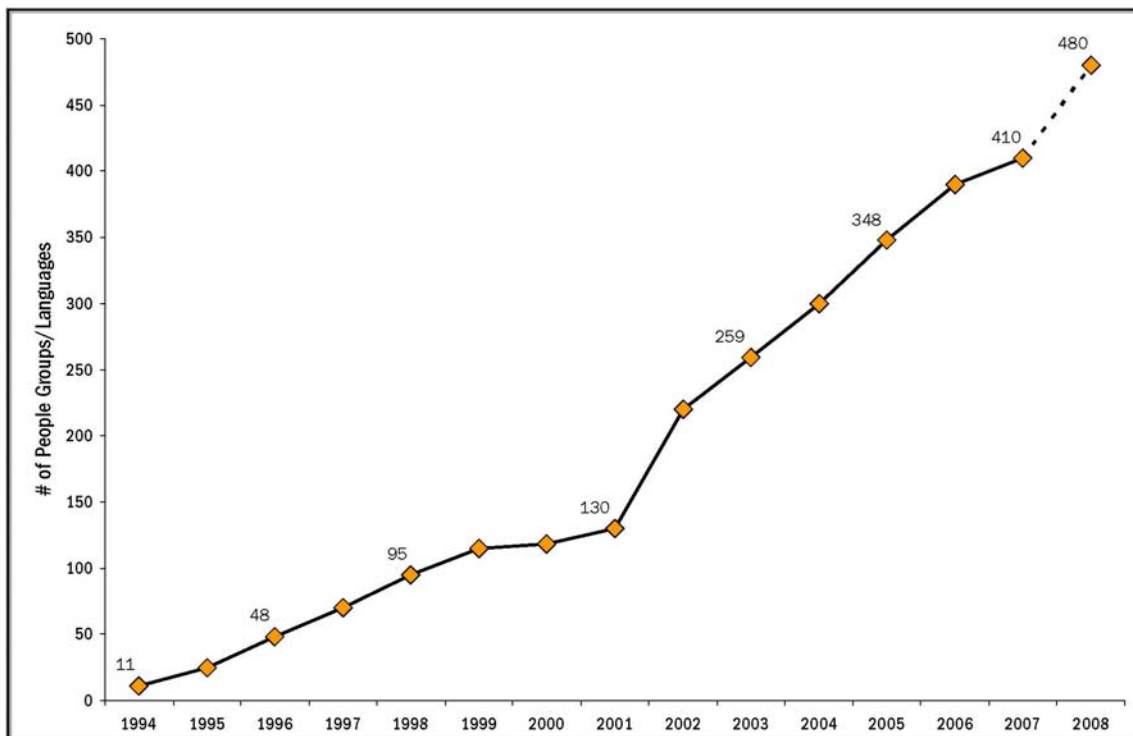


Figure 1

The Seed Company also has a unique funding model. It seeks partners to “invest” in a Bible translation over a number of years. The ministry connects financial investors and prayer partners with specific language groups and translation teams to support Bible translation. Each investor receives quarterly reports on the progress and impact of his or her Bible translation project. On average it takes seven years to complete an entire New Testament translation with an average cost of \$180,000.<sup>1</sup>

## **Current Partnerships**

### **American Bible Society (ABS)**

ABS’s purpose is to present the Bible in compelling ways so that people may experience life in its fullness through faith in Jesus Christ. ABS was founded in New York City in 1816 and conducts worldwide evangelization by partnering with the global fellowship of the United Bible Societies and other Christian ministries. ABS will help The Seed Company interact directly with publication and distribution organizations.

### **Faith Comes By Hearing (FCBH)**

FCBH records The Seed Company’s finished New Testament translations in audio form in order to implement its listening program in churches and villages all over the world. This will enable people, especially the 50 percent of the world who cannot read, to hear God's Word in their heart language.

### **SIL International (SIL)**

SIL’s purpose is to work with language communities worldwide to facilitate language-based development through research, translation and literacy. SIL, formerly known as the Summer Institute of Linguistics, is a non-profit, scientific, educational organization of Christian volunteers that specializes in serving the lesser-known language communities of the world.

### **The JESUS Film Project**

The JESUS Film Project produces and distributes the *JESUS* film, a two-hour docudrama about the life of Christ based on the Gospel of Luke. This film has been seen in every country of the world, translated into over 1,000 languages, and has had more than six billion viewings worldwide since its initial release in 1979. The Seed Company provides the translations for new language versions of this evangelistic film.

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<sup>1</sup> With a New Testament language translation averaging \$180,000, the total price to complete these 200 languages is \$36 million. This *Prospectus* covers only the launching of these translation projects. Long-term financial investors will be sought for each translation project to provide the additional funding to finish each project.

## **Wycliffe International**

Wycliffe International is an association of 48 member organizations worldwide that have agreed to work with each other and with partners around the world, promoting and participating in local and international Bible translation movements. Wycliffe International has had a part in translating more than 700 New Testaments into minority and indigenous languages and is currently involved in more than 1,400 additional projects, representing over 70 countries.

## **Wycliffe U.S.A.**

Wycliffe U.S.A. was established in 1942 and serves the Bible translation movement by connecting resources with opportunities. The Seed Company is a separate but dependent organization of Wycliffe U.S.A. Each is a separate 501(c)(3) organization, with The Seed Company's board reporting to the Wycliffe U.S.A. board.

## **“End-to-End” Initiative**

The Seed Company, partnering with ABS, Campus Crusade for Christ International, The JESUS Film Project, and FCBH, is an integral partner of the “End-to-End” Initiative (see figure 2, page 7). **The mission of this partnership initiative is to produce indigenous, self-sustaining and multiplying churches in every region of the world.** The plan is for numerous international Christian organizations to partner their unique ministries in close cooperation and sequence with indigenous movements of spiritual multiplication through church planting. This partnering approach will produce more accelerated results than the current independent efforts. It will enable each organization to focus on its particular strengths and promote coordination with those of like mind who have complementary strengths. **The key difference of this plan involves international organizations connecting and coordinating with indigenous church-planting movements in an intentional and synchronized manner.** In order to have an end-to-end solution, the action plan for each locale will need to be tailored by:

- Translating the New Testament and/or portions thereof in languages where they do not currently exist.
- Producing the *JESUS* film in languages where it has not yet been produced and is still needed.
- Producing audio Bible material for those who cannot read where it has not yet been produced and is still needed.
- Presenting the *JESUS* film in a joint effort with FCBH so that follow-up “listening groups” will be formed and subsequently served in an ongoing way by the team.
- Coordinating with church-planting movements from the inception of the process to assure that leaders of the listening groups are identified and trained in a manner that assures the enfolding of the groups into the church-planting movement.

Example of “End-to-End” Initiative  
Currently operating in India, Nigeria, and Brazil

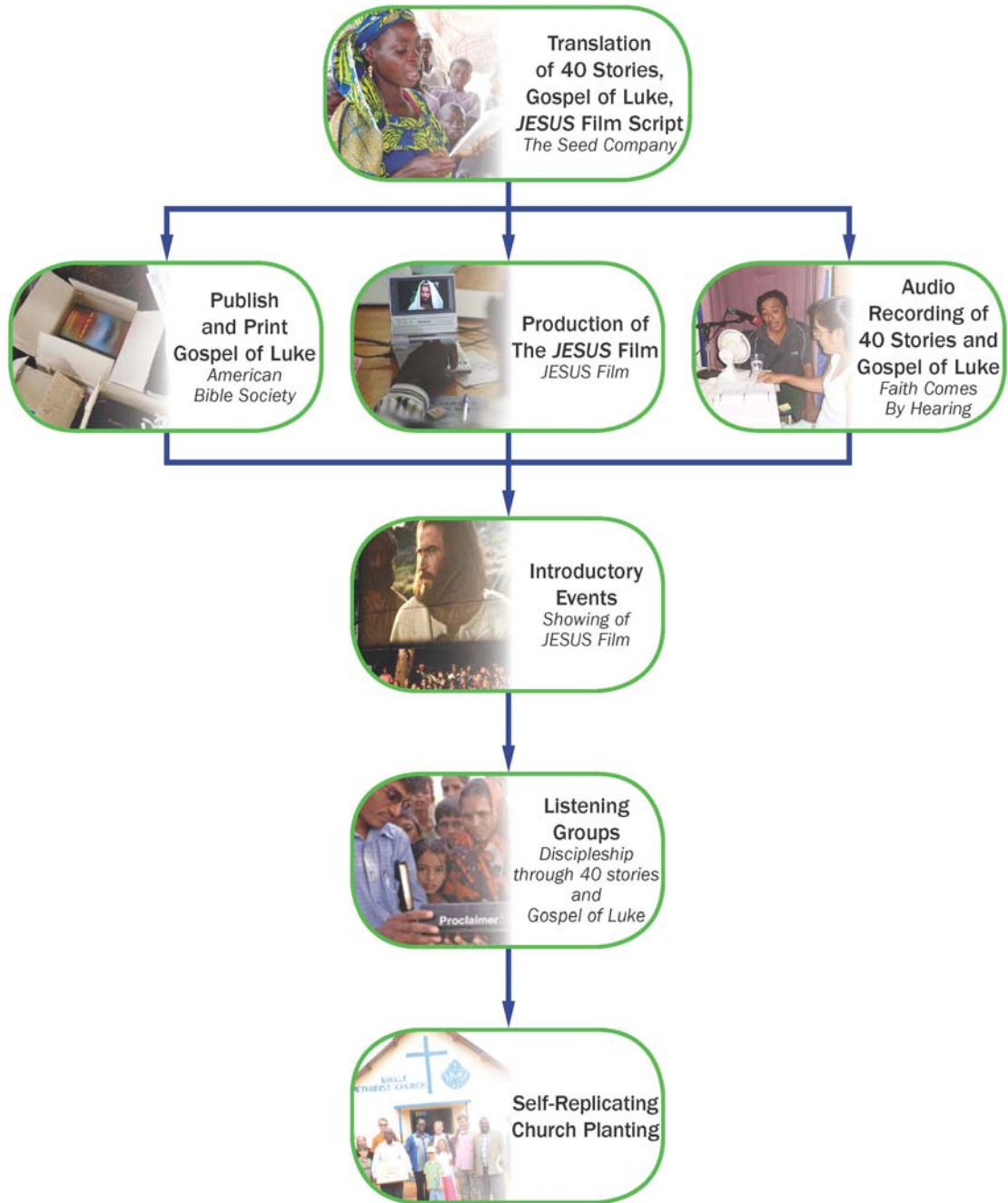


Figure 2

## **National and Local Partnerships**

Each country or location presents unique opportunities and challenges in translating the Scriptures through local mother-tongue speakers. In order to work most effectively in each context, The Seed Company has formed partnerships with national Bible translation organizations, such as Bible Translation and Literacy of Kenya (BTL). The Seed Company is also piloting partnerships with indigenous church-planting organizations in India to help provide mother-tongue Scripture portions and materials for church-planting use as an initial entry into Bible translation in language communities previously not accessible to Bible translation.

During The Seed Company's partnership with BTL, two people groups – the Tharaka and Digo – have received the New Testament. Two more people groups – Suba and Samburu/Ilchamus – are involved in New Testament translation projects. The Tharaka team is now focused on translating the Old Testament. In each of these projects, some technical expertise, networking with church organizations and on-the-ground management is being provided by BTL. Funding and other technical expertise is provided by The Seed Company.

At the beginning of each project design, The Seed Company seeks to involve the local church or denomination. In northern Nigeria, the Anglican Church has identified translated Scripture as one of the most vital components to successful church planting in predominantly Muslim people groups. The Anglican Church has provided skilled typists, bookkeepers, and others to the Bible translation effort in that country. In Tanzania, the Lutheran Church has committed pastors for a ten-year period to the effort of translating the Scriptures. In Cameroon, the Presbyterian Church has committed staff to several Bible translation teams and is actively involved in promoting the use of translated Scriptures within their churches.

## **The Seed Company Tomorrow**

**The Seed Company's goal is to start translating the New Testament into 1,000 languages by 2015. During this same time, The Seed Company foresees the completion of translation projects in 384 languages** (see Exhibit C). Armed with a multiple-year strategic plan to complete this formidable task, the ministry will find innovative ways to use financial, human, and technological resources, and it will leverage the "value add" of other organizations in order to accelerate the pace of Bible translation.

The Seed Company is committed to broaden its network relationships beyond technical and resource partners. In particular, it will incorporate the thoughts, needs, and desires of the local church as early as possible in the process of starting and designing projects. Doing so will provide the church with portions of translated Scriptures that can immediately be used in worship, evangelistic, and discipleship efforts.

The Seed Company is also committed to Vision 2025, a Wycliffe International goal which states that there will be a Bible translation program in progress for every language community that needs it by the year 2025.

## **THE NEED**

Nearly 200 million people speaking 2,200 languages are still without the Word of God. The processes of translating the Bible into the remaining languages are still too slow (see Exhibit D).

In the past 70 years, some portion of the Bible (often the entire New Testament) has been translated into over 1,500 languages. In many cases, these languages had no writing system before translation began. Most of this was accomplished by people who had to first learn the language and culture before translation could begin. While these efforts continue, the world has changed.

The days of one translator working with one language group have passed. Increased efficiency and capacity are needed as the number of experienced trainers and consultants dramatically decreases with the retiring of missionaries.

Church planting and Bible translation is increasingly becoming the work of the local and national indigenous church. Approaches to doing Bible translation are shifting as a result. These and other dynamics are changing the way Western missionaries participate in world mission. Finally, Western funding organizations and churches are becoming more aware and more engaged in how their funds are used. Therefore, funding increasingly targets projects that are deemed strategic, properly planned, and carefully implemented.

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## **THE OPPORTUNITY**

Over 6,900 languages are currently spoken in the world today. Over 2,200 of these languages, spoken by nearly 200 million people, need a Bible translation. More than just numbers, these are individual people without access to the life-giving, life-changing hope and power of God's Word. Each language is unique and perfectly suited for the person who uses it, thinks in it, and identifies himself with it. While many people may learn a national language for trade or other purposes, to understand deep and meaningful concepts they need the Scriptures in the language they learned first— their heart language.

Many of the un-translated 2,200 languages are found in limited-access countries. Dominant political, social and religious forces cut off entire people groups from hearing God's Word. These hostile environments make translation work difficult or even impossible for outsiders.

Native speakers are beginning to take responsibility for Bible translation in their own language. In places where foreigners are not welcome, native speakers are the only ones who are able to do the job. These mother-tongue translators need help. Training, technical, financial and prayer support are necessary for them to succeed.

The Seed Company will train a portion of the next generation of Bible translators and consultants, thereby accelerating Bible translation in 200 languages in Africa and Asia simultaneously. This will set the stage to begin translating the Scriptures in an additional 720 languages and complete translation projects in a total of 384 languages by 2015 (see Exhibit C).

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## THE STRATEGY

### Begin new Bible translations

- Hold regional project development conferences in Africa and Asia to expedite the start-up of accelerated Bible translation in 200 languages.

The Seed Company, which is known for its flexibility and creativity to translate the Bible in an accelerated fashion, will hold two regional conferences, one in Africa and one in Asia. These conferences will bring together experts in the region to develop a strategy to accelerate the translation of Scripture. The purpose of these two conferences is to help form country-wide and regional strategies. Participants will also share successes in expediting the start-up of the 200 translations, which sets the stage for acceleration of the translations themselves.

The invitees will not be the top leadership of the current partner ministries, but the strategic thinkers, planners, and implementers. These individuals will share their experiences and responses to those challenges with one another. It is collaboratively sharing ideas on the best strategies, tactics and approaches in current specific contexts, such as the Muslim world, the impoverished world, the politically and socially-isolated world, the free world, the wired world, etc.

Key strategists and practitioners in the field of Bible translation will discuss and determine the most efficient way to give God's Word to those who have no Scripture in their heart language. It is anticipated that there will be 40 invited participants in the African conference and 30 invited participants in the Asian conference.

- Begin translating the Bible into 110 languages in Africa and 90 languages in Asia using The Seed Company's best practices.

Working with mother-tongue translators, The Seed Company is committed to seeing people, communities and countries impacted by God's Word as soon as reasonably possible, in many cases within months from the start of a Bible translation project. Luke Partnership workshops, done in conjunction with the *JESUS* film and other partners, regularly bring Scripture portions to multiple language groups within three months. The Seed Company will apply best practices learned from these and other projects to translation projects where they can be implemented.

The Seed Company will begin translating the Scriptures into an additional 200 languages in the next three years in Africa and Asia. By directly connecting funding sources (individuals, groups and churches) with national translators and their projects, The Seed Company can accelerate the production of natural, clear and accurate Scripture.

Ultimately, local translators know the sorts of problems their people face on a day-to-day basis. They select the Scripture portions that address those problems. This is useful because the Word of God can quickly help with morality issues facing different parts of the world.

In Asia, a rapid translation can be a tool to fight radical Islam with the Word rather than the sword. In Africa, fighting AIDS and animism are tremendous battles. The African Church has found biblical stories from the Old and New Testaments very useful.

An example of this is the Gombe Cluster project in Nigeria. Church leaders such as the Anglican Bishop of Gombe, Right Rev. Henry Ndukuba, often have access to a parable like the story of the Good Samaritan just a few months after translation work starts. Additional stories and portions of Scripture quickly become available for use in the course of six workshops over three years, at the end of which they will have the full Gospel of Luke and the foundational script for their own language version of *JESUS* – a powerful movie about the life of Jesus that makes direct use of translated Scriptures.

### **Eliminate Bottlenecks**

- Recruit and begin to train 42 non-western Bible translation consultants.

In the next ten years, 40 percent of the Bible translation consultants will retire. The Seed Company intends to be a net contributor to the pool of qualified, trained and available consultants for Bible translation worldwide. Using indigenous consultants is most efficient. They do not have to spend years learning the language or related languages in which they will work. They also are familiar with the culture and do not have to spend precious time being acclimated to a new culture.

The primary role of a trained and qualified translation consultant is:

- 1) Conduct regular reviews of a Bible translator's work.
  - Check it for accuracy against the original biblical languages (Hebrew, Greek).
  - Confirm that extra-biblical material has not been introduced, and that nothing has been omitted.
  - Confirm exegetical accuracy in how meaning is rendered in the receiving language.
  - Review the use of important theological terms for accuracy.
  - Check the translation for naturalness in communicating meaning from the source text into the receiving language.
  - Approve translation work for publication.
- 2) Assist in the ongoing training of the Bible translator.
  - Encourage the translator to improve in areas of weakness and confirms areas of strength.
  - Teach the translator how to make effective use of available resources such as commentaries and translation software.
  - Help the translator learn how to find ways to effectively elicit feedback on the translation from those for whom the translation is intended.

One salient contribution of these consultants is in Bible translation quality control. When there are too few consultants, as there is today, a backlog occurs as translators wait for someone to check over their work. This “bottleneck” dramatically slows the availability of Bible translations.

The Seed Company plans to recruit and train 42 individuals to become Bible translation consultants. This represents 22 percent of the translation consultants that The Seed Company plans to train by 2015. The training program costs approximately \$55,000 per individual.

Depending on an individual’s prior academic history, the training for a non-western Bible translation consultant will consist of a combination of on-the-job experience as well as an academic portion that is done at a seminary or a linguistic school, if needed. Each trainee is matched with an experienced consultant mentor on an active translation project. Each new consultant is expected to make a positive impact on his or her project soon after becoming involved. Upon completion of the five-year training program, the consultants are assigned to work as lead consultants on The Seed Company’s Bible translation projects. A fully-trained consultant will serve four different translation projects simultaneously.

- Acquire new technologies and personnel to start, resource, and manage multiple future translations effectively.

In order to meet The Seed Company’s goal of starting over 200 languages in the next three years and preparing for the next 720 by 2015, the ministry must take rapid steps to increase its technological capacity. Up until now, it has been a “build as you grow” process. Management currently receives reports accompanied by a long list of clarifying items. These reports are painstakingly crafted, consuming significant man-hours. Needing better data, especially with staff all over the world, The Seed Company will move to a web-based system as well as provide collaborative tools on-line. Translation software, such as Our Word, Adapt-it and Paratext, are designed specifically for nationals doing translation work and are improving all the time.

There are four main strategies that the ministry will employ:

- 1) Create a web-based system allowing staff and translation partners to collaborate remotely on projects.
- 2) Implement management systems scalable to over 1,000 language projects.
- 3) Enhance communication between Bible translation projects and its investors and prayer partners.
- 4) Hire two or three individuals to be a part of implementing this technology to:
  - Provide additional staff so that The Seed Company can effectively engage and manage outsourced vendors.
  - Provide training to remote staff and translation partners in the use of web-based tools that facilitate isolated teams working together on all aspects of a translation project.

## USE OF FUNDS – THREE YEARS

### Begin Translations

#### Regional Project Development Conferences and Follow-Up

Africa (40 people at \$4,000)	\$160,000	
Asia (30 people at \$4,500)	<u>\$135,000</u>	
		\$295,000

#### Regional Language Starts

Africa (110 languages @ \$9,000)	\$990,000	
Asia (90 languages @ \$9,000)	\$810,000	
Executing Conference Concepts/Strategies	<u>\$200,000</u>	
		\$2,000,000

### Eliminate Bottlenecks

#### Recruit and Train 42 Non-Western Translation Consultants

Tuition	\$394,000	
Equipment	\$115,000	
Training Materials	\$274,000	
Living Expenses	<u>\$1,527,000</u>	
Total (42 consultants @ \$55,000)		\$2,310,000 <sup>1</sup>

#### Technology/Infrastructure

Software/Hardware	\$450,000 <sup>2</sup>	
IT Staffing	<u>\$500,000</u>	
		<u>\$950,000</u>

**TOTAL** **\$5,555,000**

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<sup>1</sup> At the time this *Prospectus* was printed, \$605,000 had been given and an additional \$500,000 committed to recruit and train non-western translation consultants.

<sup>2</sup> At the time this *Prospectus* was printed, \$239,000 had been given and an additional \$211,000 had been committed to the software and hardware costs of this project.

## SPONSORSHIP OPPORTUNITIES

The following are offered as a “menu” of potential major “sponsorships” at The Seed Company:

### Regional Project Development Conferences and Follow-Up<sup>1</sup>

<u>Item</u>	<u>Amount</u>	<u>Needed</u>	<u>Total Amount</u>
Africa conference (per person)	\$4,000	40	\$160,000
Asia conference (per person)	\$4,500	30	\$135,000

### Languages

<u>Item</u>	<u>Amount</u>	<u>Needed</u>	<u>Average Total Amount</u>
Start-up capital for one translation	\$10,000	200	\$2,000,000
One year of New Testament translating	\$10,000 - \$30,000	5 - 9 years <sup>2</sup>	\$180,000
Translate the book of Luke ( <i>JESUS</i> film)	\$40,000	80	\$3,200,000

### Non-Western Translation Consultants Training

<u>Item</u>	<u>Amount</u>	<u>Needed</u>	<u>Total Amount</u>
Non-western consultant for one year	\$11,000	42	\$462,000
Non-western consultant for five years	\$55,000	42	\$2,310,000

### Technology

<u>Item</u>	<u>Amount</u>	<u>Needed</u>	<u>Average Total Amount</u>
One software engineer for one year	\$82,000	2	\$164,000
One software engineer for three years	\$250,000	2	\$500,000

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<sup>1</sup> Follow-up includes post-event visits between field coordinator and attendees in addition to observer travel for country-level personnel to observe best practices.

<sup>2</sup> On average, it takes seven years and \$180,000 to complete the translation of the New Testament. Completion time and costs vary per translation.

## THE OUTCOMES – THREE YEARS

- At least one regional project development conference convened in both Africa and Asia by 2010.

The primary outcome from these conferences is to enable key leaders from partner organizations to intentionally adjust to a changed world, launch translation projects in a different way, and apply human and financial resources more effectively. In addition, conference attendees will be introduced to The Seed Company's best practices in strategic planning and designing new Bible translation projects (see Exhibit E). As a result, God's Word can have a broader and deeper theological impact on people and cultures sooner. Conference participants will identify 200 languages for Bible translation with involvement from The Seed Company.

- Translation partners will learn to apply accelerated Bible translation practices such as translating the Bible into multiple languages simultaneously.

A majority (80 percent) of the 200 Bible translation projects anticipated in this *Prospectus* will be designed as cluster projects of related languages. Cluster projects incorporate a series of workshops where indigenous translators work together. The strength of cluster projects is that the scarce resources of expatriate consultants, exegetes, theologians, finances, etc., are leveraged across multiple languages simultaneously (see Exhibit F). As a result, translations could be completed sooner, with good quality, and impact people and cultures faster.

- Based on past experiences with Bible translation projects, it is estimated that the translation projects begun in 200 languages in Africa and Asia will result in both written Scriptures and audio recordings of these Scriptures.

Written Scriptures will result in:

- 1.5 million Christian believers having direct access to the written Word.
- 12.5 million additional people having access to the Word.
- Over 100,000 Bibles being produced and then distributed.<sup>1</sup>

Audio recordings of these Scriptures<sup>2</sup> will result in:

- Over 6,000 listening groups being formed.
- 4,000 churches being planted.
- 560,000 new "disciples" being instructed.

To accomplish these results, 400-500 new indigenous translators will be trained. A number of these will eventually assist others, usually in related dialects, in beginning their own translation projects. The growth in a region can be exponential.

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<sup>1</sup> In most economically undeveloped societies, one printed book can impact an entire household and extended family because all resources are shared.

<sup>2</sup> Audio recording outcomes extrapolated from projections provided by the Faith Comes By Hearing *Prospectus*.

- Training begun for 42 non-western Bible translation consultants.

Training takes five years to complete. Nevertheless, outcomes in the first three years would include a growth plan, including academic and mentor training, designed for each of the 42 trainees. Each trainee will be assigned to an experienced translation consultant and familiar language projects.

After completing the training, each consultant would ideally begin to work with four Bible translation projects simultaneously. These 42 new consultants will significantly reduce the current translation bottleneck and get “near-completed” translations quality checked, proofread, and ready for publishing.

- Technological capacity and effectiveness increased by:

Creating a web-based system for project collaboration that will include:

- Leveraging translation consultants by providing remote assistance for multiple translation teams.
- Boosting the translators’ ability to rapidly interact with a consultant over their translation problems.
- Reducing translation evaluation backlog by providing alternative ways to have translated Scriptures checked more often.
- Building a stronger sense of community through more frequent interaction with other translators.

Developing a quality management system that will include:

- Creating a reporting environment that consolidates data from multiple and disparate sources will help senior management make immediate and long-term strategic decisions.
- Assembling a project management database that will improve remote use, enhance security, and enable management of over 1,000 Bible translation projects.

Consolidating data that will include:

- Helping the development team to analyze investor trends.
- Assisting the field team to analyze language project performance.
- Helping the communication team to gauge the effectiveness of message delivery.

## ISSUES AND CONCERNS

1. There is arguably no greater opportunity in evangelism today than the one envisioned by The Seed Company and its ministry partners. As a result, the board and management of the ministry must be mindful of and vigilant to spiritual attack.
2. Politically hostile environments often make translation work difficult. Although it is lessened with indigenous translators, each region of the world has its challenges. Intrusion into the operations of The Seed Company or its partners by either government officials or rebel factions may have a slowing and chilling influence.
3. Approximately 40 percent of the worldwide available Bible translation consultants are retiring in the next ten years. It is extremely important that the accumulated knowledge of these individuals is passed down to new consultants, some of which is addressed by this *Prospectus*.
4. The rapid growth in new projects, the number of translations necessary to fulfill the expectations of this *Prospectus*, and the number of additional Bible translation consultants needed may stretch the ministry's capacity.
5. Some of The Seed Company's ministry partners have governance models that hamper the speed of their decision making. There are also differing views among field partners over the best way to launch projects in various places. Nonetheless, the conferences held in Africa and Asia as outlined in this *Prospectus* should help mitigate these concerns.

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### *Disclaimer*

This *Prospectus* was prepared by COUNSEL & CAPITAL (C&C), an organization dedicated to building bridges of trust and accountability between Christian ministries and investor/donors. C&C has relied on The Seed Company for the accuracy and completeness of the information contained in this *Prospectus* and does not make any representations of its own.

## MANAGEMENT AND BOARD

### Management

#### **Roy L. Peterson, President/CEO, 53**

Roy has been with The Seed Company since 2003. Prior to joining The Seed Company, he was president and CEO of Wycliffe U.S.A. Roy is on the board of the Wycliffe Foundation and previously served on the boards of the Graduate Institute of Applied Linguistics, Wycliffe Associates, Wycliffe International, and The Seed Company. He received a B.S. in Business Administration from Roger Williams University, a M.A. in Social Sciences from Azusa Pacific University, and completed Leader and Executive Studies in Non-Profit Leadership at Stanford University. Roy and his wife, Rita, have three adult children. They live in Grand Prairie, Texas.

#### **Jay Reimer, CFO and Vice-President of Operations, 47**

Jay came to The Seed Company in 2005 after serving as a vice-president for Business and Finance for Dallas Theological Seminary. He has served on the boards of International Gospel Outreach and Museum of International Cultures and on the board finance committee of the Graduate Institute of Applied Linguistics. Jay is a Certified Public Accountant with a B.S. in Business Administration with dual majors in Finance and Accounting from Drexel University, a M.A. in Biblical Studies from Dallas Theological Seminary, a M.B.A. in Management of Non-Profit Organizations from Eastern College and an Ed.D. (all but dissertation) in Higher Education and Finance from University of North Texas. He and his wife, Melissa, have two children and live in Duncanville, Texas.

#### **Roger Hanna, Director of Field Team, 48**

Roger served as Translation Project Advisor and Consultant for SIL Indonesia prior to joining The Seed Company in 2002. He earned his B.B.A. from the University of Hawaii in Management Information Systems and a M.A. in Linguistics from the University of Texas at Arlington. Roger and his wife, Leanne, have four children and live in Arlington, Texas.

#### **Larry B. Jones, Director (designate) of Field Team, 54**

Larry was the vice-president for Asia Operations for SIL International prior to joining The Seed Company in 2008. He serves on the board of Wycliffe U.S.A. Larry received a B.A. in Classical Greek from Brown University, a M.A. in Linguistics and a Ph.D. in Humanities with concentration in Linguistics from the University of Texas at Arlington. He and his wife, Linda, have three adult children. At the time this *Prospectus* was printed, Larry and Linda were in the process of moving to Arlington, Texas, from La Porte, Indiana.

#### **Mike Toupin, National Director of Development, 51**

Mike was the associate director of language programs for the Ghana Institute of Linguistics, Literacy and Bible Translation prior to joining The Seed Company in 1997. He received a Bachelor of Theology from Christian International University, a Master's degree in Human Resource Leadership from Azusa Pacific University and is currently a student in the doctoral program in Leadership Studies at Andrews University. Mike and his wife, Victoria, are the parents of three grown children. They live in Williamsburg, Virginia.

**Henry Huang, Director of Strategic Partnerships, 56**

Henry was the executive director of Cornerstone Festival before joining The Seed Company in 2001. He received a B.A. in Sociology from Wheaton College and a M.A. in Social Policy and Research from the University of Chicago. Henry and his wife, Julie, are the parents of three children and live in Arlington, Texas.

**Jonathan Kern, National Director Broad Appeal Strategies, 39**

Jonathan was the chief development officer of RREACH International prior to joining The Seed Company in 2005. He earned his B.A. in Bible from Pensacola Christian College, a M.A. in Linguistics from the University of Texas at Arlington, and a Th.M. in Theology from Dallas Theological Seminary. Jonathan and his wife, Kristy, have three children and live in Dallas, Texas.

**Board**

**Todd Peterson, Chairperson, 38**

Todd, an entrepreneur and 13-year veteran of the National Football League from 1993-2006, is the vice-chairman of the board of Pro Athletes Outreach. He also served five years on the NFL Players Association Board of Player Representatives while serving on the board of Young Life Malibu Yacht Charters. Todd received a B.B.A. in Banking and Finance from the University of Georgia and was a GTE Academic All-American. He and his wife, Susan, have two children and live in Johns Creek, Georgia.

**Michael Stolfus, Vice-Chair, 37**

Michael is the president and CEO of Dynamic Aviation. He serves on the boards of Bridgewater Retirement Community Foundation, Young Life Committee Harrisonburg/Rockingham County, and Air Serv International. Michael attended Eastern Mennonite University and is an alumnus of the Owner/President Management Program at Harvard Business School. He and his wife, Melissa, have one child and live in Harrisonburg, Virginia.

**Rick Alvord, 50**

Rick is the president of Powerstride Batteries, Inc. He has served on the audit committee of Mount Hermon Christian Camps and as the vice-chairman of the elder board of Evangelical Free Church of Fullerton. Rick received a B.A. in Business Administration from California State University, Fullerton and is a CPA. He and his wife, Laura, are the parents of two children and live in Yorba Linda, California.

**Freddy Boswell, 49**

Freddy is the Executive Director of SIL International and served as a linguist and translation adviser to the Cheke Holo language group, Solomon Islands. He serves on the boards of JAARS, Graduate Institute of Linguistics, Wycliffe Foundation, and the Wycliffe U.S.A. President's Council. Freddy received a B.A. and a M.A. in Biblical Studies from Oral Roberts University and is a doctoral candidate in Linguistics from Vrije Universiteit of Amsterdam. He and his wife, Bekah, have three children and live in Dallas, Texas.

**Jeffrey W. Brown, 45**

Jeff is a corporate private practice attorney after having served as executive director of Cox Communications. He serves on the board for Messiah's Ranch Christian Camp and Brazos Christian School. Jeff received his B.B.A. with honors in Accounting and Finance from the University of Houston and his J.D. from South Texas College of Law. He and his wife, Ginny, have two children and live in Bryan, Texas.

**Bob Creson, 54**

Bob is the president of Wycliffe U.S.A., the largest interdenominational sending agency in the world. He serves on the boards of SIL International, Wycliffe Bible Translators International, and Crisis Consulting International. Bob graduated from Pepperdine University with a Teaching Credential and a B.A. in Political Science/Government as well as attending California Lutheran College for graduate studies. He and his wife, Dallas, have four adult children and live in Orlando, Florida.

**Mark Matlock, 38**

Mark is the founder of Wisdom Works Ministries in Irving, Texas, a ministry focused on influencing the next generation of leaders through technology, media, and personal relationships. He is the author of several books, including *What Does God Want from Me?*, *Living a Life that Matters*, *Don't Buy the Lie*, and *Freshman*. Mark is on the board of International Impact. He attended Biola University. Mark and his wife, Jade, have two children and live in Flower Mound, Texas.

**Ann McKusick, 57**

Ann is the president of Foundation for Christian Stewardship. Previously, she served as the vice-president of Institutional Advancement for Fuller Theological Seminary. Ann is on the board of Christian Management Association and is an adviser to Women of Vision. She received a B.A. in English from Spring Hill College in Mobile, Alabama and a M.A. in Human Development from Pacific Oaks College in Pasadena, California. Ann and her husband, Dick, are the parents of two children. They live in Pasadena, California.

**Peter M. Ochs, Emeritus, Founding Chairman, 64**

Peter is the chairman of the board of TFC Holdings, LLC. The chairman of First Fruit, a private charitable foundation started by him and his wife, he has served on the board of directors of Wycliffe U.S.A., The Gathering, Habitat for Humanity and Prison Fellowship Ministries. Peter served as the National Chairman of the Alexis de Tocqueville Society of United Way and on the board of governors of United Way of America. He earned a B.A. in Economics from Princeton University and a M.B.A. from Stanford University. Peter and his wife, Gail, have four children and nine grandchildren and live in Corona del Mar, California.

**Judith "Judy" L. Sweeney, 51**

Judy is the president of First Harvest Foundation and the former president of the Orange County edition of the *Los Angeles Times*. She has chaired the national board of trustees for Young Life, the board of United Way of Orange County, and the board of Saint Joseph Ballet. Judy holds a B.S. in Microbiology from Oregon State University and a M.B.A. from Stanford University. She and her husband, Dennis, have two children and live in Newport Beach, California.

**Bill Williams, 56**

Bill is the CEO of Generous Giving after having spent 33 years with BellSouth, most recently as the vice-president of its Technology Group. He serves as the chairman of the board of Georgia Technology Authority. Bill received a B.S. in Electrical Engineering from Georgia Institute of Technology and a M.B.A. from Georgia State University. He is a Senior Executive Fellow of Massachusetts Institute of Technology. Bill and his wife, Regina, are the parents of three adult children and live in Duluth, Georgia.

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## **EXHIBIT A**

### **The Seed Company's Doctrinal Statement and Core Values**

#### **Doctrinal Statement**

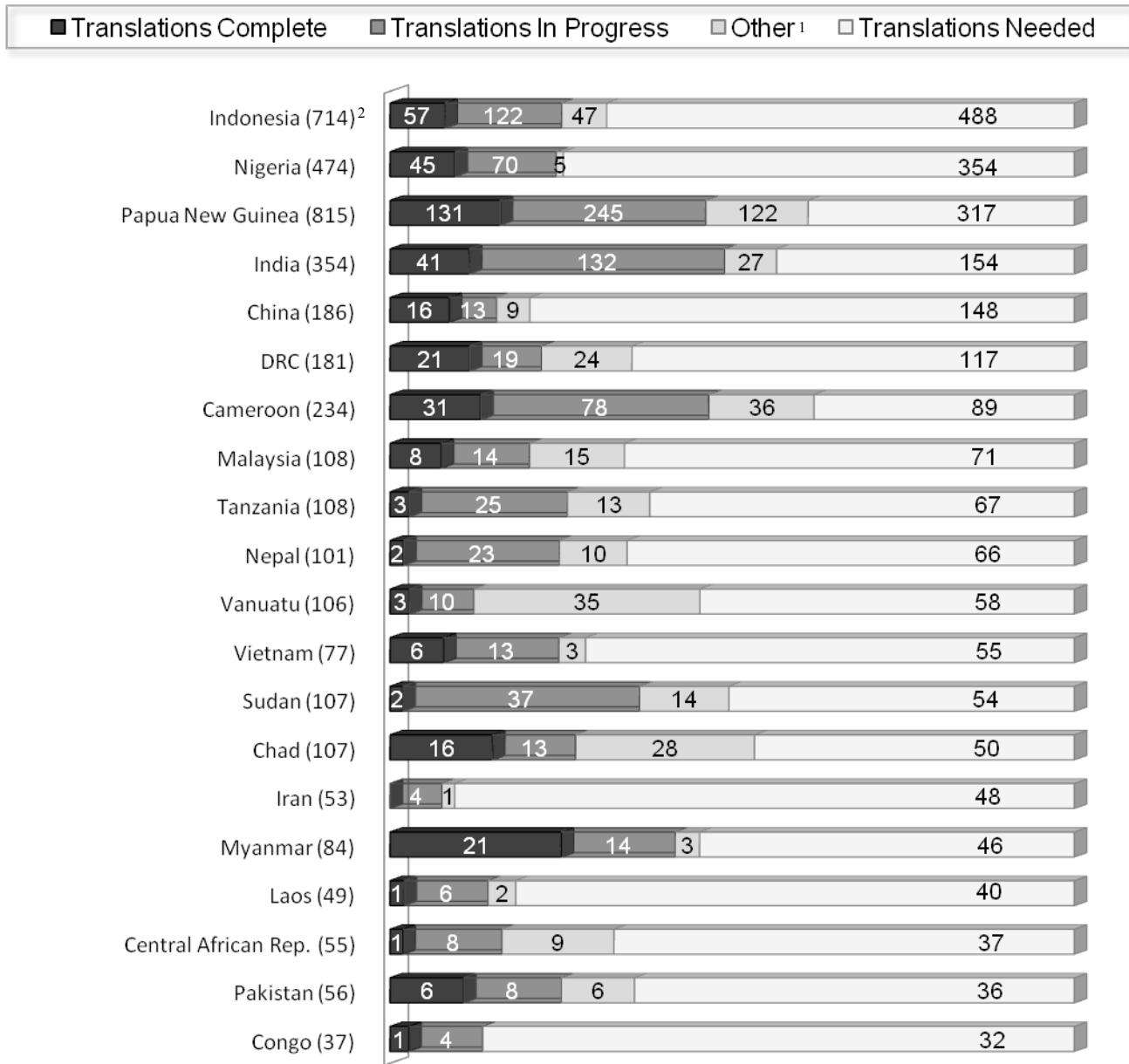
1. We believe the Bible, the inspired Word of God, is completely trustworthy, speaking with supreme authority in all matters of belief and practice.
2. We believe in one God, who exists eternally in three persons, the Father, the Son and the Holy Spirit.
3. We believe all people, being created in the image of God, have intrinsic value, but as a result of sin are alienated from God and each other, and therefore in need of reconciliation.
4. We believe that Jesus Christ, the Son of God, born of the virgin Mary, is fully God and fully human; He demonstrated God's love for sinners by suffering the penalty of death in their place, rose bodily from the dead and ascended to heaven where He intercedes for His people.
5. We believe all who repent and trust in Jesus Christ alone as Lord and Savior are, by the grace of God, declared to be right with Him, receiving forgiveness and eternal life.
6. We believe the Lord Jesus Christ will return personally in glory, raise the dead, and judge the world.
7. We believe all people will rise from the dead, those who are in Christ to enjoy eternal life with God, and those who are lost to suffer eternal separation from Him.
8. We believe in the Holy Spirit who imparts new life to those who believe in Christ; through His indwelling presence and transforming power He gives assurance and equips believers for holy living and effective service.
9. We believe the Church is the body of Christ, the fellowship of all believers, and is commissioned to make disciples of all nations.

#### **Core Values**

1. Honoring God in all we do.
2. Valuing individuals and relationships.
3. Committed to effective partnerships.
4. Encouraging creativity and innovation.
5. Managing for quality results.

## EXHIBIT B

### Countries with the Greatest Need of Bible Translations



<sup>1</sup> Languages in this category will most likely not need a translation of the Bible due to language viability.

<sup>2</sup> ( ) Indicates the total languages.

## EXHIBIT C

### Projected Goals of The Seed Company

*Date Last Revised: 8/28/2007*

	2005-2007 <sup>1</sup>			2008-2010			2011-2013			2014-2015		TOTALS
	107 Languages			225 Languages			350 Languages			345 Languages		11 Years
EXPECTED RESULTS:	'05	'06	'07	'08	'09	'10	'11	'12	'13	'14	'15	'05 - '15
<b>New Languages Started</b>	50	39	18	70	70	85	100	115	135	160	185	<b>1027</b>
<b>Total Language Projects Completed</b>	17	15	16	31	33	36	33	39	46	54	64	<b>384</b>
<b>Total Languages In Progress (End of Fiscal Year)<sup>2</sup></b>	209	224	216	265	307	364	438	526	634	761	907	
<b>National Consultant Training Start-Up</b>	4	6	2	8	16	18	20	23	27	32	37	<b>193</b>
<b>New Nationals Attaining Consultant Status<sup>3</sup></b>				2	3	4	5	5	6	13	14	<b>52</b>
<b>Cumulative Count of National Consultants Available</b>				2	5	9	14	19	25	38	52	
<b>ASSUMPTIONS:</b>												
1. Average length of NT projects: seven years												
2. Average length of National Consultant training: five years												
3. Total projects in progress (End of Year) = Projects in progress beginning of year + Total New Languages Entered - Full Scale Projects Completed - 25 percent of Initial Goal Projects Completed - Project Suspensions/terminations												
4. Projections for language project suspensions/terminations each year are calculated based on five percent of New Languages Entered												

<sup>1</sup> Columns with actual results.

<sup>2</sup> Assumes 75 percent of initial goal project transition to full scale projects.

<sup>3</sup> Assumes 20 percent attrition.

## EXHIBIT D

### Bible Translation Statistics

*The worldwide status of Bible translation (2007) per Wycliffe U.S.A.:*

<b>6,500,000,000</b>	...the population of the world.
<b>6,912</b>	...the number of languages spoken in the world today.
<b>1,953<sup>1</sup></b>	...the number of translation programs currently in progress for languages without adequate Scripture.
<b>1,144</b>	...the number of language communities which have access to the New Testament in the language they understand best.
<b>429</b>	...the number of language communities which have access to the entire Bible in the language they understand best.
<b>1,495</b>	...the approximate number of languages that will not need a translation of the Bible due to language viability.
<b>2,251</b>	...the number of languages without any of the Bible, but with a possible need of a Bible translation to begin.
<b>193,000,000</b>	...the number of people who speak the 2,251 languages where translation projects have not yet begun.

Although Bible translation is progressing at a more rapid rate today than ever before, an overwhelming amount of work remains to be done.

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<sup>1</sup> The 1,953 programs in progress are in addition to the 2,251.

## EXHIBIT E

### Prioritizing Translations

With over 2,000 languages left to be translated, how does The Seed Company choose which language to work in next?

First, The Seed Company seeks to work where God is already at work. It responds to opportunities in areas and regions where translation partners are prepared to work with The Seed Company to complete Bible translation in a project-oriented and accelerated manner. Then, it looks at strategic opportunities where Bible translation may have significant impact.

The chart below ranks the top 20 countries with the greatest translation needs by languages, then by population impacted through these languages and finally by the number of unreached people groups where no current evangelism and church-planting effort exists. This provides a preliminary indication of the potential missiological impact of Bible translation in those countries.

Top 20 countries with the most translation needs	Number of unreached and unengaged people groups	Languages remaining	Population impact
India	310	154	47,358,695
Sudan	35	54	20,909,295
China	18	148	23,052,883
Pakistan	13	36	12,646,326
Indonesia	12	488	27,179,461
Nepal	10	66	1,886,104
Chad	9	50	878,453
DRC	8	117	6,074,226
Laos	7	40	466,021
Iran	5	48	16,393,393
Malaysia	5	71	559,643
Nigeria	4	354	8,079,045
Myanmar	4	46	4,612,717
Tanzania	3	67	8,554,367
Vietnam	1	55	3,853,452
Central African Rep.	-	37	1,569,249
Congo	-	32	949,484
Cameroon	-	89	922,875
Papua New Guinea	-	317	398,066
Vanuatu	-	58	32,547
<b>Totals</b>	<b>444</b>	<b>2,327</b>	<b>186,376,302</b>

When projects are submitted to The Seed Company for sponsorship consideration, the following key criteria help The Seed Company determine the strategic value and priority of a project, particularly in regard to its niche in supporting Bible translation:

1. Does the project have a clear plan for training and mentoring mother-tongue speakers in order to boost their ability to lead, and to complete the translation well?
2. Are there plans for a support structure (e.g., human needs and technical support) that would help the mother-tongue translators to make reasonable progress?
3. Is the people group (and that region of the world) without access to Scripture or even a Christian witness?
4. Can the project be part of a larger effort involving a number of translation projects (i.e., a cluster of languages) in order to make better use of human and financial resources? This usually enhances mutual support and encouragement for the translators, as well.


A positive answer to those four questions indicates that the project has a high strategic value within its geographic context.

## EXHIBIT F

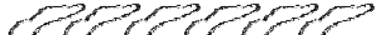
### Example of Multiplication Efforts – The Island of Timor

This Timorese translation project illustrates The Seed Company's best practice of multiple languages working together in clusters. In a ten-year period, the efforts multiplied so that 1 translation led to 4, which led to 10, and which then led to the current 23. The first translation, completed in 2007, was expected to impact 80,000 people. Now, potentially 1,000,000 people could be impacted.

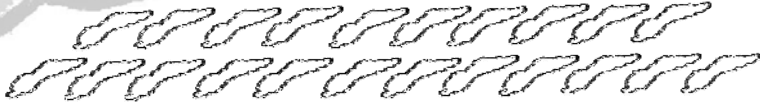
1997 – The Seed Company enters into a partnership with SIL and a Christian university to begin a Bible translation for the island of Timor in Indonesia. 

1998 – Kupang Malay is recognized as the mother-tongue of 200,000 people and a language of wider communication for 300,000 people in the region. This translation becomes the source text to help translators in other languages. Three other languages are started. 

1999 – The Gospel of Mark is published in Kupang Malay.

2000 – The Gospel of Mark is circulated. This “translation movement” is fueled by locals who begin translations in six more languages. 

2007 – The Kupang New Testament is published with translations in several more languages expected to be completed in two to three years.

2008 – 22 languages currently have translation projects with multiple additional languages in Timor and other regions in Indonesia where similar languages are spoken. The New Testament and portions of the Old Testament are being completed in eight to ten years. 

Consultants checking these translations are impressed with the quality of the work. Some Timorese who began as translators in the early projects are now sharing their skills by mentoring new translators, advising up to three languages each.

 = One new translation



# COUNSEL & CAPITAL

## **Our Mission:**

To build bridges between left-brain and investor donors and ministries by transplanting functions of the investment banker into the Christian non-profit community.

## **What We Believe:**

Counsel & Capital believes that all too often a gulf exists between certain types of major donors and Christian ministries. Left-brain or investor donors are eager to be wise and generous givers. Christian ministry executives are passionate about the organizations they serve. However, they often think and reason differently. Neither seems to speak the other's language. As a result, left-brain and investor donors frequently lack the confidence to give more than token gifts.

## **What We Do:**

Counsel & Capital is successfully bridging the gulf by helping ministries create familiar, confidence-building communication tools both before and after a gift is made.

## **Who We Are:**

Founded in 1998, Counsel & Capital is a 501(c)(3) non-profit and is located in Colorado Springs, Colorado.



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