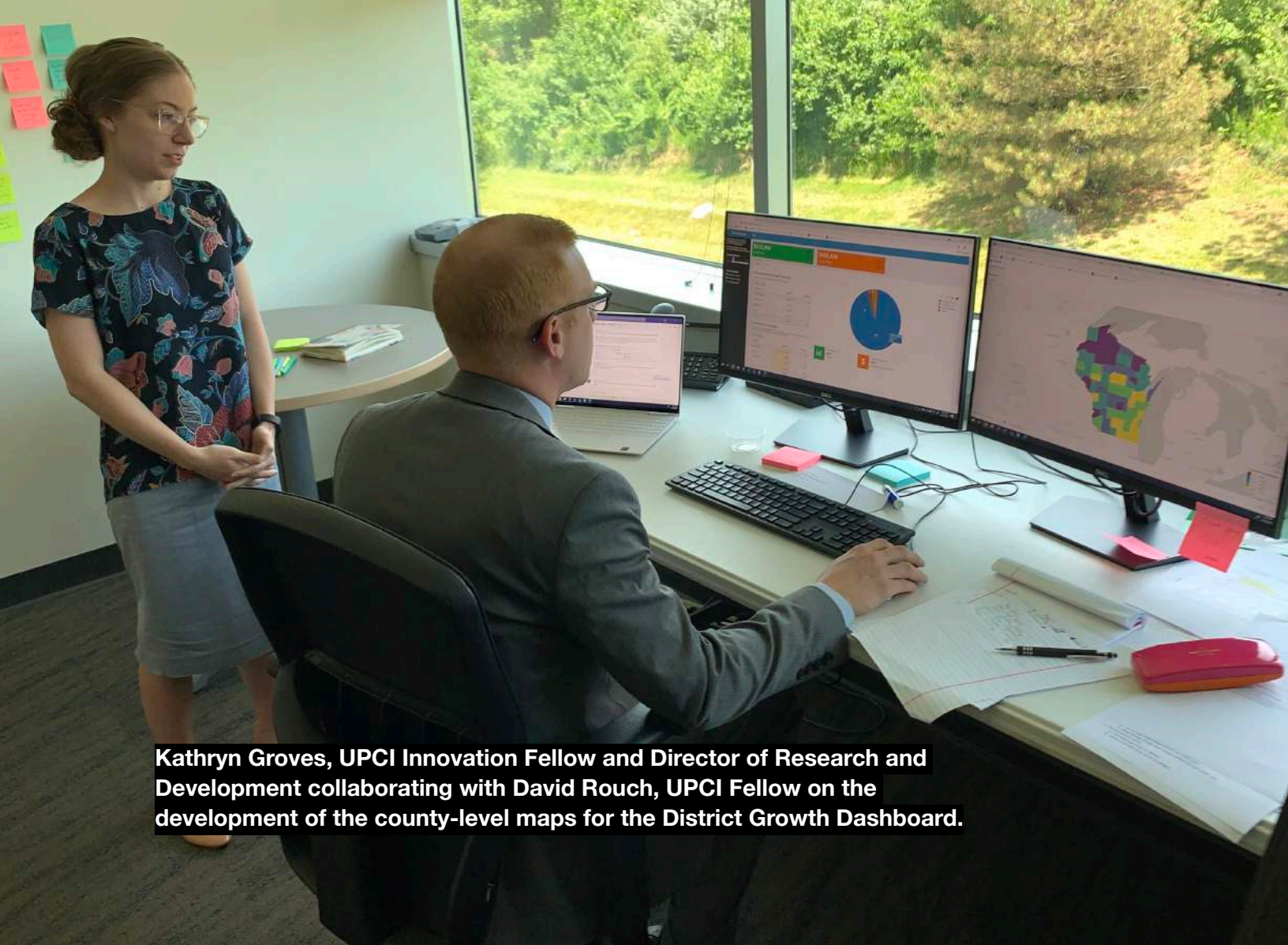


UPCI Innovation Fellows **Impact Report 2021-2022**

It all started with a question.

What **if**...



Kathryn Groves, UPCI Innovation Fellow and Director of Research and Development collaborating with David Rouch, UPCI Fellow on the development of the county-level maps for the District Growth Dashboard.

What's in this report.

This report highlights results, learning, and recommendations from the UPCI Innovation Fellows cohort projects in 2021 and 2022 in multiple departments.

The ongoing research is being conducted by the direction of senior leadership and expertise of the fellows. Projects may require further examination and maintenance to support the outcomes in future years as new information is identified. This report includes both quantitative and qualitative data to measure the success of the program. Results show the need to continue and expand the fellows program in the future to better serve the needs of the UPCI.

Note: To review the 2019 - 2020 Fellows Report, email fellows@upci.org.

Contents

Innovation Fellows Program

<i>Overview</i>	6
<i>The Story</i>	7
<i>Objectives</i>	9
<i>Outcomes</i>	13

Innovation Fellows Projects 2021 - 2022

<i>North American Missions - Data Research</i>	14
<i>North American Missions - Financial Reporting</i>	17
<i>The Stewardship Group - Strategic Growth</i>	20
<i>UPCI Foundation - Grant Writing</i>	23
<i>United Insurance Solutions - Strategic Growth</i>	26
<i>Global Missions - Deputation Platform</i>	28
<i>Recommended Resources</i>	30

Team: Innovation Fellows	31
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We started with a question...

“What if we could engage all the top talent that exists in our movement to tackle big challenges we face as leaders in our organization?”





Innovation Fellows Overview

The UPCI Innovation Fellows program attracts **talented leaders and professionals** for an accelerated “tour of service” alongside UPCI leaders to foster new ideas and execute **priority projects** in an innovative environment.

This **highly-competitive program** among UPCI professionals pairs talented, diverse change agents and innovators with leadership working to improve present programs and tackle some of our biggest challenges. UPCI Innovation Fellows **infuse fresh knowledge** in business, technology, marketing, entrepreneurship, leadership, finance, and organizational leadership.

Fellows are tasked with **priority projects** and present **new perspectives** during their tenure. Each Fellow works for 6 - 12 months and receives a funding stipend provided by the department. Fellows are expected to deliver on one or more major priorities and will be reviewed at the end of their tour.

"Of all the money we have spent in NAM, the money we have invested in Fellows has given us the greatest return by far."

- Scott Sistrunk, Director of North American Missions

Innovation Fellows Story

“I enjoyed seeing a dream come to pass — bringing together people smarter than me to help UPCI ministries further their purpose.”

- Stephen Drury, UPCI Stewardship President

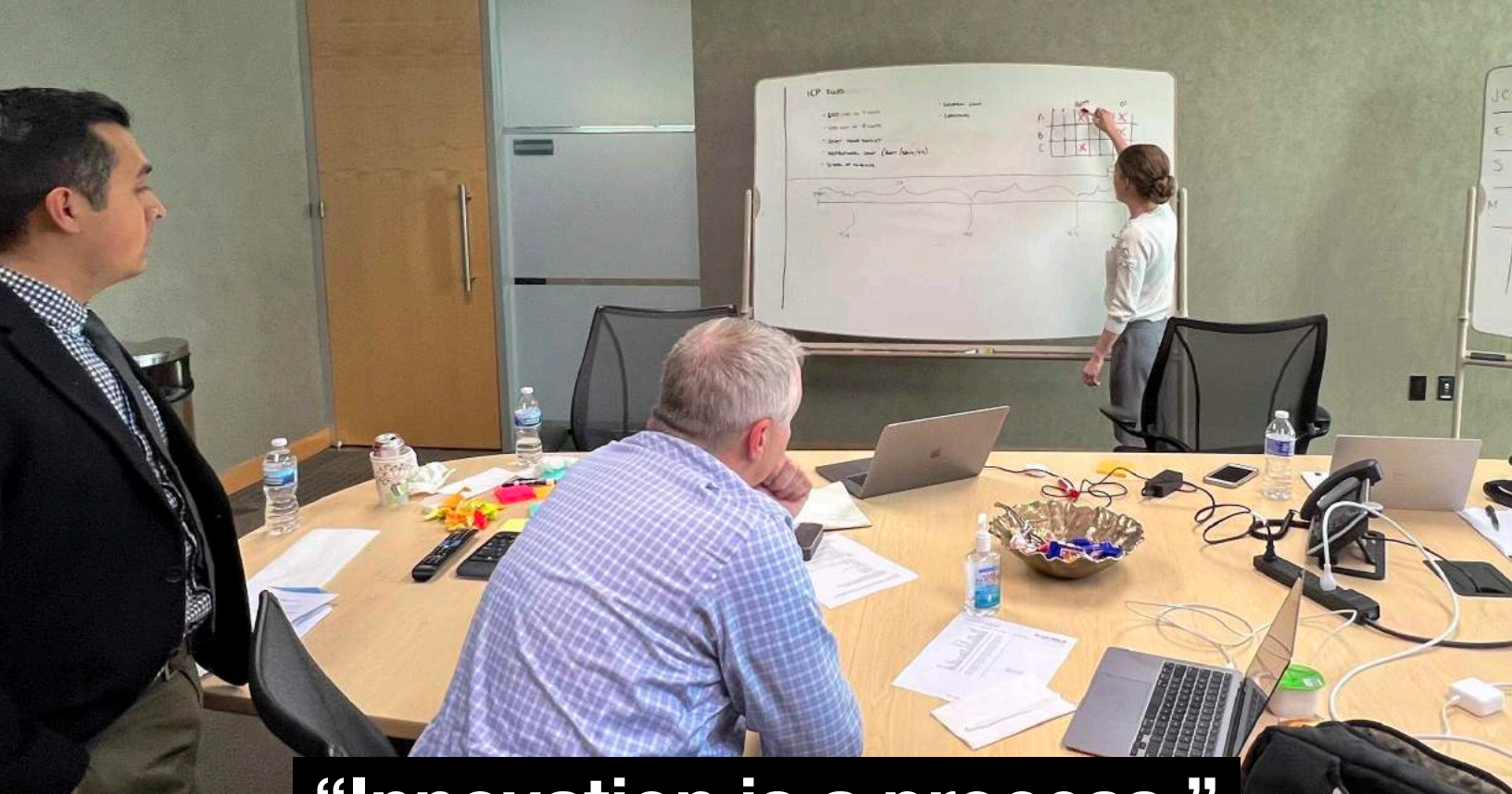
In 2018, senior UPCI leadership gathered at a retreat to share vision and needs. The fellows project was in response to the need for increased research and development in the UPCI. Stephen Drury with The Stewardship Group brought in Philip Harding, innovation expert, Harvard graduate, and former Fellow in the White House to help launch and scale a new concept... the UPCI Innovation Fellows.

The UPCI Innovation Fellows was born out of a three-part mission: **1) to engage UPCI professionals sitting on the pews ready to step up, 2) to tackle big challenges with solutions inside the organization, and 3) to create sustainable innovation to further the mission of the Church.** Philip heavily modeled this initiative after the Presidential Innovation Fellowship - a program he helped scale inside the U.S. Government.

The program is designed to problem solve and innovate on big, hairy, audacious problems while empowering the executive leadership of the UPCI to advance the kingdom of God faster and more effectively.

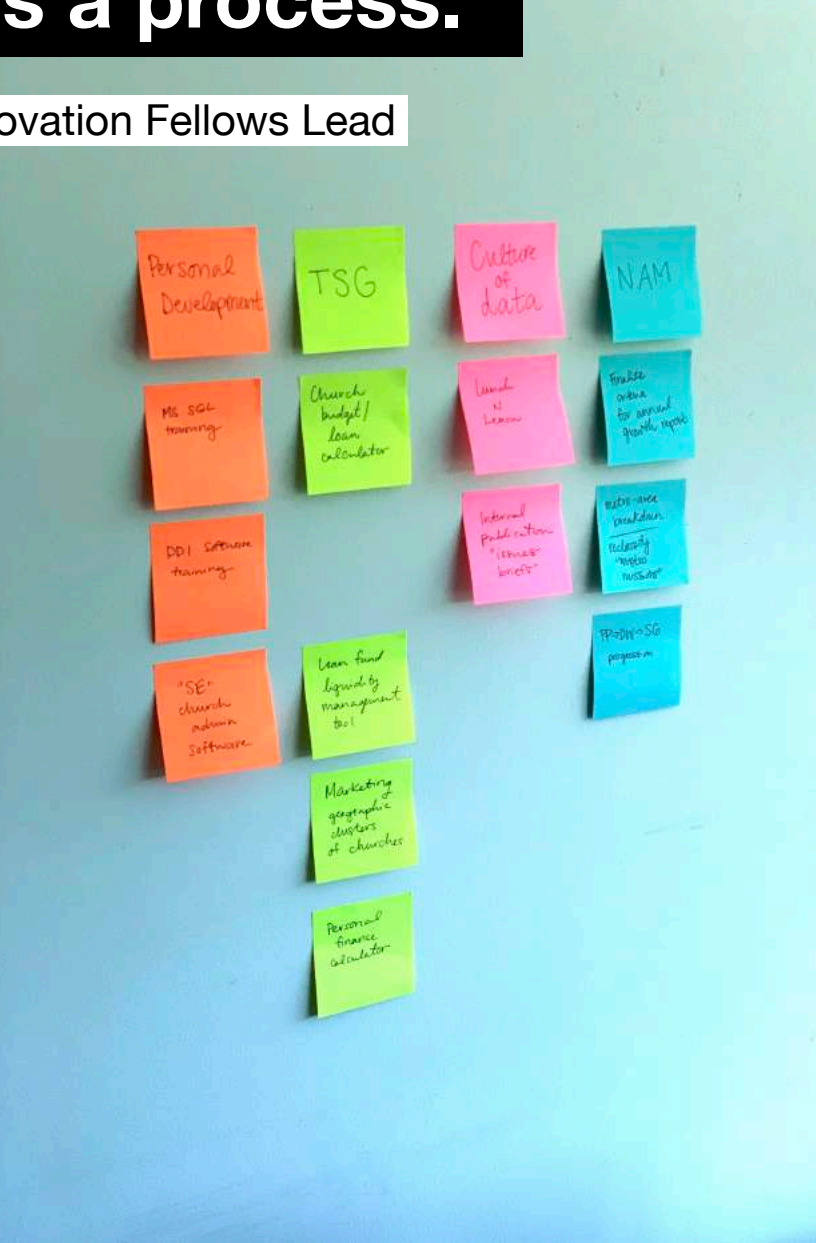


One of the first planning workshops for the Innovation Fellows.



“Innovation is a process.”

- Philip Harding, Innovation Fellows Lead



Innovation Fellows Objectives

Attract talent and untapped potential.

We tap into the massive, diverse pool of **talent sitting in our pews**, raising their hand to be part of the solution. They are looking for ways to use their **skills, talents, and expertise** to further the Kingdom. Financial managers, data scientists, tech engineers, organization experts, product managers, designers, and bi-vocational pastors are all becoming part of the solution.

To date, over 50 UPCI professionals participated in mastermind sessions to better assess the needs and challenges of multiple departments. Participants represent over 20 leading universities including Wharton University, Texas State, Georgetown, Harvard, and more. This is not an internship. **Top talent engage in a tour of duty** and give their skills to advance the kingdom of God on a large scale. This is not only for millennials. This is attracting all innovative types to better use their talents to serve the body of Christ.

Make big impact on big organizational problems.

We jump in, with a **humble, empathic approach** to learning and **taking action alongside executive leadership to tackle big problems**. Some of these problems may have been delayed significantly or never tackled causing bigger issues in the future. These department leaders are going above and beyond to advance the kingdom of God, but may lack time and specific expertise found by engaging the whole church. These high-priority projects make an impact that ripples across the entire movement.

Lead sustainable change for the future.

We approach each project with a **sustainable mindset for continual improvement**. The future of the UPCI depends on **sustaining innovative leadership in the face of constant change** - both from inside and outside the organization. In order to achieve its mission around the world, the UPCI must foster and sustain a culture of innovation and continuous improvement. While our core beliefs are unchanging, the methods we use to advance the kingdom must adapt.

UPCI professionals are taking jobs in other fields — which is needed. However, there is a unique opportunity to **attract them to meaningful work here at the UPCI**. For the organization to continue its exponential growth, different skill sets will be required to ensure growth is maintained. UPCI professionals need a place to serve, and the UPCI organization has big needs.

“I don’t even know how I would have hired someone to do this, how to find them, where to start. Could I even had afforded them? Especially finding someone with the familiarity of the UPCI and these skill sets.”

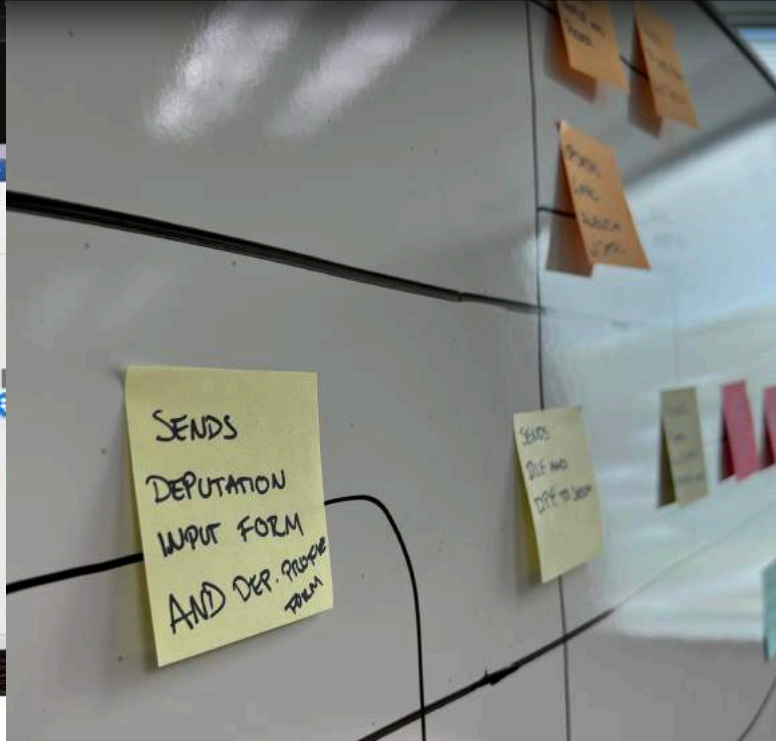
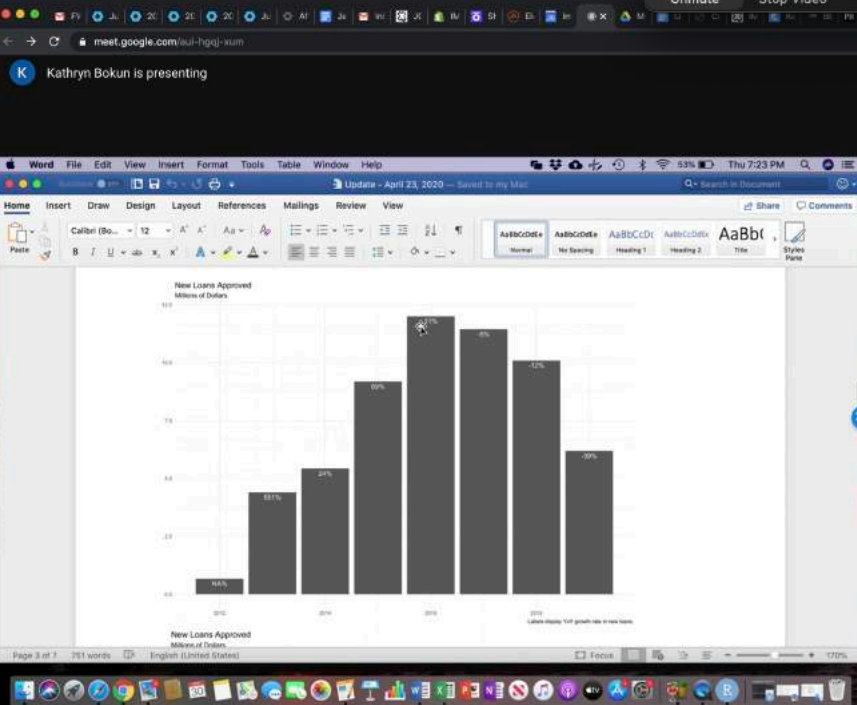
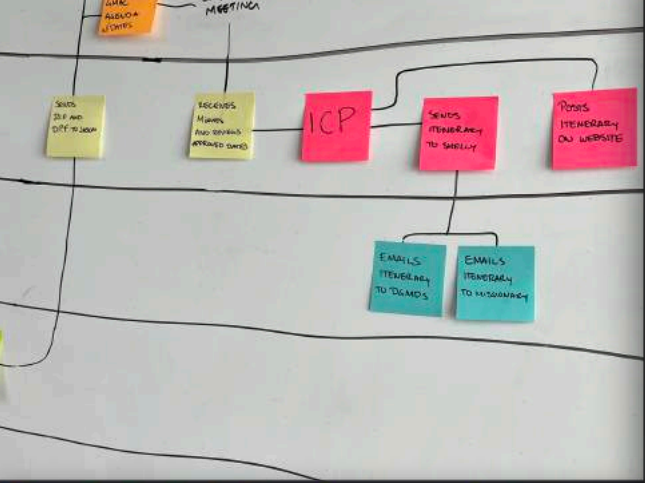
- Scott Sistrunk, North American Missions

“We paid companies thousands of dollars to do what Victor set up in less than a year. I love the solution! We all can actually use it.”

- Bryan Abernathy, Global Missions Promotions Director

“How many dollars have we wasted not focused on the right thing without this data? We can now focus in strategic areas to make the most impact.”

- Stephen Drury, The Stewardship Group



Meeting details

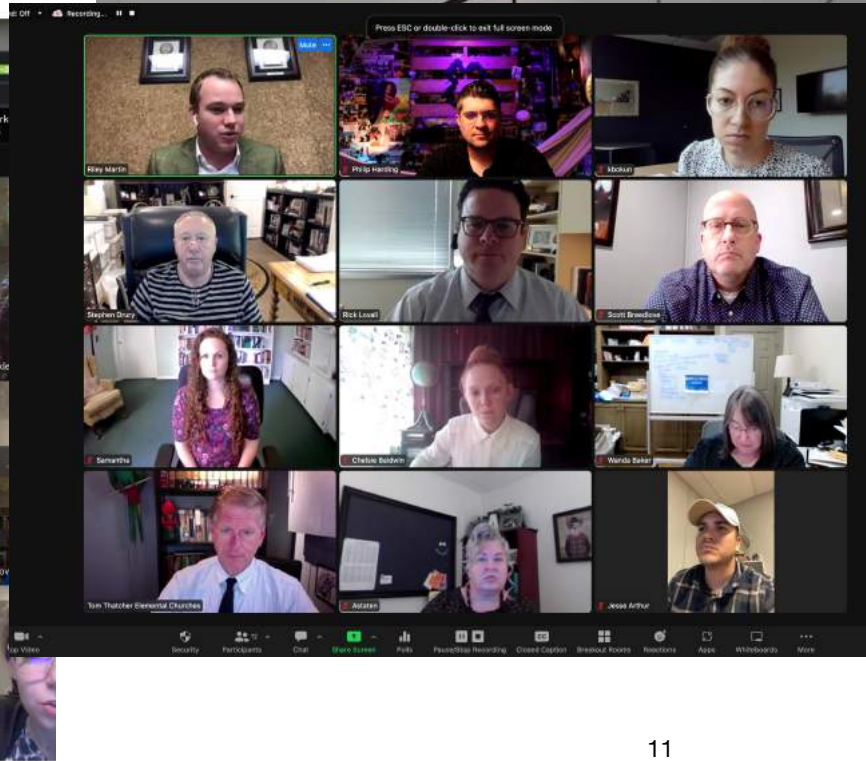
Every cohort includes a series of masterminds, workshops, strategic meetings with experts collaborating across our movement.

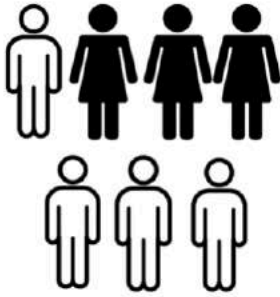
match Emily's list. I'm putting a table below to highlight discrepancies.

- I made comments on the table.
- Updated stats: updated the first set of stats with the full sample.
- New stuff: I also looked at Key Ratios by Loan Rating and Church Size. No surprises. It's consistent with what I think we'd want to see.

Questions for Rick:

- What do you want to see more of with the data that we have collected?
 - Can you do a review using Tier Scores?
 - Tier 1: 100-150 yds, Tier 2: 150-200 yds, Tier 3: 200-250 yds, Tier 4: 250-300 yds, Tier 5: 300-400 yds.
 - I'd like to see how the portfolio looks using these tiers similar to what you did with attendees.
 - Graph with # of loans in each 10-point category.
 - What is our most common tier rating range?
 - What is our most common tier score range (between up by 20%)?
 - There is a new rule coming in a couple years that will require us to risk rate every loan we've done, as well as every new loan. Our system will need to be different than our Tier system. Seeing how our loans breakdown by tier score will help me determine how we will want to transition to a risk-rating system.
 - Can we see a graph/chart that shows the purpose of the loans?
 - Land purchase, building purchase, renovation, facility expansion, etc.
- Where do I need to focus on expanding our data?
 - I've imported most of the data from the "Overview" sheet of the Underwriting Package. Do we want to work on collecting other sheets? Or maybe move back to the Loan Inquiry dataset?





Seven Fellows have completed the UPCI Fellowship. Out of the seven Fellows, **three are women, two African-American, and one Hispanic.**



Three of the fellows are UPCI licensed ministers.



95% virtual.

\$3 million +

Estimated cost at market rate of completed projects by outside agencies including cost to **source and hire top talent.** Typically it would be \$100,000k + to hire each person full-time.

5

UPCI Departments and entities collaborated with UPCI Fellows.

50+

UPCI Professionals participated in masterminds representing over 20+ UPCI districts.

1

New hire in new Director of R&D position. Kathryn Bokun was hired as a result of the Fellows program.

**50+
demo
sessions**

Fellows meet weekly to test solutions and receive feedback in demo sessions. They are constantly adapting solutions based on need.

**1,000+
hours**

UPCI Fellows have dedicated **over 1,000+ hours outside of their full-time careers** to tackle big challenges in the organization.

Innovation Fellows Outcomes for 2021 - 2022

1. Research and Development Leadership Hire – Kathryn Groves

Kathryn Groves moved from her position at the St. Louis Federal Reserve to a new position at UPCI -- Director of Research and Development. Her contributions in a short amount of time have been significant to the organization. There is opportunity to utilize her skills both in teaching workshops and trainings for department teams. The shift of the organization to be more data-driven was evident in many of the UPCI General Conference presentations. The data presented as a result of Kathryn Groves's work allowed



for a strong picture to be presented. In 2021, Kathryn Groves also presented her reports to the UPCI General Board where the response was well-received. Kathryn would not have likely applied for a role at headquarters. The Fellows Program provided a pathway for her to do a “trial run” and set up a position to best meet needs and best utilize her God-given talents.

2. Modernized processes across multiple departments resulting in significant time and money saved

From budgets to deputations, many processes were updated and streamlined to allow departments to be more responsive to needs with transparency. Many of the implemented processes could be applied to other UPCI departments and be shared knowledge with UPCI endorsed ministries. Innovation Fellows have an approach to look at standard process and see opportunities to increase its efficiency which results in saved time and money for the organization. One of the keys to streamlining processes is bringing together UPCI professionals with specific skill sets. Every Fellowship first starts with a mastermind/Focus Group bringing together Apostolic professionals with skill-sets in the identified area. This allows for a more comprehensive approach to solving challenges with workable solutions in the department.

3. Tackled eight challenges in the organization in under two years

UPCI Fellows have tackled a total of eight challenges within three departments. These challenges would have taken years to complete in-house. However with the support of the UPCI Fellows, the projects were able to add immense value for the overall mission — the gospel to the whole world, by the whole church. If a department has a challenge, the UPCI Fellows is equipped to support their work.

North American Missions asked...

“What if we streamlined the budget process to be more effective in the future?”

Project: North American Missions - *Data Research*



NAM: The Challenge

NAM needed answers to these three questions: 1) How has the number of churches grown since 2000? 2) How have active and inactive churches varied over time? 3) What are benchmarks for annual retention and progression?

NAM: The Solution

Kathryn Groves created a data reporting system and dashboard tool to answer these questions quickly for NAM. She first created the Church Growth — Preliminary Analysis Report which answered these questions but then provided a sustainable solution. The questions allowed for an accurate picture of where the UPCI is now and where more efforts need to be concentrated.

Selecting the Fellow — Kathryn Groves

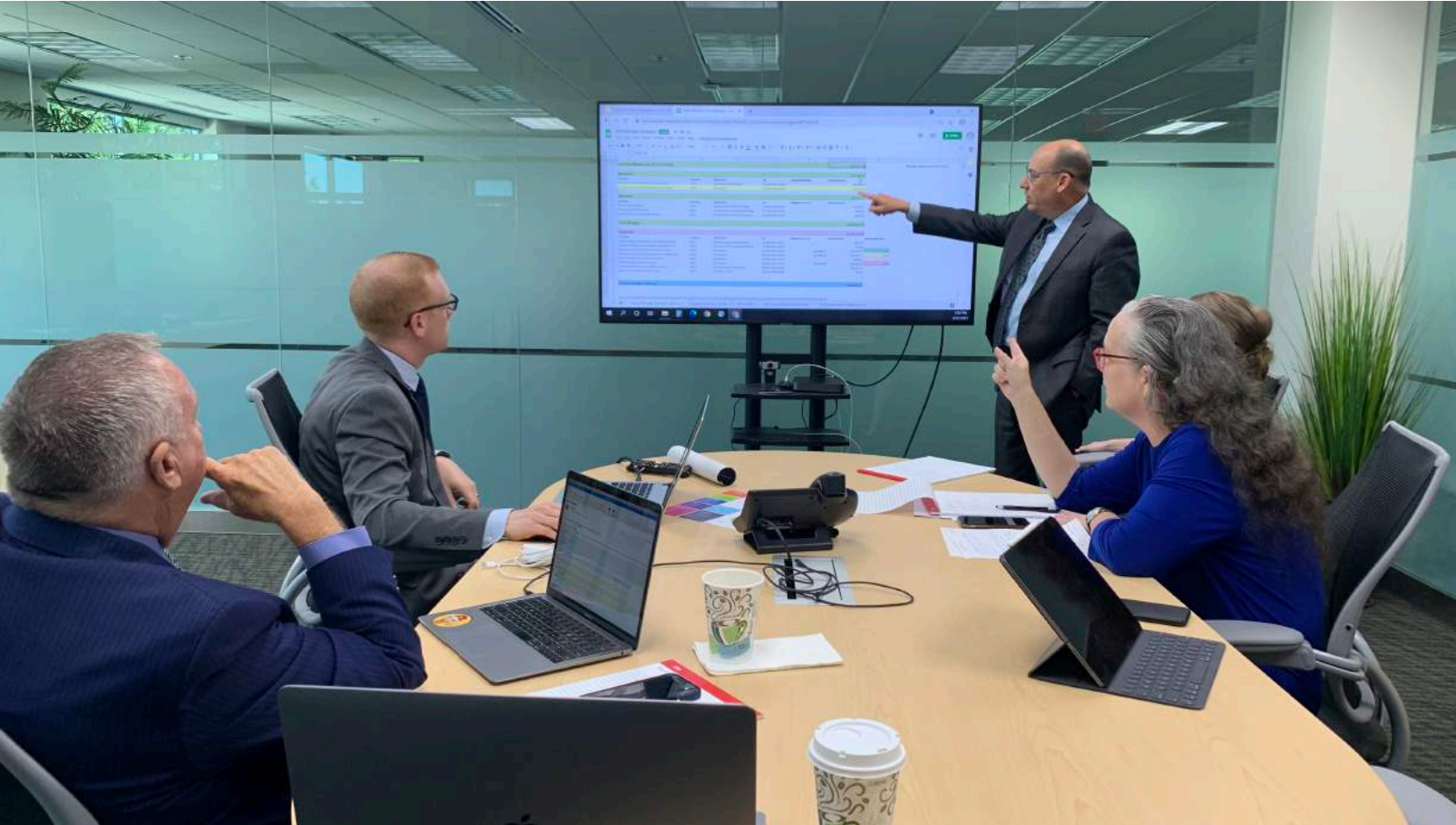
Kathryn Groves had first worked as a UPCI Fellow with The Stewardship Group. Her skillset was then requested by Scott Sistrunk with North American Missions. Kathryn was selected to build on the work previous fellows, Brenda Markovich and Jason Flores had begun. The collaboration between all three fellows provided a sustainable solution not only for NAM but all ministers in the UPCI for North America.

Innovation Process

Understanding the problem. Kathryn immediately led an effort to define terms and parameters for understanding the questions we sought to answer. Kathryn asked many questions from multiple sources including the IT Department to have the most accurate data.

Understanding the need. Kathryn had to understand how to present the most accurate picture of where the UPCI is right now with church growth with limited reporting. Kathryn also saw an opportunity to improve surveying and data collection to increase and improves responses from pastors in the future.

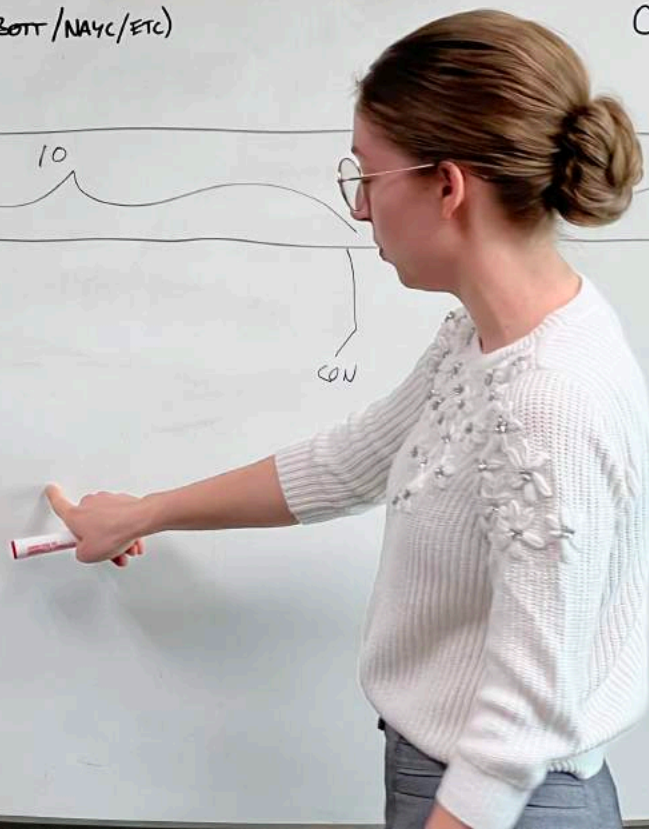
Testing solutions. The first solution was a report, then the next solution would become a dashboard tool any pastor or minister could use in the UPCI. The goal was to create a tool where you could easily view the updated data, pull reports, and be able to make decisions with the most accurate data. This also improved the surveying of pastors at General Conference 2021. It also provided key data findings for David K. Bernard to share with ministers in the organization. The transparency in the data allowed for decision making to be informed on where to concentrate more efforts.



ICP RULES

- 240 MAX → 9 MONTH
 - 480 MAX → 18 MONTH
 - START HOME DISTRICT
 - INSPIRATIONAL CONF (BOTT/NAYC/ETC)
 - SCHOOL OF MISSIONS
- GENERAL CONF.
 - CHRISTMAS

	BOTT	GC
A	X	X
B		X
C	X	X



North American Missions asked...

“What if we streamlined the budget process to be more effective in the future?”

Project: North American Missions - *Financial Reporting*



NAM: The Challenge

Scott Sistrunk, with Bill Hobson, had limited scope on how to make an effective budget year to year to present for NAMAC, District Leaders, and other key stakeholders. The budget was cluttered and not easy to use for future forecasting. There was no clear indication how much fundraising would be needed based on actual need. For example, Scott Sistrunk and team did not want to say – “We need \$2 million dollars to do this project.” When in reality, the budget only needs \$1 million for the project.

NAM: The Solution

North American Missions now has a working online platform, implemented policies, trained staff, and processes to quickly create budgets for events, fundraising needs, and see areas of growth and need. The team has been trained on how to approach the budget, implement the system, and quickly pull reports. Training was also provided to help with troubleshooting and sustainability.

“This is the most transparent budget reporting I’ve ever seen from NAM.”

- Bro. Wagner, NAMAC Board

Selecting the Fellow – David Rouch

Stephen Drury and Philip Harding identified a Fellow with the IF committee. Many times we host a mastermind to better understand the needs, but David Rouch in past masterminds showed to be a good fit. We used the data for past masterminds to connect with David Rouch for the project.

Fellow Selected – David Rouch. David has a Bachelor’s of Science from George Mason University with a concentration in Finance. His work experience included Government Procurement (2 years) and Corporate Finance (5 years). He is a licensed minister with the UPCI. He also was transitioning to full-time ministry at the Pentecostals of Richmond. Currently, he is the Youth Secretary for the Virginia District.

Innovation Process

Understanding the problem. David Rouch led the effort to better understand all aspects of the budget process for NAM. This required not only understanding the NAM Team but also meeting with the IT Team. He went through years of historical records to produce budgets from the past in order to create a template for future budgets.

Creating a unified flow. David met multiple times with Bill Hobson to understand the needs of the department. There were a variety of needs and each person approached the budget differently. After listening and understanding, David and the team collaborated on solutions the team - and future teams - would use. David also trained new and existing staff on how to maintain and create future strategic reports in a sustainable way.

Testing solutions. He began creating budgets and reports based on past data. For example, he created a past report and future budget for the NAM Launch event. He also was able to provide detailed reporting on Christmas for Christ giving, which allowed more transparency for donors. He also created a guidebook that set standards for the NAM team to input numbers, pull reports, and handle challenges as they arise.

Collaboration Opportunities

David Rouch and Kathryn Groves were able to collaborate on multiple needs. As David would complete the budget breakdowns, Kathryn would be able to enhance the budget data by creating more detailed reports. This answered many questions for NAM such as... Where are we concentrating most of our budget? Which districts are benefiting the most? Which districts need more support? This budget system could also benefit NAM church planters.

Project Team: Scott Sistrunk, Bill Hobson, Kristie Kobzeff, David Rouch, Kathryn Groves, Stephen Drury, Philip Harding

The Stewardship Group asked...

“What if we knew how big the loan fund could become?”

Project: The Stewardship Group - *Strategic Growth*



TSG: The Challenge

Rick Lovall and Stephen Drury have seen unprecedented growth within The Stewardship Group (TSG) Church Loan Fund. What happens when we hit the investments could plateau? How could we better understand the potential of the Church Loan Fund and where should we focus our efforts? The Church Loan Fund's growth has outpaced standard growth rates in the industry. How sustainable is this? Leadership grappled with how to think about future growth and how to manage staffing needs if the current growth continues.

TSG: The Solution

The Stewardship Group was able to establish a more effective system of expense accounting to allow for solid growth projections of the Church Loan Fund going forward. The Stewardship Group realized they needed to restructure their view on accounting expenses to answer questions such as:

- How much does it cost for the department to attract an investment?
- How much can we afford to hire for attracting new loans?
- How could we reduce the timeline for closing loans by 50%? It took about a year to close a loan due to restraints.

Rick Lovall and the team could now plan and advocate for additional human capital support, which will support the ability to close new loans and manage the overall portfolio as it expands.

Selecting the Fellow – Eryn-Ashlei Bailey

Hosted a mastermind to identify the Fellow. We organized and hosted a virtual mastermind session with UPCI professionals with expertise in investment and financial sectors of larger organizations. A mastermind is a type of facilitated focus group to gather their perspective on how to best approach the challenge.

Fellow Selected – Eryn-Ashlei Bailey. Eryn-Ashlei Bailey is owner and founder of Azusa Alliance LLC ("Azusa"), a boutique research consulting firm which provides customized solutions to constituents. Wharton MBA Candidate in Philadelphia with over seven years of steadily progressive experience in financial services, including the nonprofit, private, and government sector. She previously was an investment officer with The Philadelphia Board of Pensions and Retirement (over \$5B) and financial officer at Vanguard. She also worked extensively in private equity and investment firms in Boston, MA as Chief of Staff. She also attends Boston Pentecostal Church.

Innovation Process

Understanding the problem. Eryn set up multiple sessions to ask questions with Rick Lovall and researching related fund entities in the field. This required most of the time of her fellowship – asking questions and landscape analysis.

Understanding the need. Eryn was able to analyze past loans processes and budgets for the departments. She also was able to identify some strengths and weaknesses of the Church Loan Fund. She continued to ask questions from her private investment background.

Testing solutions. As a result, she suggested a few different approaches on how to set up the accounting expenses. This approach allowed Rick Lovall to implement a more effective system where he could answer the questions... How big can we go? What are some areas we need to address? Where could we save time and money or increase human capacity?

Project Team: Rick Lovall, Eryn-Ashlei Bailey, Stephen Drury, Philip Harding

The Stewardship Group asked...

“What if we had a grant writing arm for all UPCI efforts?”

Project: UPCI Foundation — *Grant Writing*



UF: The Challenge

There is a lot of grant money available for several UPCI Projects within UPCI Headquarters, endorsed ministries, and churches. However, there is no clear support structure to source, apply, write, and manage grants within the UPCI Headquarters.

UF: The Solution

The Stewardship Group invested in understanding what is possible by bringing together grant writers in the UPCI and understanding their approach. The overall feedback was – hire one grant writer and create a UPCI grant writer network for support. As a result, this fellowship is expanding to identify a fellow who is a successful grant writer to apply for project grants with The Stewardship Group, North American Missions, and Global Missions over the next six months. This will allow the team to work with a grant writer and UPCI professionals without needing to hire outright, but build a grant team step by step. Grant writers focus in different areas so having one grant writer focus in three departments is the best approach for now.

Selecting the Fellow – Riley Martin

Hosted a mastermind to identify the Fellow. Hosted a mastermind with UPCI professionals with expertise in investment and financial sectors of larger organizations. A mastermind is a type of facilitated focus group to gather their perspective on how to best approach the challenge. ***Fellow Selected – Riley Martin.*** Riley Martin has spearheaded grant writing in his local church in Indiana. As a result, he was able to identify grants for his local church which were then awarded. His passion was to unite grant writers in the organization. He also is the Youth Promotions Director for Indiana District and assistant pastor at River of Life Church.

Innovation Process

Understanding the problem. The biggest problem was figuring out where to begin. There is so much opportunity, and there needs to be a clear starting point.

Understanding the need. Riley began meeting with several UPCI grant writers and UPCI departments seeking grants to understand their biggest needs and pain-points. Many shared how beneficial they felt this would be, but mentioned the expense and time for getting started.

Testing solutions. Ultimately, the research help us understand the need to start lean and scale. The testing cycles resulted in the need to hire a professional grant writer for six months to apply for grants connected to the department. Riley also created the following evergreen project deliverables to assist the grant team. A grant team would have to be diverse and be able to assist across departments and endorsed ministries. It also was recommended for TSG to test a grant arm as a resource for ministries and churches.

- Grant Tools for Local Churches. He created a resource to include – FAQ about Grants for UPCI Churches + Resource list which could be posted on UPCI websites.
- UPCI Grant Writers and Resource Contact List
- Grant Funding Needs Assessment to complete with UPCI Departments and Endorsed Ministries.

Project Team: Rick Lovall, Riley Martin, Stephen Drury, Philip Harding

United Insurance Solutions asked...

“What if we expanded our insurance services to better serve our fellowship?”

Project: United Insurance Solutions — *Strategic Growth*



UIS: The Challenge

United Insurance Solutions (UIS) is looking to expand its services to best meet the needs of Apostolics both in and outside the UPCI, however it is not clear the best place to begin. Michael Lloyd saw the need to bring together experts to understand what is possible.

UIS: The Solution

The solution will be to continue to bring a group of experts together to discuss options and receive feedback. The expert participants shared how starting this would greatly benefit the organization but would require an analysis on where to begin. From the group, several of the participants seemed like a good fit to be selected as a fellow who could help expand UIS.

Mastermind

Hosted a mastermind to understand scope of the challenge with solutions. We hosted a mastermind session with UPCI professionals with expertise in insurance agencies. A mastermind is a type of facilitated focus group to gather their perspective on how to best approach the challenge.

Mastermind Responses

“Have Independent agents in each district...”

“Focus on the most profitable line of insurance business that is available to the UPCI to wholly operate on their own.”

“Refer to a Denominational full service agency named Thrivent which is a Lutheran connection.”

“If it’s to increase revenue/profitability, we research which products offer the lowest cost/barrier to entry and highest profit margin. Focus on those and use the revenue to build out the full service product line. Sounds like funding is the main issue so this provides the ability to self-fund and grow. The highest profit of this “package” is on the captive side - underwriting the policies.”

“If any of the long-term insurance agents have experience in this area, they may be able to assist in connecting UISI with an FMO that would be able to facilitate a “Dave Ramsey” type service.”

Global Missions asked...

**“What if we modernized
deputation to move our
missionaries on the field faster?”**

Project: Global Missions - *Deputation Platform*



GM: The Challenge

Global Missions had a limited view point on scheduling missionaries for deputation with the most efficient process. The process was done by hand on a simple spreadsheet with only one or two people knowing the process in the department. Having a single point of failure in the department presented a significant risk to Global Missions. Bro. Abernathy was forward thinking in realizing if two people left/retired, the deputation process could suffer immensely.

GM: The Solution

Global Missions will be using an adaptive online platform to allow missionaries to quickly see open opportunities for ministry in a route most efficient. Missionaries could now schedule many ministry opportunities in a specific route or area which could reduce deputation from the average 9 months. The online platform allows for a quick view for both the Global Missions team, missionaries, and district leaders. This increases transparency and allows more district leaders to work together to support our missionaries' deputation needs.

Selecting the Fellow – Victor Torres

We hosted a mastermind with UPCI Professionals with expertise in creating processes to best meet needs. **Fellow Selected – Victor Torres.** Victor has worked as a senior network engineer for Carmax, Dominion Energy, Whitlock, and several other firms. He also is the young adult pastor at The Pentecostals of Richmond in Virginia. His expertise and professional approach was the key component needed to tackle this challenge.

Innovation Process

Understanding the problem. Victor Torres with the IF Team began understanding the history of deputation, why it happens, how it works, and which UPCI district has been most effective.

Understanding the need. Victor began weekly meetings with stakeholders involved in deputation. Before jumping to solutions, he took a month to interview and listen to the needs.

Testing solutions. As a result, he began testing different online programs. He concluded that a newer system designed to help high end restaurants coordinate tables/seating was the best option. He interviewed the company, spoke with many of their network engineers to better understand their approach.

Recommended Resources

- Toxic Charity by Robert Lupton
- The Lean Startup by Eric Reis
- Lean Impact: How to Innovate for Radically Greater Social Good by Ann Mei Chang, Eric Reis
- IDEO Field Guide to Human-Centered Design: <https://www.designkit.org/resources/1> and pdf is available.
- (Video) Ernesto Sirolli: Want to help someone? Shut up and listen. https://www.ted.com/talks/ernesto_sirolli_want_to_help_someone_shut_up_and_listen
- (Video) The tribes we lead, Seth Godin. <https://youtu.be/QgKCrGvShZs>
- (Article) Design Thinking for Social Innovation, Stanford Social Innovation Review https://ssir.org/articles/entry/design_thinking_for_social_innovation

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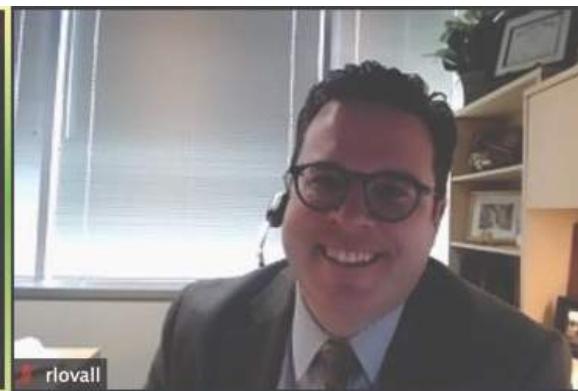
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Presidential Innovation Fellowship - <https://presidentialinnovationfellows.gov/>.

“We can now focus in strategic areas to make the most impact.”

- Stephen Drury, The Stewardship Group

Team: **The Innovation Fellows**





Kathryn Groves, UPCI Innovation Fellow 2020 - 2021

Bachelors of Science, Major in Finance and Minor in Marketing, Southeastern Louisiana University, graduated with a 4.0; member of the Financial Management Association; Research associate in an academic economic research department in St. Louis; experienced in supervisory policy and risk analysis; previous work experience with Northwestern Mutual and Regions Bank; Banking team case study at Southeastern placed third in national competition, and case published in the 2018 Journal of Community Bank Case Studies. **Current member of New Life St. Louis, Pastor Aaron Batchelor; Home Church of First Pentecostal Church of Denham Springs, Pastor Ray Johnson.**



Brenda Markovich, UPCI Innovation Fellow 2020

Career Studies Certificate, Major in Computer Programming with J Sargeant Reynolds Community College; Database Analyst at United Pentecostal Church International; former Network Administrator and Computer Programmer in Information Technology; Supervisor and Work Flow Coordinator in Customer Service; Succeeded in completing 25 years with the United Pentecostal Church International; assisted in the Shopify integration project of Pentecostal Publishing House; expert in database and application support for internal and web customers. **Church planter with her husband, Joe Markovich of Sandston Outreach Mission in Virginia.**



Jason Flores, UPCI Innovation Fellow 2020

Masters of Science in Industrial and Systems Engineering of North Carolina Agricultural and Technical University; Bachelors of Science in Financial Economics and Bachelors of Arts in International and Global Studies of The University of North Carolina at Greensboro; Systems Engineer at Metlife; previous work experience with Met Technical University and Intel; former financial intern of UBS. **Member of International Christian Fellowship of Chicago, Pastor Rick Gonzalez.**



David Rouch, UPCI Innovation Fellow 2021 - 2022

David has a Bachelor's of Science from George Mason University with a concentration in Finance. His work experience included Government Procurement (2 years) and Corporate Finance (5 years). He also serves in full-time ministry at the Pentecostals of Richmond. Currently, he is the Youth Secretary for the Virginia District. **Member and licensed minister with The Pentecostals of Richmond.**



Eryn-Ashlei Bailey, UPCI Innovation Fellow 2021

Eryn-Ashlei Bailey was former a Chief of Staff at a medtech company that is commercial in over 45 countries. She also is a former Chief of Staff with Ballentine Parnters, a private investnemtn firm in Boston, MA. Eryn was with The City of Philadelphia Board of Pensions and Retirement serving as an Investment Officer where she researched private investment opportunities. Previously she was with Vanguard where she worked her way up from Customer Relationship Associate to Financial Advisor. Eryn-Ashlei is a recent graduate of the Wharton MBA program, and she received a Bachelor of Arts in Psychology from St. John's University. **Member of Boston Pentecostal Church.**



Victor Torres, UPCI Innovation Fellow 2022

Victor is a network engineer who has worked in various companies — Carmax, Dominion Energy, Whitlock, Sycom Technologies, and Ifian. He has expertise as senior network engineer and senior network analyst. Victor has a series of certifications in CCNA and CCDA. He currently leads the Young Adult Minister with his wife, Mariah Torres. **Member and licensed minister with The Pentecostals of Richmond.**

Riley Martin, UPCI Innovation Fellow 2022



Riley is church administrator with River of Life. He has served in numerous church minister leadership roles where he became passionate about grant writing. He identified grant opportunities for his local church and was awarded several to increase funding for specific projects. He received his bachelors from Ball State University - Miller College Business and graduate of Urshan Graduate School of Theology. He also is the Youth Promotions Director for Indiana District. **Member and licensed minister with River of Life Church in Indiana.**

Stephen Drury, The UPCI Stewardship Group Director



Stephen's life as an ordained minister and innovator has pushed down barriers in the Apostolic movement. Stephen serves as the director and President of The United Pentecostal Church Foundation (UPCI). Since 2006, he has served as President of the UPCI Foundation and has served as Director of Stewardship for UPCI since 2002. He has also served as Chairman for the Church Aflame Institute, and as Director for Institutional Advancement at Urshan Graduate School of Theology, in each instance, a UPCI affiliated organization. Stephen also serves on our Executive Committee, Loan Committee and Loan Delinquency Committee. He is the former director of Tupelo Children's Mansion and founder of New Beginnings Adoption Agency. He received a Bachelor of Theology degree from Apostolic Bible Institute and a certification from Indiana University School of Philanthropy as a CFRE (Certified Fund Raising Executive).

Philip Harding, UPCI Innovation Fellows Lead



Philip's life has intertwined entrepreneurship, ministry, and service from the start. As a former youth pastor, his passion is to see every person unleash their God-given gifts and talents. He is co-founder of IMPACTJUNKIE designed to launch entrepreneurs and investors to start something that changes lives. He previously worked in the US Congress and served as a senior advisor from the Pentagon to the White House. He completed his undergraduate and graduate studies at Harvard University, where he was also elected university-wide student president and gave the graduate commencement address. Based in Washington DC, he speaks around the globe with the US State Department and teaches a master's course on innovation and impact entrepreneurship at Johns Hopkins University. He served as the USA regional director for Hyphen with Youth Ministries and spearheaded the UPCI Innovation Fellows program.

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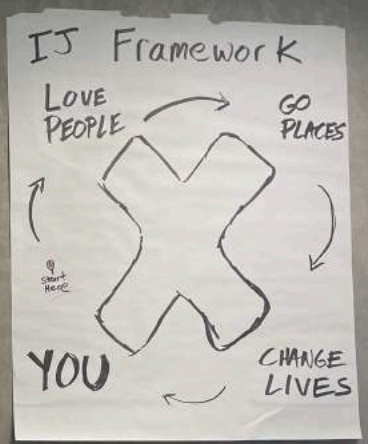
GROUND RULES
No judgement zone.
Wild and crazy.
Quantity over quality.
Be present.

Trust the process
Everything builds

A framework you can use.
Fast and focused.



SHAP
ig.
airy,
udacious
problem



BDUF:
ig
Dream
P
Front

GROUND RULES
No judgement zone.
Wild and crazy.
Quantity over quality.
Be present.

Trust the process.
A framework you can use.

More FUN!

Love people.

- Love, listen, learn
- Understand problems
- Empathy

Go places.

- Take action
- MVP + testing
- Ship ASAP

Start

You.

- Your story
- Passion, purpose, calling
- Find your X factor

Change lives.

- Get dots
- Coalition



What **if**...

