

Waldron Scott: The Visionary Leader



By Paul Hensley, 2008

Dawson Trotman's death at age 50 at Schroon Lake, New York on June 18, 1956, inaugurated the transition to Lorne Sanny, at 35, as president of The Navigators. Sanny would lead the organization for the next thirty years until his retirement in 1986.

Schroon Lake is in the Adirondack Mountains, 250 miles (460 kilometers) north of New York City and is the home of Word of Life camp, a ministry founded by Jack Wyrzten. The Navigators were having their first East Coast conference there at the invitation of Wyrzten, who was a friend of Trotman.

Scott, almost 28, was conference director and one of the speakers. He had already been associated with Trotman and The Navigators for six years. Later he would become the strategist for Sanny, the new president.

The conference began on a Saturday evening. "Sunday evening [Dawson's wife] Lila told him that while reading Scripture that day she had been impressed with the conviction that God would soon take him Home. Daws told her what he wished done in that event," Scott wrote in his memoir, *Double Helix*.

On Monday morning, after he spoke to the 110 conferees, Trotman met Wyrzten, who took him water skiing. After several laps on the lake towing Trotman on skis, Wyrzten dropped him off, winded, at the dock. The two then picked up a boat load of conferees for a ride across the waters. They dropped them off and picked up a second boat load.

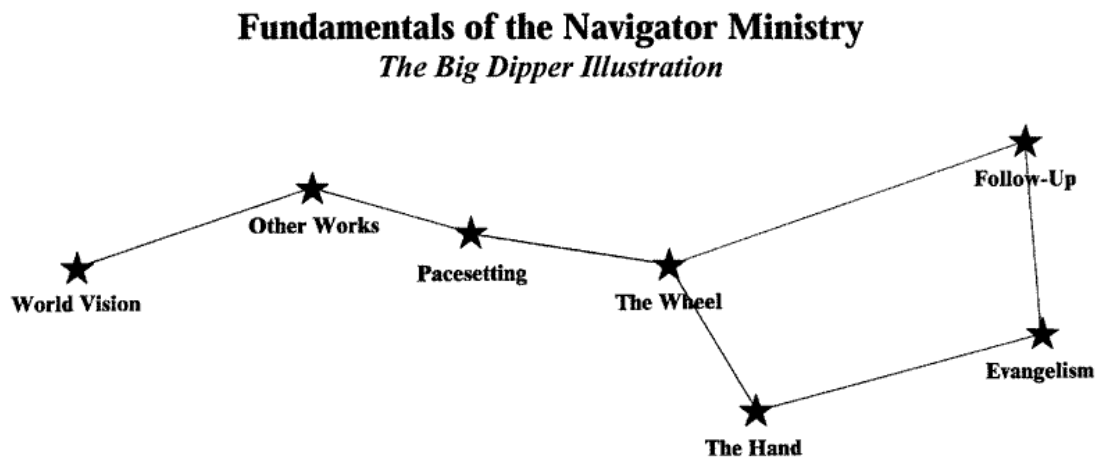
Dawson sat in front, perched on the backrest. He asked the girls on either side of him if they could swim. One said, no, so he locked arms with both of them. Suddenly the boat hit a wave and the nonswimmer, Allene Beck, and Dawson were thrown overboard. Dawson treaded water holding her up until rescuers could pull the girl into the boat, but Dawson slipped beneath the waves. His body was recovered by a diver two days later in fifty feet (fifteen meters) of water.

"The mood was somber, as you might imagine," Scott recalled. "However, the vast majority of those present had never met Trotman personally, so that alleviated some of the gloom."

At the time, Lorne Sanny was in Tulsa, Oklahoma with Billy Graham training counselors for the Graham Crusades. Two weeks earlier Dawson had asked him, "Sanny, what if the Lord took me Home—would you be ready to take over?" After learning of the drowning, Sanny flew to New York and arrived at Schroon Lake on Wednesday.

Monday at the conference evening meal, Scott announced an all night voluntary prayer vigil for the recovery of the body, for the immediate family and for the future of The Navigators. The conference committee agreed that he should speak on the "Big Dipper," the topic that Trotman had been scheduled to give the next morning.

Scott knew the illustration well. Eight years earlier, Trotman observed Ursa Major, commonly called the Big Dipper, in the night sky from his hotel roof in Paris. In his imagination he pegged the key points of what he called "The Fundamentals of The Navigator Ministry" to seven stars in that constellation. He labeled two of the stars in the handle "World Vision and "Other Works."



Reflecting on Trotman's life years later, Scott wrote, "What I most admired about Daws was his World Vision, his indomitable faith, and his commitment to serving Other Works, as he called evangelistic and missionary agencies and, to a lesser degree, churches. I don't have his level of faith, but World Vision and Other Works have been an integral part of my personal missiology."

Dawson had the strong conviction that Navigators should serve other ministries. This was based on his application of Philippians 2:3 "...in lowliness of mind let each esteem other better than themselves." From the early days Dawson "loaned" staff to other organizations. That's why Lorne Sanny was training counselors for the Billy Graham Crusades and why Roy Robertson, the first Navigator missionary, was sent to China.

Early Navigator Missionaries in Asia

In 1948, Dawson phoned Roy Robertson in Dallas with instructions to “drop everything else and proceed with haste to Shanghai” before the communists got there. He arrived by ship in January 1949 to work under Dick Hillis, a leader in the China Inland Mission. Robertson was to administer a follow-up course for eight hundred people who had made decisions during evangelistic meetings in Shanghai.

During the two decades from 1948 to 1968 twenty-two American Navigators were sent to a dozen countries in Asia. Most were on loan to other ministries; some worked with American servicemen stationed in the Pacific.

[You can read biographies of some of the early Navigator missionaries in *The Asia Legacy*, by Sandy Fairservice, NavMedia Singapore 2007].

Scott’s Early Career

After World War II, Scott served three years in the US Air Force where he met a sailor, Jake Combs, in Guam. Combs had been introduced to The Navigators while stationed at Treasure Island in the San Francisco Bay Area.

In 1949 after his military service, like many other Navigator contacts, Scott enrolled in Northwestern College in Minneapolis where the youthful Billy Graham was president. He met Don Rosenberger in the registration line and found out that Trotman had sent him there to teach a class on follow up. Scott signed up for the class. Rosenberger had recruited a dozen other former servicemen to move to Minneapolis for Navigator training, including Jake Combs and Doug Sparks.

The following year Scott transferred to Macalester College in St. Paul to replace Doug Sparks, who was the Navigator leader. Sparks was sent to Taiwan (then called Formosa) to work with Dick Hillis and Orient Crusades. In 1951 Trotman appointed Scott a Navigator Representative responsible for the “Twin Cities” of Minneapolis and St. Paul.

Scott was sent to Cyprus in 1953, at the request of an Armenian pastor, to train church members in evangelism and follow up. During his two years there he disciplined a number of young men and women and had the Topical Memory System printed in the Greek and Armenian languages.

In 1953 The Navigators purchased Glen Eyrie and the headquarters was moved from Los Angeles to Colorado Springs. The following year Scott returned from Cyprus and moved to Colorado Springs where he married his fiancée, Joan Hatch. They had gotten engaged before he went overseas. At Glen Eyrie, between 1954 and 1956, Scott served as office manager and assisted Roy Robertson in the training department.

In 1956 “Scotty” (as he was called) was appointed East Coast director and moved to Washington, D.C. with Joan where they were living at the time of the Schroon Lake tragedy. Two years later Sanny asked him to return

to Glen Eyrie to assist him in strategic planning. In 1959 and 1960 he functioned as coordinator of both the U.S. and the overseas ministry until he moved to Lebanon.

Scotty pioneered the ministry in the Middle East from 1960 until 1966. During his final two years in Lebanon he also gave oversight to the Navigator ministry in Kenya. Then Sanny asked him to return to Glen Eyrie where he again became his special assistant for strategic planning. He continued to oversee the Middle East ministry until Bob Vidano took over in December 1968.

His strategy, based on John 1:12 (Jesus came to his own people), was to work through the church and to disciple those from Christian background. One such person was Nabeel Jabbour, a student at the American University of Beirut (AUB).

"He trained me to think and to have the courage to think in creative manners. He believed in me and that motivated me to desire to grow. At times he pruned me and was tough in his pruning. Over the years he continued to mentor me through correspondence. In one of his visits to Lebanon in 1974 he introduced us to the principle of contextualization. That prepared us to go to Egypt with the right mind set," Jabbour said.

Jabbour lived in Egypt for fifteen years. During that time he did research on Islamic fundamentalism using original sources. He earned a doctorate and now has a worldwide ministry of interpreting Islam to Christians in America and in the West through his books and lectures.

The Making of a Missions Strategist

Waldron Scott was known for his ability to think strategically. As a child of six, he had been hospitalized with a pulmonary disease called empyema. As part of the recovery process he had to blow up balloons to strengthen his lungs. One day his father gave him a pack of balloons that when inflated became globes. He became fascinated with the names and locations of geographical features. As an adult two books influenced his thinking on strategy: Stephen Neill's *The Unfinished Task*, and Dwight Eisenhower's *Crusade in Europe*. He often used huge world maps as teaching aids.

Director of the Pacific Areas Navigators

During a leadership meeting in February 1967, Jim Downing proposed a reorganization of the overseas ministries along north-south lines. The idea was to minimize the fatigue on supervisors caused by flying east and west across time zones. Doug Sparks would lead Europe, Middle East and Africa (EMA). Jim Petersen would be responsible for the Latin American Navigators (LAN), and Waldron Scott would lead the Pacific Areas Navigators (PAN). Scotty mused that all three divisional directors had come from the Navigator ministry in Minnesota.



Waldron and Joan Scott

As one who understood Dawson Trotman and had worked closely with Lorne Sanny it was thought that he could bring the ministry in Asia into alignment with the new direction set by Lorne Sanny. At the same time he could affirm Roy Robertson who embraced the vision of Trotman.

Scotty made several trips to Asia before setting up PAN headquarters

in Petaling Jaya, Malaysia in September 1968. PJ, as it is known locally—adjacent to the national capital Kuala Lumpur—was situated well geographically for travel in Asia.

Jim and Selene Chew, the first Asians to be appointed Area Representatives and the first Navigator missionaries sent from Singapore, had moved to Kuala Lumpur in April 1966.

Scotty had a deep influence on Chew, who called him a “brilliant thinker” and an “amazing strategist.” He counseled Jim to “be very clear in your focus.” He advised him to concentrate on the University of Malaya—and specifically on the Fifth Residential College. Jim chose seven men to train. Selene gave her attention to two young women, Yuen Choy Leng, and Vivienne Seow. Scotty “molded the Malaysian work” and sharpened the key people according to Chew.

Wong Kim Tok, a Singaporean, served as Scotty’s administrative assistant. For him it was a year’s learning experience that opened his mind. Scotty gave him permission to read all his correspondence because he knew Kim Tok would keep it confidential. “He was always out to change the way you think.” Kim Tok would later become a Navigator missionary to India and, later still, national director for Singapore.

As he traveled, Scotty always sought out staff ten to fifteen years younger than himself to mentor. “A mentor is someone who takes it upon himself to promote and facilitate the career of the mentoree,” he explained. Navigators always trained people but mentoring was on a different level.

When Scotty visited Australia he would meet with John Ridgway, a young doctoral student who was being disciplined by Jack Griffin. John said, “He made you feel ten feet tall, like you could do anything.” Scotty would get out a map of the world and put a star on it, then fifteen stars all over the map showing the potential for multiplying your life.

Goals for the Pacific Areas Navigators

Scotty had four goals for Asia:

1. To create a unified team from the variegated Navigator ministries in the region.
2. To see the team working in harmony along the same lines as other Navigator teams throughout the world (this was Lorne Sanny's vision).
3. To "indigenize" the work, that is to appoint national representatives and national leaders, as quickly as feasible.
4. Finally, he envisioned PAN Navigators as ultimately having a profound impact on the totality of Asian societies.

Creating a Unified Team

Scott said, "From the day I was appointed PAN Director, one of my highest priorities was to develop a distinct PAN identity and to tie the Pacific Areas Navigators together as a unified, mutually supportive team. The key to this had to be communications."

He traveled extensively to meet with leaders and key people and held staff conferences to facilitate communications. Vivienne Seow, now his secretary, helped him keep up with correspondence and the periodical Dear Colaborers letter to staff and key people. He still needed a full-time communications specialist—a combination writer, editor, and photojournalist. That person was Carrie Sydnor.

She recalled how Scotty explained her role, "...each body has a nervous system. If the nerves don't transmit messages, the arms and feet can't work together. You said I would play the part of the nervous system within PAN, within the Navs, and within the Body of Christ at large. From that day on, I no longer thought of abandoning communications in order to do Nav 'girls work.' I saw the significance of using my gift of writing for the Great Commission."

Carrie interviewed staff and colaborers, photographed them in action, and wrote and edited *THE NAVIGATORS LOG pacific areas edition*. She



Carrie Sydnor Coffman
Photo: Sandy Fairservice

also produced recruiting pamphlets and prayer guides. After Scotty and Carrie had both left Asia he paid the tuition for her to enroll in the Missouri School of Journalism for formal training. Then after a stint in Kenya as Navigator communicator, she returned to Malaysia in 1979 for several months to publish her idea for a prayer journal called "Breakthrough." It was replete with stories and photos of key people in Asia and prayer requests for their ministries.

Later Carrie married King Coffman, a retired army colonel, and together they started a ministry with military officers in Russia. King passed away in 1998 and Carrie lost her battle with cancer in 2005

The emphasis on communications helped unify the work in Asia. Yuji Uno, one of the first Navigator staff from Japan, said that Scotty gave his contemporaries from the other countries in PAN a sense of belonging. "He made us feel like a family. He got to know the key people."

Scotty wrote the staff letters and printed them on blue aerogrammes. "Those letters were great. I got to know what was going on in PAN," said Yuji. He often wrote to Scotty who responded to his letters, but he said, "It was hard for Scotty to be transparent about his personal life."

Several others commented on his diligence in promptly answering correspondence and returning phone calls. David Bok says, "Scotty took a personal interest in you. He replied to every letter I wrote to him."

He always signed his correspondence "With you...for Him."

The Compass

One communication idea that did not fly was to produce an Asia-wide newspaper to be called the *Compass*. It was to be a credible secular news source patterned after *The Christian Science Monitor* or the *National Observer*, but written and edited by Navigators. "So when it came time to have an impact in Asia, people would trust The Navigators to give leadership. Ultimately we would have an impact," Scotty envisioned.

The editor of the *National Observer* counseled, "My personal friendly advice to you—in candor—is that very likely you should forget about launching a new publication. Or, certainly, not undertake it casually. It's an intricate business, and a rough one. It seems to me that anyone launching a new publishing venture would require a lot of professional experience—plus a lot of capital."

Lorne Sanny was cautiously in favor, but the idea failed to gain the support of Navigator leadership and was eventually dropped. Even with the financial backing of its owner, Dow Jones & Company, the *National Observer* failed to become profitable and after 15 years folded in 1977.

Working in Harmony

When Scotty assumed leadership of the Pacific Areas Navigators there were only ten couples and four single missionaries ministering among nationals. They lived in ten countries that formed a crescent from Japan to New Zealand. His goal was to get the countries working in harmony.

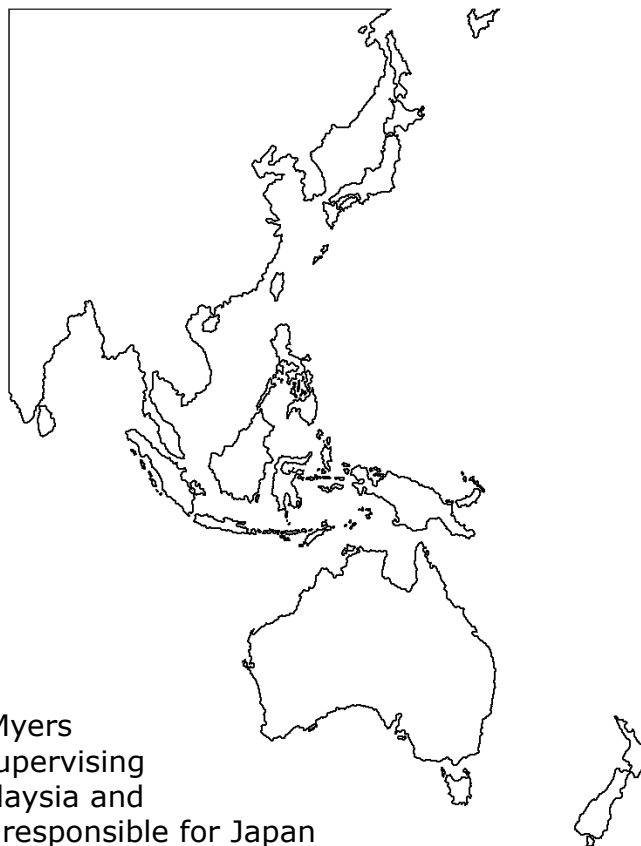
"Roy Robertson was the acknowledged leader in Asia." He had already ministered in seven countries: China, Japan, Taiwan, Hong Kong, Macao, Singapore and Malaysia. "My appointment came as a surprise—even shock—to many who assumed that Roy Robertson would have been the obvious choice...But after Daws' death and Lorne's assumption of

leadership the Nav emphasis had changed. No longer was priority given to follow up for evangelistic campaigns. Rather, emphasis was directed toward developing disciplinarians and producing Nav staff," Scott says.

Scotty sought to bring about the transition in Asia from Dawson Trotman's vision of helping other works, which was embraced by Roy Robertson and the early missionaries, to Lorne Sanny's emphasis on developing disciplinarians and producing Navigator staff. Roy's passion was "to raise producers of reproducers in the context of evangelism on a big scale."

Organizing PAN

The second objective was to see the team working along the same lines as other Navigator ministries around the world. "One goal was to organize PAN, that is, organize it the way Lorne wanted it. Lorne wanted management by objectives. He wanted to institute record keeping, statistics. He wanted to know how many people you led to Christ. How many disciples. How many potential area representatives. How many MDMs (makers of disciplinarians)."



There were three regions, with Roy Robertson leading Southeast Asia. Later Warren Myers became the regional director supervising The Philippines, Singapore, Malaysia and Indonesia. Bob Boardman was responsible for Japan and made frequent trips to Korea to encourage the fledgling ministry which was led by Paul Yoo.

Joe Simmons led The Navigators in New Zealand and supervised Jack Griffin in Australia. Jack and his wife, May, had been converted in a Billy Graham Crusade when they were in their 50s. Griffin owned a small business that manufactured and distributed auto repair parts, but he sold it to go full-time with The Navigators.

Management by Objectives

Scotty began to implement Lorne Sanny's approach in administration. "MBO (Management by Objectives) became the standard model for the Navs under Lorne, with major support from Rod Sargent and Jim Downing. It was this MBO model that I had to adjust to upon my return to Glen Eyrie in 1966 [from the Middle East]," Scotty said, "and it was

this model that I was expected to implement when I became PAN Director from 1967 onwards.”

Sanny said our goal was to “produce reproducers” or “multiply laborers of many kinds.” Scotty countered, “No, that is only the means to an end. The aim is to fulfill the Great Commission.”

Management by Objectives was a business style in vogue in the United States in the 1960s. Scotty studied *The Effective Executive* by Peter Drucker and copied eleven pages of extracts from the book to help him understand the process. In his later years Peter Drucker, an immigrant from Austria, shared his expertise with nonprofit organizations.

Sanny was concerned that the Navigator reputation for making disciples exceeded reality and he wanted to ensure results. This led to the development of profiles so goals could be measured. Drucker said, “Management by objectives works if you first think through your objectives. Ninety percent of the time you haven’t.”

In 1969 the Division Directors agreed on world-wide profiles of a disciple and disciplemaker—these were based on profiles developed in PAN. Scotty noted that the “PAN profile was twice as stringent. You had to make TWO disciples (to qualify as a disciplemaker). In US you only had to make ONE.”

Eventually this emphasis on production led to problems. It was easier to reach those with Christian background—rather than Muslims, Hindus, Buddhists, and the secularized. And there was an unfortunate, but natural tendency for staff to compare numerical results which led to either a sense of failure or unwarranted pride. Ron York commented, “If it [MBO] had been kept in balance it would have been good.”

PAN also developed training and policy manuals and a uniform salary scale. Scott gave a lot of thought on how to fund travel and projects for Asians and this led to the creation of the PAN Ambassadors Fund.

PAN Ambassadors Fund

“I conceived it [Pan Ambassadors] as a fund to which anyone, individually or as an area or region, could contribute. Its purpose was to provide finances from within PAN for cross-training, and other special projects. The motive behind it, however, was to allow Navigators in the richer countries of PAN an opportunity to assist those in poorer countries—but indirectly, so as to minimize the ‘patron-benefactor’ relationship that frequently bedeviled such help.”

The Ambassadors Fund was used to send many future staff to other countries for cross-training and personal development. For example, Romy Salvador from The Philippines was sent to Kenya and Yuji Uno went from Japan to England. Scotty wrote, “...New Zealand and Australia took the lead in developing this fund. I also got some help from Glen Eyrie, thanks to advocacy by Rod Sargent. However, after I left, this fund was allowed to peter out.”

Unity through Conferences



Another way to build unity was through conferences. In September 1969, the first all-Asia staff conference since 1961 was held at Puntjak Pass near Bogor, Indonesia. Lorne Sanny, the main speaker, announced the appointment of Paul and Sook Ja Yoo from Korea as the second Asian Navigator representative couple (Jim and Selene Chew were the first). Sook Ja was not allowed to leave Korea with Paul, and several staff were not able to attend for other reasons. Two-thirds of the PAN staff attended, but the only Asian staff present were the Chews and Paul Yoo. The rest were missionaries. George Sanchez led sessions on the home and family.

George Sanchez Another opportunity for developing unity was with a training program in conjunction with Expo '70 in Osaka, the first World's Fair to be held in Japan. Seventy-seven countries participated and in six months there were 64 million visitors.

A Navigator training program was organized to do evangelism in a coffee house and hand out literature. This created a sense of camaraderie among the first generation of Asian leaders, which included Thomas Chua, Robert Goh, Han Su Kim, Ong Say Gark, Philip Flores and Boni Arzadon.

During Expo '70, Scotty met Roy Robertson who was in Osaka. His new organization, Training Evangelistic Leadership (TEL), distributed thousands of copies of the Gospel of John for the Pocket Testament League. For details on the formation of TEL, read the chapter on Roy Robertson in this collection of stories.

Women's Ministry

Women's ministry was a major emphasis from the beginning. Scotty said, "We began by getting a woman's representative for the three regions [Lu Stephens for Northeast Asia, Jo Ann Ray for Southeast Asia, and Maureen Dawson for Australasia], then proceeded to recruit and or develop women reps from each country. All this culminated in a PAN-wide women's representatives conference in Penang, Malaysia in September 1972."

The guest speakers were Helene Ashker, from the States, and Joyce Turner, from England. The organizers wanted foreigners as Bible study leaders, but Scotty insisted on using Asians. Thirty women were present—all single, except for Sook Ja Yoo from Korea.

Jo Ann Ray said this conference gave visibility to women and elevated the idea that women could minister to both women and men. She said, "It gave worth to the Asian women." They prayed and interacted together and later traveled to one another's countries "and visited, shared, shopped and ministered together."

Staff Recruiting and Training

Scotty's third major goal was to appoint Asians as staff. He said, "The underlying thing that I was trying to accomplish in PAN was to try to get nationals running the work—not only in charge, not only as area directors, or in some instances national directors, because I knew that until they were in charge, the identity, the character of the work would be different."

The requirements to become a Navigator Representative in PAN included home training, work experience, contact point assignment (leading a grass-roots ministry) and cross-cultural exposure to broaden their world view.

Jim and Selene Chew were appointed in 1963 as the first Navigator Representatives. They were followed in 1969 by Paul and Sook Ja Yoo from Korea. The next Representatives were Toru Nagai from Japan in 1971, Dr. John Ridgway from Australia in 1972, and Dr. Ong Say Gark from Malaysia in 1973. Hendrik Nadaweo and Badu Situmorang from Indonesia were both appointed in 1977. Badu served as Asia director from 1996 to 2005.



Dr. Ong Say Gark

It was gratifying to Scotty to see the first crop of national disciplinarians emerge. During Scotty's years the PAN staff tripled in size.

Impacting Asian Society

In the 1970s Asia comprised half the world's population, but The Navigators were not yet established in the most populous countries. "The fundamental vision for PAN...was my belief that The Navigators were in position along the fringes of the edges of the mainland of Asia and that what I hoped to accomplish during my tenure would be to prepare the forces that would be able to 'attack' [penetrate] ...the mainland, that is the two great population centers of China and India." He developed and implemented a strategy for China, then India and later the Rice Bowl countries.

The China Task Force

Leslie Lyall, a missionary who had been expelled from China in 1951, raised the question, "How ready is the Christian church to meet the potential challenge of an open door in China?" He asked, "Is anyone, anywhere, preparing a task force of mentally and spiritually equipped personnel—Chinese and others—to return to China?"

In 1967 Scotty proposed the concept of a China Task Force. "I was determined that The Navigators' answer to Lyall's questions would be YES!" They would form an international team who would study language, history and culture, communist ideology and Christian theology.

The China Task Force was inaugurated two years later with the ambitious goal to recruit an international work force of 12 couples and singles. The initial team comprised four couples, five single men and a single woman.

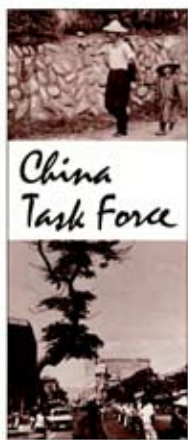
Jake Combs was chosen to lead the team because of his fluency in the Chinese language and his 17 years' experience in ministering to Chinese in Taiwan and Singapore. The team was based in Taiwan. If the door to China opened within ten years, they would be ready. If not, they would continue to minister to "overseas" Chinese in Taiwan, Singapore and Hong Kong.

The Chinese character for the number 10 is shaped like a cross, so Scotty asked the PAN staff and key contacts to pray for China on the 10th day of each month.



In 1969 the United States had a complete, trained staff ready to move an embassy into Beijing, China whenever diplomatic relations might one day be resumed. "Similarly, I believed The Navigators must prepare for the day when China would reopen to the gospel. I knew that the communists had already initiated some reforms that would unwittingly facilitate evangelism," Scotty wrote.

The China Task Force recruiting brochure listed these changes the communists had brought about:



1. simplified the written language
2. built more and better roads
3. destroyed old idols and temples
4. discouraged ancestor worship
5. undermined the family clan system
6. scattered Christians into hitherto unevangelized areas
7. unintentionally purified the church through persecution

In 1972 President Richard Nixon visited China, the first step in normalizing relationships. This was the result of secret negotiations by the Secretary of State Henry Kissinger with Chinese officials. Eventually it became easier to enter China and Scotty was praised for his prescience.

India Task Force and the Rice Bowl

In August 1971 Baskaran Nair from Singapore, David Bok from Malaysia, Jim North and Warren Myers spent 30 days surveying 17 cities and 70 campuses in India. They wanted to find the ideal location to launch the proposed India Task Force. They narrowed it down to Hyderabad, Bangalore and Madras. Eventually Bangalore was chosen.

Warren Myers led the training for the initial team in Singapore patterned after the China Task Force. John Ridgway then moved to Bangalore and pioneered the work in India while Warren developed contacts in the "Rice Bowl" countries of Burma and Thailand.

Sik Ming Chong, the first Malaysian Navigator missionary, said, "Scotty conveyed passion for missions at the world stage and the PAN level... he promoted missions into places such as China and India even before most people thought about them. The vision bore fruit, as now there are thriving ministries going on in these two countries."

The Strategy for the 1970s

During his tenure as PAN director, Scotty continued to assist Lorne Sanny in strategic planning. In the December 1968 World Regional Directors conference Scotty presented the first draft of a "Strategy for the 1970s." It was accepted as a working document and aimed to give direction for the next 15 years (from 1968 to 1983—which incidentally was to be the year Lorne Sanny retired as president).

Waldron Scott served as Asia director for six years—from January 1, 1967 to December 31, 1972—residing in Malaysia for forty months. He continued to lead PAN from Colorado Springs for another year until Joe Simmons took over in late 1972.

John Ridgway lived with the Scotts in 1972 and served as deputy director for PAN. Ridgway traveled extensively in Asia collecting information that would go into the strategy. Scotty introduced him to missiologists such as Donald McGavran and Ralph Winter who provided valuable input.

In December 1972 Scotty presented the paper now called "A New Strategy for the 1970s" to the division directors. Donald McGilchrist recalls "there were several intense and sometimes acerbic interchanges between Scotty and Lorne and the DDs. Walt Henrichsen was part of the mix, as Personnel Director." In the end there were 14 points of disagreement which were addressed and the strategy was accepted.

"The Strategy for the 1970s" was visionary and ambitious. It predicted a world population of 6 billion by the year 2000 and a need for a staff of 6,000 (the actual number of staff in 2008 is 3,500). According to David Bok, the strategy was not well received and was considered "top down."

In a video interview, Donald McGilchrist describes Five Milestones in the international process starting with Scotty's Global Strategy. The current model, The Core, attempts to unite the world-wide work through a set of values allowing each country to develop its own strategy.

In a relatively short time Scotty had consolidated the work and shaped the direction of The Navigators in Asia. Looking back on his tenure as PAN director, Scotty affirms that this was the most fulfilling period of his life in terms of his leadership calling, even as his years in the Middle East had been most fulfilling with respect to making disciples.

In 1973 Lorne Sanny encouraged him to pursue a master's degree in international management at the Thunderbird School of Global Management in Phoenix, Arizona. Scotty did not regard himself as an academic but agreed to take some courses. The following year he went to the Fuller School of World Mission in Pasadena, California and studied

missiology under Art Glasser, Peter Wagner, Charles Kraft and Donald McGavran. At Fuller he took a course on Karl Barth taught by Geoffrey W. Bromiley, and later published a book, *Karl Barth's Theology of Mission*.

In 1974, Leighton Ford asked Scotty to create a presentation for the opening session of the First International Conference on Evangelization in Lausanne, Switzerland. Four thousand Christian leaders from 150 nations attended.

The audio and slide presentation was titled "The Task Before Us." In it Scotty summarized the progress and sometimes stagnation of missions from the first century to the present. Then he set out what remained to be done.

He predicted that by the year 2000, still a quarter of a century in the future, half the population of Africa would be Christian. He said there would be more non-Western Christians in the world than Western Christians and that "the center of gravity of Christendom will have shifted from north of the equator to south." He attributed part of this shift to the growing number of evangelicals in Latin America. This has proved true.

One graphic showed a circle with a radius of 2000 miles centered on Singapore. He said 45% of the world's population lay within that circle. Only 5% of missionary effort was directed towards the Hindus, Muslims and Chinese within in that circle.

At Lausanne, Scotty learned that Clyde Taylor, the director of the World Evangelical Fellowship (WEF), wanted to step down. Scotty indicated he would be interested in leading that organization. He was offered the position of General Secretary, which he accepted, and he led WEF from 1974 until 1980 "on loan" from The Navigators. The name, World Evangelical Fellowship, was later changed to World Evangelical Alliance.

Scotty's years with the WEF were exceptionally fulfilling for him. They satisfied his hunger for broad ecumenical relationships and allowed him to develop close friendships with most of the Christian leaders of that era. But here too he was typically ahead of his time and encountered opposition from more conservative evangelicals.

Leaving The Navigators

In 1980 Jack Mayhall, the US director, supported by some of the regional directors, wrote to Lorne Sanny demanding that The Navigators' relationship with Scotty be terminated because he was promoting a political and theological agenda they were not comfortable with. Many Navigators of that era were skeptical of social justice because of its association with liberal theology.

Scotty denied that he was promoting a political agenda, but agreed he had been formulating his concept of holistic ministry. He articulated these views in *Bring Forth Justice* where he described a triangular relationship between The Great Commission, Disciplemaking, and Social Justice."

Mayhall said The Navigators should no longer support him financially. Sanny responded that he had no reason to oppose their will, and in Scotty's words, he was "dismissed" from The Navigators.

Termination after 29 years with The Navigators was a blow to Scotty and, discouraged, he resigned as General Secretary of WEF. There were several public reasons for his decision, such as the continual strain of raising funds, friction between the Lausanne Committee for World Evangelization (LCWE) and WEF, and lack of support from the National Association of Evangelicals. But there was a deeper, private reason.

"What finally demoralized me was the double life I was living, and the impact it was having on my family and on me personally," he wrote in *Double Helix*, referring to his lifetime struggle with infidelities.

There had been frequent quarrels over this during his marriage to Joan and this hostility affected their five children. At one time, in desperation, he decided to initiate a serious fast, completely abstaining from food, and drinking only water and some juice. "I would fast to death—or until God answered my longstanding prayer and healed me from my libidinal compulsions—which I felt had become sickness more than sin—and enable me to be the 'good' man I yearned to be." After seven weeks, while not seeing the hoped-for victory, Scotty felt the Lord telling him that he should discontinue the extreme fast. However he continued to fast moderately in solidarity with the world's poor.

With no funds from The Navigators and no position with WEF, he still had to support his family financially. His daughter, Melody, was a trainer for the Encyclopedia Britannica and suggested he try selling the product. Starting in January 1981, at age 51, he sold encyclopedias for the next eight months until he was installed as president of the American Leprosy Missions (ALM) in September.

His friend, Dr. Gerald Anderson, director of the Overseas Ministries Study Center in New Haven, Connecticut, was a board member of ALM. He knew the current president would be retiring and suggested to Scotty that he apply for the position. ALM offered him the presidency with a salary. The purpose of this small organization was in alignment with Scotty's vision for holistic ministry.

Scotty and Joan moved to New Jersey to live near the headquarters of ALM. But struggles in their marriage continued and by 1984 they were living apart. They divorced that year and he was forced to resign as president because of ALM's policy. He had become interested in Georgia Hester, an attractive African-American, who was director of administrative services at ALM. She herself had had two failed marriages. She explained, "I was looking for love in all the wrong places."

They married in 1985 and moved to Paterson, New Jersey, where Scotty is known by his formal first name, Waldron. Together they started Holistic Ministries International (HMI) to work with the poor in this mixed race community. HMI expanded rapidly during its first decade, with outreach to

college students, new immigrants, functionally illiterate people, homeless people, and the sick.

Scotty held a variety of civic positions and Georgia served for six years as a Freeholder (New Jersey's term for County Commissioner). She developed the "Loving Care Early Learning Center" for preschoolers



Georgia Scott

through first-graders as part of HMI's outreach. She explained, in a letter to prospective donors, the purpose is to give children "a head start with personal, individual, quality attention."

Georgia has three children. One of them, an unwed daughter, was not able to care for her own baby so Georgia became the child's legal guardian. Scotty and Georgia took her into their home at birth. One one occasion, when the girl was eight, she was home alone with a cousin, the same age, and an older boy who was supposed to be looking after the eight-year-olds. The boys had been watching a television program which triggered a discussion on sex.

Overhearing the conversation, she made a statement, later conveyed to her mother, that was taken to mean there had been inappropriate sexual contact with Scotty when she was three.

This innuendo was passed on to the authorities who translated it to second-degree sexual assault. Scotty always maintained his innocence and tried to fight the accusations in the courts. But in the US system it is extremely difficult for the defendant in this type of case to prove innocence. He refused a plea bargain which would have prevented him from going to jail, but would have been an admission of guilt. As a result Scotty spent four and a half years behind bars. During this difficult period Dr. Jerry White, who was then general director of The Navigators, wrote words of encouragement and an offer to help in any way he could.

While in prison, Scotty wrote a series of devotionals called "Minute Musings" and taught English to other inmates. He also began working on his autobiography, *Double Helix*. It was during these years in prison that God enabled Scotty to integrate his life and reconstruct his personal worldview.

After serving his term, he was welcomed home by his local church, where he had been an elder and resumed his congregational ministry as a member of the Executive Leadership Team. He leads a weekly Bible study group and mentors a group of twelve disciplemakers, part of the church's Intentional Disciplmaking Initiative.

The Asia Legacy Interviews

Sandy Fairservice from New Zealand has been the writer behind the Asia Legacy Project. In 2002 he traveled to New Jersey to meet Waldron Scott who was still in prison. Sandy was not permitted to record or take notes during the interview, so he rushed outside afterward and wrote down everything he could recall. Scotty answered the interview questions later in his own handwriting relying on his memory. It was not until after he was released from prison that he was able to consult his archives.



We decided that I should write about Scotty because our relationship went back to our first year as missionaries in Malaysia in 1971. During that year he suggested that we get together weekly when he was not traveling and we met frequently at the A&W restaurant near Shah's motel in Petaling Jaya. This was the only American fast food restaurant in Malaysia at the time and was air-conditioned. We had kept in touch through correspondence during the intervening years.

For my interview in 2004 I went to Paterson, New Jersey. When I arrived Scotty was digging out dandelions in his front lawn. Gardening is one of the ways he keeps physically fit. I stayed for a couple of days and Scotty and I would sit on the deck he built in the back of the modest two-storey house he shares with Georgia. I taped his answers to the interview questions and we chatted.

He was relaxed, wearing a blue jeans, and sneakers. At times he propped his feet on the railing and sipped coffee. By his own testimony, he is at peace with God, himself, and his colleagues. We covered a wide range of subjects, including lessons learned during his years in ministry.

He described himself as a "homebody" content to live in a medium-sized city on the East Coast. The former missions executive who had flown a million miles now eschews airplanes. He prefers to drive or take the train for long distance travel rather than ride in a claustrophobic "tin box."

On Marriage

Scott acknowledged strains throughout his 29 years of marriage to Joan Hatch. The marriage finally “fell apart” in 1984 and he accepts responsibility for the failure. He said it would have helped to get counseling in the early years of his marriage, but for his generation of Navigators “professional counseling was frowned upon.” You just went to another staff person for advice. He added that it is important to be accountable to a person or group of persons whom you have made a covenant with—not who you report to organizationally. He felt that if he had had a serious accountability relationship he might have overcome his sexual problems.

Advice to Prospective Pioneers

When asked what advice he would give to someone wanting to pioneer a work, he answered, “Spend the first term studying the culture, learning the language, making friends. Don’t worry about the ministry. Save that for the second phase.”

Then he gave an example. “When I was in the Middle East...I got busy in witnessing in English because I didn’t know Arabic, and by Easter, about six or seven months later, the first young man came to Christ and began to be discipled. I was feeling under a lot of pressure until that happened, and as a result I didn’t spend time learning the language. I didn’t really care too much about learning and adapting to Arabic customs and mores and so on.

“I just wanted to find some kid with whom I could communicate half-way adequately using a combination of English and Arabic Bibles so that I could present the gospel to him and see him converted.” That’s short-sighted, he said.

Although he felt pressure to produce he began to think long-range. He asked his team, “What would be required for the entire Arab world to understand and embrace the gospel in word and deed?” They answered “...a fully operative 24-hour-a-day witness in every neighborhood of the Middle East.” This was to be accomplished through the church rather than The Navigators and Scotty estimated it would take two centuries. Hence it became known as the “Two Hundred Year Plan.”

Scott understood that lasting results might take a lifetime and beyond, but the pressure to produce made it difficult to think long-range. “The real approach to someone wanting to pioneer a work is the incarnational approach...that Jesus himself modeled,” he wrote.

On Decision-Making

Noted for his decisiveness, he explained: “My decision-making process... was both simple and arduous. Collect information, sort out and determine priorities, consider carefully the personalities involved and resources available, and the potential impact of the decision on Nav work elsewhere. Then decide, knowing that one never has enough information but that

it is important to act, to move forward trusting God prayerfully. Having decided, I tried to avoid second guesses.”

He emphasized that he has always “...been dependent on exercising my mind and trying to simply figure out what is the reasonable, logical, rational thing to do.”

Scotty did not oppose leadership, but occasionally bent the rules. “I went to the Middle East when The Navigators were not really prepared to open up the Middle East, but I insisted on going and Lorne acceded to that and allowed me to go. It turned out to be right. But that was not typical of my decision-making process.”

Jim Downing called him a “master of the contrary opinion.” He would often take the opposite view to get people to think critically. Others spoke about his decision-making ability.

“Scotty was a man of action in decision-making. He is a thinker-doer. Not a desk person. A man of action. Very fast thinking.” Yuji Uno

“Scotty was a visionary who was able to put concrete steps to action,” says Wong Kim Tok. “He was a strategic thinker. He recognized that each country was different.”

“He conceptualizes and does something about it.” David Bok

One of the original members of the China Task Force affirmed Scotty’s legacy. “Goals for disciple-making were clear and motivating. He consolidated the existing ministries and expanded upon this foundation into many new ministries in PAN. Communication in PAN was also strong, stimulating each nation for the task of missions and prayer for each nation and workers in PAN.”

Personal Development

Scotty encouraged others to read. He wrote in “The Adventure of Learning” which was published in the October 1972 *NavLog*, “Naturally we can’t get motivated and excited about everything. But I’ve found it helpful to be highly motivated about at least one thing, and to throw myself into that one subject enthusiastically.”

He encouraged Jim Chew to read at least fifty books a year. One year Jim read one hundred books. Scotty himself read a hundred books in one year—three a week. One half would be on one subject, for example, Chinese history. The rest could be on any topic. This intensive study helped him learn to articulate his thoughts. One idea that had mixed success was his program to read the writings of Catholic mystics. Some staff thought this was far out, but even Lorne Sanny gave it a try.

He graduated from high school as valedictorian, but left college at the end of his junior year when Trotman assigned him to Cyprus. In 1963 he finally earned his B.A. degree, magna cum laude, from the American

University of Beirut. As previously mentioned, he studied at two graduate schools. Largely self-taught, he was influenced by great thinkers.

People Who Have Influenced Scotty

Scotty describes the kind of people he admires, "They're people who are comprehensive. They're people who are integrated. They are people who are open to all people. They are nonjudgmental people. They accept everybody. They're people who don't live in small worlds. They live in big worlds, even though they may operate in small worlds like Albert Schweitzer did, who lived in some small village [Lambaréné, Gabon] in the heart of Africa."

He was close to Emilio Castro from Uruguay, a Methodist who was General Secretary of the World Council of Churches. Scotty described him as "big, integrated, comprehensive and open to all people who accept lives in big worlds."

He has several heroes, but the most surprising is Edwin Adams. Like many early Navigators, Scotty was raised in the Plymouth Brethren tradition:

"Sensing my resistance to Brethren parochialism, someone at the Gospel Chapel gave me a couple of booklets written by an Englishman named Edwin Adams. One was entitled *Taught of God*, and the other, *Keys to the Right Use of the Bible*. These booklets played a significant role in my life, for Adams was a Plymouth Brethren, yet he wrote like no other Brethren leader I had read or heard. His vision was so broad, and his tone so irenic and non-judgmental with respect to non-Brethren, that I was captivated.

"Reading Adams nourished my budding ecumenicity. I gathered my courage and wrote him a letter via his publisher. Lo and behold! He answered promptly, encouraging me to continue studying the Bible and to stay open to all God's people who, he assured me, far exceeded the boundaries of the Brethren. This was music to my ears, and I shall always feel indebted to this large-hearted man." from *Double Helix*

Scotty listed others he admires and the reasons why:

1. Toyohiko Kagawa – A zealous Japanese Christian of the 1920s and 1930s. "A great soul winner, he combined evangelism with social reform."
2. Walter Rauschenbach – The father of the social gospel.
3. David Livingstone – "Captured my youthful missionary imagination."
4. Dwight D. Eisenhower – "He helped me conceive how to manage large enterprises through his book, *Crusade in Europe*."
5. Dag Hammarskjöld – General Secretary of United Nations.
6. Dietrich Bonhoeffer, German martyr, who with Kagawa and Hammarskjöld, convinced him that "in our age the road to holiness necessarily passes through the world of action."

7. Dawson Trotman – “He was a man with great vision. He was a man who inspired me to continue thinking big.”

He has donated 1,300 volumes from his library and his personal archives to The Navigators International Office for use by researchers. The collection is named the Scott Mission Library.

Motivating Scriptures

Various Scriptures have guided Scotty through his career.

In the Middle East he was motivated by the promise in Hebrews 11:12, “And so from this one man, and he as good as dead, came descendants as numerous as the stars in the sky...” Later Isaiah 41:10 spoke to the development of the interior life.

“By the time I was out in PAN I was being guided more by Isaiah 49:1-6. These verses seemed to me to recapitulate my whole life story—both my struggles and the ultimate victory that God would promise.”

“And then later in life when I was with the World Evangelical Fellowship and trying to make the transition to a more satisfying overall theology it was Isaiah 42:1-4 wherein the phrase ‘bring forth justice’ appears three times.”

During his prison years Psalm 13:5 was his mainstay: “But I trust in your unfailing love; my heart rejoices in your salvation.” Since leaving prison, his personal web site posts Galatians 5:6b, “The only thing that counts is faith expressing itself through love.”

Double Helix

While in prison, Scotty started writing his personal memoirs starting in childhood through his decades of missions experience. Brutally honest and sometimes embarrassingly explicit, it is based on personal correspondence and papers and his recollection of events and people. He titled this thousand page document, *Double Helix*.

The title was inspired by the structure of the DNA molecule which was discovered by James Watson and Francis Crick in 1953. The molecule has two linked spiral strands containing the genetic code.

As he explains in his preface, there are several parallels to the double helix metaphor in his own life. For example, his public and private life “...spiraling around God as the central axis, and cross-linked by a myriad of interactions with an ever-changing environment. For much of my life, regretfully, these dimensions were tightly compartmentalized, hermetically sealed from each other.”

Alluding to his life-long struggle with sexual temptation he sees the tension between “...the arc of ambition, the weight of Eros.” He writes, “One strand of the double helix, Eros, drags down the other, ambition.”

In spite of these personal struggles, Waldron Scott has made a significant impact in the foundational years of the Pacific Areas Navigators, influenced the strategic direction of the global Navigators, and continues to impact many around the world. Scotty has continued to disciple men throughout his post-Navigators career. He is discipling a recent immigrant from Kenya who came to faith in Christ in Scotty's weekly Bible study group. He is writing his fourth book tentatively titled *The Renewal of All Things*.

Books by Waldron Scott

Bring Forth Justice

Eerdmans, Grand Rapids 1980

Karl Barth's Theology of Mission

InterVarsity Press, Downers Grove, IL 1978

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