



**2017-2018**  
**REPORT OF THE PRESIDENT**  
AND MINUTES OF  
2019 GENERAL COUNCIL

**ORLANDO, FLORIDA // MAY 28-JUNE 2, 2019**

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Term: 2019–2023  
Rev. Kelvin L. Walker

### **Corporate Secretary**

Term: 2019–2023  
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### **Vice President/Church Ministries**

Rev. Terry D. Smith

### **Vice President/Development**

Dr. Timothy G. Meier

### **Vice President/Alliance Missions**

Dr. Timothy D. Crouch

### **Vice President/Operations/Treasurer**

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NOTE: some names/last names in this publication have been omitted for security purposes.

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## **PRESIDENT**

### **2017–2018**

**Dr. John P. Stumbo, President**

### **1919–1920**

As the C&MA family gathered in Toccoa Falls, Georgia, for Council 1919, for the first time in our history Dr. A. B. Simpson was not present. Our 74-year-old founder and president was slowing down from the lingering effects of a stroke the previous year. Within a few months, our much-loved leader was in the presence of the Lord hearing the long-awaited words, “Well done, good and faithful servant.”

Leadership succession has never been simple, especially when a remarkable founder/leader passes. Today we speak of “seamless transitions.” The passing of the Alliance presidency from A. B. Simpson to Rev. D. Paul Rader certainly wasn’t one of them. Reading the history of this handoff evidences that godly leaders seeking to listen to the voice of God reached differing conclusions.

Paul Rader became the somewhat reluctant second president of the C&MA. A powerful leader in his own right, Rader simultaneously pastored the Moody Church in Chicago while taking on this new role. Some within our family felt that as he’d associated with us for only seven years or so, Rader was too new to lead The Alliance. Others doubted that he had the right gifts to serve as president. He was a powerful evangelist, but did he have the executive and administrative capacity for the presidency? Rader himself tried to back away from the opportunity, stating that he had twice put out “fleeces” which were followed by letters from Alliance leaders discouraging him from taking the position. But in time the mantle fell, the mantle was accepted, and a new era began for our family.

Having traveled in ministry together, Simpson and Rader were well acquainted with each other. In multiple events, Paul would lead the singing and other elements of the service in which Albert, who was 35 years his senior, preached. Chicago, Pittsburgh, and Old Orchard, Maine, were just a few of the sites hosting conventions in which the duo served side by side. Simpson had Rader preach at the Gospel Tabernacle and at the Missionary Training Institute. On at least one occasion they traveled together raising funds for our movement. These occasional shared



travels and ministry opportunities seem to have covered a span of five years and knitted their hearts together.

During one such trip, as the countryside passed by their train window, Rader commented to Simpson, “Doctor, you have been a terrible conviction to me. I haven’t heard you say a word of gossip.”

Simpson’s response was instructive, “Don’t give me credit for that—I have suffered so much from people’s tongues that I just naturally don’t want to see anybody else suffer from mine.”

Rader seemed to have received his mentor’s counsel and made clear effort to speak well of his predecessor. In his first report as president to the 1920 Council assembly in Nyack, New York, Rader stated, “No founder ever held an organization with so light a hand as Dr. Simpson held The Alliance.”

He gives our founder an even higher compliment by quoting him repeatedly and carrying on with passion the very messages, phrases, and priorities often championed by Dr. Simpson.

I can imagine the former boxer’s voice booming as Rader informs our forefathers: “The evangelical forces everywhere are asking, ‘What will become of The Alliance?’ Some even felt we would go to pieces. But, beloved, we are going *through*—not to pieces, for He hath made the waters to stand back while we go forward to the whitened harvest fields.”

With prayer as our foundation, Rader envisioned, we would continue to fulfill the mission launched by our founder with increasing zeal. Quoting Simpson, Rader declared that we would take “neglected truths” to “neglected fields” by mobilizing “neglected forces.” Yet, our new leader cautioned, times had changed since The Alliance began three decades earlier:

We find ourselves today in no such atmosphere as that in which The Alliance was born . . . The fundamentals of Christianity are being attacked by a new and subtle method. The war is on against the Bible, the Blood, and the Blessed Hope. It is a highly organized war with highly educated, highly respectable, and highly paid men as officers over its ranks.

The reluctant president wasn’t going to take his role with passivity but viewed it as an opportunity to redirect the trajectory of the Church across America.

Rader’s tenure was brief. He was the man for the hour, but not the decade. The passionate evangelist would carry the mantle for only a few years. Others that followed would bring stability and longevity. The Alliance would indeed, as Rader prophesied, go “through,” and many whitened harvest fields would be reaped for the Master.

## **2013–2019**

A hundred years and ten presidents later, I find myself in this holy chair. I don’t use the term lightly. If one definition of “holy” is “set apart for God alone,” then I feel it appropriate to refer to my role in this manner. And, I can say with deep gratitude, the passion still burns within the Alliance family to send “neglected forces” to “neglected fields” with “neglected truths.”

One might ask, *What and who are those “forces” today?* We could all add to my list, yet let me suggest a few “forces” that must increasingly be launched by our missional family.

- Billions of dollars in American Evangelical (and, yes, Alliance) accounts are being squandered and will disappear in the great “bonfire” to come. I find great pleasure when they are released to advance the love and message of Jesus to the world.
- Millions of prayers don’t surpass the small circle of our own needs, whims, wishes, and wants. In God’s kindness, He cares about our concerns but also calls us to be concerned about the things that are of priority to Him. May our prayers reach higher heights and span a greater reach.
- Thousands of believers (yes, within our churches) haven’t discovered that the Lord desires to partner with them in taking His name to the neighborhoods and nations that have come to our neighborhoods. Many of these are laypeople with deep commitments to Jesus and strong vocational abilities but who haven’t realized how God can use them within their workplaces or use their vocations as missional entrances into creative-access countries.

We will discuss some of these matters during our Council gatherings.

Who are the “neglected fields?” From the sending of our very first missionaries, The Alliance has sought to bring an incarnational presence of the gospel among the least-reached people on earth. This passion, plan, and priority continues today. We will have the joy of sharing with the Council assembly some of the new opportunities before us and new expressions of gospel advance that are arising among us.

What are the “neglected truths?” Rader had neither reason nor desire to revise our founder’s theme. He challenged the Council Assembly:

Very decidedly we say that first and foremost the neglected truths must be seen or we move without a message. The most outstanding weakness of our time is great movements without a message . . . Let us pause then upon the threshold of this Council to make sure that before we move one step forward, we have the same old Alliance message . . . There comes then a fresh call to raise our battle cry of “Savior, Sanctifier, Healer, and Coming King” above all this Cain religion.

The oft-preached outline—what we still call the Fourfold Gospel—had a new spokesman.

Today I’m more convinced than ever that, in the sea of secularism in which we serve, our message is more needed than ever. Coming back day after day, moment by moment, decision by decision to our all-sufficient Christ is essential. Correcting the all-too-common teaching of “try-harder-Christianity” with the true Deeper Life message of *Christ in you, the hope of glory* is central to our God-given assignment. Experiencing the fullness of the Holy Spirit as we resolutely remain under the authority of God as revealed to us in His Holy Word is foundational to who we are and who we must remain.

Jesus saves! Jesus sanctifies! Jesus heals! Jesus comes again! May we ever rally around these still “neglected” truths. May we increasingly explore and experience these truths. May the living Christ live His full life within, through, and among us (“neglected forces”) so that the ends of our streets and the ends of our earth (“neglected fields”) may know His salvation. This is what it is to be the Alliance family at our best.

When The Alliance ceases to mobilize underutilized resources to reach the unchurched masses with the unchanging message of our unlimited Christ, we cease to be The Alliance that our forefathers knew and for which they sacrificed.

## Council 2019

At this year's assembly, Council delegates will begin to hear us speak of *All of Jesus for All the World*. This phrase captures the essence of The Alliance as we've often referred to ourselves as a *Deeper Life and Mission Movement*. We want to experience in our own lives and include in our messaging to others the fullness of what Christ has for us and wants to do within us. We want *all* that our Saving-Sanctifying-Healing-Coming Christ has for us! And we want everyone, everywhere—*All the World*—to have the opportunity to respond to His invitation.

*All of Jesus for All the World*—would you not agree that this simple phrase gives us the opportunity to have the kinds of conversations we want to have and maintain the priorities that have been essential throughout our 13-decade history? Sometimes our language needs a refresh, and we encourage the use of this and other well-thought descriptors of our message and calling.

Trusting that you will read the reports that follow, I'll make little effort to duplicate the plans, priorities, or changes suggested therein. Meanwhile, I hasten to say that I'm exceedingly and increasingly impressed by the team of leaders whom God has raised up to serve in the National Office for this season. They and the people they lead are godly, committed, passionate, wise, and hard-working—fully engaged on our behalf for the mission to which we are assigned. I'm proud of them and love getting to work with each of them. It is a pleasure to count them as my co-laborers and friends.

Simultaneously, I feel it appropriate to admit that I'm not the easiest guy for whom to work. I'm often pushing us to consider whether we should pass off to the next generation that which we inherited or whether we must make the difficult call to *change*. Life is too tiring to me to want to change for change's sake. I like things left just the way they are as much as anyone. But a higher value still is fulfilling the God-given assignment that we've received. If we are effectively doing so, then I won't do too much tampering. However, when there are signs of decline or ineffectiveness, I would fail us as a family if I didn't challenge the status quo.

Hence, we have opened the door to many “change conversations” at the national level (with the President's Cabinet, Board of Directors, and, as time has allowed, the district superintendents and association presidents). The areas under discussion that may be of greatest interest to the Council assembly and for which your leadership has reached consensus include:

- Our Mission Statement (pages 171–172)
- Our Statement on Sexuality (pages 166–168)
- The new structure and name of our Alliance Missions (formerly International Ministries) efforts (pages 25–26)
- Great Commission Women structure and name (pages 23–24, 73–74)

These will be presented at this Council. We look forward to receiving the response of the Council committees and delegates.

## 2019–2021

Simultaneously, there are “change conversations” which have only just begun and for which, over the course of the next two years, we desire to include the broader Alliance family. We are bringing no recommendations or even reports to Council on these matters (with the exception of the funding model changes) but are acknowledging that they are issues of discussion among us and that we'd like to engage these discussions widely before we assemble again in 2021.



Therefore, much of my time—Lord willing—in the next 24 months will be devoted to leading us through a healthy dialogue on selected matters.

This list includes:

- Our funding model
- Our Statement of Faith
- Church polity as it relates to male and female roles in the church
- Our Statement on Marriage—Divorce—Remarriage
- Our Statement on the Sanctity of Life

*Regarding our funding model*, Council delegates will want to engage in our Thursday morning and afternoon presentations on the new direction of funding the work of The Alliance. In brief, the structural changes within International Ministries (now Alliance Missions) naturally led us to ask whether we should seek to simplify the ways that our ministry is financially supported. Many who support the work of The Alliance have found our numerous funds and structures confusing. Hence, we're working toward simplification. Much work has been done and will be reported, while there is still much work to do. We will seek to make every effort to communicate these changes with the Alliance family.

*Regarding our Statement of Faith*, I have made the conscious decision that I don't want to be a president who tampers with our Statement at every Council I lead. Hence, for any potential changes we would like to discuss, I request that we do it once and not bring it up again under my leadership. It is our foundational document, has served us well, and should not need to be reassessed every time Council assembles. Yet to never take a fresh look at our foundational document would be a mistake as well. Hence, I'm encouraging us in the next two years to discuss the following about our Statement of Faith:

- Does our language primarily using the masculine gender serve us well?
- Does our statement on sanctification communicate our understanding of the sanctifying work of Christ as clearly as it could?
- Is our premillennial statement, while undeniably the historic stand of Dr. Simpson and the C&MA, fundamental enough over which to divide fellowship with some who would desire to serve among us?
- Are there any other changes—mostly of an editorial nature—that would better state our core beliefs without compromising them in any way?

I hope that you will understand that I'm a lifelong member of the C&MA and ours is the only Statement of Faith under which I've served. I deeply respect the sound thinking, biblical basis, and solid theology that infused the work of those who preceded me and wrote our current document. I'm hesitant to bring this before us, as I fear losing any of the beauty, character, Alliance distinctives, and/or theological integrity under which we serve. We are and must always remain under the authority of God as He has revealed Himself to us in his written Word. I pray that neither anything I do nor process I lead would un-anchor us into the stream of theological drift. Meanwhile, as I've stated, if I think something within my sphere of influence can be improved, as a leader I have the obligation to at least prayerfully attempt to pass off a strengthened form of that which I inherited. I trust that the outcome will be a Statement of Faith that retains our theological integrity and Alliance distinction while providing language that the Alliance family can better embrace and articulate.

*Regarding our polity as it relates to male and female roles in the church*, many circles of the Alliance family discuss these issues often. However, we've not had a broad conversation within the U.S. C&MA for two decades. Furthermore, the last time this topic was discussed by the Council assembly, in my opinion, it was not conducted in a healthy manner. Many people, when memories of those discussions arise, drop their countenances as they recall the attitudes and behaviors of the Alliance family at the time. Some of you may have had a different experience or retain different memories. I'm simply saying that for many of us the entire conversation of eldership, women in ministry, and other related issues left them with negative feelings, memories, and experiences.

The C&MA Board of Directors has tasked me with the assignment of leading the family in a new round of discussion on this significant issue. I've not hidden my views on this matter. Personally, I am in agreement with our male-only eldership model as this best fits my understanding of the New Testament Church and related passages. Meanwhile, I have high respect for those among us who have grappled with the Scripture and have reached differing conclusions. Simultaneously, as I've engaged in conversations with a wide sector of the Alliance family, I realize that with three dozen languages (and even more cultures) represented among us, issues such as titles (who should be able to be called "pastor"?), ordination (what authority does ordination carry?), and eldership (how are local churches being led?) varies *greatly* among us.

Many may not understand or appreciate the significance of what I'm about to say, but I need to sprinkle a seed of thought: A number of our documents that guide and govern the C&MA were written in an era when we were primarily made up of single-cell, Anglo, English-speaking churches. Our documents served us well for who we were at the time. However, we now have hundreds of churches that have more complex structures and/or varying cultural expressions. Documents—and the reasoning behind them—that suited us then may no longer serve us well.

I don't come to this conversation with a preestablished plan or conclusion. It is clear that the issues are complex and our approaches vary widely. It is also clear that it is impossible to predetermine the approach anyone among us will take merely based on age, ethnicity, or geography. I've been in a room full of 20-somethings who ranged from a male disappointed that we don't ordain women to three women seated together at a table eager for that very thing *not* to happen in The Alliance. This is just one anecdote from the many experiences I've had. I'm merely advising us to not presume who might come to the table with any particular view.

Therefore, in the next two years we will be looking for and creating opportunities to generate positive dialogue within the Alliance family on specific questions relating to our polity.

*Regarding our Statements on Marriage—Divorce—Remarriage and the Sanctity of Life*, I want to reassure the Council delegates and all of the Alliance family that we are not seeking to join the sad parade of those organizations that have lost their biblical and moral moorings. Our principles are not under question. The purpose of the conversation is to again admit that some of the language which may have served us well in the past no longer does so as effectively as it once did.

The original impetus for the effort to rewrite these statements arose from conversations with our college presidents. The Board of Directors felt the need to ensure that our schools were like-minded with each other and the broader C&MA family on issues where cultural pressures may invade. The Board has asked the administration and faculty of our colleges and seminary to sign these two documents plus our Statement of Faith and our Statement on Sexuality (being

presented at this Council). This is a healthy and necessary step for our Board to make with our institutions of higher education. Yet, in the process, it became obvious that rewrites would benefit not only our schools but also the entire family.

Dr. Gary D. Friesen, our general counsel/assistant corporate secretary, has been tasked to lead a small team of trusted Alliance people to draft new expressions of our historic convictions. As these drafts are developed and reviewed by the Board of Directors, they will be made available to the Alliance constituency for further input.

As you can see, we have plenty to pray about, discuss, and do over the next 24 months. If not all these conversations are complete or issues resolved in that timeframe, I will not force anything upon us at Council 2021. And, by way of reminder, any changes to the Statement of Faith require two-thirds vote from the Council assembly and, furthermore, do not take effect until they have been ratified at the following Council. In other words, our core document cannot be changed in a single meeting or year. Our forefathers wisely formed clear fences so that we weren't flippant regarding our faith statement. But in order to prepare us well for 2021 and beyond, in the next two years I will prayerfully seek to guide us in healthy conversations that lead to unity, consensus, clarity, and ultimately greater fulfillment of our mission . . . which leads me to my final point.

### ***A Beautiful Opportunity***

As I typed the previous sentence, I hung my head and whispered a prayer, "I don't feel like I'm up to this challenge or capable of it . . . but I do sense that this is my assignment for this season. I submit to You."

By personality, I avoid conflict. By the Spirit, however, I know that points of known disagreement—either in a home, church, business, or denomination—can be opportunities for wonderful results. As we are walking with the Spirit—even into places of known dispute—much good can arise: we can understand ourselves, the Scriptures, and each other better; we can confess our prejudice, judgmentalism, and other sins that separate the Body; we can more fully reflect the beauty of diversity; and the gospel can advance, the church can be strengthened, and the name of Jesus glorified. All these and much more can happen when conflict is handled well.

Conflict handled poorly, on the other hand, produces very different results. We've all seen, experienced, and participated in the fallout that follows poorly handled conflict.

Thus, I view my challenge as a beautiful opportunity for the Alliance family. We could continue to complain about some awkward elements of our Statement of Faith (Licensing, Ordination, and Consecration Councils know what I'm talking about!) or we can have a healthy dialogue which may lead to its strengthening. We can continue to launch painful statements across the divide regarding men and women in church leadership (it's happening!) or we can humbly come together to listen to each other, learn from each other, and prayerfully ask together, "Where do we go from here?" We can ignore unhelpful language in current documents because it takes a great amount of time, energy, and consensus-building to form fresh expressions of our historic convictions or we can rise to the moment and give the next wave of leaders something better with which to function.

As I accept this leadership opportunity, three personal goals for this season become clear to me.

- First, I am to *lead us toward a preferable future*, which includes a refinement of the significant issues already mentioned. I'm not responsible for what I received from previous generations of leaders, but I am responsible for what I pass off to the next.
- Second, I am to do this *in a manner which glorifies the Father, advances the name of the Son, and listens well to the Spirit*. This, again, is a holy calling that I (and you) have received. I (and you) must avoid following the model provided by secular culture with its vitriolic language. This is a chance for the church to arise and discuss significant issues of known disagreement in a manner that reflects and pleases our Lord.
- Finally, in order to do so, I must *lead us in a process where we disagree well*. I'm not hoping for the unity of uniformity. My goal isn't that all premillennialists (for example) will change their views or vice versa. I'm asking God to allow me to lead us in the kinds of conversations that build rather than tear down, bless rather than curse, trust rather than suspect, unite rather than divide, restore rather than fracture, lead to repentance rather than arrogance, mobilize rather than discourage, and help us more fully become the *loving, proclaiming, reaching, launching, Christ-Centered, Acts 1:8 Family* that He's raised us up to be.
  - This is a chance for the Alliance family to **LOVE**—putting each other ahead of ourselves.
  - This is a chance for the Alliance family to **PROCLAIM**—spreading His message as we model a Christian community handling issues with a grace and maturity the world cannot imagine possible. The “neglected truths” that have been entrusted to us will be more readily received by the searching and skeptical alike if we live out this moment well.
  - This is a chance for the Alliance family to **REACH**—because if we come to healthy conclusions through a healthy process, our gospel impact will only increase. Healthy organizations are effective in gospel advance, while unhealthy organizations ultimately are not. The “neglected fields” need us to get this right.
  - This is a chance for the Alliance family to **LAUNCH**—“neglected forces” will be freed to more fully engage their gifts for the establishing and strengthening of the church . . . if we rise to this moment.

Now you know my assignment—my privilege—for the next two years as your president, with God allowing and enabling me. I request your prayers and participation. (And yes, please pray before and as you participate.) And I hope you read this as an invitation marked with a challenge. You are invited into the conversations . . . but only as you are able to do so in a manner that reflects the spirit described above.

Have you noticed that in passages that address the filling/leading/guidance of the Holy Spirit, they are often in the context of human relationships? If our walk with the Spirit doesn't impact our talk with one another, we've missed something of great import.

Thank you, Council Assembly, Board of Directors, appropriate committees, and the broader Alliance family for receiving this report. I've omitted a hundred points of progress, ministry opportunities, and pertinent details of the last few years of National Office involvement. Some of them are included in the reports from my teammates that follow. Comprehensiveness has not been my goal. Instead, I've been compelled to call us to move forward as a family in a manner that reflects the earliest leaders' desire for who the Church would become and how she would function. I'm challenging us to move *beyond* our fear of facing change and instead embrace this

beautiful opportunity to grow stronger as a fascinating family of Jesus-loving, Jesus-honoring, Jesus-obeying, Jesus-preaching, Jesus-serving, Jesus-reflecting churches. As we are instructed,

*If you have any encouragement from being united with Christ,  
if any comfort from his love, if any fellowship with the Spirit,  
if any tenderness and compassion,  
then make my joy complete by being like-minded,  
having the same love, being one in spirit and purpose.  
Do nothing out of selfish ambition or vain conceit,  
but in humility consider others better than yourselves . . .  
Your attitude should be the same as that of Christ Jesus . . .*

—Philippians 2:1–3, 5







## CHURCH MINISTRIES

**2017–2018**

**Rev. Terry D. Smith, Vice President**

### **Introduction**

A segment of 1 Chronicles 12 highlights soldiers who were coming to David at Hebron from the various tribes of Israel. Perhaps those who stand out the most are the men of the tribe of Issachar. . . . *men who understood the times and knew what Israel should do* . . . (verse 32). Don't we long for that kind of understanding, wisdom, and discernment? As God's people and, specifically as The Alliance, we need to understand the times we live in and the culture of this generation in our nation. And we need to know what to do—how to function as the U.S. church in such a way as to fulfill Jesus' mandate to go and make disciples.

It would be easy to look out the church window at our culture and respond with fear that keeps us isolated. Our nation's culture has been dubbed post-Christian. The Church no longer has favored status in the culture. The term evangelical has been attached to a lot of negative baggage. Not only is the Bible not held in high regard, truth itself has fallen on hard times. The moral fabric of the culture could best be described as "almost anything goes." Our heads are spinning at how fast the moral views of our culture have changed. In the process, tolerance seems to have surpassed truth on the list of our culture's values.

Shouldn't we just hunker down inside the church walls and wait for Jesus to come and rescue us out of this mess? Sure, there's a part of us that's crying out, *Come, Lord Jesus*. But since He hasn't yet returned, we must assume that there is still work to be done, people to be reached and readied for His coming. Our Lord's Great Commandment and Great Commission is still in effect. And His promise still stands: . . . *I will build my church, and the gates of Hades will not overcome it* (Matthew 16:18).

More than ever before, our culture needs The Alliance to bring a Spirit-empowered gospel presence to as many communities as possible. This isn't a time for fear, but faith; not for timidity, but courage; not for retreat, but advance; not for wringing our hands, but hitting our knees. The Church of Jesus Christ has flourished in many unfavorable cultures and continues to do so. From the Early Church in Acts to the Body of believers today in Vietnam, we have plenty

of testimonies to bolster our faith and believe the Lord to do a great work through us in these turbulent times in which we live and serve.

Let's trust the Lord of the Church for a new thing, a big thing—something *beyond* what we've ever experienced before or what we can imagine or dream up—something only He can do, so that thousands upon thousands in our nation and around this world will come to know Jesus Christ through the witness of Alliance churches and people.

## **Changes and Priorities**

With a new vice president beginning December 1, 2017, Church Ministries (CM) has seen a number of changes. The assistant vice presidents (AVPs) roles have been restructured to bring top priority to Church Advance and Church Multiplication. Rev. Rosilio Román III continues serving and is now the assistant vice president for Church Advance and Multicultural Ministries. Rev. Iván R. Martí Sr., who joined the team September 1, 2018, is the assistant vice president for Church Multiplication and Leadership Development. These leaders bring strong passion and strategic thinking to their roles and serve exceptionally well.

Also, the elevation of these two emphases to the assistant vice president level conveys our intention to prioritize both planting new churches and helping our existing churches thrive in their ability to advance Christ's Kingdom.

## **Church Multiplication**

We plant churches to bring a new gospel presence to a community of people. New churches are apt to have a sharper focus on outreach and evangelism. Church planting is undertaken to win more people to faith in Jesus Christ—a strategy rooted in the New Testament and desperately needed in our spiritually darkening nation.

For the first time since 2006, we have a full-time person at the national level focused on church planting—or multiplication—Rev. Iván R. Martí. Sr. Four regional coordinators work alongside him part-time to assist districts in their regions with assessments, coaching, training, and support.

Our previous national church-planting leader, Rev. David A. Reynolds, left us with the legacy of the Greenhouse Church Environment. This involves churches with “multiplication DNA” hosting church-planting residents for approximately two years to prepare them to plant a church. Currently, we have 76 Greenhouse churches across the nation. This gives us a tangible hope to believe that in the near future we will experience an uptick in the quantity and quality of our new church plants.

Already, we are beginning to see an increase in the number of new churches. The number had dipped to 24 in 2017, but rebounded to 40 in 2018. An additional 114 church-planting projects are in process that have not yet launched nor been reported as developing churches. Again, this is a positive indicator for the future.

Two Citylight churches featured at Council 2017, continue to set the pace for church multiplication. Citylight Omaha launched its initial site in 2013 and has since multiplied to nine sites. More than 4,500 people attend services on an average weekend. Citylight in Philadelphia, which launched in 2011, will plant a third site in fall 2019. Approximately 600 people attend services weekly.

Hope Alliance Church in Bethlehem, Pennsylvania, got its start in 2011. In 2016, as a congregation of about 100 people, it became a Greenhouse church and brought in a church-planting resident. A new church was launched in October 2018 in Nazareth, Pennsylvania, that included 30 people from the Bethlehem church. About 80 are attending the new Nazareth church; some are experiencing transformed lives through a relationship with Jesus, while 90 continue to attend the Bethlehem church. Church multiplication is not just for larger churches. It can happen in any church that has a vision to reach people for Christ in nearby areas, but it requires faith-filled intentionality.

In the same Lehigh Valley region populated by 850,000 people that needs more gospel presence, the Spanish Eastern District has launched a new church among the fast-growing Spanish-speaking population in Allentown. Pastor Miguel A. Alicea reports that approximately 40 people attend weekly worship services and five came to faith in Christ during 2018.

Church-Planting Sunday now takes place annually in February. This is an opportunity for Alliance churches across the United States to celebrate what God is doing through our new church plants and to prayerfully consider what part He is calling them to play. We encourage all churches to lean in to what their district is doing in the area of church planting.

## **Church Advance**

While we desire to plant as many new churches as possible, we also want to do all we can to equip our established churches to thrive. Statistics reveal that about two-thirds of our Alliance churches in the United States are plateaued or declining. We have seen a concerning decrease in recent years in the number of professions of faith, baptisms, and inclusive membership. Reversing this trend calls us to help our healthy and growing churches continue to move in the right direction and to address our plateaued and declining churches with a high level of intentionality.

When Rosilio's position was adjusted mid-2018 to include Church Advance, this was the first time since 2013 that a National Office role has included this focus. To assist in developing a strategy to help our established churches, a National Church Advance Team (NCAT) was appointed and convened in October 2018. The team laid out objectives that include developing a comprehensive leadership development process for The Alliance, training and deploying Church Advance coaches, asking each district to have a strategic plan for Church Advance, and convening a national discipling conference.

Already, Church Advance is undertaking several initiatives to address our established churches' needs. Rev. Thomas E. Lundeen, lead pastor at Riverside Church in Big Lake, Minnesota, presented at our first EquippingU Live in November 2018, with an emphasis on the outward-focused church. Dr. Gary L. McIntosh, church growth specialist, led a full day of training on church revitalization at our Fall 2018 InterChange, the annual gathering of district superintendents. Dr. Thom S. Rainer, perhaps the leading expert in the United States on church revitalization, will present a track in our EquippingU Pre-Council training May 28, 2019.

## **Fresh Start**

Fresh Start was developed by Rev. William W. Malick to provide a systematic way for churches that have reached the end of their life cycle to be replanted in partnership with an adjacent healthy church. Training events were held during 2018 in Woodland, California; Birmingham,

Alabama; Lexington, Kentucky; and Santa Ana, California. Three others are scheduled in 2019 in Baltimore, Maryland; the North Central District; and the New England District. For more information about Fresh Start, visit [www.freshstartchurches.org](http://www.freshstartchurches.org).

A great story has been emerging since 2013 in the Northeastern District, where Rev. Jeremy K. Gorham has used principles similar to Fresh Start to revitalize four struggling Alliance churches in towns ranging from 1,000–8,000 in population (Wellsville, Olean, and Arcade, New York; Shinglehouse, Pennsylvania). Attendance in these churches totaled approximately 75 when this revitalization project began. Today, total attendance in this multi-site congregation is around 750–800, with many stories of life transformation. From 2013–2018, 142 people professed faith in Christ, and 222 were baptized. May the Lord multiply this trend in small towns across the United States.

### ***Multicultural Ministries***

We celebrate the cultural and ethnic diversity that has been part of The Alliance from its inception. We started as a movement committed to ministry to immigrants, specifically, the Italian dock workers whom Dr. Albert B. Simpson's Presbyterian church would not welcome. There are 270 Southeast Asian Alliance churches today because we received them with open arms as they migrated to the United States in the 1970s and '80s. We should continue in this spirit, seeing immigrants and refugees through a gospel lens—that the Lord has sent them to our neighborhoods so we can show them Christ's love and share His good news.

As part of our diverse makeup, six of our 28 districts are culturally based. Additionally, nine ethnically based associations and one ethnically based ministry work with churches that are part of the geographically based districts where they are located. Currently, 42 percent of our U.S. Alliance churches represent a non-majority culture. This does not include increasing numbers of our churches that are multicultural in their makeup.

Our nine association presidents provide vital care and leadership for their churches, as well as counsel for the superintendents who oversee them. Three associations have experienced presidential transitions during the last two years. Rev. Sarkis A. Diarbi is now the president of the Arabic-Speaking Association, succeeding Rev. Raed S. Awabdeh. Rev. Kok Choon (KC) Wong has succeeded Rev. Abraham H. Poon as the president of the Chinese Churches Association. Rev. Marc S. Horace now serves as president of the Haitian Association, replacing Rev. Caleb Deliard. Additionally, Rev. James Ka Keung Chung has succeeded Rev. Wallace P. Mang, DMin., as the executive director for the Chinese Churches Association. We appreciate the investment these outgoing leaders made in their associations and are pleased that the new leaders have accepted the responsibility. All these men pastor churches in addition to their association duties.

In recent years, the Korean District, with the National Office's blessing, has been working with a group of churches in South Korea. On April 8, 2018, they were incorporated and officially inaugurated as the Alliance Church in Korea. U.S. C&MA President John P. Stumbo; Rev. Rosilio Román III, assistant vice president for Church Ministries; and Rev. Han Young Baek, district superintendent for the Korean District, attended the celebration.

Meanwhile, the Montagnard Association has been working with a church in Finland. After receiving Finnish government recognition, Grace Montagnard Church in Oulu was inaugurated



October 27, 2018. Rev. Rosilio Román III was present to represent Church Ministries, along with Mr. Hendy Sui, president of the Montagnard Association.

In February 2018, the Multicultural Ministries Office entered into a partnership with Bible League International Ministries to provide training and Scripture materials for the Project Philip for Prisons program. The goal is to help our Hispanic districts and associations reach inmates for Christ. A total of 178 people have now been trained in this program in the following districts and associations:

- Puerto Rico District—20
- Spanish Central District—30
- Spanish Eastern District—43
- Spanish Western Association—85

A Board of Directors mandated task force met three times in 2018 to study the current design of our districts and associations and make recommendations. The committee's recommendations focused largely on developing stronger relational rapport and trust between geographically and ethnically based districts and associations. Additional recommendations addressed empowering second- and third-generation leaders and reclassifying districts with fewer than 35 churches (accredited, affiliated, multisite, and multicongregational) as developing status. In response to this need to reclassify some districts, the Church Ministries executive team is working on resource packages to assist them in being restored to constituted status.

### ***Missions Mobilization***

The Global Link Office, led by Dr. John A. Corby Jr., moved from Development to Church Ministries July 1, 2018. This change recognizes the vital role of U.S. Alliance churches in sending and supporting international workers (IW's).

Several districts are implementing an annual retreat and tracking/mentoring system for those who are called specifically to missions and to ministry in general. The intent is to walk alongside them from the point of feeling the call to the point of fulfilling the call. This can potentially increase our number of workers both internationally and in the United States in the years ahead.

We are thankful for every dollar given by Alliance churches and people to fund Alliance ministries. Church giving has been generally flat during the last couple of years, although gifts to the 2018 Year-End Offering exceeded past giving to this offering. The solution may be threefold. First, many of us continue to need more of the sanctifying work of the Holy Spirit on our pocketbooks, checkbooks, and credit cards to steward our finances better so we have more to invest in the Lord's work through The Alliance worldwide. Consider Dr. A.B. Simpson's formula for faith promise giving—ability plus sacrifice plus faith. As we consider our financial circumstances, what are we able to give (ability)? What could we give up that currently expends some of our financial resources so that we can invest more in the work of Christ's Kingdom (sacrifice)? And what can we trust God to provide so that we are able to give it even though it seems beyond our means (faith)?

Second, many people who attend Alliance churches are not yet engaged in Alliance missions. They haven't heard much about these ministries and may not even understand how they are supported. As pastors and leaders, how can we enlighten more people about the Alliance work

around the world? This is a question we need to consider with great intentionality. When people are exposed to Alliance missions, they generally feel excited and get on board.

Third, as we have healthier churches and more churches, giving to Alliance Ministries should increase. That's not our motive for church advance or church planting. Our motive is reaching people for Jesus Christ. However, there is the important side benefit of increasing giving and expanding ministry around the world.

Additional changes in the Global Link Office involved phasing out regional ministry liaisons. In lieu of these positions, we will be working to increase and enhance the role of district missions mobilizers with the hope that this will be both more efficient and more effective.

Global Link also heads up the coordination of CONVERGE and the Home Assignment Ministry Seminar (HAMS). CONVERGE is for local church and district missions leaders, including pastors, and is held annually in mid-January in Colorado Springs. Nearly 200 people have attended CONVERGE in each of the last two years. The goal is to raise the level of passion for Alliance missions engagement.

HAMS prepares our international workers for reentry into U.S. culture and their ministry in churches. These Missions Emphasis tours are now scheduled through the new electronic calendar. This tool seeks to decentralize the process by allowing IWs and district missions mobilizers (in conjunction with their churches) to interact on a more personal basis, thus developing and expanding relationships and partnerships.

## **Valued Leaders**

Our 28 district superintendents serve in highly strategic roles. Their task is multifaceted and involves substantial travel. While responding to a variety of crises involving churches and leaders, they also seek to be catalytic in the ministry initiatives they undertake. We appreciate the work these men and their wives accomplish, often at personal sacrifice in terms of the hours worked and time away from home.

We express special appreciation to the DSs and elected assistant DSs, along with their spouses, who concluded their roles during the last two years.

- |  |                               |
|--|-------------------------------|
| • Rev. Harris W. and Mrs. Katrina R. Campbell, DMin  | The Alliance Southeast        |
| • Rev. Paul G. and Mrs. Connie L. Cope               | Western Pennsylvania District |
| • Rev. Charles R. and Mrs. Dale C. Hughes Jr., DMin. | The Alliance Southeast        |
| • Rev. Mark R. and Dr. Reatha M. Searing, DMin.      | Southwestern District         |
| • Rev. Jerry Y. and Mrs. True Soung                  | Hmong District                |
| • Rev. Bruce K. and Mrs. Darlene M. Terpstra, DMin.  | Metropolitan District         |
| • Rev. Donald A. and Mrs. Linda R. Wiggins, DMin.    | North Central District        |

Six new DSs and one assistant DS were elected in 2018. We welcome them and their wives to this role and pray God's blessing over them as they serve.

- |   |                               |
|---|-------------------------------|
| • Rev. Scott R. and Mrs. Carol S. Borderud, DTh.      | Southwestern District         |
| • Rev. Douglas S. and Mrs. Lisa C. Bortner (Asst. DS) | Metropolitan District         |
| • Rev. Alfredo E. and Mrs. Daisy Gutierrez            | The Alliance Southeast        |
| • Rev. Nathan D. and Mrs. Sharon M. Howard            | Eastern Pennsylvania District |
| • Rev. Daniel J. and Mrs. Lisa R. Scarrow, DSL        | North Central                 |

- Rev. Lantzia C. and Mrs. Omee C. Thao, DMin Hmong District
- Rev. Kelvin L. and Mrs. Shae-Vonne (Doni) Walker Metropolitan District

As we move toward a goal of having a more diverse group of leaders in our Alliance family, we celebrate that two geographically based districts elected non-majority men to serve as DS. Rev. Alfredo E. Gutierrez is the first Hispanic DS to serve in a geographically based district other than Puerto Rico. Rev. Kelvin L. Walker is the first African-American DS in The Alliance. These two men are exceptional leaders, and we are thrilled to have them serving as DSs.

In an effort to more intentionally address the health of our workers and churches, plant more and better churches, and increase Great Commission engagement, each district superintendent has been asked to work with his team to develop and execute a strategic plan in seven key ministry areas:

- 1) Prayer and Deeper Life
- 2) Church Planting
- 3) Church Advance (including a plan to intervene with plateaued and declining churches)
- 4) Missions Mobilization
- 5) Worker and Spouse Health
- 6) Leadership Development
- 7) Disciplemaking

### ***SEEK—Deeper Life and Missions Events***

The connection of deeper life and missions flows out of Acts 1:8 and has been an emphasis of The Alliance from its earliest days. SEEK events bring these dual emphases into our current-day experience. After holding one event in the Eastern Pennsylvania District in 2016, four districts hosted regional SEEK events in 2018: Eastern Pennsylvania, Great Lakes, Midwest, and The Alliance Southeast.

The four SEEK events in 2018 were attended by 1,546 people. Eight of them made first-time professions of faith. Nine people experienced the fullness of the Holy Spirit for the first time, and 217 had a renewed filling of the Spirit. While Council is attended primarily by official workers, SEEK events are attended mainly by laypeople. Eight SEEK events are planned for 2020, and eight districts have already extended invitations.

These events are coordinated by our Global Link Office. We express appreciation to Dr. John A. Corby Jr. and his assistant, Mrs. Pamela C. Burgo, for their excellent work.

The renewal that we need in the U.S. Alliance will not happen without a fresh move of the Holy Spirit in our churches. He is the One who makes us more like Jesus and empowers us to carry out His mission. SEEK events provide a platform for this deeper work of the Spirit in the lives of Alliance people. We encourage your participation whenever possible.

### ***Candidate Recruitment and Development***

In the years to come, our need for workers will increase dramatically—both in the United States and the world. The baby boomer generation is beginning to hit retirement age. Many workers will be needed to fill these open ministry positions. It is also our prayerful desire to see a strong increase in the number of Alliance churches and international workers. As we move toward the

Second Coming of Christ and sense a greater urgency to complete His Great Commission, we need more workers in the harvest field.

Our Candidate Recruitment and Development Office (CRDO) plays a key role in this. We recently added the word “recruitment” to this office’s title as a reminder that we need to actively recruit those who sense God’s call. We also went through a recent leadership change in this office, and we want to express appreciation to Rev. Mark C. Lynch for his years of service. Upon his resignation at the end of 2018, Dr. Amy L. Roedding became the director for CRDO, which is made up of an administrative assistant and four campus representatives—one each at Crown College, Nyack College/Alliance Theological Seminary, Simpson University, and Toccoa Falls College. Our international-workers-in-residence are an additional Alliance presence on our campuses. The CRDO is represented at a variety of Alliance events throughout the year. Currently, 460 ministry candidates are on the CRDO radar—260 for the United States and 200 for Alliance Missions (formerly International Ministries).

Going forward, the CRDO will work with other areas in Church Ministries to point more students to our Alliance schools and recruit more workers out of our Alliance schools. In addition to our traditional academic schools, alternate ministry training centers are being developed, such as the Reach Training Institute at Salem (Oregon) Alliance Church. Envision Sites in the United States and around the world are providing a platform for young adults to confirm God’s call on their lives to full-time vocational ministry. Our Ministerial Study Program (MSP) and LEAD are providing low-cost, stay-at-home means of meeting the academic requirements for Alliance ministry. We are also looking to get a bigger foot in the door to recruit workers from non-Alliance academic institutions, seeking to mobilize our churches in the surrounding areas to help us with this effort. This is already happening with Asbury Seminary and our churches in Lexington, Kentucky. The common theme in all of this is to expand our pipeline to recruit and develop qualified, gifted, dedicated, and passionate Alliance workers for the United States and the world.

Here are two important pieces of information that you can pass along to potential students for our Alliance schools:

- Ten \$1,000 scholarships will be awarded this year to new students from Alliance churches who are headed to Alliance undergraduate schools. This is part of a cooperative endeavor between Alliance Youth and the President’s Office. To apply, go to [www.AllianceYouth.com/scholarship](http://www.AllianceYouth.com/scholarship).
- An educational assistance program provides a limited number of matching loan repayment funds for Alliance official workers who graduated from Alliance schools. For more information, go to: <https://www.cmalliance.org/serve/prepare?ref=loan-repayment-article#loan>.

While all believers are called to be active in Great Commission endeavors, Scripture seems to indicate a special calling for those the Lord desires to serve in vocational ministry (see Acts 13:1–4). It is important for pastors, youth pastors, and children’s pastors to raise this possibility in the minds and hearts of people of all ages, but especially younger people. Call them to surrender everything to Jesus and be willing to do what He calls them to do wherever He calls them to do it. Give them opportunities to respond to God’s call on their lives and help them move toward fulfilling it.

The biggest news in the Ministry Studies Office over the last several months has been the launch of CMAllianceU as a “one-stop shop” for all things Alliance ministry studies. This includes a newly revised version of the Alliance Polity Course. The Ministerial Study Program (MSP) is now available in a Chinese language version. During 2017 and 2018, 85 students graduated from the MSP, and 413 completed the Basic Training lay leadership program.

We are thankful for the leadership of Rev. Monty L. Winters, EdD, in Ministry Studies. Monty concluded his role March 22, 2019. We are pleased to welcome Rev. Stephen (Steve) A. Grusendorf, PhD, to this role. Steve comes to us with a blend of pastoral and academic experience and has been involved extensively in online education. He is equipped to continue the upgrading of existing programs and the development of new ones to equip Alliance workers and leaders.

Church Ministries is grateful for our partnership with the National Office Technology Group under the leadership of Dr. Sam Kurien. The CMAllianceU platform that Sam and his team have developed opens up a plethora of new training and equipping opportunities.

## EQUIPPINGU

Through a generous grant from Orchard Alliance, we have been able to initiate three segments of EquippingU, all designed to help equip Alliance pastors and leaders to care for their health and that of their ministries.

EquippingU Live features two annual training events in a webinar format. One event each year will focus on ministry health and the other on worker health. Ideally, it will be viewed in a group setting to facilitate discussion after the presentation. However, it can be individually viewed as well. If you are unable to view the live training event and/or desire to share it with other leaders in your church, each event is available for viewing without charge at [www.EquippingU.org](http://www.EquippingU.org). The next EquippingU Live will be October 17, 2019.

EquippingU Podcast launched in early 2018. Two seasons of eight episodes each should be available by Council. The podcast, cohosted by Rev. Alan W. Rathbun of the Eastern Pennsylvania District and Rev. Terry D. Smith, features interviews of guests from inside and outside The Alliance with expertise on a variety of relevant topics for Alliance pastors and leaders. The podcasts can be found at [www.EquippingU.org](http://www.EquippingU.org). Please subscribe, listen, and spread the word.

EquippingU Pre-Council will take place May 28, 2019, at the Orlando World Center Marriott and will feature top-of-the-line specialists and communicators. Here’s the schedule:

- |                      |  |
|----------------------|--|
| 8:30–11:30 a.m.      | Choose one of three tracks:<br>—The Multicultural Church (Bryan Loritts)<br>—Church Revitalization (Thom Rainer)<br>—Church Multiplication (Matt Hannan) |
| 11:30 a.m.–1:00 p.m. | Lunch (provided with your registration)  |
| 1:00–4:00 p.m.       | The Church and Racial Reconciliation (Bryan Loritts)   |



The cost for the training and lunch is \$30. Register for EquippingU Pre-Council on the Council registration page. If you've already registered for Council, you can go back and add EquippingU Pre-Council to your registration. You won't want to miss this great day of training just before the Council kickoff!

### ***Dream Incentive Grants***

A generous donor continues to provide \$200,000 annually for grants that encourage our churches with 300 people and under to sharpen their focus in reaching out to their community. In 2017, 30 churches received grants for projects that included providing tech supplies for an afterschool program, underwriting community outreach events, supplying funds for ESL training and materials, providing commercial kitchen equipment for a church's community center, and assisting in the purchase of church vans. In 2018, grants were awarded to 12 churches. Outreach endeavors that were funded included assistance for two churches in making their facilities more handicap accessible, a family outreach after-school and Awana programs, a mobile-home park ministry center, and equipment for community outreach. Funding is in place for these grants to continue at least through 2022. Applications are available through Church Ministries ([vincentk@cmalliance.org](mailto:vincentk@cmalliance.org)) or can be downloaded from the web at <https://cmalliance.wufoo.com/forms/dream-incentive-grant-application/>.

### ***Alliance Youth and cmalliancekids***

A key component of Church Advance is reaching and training the next generation—through youth and children's ministries, which need a refresh in many of our Alliance churches. The resources provided by Alliance Youth (AY), led by Rev. Daniel N. Boal, and cmalliancekids, led by Mrs. Melissa J. MacDonald, CWM, can help. Much of what these two ministries do involves equipping and training local church leaders for youth and children's work—not just paid staff, but volunteers as well.

AY and cmalliancekids are partners in the NEXT conferences, which provide training and encouragement to the next-generation of leaders across the United States. NEXT has expanded from three to six locations, with plans for additional sites. More than 2,000 workers have been trained since fall 2017.

The Children's Disciplemaking Leadership Certificate (CDLC) program is a year-long training opportunity for children's ministry leaders. It is available in English and Spanish. Forty-two students have graduated from the program and 21 are currently enrolled. Other recent events included the first-ever children's disciplemaking training in the Cambodian District, where more than 20 children's leaders and workers were trained. A team of regional connectors works with Melissa to equip children's leaders and workers in Alliance churches across the United States. Training events occur across the nation—more than 25 in 2018 and cmalliancekids coaching is now available.

The reach of cmalliancekids is extending beyond U.S. borders. In April 2017, 23 Alliance children's workers from nine nations and five continents met in Paris, France. An international leadership team has been formed for cmalliancekids.

AY provides coaching for youth leaders. Five trained coaches are available, and 20 leaders have received one-on-one coaching. The first coaching cohort launched in February 2019. To date, eight webinars have taken place with 250 participants. AY also has a Facebook community

specifically for female youth workers, led by Ms. Katlyn E. Giberson of the AY team. It started in August 2017 and now has more than 300 participants.

## **LIFE**

LIFE is a major nationwide youth event that occurs every three years. The LIFE Office is now located in Colorado Springs at the National Office and is led by Mr. Scott R. Wakeley.

Just a few weeks after Council delegates vacate the facilities of the Orlando World Center Marriott, more than 5,000 Alliance teens will invade the space July 9–13. Over the years, this has been a life-changing event for many young people. Many Alliance IWs and pastors point to LIFE as the place where they surrendered their lives to the call of God. Please pray for a mighty move of His Spirit upon all who attend this year.

Leading up to LIFE, Scott recruited a young, diverse group of leaders to serve on the various planning teams. These teams represent 14 districts. The LIFE team works closely with AY to ensure that LIFE attendees are connected to AY's discipleship strategy for students. LIFE is working with the CRDO to develop a better follow-up plan for students who respond to God's call at this event.

This year's LIFE theme is *Awaken to the Life We Have in Jesus*. Registration opened in fall 2018, and there has been an excellent response. Here's the registration link:

<https://allianceyouth.com/registration/>.

In addition to planning and overseeing LIFE, the LIFE Office is coordinating International Bible Quizzing and Resonate, as well as assisting with many of the logistics for EquippingU.

## **Alliance Peacemaking**

Another important factor in Church Advance is equipping churches to handle conflict in a biblical way. Some churches are stymied in their ministry because of unresolved conflict that grieves and quenches the Person and work of the Holy Spirit. In some situations, this has gone on for years or even decades.

Alliance Peacemaking, led by Mr. Richard C. Stein, is a great resource that provides training for pastors, leaders, and laypeople in biblical, gospel-centered conflict resolution. We desire to see a peacemaking culture permeate our Alliance churches and are encouraged with our progress toward that goal.

- Level 1 Training: Introduction to Biblical Peacemaking/Resolving Everyday Conflict—Over the last two years, 30 Level 1 training events have been held for 14 districts, one association, and one Alliance Missions field with more scheduled for 2019.
- Level 2 Training: Conflict Coaching—Eight Level 2 training events have been held in six districts over the last two years with five more scheduled for 2019.
- Level 3 Training: Mediation—The mediation training is currently being rewritten with an anticipated rollout in 2019.
- Workshops—These were held at Council 2017, as well as at HAMS and Resonate in 2017 and 2018.
- Twelve-Week Course on Biblical Peacemaking—This was taught at Reach Training Institute, an affiliate of Crown College, at Salem (Oregon) Alliance Church.

- Mediations—Alliance Peacemaking teams have been involved in 12 mediations, ranging from conflict between individual leaders to full church intervention.
- Arbitration—In 2018, Alliance Peacemaking handled their first arbitration, using a retired judge who is a member of an Alliance church.
- Consultation—These occur frequently with DSs and other church leaders.

Every pastor is strongly encouraged to seek training in Alliance Peacemaking and to include other leaders. When conflict begins to arise in your church, please contact your DS as soon as possible. The earlier it can be addressed, the better the likelihood for a successful, Christ-honoring resolution.

## ***Alliance Chaplains Ministry***

The Alliance is involved in both institutional and military chaplaincy. These men and women love, proclaim, reach, and launch in special niches of our communities that might otherwise be overlooked. They are gifted and passionate about what the Lord has called them to do, and we deeply appreciate their ministry.

Our 42 military chaplains, along with Veterans Administration, federal prison, and civil air patrol chaplains, are exceptionally well led by Lt. Col. Ret. Robert W. Collins II. Most are Army chaplains, but there are also five active-duty Navy chaplains, the most we've ever had. These chaplains have freedom to proclaim the gospel. During the last two years, they saw more than 4,000 men and women commit their lives to Christ! This is an area of abundant harvest, and more chaplains are needed. If you would like to explore this opportunity, stop by the Alliance Chaplains booth at Council.

Institutional chaplains—hospital, hospice, fire/police—were led for a number of years by Rev. Richard T. Gorman, to whom we express our heartfelt appreciation. Since institutional chaplains are licensed by the district in which they serve, we have now entrusted their care and oversight to the district level. Mrs. Phyllis J. Fitzwater, CWM, an experienced hospital chaplain from Orlando, Florida, provides denominational endorsement when required and counsel on Clinical Pastoral Education (CPE). We are grateful for the work of our approximately 120 institutional chaplains who walk with people in Jesus' name through some of the most challenging times of their lives.

## ***Life-on-Life Ministry Coaching***

We deeply appreciate Rev. Richard E. Bush's leadership in the Ministry Coaching arena and the support of this ministry provided by Mrs. Candace L. Anderson. Richard will be reducing his involvement in the next few months as he prepares to conclude his service in this area. During the last two years, Richard and his team have led 14 Life-on-Life Retreats. He has carried out many coaching relationships with ministry leaders and led four Sabbath Group Retreats. These various ministries have helped leaders increase the health of their souls and be better equipped to minister to others.

## ***Natural Disasters***

Over the last two years, our U.S. ministry locations have been hit by several major natural disasters—hurricanes, wildfires, and an earthquake. Alliance churches and people have been

especially impacted in the Houston, Texas area; across the island of Puerto Rico; in the Panhandle of Florida; in Northern California; and in Anchorage, Alaska.

The Alliance family has rallied to support those affected by these tragedies. Thank you for your generous giving and your willingness to send work teams. Special appreciation is extended to CAMA Services for their significant partnership in assisting with recovery in many of these areas. We commend Rev. Michael A. Sohm and Mr. Philip W. Lohmeyer for their leadership.

The news moves quickly from one disaster to the next, so older ones easily slip from our attention and prayers. But for people in places like Puerto Rico; Panama City, Florida; and Paradise, California, the recovery will be long and arduous. They will need prayer support and tangible assistance for months and even years. Please continue to pray for their recovery and for the ministry opportunities that have opened up in their communities as a result of these disasters.

On November 8, 2018, a ferocious wildfire destroyed much of Paradise, California. The Paradise Alliance Church building survived, and the real church—the people—is still standing. On Christmas Eve, Paradise Alliance hosted the first public gathering in their city—a Christmas Eve service where Pastor Joshua Gallagher proclaimed the gospel and people heard the message of hope in Jesus. Pray that our Alliance churches and people will be beacons of hope amid very difficult circumstances in all of these areas that have been affected by disasters.

### ***Alliance Women (formerly Great Commission Women)***

We are thankful for the leadership of Mrs. Jennifer L. Vogel in our Alliance Women ministry. Please see her report in the appendix ([Appendix B, pages 73–74](#)).

Over the last several months, the leaders of Great Commission Women (GCW) determined that bold and significant change is necessary to communicate the message that all women in our Christ-centered Acts 1:8 family have a place to belong and a loving obligation to each other. GCW desires to demonstrate a commitment to the mission and priorities of The Alliance and be seen as an integrated part of this movement. Additionally, GCW desires to affirm and encourage a broad range of ministry to women and by women, while always maintaining support of the global work of The Alliance. The national leadership of GCW sees their role as primarily consulting and resourcing district GCW leadership teams, encouraging their events and ministries. It is not their desire to dictate what women’s ministry should look like in the local church. GCW’s deepest desire is to “connect women for Kingdom impact.”

With this in mind, the Alliance Board of Directors has approved the following changes:

- The name will be changed from Great Commission Women to Alliance Women, communicating a broader scope of ministry.
- The ministry status will be changed from an auxiliary ministry to an integrated ministry within Church Ministries. This demonstrates the commitment of Alliance Women to the overall priorities and mission of The Alliance.
- With the change in ministry status, the national director for Alliance Women will be appointed by the vice president for Church Ministries. The national director will then appoint the National Executive Team members with the approval of the vice president for Church Ministries. Similarly, district Alliance Women’s leaders and their teams will be appointed by the District Executive Committee upon the recommendation of the district superintendent.

It is our prayerful desire to see Alliance Women continuing to serve a vital role in the overall ministry of The Alliance. These changes have been made in an effort to facilitate this outcome in an ongoing way.

## **Concluding Challenge**

We have much to celebrate as we think about what the Lord is doing in and through our U.S. Alliance churches. There are many stories of transformation as people have put their trust in Jesus. New churches are being planted that introduce a new gospel presence in a spiritually dark community. And there are a few miraculous stories of church turnarounds.

But let's agree that we are not satisfied with where we are as an Alliance movement. Too many of our key indicators are in a decreasing status—number of churches, inclusive members, professions of faith, baptisms, and percentage of overall giving that goes to support our missions endeavor. How do we get from where we are to where we want to be—to where we believe Jesus wants us to be?

Is there something we need the Lord to do or something we need to do? The answer is yes. To quote a mentor, "Ministry always includes both dynamics (prayer and the Spirit) and mechanics (planning and structure)." Both are needed, but we must start with the dynamics, which means getting on our knees or even on our faces in prayer—prayers of holy dissatisfaction, repentance, and surrender that cry out for the Holy Spirit to come and fill us—for the first time or all over again. We need a fresh wind to blow through The Alliance, which comes only through a powerful move of the Holy Spirit among us. We need His power. We need for Him to be in control—even if it scares us where He may take us, what His work might look like among us.

And then we need some prayed-up, Spirit-filled intentionality in all of our churches. Seek the face of God for your community. Ask Him what He wants you to do in order to connect with those in your community who still need to know Jesus. Listen for His answer and then begin to do what He asks you to do. Have a plan as to how you will reach out to your community in the name of Jesus and get busy prayerfully implementing that plan. Have a plan that the Lord has birthed in your heart as to how your church will disciple the people that come to know Jesus through your witness. Make sure that plan includes helping them become disciplemakers—so that we begin to see the supernaturally enabled multiplication of disciples, then of workers and leaders, and then of churches.

We do all of this so that more and more people will come to know Jesus; the joy and purpose He brings to this life and the certain hope He gives for eternal life to come. There's work to be done and people to be reached before He comes. Let's give ourselves fully to Him and the work He has called us to do, trusting Him to do *immeasurably more than all we ask or imagine . . . to Him be glory in the church!* (Ephesians 3:20). Let's have a big dream and then watch Jesus exponentially exceed that dream.



## ALLIANCE MISSIONS

### 2017–2018

**Dr. Timothy D. Crouch, Vice President**

*While Paul was waiting for them in Athens, he was greatly distressed to see that the city was full of idols. So he reasoned in the synagogue with the Jews and the God-fearing Greeks, as well as in the marketplace day by day with those who happened to be there (Acts 17:16–17).*

#### **A New Face for Alliance Missions**

When Paul arrived in Athens, the cultural context led him to change his preferred missionary approach. Generally, as the ministry of the apostles increasingly moved toward gentile contexts, they adapted their modes of ministry.

Similarly, through recent years our Alliance family's missions approach has been changing. In many previous, responsive locations of U.S. Alliance ministry God has raised up strong missionary church networks, drawing our focus to regions *beyond*—more challenging contexts that call for new approaches.

Alliance ministry remains focused on a goal of *gospel access for and from all peoples*—available for and flowing from all peoples. In this new context of Alliance missions effort, this goal is often met as God calls men and women to enter marketplace, international education, and health-care and community development avenues among least-reached peoples of the world. We benefit greatly from their ministries, which operate alongside our many workers of church ministry competencies. A healthy, holistic understanding of missionary ministry is growing in The Alliance. It is reflective of Jesus' example and His commands. It is also well-suited for a world less welcoming to the preacher or priest but receptive of the value servant-hearted, Jesus-loving international guests can bring to local communities, economies, and families.

During 2017 and 2018, Alliance leadership began to look carefully at how we are structured and positioned for the increasing breadth of ministry specializations we are employing. We have concluded that we must make some organizational changes to better support the emerging multi-specialization model.



The changes we are making are significant enough that we are changing our name! International Ministries (IM) will now be known as “Alliance Missions” (AM). We believe this name will clearly mark our emergence from a missions model in which one approach dominated and others seemed tacked on, rather than an integrated one. AM denotes the strategic embrace of a breadth of ministry modes as appropriate to our calling and to the Great Commission-completion chapter in which we are living. The new name also signals the substantive changes ahead.

## **Organizational Changes We Are Making**

Since the 2017 General Council, Alliance leadership has focused on **four change efforts** that have led to the “New Face of Alliance Missions.”

### **1. *Strengthening the way Alliance Missions structures align and collaborate***

Expansion of various ministries within AM led to the formation of CAMA Services (1974), marketplace ministries (1986), and Envision (2008). They added to the large number of international workers organized in fields and teams, focused on evangelism and church planting. We value organizing workers within these four specialized structures because the camaraderie and synergy within each serves to cultivate greater specialized expertise. In turn, bands of workers who are growing their specialized expertise help us engage more people with similar skills and passions. Following this logic, AM leaders are currently studying the wisdom of organizing additional specially skilled workers, such as medical professionals and educators, into similarly structured groupings.

While we have found great value in our four specialized structures, we assessed that we have been slow to develop a system by which these structures fit and work well together. Like a smart phone onto which we have downloaded wonderful apps but not upgraded the operating system, our structures have sometimes lacked the freedom to deploy all their strengths and at times have felt at conflict with one another. The changes we are making—not only structurally but also in leadership, marketing, and funding—are designed to embrace the breadth of our ministry specializations and harmonize the way we facilitate their strengths. When workers with unique expertise take initiative in certain locations, we need to empower them to maximize their giftedness. When workers of the different structures partner together in the same location, we seek to coordinate efforts that both offer valued service to communities and naturally extend witness, disciplinemaking, and church planting.

A key step in addressing our ministry operating system was the decision to integrate CAMA and IM (now AM). CAMA had operated as a supporting organization of The Alliance with its own board structure since 2007. Over 11 years, CAMA grew and benefitted from this more autonomous mode of operation. At the same time, the need to realign all our specialized structures and their leadership, as well as marketing and funding, led to new considerations. In November 2017, the CAMA Board of Directors embraced a vision for integration of CAMA and AM, drafting a recommendation. The C&MA Board of Directors ratified the recommendation in February 2018, leading to the administrative integration of CAMA on July 1, 2018. We honor CAMA leaders and Board members for stewardship of CAMA’s ministry over 11 years, and for solidarity with C&MA leaders and the Board in repositioning CAMA for the future.

Another key step in aligning our specialized structures has been the selection of another new name—this one for our largest structure. Our fields and teams focused on under-reached

peoples with the long-term goal of raising up church networks will now be known as aXcess. We spell the name with an “X” because gospel access multiplies as our teams multiply church networks. This new name gives clarity to the specific focus of this group of international workers and to the fact that their colleagues in CAMA, marketplace ministries, and Envision each bring a different specialized focus to the AM tool box.

## **2. *Focusing leadership on competencies and collaboration***

Leadership roles around the world within AM have been largely administratively focused and centered on the assumption that most or all workers have a church-ministry focus. Given the changes in missions practice and settings over the last decade and in light of the structural changes described above, AM is addressing leadership concepts on two levels.

First, in our leadership of teams and fields around the world, we have developed a leadership framework that places value on a balance of emphases important to fruitful missionary ministry in today’s contexts. The “Balanced Framework for Leaders and Teams” first addresses the foundational need for each worker and team to have healthy identity in the Lord, within The Alliance, and within the host-culture context of their ministry. On this foundation, we seek to equip leaders with competencies to grow teams’ effectiveness in ministry, connectedness with partners, and the well-being of their own lives, families, and teams.

Next, on the level of AM senior leadership, our upgraded operating system needs to facilitate stronger alignment and coordination of our specialized structures and diversity of workers. To help achieve this, the following leadership bodies have begun to operate.

- a) Senior leaders of each specialized structure meet frequently for heightened collaboration. This group of six is called Lead.
- b) Senior leaders, additional administrators, and three field-based leaders meet quarterly to provide perspective with greater age, gender, cultural, and role diversity. This adds five additional members to the six above for a total of eleven. We call this group Guide.
- c) Our larger leadership team, including all National Office leaders and regional directors, gathers biannually. This nearly doubles the previous group. This group of 20 members is called Direct.

These leadership groups serve to ensure worker diversity and that strategic decisions are made collaboratively across our specialized structures.

## **3. *Updating the way we talk about Alliance Missions***

As Alliance leaders have begun speaking about more breadth of ministries involved in a multi-specialization missions effort, some have asked, “Are we still a church-planting mission?” The answer is “Yes,” and we address this question on two levels.

First, we should note that a particular calling—perhaps an anointing—has been on The Alliance to develop networks of churches that continue ministry in their cultures and send their own missionaries cross culturally. Changes today are not rooted in a desire to reduce focus on planting churches. Rather, we need today to grapple with what it will take for outsiders to be able to live among today’s remaining unreached people groups and successfully plant churches. We believe it will take servanthood. The least-reached peoples of the world need to see our desire and ability to serve in ways that are meaningful, helpful,

even transformative for their families and communities when we, along with called workers from many sister churches in other countries, settle among them. Today, international worker teams will seldom *get to* plant churches without first living as servants in their host societies.

Second, we need to recognize that some concepts and language we use in talking about missions no longer serves us well. It has been years since Alliance Missions organized workers under titles such as “Career Missionary” or “Missionary Associate.” However, the distinction between international workers with different preparation tracks or from our different specialized structures may at times have been thought of in terms of ranking, with some rated more or less important than others. Our new reality is that all our workers are considered valued and strategic. No specialized structure should be viewed as any less a part of Alliance Missions. We believe this new chapter of Alliance Missions gives room for greater numbers of Alliance people—with more diverse backgrounds and giftings—to be involved in Alliance ministry more than ever before!

#### **4. *Redesign funding of Alliance ministry***

Alliance people continue to be generous investors in missions. At the same time, it is not unusual to hear or observe that “methods of” or “avenues of” giving to Alliance ministry can be confusing and demotivating. As ministries and structures were added, we often organized separate funding pathways. As support of workers around the world grew more expensive, especially in major cities, special funds for projects and vehicles multiplied.

Today, we certainly do not lack for a variety of avenues for giving. However, the choices are confusing, and Alliance donors are often left with a sense that one type of gift is more or less important than another. Many international workers feel blessed not to have particular fund-raising goals, while others are responsible to raise nearly all of their support. Such complexity and confusion hinders church leaders from clearly motivating giving and fails to attract new donors.

In 2017, the President’s Cabinet appointed a Funding Task Force to analyze our current status and propose a fresh approach to funding Alliance ministry. A new one will simplify giving, reduce the number of funds, and present a more united annual budget picture. We want to see general gifts to The Alliance bless all parts of Alliance ministry. We desire to see gifts designated to any part of Alliance ministry equally well-acknowledged and appreciated. Since Alliance people give generously when international workers specifically request support, we will begin to ask all workers to carry some fund-raising responsibility. We want to motivate and affirm more giving from Alliance churches. We also want to be able to match the interests of individual donors and foundations with clear, accessible pictures of the true costs of various ministries. These changes will be addressed during the 2019 Alliance General Council and brought online in upcoming fiscal years.

The “New Face for Alliance Missions” does not signal a significant, unexpected turn to an entirely new set of values and objectives. However, it does move us to celebrate the value and dignity of a variety of callings and vocational specializations that are proving strategic. It means recognizing that these ministries align both with the biblical holism of Jesus’ ministry model and with the realities of today’s contexts in which men, women, and children live without gospel access. We believe God has brought us to these points of change so He can use us further. So now, let’s look *beyond*.

## Strategic Themes, Progress, and Regions Beyond

*... we did get as far as you with the gospel of Christ. Neither do we go beyond our limits by boasting of work done by others. Our hope is that, as your faith continues to grow, our area of activity among you will greatly expand, so that we can preach the gospel in the regions beyond you (2 Corinthians 10:14–16).*

Those who have been in and around The Alliance for several decades recognize these verses inspired Simpson's hymn "To the Regions *beyond*." The words actually come from the middle of a paragraph that describes a painful time in Paul's life when he was compelled to outline for the Corinthian believers (and thankfully for us) his missions strategy:

- "... we did get as far as you with the gospel of Christ. Neither do we go *beyond* our limits." That is to say, when the Lord called Paul's team to a specific location, they came with a heart-focus to serve those people and make disciples.
- We want "our area of activity among you [to] greatly expand." Paul did not want to plant just one church dependent on him, but to see networks of believers gathering in various cities and regions, together extending gospel ministry to more people than he could reach.
- We can accomplish this "as your faith continues to grow." Paul's teams knew the importance of discipling and developing people to sustain and expand churches and their ministries.

Once the ministry has matured and expanded, Paul writes, he would be ready for what might be the next assignment. His heart's request was that God would open pathways to regions *beyond*. This pattern is repeated throughout his ministry.

This outline for Paul's ministry is important for understanding the "New Face of Alliance Missions." Alliance leadership has outlined **three strategic themes** for living out the new missions context in which we work today. They reflect Paul's three steps, as well as a heart to see them repeated—again and again—in regions *beyond*.

### Strategic Theme 1: Serving Communities

We demonstrate and proclaim the gospel through establishing a meaningful, impactful presence in communities. We do this through immediate disaster relief, long-term development, medical and community services, and business initiatives. Personal evangelism and discipleship are woven throughout all we do.

Progress in Alliance Ministry: We rejoice that significant advances in service to communities have taken place in many parts of the world over the past two years.

- Women in Niger have established savings clubs that encourage their small-business activities, keeping them focused on saving funds to help their families and further their earning potential. Some have come to faith in Jesus along the way.
- One team in a creative-access country hosts events bringing Christian and Muslim students together to find ways to express respect for their differences and to listen with understanding as varied faiths and worldviews are shared.
- Nonprofit operations that preserve language and culture of some minority people groups provided a means of sharing hope with those who have never heard.
- Businesses have become places of transformation as local employees have been impacted by the integrity and witness of marketplace workers.

- Ministries among the deaf population have been initiated in three countries.
- Refugee populations that media and global aid agencies have long forgotten have been blessed with schooling for children and vocational training for adults.
- The two main Alliance-affiliated hospitals in Africa saw more than 2,500 patients receive Christ each of the last two years, leading to more discipling and church planting in some towns and villages.
- Coffee shops and community centers in several locations around the world have provided safe places to develop friendships, share lives and faith stories, and make disciples.
- English language students in a commercial language school in Asia have been impacted by the model of local, believing people who have developed strong English proficiency and now serve as teachers.
- The challenge of ministering among unreached indigenous groups in Mexico will likely call for creative-access strategies.
- Business, educational, and medical professionals have taken the gospel into university, research, and government settings rarely touched by Christian witness.

### **Strategic Theme 2: Multiplying Church Networks**

Paul sought to expand impact through multiple churches in homes located in different parts of the city and region where God had sent him. In Alliance Missions, we establish and develop networks of churches that sustain and multiply holistic ministry in their communities and take the good news into both nearby and distant contexts lacking gospel access. This is gospel access flowing from peoples now reached.

*Progress in Alliance Ministry:* After years of fruitful service, many church networks that have grown because of Alliance investment have experienced multiplication in recent years, advancing gospel ministry.

- There are 60 church networks that are full members of Alliance World Fellowship (AWF).
- Significant, new church-planting energy is producing multiplication in Cuba, Cambodia, and West Africa.
- The mother church of the Mongolian Alliance-related network celebrated its 20th anniversary—today, 18 additional churches have joined this network.
- A coffee house-based church in Taiwan named The Aroma is opening a second church.
- Church planting efforts in Kiev, Ukraine, have brought significant help to people displaced by war, resulting in multiple congregations.
- Alliance workers have aligned with Indonesian church leaders to plant new congregations among some of the islands' least-reached peoples.
- Alliance networks outside North America support 279 of their own missionaries. Though most of these workers are from Asian churches, Latin American churches are greatly increasing their sending.
- More than 200,000 people were baptized in AWF churches around the world in 2017.
- There are now more than 23,000 Alliance places of worship around the globe.

### **Strategic Theme 3: Developing People**

Paul knew that believers needed to be grounded and growing in their faith to sustain ministry and multiply churches. In AM, we invest in the transformation of individuals—physically, intellectually, emotionally, and spiritually—who in turn play a role in the transformation of others, leading networks of churches effectively.

Progress in Alliance Ministry: Developing people describes a broad array of activities that help people grow in their health, education, maturity, family responsibilities, earning capabilities, community roles, soul care, discipleship, leadership development, and theological education. Each year, nearly all Alliance international workers are involved in developing people, both believers and those yet to believe.

- In one country, university students eager to qualify for employment in a new multinational corporate office gained English language and cross-cultural communication proficiencies in a center generously reflecting the love of Christ.
- CAMA workers in Kosovo opened a new community center offering foreign language, career development, business education, mental health counseling, and early childhood development services.
- Envision sites across the United States and around the world disciple people who are new to cross-cultural service while they serve with Envision. Since the 2017 General Council, one-third of all U.S. Alliance candidates appointed to long-term international service have had Envision experience.
- Dozens of small business startups provide gospel witness as well as opportunities for skill development in business and family finance.
- One Alliance international worker teaches at a historically Christian university in an almost entirely Muslim country, leveraging a unique opportunity to influence Muslim students with a Christian perspective.
- In a country where most evangelical churches are composed of minority people from historic Christian traditions, the first official worker from the majority faith group of the nation was ordained—a significant and strategic milestone!
- Alliance international workers log hundreds of weekly one-on-one and group meetings for discipleship.
- A total of 108 local leaders in the Dominican Republic are training leaders in nearly 100 Alliance churches. Some are still in training and ordination processes.
- Ministry candidates and young pastors have progressed through Bible schools and ministry coaching through the ministry of international workers.
- From 2014 to 2018, Theological Education by Extension students in Alliance church networks around the world have more than doubled to 14,000-plus.
- The number of new international workers the U.S. Alliance is sending in 2019 represents an increase of more than 50 percent compared to the average for the previous three years.

### ***To the Regions Beyond***

Like the teams that the Apostle Paul led, we want to be ready for the Lord to lead us to regions *beyond* our current ministries. Beginning in 2014, we temporarily slowed our venture into new initiatives to build a critical mass of workers in many of our current ministry locations where there is much to accomplish. Yet our hearts are full for what we know is on the heart of Jesus—



to move to regions *beyond* where the good news is not yet known, to people groups who still lack gospel access.

We are seeing the Lord lead. Today, AM senses God providing pathways to new ministries. In the new day of missions, these avenues are less about a new country where we would form a team. They are more about the pathways God is opening in language or cultural groups right next door, or in new openness within a culture near to our present work that was previously antagonistic to the gospel. Some of the paths are about new strategic means of workers gaining favor as learners or as students. Other pathways are renewed opportunities in places where once, years ago, doors closed on Alliance ministry. We will be sharing some of these new **pathways to regions beyond** during the 2019 Alliance General Council.

These are new days in Alliance history. This is a new face for Alliance Missions. May we minister in ways that serve communities, multiply church networks, and develop precious people. May we follow God's pathways to regions *beyond*. May God use us to bring gospel access to those who lack it and see it flow from them to still others—until Jesus returns.



## DEVELOPMENT

### 2017–2018

**Rev. Timothy G. Meier, Vice President**

#### ***Introduction***

Having moved into the role of vice president in October 2018, I present my report as a celebration of things past—before my time as leader—and offer a glimpse of where I believe God is leading the Development area of ministry *beyond* the scope of our current service to The Alliance.

But let me first begin with a word of acknowledgement and thanks. As I look back on the ministry of Rev. Dennis K. Whalen, I am filled with gratitude and admiration. For more than 10 years, Dennis lead Development with grace, wisdom, courage, and faith. We move into a new season of ministry standing on his faithful service and are overjoyed to see how he and Patty are leading in a new way in Bangkok, Thailand—building fruitful and lasting relationships to further serve and beautify the bride of Christ.

As we move into a new season of organizational life in Development, I am confident and encouraged that God has new things for us. With this in mind, allow me to share my heart for where I believe God is leading us as a team. My desire in the next months and years is to help us navigate this key moment in Alliance history well. With major cultural shifts here in the States and within The Alliance, the way we communicate, engage people in financial generosity, and invite them to participate globally in what The Alliance is doing is crucial.

Our Communications, Marketing, and Funding teams have developed shared goals and outcomes that will drive the development of resources from the National Office and serve our churches, pastors, and constituents with care. I have worked with our directors to identify the three most critical objectives for calendar year 2019:

- (1) Develop a comprehensive two-year Communications and Marketing strategy to be launched at Council 2019;
- (2) Standardize and operationalize funding language for The Alliance; and

- (3) Develop and implement a fund-raising strategy for The Alliance to meet and exceed budgeting goals.

These shared objectives will help us assess which of our efforts are succeeding in creating greater levels of ownership and engagement and which efforts may be falling short. I believe that as Development realizes our clear “why,” fruitful next steps will emerge for the entire area of ministry, rather than marginal progress being made by individual offices toward less critical outcomes.

As an example of the next steps from one of these objectives, part of the two-year Communications strategy will be a Missions Emphasis theme—*Regions Beyond*—that will start with some “hows” of C&MA missions and move into specificity of work in year two.

We are blessed in Development to have talented and committed designers, videographers, writers, donor engagement specialists, and high-caliber leaders. Yet, we need clarity as we move together in one, unified direction. Although funding Alliance work will always have its triumphs and challenges, I believe that as clarity emerges and solidifies, Development will play an even more pivotal role in engaging the Alliance family in new and fruitful ways.

In my view, the big WHY of Development is the engagement of people toward Kingdom purposes through The Alliance. We were once lost and alone but have now been invited to join our Father as one of His end-times families—anointed and appointed to fulfill His mission. As others become engaged in His work through The Alliance, their financial and time priorities radically shift, as does the culture of our organization.

Our messaging needs to represent the realities of our world in more specific ways. Our Alliance movement in the United States is multicultural and multigenerational and needs to be reflected well in our materials. We need to elevate the voice of women, minorities, rising leaders, and others who have not been given opportunities to shape leadership like we see prophesied in Joel 2 and quoted in Acts 2. Our movement is one obsessed with Jesus, seeking the depth of experience with the Holy Spirit and then going to difficult and new places for the sake of mission. I believe that message is worth telling and worth funding.

We have spent a great amount of time with our Funding Task Force which transcends areas of ministry in the National Office and has pushed us to identify the big pieces of the Alliance story and ultimately land on a vision statement that describes where The Alliance is going. In partnership with Alliance Missions (AM) (formerly International Ministries), we look forward to communicating the “how” of mission: *Serving Communities*, *Multipling Church Networks*, and *Developing People*. The Alliance family will see this language throughout Missions Emphasis over the next two years.

I am personally humbled by the challenges of this next season but confident that God in His wisdom will give us Spirit-inspired vision and grace as we lead together.

### **Development Structure and Function**

Although structured into three key organizational functions—Communications, Marketing, and Funding—Development strives to advance the C&MA mission by raising levels of ownership and engagement through: (1) strategic messaging; (2) audience engagement and expansion; (3) ministry resourcing; and (4) ministry funding. This report is divided into these four areas, each listing 2017–2018 celebration points while looking ahead to strategies that will ensure

ongoing fruitfulness in engaging Alliance people in the big Kingdom story God is writing throughout the world.

**Strategic Messaging**—through vision and mission promotion, storytelling, and the preservation/presentation of the C&MA historical legacy

#### **Celebration Points:**

- Created *We Are The Alliance* and *We Are A Family* video segments and a host of other resources to promote the Alliance “Christ-centered, Acts 1:8 family” identity
- Promoted the president’s “Love, Proclaim, Reach, Launch” vision in multiple communication resources and channels
- Developed a visual representation of the Alliance narrative to clarify mission, vision, identity, and strategic objectives in preparation for changes in the Alliance funding structure
- Filmed, produced, and distributed the president’s monthly video blogs
- Created 75 Alliance Video Snapshots (available on [cmalliance.org](http://cmalliance.org)) that tell the Alliance story in two minutes or less
- Presented devotional content through multiple media channels to encourage Alliance people to go deeper in their walk with Jesus
- Garnered 17 *Alliance Life* awards from the Evangelical Press Association (EPA) and Associated Church Press (ACP)—including the EPA’s top award for denominational magazine—for excellence in journalism and design
- Partnered with Rev. David Paul Jones to develop and publish *A. B.: the Unlikely Founder of a Global Movement*, to be released at Alliance Council 2019
- Worked in collaboration with the president to create the Alliance World Tour “Fruits of Faithfulness” presentation, highlighting the work of The Alliance over the last 130 years
- Produced Missions Emphasis resources in English and Spanish; the 2018–2019 Missions Emphasis kit marks the completion of a five-year theme developed in partnership with Alliance Missions
- Produced and distributed two special issues of *Alliance Life*: the 2017 Council issue, and the 2018 *We Are The Alliance* issue, in addition to the six annual issues
- Digitally preserved valuable archival resources including field collections, founding documents, Annual Reports, the Alliance magazine, ministry dissertations, and historic photographs
- Digitally remastered more than 400 Tozer audio sermons, many of which had been captured from old, brittle audio tape

#### **Looking Forward:**

- Develop a two-year strategic content and messaging plan, including but not limited to Missions Emphasis, Great Commission Day, and the stories communicated through *Alliance Life*, video, the web, social media, and other communication channels
- Utilize all media channels to articulate the new C&MA vision statement, along with the three strategic objectives of Alliance Missions: *Serving Communities*, *Multiplying Church Networks*, and *Developing People*
- Develop a strategy for Alliance video that incorporates creative approaches to storytelling and theme conceptualization

- Devote more staff time to developing funding content to offer greater opportunities for financial partnership to Alliance audiences
- Work with Funding Task Force and areas of ministry to develop new language that will be used by all Alliance leaders and workers to eliminate ambiguity regarding how Alliance ministries are funded
- Identify and feature new, emerging voices that reflect the true diversity of The Alliance
- Examine options for electronic delivery of *Alliance Life* to those who would prefer to receive it that way in order to reduce production and distribution costs
- Continue to work intently to digitally preserve archival resources that are in danger of decay and disintegration
- Integrate digitized archival resources into a web-based repository that will allow limited, remote access for researchers and the greater Alliance family

***Audience Engagement and Expansion***—through targeted communications, the expansion of digital/social media, increased Alliance Life circulation, new donor acquisition

#### **Celebration Points:**

- Served 1.2 million users from 230 countries with more than 7.3 million page-views through the Alliance website (cmalliance.org)
- Grew Facebook, Twitter, and Instagram audiences to nearly 65,000 (7,000 and 3,500 respectively); C&MA Facebook posts received an average of one million views per month
- Conducted 1,191 mission-promoting email campaigns totaling 1,5673,423 sent emails
- Increased the frequency of the *Alliance eNewsletter* from monthly to weekly
- Surpassed 50,000 in *Alliance Life* print circulation for the first time since 1997
- Conducted a church media survey, which revealed that 96 percent of Alliance churches use video in their services at least quarterly, and 53 percent do so almost weekly
- Launched John Stumbo's audio podcast to broaden the reach of his monthly video blog messages
- Increased the Alliance video presence on YouTube by increasing the number of posted segments from 36 to 94; since the launch of the Alliance YouTube channel, Alliance videos have been viewed more than 25,000 times
- Rebranded and launched the Alliance Women (formerly Great Commission Women) and Alliance Youth websites to raise the visibility of these vital Alliance ministries

#### **Looking Forward:**

- Create a long-term marketing strategy to increase utilization of key Alliance resources and raise awareness of and participation in Alliance ministries
- Conduct quantitative and qualitative research to ensure success of audience engagement and expansion efforts by identifying and clarifying successful value propositions
- Increase promotion of key denomination resources, including funding campaigns, media channels, gift planning materials, *Alliance Life*, Alliance video, digital media, with the goal of increasing utilization of these engagement tools

- In collaboration with the Global Link office, build and deepen relationships with Alliance districts, district superintendents, missions mobilizers, churches, pastors, and supporting organizations, to increase awareness, promotion, and support of Alliance ministries

**Ministry Resourcing**—through the development of useful tools that help Alliance ministries succeed

### **Celebration Points:**

- Produced and disseminated weekly prayer requests, monthly *Call2Prayer*, monthly *Pray for Peoples* release, and other intercessory resources
- Fulfilled more than 800 resource production projects involving 1,343 individual tasks for C&MA ministry offices and supporting organizations
- Produced print, video, and other media resources and support for Alliance Council, as well as the LIFE Conference, HAMS, SEEK conferences, AM Pre-field Orientation, Converge, Interchange, Resonate, NEXT Ministry Conference, President’s Weekend, and EquippingU
- Provided communications support for Alliance Benefits, Alliance Youth, Orchard Alliance, cmalliancekids, Alliance Women, Envision, CAMA Services, and Caleb & Co., and other offices and supporting organizations
- Assisted the Spanish Eastern District in completing the first printed edition of *Vida Aliancista*, a Spanish version of *Alliance Life*; the Communications team continues to work with Spanish Eastern District Superintendent Jorge Cuevas on future print and digital versions of *Vida*
- Produced core brochures, publications, video segments, and other resources in both English and Spanish
- Kept the greater Alliance family updated and engaged regarding the natural disasters that have impacted C&MA people and ministries
- Assisted in the development and distribution of corporate governance resources, including Licensing and Ordination materials, Official Directory, C&MA Manual, AM Handbook, and Council reports
- Hosted archival researchers from five countries and several educational institutions, including Columbia, Princeton, and Boston Universities. In addition, the Archives assisted dozens of individuals who were authoring books or conducting historical research.

### **Looking Forward:**

- Develop “Alliance 101” resources for churches and districts that fully convey Alliance deeper life and missions’ values
- Meet with “client” offices to plan, assess, prioritize, and execute the development of resources that have a high likelihood of increasing levels of ownership and engagement; measure and report utilization of each resource to assess its success in raising levels of participation
- Based on qualitative and quantitative audience research, assess and reconsider the development of resources and campaigns that are underutilized, not valued, or ineffective in creating deeper levels of ownership and engagement; this will free up budget and staff



margins to devote to the development of resources and campaigns that have been shown to produce mission-advancing results

**Ministry Funding**—*through the presentation of partnership opportunities, enhanced donor communications, and relationship development*

**Celebration Points:**

- Developed and distributed print, video, web, and social media resources for church funding campaigns, including Great Commission Day and the Year-end Offering; these offerings raised more than \$2.4 million in 2017 and 2018
- Raised \$2.5 million for AM strategic projects
- Partnered with CAMA to raise more than \$2.2 million for disaster relief
- Raised more than \$800,000 through the 2018 Year-End Offering—the highest amount ever raised for a Year-End Offering, and \$350,000 more than the previous year
- Gained 1,500 new donors during the last six months of 2018
- Raised more than \$125,000 from the 2017 and 2018 *Alliance Life* subscriber offerings to help offset printing and distribution costs and further the ministry of the magazine
- Raised more than \$88,000 through the #GivingTuesday promotion on Facebook
- Increased focus on personal relationships; built new relationships and fortified long-standing ones through the sharing of compelling stories of Alliance work; presented ministry funding opportunities that aligned with specific donor passions and preferences; challenged donors to be more fully engaged in Alliance work
- Enhanced Donor Communications with an increased digital focus; developed a more effective donor thank-you strategy, utilizing attractive postcards, personal notes, as well as visits, phone calls, and emails
- Collaborated with The Orchard Foundation (now integrated in Orchard Alliance) to enhance legacy giving efforts; presented stories of generosity to encourage donors to make charitable contributions through legacy planning
- Increased donor screening and targeted communications; studied giving patterns and motivations for various generations of givers, enabling the Donor Engagement team to better match opportunities with givers; utilized digital technologies to better identify and engage specific demographics of existing and potential donors

**Looking Forward:**

- Focus on New Donor Acquisition. While The Alliance has been and continues to be primarily a church-funded organization, individual donor giving continues to rise steadily. In order to experience breakthrough revenues, new donors at all levels are needed (see Appendix D, *Donor Acquisition and Retention Report*).
- Implement sophisticated donor communications. Effective and timely communication is key in donor cultivation, retention, and stewardship. Donors need to feel that they are a vital part of Alliance ministry outcomes and informed of unique opportunities to engage. By harnessing analytics, the Donor Engagement team will become more effective in offering unique and promising opportunities to current and prospective donors.
- Develop technically savvy systems. With a growing donor base and diversifying methods of giving, smart systems must be harnessed and leveraged to ensure scalability, timeliness, stewardship, and connectedness. Investments in personnel and technology are

vital to the successful management of donor information, communication, satisfaction, and retention.

- Equip and mobilize frontline workers. Alliance workers and program leaders are potential partners in fund-raising, as they enable The Alliance to communicate impact firsthand. Many recent new donors have engaged in The Alliance because of developing relationships with frontline workers and program leaders. Equipping and mobilizing the 700+ Alliance international workers and ministry leaders in effective fund-raising offers enormous potential for “breakthrough” ministry revenue growth.
- Increase major donor and major gift focus. Face-to-face visits and ongoing personal relationships with Alliance-passionate, high-capacity individuals and foundations continue to produce fruit. Major- and mega-gifts (6–7 figure) have been essential in maintaining the past and current stability of the GCF and strategic project funding and will continue to move forward. Collaboration with Orchard Alliance will be critical in securing not only bequests, but also with various other planned gifts.
- Expand annual giving programs. Annual and recurring gifts are vital to the overall health and stability of fund-raising. Instead of appealing for a single donation, annual giving campaigns and programs ask for donors to commit to a recurring gift over the year (e.g. \$100 per month). A recurring gift becomes part of the donor’s ongoing budget and charitable lifestyle. Traditionally, these campaigns have been conducted in churches during annual Missions Emphasis events, primarily by utilizing Faith Promise pledge cards. Although a fresh name may need to be considered, the concept is tried and true. A recurring gift commitment could easily expand beyond churches into a viable opportunity for individuals.

## Summary Comments

Development rejoices in God’s faithfulness to us over the last two years as we have partnered together with Him in mission by communicating His story to the Alliance family and offering opportunities for them to join Him in this work. God has called us to close the gap of gospel access so that ALL people will know and experience the life-changing work of Jesus.

Development is committed to inspiring and inviting further participation within and beyond the Alliance family to realize our vision of *All of Jesus for All the World*. We are grateful to the Alliance family, its workers, financial partners, and volunteers—and most of all to Jesus, who is making all things new.





## OPERATIONS/FINANCE

### 2017–2018

**Mr. Kenneth E. Baldes, Vice President/Treasurer**

*Serving those who serve the servants in the stewardship  
and advancement of our Christ-centered, Acts 1:8 mission*

“Serve the servant” remains the heartbeat of the Operations/Finance area of ministry. Whether serving our teammates in the National Office, across the United States, or around the world, we desire to serve administratively in a way that adds to ministry and helps steer the organization toward being a Christ-centered, Acts 1:8 family. We also exist to steward faithfully the people, facility, informational assets, and financial resources with which we have been entrusted.

As we set out to serve the Alliance family over the next two years, the following priorities will guide us in pursuit of our vision of *All of Jesus for All the World!*:

1. Doing Flows from Being
2. Increasing Alliance Engagement
3. Aligning Budget with Alliance Ministry
4. Leading The Alliance into Greater Financial Health
5. Contributing to a Flourishing National Office Culture

### ***Doing Flows from Being***

In November 2017, my wife, Christy, and I, along with our cohort, had the privilege of completing our three-year *Life-on-life Formation* journey led by Dr. Richard E. Bush and Candace L. Anderson. *Life-on-life Formation* purposes to equip Christian believers for participating in the work God is doing in the life of another; that is, joining another’s journey to assist in “calling forth” God’s eternal plan for his/her life. Thus, the “Life-on-life” process is God’s Life on my life and my life on others. For more information, visit: <https://www.lifeonlifeformation.org/>.

One of the gifts I cherish from this spiritual formation journey is further clarity on my unique God-given calling, “*I was created to invest in people and organizations to provide direction, order, and stability so that they can flourish and accomplish their call and mission.*”

Because I believe this to be one of the most important investments I can make in my team, the Operations/Finance leadership team began its *Life-on-life Formation* journey in 2018. I want our leadership to flow from healthy souls and from a place where God is forming each of us for the sake of others and His church. It’s from this place that the team will move *beyond* human limitations and do immeasurably more (Ephesians 3:20–21)!

### **Increasing Alliance Engagement**

As you know, the president has called the Alliance family to greater ownership and engagement. We will continue to support his vision and help move *beyond* our current engagement levels by:

- Developing new systems, including a new Customer Relationship Management (CRM) system and related applications to support the Alliance’s increased efforts in engaging district and association leaders, pastors, international workers, churches, constituents, and individual donors to fulfill our vision and mission.
- Expanding the adoption and capabilities of our online learning portal, CMAllianceU, through the expansion of courses that equip district, association, pastor and local church leaders, international workers, and National Office employees.
- Promoting the use of a customized church app (through Tithe.ly) that enhances spiritual, relational, and financial engagement of church members for a low monthly fee of \$50. Additionally, Tithe.ly has introduced a new church management system, Elvanto, for \$50/month—much lower than many other competitors. If you are paying more than \$100 a month for your customized church app AND church management system, I invite you to learn more by visiting: [get.tithe.ly/the-alliance](http://get.tithe.ly/the-alliance).

### **Aligning Budget with Alliance Ministry**

While progress toward the president’s goal of allocating 85 percent of the GCF budget to Alliance Missions (AM) (formerly International Ministries) and Church Ministries (CM) has been slow, the reality is that the GCF budget does not reflect a complete picture of The Alliance. For example, Great Commission Fund revenues were \$43.3 million in fiscal 2018 while total revenues for The Alliance in fiscal 2018 were \$60.5 million. Furthermore, when reviewing the financial statements for the GCF, program expenses are approximately 81 percent (including Higher Education); while Alliance program expenses are 87 percent.

Over the next two years, our budgets will move *beyond* a “GCF view” and be expanded to reflect a more complete and transparent view of Alliance ministry. Our new funding model purposes to invite donors to give to The Alliance (in its entirety) or give specifically to ministry (and its workers) through a designated gift. For an overview of the 2019–2020 and 2020–2021 budgets, please see [Exhibit E, page 93](#).

Ministry areas including Executive, Development, Operations/Finance, and Governance will continue to be vigilant in stewarding their resources to maximize ministry impact while minimizing ministry risks and vulnerabilities.

To be more specific, 83 percent of the Operations/Finance budget is for personnel and occupancy costs while the remainder of the budget is earmarked for information technology (IT) and finance support costs of the ministry. Since the entire budget is vulnerable to inflationary pressures, we must continue to find ways to control expenses, and where possible, bend the cost curve with:

- Computer software licensing costs
- Copier and printer costs
- Postage costs
- Telecomm costs
- Facility costs
- Health insurance premiums

Additionally, efforts will continue to generate income (to help cover ministry support costs) by:

- Becoming a shared-services provider to C&MA churches, districts, and supporting organizations whereby everyone's IT costs decrease by leveraging common hardware and software that the C&MA purchases and supports. If you're interested in learning more about this, please contact Dr. Sam Kurien, chief information officer, at [kurienk@cmalliance.org](mailto:kurienk@cmalliance.org).
- Licensing the Global Portal to the Alliance World Fellowship (AWF) and its member countries, C&MA supporting organizations, and other missions' organizations.
- Providing IT services (e.g., email, website hosting) to C&MA districts and supporting organizations.
- Increasing the adoption of the customized church app through Tithe.ly (the C&MA receives \$10 per church per month from the third-party provider).
- Increasing adoption of other Alliance Purchasing Program partner services (payroll, copiers/printers, phone, internet, audio solutions). To learn more, visit: <https://cmalliance.org/mycma/purchasing-program.jsp>.

### ***Leading The Alliance into Greater Financial Health***

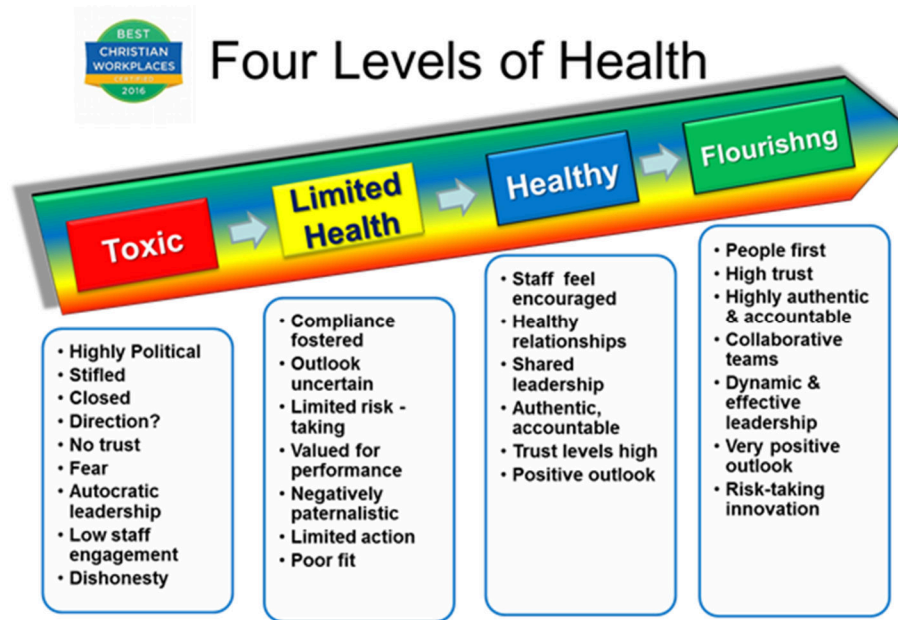
Operations/Finance will continue to lead the C&MA into greater financial health so that we are solidly positioned to move *beyond* our current funding levels to resource our vision of *All of Jesus for All the World*:

- Working with Church Ministries to support district and church initiatives so that church revenues exceed the inflation rate.
- Working with Church Ministries to increase awareness of free personal financial and church generosity resources. For more information, see page 45.
- Working with Alliance Missions to best steward global resources and manage foreign exchange costs.
- Working with Development to grow the number and dollar amount of gifts from individuals who give directly to the C&MA.
- Providing a viable health insurance option to districts, churches, and supporting organizations that includes loyalty rewards.
- Keeping core expenses at or below inflation.
- Maintaining adequate reserves for potential revenue shortages, economic shocks, or capital budget financing needs.



- Leading the President's Cabinet with contingency planning so that we are prepared for potential economic downturns.

## Contributing to a Flourishing National Office Culture



Given its wide range of services, Operations/Finance supports every area of ministry in the National Office. Our desire is to move *beyond* a healthy culture toward a flourishing culture that serves the Alliance family by:

- Serving through the empowerment of the Holy Spirit.
- Hiring team members who are called to serve in the ministry of administration, competent in their specialized area, and who align with the National Office values.
- Communicating effectively and openly.
- Engaging employees to collaboratively work on strategic initiatives that advance the C&MA.
- Recognizing team members who go above and beyond.
- Providing learning and growth opportunities for the Operations/Finance team.
- Providing employee health and retirement benefits that support the C&MA's compensation strategy.
- Caring well for the National Office campus.
- Providing work space for employees that helps them thrive in their roles.
- Providing the right technology and equipment for employees that enhances their ministry engagement and productivity.

## Conclusion

As we are Spirit led and then exercising the gifts that God has given us for the ministry of administration, the Operations/Finance team is excited about helping the C&MA move *beyond* its current impact in seeing *All of Jesus for All the World!*

# OPERATIONS/FINANCE

## Stewardship Report 2017–2018

Mr. Kenneth E. Baldes, Vice President/Treasurer

### Leadership Team:

Mr. Daniel R. Deutsch, Director for International Accounting  
Mr. Curtis L. Farmer, Director for Alliance Benefits  
Mr. Hal R. Kenzel, Director for Operations/Business Services  
Dr. Sam Kurien, Chief Information Officer  
Mrs. Jenifer L. Morrell, Executive Assistant  
Mr. Eddie R. Swanson, Controller and Assistant Treasurer

I am pleased to provide a summary of accomplishments for the past two years:

### *Serving U.S. Ministries and the U.S. Church*

- Launched a new **Financial Health initiative** through our partnership with the National Association for Evangelicals. This initiative provides pastors and their wives access to free financial resources, a free personal finances online course, and financial assistance grants to pastors age 50 and over who have not saved for retirement yet. Pastors and their leaders also have access to a free course, Church Generosity, and other resources. To learn more, visit: <https://naefinancialhealth.org/cma/>.
- Provided **ChurchExcel** resources through our partnership with the Evangelical Council for Financial Accountability (ECFA). These free resources are available to Alliance district and church leaders to help equip them in their financial administration. This portal of resources offers e-books, webinars-on-demand, electronic tax guides, and much more. To learn more and/or sign up, visit: <https://www.ecfa.church/churchexcel.aspx?d=%2fCMA>.
- Served districts and churches with **Alliance Purchasing Program** products and services. Our desire is to provide value-added products and services at negotiated pricing to districts, churches, and supporting organizations. Since Council 2017, new audio partners include Arria Live, ProAudio and Alclair and Digital Audio Labs. New partners that service office needs include AMD/8x8 (phone and internet) and NuQuo (copiers and printers). These partners join Tithe.ly (customized church app and electronic giving solutions), Stewardship Payroll Services (church payroll), T-Mobile (mobile phones), Dell (computer purchases), and Staples (office supplies). Many of these providers send a portion of the income they receive to the C&MA, currently annualized at about \$20,000.

You will have an opportunity to meet many of these partners at Council 2019. If you would like to learn more about how these partners can help grow your church's revenues and/or reduce your current expenses, please sign up for the Council 2019 seminar, Church Resources to Help Grow Your Budget. For more information about the Alliance Purchasing Program, visit: <https://cmalliance.org/resources/>.

- Launched **CMAllianceU** as an integrated online portal for learning, training, and ministry development. Sponsored by Church Ministries, the portal serves students preparing for ministry through the Church Leadership Academy as well as those workers pursuing their Children's Discipleship Leadership Certificate (CDLC). Some of these courses are also available in Spanish and Chinese. We also desire to assist in equipping local church leaders, international workers, and National Office employees with training and development needs. To learn more, visit: <https://www.cmallianceu.org/>.
- Provided **email services** for: Alliance Southeast, Great Lakes, MidAmerica, Midwest, and Southern districts, as well as Alliance Redwoods Conference Grounds.
- **Hosted websites** for: Alliance Southeast, Hmong, MidAmerica, Midwest, and Western Pennsylvania Districts, as well as cmalliancekids and Alliance Youth.
- Developed **additional training videos** to assist users with navigating through features of the Constituent Management System (CMS).
- Developed a means for churches to **electronically send their Alliance Ministries funds** (e-check) to the National Office. With less than 200 churches taking advantage of this functionality, we see great opportunity to grow this number over the next few years.

### ***Serving Alliance Missions***

- Completed the second and third phases of **Global Consolidation** which fully consolidated all global assets and liabilities at June 30, 2018, adding \$26 million to the C&MA's balance sheet.
- Teamed with Alliance Missions with International Accounting, cash management and foreign exchange support as well as technology support through the **Global Portal suite** (secure email, file storage, Microsoft Office, and antivirus software).
- Expanded the role of **Regional Financial Accountants** (RFAs) to include audit, risk, and cash management functions. The RFA team, led by Diane R. Fox, includes:
  - Terry K. Bentley, North and Central Asia
  - Niel R. Haggmark, Europe and Middle East
  - Lois A. Kennedy, Asia/Pacific and Chinese Ministries
  - Nicole Dykstra, Envision
  - Keith E. and Teresa R. Newburn, Latin America
  - Stanley D. and Jayne R. Walker, Africa
- Consulted with our international fields and teams in China, Israel, France and Russia to provide **information technology solutions**. We continue to celebrate the unity and cohesiveness of an expanded global technology strategy.
- **Hosted websites** for: marketplace ministries, CAMA Services, and Envision.

### ***Serving Both U.S. Churches and Alliance Missions***

- Created and launched a **Global Tours system** that connects international workers with districts and churches, making it easier to connect with and invite international workers to speak.

- Experienced a significant turnaround in the **C&MA Health Plan**. After losses of \$4.4 million and \$2.2 million during 2015 and 2016, depletion of reserves and \$2.2 million borrowed on an Alliance Development Fund (ADF) line of credit, the C&MA Health Plan returned to profitability in both 2017 and 2018, while the ADF line of credit was paid off by June 30, 2018. Several new risk management initiatives were implemented with the domestic health plan, including the replacement of our third-party administrator to tighten claims administration. Additionally, loyalty rewards were introduced in 2018 which rewards districts and churches who continuously participate in the Health Plan with discounted premiums.

We are grateful that the Lord brought Curtis L. Farmer, director for Alliance Benefits, in September 2017 to lead the Alliance Benefits team. He, along with two benefits consultants, have increased engagement with districts and churches with our health and retirement plans.

In 2018, a new Alliance Benefits website, <http://www.alliancebenefits.org/>, was launched as well as rebranded Health Plan and Retirement Plan marketing materials.

- Expanded participation in the **C&MA 403(b) Plan**. Our world-class Retirement Plan offers investors options for active or passive investing as well as an option to invest in Biblically Screened Funds at fees that are not obtainable from many financial advisors. Unlike other retirement plans, retired C&MA clergy may claim distributions as housing allowance under current tax regulations. Assets under management grew from \$140 million at January 1, 2017, to \$163 million at December 31, 2018.
- Continued to provide monthly benefits to **Fellowship Fund** participants. We had 293 participants at the end of 2017 and 275 at the end of 2018. Assets continue to be sufficient to pay them, and cost of living adjustments were provided once again in both 2017 and 2018.
- Provided administrative support for the **Loan Repayment Program**. During fiscal 2017, the C&MA helped 55 C&MA workers who graduated from a C&MA school by providing \$192,182 of matching payments to their student loans. And in fiscal 2018, the C&MA helped 50 C&MA workers who graduated from a C&MA school by providing \$193,200 of matching payments to their student loans. This program is helping expedite the launch of international workers and enhancing the financial health of its participants by reducing student loan debt.
- The **Events Office** provided key support for Council 2017, Home Assignment Ministry Seminar (HAMS), Resonate (new C&MA workers), Pre-Field Orientation (PFO) for new international workers, the C&MA Board of Directors, district and association leaders (Interchange), and several Alliance Missions and SEEK conferences.

## ***Serving the Broader Alliance Family***

- In his role as vice president for Operations/treasurer, Kenneth E. Baldes served on the boards of the Alliance Development Fund (ADF) and The Orchard Foundation (merged into Orchard Alliance in 2018), CAMA Services, Nyack College, Shell Point Retirement Community, The Alliance Community, Town and Country Manor, and the C&MA Benefit Board. Hal R. Kenzel, director for Operations and Business Services, served on the Chapel Pointe board.

- Kenneth E. Baldes served as treasurer for Alliance World Fellowship (AWF) in 2017 and 2018. In 2017, a new U.S. legal entity for AWF was formed and the official financial records of AWF were transferred from the Netherlands. AWF is now benefiting from the U.S. C&MA's finance and information technology teams and systems.
- Provided Global Portal services for Alliance World Fellowship (AWF) and CAMA Zending (Netherlands). We are also hosting the website for Trinity International Church of Paris.

## ***Stewarding C&MA Resources/Improving The C&MA's Financial Health***

### ***Finance Initiatives***

- Balanced GCF budgets in both fiscal 2017 and 2018 by matching expenses with revenues (see [Appendix E, pages 91–93](#) for additional information).
- Received a clean opinion from our auditor, BKD, on our June 30, 2017, and June 30, 2018, audits (see [Appendix E, pages 91–93](#) for additional information).
- Prepared monthly financial statements and reports and coordinated vendor payments, National Office payroll, and payroll tax reporting and compliance.
- Supported church and district treasurers with monthly content on the Treasurer's Page in MyCMA, along with phone and email response to numerous inquiries.
- Secured a letter of credit for Nyack College in 2017 and 2018 through its relationship with Wells Fargo Bank to comply with Department of Education requirements. Nyack also transitioned its merchant processing business to Wells Fargo Bank in 2018.
- Upgraded our financial accounting system, Microsoft Dynamics GP 2018.
- Supported Tribal Rescue Ministries with donor processing and tax receipting of contributions.

### ***Operations and Facility Initiatives***

- Played integral parts in the planning, preparation, and onsite implementation of making General Council 2017 in Columbus a success.
- Efficiently managed spending for the National Office Operations budget. Spending was held to 94.3 percent and 93.4 percent in fiscal 2017 and 2018, respectively.
- Assisted Orchard Alliance in transitioning to their combined office needs; developed a new training and conference room for large groups and boards; and renovated new spaces for the Archives and Events Office.
- Renovated the National Office dining room, including new tables and chairs, window treatments, an updated sound system, fresh paint, and new mural.
- Teamed with Development to install new wall displays throughout the National Office.

- Installed additional keypads to several areas of the building that required higher security and installed additional security cameras around the building. Additionally, installed new front doors, upgraded the HVAC software and completed repairs on nine Variable Air Volume (VAV) heating and cooling units.

### ***Other Information Technology Initiatives***

- Established a data center in Asia in October 2017 and began its relationship with Movaci Technology Co. Ltd (Movaci). Movaci, based in Chang Mai, Thailand, serves Christian ministries and organizations through a variety of Information Technology (IT) services in more than 30 countries. This relationship was expanded in December 2018 to benefit the C&MA by increasing IT's capacity to support and train the C&MA's international workers as well as their respective office needs while assisting and enhancing the C&MA's security and compliance protocols by helping monitor, protect, and audit its digital information. As a result, we can enhance our global support over multiple time zones for both our people and systems. We also believe strengthening the C&MA's infrastructure will attract additional IT partners over time.
- Purchased a video storage solution that supports a growing communication need of the ministry.
- Developed a camp registration system for Alliance Redwoods Conference Grounds that is also available for licensing to other C&MA camps.
- Replaced an aged phone system in partnership with AMD Communications and 8x8, our new phone vendor. The same functionality and negotiated pricing are available to churches and districts through the Alliance Purchasing Program.





## C&MA INSTITUTIONS OF HIGHER EDUCATION

### Undergraduate/Graduate Enrollments (as of October 15, 2017, and 2018)

Institution	2017				2018				Increase/(Decrease)	
	Main Campus	Extension/ Other	ADCP	TOTAL	Main Campus	Extension/ Other	ADCP	TOTAL	Number	Percent
UNDERGRADUATE INSTITUTIONS										
Crown	538	204 <sup>2</sup>	317 <sup>3</sup>	1,059	534	305 <sup>2</sup>	313 <sup>3</sup>	1,152	93	8.8
Nyack	739	470	166	1,375	666	546	106	1,318	(57)	(4.1)
Simpson	531		179	710	540		127	667	(43)	(6.0)
Toccoa	666	556 <sup>2</sup>	200 <sup>3</sup>	1421	682	769 <sup>2</sup>	218 <sup>3</sup>	1,669	248	17.5
Total	2,474	1,230	862	4,565	2,422	1,620	764	4,806	241	16.2
GRADUATE INSTITUTIONS										
ATS	313	341		654	235	385		620	(34)	(5.2)
Crown Grad		287				358			71	24.7
Nyack Grad	174	234		408	155	233		388	(20)	(4.9)
Simpson Grad	152			152	127			127	(27)	(16.4)
AW Tozer Sem	41			41	39			39	(2)	(4.8)
Total	680	862		1,255	826	976		1,174	(12)	(6.6)
TOTAL UNDERGRADUATE/GRADUATE										
<u>Key</u> <sup>1</sup> Adult Degree Completion Program; <sup>2</sup> Dual Enrollment; <sup>3</sup> Online										



# CROWN COLLEGE

**2017–2018**

**Dr. D. Joel Wiggins, President**

## **Highlights**

- All Crown programs—undergraduate and graduate; on-campus, online, and onsite—are fully accredited. This means that (1) credits are fully transferable, and (2) students are eligible for federal financial aid.
- Over the past six years Crown has placed more graduates into C&MA ministries than any college or seminary.
- We currently have more than 400 undergraduate and graduate students studying in biblical and ministry studies preparing to serve in U.S. or global regions.
- Crown has 150 students enrolled in its MA counseling program including 44 who graduated in May 2019.
- The Crown Master of Divinity program, launched in 2016, has 38 students and graduated 6 in May.
- Crown graduated its two largest graduating classes ever—289 students in 2017 and 292 in 2018.
- Crown is serving its largest number of students in its history—more than 1,530. This includes 700 online, 535 on campus undergraduates, and 300 high school dual enrolled. These totals include 356 graduate students.
- New majors launched in 2017–2018:
  - BS, Worship Ministry (on campus)
  - BS, Criminology (on campus)
  - BS, Intercultural Youth Development (on campus)
  - BS, Marketing (on campus)
  - AA, Global & Cultural Studies (online)
  - In addition, Crown launched 5 Minors, 13 Emphases, 7 Certificates, and 2 Concentrations
- Church partner program is growing:
  - Christ Community Church in Omaha has 22 graduate student residents—graduating 10 in May while another dozen begin this summer.
  - Fairhaven Church in Dayton will graduate 4 residents and add another 4 residents to double their total number to 8.
  - Appleton (WI) Alliance Church will add 5 residents this fall to bring their total to 9.
  - Crossway Ministry Institute in Germantown (WI) launched in 2018 and expects to have 5 students in the fall 2019.

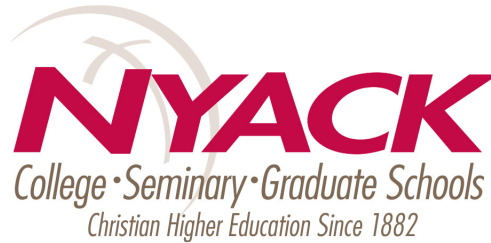
- Lilburn (GA) Alliance Church launched All Nations Institute in 2018 with 11 students.
- 13 students from Reach Training Institute graduated from Crown in 2018 and 10 in May 2019. RTI has 59 students at three sites—Salem (OR) Alliance Church, Snoqualmie (WA) Valley Alliance Church, and Smokey Pt. (WA) Community Church.
- Our newest partner church in Kauai, Hawaii, will launch in fall 2019.
- Crown College—Omaha opened in fall 2018 with 40 new students.
- Due to three solid, positive years in a row, Crown is financially sound and is in good standing with our accrediting body and the Department of Education.

## Challenges

- Most of our challenges are external:
  - Declining number of 18–22-year-olds in the Upper Midwest especially;
  - Declining number of Christian young people seeking a Christian college experience;
  - Social and regulatory pressures to compromise our faith positions;
  - Increased competition and cost pressure from free or almost free public options.
- Such challenges require innovative teams and responses:
  - We have pioneered online education, with more than 20 years serving the needs of adult learners with our fully in-house professors, curricula, and technology.
  - We are partnering with local businesses and hospitals to deliver an array of health education products and services such as our Emergency Medical Training Institute.
  - We are breaking new ground by partnering with healthy churches to embed ministry education programming onsite from coast to coast.
  - We have developed “gap year” programs with Envision, Christian camps, and mission organizations for students before they head off to college.
  - We are developing professional development courses to meet the needs of “lifelong learners.”
  - We have launched a “price-match” guarantee for online degree programs.
  - We recently announced a \$5,000 scholarship/grant for new-to-Crown C&MA on-campus undergraduate students.
  - We have 12 Bachelor’s degrees with an option to get a Master’s degree one year early.
  - We follow three operating principles:
    - Say Yes first; never No!
    - Fail fast and cheap!
    - Always ask the customer, “What do you want to achieve and how can we help you with that?”

We are grateful to the C&MA family for its \$150,000 annual financial support. We thank you for your prayer support. We appreciate when you send your students to Crown—currently, 26 percent of Crown students on campus indicate they are from the C&MA. Online it is about 40 percent. We are thankful that many of you are currently enrolled in or have graduated from one of our online programs. We fully embrace the mission of the C&MA to be a Christ-centered, Acts 1:8 family.

We are committed to do our part to love, proclaim, reach, and launch as we equip this generation and the next for Kingdom service in the church and in the world.



## **Nyack College and Alliance Theological Seminary**

**2018–2019**

**Dr. Michael G. Scales, President**

### ***Milestones and Achievements***

- The New York State Board of Regents gave final approval to the proposal submitted by Nyack College and Alliance Theological Seminary to reposition all of its programs to its New York City campus beginning in the fall 2019.

### **Academically Excellent**

- Nearly two dozen media outlets reported on an archaeological excavation staffed by Dr. R. Steven Notley and Nyack College students. Dr. Notley also served as the El-Araj Excavation Project academic director on the archaeological dig that uncovered evidence of the ancient city, Bethsaida-Julias, chronicled in the New Testament as the home of Apostles Peter, Andrew, and Philip.
- Nyack College's School of Education celebrated its 50th anniversary on the Rockland campus and its 20th anniversary in New York City. The School of Education holds accreditation from the National Council for Accreditation of Teacher Education.
- The Cheryl Phenicie School of Nursing received accreditation from the Commission on Collegiate Nursing Education extending through spring 2028.
- The Council on Social Work Education's Commission on Accreditation granted accreditation to the Nyack College Master of Social Work program through June 2022.

### **Globally Engaged**

- Vice President and Dean of Alliance Theological Seminary Dr. Ronald C. Walborn taught a Foundations in Ministry course at the Vietnam Institute of Bible and Theology to pastors of the Tin Lanh Church.
- Seminario Teológico de Puerto Rico (STPR) experienced the effects of the devastating hurricane of September 20, 2017. Financial gifts and other tangible expressions of support were received enabling the seminary to complete the semester and continue programs, ultimately to lead community outreach throughout the island.
- The doctor of ministry degree of Alliance Theological Seminary is launching two new extensions at the STPR site in Puerto Rico and through Facultad Teologica Latinoamericana Aliancista (FATELA) in Latin America.

### **Intentionally Diverse**

- *U.S. News & World Report* ranked Nyack College in the top 10 most diverse regional universities in the North for the 2017–2018 and 2018–2019 academic years. Nyack was among the top 20 institutions on the 2018 *Wall Street Journal/Times Higher Education World University Rankings* applauded for campus environment.
- Dr. David Turk, provost and vice president for academic affairs at Nyack College, contributed the first chapter of *Diversity Matters: Race, Ethnicity, and the Future of Christian Higher Education* (Abilene Christian University), entitled “Campus Case Studies: Transforming Institutions with a Commitment to Diversity.”

### **Socially Relevant**

- On March 14, 2019, Nyack College held a commencement ceremony at the Fishkill Correctional Facility in Beacon, NY. Fifty-six men earned degrees—bachelor of science in organizational management and associate of arts in liberal arts and sciences. We believe the cohort of 56 men was the largest commencement in prison in the State of New York.
- SR Education Group, a leading education research publisher, released a report including Nyack College as one of its “Top Online Colleges for Student Economic Mobility.” The Nyack College master’s degree program in Ancient Judaism and Christian Origins was also named in the 2019 report; the ATS online master’s in theology was named in the 2018 report.

### **Personally Transforming**

- The Nyack College School of Music presented “Yesterday, Today, Forever,” an evening of classical, jazz, gospel, and worship music on the stage of David Geffen Hall at the iconic Lincoln Center for the Performing Arts on April 12, 2019. More than 150 students, alumni, faculty, and staff were involved in the performance.
- Nyack College and the Ron Blue Institute established a groundbreaking partnership launching “The Ron Blue Institute Center at Nyack College.”
- The New York City campus is now home to CoLab @ Nyack College (The Manhattan Christian Collaboration Center). Through this partnership, Nyack provides office and meeting space for leading Christian organizations/ministries.

### **Challenges and Concerns**

- Despite having an overall enrollment of more than 2,300 in fall 2018, enrollment has declined due to several factors impacting all of higher education. In light of this enrollment downturn, the administration has already made necessary cuts in both personnel and programs. While many departments have used these reductions to become more creative while remaining effective, other departments are now operating at staffing levels that allow for no margin. The challenge is to respond to financial realities while keeping the college’s mission and calling clearly in mind.
- Nyack maintains the lowest tuition of any school in the Council for Christian Colleges & Universities located in the Northeast but it competes regularly with publicly-funded institutions that charge far less for prospective students.
- Two significant real estate transactions are foundational to Nyack’s transition to one location in New York City. Please pray for the timely sale of the property in Nyack and the timely build out of the dormitory space in Jersey City where we intend to house undergraduate residential students. Both transactions are scheduled for completion by December 31, 2019.



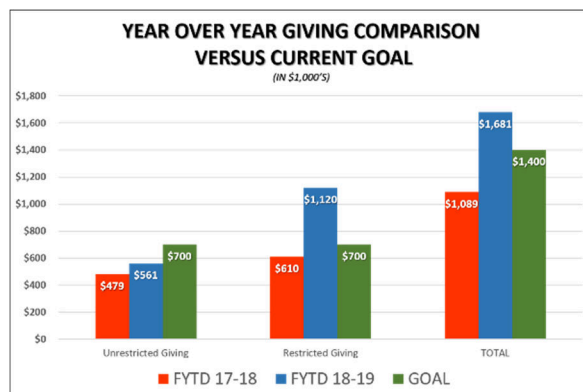


**2017–2018**

**Dr. Norman D. Hall, President**

## Accomplishments

- Simpson University reduced its budget by \$1.7 million; engaged a modified zero-based budget; and thoroughly revised its strategic plan, adding an action framework aimed at identifying who, what, when, where.
- Exceeded undergraduate admission goals for both fall and spring, opening fall 2018 with 60 more students than anticipated (more than any year in the last five years) which included an additional 21 international students.
- Signed an Associate Degree for Transfer (ADT) partnership agreement—a statewide program guaranteeing that students entering with AA degrees may graduate within two years.
- Increased diversity in student and faculty with 21 new international students, three international hires and two African-American hires.
- Deposits for 2019–2020 admissions are running 21 percent ahead of last year. All other categories are keeping pace with last year.
- Fund-raising is well ahead of pace (see chart).
- **WorldSERVE**, Simpson’s student missions program, facilitated 29 students serving five teams this year.
  - Total given to **WorldSERVE** this fiscal year is \$61,827.88.
- Conducted a national search for provost—scheduled to announce finalist by April 21.
- **Accreditation:**
  - Simpson University achieved the highest level of accreditation for six years with notice of visit in two years.
  - **School of Nursing** completed accreditation visit April 4<sup>th</sup> with significant accommodations from visiting officer.
  - **School of Education** received full accreditation renewal for seven years with a unanimous recommendation by a site visit review team from the California Commission on Teacher Credentialing.
  - **Veterans Success Center** received exciting news recently that our approval by the California State Approving Agency for Veterans Education (CSAAVE) has been renewed. CSAAVE is responsible for the oversight and approval of California institutions offering education and training programs to recipients of the GI Bill®. It is part of the California Department of Veterans Affairs (CalVet) and operates under the U.S. Department of Veterans Affairs.



- **Rankings and Recognitions:**
  - Simpson was recognized as a [2018–19 Colleges of Distinction](#), with program-specific recognition going to the School of Education, School of Nursing, and Career Services.
  - Betty M. Dean School of Nursing [currently ranks No. 12](#) of 126 schools in California.
  - Veterans Success Center ranked No. 11 in the nation for service to veterans.
  - Simpson Athletics received Five-Star Gold Medallion recognition as an [NAIA Champions of Character institution](#) for the second straight year.
- **Event highlights:**
  - December [“Messiah” concert](#) served more than 950 guests in the James M. Grant Center under the direction of Dr. Kieun Steve Kim, Simpson’s new director of choral activities.
  - The School of Education hosted 100 North State educators at a [Better and Stronger Teachers Summit](#).
  - The Advancement Office hosted more than 400 local business and civic leaders at the university’s 17th annual [Business Leadership Luncheon](#), featuring guest speaker Anne Beiler, founder of Auntie Anne’s Pretzels and author of *“Twist of Faith.”*
- **Curriculum 2018–19:**
  - **Bethel Tech**—a new [joint venture](#) with Bethel Institute of Technology, Simpson is offering an online Computer Information Systems and Technology (CIST) program that allows Bethel Tech coding students to receive academic credit by attending Simpson.
  - **Pre-engineering**—Dr. Hyung Choi, a world-renowned quantum physicist, will be on campus fall 2019 to help us launch a 3:2 engineering program.
- **Athletic highlights:**
  - 2018–19 new programs in women’s soccer and JV sports, as well as in international recruitment.
  - 2019–20 for next year: men’s volleyball, women’s wrestling, swimming/diving, track/field, and bass fishing.
- Partnership with VEMO, a finance company aimed at providing tools for tuition payment.
- **Legacy Alliance Scholarship** serves the Alliance population. We are committed to make Simpson University affordable. To this end, we recently instituted some very aggressive scholarships for *the C&MA* affiliated students. Up to \$18,000 available awarded to students or \$21,000 with \$3,000 sponsor. [Legacy Alliance Scholarship](#)
- **Community Statement**—With board and *the C&MA* approval, we have a new “community statement” on our admissions application that introduces applicants to Simpson’s community values and invites them to respond in writing about whether our **Christ-centered** environment would be a good fit for them. We want people to understand that we are a *deeply Christ-committed institution* and that is reflected in all we do. We also don’t want people to miss the opportunity to experience the *love of Christ* through Simpson University.

## Motivation

Mission Statement: *Simpson University is a Christ-centered learning community committed to developing each student in mind, faith, and character for a lifetime of meaningful work and service in a constantly changing world.*

## Challenges

Budget and demographics.



**2017–2018**

**Dr. Robert M. Myers, President**

### ***Academic Affairs***

Online education continues to grow. By the end of Session B, the college anticipates more than 200 online students. In 2012, the college had 66 online students. In 2012, online students brought in \$194,700 in tuition income. In 2019, that number increased to \$730,935 in tuition income. This does not include income from Session B.

### ***Finance and Business***

Dr. Dee Mooney took over the vice president responsibilities in December 2018. Gregg Schulte continues his employment as a consultant until the end of April. Dr. Mooney quickly learned our systems and has already been improving financial processes throughout the college.

The following areas have all increased over last year:

- Unrestricted surplus
- Net tuition and fees
- Total cash
- Unrestricted cash
- Unrestricted net assets
- Total net assets

Our bonds payable has decreased by \$469,000. Finances are tracking well and we expect to finish another year with a surplus.

### ***Enrollment***

Spring traditional enrollment numbers show an increase over the past three years. These residential numbers combined with online and dual enrollment give the college a total enrollment number of 1,661. This translates to an FTE of 1,189. These are the highest spring headcount and FTE numbers in the history of the college. We are projecting a budget savings of about \$100,000 in student aid.

### ***Student Affairs***

From fall to spring of this year our retention rate is 89 percent for traditional students. This is 2 percent higher than the spring 2018 retention rate.

In partnership with the Operations area, the first floor of C wing in Forrest Hall has been renovated. This space will be available for students in the upcoming fall semester.

### ***Operations***

This area continues to be very busy with repairs and renovations throughout campus.

- The home at 63 Oakvale is a campus home on missionary hill that has been converted to student housing. It is now a beautifully renovated space. This new residence hall will be occupied by students in the fall.
- A new disc golf course was installed, providing another opportunity for students to enjoy the campus' open space.
- Thirty-four new video cameras were installed, expanding our security throughout campus.
- Chartwells Food Service continues to provide not only all our student meals but cater special events and weddings on campus.
- This past year we converted the Eagles Nest into Burger 706. This area is serving an average of 213 guests each day with an average bill of \$5.31.
- Last year the College hosted 66 weddings and 29 receptions. We had 39,569 visitors to the Falls last year.

## **Athletics**

We now have two completed press boxes at our athletic field. First Citizens Bank provided \$40,000 to name one of these press boxes.

A new sign was installed near the entrance of the athletic fields (purchased through donations).

Here are some additional highlights:

- Women's Volleyball was invited to the National Tournament for the second straight year.
- Men's basketball more than tripled their win total from last year.
- Men's and women's soccer both increased their win totals to the highest since 2015.
- The baseball field received laser grading and turf planting this year.

## **Marketing and Communications**

The College started using some limited billboard advertising on a main road that brings about 20,000 vehicles past these signs each day. During the past two quarters of 2018 we saw the following:

- 129,551 visitors to website—up over 7,000 from the prior period
- 388,421 pages on our website viewed—up almost 4,000 over the prior period

Our social media continues to be very active:

- 7,600 Facebook followers—average of 7,800 views each week
- 2,200 Instagram followers—average of 2,400 views each week
- 2,200 Twitter followers—average of 2,000 views each week

## **Advancement**

Joseph Murrey was hired as a development officer within the Advancement Office. One of Joseph's first projects was formulating the *Furnish Forrest* campaign that gathered funds for the new furniture for the first floor of C wing. This campaign raised over \$70,000 on the \$66,000 furniture campaign.

First time donor numbers continue to increase. There have been 62 first-time donors this year.



## APPENDIX B

### CHURCH MINISTRIES

#### 2017–2018

#### 2017 PERSONNEL STATISTICS

Designation	Total
Total Official Workers	4,908
Evangelists/Ministers-at-Large	23
Military Chaplains	41
Institutional Chaplains	135
New Official Workers	231
Church Planters	200
Lay Pastors	83
Retired Official Workers	773

#### 2017 CHURCH STATISTICS

Designation	Total
Churches	1,970
Membership	215,162
Adherents	220,614
Inclusive Membership	435,776
Main Worship Service(s) Attendance	279,324
Sunday School Attendance	N/A
Weekly Prayer Ministries	N/A
Small Group Ministries	114,206
Professions of Faith	24,552
Baptisms	10,053

## CHURCH MINISTRIES

### 2018 PERSONNEL STATISTICS

Designation	Total
Total Official Workers	4,922
Evangelists/Ministers-at-Large	25
Military Chaplains	41
Institutional Chaplains	137
New Official Workers	247
Church Planters	189
Lay Pastors	82
Retired Official Workers	796

### 2018 CHURCH STATISTICS

Designation	Total
Churches	1,958
Membership	210,261
Adherents	223,118
Inclusive Membership	433,379
Main Worship Service(s) Attendance	277,903
Sunday School Attendance	N/A
Weekly Prayer Ministries	N/A
Small Group Ministries	115,988
Professions of Faith	25,105
Baptisms	9,710



## CHURCH MINISTRIES

### 2017 CHURCH STATUS REPORT

District	Churches		Opened	Affiliated	Ceased Affiliation	Trans- ferred	Closed	Net Gain or Loss
	Jan. 31	Dec. 31						
Alliance New England	46	46	0	0	0	0	0	0
Alliance Northwest	94	94	1	0	0	0	1	0
The Alliance Southeast	121	119	1	0	0	0	3	-2
Cambodian	36	36	0	0	0	0	0	0
Central	83	83	0	0	0	0	0	0
Central Pacific	84	84	0	0	0	0	0	0
Eastern Pennsylvania	83	86	3	0	0	0	0	3
Great Lakes	38	38	0	0	0	0	0	0
Hmong	113	119	5	0	0	1	0	6
Korean	79	77	0	0	0	0	2	2
Metropolitan	113	107	0	0	1	0	5	-6
MidAmerica	56	57	1	1	0	0	1	1
Mid-Atlantic	51	52	0	2	0	0	1	1
Midwest	54	55	3	0	0	0	2	1
North Central	98	93	0	0	0	0	5	-5
Northeastern	70	70	0	0	0	0	0	0
Ohio Valley	48	45	1	0	0	0	4	-3
Puerto Rico	64	62	0	0	1	0	1	-2
Rocky Mountain	59	60	1	0	0	0	0	1
South Atlantic	82	86	4	2	0	0	2	4
South Pacific	98	91	0	0	0	0	7	-7
Southern	25	25	0	0	0	0	0	0
Southwestern	34	32	0	0	0	-1	1	-2
Spanish Central	33	31	0	0	0	0	-2	-2
Spanish Eastern	42	43	1	0	0	0	0	1
Vietnamese	106	103	1	0	0	0	4	-3
Western Great Lakes	37	38	2	0	0	0	1	1
Western Pennsylvania	141	138	0	0	0	0	3	-3
<b>TOTAL</b>	<b>1,988</b>	<b>1,970</b>	<b>24</b>	<b>5</b>	<b>2</b>	<b>0</b>	<b>45</b>	<b>-18</b>

## CHURCH MINISTRIES

### 2018 CHURCH STATUS REPORT

District	Churches		Opened	Affiliated	Ceased Affiliation	Transferred	Closed	Net Gain or Loss
	Jan. 31	Dec. 31						
Alliance New England	46	47	1	0	0	0	0	1
Alliance Northwest	94	93	0	1	2	0	0	-1
The Alliance Southeast	119	115	1	0	1	0	4	-4
Cambodian	36	36	0	0	0	0	0	0
Central	83	87	5	0	0	0	1	4
Central Pacific	84	85	2	0	0	0	1	1
Eastern Pennsylvania	86	86	2	0	0	0	2	0
Great Lakes	38	37	0	0	0	0	1	-1
Hmong	119	120	2	0	0	0	1	1
Korean	77	70	2	0	6	0	3	-7
Metropolitan	107	110	5	0	0	0	2	3
MidAmerica	57	62	8	0	1	0	2	5
Mid-Atlantic	52	50	1	0	0	0	3	-2
Midwest	55	56	3	1	0	0	3	1
North Central	93	91	0	0	0	0	2	-2
Northeastern	70	73	2	1	0	0	0	3
Ohio Valley	44	43	0	0	1	0	0	-1
Puerto Rico	62	60	1	0	0	0	3	-2
Rocky Mountain	60	60	0	0	0	0	0	0
South Atlantic	86	83	0	0	2	0	1	-3
South Pacific	91	88	1	0	0	0	4	-3
Southern	25	23	0	0	0	0	2	-2
Southwestern	32	33	1	0	0	0	0	1
Spanish Central	31	32	1	0	0	0	0	1
Spanish Eastern	43	40	2	0	0	0	5	-3
Vietnamese	103	103	0	0	0	0	0	0
Western Great Lakes	38	38	0	0	0	0	0	0
Western Pennsylvania	138	137	0	0	0	0	1	-1
<b>TOTAL</b>	<b>1,969</b>	<b>1,958</b>	<b>40</b>	<b>3</b>	<b>13</b>	<b>0</b>	<b>41</b>	<b>-11</b>

## CHURCH MINISTRIES

### 2017 CHURCH MEMBERSHIP BY DISTRICT

District	Churches Reporting	Total Churches	Members	Adherents	Inclusive Membership
Alliance New England	46	46	2,998	7,685	10,683
Alliance Northwest	87	92	10,992	19,739	30,731
The Alliance Southeast	117	115	11,908	10,310	22,218
Cambodian	34	34	1,629	167	1,796
Central	78	83	8,843	14,490	23,333
Central Pacific	82	83	12,205	12,652	24,857
Eastern Pennsylvania	84	86	6,813	7,765	14,578
Great Lakes	38	38	4,192	4,328	8,520
Hmong	120	120	34,776	1,623	36,399
Korean	70	70	4,838	149	4,987
Metropolitan	105	104	13,738	18,315	32,053
MidAmerica	56	54	8,594	13,830	22,424
Mid-Atlantic	46	50	2,572	2,616	5,188
Midwest	53	53	3,774	4,566	8,340
North Central	91	91	7,187	14,946	22,133
Northeastern	69	69	4,366	8,753	13,119
Ohio Valley	42	43	5,808	14,557	20,365
Puerto Rico	55	62	5,511	1,922	7,433
Rocky Mountain	60	60	3,314	5,560	8,874
South Atlantic	85	85	8,596	7,286	15,882
South Pacific	85	85	14,761	13,670	28,431
Southern	24	25	1,146	929	2,075
Southwestern	32	32	1,475	1,366	2,841
Spanish Central	31	31	1,482	1,070	2,552
Spanish Eastern	36	37	3,606	1,474	5,080
Vietnamese	100	102	12,845	818	13,663
Western Great Lakes	38	38	5,249	13,104	18,353
Western Pennsylvania	138	138	11,944	16,924	28,868
<b>TOTAL</b>	<b>1,902</b>	<b>1,926</b>	<b>215,162</b>	<b>220,614</b>	<b>435,776</b>

\*Each church in existence in 2017 was asked to file a report even though some churches were closed before the end of the year.

## CHURCH MINISTRIES

### 2018 CHURCH MEMBERSHIP BY DISTRICT

District	Churches Reporting	Total Churches	Members	Adherents	Inclusive Membership
Alliance New England	46	46	2,763	7,487	10,250
Alliance Northwest	87	92	10,414	17,739	28,153
The Alliance Southeast	117	115	9,481	8,961	18,442
Cambodian	34	34	1,595	154	1,749
Central	78	83	9,022	13,888	22,910
Central Pacific	82	83	10,863	17,203	28,066
Eastern Pennsylvania	84	86	7,193	8,658	15,851
Great Lakes	38	38	3,413	4,911	8,324
Hmong	120	120	34,374	1,325	35,699
Korean	70	70	4,806	210	5,016
Metropolitan	105	104	14,274	19,809	34,083
MidAmerica	56	54	7,975	15,198	23,173
Mid-Atlantic	46	50	2,872	2,020	4,892
Midwest	53	53	3,818	4,812	8,630
North Central	91	91	7,177	14,472	21,649
Northeastern	69	69	4,284	8,744	13,028
Ohio Valley	42	43	5,544	14,607	20,151
Puerto Rico	55	62	5,907	1,969	7,876
Rocky Mountain	60	60	3,254	5,721	8,975
South Atlantic	85	85	8,903	7,224	16,127
South Pacific	85	85	14,849	12,695	27,544
Southern	24	25	1,132	863	1,995
Southwestern	32	32	1,480	1,475	2,955
Spanish Central	31	31	1,492	860	2,352
Spanish Eastern	36	37	3,613	1,479	5,092
Vietnamese	100	102	12,847	716	13,563
Western Great Lakes	38	38	5,332	13,215	18,547
Western PA	138	138	11,584	16,703	28,287
<b>TOTAL</b>	<b>1,902</b>	<b>1,926</b>	<b>210,261</b>	<b>223,118</b>	<b>433,379</b>

\*Each church in existence in 2018 was asked to file a report even though some churches were closed before the end of the year.

## CHURCH MINISTRIES

### 2017 CHURCH MEMBERSHIP BY STATE (Including Bahamas and Puerto Rico)

State	Churches	Members	Adherents	Inclusive Members
Alabama	13	552	415	967
Alaska	13	996	1,754	2,750
Arizona	21	1,384	974	2,358
Arkansas	6	309	83	392
Bahamas	2	79	206	285
California	217	40,137	23,682	63,819
Colorado	18	2,529	1,601	4,130
Connecticut	15	1,018	718	1,736
Delaware	6	399	462	861
District of Columbia	2	233	59	292
Florida	136	13,928	10,578	24,506
Georgia	47	5,384	1,604	6,988
Hawaii	8	865	619	1,484
Idaho	8	558	1,414	1,972
Illinois	45	3,391	2,715	6,106
Indiana	26	1,735	2,088	3,823
Iowa	22	1,839	2,751	4,590
Kansas	5	1,307	282	1,589
Kentucky	19	1,225	4,275	5,500
Louisiana	5	78	23	101
Maine	8	187	430	617
Maryland	19	1,055	1,186	2,241
Massachusetts	21	1,251	1,446	2,697
Michigan	32	3,589	1,973	5,562
Minnesota	95	16,052	14,231	30,283
Mississippi	1	0	68	68
Missouri	4	230	624	854
Montana	36	2,067	3,321	5,388
Nebraska	23	5,629	8,718	14,347
Nevada	6	516	591	1,107
New Hampshire	5	457	445	902
New Jersey	79	9,405	14,133	23,538
New Mexico	3	386	482	868
New York	150	13,485	14,047	27,532
North Carolina	55	6,375	3,362	9,737
North Dakota	4	88	121	209

## 2017 CHURCH MEMBERSHIP BY STATE (continued)

(Including Bahamas and Puerto Rico)

State	Churches	Members	Adherents	Inclusive Members
Ohio	111	14,908	26,635	41,543
Oklahoma	12	1,205	153	1,358
Oregon	24	4,200	8,303	12,503
Pennsylvania	237	20,220	25,132	45,352
Puerto Rico	55	5,511	1,922	7,433
Rhode Island	3	486	53	539
South Carolina	15	2,239	2,540	4,779
South Dakota	14	514	793	1,307
Tennessee	8	448	355	803
Texas	53	3,204	1,992	5,196
Utah	6	296	553	849
Vermont	9	831	4,704	5,535
Virginia	24	1,523	945	2,468
Washington	74	8,506	8,887	17,393
West Virginia	12	650	665	1,315
Wisconsin	60	10,784	13,934	24,718
Wyoming	14	919	1,567	22,486
<b>TOTAL</b>	<b>1,906</b>	<b>215,162</b>	<b>220,614</b>	<b>435,776</b>

\*1,902 of 1,926 churches reporting, previous year's statistics were NOT used for non-reporting churches.

## CHURCH MINISTRIES

### 2018 CHURCH MEMBERSHIP BY STATE

(Including Bahamas and Puerto Rico)

State	Churches	Members	Adherents	Inclusive Members
Alabama	12	552	439	991
Alaska	12	1,060	1,829	2,889
Arizona	21	1,432	886	2,318
Arkansas	6	335	86	421
Bahamas	2	79	206	285
California	203	38,561	27,320	65,881
Colorado	18	2,379	1,348	3,727
Connecticut	16	1,109	706	1,815
Delaware	6	360	422	782
District of Columbia	3	458	90	548
Florida	111	11,473	9,240	20,713
Georgia	47	5,440	1,594	7,034
Hawaii	8	853	575	1,428
Idaho	8	548	1,345	1,893
Illinois	47	3,234	2,833	6,067
Indiana	28	1,864	2,241	4,105
Iowa	23	1,900	2,736	4,636
Kansas	6	1,287	355	1,642
Kentucky	17	1,087	4,421	5,508
Louisiana	5	71	22	93
Maine	8	187	345	532
Maryland	20	1,108	709	1,817
Massachusetts	23	1,293	1,515	2,808
Michigan	31	2,822	2,155	4,977
Minnesota	95	15,705	13,855	29,560
Mississippi	1	0	65	65
Missouri	3	233	0	233
Montana	36	2,022	3,372	5,394
Nebraska	27	5,060	10,908	15,968
Nevada	6	442	672	1,114
New Hampshire	5	425	465	890
New Jersey	82	9,574	15,178	24,752
New Mexico	3	396	507	903
New York	152	13,652	14,408	28,060
North Carolina	52	6,564	2,729	9,293
North Dakota	3	46	106	152



## 2018 CHURCH MEMBERSHIP BY STATE (continued)

(Including Bahamas and Puerto Rico)

State	Churches	Members	Adherents	Inclusive Members
Ohio	108	14,884	26,274	41,158
Oklahoma	11	1,185	128	1,313
Oregon	24	4,180	7,157	11,337
Pennsylvania	236	20,228	25,839	46,067
Puerto Rico	60	5,907	1,969	7,876
Rhode Island	3	483	45	528
South Carolina	14	2,488	3,058	5,546
South Dakota	14	493	786	1,279
Tennessee	8	466	299	765
Texas	52	3,250	1,905	5,155
Utah	6	315	532	847
Vermont	9	640	4,553	5,193
Virginia	25	1,618	836	2,454
Washington	74	7,924	7,993	15,917
West Virginia	14	665	637	1,302
Wisconsin	60	11,031	13,791	24,822
Wyoming	14	893	1,633	2,526
<b>TOTAL</b>	<b>1,878</b>	<b>210,261</b>	<b>223,118</b>	<b>433,379</b>

\*1,875 of 1,929 churches reporting, previous year's statistics were NOT used for non-reporting churches.

## CHURCH MINISTRIES

### 2017 CHURCH GROWTH RATE BY DISTRICT

District	Main Worship Service Attendance	Professions of Faith	Conversion Rate*	Baptisms	Baptism Rate**
Alliance New England	5,639	293	5.20%	206	3.65%
Alliance Northwest	20,480	1,044	5.10%	743	3.63%
The Alliance Southeast	15,628	1,588	10.16%	483	3.09%
Cambodian	1,325	70	5.28%	41	3.09%
Central	14,989	1,122	7.49%	508	3.39%
Central Pacific	15,906	2,407	15.13%	657	4.13%
Eastern Pennsylvania	10,924	678	6.21%	363	3.32%
Great Lakes	6,018	484	8.04%	234	3.89%
Hmong	16,480	940	5.70%	673	4.08%
Korean	3,989	236	5.92%	87	2.18%
Metropolitan	21,437	2,004	9.35%	831	3.88%
MidAmerica	13,040	951	7.29%	558	4.28%
Mid-Atlantic	3,474	261	7.51%	117	3.37%
Midwest	5,717	316	5.53%	251	4.39%
North Central	12,762	1,780	13.95%	569	4.46%
Northeastern	8,307	554	6.67%	270	3.25%
Ohio Valley	11,662	1,159	9.94%	356	3.05%
Puerto Rico	4,978	686	13.78%	162	3.25%
Rocky Mountain	5,780	344	5.95%	179	3.10%
South Atlantic	10,854	724	6.67%	338	3.11%
South Pacific	20,608	1,091	5.29%	646	3.13%
Southern	1,598	117	7.32%	64	4.01%
Southwestern	2,018	191	9.46%	82	4.06%
Spanish Central	2,193	367	16.74%	135	6.16%
Spanish Eastern	4,141	835	20.16%	208	5.02%
Vietnamese	10,075	1,083	11.29%	428	3.52%
Western Great Lakes	11,089	1,252	11.29%	390	2.65%
Western Pennsylvania	17,890	1,977	11.05%	474	2.65%
<b>TOTAL/AVERAGE</b>	<b>279,001</b>	<b>24,554</b>	<b>8.80%</b>	<b>10,053</b>	<b>3.60%</b>

\*Conversion rate is figured by dividing the combined children, youth, and adult professions of faith by the main worship service attendance.  
Does not assume assimilation.

\*\*Baptism rate is figured by dividing the baptisms by the main worship service attendance.

## CHURCH MINISTRIES

### 2018 CHURCH GROWTH RATE BY DISTRICT

District	Main Worship Service Attendance	Professions of Faith	Conversion Rate*	Baptisms	Baptism Rate**
Alliance New England	5,253	325	6.19%	214	4.07%
Alliance Northwest	19,547	1,140	5.83%	645	3.30%
The Alliance Southeast	12,850	1,569	12.21%	484	3.77%
Cambodian	1,259	64	5.08%	32	2.54%
Central	14,675	1,004	6.84%	597	4.07%
Central Pacific	15,723	2,308	14.68%	636	4.05%
Eastern Pennsylvania	11,426	641	5.61%	322	2.82%
Great Lakes	5,595	448	8.01%	182	3.25%
Hmong	15,493	924	5.96%	620	4.00%
Korean	4,035	386	9.57%	98	2.43%
Metropolitan	22,298	1,928	8.65%	910	4.08%
MidAmerica	16,240	1,205	7.42%	600	3.69%
Mid-Atlantic	3,667	324	8.84%	129	3.52%
Midwest	5,952	385	6.47%	230	3.86%
North Central	12,457	2,233	17.93%	560	4.50%
Northeastern	8,329	601	7.22%	335	4.02%
Ohio Valley	11,228	1,058	9.42%	263	2.34%
Puerto Rico	5,884	819	13.92%	246	4.18%
Rocky Mountain	5,889	335	5.69%	188	3.19%
South Atlantic	11,189	670	5.99%	314	2.81%
South Pacific	20,353	1,096	5.38%	533	2.62%
Southern	1,527	120	7.86%	52	3.41%
Southwestern	2,148	216	10.06%	97	4.52%
Spanish Central	2,180	491	22.52%	121	5.55%
Spanish Eastern	4,225	995	23.55%	189	4.47%
Vietnamese	10,158	1,200	11.81%	403	3.97%
Western Great Lakes	11,402	806	7.07%	285	2.50%
Western Pennsylvania	16,921	1,814	10.72%	425	2.51%
<b>TOTAL/AVERAGE</b>	<b>277,903</b>	<b>25,105</b>	<b>9.06%</b>	<b>9,710</b>	<b>3.49%</b>

\*Conversion rate is figured by dividing the combined children, youth, and adult professions of faith by the main worship service attendance.  
Does not assume assimilation.

\*\*Baptism rate is figured by dividing the baptisms by the main worship service attendance.

# ALLIANCE WOMEN

2017–2018

Mrs. Jennifer L. Vogel  
National Director for Alliance Women

## Who We Are

Alliance Women (AW) (formerly known as Great Commission Women) is an auxiliary ministry of The Christian and Missionary Alliance, approved by the Board of Directors and amenable to the vice president for Church Ministries. It exists to glorify God as devoted Christ followers of all generations—empowered by the Holy Spirit to live the Word; do the work; and reach the world. Our mandate comes from Jesus: *All authority in heaven and on earth has been given to me. Therefore, go and make disciples of all nations* (Matthew 28:18–19a).

The AW national leadership team is comprised entirely of volunteers—a national director, a National Executive Team of six, and 22 district directors. These women are to be commended for the countless hours they devote in service to our Alliance family. In the absence of a district director, communication is maintained with the district office.

## Accomplishments

*Connecting Women for Kingdom Impact* is our latest vision statement. We celebrate opportunities to connect women to Jesus, each other, and the global ministry of The Alliance.

**Celebrate 2018.** We are grateful for the excellent leadership of the Celebrate planning team, co-chaired by Mrs. Billie Jo Medin and Mrs. Ana M. Cuevas. On October 11–14, 2018, a total of 365 participants attended this national AW conference for women. Through the ministries of Aaron and Sarah Shust, Jane Rubietta, Laura Story, Alliance international workers, and six excellent seminar speakers, lives were impacted by rich messages based on gospel truth. One woman shared, describing deeper levels of obedience and growth in her ministry because of this event. Praise God!

**Regional Women’s Events.** The AW leadership team is to be commended for the excellent retreats, workshops, and connection days they provide for the women in our Alliance family. Events specifically designed for women remain a high priority in AW’s ministry. We celebrate reports such as this: “What a beautiful, restorative time I had with my church ladies. We shared our hearts, laughed together, and prayed together. We are all sisters working together for the glory of one God, the spread of one gospel, and united by one Spirit.” Amen!

**Alliance Stamp Ministry.** For 46 years, Shell Point Retirement Community (Fort Myers, Florida) volunteers have gathered, sorted, clipped, and placed untold numbers of canceled stamps in plastic bins. In 2018, the Alliance Stamp Ministry passed the \$1 million mark in money raised for the publication of Sunday school material in Central and South America. Publicaciones Alianza in Buenos Aires, Argentina, prints the material. It is our privilege to partner with the Alliance Stamp Ministry. Thanks to Ben and Treva Crump for their leadership role. Together, we celebrate this milestone and God’s goodness.

**Hmong District 40th Anniversary.** In 2018, the Hmong District of The Christian and Missionary Alliance held a 40th year celebration at its annual conference in St. Paul, Minnesota. The Hmong Alliance Women prepared an impressive display depicting their 40-year involvement with AW's ministry and were gracious hosts to their invited guests.

**Social Media.** Engagement on AW social media platforms (Facebook, Instagram, Twitter, and our website) is growing stronger. Sharing devotional thoughts, stories from around the world, project updates, event information, prayer requests, photos, and more has brought encouragement and connectedness to our community of Alliance Women. Join us!

## **Conclusion**

We celebrate the local and global ministry of The Alliance. We celebrate opportunities to connect and grow together in Christ. We look forward to God's provision in our lives and in this ministry. May we continue to *grow in the grace and knowledge of our Lord and Savior Jesus Christ. To him be glory both now and forever! Amen* (2 Peter 3:18).

## APPENDIX C

### ALLIANCE MISSIONS 2017–2018

#### 2017 STATISTICAL REPORT\*

Alliance Missions Works in Close Partnership with  
Alliance National Churches around the World.

<b>Number of countries/territories with known Alliance international workers/churches</b> .....	81
Countries where Alliance international workers minister/reside.....	62
International workers serving under Alliance Missions .....	765**
 <b>Churches, unorganized church groups, and preaching points</b> .....	20,868
Organized churches.....	17,137
Baptized church members.....	3,324,074
Inclusive membership .....	5,764,287
Ordained national ministers .....	11,828
National workers (including ordained) .....	31,909
International workers sent.....	1,205
 <b>Theological schools (full term)</b> .....	144
Enrollment in theological schools.....	18,996

\* Based on reports as of December 31, 2017

\*\* Figure reflects U.S. and U.S.-supported international workers as well as partially funded U.S. marketplace ministries personnel as of January 1, 2017. This figure includes 50 workers on special assignment and 16 on leave of absence who were not supported by U.S. Alliance funding. Without these, a total of 699 international workers served in and were supported by the U.S. Alliance in 2017.

## Alliance Missions

### 2017 OVERSEAS ALLIANCE CHURCH STATISTICS

**Alliance Missions Works in Close Partnership with Alliance National Churches around the World.**

Country	Organized Churches	Unorganized Churches	Baptized Members	Inclusive Members	Baptisms	Ordained Ministers	National Workers	Theological Schools	Theological Students	Workers Sent
Argentina	84	20	8,680	9,800	529	58	194	1	537	1
Bolivia	3	2	535	625	38	6	7	1	22	—
Brazil	19	12	1,560	1,749	85	20	45	2	42	9
Chile	137	106	19,976	43,800	639	98	164	3	72	1
Colombia	192	188	51,090	95,805	3,924	53	1,091	2	3,622	4
Costa Rica	3	2	668	738	15	4	8	—	—	—
Cuba	72	81	3,910	4,553	606	25	193	3	32	—
Dominican Republic	49	81	5,938	6,068	130	28	111	3	241	1
Ecuador	160	179	42,935	53,413	10,813	156	311	1	614	1
El Salvador	3	0	66	80	14	2	28	1	4	—
Guatemala	45	19	3,718	5,898	150	41	51	3	54	1
Honduras	1	5	7	43	3	0	8	—	—	—
Mexico	93	10	10,000	12,000	80	21	90	3	56	2
Nicaragua	5	2	410	520	22	2	3	1	25	—
Panama	2	5	225	352	14	9	9	1	10	—
Paraguay	5	3	392	450	26	10	10	—	—	—
Peru	92	258	67,399	131,386	3,978	385	642	28	1,043	73
Suriname	5	4	521	864	42	1	10	—	—	2
Uruguay	9	4	1,622	1,993	70	9	13	1	15	—
Venezuela	12	4	750	956	60	8	26	1	58	2
Angola	21	3	2,898	3,999	233	24	288	1	34	—
Burkina Faso	621	33	37,155	115,167	4,312	312	611	2	93	—
Côte d'Ivoire	3,241	201	340,007	509,434	4,296	255	296	2	82	43
Dem Rep of the Congo	604	123	621,376	1,554,984	74,636	516	8,263	4	177	—
Gabon	164	370	10,909	41,180	2,163	134	182	3	70	9
Guinea	682	305	36,088	87,078	2,722	225	256	2	44	—
Mali	525	191	40,335	87,124	3,001	267	471	5	19	—
Rep of the Congo	17	35	1,437	2,371	231	13	—	2	80	—



## 2017 OVERSEAS ALLIANCE CHURCH STATISTICS (continued)

Alliance Missions Works in Close Partnership with Alliance National Churches around the World.

Country	Organized Churches	Unorganized Churches	Baptized Members	Inclusive Members	Baptisms	Ordained Ministers	National Workers	Theological Schools	Theological Students	Workers Sent
France	39	2	1,476	1,876	73	21	24	—	14	2
Germany	4	2	5	311	5	1	1	1	20	—
Holy Land (Is/Pal)	3	2	120	360	10	5	7	—	—	—
Iraq	3	3	310	950	25	4	16	—	—	—
Jordan	7	2	338	825	20	9	15	1	4	—
Lebanon	6	1	348	863	28	5	21	1	27	—
Netherlands	67	0	12,735	16,298	468	25	118	—	—	—
Spain	20	8	1,467	1,786	115	16	31	1	160	2
Syria	19	1	2,289	1,459	97	10	33	—	9	—
United Kingdom	3	3	300	325	35	5	12	—	—	—
Mongolia	15	7	451	730	NA	7	22	1	10	—
Russia	52	23	3,200	3,600	80	50	120	1	450	15
Australia	22	29	4,395	6,333	216	63	132	1	25	11
Burma	8	5	915	1,324	65	9	9	0	—	6
Cambodia	73	79	4,190	6,460	NA	29	34	1	24	2
Hong Kong	90	27	49,047	49,047	1,575	141	531	1	1,722	190
India	94	45	14,113	15,313	79	38	88	1	33	1
Indonesia	1,735	539	359,428	481,893	3,636	1,803	3,893	33	533	7
Japan	34	5	2,590	2,590	18	28	34	1	1	—
New Zealand	6	0	461	629	15	10	4	0	—	2
Philippines	2,954	153	255,156	467,231	15,831	2,174	6,352	9	1,116	52
Taiwan, ROC	25	7	1,751	1,786	47	15	37	1	7	4
Thailand	140	37	11,441	11,776	335	91	439	2	65	4
Vietnam—North	540	NA	135,861	215,354	1,257	17	31	0	24	—
NAVietnam—South	2,346	NA	886,311	1,107,386	44,605	559	896	1	220	—
<b>Non-N. America TOTALS</b>	<b>15,171</b>	<b>3,226</b>	<b>3,059,305</b>	<b>5,168,935</b>	<b>181,467</b>	<b>7,817</b>	<b>26,281</b>	<b>133</b>	<b>11,510</b>	<b>447</b>
Canada	327	106	49,765	156,087	3,219	841	1,676	2	1,139	242
United States	1,639	399	215,004	435,614	10,053	3,170	3,952	9	6,347	688
<b>All Reported Stats TOTALS</b>	<b>17,137</b>	<b>3,731</b>	<b>3,324,074</b>	<b>5,760,636</b>	<b>194,739</b>	<b>11,828</b>	<b>31,909</b>	<b>144</b>	<b>18,996</b>	<b>1,377</b>
<b>AWF Stats—Includes non-reporting Alliance countries (+10%) TOTALS</b>	<b>18,851</b>	<b>4,104</b>	<b>3,656,481</b>	<b>6,336,700</b>	<b>214,213</b>	<b>13,011</b>	<b>35,100</b>	<b>158</b>	<b>20,896</b>	<b>1,514</b>

## Alliance Missions

## 2017 REGIONAL STATISTICS

	Africa	Asia and Pacific	North/Central Asia	Europe/Middle East	Latin America	Non-North America	Canada/United States	All Recorded Totals	AWF Totals*
Countries Represented	8	13	2	10	20	53	2	55	55
Churches/Preaching Points	7,136	8,993	97	195	1,976	18,397	2,471	20,868	22,955
Baptized Members	1,090,205	1,725,659	3,651	19,388	220,402	3,059,305	264,769	3,324,074	3,656,481
Other Members	1,311,132	641,463	679	5,665	150,691	2,113,281	326,932	2,440,213	2,680,219
Inclusive Members	2,401,337	2,367,122	4,330	25,053	371,093	5,172,586	591,701	5,764,287	6,336,700
National Workers	10,367	12,480	142	278	3,014	26,281	5,628	31,909	35,100
Theological Schools	21	51	2	4	55	133	11	144	158
Theological School Enrollment	599	3,770	460	234	6,447	11,510	7,486	18,996	20,896
Baptisms	91,594	67,679	80	876	21,238	181,467	13,272	194,739	214,213
Ordained Ministers	1,746	4,977	57	101	936	7,817	4,011	11,828	31,011
International Workers Sent	52	279	15	4	97	447	758	1,205	1,326

\***AWF Totals:** A 10 percent increase compensates for Alliance countries not reporting statistics.

## Development—Funding

## TEN-YEAR FINANCIAL SUMMARY OF GIVING TO ALLIANCE MINISTRIES

Fiscal Year	GCF Budget	GCF Actual	% of GCF Budget	Other Revenue**	Total C&MA Received	CAMA Total Restricted & Unrestricted	Grand Total
2008–2009	40,700,000	39,996,517	98.3%	11,697,473	51,693,990	2,614,180	54,308,170
2009–2010	37,500,000	40,841,738	108.9%	7,391,043	48,232,781	4,348,396	52,581,177
2010–2011	38,000,000	36,243,300	95.4%	14,888,600	51,131,900	3,130,312	54,262,212
2011–2012*	38,000,000	37,600,922	98.9%	11,041,388	48,642,748	2,648,326	51,291,074
2012–2013*	40,500,000	39,034,339	96.4%	10,499,341	49,533,680	3,117,861	52,651,541
2013–2014*	42,343,000	40,315,752	95.2%	16,141,388	56,457,140	3,555,233	60,012,373
2014–2015*	42,543,000	41,528,468	97.6%	13,520,113	55,048,581	3,581,744	58,630,325
2015–2016*	43,100,000	41,576,777	96.5%	13,263,859	54,840,636	3,644,471	58,485,107
2016–2017*	43,788,200	42,834,756	97.8%	18,426,353	61,261,109	3,390,416	64,651,525
2017–2018*	45,131,000	44,157,360	97.8%	18,927,652	63,085,012	5,054,059	68,139,071
<b>Totals</b>	<b>\$411,605,200</b>	<b>\$404,129,929</b>	<b>98.2%</b>	<b>\$135,797,648</b>	<b>\$539,927,577</b>	<b>\$35,084,998</b>	<b>\$575,012,575</b>

\*Beginning in 2012–2013, temporarily restricted support funds for marketplace ministries, Envision, Apprentice, and other AM workers are included in the Great Commission Fund (GCF) budget.

\*\* Other revenue includes non-budgeted revenue from all sources including approved, work, and vehicle specials not funded in the GCF.

## Development—Funding

## LARGEST-CONTRIBUTING CHURCHES TO GREAT COMMISSION FUND IN 2017 AND 2018

We appreciate every contribution made to Alliance ministries. Special acknowledgement is given to the 100 largest-contributing churches to the Great Commission Fund.

2017		GCF	Alliance Ministries	2018		GCF	Alliance Ministries
1.	Cleveland, OH, Grace Church	938,775	1,022,505	1.	Omaha, NE, Christ Community Church	1,116,772	1,373,070
2.	Omaha, NE, Christ Community Church	907,420	1,263,758	2.	Cleveland, OH, Grace Church	1,023,321	1,159,953
3.	Pittsburgh, PA, Allegheny Center C&MA	534,132	590,465	3.	Pittsburgh, PA, Allegheny Center C&MA	565,613	613,775
4.	Essex, VT, Essex Alliance Church	533,185	550,278	4.	Fort Myers, FL, Village Church Shell Point	459,631	533,394
5.	Fort Myers, FL, Village Church Shell Point	437,511	530,438	5.	Toledo, OH, Westgate Chapel	448,049	468,594
6.	San Jose, CA, San Jose Christian Alliance	407,431	446,000	6.	San Jose, CA, San Jose Christian Alliance	418,281	462,849
7.	Toledo, OH, Westgate Chapel	396,121	428,526	7.	Salem, OR, Salem Alliance Church	417,618	514,978
8.	Salem, OR, Salem Alliance Church	391,485	470,886	8.	Butler, PA, Butler Community Alliance	361,728	418,374
9.	Butler, PA, Butler Community Alliance	384,205	454,420	9.	Appleton, WI, Appleton Alliance Church	336,202	607,923
10.	Milpitas, CA, Silicon Valley Alliance Church	291,911	298,126	10.	Dayton, OH, Fairhaven Church	312,513	401,183
11.	Appleton, WI, Appleton Alliance Church	266,873	322,220	11.	Warren, OH, North-Mar Church	262,253	271,995
12.	Lancaster, PA, Alliance Church	237,021	272,713	12.	Lancaster, PA, Alliance Church	256,581	283,327
13.	Warren, OH, North-Mar Church	236,467	327,856	13.	Milpitas, CA, Silicon Valley Alliance	249,550	270,226
14.	Dayton, OH, Fairhaven Church	235,720	404,787	14.	Big Lake, MN, Riverside Church	225,413	464,680
15.	Redding, CA, Neighborhood Church	228,145	245,757	15.	Redding, CA, Neighborhood Church	222,715	225,258
16.	Wheaton, IL, Wellspring Alliance Church	227,623	240,313	16.	Mars, PA, LifePointe C&MA Church	211,305	234,258
17.	Rochester, MN, Christ Community Church	201,830	258,630	17.	Wheaton, IL, Wellspring Alliance Church	211,004	234,958
18.	Lexington, KY, First Alliance Church	201,093	223,286	18.	Princeton, NJ, Princeton Alliance Church	204,846	235,700
19.	Princeton, NJ, Princeton Alliance Church	195,159	229,750	19.	Lexington, KY, First Alliance Church	197,257	239,505
20.	Stow, OH, Stow Alliance Fellowship	189,885	196,877	20.	Rochester, MN, Christ Community Church	190,669	230,519
21.	Morgantown, WV, Morgantown Alliance	189,840	212,888	21.	Queens, NY, Queens Herald Church	184,133	200,280
22.	Cody, WY, Cody C&MA Church	173,491	197,713	22.	Morgantown, WV, Morgantown Alliance	182,300	211,464
23.	Mars, PA, LifePointe C&MA Church	171,734	203,711	23.	Stow, OH, Stow Alliance Fellowship	174,850	178,152
24.	Menomonie, WI, Menomonie Alliance	156,340	176,071	24.	Cody, WY, Cody Missionary Alliance	162,206	180,284
25.	Centerville, OH, Centerville Community	153,319	161,958	25.	Centerville, OH, Centerville Community	160,905	162,387

## LARGEST-CONTRIBUTING CHURCHES TO GREAT COMMISSION FUND IN 2017 AND 2018 (Continued)

2017		GCF	Alliance Ministries	2018		GCF	Alliance Ministries
26.	Syracuse, NY, Syracuse Alliance Church	147,845	154,051	26.	Toccoa, GA, First Alliance Church	153,019	170,030
27.	Toccoa, GA, First Alliance Church	146,616	175,522	27.	Menomonie, WI, Menomonie Alliance	148,122	162,311
28.	Murrysville, PA, Murrysville C&MA Church	143,578	149,047	28.	Los Alamos, NM, Crossroads Bible	147,375	215,074
29.	San Francisco, CA, Chinese Alliance Ch.	141,450	168,500	29.	Deltona, FL, Deltona Alliance Church	136,010	166,817
30.	Somerset, PA, Somerset C&MA Church	139,139	194,573	30.	Cary, NC, Cary Alliance Church	134,123	140,414
31.	Toledo, OH, First Alliance Church	138,549	179,645	31.	Syracuse, NY, Syracuse Alliance Church	133,887	154,878
32.	Lexington, NC, First Alliance Church	137,750	156,574	32.	Murrysville, PA, Murrysville C&MA Church	133,725	138,063
33.	Mequon, WI, Alliance Bible Church	131,266	153,004	33.	Grove City, PA, Grove City C&MA Church	133,250	150,074
34.	Lima, OH, Cable Road Alliance Church	127,442	129,177	34.	Lima, OH, Cable Road Alliance Church	125,342	127,458
35.	Big Lake, MN, Riverside Church	126,352	274,852	35.	Wadsworth, OH, Freshwater Community	125,076	130,573
36.	Deltona, FL, Deltona Alliance Church	126,344	142,992	36.	Temperance, MI, Bedford Alliance Church	121,048	136,663
37.	Cary, NC, Cary Alliance Church	121,173	134,450	37.	Somerset, PA, Somerset C&MA Church	116,784	178,371
38.	Newton, IA, Community Heights Alliance	119,122	125,386	38.	Erie, PA, First Alliance Church	115,432	120,099
39.	Los Alamos, NM, Crossroads Bible Church	118,668	166,855	39.	Essex, VT, Essex Alliance Church	114,544	124,641
40.	Mechanicsburg, PA, Immanuel C&MA	117,358	122,075	40.	San Francisco, CA, Chinese Alliance Ch.	113,540	133,600
41.	Castro Valley, CA, 3 Crosses	114,140	123,810	41.	Lexington, NC, First Alliance Church	113,164	113,567
42.	Ellensburg, WA, Mercer Creek Church	112,953	206,679	42.	Chatham, NJ, Long Hill Chapel C&MA	111,521	134,161
43.	Kailua, HI, Kailua Community Church	111,969	141,030	43.	Orrville, OH, Orrville Alliance Church	111,381	129,180
44.	White Plains, NY, Ridgeway Alliance	111,552	127,013	44.	Johnson City, TN, Johnson City Alliance	108,971	109,271
45.	Erie, PA, First Alliance Church	109,883	113,650	45.	Mechanicsburg, PA, Immanuel C&MA	108,468	112,286
46.	Grove City, PA, Grove City C&MA Church	107,380	137,451	46.	Phillipsburg, NJ, Phillipsburg Alliance	108,423	117,791
47.	Hudson, OH, Hope Community Church	105,561	109,744	47.	Hudson, OH, Hope Community Church	108,046	113,609
48.	Clearfield, PA, Clearfield Alliance Church	102,952	108,293	48.	Toledo, OH, First Alliance Church	107,134	135,966
49.	Lima, OH, Shawnee Alliance Church	102,644	111,269	49.	Moses Lake, WA, Moses Lake C&MA	105,794	134,774
50.	Orrville, OH, Orrville Alliance Church	102,528	135,263	50.	Mequon, WI, Alliance Bible Church	104,280	131,582
51.	Wadsworth, OH, Freshwater Community	102,340	114,009	51.	Dayton, OH, Hillside Chapel	102,634	103,657
52.	Brewster, MA, Cape Cod Bible Alliance	102,333	117,571	52.	Orange City, IA, Dover Avenue Alliance	99,824	111,536
53.	Moses Lake, WA, Moses Lake C&MA	100,815	144,763	53.	Washington, PA, Washington C&MA	98,822	100,579
54.	Dayton, OH, Hillside Chapel	100,286	101,301	54.	Castro Valley, CA, 3 Crosses	97,933	105,250

## LARGEST-CONTRIBUTING CHURCHES TO GREAT COMMISSION FUND IN 2017 AND 2018 (Continued)

2017		GCF	Alliance Ministries	2018		GCF	Alliance Ministries
55.	Temperance, MI, Bedford Alliance Church	99,093	99,638	55.	Willard, OH, Christian Alliance Church	97,917	106,642
56.	Boone, NC, Alliance Bible Fellowship	97,758	102,047	56.	Plymouth, WI, Plymouth Alliance Church	96,746	143,983
57.	Queens, NY, Queens Herald C&MA	97,270	126,266	57.	Colorado Springs, CO, Front Range Alliance	96,297	101,464
58.	Greensburg, PA, Greensburg C&MA	96,659	109,057	58.	White Plains, NY, Ridgeway Alliance	94,364	100,111
59.	Phillipsburg, NJ, Phillipsburg Alliance	95,145	106,495	59.	Fremont, NE, Fremont C&MA Church	93,462	103,296
60.	Plymouth, WI, Plymouth Alliance Church	94,695	124,928	60.	Brewster, MA, Cape Cod Bible Alliance	93,033	139,119
61.	York, PA, York Alliance Church	93,389	97,483	61.	Lima, OH, Shawnee Alliance Church	92,558	99,928
62.	Orange City, IA, Dover Avenue Alliance	92,148	103,771	62.	State College, PA, State College Alliance	91,882	92,682
63.	Willard, OH, Christian Alliance Church	90,655	96,825	63.	Clearfield, PA, Clearfield Alliance Church	90,632	92,618
64.	State College, PA, State College Alliance	89,862	103,876	64.	York, PA, York Alliance Church	88,717	91,033
65.	Fredericktown, OH, NewLife Community	89,821	96,314	65.	Lafayette, NY, Lafayette Alliance Church	88,703	93,289
66.	Nowthen, MN, Nowthen Alliance Church	89,234	102,424	66.	Glen Rock, PA, Glenview C&MA Church	88,567	93,012
67.	Lafayette, NY, Lafayette Alliance Church	88,586	97,557	67.	Blairsburg, IA, Missionary Alliance Church	87,457	109,583
68.	Snohomish, WA, Mtn. View Community	85,740	94,815	68.	Kailua, HI, Kailua Community Church	86,693	123,926
69.	Glen Rock, PA, Glenview C&MA Church	85,470	100,697	69.	Deland, FL, Alliance Chapel	86,049	94,746
70.	Fremont, NE, Fremont C&MA Church	85,301	93,566	70.	Raleigh, NC, North Ridge Church	85,542	101,923
71.	Oconomowoc, WI, Crosspoint Community	85,135	87,164	71.	Columbia, SC, Sandhills Comm. C&MA	85,178	87,378
72.	Medford, NJ, Fellowship Alliance Chapel	84,968	102,560	72.	Newton, IA, Community Heights Alliance	85,154	90,175
73.	Franklin, NC, First Alliance Church	84,962	88,443	73.	Fredericktown, OH, NewLife Community	83,354	83,354
74.	Deland, FL, Alliance Chapel	82,146	93,509	74.	Boone, NC, Alliance Bible Fellowship	83,279	84,983
75.	Dubois, PA, DuBois C&MA Church	81,844	85,275	75.	Greensburg, PA, Greensburg C&MA	82,531	90,319
76.	Washington, PA, Washington C&MA	81,815	84,940	76.	Seaford, DE, Atlanta Road Alliance	79,761	82,981
77.	Visalia, CA, Parkside Chapel of C&MA	81,508	85,457	77.	Marion, OH, Cornerstone Alliance Church	79,294	96,268
78.	Cameron Park, CA, Foothills Church	80,507	88,352	78.	Troy, MI, Bridge Community Church	79,016	97,856
79.	Troy, MI, Bridge Community Church	76,992	83,586	79.	Cameron Park, CA, Foothills Church	77,485	106,708
80.	Marietta, GA, Marietta Alliance Church	75,691	80,576	80.	Dover, OH, Dover Alliance Church	77,262	92,416
81.	Seaford, DE, Atlanta Road Alliance Church	75,284	82,334	81.	Carlisle, PA, Carlisle Alliance Church	76,577	79,827
82.	Port Charlotte, FL, First Alliance Church	74,275	93,209	82.	S. Glens Falls, NY, Pine Knolls Alliance	76,538	82,639

## LARGEST-CONTRIBUTING CHURCHES TO GREAT COMMISSION FUND IN 2017 AND 2018 (Continued)

2017		GCF	Alliance Ministries	2018		GCF	Alliance Ministries
83.	Canby, OR, Canby Alliance Church	72,566	110,628	83.	Long Valley, NJ, Valley View Chapel	75,964	83,174
84.	San Juan, PR, ACM La Cumbre	72,165	77,447	84.	Huntingdon, PA, Huntingdon C&MA	75,105	79,134
85.	Dover, OH, Dover Alliance Church	71,777	87,441	85.	Snohomish, WA, Mtn. View Community	73,911	82,021
86.	Seattle, WA, Seattle Chinese Alliance	71,521	114,944	86.	Franklin, NC, First Alliance Church	73,814	76,814
87.	Indiana, PA, Indiana Alliance Church	69,099	75,419	87.	Ellensburg, WA, Mercer Creek Church	71,404	124,973
88.	Mountain Lake, MN, Alliance Missionary	68,674	72,033	88.	Pentagon City, VA, Great Commission Comm.	70,418	76,718
89.	Foxboro, MA, Church of Emmanuel	68,618	91,466	89.	Manhattan, NY, NY Chinese Alliance	70,287	70,287
90.	Brunswick, OH, Hope Church of the C&MA	67,835	72,705	90.	Medford, NJ, Fellowship Alliance Chapel	70,049	103,194
91.	Chatham, NJ, Long Hill Chapel C&MA	67,562	94,135	91.	St Paul, MN, Hmong American Alliance	69,575	70,325
92.	St Paul, MN, Hmong American Alliance	67,073	67,523	92.	Nowthen, MN, Nowthen Alliance Church	68,856	69,621
93.	Bloomington, IL, Bloomington Alliance	67,021	127,795	93.	Colorado Springs, CO, HarvestDowntown	67,873	68,893
94.	Pearl City, HI, Leeward Community Church	66,889	83,634	94.	Marietta, GA, Marietta Alliance Church	67,534	70,629
95.	Carlisle, PA, Carlisle Alliance Church	65,949	67,789	95.	Lockport, NY, Lockport Alliance Church	67,356	70,025
96.	Wooster, OH, Northview Alliance Church	65,650	72,361	96.	Mansfield, OH, Westwood Alliance Church	67,294	77,618
97.	Staunton, VA, Staunton Alliance Church	65,640	82,615	97.	Saegertown, PA, Pleasantview Alliance	67,104	67,718
98.	Little Ferry, NJ, Dongsan Alliance Church	65,390	75,240	98.	Lilburn, GA, Lilburn Alliance Church	66,714	79,035
99.	St Paul, MN, St Paul Hmong Alliance	65,249	65,249	99.	Bakersfield, CA, The Oaks Community	66,569	66,594
100.	Raleigh, NC, North Ridge Church of C&MA	64,542	79,502	100.	Pearl City, HI, Leeward Community Church	66,446	72,005



## Development—Funding

# 2017 CONTRIBUTIONS TO ALLIANCE MINISTRIES THROUGH C&MA CHURCHES

We appreciate every contribution made to Alliance ministries, which includes Great Commission Fund, Approved Specials, and CAMA. Special acknowledgment is given to those churches that have contributed more than 20 percent of total church income.

### 20 Percent or More of Total Church Income

Scotland, PA, Mount Vernon C&MA Church	Oylen, MN, Oylen Alliance Church
Deland, FL, Alliance Chapel	Syracuse, NY, Syracuse Alliance Church
Wildrose, ND, Alliance Gospel Chapel	Kill Buck, NY, Kill Buck Alliance Community
Aurora, CO, Aurora Alliance Church	Milpitas, CA, Silicon Valley Alliance Church
Manville, WY, Manville Community Alliance Church	Richey, MT, C&MA Church of Richey
Sulphur, LA, Cornerstone Christian Fellowship	Gray, PA, Gray C&MA Church
Dubois, PA, DuBois C&MA Church	Dorseyville, PA, Dorseyville Alliance Church
Carlisle, PA, Henry Chapel at Chapel Pointe	Chattanooga, TN, North River Alliance Church
Schodack, NY, Clearview C&MA Church	Galion, OH, Galion Alliance Church
Jackman, ME, Fellowship Alliance Church	Huntsville, AL, Living Hope Church
Clearfield, PA, Clearfield Alliance Church	Pittsburgh, PA, Hilltop Community C&MA
Donegal, PA, Donegal C&MA Church	Mechanicsburg, PA, Immanuel C&MA Church
Ocean City, MD, Fellowship Alliance Church	Rome, NY, Rome Alliance Church
Aurora, IN, Life Church	Pine River, MN, Whitefish Community Church
Fort Myers, FL, Village Church Shell Point	Shamokin, PA, C&MA Church
Laconia, NH, Life Quest Church of the C&MA	Fuoss Mills, PA, Fuoss Mills Faith C&MA
Wabash, IN, Wabash Alliance Church	Lima, OH, Cable Road Alliance Church
North Richland Hills, TX, Living Hope at Wellington	

## Development—Funding

# 2018 CONTRIBUTIONS TO ALLIANCE MINISTRIES THROUGH C&MA CHURCHES

We appreciate every contribution made to Alliance ministries. Special acknowledgment is given to those churches that have contributed more than 20 percent of total church income.

### 20 Percent or More of Total Church Income

Johnson City, TN, Johnson City Alliance Church

Wildrose, ND, Alliance Gospel Chapel

Scotland, PA, Mount Vernon C&MA Church

Deland, FL, Alliance Chapel

Anderson, IN, Anderson Alliance Church

Fort Myers, FL, Iglesia Jehova-Jire

Carlisle, PA, Henry Chapel at Chapel Pointe

Aurora, IN, Life Church

Gray, PA, Gray C&MA Church

Nanty Glo, PA, Nanty Glo C&MA Church

Fort Myers, FL, Village Church Shell Point

Saegertown, PA, Pleasantview Alliance Church

Jackman, ME, Fellowship Alliance Church

Oylen, MN, Oylen Alliance Church

Schodack, NY, Clearview C&MA Church

Syracuse, NY, Syracuse Alliance Church

Aliquippa, PA, Christ Alliance Church

Pittsburgh, PA, Hilltop Community C&MA Church

Donegal, PA, Donegal C&MA Church

Braznell, PA, Braznell C&MA Church

Huntingdon, PA, Huntingdon C&MA Church

Orrville, OH, Orrville Alliance Church

Marion Hill, PA, Marion Hill C&MA Church

Coshocton, OH, Coshocton Alliance Church

Dover, DE, Alliance Family Fellowship

Sulphur, LA, Cornerstone Christian Fellowship

Bay City, MI, New Beginnings Church

Belleville, PA, Big Valley Alliance Church

Clearfield, PA, Clearfield Alliance Church

Galion, OH, Galion Alliance Church

Aurora, CO, Aurora Alliance Church

Osceola Mills, PA, Osceola Mills C&MA Church

Chattanooga, TN, North River Alliance Church

Campbellsport, WI, Campbellsport Alliance Church

Drake, PA, Brent Alliance Chapel

Lancaster, PA, Alliance Church

Brattleboro, VT, Green Mountain Chapel C&MA

Laconia, NH, LifeQuest Church of the C&MA

Milpitas, CA, Silicon Valley Alliance Church

Lafayette, NY, Lafayette Alliance Church

Toccoa, GA, First Alliance Church

Dubois, PA, DuBois C&MA Church

Lima, OH, Cable Road Alliance Church

Kill Buck, NY, Kill Buck Alliance Community Church

Chicago, IL, Family Empowerment Centers Chicago

San Bernardino, CA, San Bernardino C&MA Church

New Castle, PA, New Castle First C&MA Church

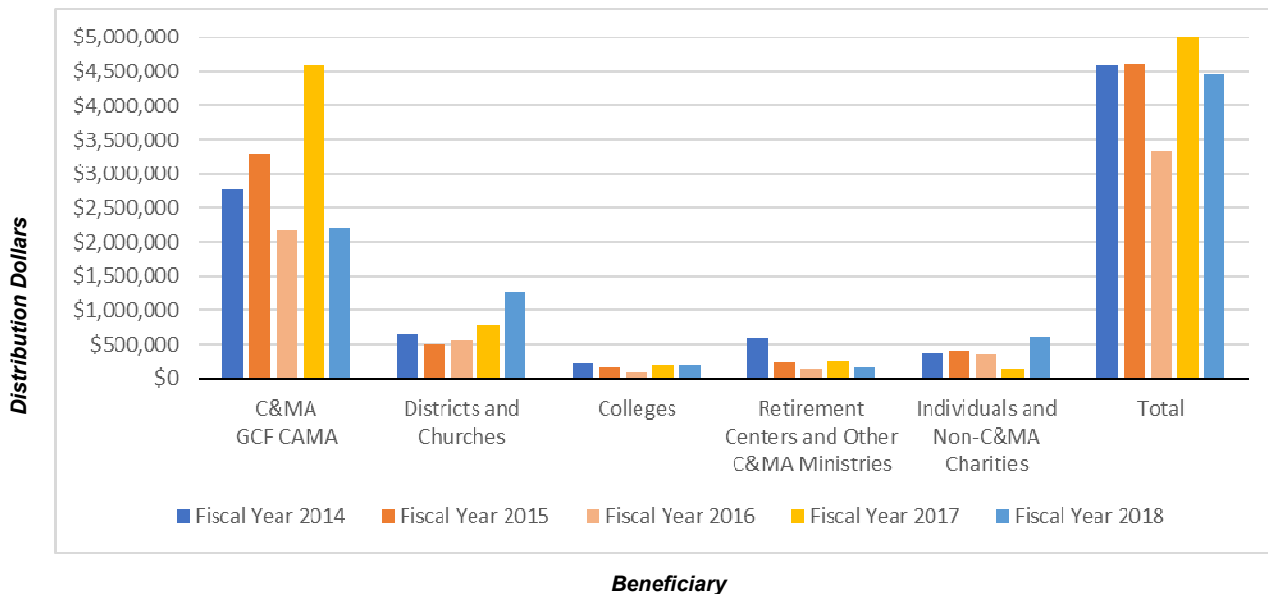
San Diego, CA, Vietnamese Alliance Church

Stillwater, OK, The Christian & Missionary Alliance

## Orchard Alliance

# DISTRIBUTIONS BY BENEFICIARY

Year	C&MA GCF CAMA	Districts and Churches	Colleges	Retirement Centers and Other C&MA Ministries	Individuals and Non- C&MA Charities	Total
Fiscal Year 2014	\$2,770,115	\$648,382	\$212,384	\$597,230	\$373,729	<b>\$4,601,840</b>
Fiscal Year 2015	\$3,292,059	\$504,570	\$164,311	\$246,528	\$408,549	<b>\$4,616,017</b>
Fiscal Year 2016	\$2,185,787	\$563,258	\$93,429	\$138,756	\$350,005	<b>\$3,331,235</b>
Fiscal Year 2017	\$4,604,068	\$795,086	\$192,918	\$256,673	\$146,177	<b>\$6,394,924</b>
Fiscal Year 2018	\$2,212,311	\$1,276,571	\$199,751	\$162,683	\$613,802	<b>\$4,465,118</b>



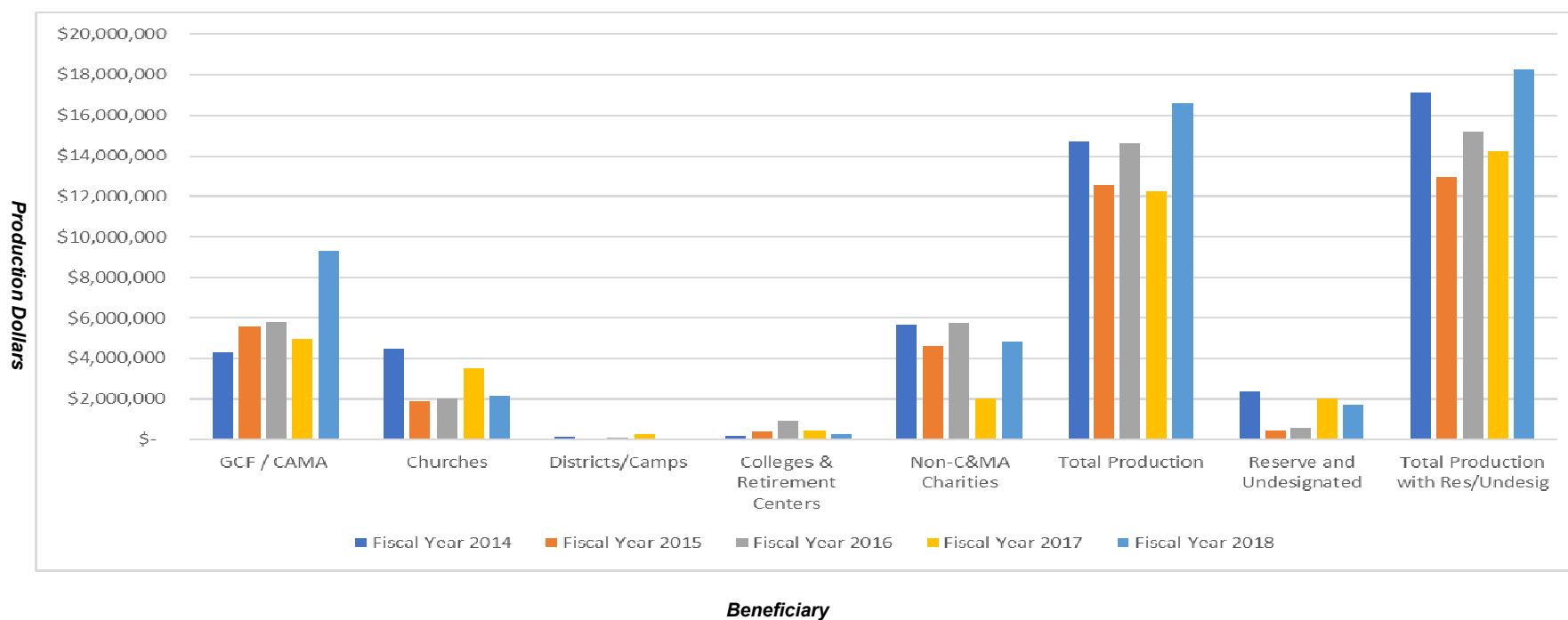
Note: Distributions reported above occurred in situations where Orchard has served as trustee or settling agent and does not include gifts received directly by the beneficiary from other third-party trustees or settling agents.

## Orchard Alliance

**PRODUCTION BY BENEFICIARY** (NEW ESTATE PLANS)

<b>Fiscal Year</b>	<b>GCF / CAMA</b>	<b>Churches</b>	<b>Districts/ Camps</b>	<b>Colleges &amp; Retirement Centers</b>	<b>Non-C&amp;MA Charities</b>	<b>Total Production</b>	<b>Reserve and Undesignated</b>	<b>Total Production with Reserve</b>
2014	\$4,258,792	\$4,479,144	\$97,905	\$194,297	\$5,669,284	\$14,722,149	\$2,387,622	<b>\$17,109,771</b>
2015	\$5,607,278	\$1,903,713	\$32,517	\$381,822	\$4,616,459	\$12,542,642	\$445,380	<b>\$12,988,022</b>
2016	\$5,819,914	\$1,986,870	\$70,651	\$887,761	\$5,761,767	\$14,628,187	\$565,859	<b>\$15,194,046</b>
2017	\$4,960,615	\$3,554,793	\$311,793	\$458,358	\$2,005,418	\$12,251,638	\$1,997,469	<b>\$14,249,107</b>
2018	\$9,261,003	\$2,114,394	\$15,708	\$294,472	\$4,825,336	\$16,578,624	\$1,691,986	<b>\$18,270,610</b>

<sup>1</sup> Includes Institutional Reserve Fund accounts (managed for C&MA entities and undesignated amounts related to Donor Advised Funds and Endowments).



# DONOR ACQUISITION AND RETENTION REPORT

## 2017–2018 CALENDAR YEARS

The number of direct individual donors to the C&MA grew by 5 percent or 725 individuals over the previous two years, resulting in more than \$23.1 million in overall individual giving. Additionally, 6,165 individuals gave for the first time, an increase of 6 percent. This report does not include gifts to the CAMA Advance Fund, CAMA Projects, or the CAMA Disaster Relief Fund.

**New Donors:** Donors who gave for the first time directly to The Alliance in 2017 and 2018

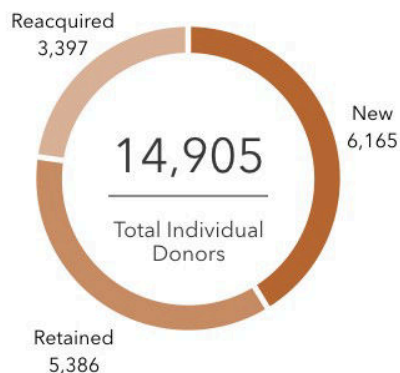
**Retained Donors:** Donors who gave in both 2015–2016 and 2017–2018

**Reacquired Donors:** Previously lapsed donors who gave in 2017–2018

**Lapsed Donors:** Donors who did not give in 2017–2018 after giving previously

### All Donors

**5% Increase** ↑  
Net 725 Donors



**Total Raised—All Donors**  
**\$23,199,173** ↑  
11.3% Increase

### Donor Types

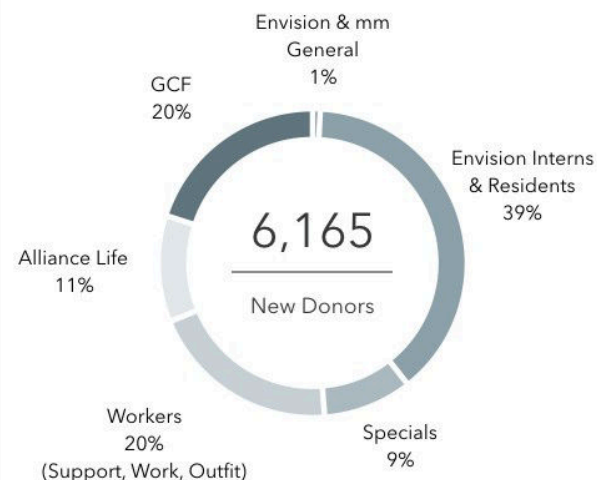
**New Donors**  
**6% Decrease** ↓  
6,165 Donors

**Retained**  
**11% Increase** ↑  
5,386 Donors

**Reacquired**  
**23% Increase** ↑  
3,397 Donors

**Lapsed**  
**1% Decrease** ↓  
5,399 Donors

### New Donors—1st Gift



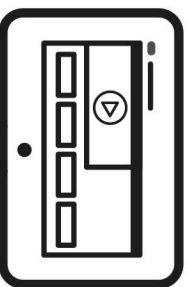
Envision Interns and Residents serve 1 month to 2 years

*The Alliance Life appeal was a special appeal to Alliance Life subscribers. Funds raised help offset GCF expenses for Alliance Life.*

# DEVELOPMENT DASHBOARD 2017-2018

TELLING THE STORY **GOD AT WORK** IN AND THROUGH THE ALLIANCE FAMILY

THE ALLIANCE  
**WEBSITE** **1.2 million**



[cmalliance.org](http://cmalliance.org)



USERS FROM

**230**

COUNTRIES



MORE THAN **7.3 million**

PAGEVIEWS



NUMBER OF EMAIL  
CAMPAIGNS TOTALING

**1,191**  
**1,563,423**

EMAILS SENT



NUMBER OF UNIQUE  
**STORIES**

GATHERED, REFINED, AND  
POSTED THROUGH THE ALLIANCE WEBSITE,  
SOCIAL MEDIA, ENEWSLETTERS,  
AND ALLIANCE LIFE MAGAZINE



ALLIANCE  
**VIDEO**

**250+ VIDEOS**  
PRODUCED



**1.5 MILLION**  
PLAYS



VIEWED IN  
COUNTRIES **49**



**17**

AWARDS  
INCLUDING BEST  
DENOMINATIONAL  
MAGAZINE (2018)

**SOCIAL MEDIA**

**f 65,000 » 1 million**

FACEBOOK  
FOLLOWERS

AVE. NUMBER OF  
VIEWS PER FACEBOOK  
POST EVERY MONTH



**7,000**

TWITTER  
FOLLOWERS

**@ 3,500**

INSTAGRAM  
FOLLOWERS

AMOUNT RAISED FOR  
STRATEGIC PROJECTS



**\$2.5 million**



**1,869 » \$73.6M »**



CHURCHES GAVE



**14,905 » \$20.3M »**



INDIVIDUALS GAVE



**800+ » \$7.8M »**



FOUNDATIONS & OTHER ORGS GAVE

**\$102**

MILLION  
GIVEN







# APPENDIX E

## OPERATIONS/FINANCE

### 2017–2018

### BUDGET RECAP AND SUMMARY

#### ***Executive Summary for the 2017–2018 and 2018–2019 Budgets Approved by Council 2017***

Budgets of \$45.1 million (fiscal 2017–2018) and \$46.5 million (fiscal 2018–2019) were approved by Council 2017. The overriding objective for these two fiscal-year recommended budgets was to “sharpen the GCF” in support of the president’s vision to increase Great Commission Fund (GCF) funding for Church Ministries and Alliance Missions (formerly International Ministries) with a target goal of 85 percent. Key assumptions used in crafting the approved 2017–2018 and 2018–2019 budgets included:

1. Budgeted revenues were increased by 3 percent each year.
2. A strategic use of legacy funds was used in each fiscal year to provide additional funding for Church Ministries (CM) and Alliance Missions (AM).
3. International worker staff levels were projected to increase by 1 to 2 percent each year.
4. Compensation increases for National Office employees and international workers were included in both fiscal years as per the directive from the C&MA Board of Directors.
5. Ministry reserve levels at the end of the fiscal year to remain constant at 45 days.

A revised budget of \$46,744,000 was adopted by the Board of Directors at the February 2018 meeting. Adjustments to the Council approved budget included:

1. Reduced the church contributions revenue budget approved by Council by \$0.7 million
2. Increased the individual contributions revenue budget approved by Council by \$0.8 million. To support this increase, additional resources were added to the Donor Engagement team without increasing the Development budget.
3. Increased other sources of revenue by \$0.1 million
4. Maintained the same legacy revenue budget

As the following schedule of adjustments shows, the Board agreed to include funding for Domestic Envision site coordinators and associates and to make minor adjustments for support costs of international workers who raise funds through designated means:

<b>Revenues (in millions)</b>	<b>2019 Budget Approved by Council</b>	<b>Un- Designated</b>	<b>Domestic Envision</b>	<b>IW Support Costs</b>	<b>Revised 2019 Budget</b>
Churches	\$35.5	(\$1.1)	\$0.5	(\$0.1)	\$34.8
Individuals	7.2	0.7	0.2	(\$0.1)	8.0
Legacy	2.4	0.0	0.0	0.0	2.4
Other/Appropriations	1.4	0.0	0.1	0.0	1.5
<b>Total Revenues</b>	<b>\$46.5</b>	<b>(\$0.4)</b>	<b>\$0.8</b>	<b>(\$0.2)</b>	<b>\$46.7</b>

Below is a summary of the approved and adjusted Council budgets, along with actual 2018 revenues:

<b>Revenues (in millions)</b>	<b>Council 2018 Budget</b>	<b>2018 Actual</b>	<b>Council 2019 Budget</b>	<b>Revised 2019 Budget</b>
Churches	\$34.5	\$33.2	\$35.5	\$34.8
Individuals	6.9	6.7	7.2	8.0
Legacy	2.4	2.4	2.4	2.4
Other/Appropriations	1.3	1.0	1.4	1.5
<b>Total Revenues</b>	<b>\$45.1</b>	<b>\$43.3</b>	<b>\$46.5</b>	<b>\$46.7</b>

The corresponding expense adjustments were as follows:

<b>Expenses (in millions)</b>	<b>Council 2018 Budget</b>	<b>2018 Actual</b>	<b>Council 2019 Budget</b>	<b>Revised 2019 Budget</b>
Church Ministries	\$ 5.6	\$ 5.4	\$ 5.8	\$ 6.1
Alliance Missions	28.7	27.8	29.7	30.2
Executive	0.6	0.6	0.6	0.6
Development	4.5	4.4	4.6	4.1
Operations/Finance	3.3	3.1	3.4	3.2
Higher Education	1.5	1.4	1.5	1.5
Governance/Other	0.9	0.6	0.9	1.0
<b>Total Expenses</b>	<b>\$45.1</b>	<b>\$43.3</b>	<b>\$46.5</b>	<b>\$46.7</b>

The main expense adjustments reflected above included:

1. The Global Link Office was moved from Development to CM resulting in a budget transfer of \$0.4 million.

2. Domestic Envision worker support costs added \$0.8 million to the AM budget.
3. Since registration fees from previous Life Conferences weren't enough to cover expenses for the Life Office, a grant of \$75,000 was provided to the Life Office in CM. Over the past two years, a total of \$150,000 was provided to help resource this office until Life 2019 when registration fees are expected to resource the office until Life 2022.

Because of these adjustments, direct expenses for AM and CM were budgeted at 77.7 percent, an increase from 76.7 percent of actual expenses in 2017–2018, moving us closer to our 85 percent target.

## **2019–2020 and 2020–2021 Budgets**

### **Economic Outlook**

As 2019 began, most economists believed that the fundamentals of the U.S. economy remained strong. As a result, a U.S. recession is not expected in 2019. While the current period we live in—post The Great Recession—is one of the longest economic recoveries, it is unclear, as global economies slow, when the U.S. economy will slide into an economic recession. For now, the economic policies of the current administration, including lower corporate tax rates, an overhauled IRS tax code, and reduced regulations and increased tariffs, is fueling the U.S. economy faster than many other economies in the world. The unemployment rate at the end of December 2018 was 3.7 percent and is anticipated to decrease further to 3.4 percent by the end of 2019. In fact, current jobless claims have not been this low since the late 1960s. Inflation is hovering around 2 percent and is only expected to rise to 2.3 percent by the end of 2019. Low unemployment has pushed wages up in the market. While Gross National Product (GNP) has slowed down, it is expected to remain strong at 2.5–3.0 percent during 2019. After several increases in 2018, it is uncertain now if the Federal Reserve will increase interest rates in 2019. While the U.S. dollar has been relatively stable against other currencies, it is expected to strengthen before it weakens later in 2019 or in 2020, especially against the euro. As a result, we will continue to look for opportunities to hedge our foreign exchange risk and costs. With a fair amount of uncertainty before us, I'm grateful that God is in control and remains faithful in leading us as we follow Him.

### **Beyond!**

While progress toward the president's goal of allocating 85 percent of the GCF budget to Alliance Missions (AM) and Church Ministries (CM) has been slow, the reality is that the GCF budget does not reflect a complete picture of The Alliance. For example, GCF revenues were \$43.3 million in fiscal 2018 while total revenues for The Alliance in fiscal 2018 were \$60.5 million. Furthermore, when reviewing the financial statements for the GCF, program expenses are approximately 80 percent (including Higher Education), while Alliance program expenses are 87 percent.

Over the next two years, our budgets will move *beyond* a “GCF view” and be expanded to reflect a more complete and transparent view of Alliance ministry. Our new funding model purposes to invite donors to give to The Alliance (in its entirety) or to give specifically to a ministry (and its workers) through a designated gift; this transition requires that we reflect the true cost of ministry for each of our ministry teams and international workers. We will celebrate each gift, regardless of whether people choose to give to The Alliance in its entirety (or on an undesignated basis) or through a designated gift, because each type of gift supports our budget.

In 2020, CAMA Services (a/k/a Compassion and Mercy Associates), which has operated separately, will be folded into the budget of The Alliance. As a result, the proposed two-year budget includes all worker specializations for The Alliance. In 2021, our budget will expand further to begin reflecting the true cost of ministry for international workers, including compensation and benefits, living expenses, and ministry expenses.

To summarize, we are:

**Moving From:**

1. Great Commission Fund view
2. Primarily contributions-based budget
3. Partial view of ministry that understates AM and CM ministry impact and overstates ministry support costs
4. Internal and external financial statements
5. Administrative view

**Moving To:**

1. Broader view of The Alliance
2. Contributions plus other revenue sources
3. More complete view of ministry that properly reflects AM and CM ministry impact as well as ministry support costs
4. One financial statement view
5. Donor-centric view

Finally, this budget supports our three strategic priorities in pursuit of our vision, *All of Jesus for All the World*:

1. Serving Communities
2. Multiplying Church Networks
3. Developing People

As we move *beyond* current places of ministry, we purpose as an Alliance family to press into new places together to have greater eternal impact in the coming years! These budgets are supportive in resourcing our vision.

## **Revenues**

Besides contributions, our proposed budgets include two new categories:

- Registration/Other
- Special/Nonrecurring

As mentioned previously, there are two significant changes with our two-year budgets:

- Inclusion of CAMA's budget, approximately \$2.6 million beginning in 2020.
- Inclusion of \$5 million in ministry funds for Alliance Missions (currently work specials and approved specials) beginning in 2021 to begin reflecting the total cost of ministry for workers.

A summary of these revenue sources is below, followed by a table detailing each of the categories.

<b>Revenues (in millions)</b>	<b>2017 Actual</b>	<b>2018 Actual</b>	<b>2019 Estimated</b>	<b>2020 Budget</b>	<b>2021 Budget</b>
Contributions	\$42.6	\$43.7	\$45.1	\$48.8	\$55.4
Registration and Other	0.2	0.3	0.2	3.5	1.4
Special and Nonrecurring	0.1	0.1	—	2.7	1.7
<b>Total Revenues</b>	<b>\$42.3</b>	<b>\$43.3</b>	<b>\$45.3</b>	<b>\$55.0</b>	<b>\$58.4</b>

Since contribution growth from churches continues to be challenging (and only estimated to achieve 97 percent of budget in 2019), the budget for 2020 (before adding in CAMA) will remain the same as fiscal 2019; a 3 percent increase from churches is budgeted for 2021.

Contributions from individuals will continue to be the growth area and will require identification and relationship building with additional donors who are passionate about The Alliance.

Contributions from legacy gifts will be reduced by \$0.9 million in 2020 and 2021 for two reasons. First, a \$1 million gift distributed over the past two years (\$0.5 million each year) has been exhausted while an additional \$0.4 million, distributed over the past two years, will cease as legacy gifts have returned to normal levels.

<b>Contributions (in millions)</b>	<b>2017 Actual</b>	<b>2018 Actual</b>	<b>2019 Estimated</b>	<b>2020 Budget</b>	<b>2021 Budget</b>
Churches	\$33.2	\$33.2	\$33.8	\$36.0	\$40.0
Individuals	6.6	6.7	7.6	9.5	12.0
Legacy	1.5	2.4	2.4	1.5	1.5
Other	1.3	1.4	1.3	1.8	1.8
<b>Total Contributions</b>	<b>\$42.6</b>	<b>\$43.7</b>	<b>\$45.1</b>	<b>\$48.8</b>	<b>\$55.3</b>

*Note: Beginning in 2020, the inclusion of CAMA adds \$1.2 million of church contributions, \$1.0 million of individual contributions, and \$0.4 million of other contributions. Beginning in 2021, the inclusion of ministry gifts to better reflect the true cost of ministry for international workers adds \$3.0 million of church contributions and \$2.0 million of individual contributions.*

To comply with Generally Accepted Accounting Principles (GAAP), the C&MA's audited financial statements reclassify several line items that we treat internally as "expense offsets." Our proposed budgets reclassify these line items so that we report one consistent view going forward. The impact of these changes includes:

<b>Registration and Other Income (in millions)</b>	<b>2017 Actual</b>	<b>2018 Actual</b>	<b>2019 Estimated</b>	<b>2020 Budget</b>	<b>2021 Budget</b>
Church Ministries	—	—	—	\$0.5	\$0.5
Alliance Missions	—	—	—	—	—
Development	—	—	—	0.1	0.1
Operations/Finance	—	—	—	0.1	0.1
Executive	—	—	—	—	—
Council 2021	—	—	—	—	0.5
Life 2019	—	—	—	2.6	—
Interest	0.2	0.3	0.2	0.2	0.2
<b>Total Registration/Other</b>	<b>\$0.2</b>	<b>\$0.3</b>	<b>\$0.2</b>	<b>\$3.5</b>	<b>\$1.4</b>

*Note: 2017, 2018, and 2019 only reflect items in the current budget and aren't restated for comparison purposes.*

Given the growth challenges with church contributions, additional sources of revenues are needed to resource our vision of *All of Jesus for All the World*, including the deployment of additional international workers. While most of these resources are nonrecurring after this two-year budget, these resources give us the needed time to transition to our new funding model which purposes to engage greater numbers of churches and donors.

<b>Special and Nonrecurring Income (in millions)</b>	<b>2017 Actual</b>	<b>2018 Actual</b>	<b>2019 Estimated</b>	<b>2020 Budget</b>	<b>2021 Budget</b>
Foreign Property Sales	—	—	—	\$1.0	\$0.5
Grant to CM	—	—	—	0.3	0.3
Field Balances—AM	0.1	0.1	—	0.5	0.3
Field Balances—CAMA	—	—	—	0.2	0.1
Reclassify AM Expense Offsets	—	—	—	0.4	0.4
Global Reserves	—	—	—	0.3	0.1
<b>Total Special/Nonrecurring</b>	<b>\$0.1</b>	<b>\$0.1</b>	<b>—</b>	<b>\$2.7</b>	<b>\$1.7</b>

*Note: 2017, 2018 and 2019 only reflect items in the current budget.*

## **Expenses**

Below is a summary of planned expense adjustments:

### **Compensation**

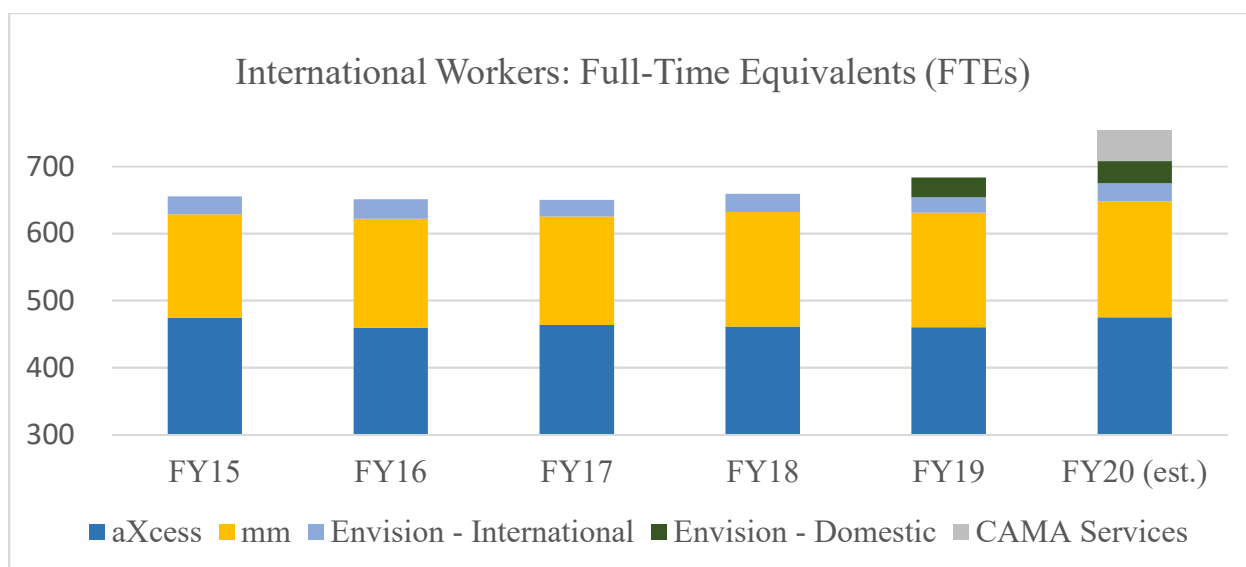
Funds are included in each budget year for a 2 percent salary increase for National Office employees as well as for a 2 percent home assignment increase for international workers. Additionally, funds will be available for health insurance increases in each budget year for National Office employees and international workers.

### **Alliance Missions**

The Alliance Missions (AM) 2020 budget will increase by \$4.2 million or 14 percent from \$30.2 million to \$34.4 million. Highlights include:

1. Inclusion of CAMA. All specialized structures within AM are now included in the budget including aXcess, marketplace ministries (mm), Envision International, Envision Domestic, and CAMA.
2. An estimated increase of 16 full-time equivalent (FTE) international workers (\$1.0 million) to increase impact to the least reached places of the world.
3. Reclassifying expense offsets (\$0.4 million).
4. Increases in compensation and benefits.

Below is a summary of international workers reflected in our 2020 budget with comparison to the previous five years:



International Workers	FY15	FY16	FY17	FY18	FY19	FY20 (est.)
aXcess	474	459	463	461	460	475
marketplace ministries	154	163	162	171	171	173
Envision–International	27	29	25	27	23	27
Envision–Domestic					30	33
CAMA Services						46
<b>Total</b>	<b>655</b>	<b>651</b>	<b>650</b>	<b>659</b>	<b>684</b>	<b>754</b>

The 2021 budget will increase by \$5.1 million or 15 percent from \$34.4 million to \$39.6 million. The most significant increase is the addition of \$5 million of ministry funds, such as work specials and approved specials, that are not currently included in the budget but are needed to begin reflecting a truer cost of ministry for international workers.

### Church Ministries

The CM budget will increase by \$4.6 million or 74 percent from \$6.1 million to \$10.7 million. Highlights include:

1. Inclusion of Higher Education grants to our colleges and seminary as well as resources for the Loan Repayment Program (\$1.475 million). This is being moved under CM to align with People Development initiatives in the U.S. church.
2. Inclusion of a \$0.3 million grant from Orchard Alliance (the second of a four-year commitment).
3. Inclusion of Life 2019 expenditures (\$2.3 million) received from \$2.6 million of registration fees.
4. Inclusion of Alliance Women operating expenses (\$25,000).
5. Reclassifying expense offsets (\$0.45 million).
6. Grants of \$75,000 to the Life Office over the past two fiscal years will not be needed since registration fees from Life 2019 are expected to fund its expenses for the next three years. Most of these grant funds (\$125,000) will be available in Church Ministries to redirect for other priorities such as Church Advance and Church Multiplication.
7. Increases for compensation and benefits.

The 2021 budget will decline by \$2.1 million or 19 percent from \$10.7 million to \$8.6 million



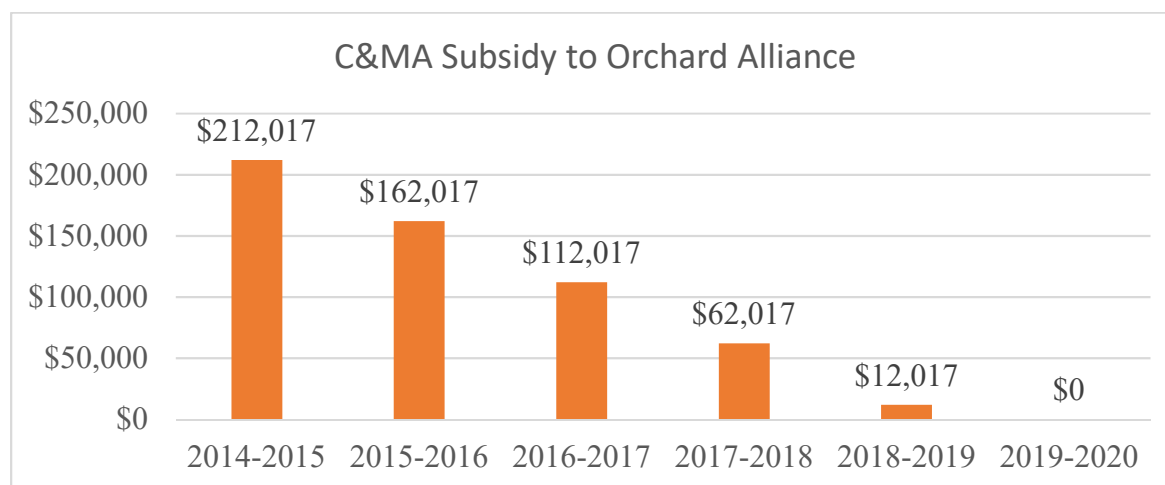
since 2021 is a non-Life year. An additional \$50,000 has been added for CM priorities.

### **Subsidy to Orchard Alliance**

The C&MA will continue to pay for services provided by Orchard Alliance including:

1. Gift and estate design services and support for the C&MA as beneficiary; and
2. Administration of donor advised funds, charitable gift annuities, trusts, endowments, and the C&MA's Ministry Gift Fund for the C&MA as beneficiary.

Over the past several years, significant efforts have been made to reduce the subsidy to Orchard Alliance (f/k/a The Orchard Foundation and Alliance Development Fund), particularly as Orchard Alliance has positioned itself to serve a growing number of ministries, resulting in additional fee income. The 2020 and 2021 budgets reflect the first time since Orchard Alliance was formed in 1998 that the C&MA will not be providing a subsidy.



I am thankful that the merger of ADF and Orchard into Orchard Alliance will enhance the strength of both organizations going forward.

### **Ministry Support**

Ministry support is approximately 17 percent of the proposed budget in 2020. However, when considering that The Alliance receives designated gifts outside of our budget, ministry support costs for the ministry are lower; in fiscal 2018, ministry support costs for The Alliance were 13 percent.

Highlights include:

1. Reclassifying expense offsets (\$0.3 million).
2. Since it has become a significant number, credit card processing fees will be budgeted in Operations/Finance (\$0.1 million).
3. A transfer of \$50,000 from the Capital Budget to the IT Budget (expense neutral) is being made beginning in 2020 to enhance global technical support for international workers and added support with the C&MA's security and compliance protocols.
4. Development will add another donor engagement representative with repurposed budget funds to support the growth in individual giving.
5. Increases for compensation and benefits for Executive, Development, Operations/Finance, and Governance.

Ministry Support is also approximately 17 percent of the proposed budget in 2021. At this time, no significant changes are anticipated in 2021 besides increases in compensation and benefits.

Below is the summary of the expense budget, with comparison to previous periods and the 2017–2018 budget and projection:

<b>Expenses (in millions)</b>	<b>2017 Actual</b>	<b>2018 Actual</b>	<b>2019 Estimated</b>	<b>2020 Budget</b>	<b>2021 Budget</b>
Alliance Missions	\$27.0	\$27.8	\$29.1	\$34.4	\$39.6
Church Ministries	5.3	5.4	5.9	10.7	8.6
Higher Education	1.6	1.4	1.4	Moved to CM	Moved to CM
Ministry Support	8.6	8.7	8.7	9.3	10.0
<b>Total Expenses</b>	<b>\$42.5</b>	<b>\$43.3</b>	<b>\$45.1</b>	<b>\$54.4</b>	<b>\$58.2</b>

Below is the breakout for Ministry Support:

<b>Ministry Support Expenses (in millions)</b>	<b>2017 Actual</b>	<b>2018 Actual</b>	<b>2019 Estimated</b>	<b>2020 Budget</b>	<b>2021 Budget</b>
Executive	\$0.6	\$0.6	\$0.6	\$0.7	\$0.7
Development	4.2	4.4	3.9	4.3	4.4
Operations/Finance	3.1	3.1	3.2	3.6	3.6
Governance/Other	0.7	0.6	1.0	0.7	1.3
<b>Total Expenses</b>	<b>\$8.6</b>	<b>\$8.7</b>	<b>\$8.7</b>	<b>\$9.3</b>	<b>\$10.0</b>

### ***Planned Appropriations***

During our budget process, we identified appropriations of expenses that will be spent in future years. These include:

<b>Appropriations (in millions)</b>	<b>2020 Budget</b>	<b>2021 Budget</b>
Life 2019 Appropriation	0.3	—
Council 2021 Appropriation	0.1	—
Board Appropriations	0.2	0.2
<b>Total Appropriations</b>	<b>\$0.6</b>	<b>\$0.2</b>

In summary, here is the breakdown of the proposed budgets with revenues, expenses, and appropriations:

<b>(in millions)</b>	<b>2020 Budget</b>	<b>2021 Budget</b>
Revenues	\$55.0	\$58.4
Less: Expenses	54.4	58.2
Less: Planned Appropriations	0.6	0.2
<b>Net Surplus</b>	<b>—</b>	<b>—</b>



## Colorado Springs, Colorado

**2017–2018**

**Lawrence L. McCooey, President**

### ***Accomplishments***

God continued to bless The Orchard Foundation (Orchard) and The Alliance Development Fund, Inc. (ADF), and we give Him all the glory. We are grateful to The Alliance and the many investors, donors, and stakeholders who have joined us in ministry, as well as our staffs. Key highlights from the last two years include:

- Achieved an enhanced partnership between Orchard and ADF by combining both ministries into one organization called Orchard Alliance. Orchard Alliance is now a full-service ministry offering The Alliance a wide range of financial, fund-raising, and stewardship services for both current and future needs under one trade name, one board of directors, and one leadership team.
- Fully integrated Alliance Legacy Planners into Orchard Alliance.
- Now serving The Alliance and all of its subsidiaries, affiliated ministries, and churches with lending products, capital project advisement, investment and retirement products, gift and estate design services, and training in stewardship and generosity from a biblical perspective. We also now serve more than 50 like-minded ministry partners in the same way. These include rescue missions, overseas mission organizations, teaching and preaching ministries, and youth-focused ministries.
- Our combined assets now total \$350 million and over the two-year period, distributions to Alliance ministries exceeded \$9 million.

### ***Why***

We continue to focus on our mission, vision, and core values as an integral supporting ministry of The Alliance. We strive to strategically leverage our God-given talents, knowledge, skills, and resources to equip God's stewards for greater Kingdom impact. And, we desire to see every person and ministry we serve fully empowered in biblical stewardship, accomplishing God's purposes for His glory.

## The Future

We trust that we will see continued growth in the number of individuals, families, and ministries we serve, as well as a steady increase in the assets we manage. We will remain focused on not only keeping Orchard Alliance financially strong, but also on being a relevant and beneficial partner to all we serve.

We will:

- Develop key relationships in churches with a network of ambassadors who will come alongside the local pastor and assist him and his church. They will help in developing funding sources, utilizing services available within The Alliance, presenting biblically-based stewardship messages, engaging major donors, and fostering greater financial and stewardship health in their ministry.
- Provide capital project advisors and allied professionals, gift planning experts and well-trained customer care personnel to effectively and efficiently serve the churches, districts, pastors, families, international workers, investors, borrowers, donors, and ministry partners.
- Develop marketing materials, a centralized gift and estate design program, and comprehensive, biblically-based stewardship training that will generate greater resources for all Alliance entities.

Resulting in:

- Greater engagement with the local church with increased awareness of the resources available to assist and enhance the local ministry.
- Growth in gifts, assets under management, and loans through a greater understanding of stewardship, tax-wise giving, well-managed building programs, Kingdom-minded investments, and the adoption of a spirit of generosity.
- Increased impact in the Kingdom, both locally and worldwide.

The concept of joining the ministries of The Orchard Foundation and The Alliance Development Fund, Inc. goes back many years. Each time the combination was explored, there was a sense that the timing was not quite right. Today, Orchard Alliance has mature leadership, greater expertise, sufficient capital, and a deeper, more intentional relationship with The Alliance. So after much thought and prayer, we felt a clear calling that this was now God's timing.

Orchard Alliance is looking forward to seeing all that God will accomplish as we are *Serving the Kingdom Together* with The Alliance family.



**2017–2018**

**William A. Anderson, Executive Director**

### ***Our Achievements***

- In 2018, The Alliance Community for Retirement Living celebrated 64 years of providing quality retirement homes and services delivered with a Christ-centered, God-honoring approach in beautiful Central Florida.
- Our nursing center was recognized as a “Five Star” facility, the highest quality rating.
- Total sales over the last two years exceeded \$3.3 million which is the highest level of sales in our history.
- Seven new independent living units were constructed including two duplexes, two two-bedroom houses, and one three-bedroom house, increasing the home inventory to 67.
- Over the last two years, the Alliance Chapel contributed more than \$150,000 toward the worldwide work of The Christian and Missionary Alliance.

### ***Our Motivation***

- Our mission: “Committed to honoring God by caring for and serving His people in their retirement years.” We strive to do this every day in every way possible.
- To maintain our high level of C&MA affiliated residents which is consistently more than 50 percent of the total independent population with 24 percent being former official workers.
- The Alliance Chapel, located in the center of our campus, provides spiritual leadership for the entire campus. Nearly half of the residents attend while others benefit from their constant care and ministry to all who live in this community.
- We believe we are God’s stewards and all we have is His. Employing more than 300 individuals, we desire that our resources, talents, and abilities be used for His glory.

### ***Our Future***

- Through the implementation of a Five-Year Strategic Plan to renovate several key areas of the campus to ensure the viability of our product and services to a changing baby boomer retirement group
- Recruiting the next generation of mission driven managers and directors equipped to take the organization into the future by utilizing a thorough succession plan
- Completion of the renovation to our 130-bed nursing center to update and improve function and aesthetics enabling many more years of care and service for our residents
- Continue to retrofit and revitalize the campus replacing outdated independent living units with new construction. This becomes more critical as the campus ages.



## **Carlisle, Pennsylvania 2017–2018**

**Deborah M. Sprague, Executive Director**

### ***Disguised Blessings***

Over the past two years, our Chapel Pointe family of 200 residents and 185 staff has watched the Lord work in ways that cause us to appreciate reflecting on the trials. Sometimes the painful times help to point to the Lord like nothing else. Our beloved marketing director suffered a long illness in late 2016, and she walked into the arms of her Savior in late 2017. We could not prepare for such a tragedy, but the Lord had good plans for us. One month after that loss, our new chapel flooded, causing significant damage on two levels of the building. But again, the Lord showed us how He takes our circumstances and provides in amazing ways that serve to glorify Him.

Since the loss of our marketing director who was the lone individual in the department, we have been blessed to develop a team of three Christ followers who have led Chapel Pointe to new heights. Our occupancy has been strong, ending 2018 with the highest occupancy in years. One of the team of three is our new communications coordinator who has revived our various printed and online communication mediums. Through new brochures, advertising, website, and social media, these improvements help us to share the story of God's blessing with our greater community and provide additional opportunities for people to connect with our services.

The chapel flood allowed us to replace outdated equipment with state-of-the-art audio and video equipment as we broadcast the salvation message by closed circuit television to our campus. We praise God for leading us through trials!

### ***Fulfilling Strategic Plans***

Spanning 2017 and 2018, we moved forward with much needed renovations to our personal care rooms, converting smaller rooms to suites and including showers in each unit. They were built to standards that will allow us to use them in the future for another level of care that is being developed in our state.

For several years, we have been working toward the takeover of a local home care agency which took place in August 2018. "Chapel Pointe at Home" now cares for the needs of our independent living residents on campus as well as those in need in our greater community.

Construction began in July 2018 for our second campus of 12 townhomes, "Pointe Place." We expect residents to move in this summer, joining our family just one mile from our current location.

### ***Adding to the Team***

We were blessed in 2018 to add Kent Peachey to the executive team as our executive director, overseeing Personal Care, Independent Living, and Spiritual Ministries. He has added depth to our team of five as we work and pray through the directions that the Lord is leading.

Thank you, Alliance family, for continuing to pray for the Chapel Pointe residents, staff, and ministry as we seek to be the arms of Jesus to those we serve.





**Fort Myers, Florida**

**2017–2018**

**Martin C. Schappell, President**

### **Major Accomplishments**

- There are currently 1,297 Independent Living Units (ILUs) with an occupancy of 97.7 percent.
- There are currently 355 Assisted Living Units (ALUs) with an occupancy of 93.2 percent.
- The Skilled Nursing Facility (SNF) has 219 licensed beds with an occupancy of 75.8 percent. It holds a 5-star rating with the Centers for Medicare and Medicaid Services (CMS).
- In 2018, Shell Point had 144 closings on independent living units.
- Shell Point employs approximately 1,100 people.
- In order to maintain Shell Point's reputation as a high-quality senior community, completed capital projects in 2017–2018 included the refurbishment and landscaping of the Island Pond, the addition of new tennis courts and pickle ball courts at Center Court, and the redecorating of several common areas such as the Woodlands Commons, the Arbor lobby, and the Guest House.
- In September 2017, Shell Point experienced Hurricane Irma, a category 4 storm. Residents were sheltered in the hurricane shelter on the Island and the Arbor Assisted Living building for 48 hours. Fortunately, there was no significant damage to any structure within the community.
- Throughout 2018, Shell Point celebrated its 50<sup>th</sup> anniversary by hosting events for the residents and employees.

### **Reasons for Our Actions**

- Shell Point remains committed to its mission which is to be “dedicated to the service of God and the care of His people.” In 2018, the leadership and management teams reviewed the mission statement and core beliefs. These core beliefs include life, love, stewardship, and integrity. The next step is for the core beliefs to drive specific employee behaviors which support the culture of the organization.
- There is a true partnership with the Village Church in ministering to the Shell Point residents and staff through the Assisted Living, Pavilion, and Employee Chaplains. In addition, the mission of the church (building a community of forgiveness, purpose, and hope in Jesus Christ) aligns with Shell Point's mission of serving the residents. One new expression of this partnership is the Vacation Bible School offered to the children and grandchildren of employees. This week-long event took place in July 2018, through the efforts of church staff, Shell Point employees, and church members—more than 40 children attended.

- The pastoral staff continue to participate in educational programming through the Academy at Shell Point and in other forums. For example, pastoral staff presented on topics such as The Alpha Course, The Influence of Prayer, Soul Fitness, Navigating Life Cross Culturally, and Creating Community in Divisive Times. Visiting missionaries and missionaries in residence, presented I've Been Wondering during Global Impact Week. Also, church services and devotional segments produced by the church are aired on Shell Point Television (SPTV).
- Shell Point was pleased to partner with the Village Church to host the C&MA Board of Directors meeting in October 2018.
- Local market competition has increased significantly over the past few years. The list of senior living community options within Lee and Collier counties has grown to more than 120 choices for seniors. There are currently 14 communities that identify and market themselves as a Continuing Care Retirement Community (CCRC) within these two counties. In order to maintain its distinctiveness, Shell Point continues to offer a wide range of residential options, amenities, and healthcare services to promote an active and healthy lifestyle.

### ***Plans for the Future***

- Through the generous financial support of the residents, the Tribby Arts Center will start to be constructed in 2019. This 43,000-square-foot amenity will include studios for pottery, painting, photography, quilting, crafts, music, and dance. The Center will also provide a gallery for displaying resident art work and includes a 400-set theater for concerts, lectures, and productions.
- The midrise buildings, constructed in 1978/1979, will undergo a renovation beginning in May 2019. This project will include new flooring, paint, lighting, and furniture in the common areas of the buildings.
- Renovation of the King's Crown dining room will begin in April 2019. This project will include new flooring, paint, lighting, window treatments, and furniture.
- Renovation of the Island Café is expected to begin in June 2019. This project will improve traffic flow within the café and will include new flooring, paint, lighting, furniture, and some new kitchen equipment.
- The Enclave is Shell Point's newest neighborhood to be constructed. This neighborhood will include 9 single family homes, 26 villas, a community building, and a pool. The homes were pre-sold within two weeks and construction is expected to begin in summer 2019.



**Santa Ana, California**

**2017–2018**

**Dirk E. DeWolfe, Executive Director**

### ***What We've Done Since Last General Council***

Town and Country Manor continues to serve the senior adult population in Orange County by offering three levels of care. The first level is Residential Care for ambulatory residents. There are 125 apartments at this level. These consist of studio, one-bedroom, and two-bedroom units. Assisted Living is a level that is licensed for non-ambulatory residents who need assistance. This level has 53 units which consist of studios and one-bedroom apartments. Our Skilled Nursing level of care has 95 beds. Skilled Nursing is also known as the convalescent care/nursing home. At this level, we offer long-term care as well as rehabilitative care. There are more than 700 admissions to this area annually. All levels of care receive three meals a day and we operate as a rental facility not requiring a down payment.

### ***Mission Statement***

*“To demonstrate the care, love and hope of Jesus Christ to senior adults.”*

In our mission statement:     *The Care of Christ is our action*  
  *The Love of Christ is our motivation*  
  *The Hope of Christ is our outcome*

As our Mission Statement shows, we want each person who spends time at Town and Country Manor to hear the HOPE of Jesus Christ. We have seen many seniors come to the Lord and even respond that they have never heard the gospel presented in the way we explain it. We have presented the gospel to more than 700 individuals annually.

We are in the process of building an 88-bed Memory Care Facility. Town and Country Manor has not offered this level of care in the past. We are currently seeking the final permits and pricing as we apply for financing through the issuance of bonds.

### ***Why We Are Doing It***

We feel that no one comes to Town and Country Manor by accident. People come to receive care and we have anywhere from a few days to many months to personally meet with them and present them with a tract and a Bible.

*How then will they call on Him in whom they have not believed? And how are they to believe in Him of whom they have never heard? And how are they to hear without someone preaching? And how are they to preach unless they are sent? As it is written, “How beautiful are the feet of those who preach the good news!” (Romans 10:11–15).*

With respect to Memory Care, very few of us have not been touched by dementia of which there are more than 60 diagnoses. There have been many residents at Town and Country Manor who have needed this level of care in the past and we want to be able to meet this need. We are excited about expanding our ministry in this area.

### ***What We Are Doing Next***

Spiritually speaking, we will continue to present the hope of Christ to all who come to Town and Country Manor. We feel an obligation to present the hope to our residents as well as our 250 employees who work throughout the facility.

In addition to the Memory Care Project, we are considering several improvements to our building to allow us to appeal to today’s market. We feel it is important to continue to upgrade our facility to meet the expectations of the senior community.

We are pleased with the ministry to the residents and others at the Celebration Church located on our property. The church offers in addition to English services, a Spanish service, and a Cambodian Service.

# THE CHRISTIAN AND MISSIONARY ALLIANCE

## Statement of Activities

Twelve Months Ending June 30, 2017, and 2018

	2016–2017					2017–2018				
	GCF Budget	Other	Total	CAMA	C&MA Total	GCF Budget	Other	Total	CAMA	C&MA Total
<b>Revenues:</b>										
Churches	33,205,307	3,783,709	36,989,016	1,296,236	38,285,252	33,216,867	3,978,890	37,195,757	2,557,786	39,753,543
Individuals	6,587,380	3,341,546	9,928,926	1,456,767	11,385,693	6,737,723	3,394,997	10,132,720	1,685,851	11,818,571
Others	1,311,342	3,148,619	4,459,961	467,438	4,927,399	1,367,437	3,323,125	4,690,562	755,576	5,446,138
Total Contributions	41,104,029	10,273,874	51,377,903	3,220,441	54,598,344	41,322,027	10,697,012	52,019,039	4,999,213	57,018,252
Legacy	1,500,000	2,237,430	3,737,430	—	3,737,430	2,400,000	(689,111)	1,710,889	—	1,710,889
Other	230,727	5,915,049	6,145,776	449,223	6,594,999	435,333	8,919,751	9,355,084	161,470	9,516,554
<b>Total Revenues</b>	<b>42,834,756</b>	<b>18,426,353</b>	<b>61,261,109</b>	<b>3,669,664</b>	<b>64,930,773</b>	<b>44,157,360</b>	<b>18,927,652</b>	<b>63,085,012</b>	<b>5,160,683</b>	<b>68,245,695</b>
Board appropriations	(296,037)	296,037	—	—	—	(833,315)	833,315	—	—	—
Adjusted GCF revenues	42,538,719	18,722,390	61,261,109	3,669,664	64,930,773	43,324,045	19,760,967	63,085,012	5,160,683	68,245,695
<b>Expenses:</b>										
Program	34,504,759	14,716,405	49,221,164	2,720,186	51,941,350	35,298,358	17,222,009	52,520,367	3,597,472	56,117,839
Administration	5,681,720	—	5,681,720	695,404	6,377,124	5,748,657	—	5,748,657	655,307	6,403,964
Funding/Communications	2,324,213	—	2,324,213	64,331	2,388,544	2,274,570	—	2,274,570	70,140	2,344,710
<b>Total Expenses</b>	<b>42,510,692</b>	<b>14,716,405</b>	<b>57,227,097</b>	<b>3,479,921</b>	<b>60,707,018</b>	<b>43,321,585</b>	<b>17,222,009</b>	<b>60,543,594</b>	<b>4,322,919</b>	<b>64,866,513</b>
Net revenues/(Expenses)	28,027	4,005,985	4,034,012	189,743	4,223,755	2,460	2,538,958	2,541,418	837,764	3,379,182
Net Assets—beginning of year	30,545	24,514,080	24,544,625	2,872,423	27,417,048	58,572	32,747,572	32,806,144	3,062,166	35,868,310
AM Field Consolidation	—	4,227,507	4,227,507	—	4,227,507	—	4,686,218	4,686,218	—	4,686,218
<b>Net Assets—end of year</b>	<b>\$ 58,572</b>	<b>\$ 32,747,572</b>	<b>\$ 32,806,144</b>	<b>\$ 3,062,166</b>	<b>\$ 35,868,310</b>	<b>\$ 61,032</b>	<b>\$ 39,972,748</b>	<b>\$ 40,033,780</b>	<b>\$ 3,899,930</b>	<b>\$ 43,933,710</b>

AM = Alliance Missions; GCF = Great Commission Fund

**Twelve Months Ending June 30, 2017, and 2018**

[illegible]

# THE C&MA AND SUBSIDIARIES

## Consolidating Statement of Financial Position—Year Ended June 30, 2017

	The C&MA	Orchard Foundation	ADF	CAMA Services	Nyack College	Shell Point	Town and Country	Eliminating Entries	Total
<b>ASSETS</b>									
Cash and cash equivalents	\$ 26,843,606	\$ 633,309	\$ 368,021	\$ 2,774,679	\$ 1,931,171	\$ 15,975,314	\$ 465,720	\$(23,099,019)	\$ 25,892,801
Short-term investments	2,041,951	—	—	—	—	56,642,193	10,228,431	(2,384,749)	66,527,826
Contributions/accounts receiv.	992,561	225,114	—	9,314	6,591,489	5,906,950	1,643,161	88,169	15,456,758
Due from subsidiaries	11,642,059	—	—	28,520	—	—	—	(11,670,579)	—
Inventories	42,930	—	—	—	605,596	1,126,533	240,228	—	2,015,287
Long-term investments	78,450	61,229,366	70,425,591	300,420	5,077,608	—	165,490	(14,726,215)	122,550,710
Notes, loans, and interest receiv.	2,000,759	1,850,000	224,989,671	—	567,224	—	—	(7,033,067)	222,374,587
Restricted assets	—	9,332,023	—	—	—	45,900,527	687,958	(11,153,455)	44,767,053
Other assets	915,385	33,913	456,547	42,113	696,392	5,250,118	816,218	(394,762)	7,815,924
Beneficial int. in perpetual trusts	1,306,842	—	—	45,946	1,949,818	—	—	(1,995,764)	1,306,842
Land, buildings, and equip., net	8,881,773	34,899	116,069	—	70,686,828	424,384,987	9,913,183	(4,441,539)	509,576,200
Equity in wholly owned subs.	200,540,727	—	—	—	—	—	—	(200,540,727)	—
<b>Total Assets</b>	<b>\$255,287,043</b>	<b>\$73,338,624</b>	<b>\$296,355,899</b>	<b>\$3,200,992</b>	<b>\$88,106,126</b>	<b>\$555,186,622</b>	<b>\$24,160,389</b>	<b>\$(277,351,707)</b>	<b>\$1,018,283,988</b>
<b>LIABILITIES &amp; NET ASSETS</b>									
Accts pay. and accrued liabilities	\$ 2,570,496	\$ 214,069	\$ 310,742	\$ 138,826	\$ 4,918,401	\$ 14,176,555	\$ 1,289,729	\$ (41,149)	\$ 23,577,669
Due to subsidiaries	2,106,740	16,673,650	—	—	—	—	—	(18,780,390)	—
Deposits									
Savings and agreement accts	—	—	161,998,414	—	—	—	—	(48,049,461)	113,948,953
Time deposits	—	—	86,873,387	—	—	—	—	(227,828)	86,645,559
Students and residents	—	—	—	—	74,002	9,185,518	—	—	9,259,520
Annuities payable	—	12,879,682	—	—	—	—	—	—	12,879,682
Deferred revenue	58,974	—	—	—	1,905,471	191,332,722	407,211	—	193,704,378
Trust agreements	—	26,628,677	—	—	—	—	—	262,765	26,891,442
Bonds/notes payable/line of credit	—	—	—	—	70,487,474	163,176,864	7,343,110	(4,930,569)	236,076,879
Loan participations	—	—	602,812	—	—	—	—	(602,812)	—
Other custodial liabilities	837,660	—	—	—	—	—	—	—	837,660
Other liabilities	—	—	—	—	1,742,117	67,448,497	—	—	69,190,614
<b>Total Liabilities</b>	<b>5,573,870</b>	<b>56,396,078</b>	<b>249,785,355</b>	<b>138,826</b>	<b>79,127,465</b>	<b>445,320,156</b>	<b>9,040,050</b>	<b>(72,369,444)</b>	<b>773,012,356</b>
<b>Net Assets</b>									
Unrestricted									
Board-designated	12,689,950	—	—	60,149	—	—	—	—	12,750,099
Undesignated	4,130,123	3,075,847	46,445,496	1,218,497	(4,678,587)	106,230,069	14,880,356	(4,441,536)	166,860,265
Field operations	10,413,464	—	—	—	—	—	—	—	10,413,464
Donor advised	—	13,599,900	—	—	—	—	—	—	13,599,900
Equity in wholly owned subsid.	200,540,727	—	—	—	—	—	—	(200,540,727)	—
Temporarily restricted	17,415,492	170,974	125,048	1,783,520	3,615,682	3,371,928	—	—	26,482,644
Permanently restricted	4,523,417	95,825	—	—	10,041,566	264,469	239,983	—	15,165,260
<b>Total Net Assets</b>	<b>249,713,173</b>	<b>16,942,546</b>	<b>46,570,544</b>	<b>3,062,166</b>	<b>8,978,661</b>	<b>109,866,466</b>	<b>15,120,339</b>	<b>(204,982,263)</b>	<b>245,271,632</b>
<b>Total Liab. and Net Assets</b>	<b>\$255,287,043</b>	<b>\$73,338,624</b>	<b>\$296,355,899</b>	<b>\$3,200,992</b>	<b>\$88,106,126</b>	<b>\$555,186,622</b>	<b>\$24,160,389</b>	<b>\$(277,351,707)</b>	<b>\$1,018,283,988</b>

# THE C&MA AND SUBSIDIARIES

## Consolidating Statement of Activities—Year Ended June 30, 2017

	The C&MA	Orchard Foundation	ADF	CAMA Services	Nyack College	Shell Point	Town and Country	Eliminating Entries	Total
<b>Revenues, gains, and other support</b>									
Contributions	\$ 53,032,877	\$ 5,512,746	\$ —	\$ 3,498,778	\$ 2,833,180	\$ 2,994,982	\$ 46,711	\$ (1,989,497)	\$ 65,929,777
Contribs. from donor advised funds	—	3,653,151	—	—	—	—	—	—	3,653,151
Legacies, trusts, & annuity residuums	3,737,430	—	—	—	—	—	—	(3,737,430)	—
Interest and dividend income	288,199	183,754	11,617,006	53,368	419,609	530,078	230,852	(1,260,914)	12,061,952
Net realized & unrealized gains (losses) on investments	421,558	1,096,355	(207,100)	328	760,873	6,288,756	623,257	—	8,984,027
Change in value of split-int. agreements	67,339	75,764	9,598	4,504	—	—	—	—	157,205
Nursing & ancillary services revenue from retirement-living facilities	—	—	—	—	—	45,573,647	11,261,141	—	56,834,788
Net residential services revenue from retirement-living facilities	—	—	—	—	—	67,348,218	7,360,391	—	74,708,609
Net student tuition and fees	—	—	—	—	26,160,083	—	—	—	26,160,083
Sales—college aux. enterprises/public.	56,182	—	—	—	6,293,136	—	—	—	6,349,318
Other	3,657,524	687,982	84,527	112,686	622,619	8,542,363	42,241	(20,778)	13,729,164
Equity in net increase in net assets of wholly owned subsidiaries	19,469,241	—	—	—	—	—	—	(19,469,241)	—
<b>Total revenues, gains, &amp; other supp.</b>	<b>80,730,350</b>	<b>11,209,752</b>	<b>11,504,031</b>	<b>3,669,664</b>	<b>37,089,500</b>	<b>131,278,044</b>	<b>19,564,593</b>	<b>(26,477,860)</b>	<b>268,568,074</b>
Equity participation	—	613,744	—	—	—	—	—	(613,744)	—
Total support & equity participation	80,730,350	11,823,496	11,504,031	3,669,664	37,089,500	131,278,044	19,564,593	(27,091,604)	268,568,074
<b>Expenses</b>									
Program services									
Alliance Missions	38,486,646	—	—	—	—	—	—	(18,407)	38,468,239
Church Ministries	8,615,057	—	—	—	—	—	—	—	8,615,057
Alliance development program	—	—	4,792,265	—	—	—	—	(940,078)	3,852,187
Education	1,597,376	—	—	—	—	—	—	(817,169)	780,207
Retirement living facilities' programs	—	—	—	—	—	102,591,384	16,117,173	—	118,708,557
College programs	—	—	—	—	37,885,354	—	—	(302,429)	37,582,925
Relief operations	—	—	—	2,720,186	—	—	—	—	2,720,186
Other	522,085	1,830,000	—	—	—	—	—	—	2,352,085
Total program services	49,221,164	1,830,000	4,792,265	2,720,186	37,885,354	102,591,384	16,117,173	(2,078,083)	231,079,443
Management and general	5,681,720	1,290,376	3,225,676	695,404	5,529,902	13,664,100	2,230,858	(85,000)	32,233,036
Fund raising	2,324,213	216,422	—	64,331	94,201	620,381	—	(628,747)	2,690,801
Total Expenses	57,227,097	3,336,798	8,017,941	3,479,921	43,509,457	116,875,865	18,348,031	(2,791,830)	248,003,280
Distributions to The Alliance	—	4,830,533	—	—	—	—	—	(4,830,533)	—
<b>Total Expenses and Distributions</b>	<b>57,227,097</b>	<b>8,167,331</b>	<b>8,017,941</b>	<b>3,479,921</b>	<b>43,509,457</b>	<b>116,875,865</b>	<b>18,348,031</b>	<b>(7,622,363)</b>	<b>248,003,280</b>
<b>Chg. in net assets before other items</b>	<b>23,503,253</b>	<b>3,656,165</b>	<b>3,486,090</b>	<b>189,743</b>	<b>(6,419,957)</b>	<b>14,402,179</b>	<b>1,216,562</b>	<b>(19,469,241)</b>	<b>20,564,794</b>
<b>Chg. in Fair Value of Int. Rate Swaps</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>2,513,000</b>	<b>—</b>	<b>—</b>	<b>2,513,000</b>
<b>Gain on Extinguishment of Debt</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>425,459</b>	<b>—</b>	<b>—</b>	<b>425,459</b>
<b>Net Assets Contrib. from Affiliates</b>	<b>4,227,507</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>4,227,507</b>
<b>Change in New Assets</b>	<b>27,730,760</b>	<b>3,656,165</b>	<b>3,486,090</b>	<b>189,743</b>	<b>(6,419,957)</b>	<b>17,340,638</b>	<b>1,216,562</b>	<b>(19,469,241)</b>	<b>27,730,760</b>
<b>Net Assets—beginning of year</b>	<b>221,982,413</b>	<b>13,289,381</b>	<b>43,084,454</b>	<b>2,872,423</b>	<b>15,398,618</b>	<b>92,525,828</b>	<b>13,903,777</b>	<b>(185,513,022)</b>	<b>217,540,872</b>
<b>Net Assets—end of year</b>	<b>\$249,713,173</b>	<b>\$16,942,546</b>	<b>\$46,570,544</b>	<b>\$3,062,166</b>	<b>\$8,978,661</b>	<b>\$109,866,466</b>	<b>\$15,120,339</b>	<b>\$(204,982,263)</b>	<b>\$245,271,632</b>



# THE C&MA AND SUBSIDIARIES

## Consolidating Statement of Financial Position—Year Ended June 30, 2018

	The C&MA	Orchard Foundation	ADF	CAMA Services	Nyack College	Shell Point	Town and Country	Eliminating Entries	Total
<b>ASSETS</b>									
Cash and cash equivalents	\$28,590,308	\$ 810,854	\$ 4,488,529	\$ 3,799,651	\$ 4,063,233	\$ 15,015,948	\$ 789,385	\$ (23,274,420)	\$ 34,283,488
Short-term investments	2,017,611	—	—	—	—	45,729,793	11,633,482	(11,736,571)	47,644,315
Contributions and accounts receiv.	936,945	321,982	—	25,151	6,409,870	7,527,034	1,637,860	35,743	16,894,585
Due from subsidiaries	11,801,705	—	—	—	—	—	—	(11,801,705)	—
Inventories	63,653	—	—	—	608,863	1,330,536	159,188	—	2,162,240
Long-term investments	11,288	73,847,257	68,173,420	306,918	2,237,044	—	67,587	(17,709,067)	126,934,447
Notes, loans, and interest receiv.	495,739	1,850,000	218,644,469	—	627,210	—	—	(5,675,707)	215,941,711
Restricted assets	2,800,890	8,207,627	—	—	—	50,724,564	239,983	(10,073,032)	51,900,032
Other assets	893,801	39,492	568,017	43,270	714,705	19,304,193	989,897	(412,609)	22,140,766
Beneficial int. in perpetual trusts	1,338,617	—	—	40,501	2,018,764	—	—	(2,059,265)	1,338,617
Land, buildings, and equip., net	10,910,239	25,967	115,079	—	67,527,479	465,348,011	9,831,123	(4,441,539)	549,316,359
Equity in wholly owned subs.	227,937,269	—	—	—	—	—	—	(227,937,269)	—
<b>Total Assets</b>	<b>287,798,065</b>	<b>85,103,179</b>	<b>291,989,514</b>	<b>4,215,491</b>	<b>84,207,168</b>	<b>604,980,079</b>	<b>25,348,505</b>	<b>(315,085,441)</b>	<b>1,068,556,560</b>
<b>LIABILITIES &amp; NET ASSETS</b>									
Acts pay. and accrued liabilities	\$ 2,205,691	\$ 203,374	\$ 344,560	\$ 129,806	\$ 3,702,229	\$ 17,916,832	\$ 1,148,419	\$ 30,868	\$ 25,681,779
Due to affiliates	836,407	26,121,571	—	185,755	—	—	—	(27,143,733)	—
Deposits									
Savings and agreement accts	—	—	165,291,342	—	—	—	—	(50,178,875)	115,112,467
Time deposits	—	—	75,708,098	—	—	—	—	(315,665)	75,392,433
Students and residents	—	—	—	—	72,180	8,163,832	—	—	8,236,012
Annuities payable	—	13,228,427	—	—	—	—	—	—	13,228,427
Deferred revenue	150,013	—	—	—	1,797,613	196,558,095	330,713	—	198,836,434
Trust agreements	—	28,126,978	—	—	—	—	—	257,790	28,384,768
Bonds/notes pay./line of credit	—	—	—	—	74,183,512	155,938,610	7,283,958	(4,842,982)	232,563,098
Loan participations	—	—	514,036	—	—	—	—	(514,036)	—
Other custodial liabilities	268,600	—	—	—	—	—	—	—	268,600
Other liabilities	—	—	—	—	1,581,055	89,375,674	—	—	90,956,729
<b>Total Liabilities</b>	<b>3,460,711</b>	<b>67,680,350</b>	<b>241,858,036</b>	<b>315,561</b>	<b>81,336,589</b>	<b>467,953,043</b>	<b>8,763,090</b>	<b>(82,706,633)</b>	<b>788,660,747</b>
<b>Net Assets</b>									
Unrestricted									
Board-designated	12,698,744	—	—	85,149	—	—	—	—	12,783,893
Undesignated	4,059,371	3,405,655	49,994,366	1,415,857	(10,993,137)	118,754,688	16,345,432	(4,441,539)	178,540,693
Field Operations	16,739,682	—	—	—	—	—	—	—	16,739,682
Donor Advised	—	13,750,315	—	—	—	—	—	—	13,750,315
Equity in wholly owned subsid.	227,937,269	—	—	—	—	—	—	(227,937,269)	—
Temporarily restricted	18,279,714	171,034	137,112	2,398,924	3,581,089	18,007,879	—	—	42,575,752
Permanently restricted	4,622,574	95,825	—	—	10,282,627	264,469	239,983	—	15,505,478
<b>Total Net Assets</b>	<b>284,377,354</b>	<b>17,422,829</b>	<b>50,131,478</b>	<b>3,899,930</b>	<b>2,870,579</b>	<b>137,027,036</b>	<b>16,585,415</b>	<b>(232,378,808)</b>	<b>279,895,813</b>
<b>Total Liabilities and Net Assets</b>	<b>\$287,798,065</b>	<b>\$85,103,179</b>	<b>\$291,989,514</b>	<b>\$4,215,491</b>	<b>\$84,207,168</b>	<b>\$604,980,079</b>	<b>\$25,348,505</b>	<b>\$(315,085,441)</b>	<b>\$1,068,556,560</b>

# THE C&MA AND SUBSIDIARIES

## Consolidating Statement of Activities—Year Ended June 30, 2018

	The C&MA	Orchard Foundation	ADF	CAMA Services	Nyack College	Shell Point	Town and Country	Eliminating Entries	Total
<b>Revenues, gains, and other support</b>									
Contributions and grants	\$ 56,856,953	\$ 2,580,513	\$ —	\$ 4,770,528	\$ 3,763,329	\$ 16,986,921	\$ 64,023	\$ (2,177,450)	\$ 82,844,817
Contrib. from donor advised funds	—	1,491,039	—	—	—	—	—	(100,000)	1,391,039
Legacies, trusts, & annuity residuums	1,710,889	—	—	—	—	—	—	(1,710,889)	—
Interest and dividend income	185,622	130,687	12,536,412	53,170	347,184	88,267	205,783	(1,315,975)	12,231,150
Net realized/unrealized losses on invest.	534,065	1,298,721	(672,012)	15,815	160,011	5,154,937	441,832	—	6,933,369
Change in value of split-int. agreements	(34,721)	146,277	12,064	(5,445)	68,946	—	—	—	187,121
Nursing & ancillary services revenue from retirement-living facilities	—	—	—	—	—	44,407,890	11,694,765	—	56,102,655
Net residential services revenue from retirement-living facilities	—	—	—	—	—	70,835,710	7,924,221	—	78,759,931
Net student tuition and fees	—	—	—	—	25,373,804	—	—	—	25,373,804
Sales—college aux. enterprises/public.	71,545	—	—	—	6,265,972	—	—	—	6,337,517
Other	3,760,659	863,108	48,220	326,615	258,988	9,200,243	38,382	(7,019)	14,489,196
Equity in net increase in net assets of wholly owned subsidiaries	27,396,545	—	—	—	—	—	—	(27,396,545)	—
<b>Total revenues, gains, &amp; other supp.</b>	<b>90,481,557</b>	<b>6,510,345</b>	<b>11,924,684</b>	<b>5,160,683</b>	<b>36,238,234</b>	<b>146,673,968</b>	<b>20,369,006</b>	<b>(32,707,878)</b>	<b>284,650,599</b>
Equity participation	—	568,744	—	—	—	—	—	(568,744)	—
Total support & equity participation	90,481,557	7,079,089	11,924,684	5,160,683	36,238,234	146,673,968	20,369,006	(33,276,622)	284,650,599
<b>Expenses</b>									
Program services									
Alliance Missions	43,507,628	—	—	—	—	—	—	(31,313)	43,476,315
Church Ministries	7,014,155	—	—	—	—	—	—	—	7,014,155
Alliance development program	—	—	5,359,007	—	—	—	—	(986,769)	4,372,238
Education	1,404,613	—	—	—	—	—	—	(798,623)	605,990
Retirement living facilities' programs	—	—	—	—	—	105,266,620	16,778,214	—	122,044,834
College programs	—	—	—	—	37,190,726	—	—	(297,893)	36,892,833
Relief operations	—	—	—	3,597,472	—	—	—	—	3,597,472
Other	593,971	2,422,833	—	—	—	—	—	—	3,016,804
Total program services	52,520,367	2,422,833	5,359,007	3,597,472	37,190,726	105,266,620	16,778,214	(2,114,598)	221,020,641
Management and general	5,748,657	1,379,667	3,004,743	655,307	5,081,359	14,038,796	2,125,716	(610,000)	31,424,245
Fund-raising	2,274,570	209,571	—	70,140	74,231	765,083	—	(568,744)	2,824,851
<b>Total Expenses</b>	<b>60,543,594</b>	<b>4,012,071</b>	<b>8,363,750</b>	<b>4,322,919</b>	<b>42,346,316</b>	<b>120,070,499</b>	<b>18,903,930</b>	<b>(3,293,342)</b>	<b>255,269,737</b>
Distributions to The Alliance	—	2,586,735	—	—	—	—	—	(2,586,735)	—
<b>Total Expenses and Distributions</b>	<b>60,543,594</b>	<b>6,598,806</b>	<b>8,363,750</b>	<b>4,322,919</b>	<b>42,346,316</b>	<b>120,070,499</b>	<b>18,903,930</b>	<b>(5,880,077)</b>	<b>255,269,737</b>
<b>Chg. in Net Assts Before Other Items</b>	<b>29,937,963</b>	<b>480,283</b>	<b>3,560,934</b>	<b>837,764</b>	<b>(6,108,082)</b>	<b>26,603,469</b>	<b>1,465,076</b>	<b>(27,396,545)</b>	<b>29,380,862</b>
<b>Chg. in Fair Value of Int. Rate Swaps</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>2,733,000</b>	<b>—</b>	<b>—</b>	<b>2,733,000</b>
<b>Hurricane Expenses</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>(2,175,899)</b>	<b>—</b>	<b>—</b>	<b>(2,175,899)</b>
<b>Net Assets Contrib. from Affiliate</b>	<b>4,686,218</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>4,686,218</b>
<b>Change in Net Assets</b>	<b>34,624,181</b>	<b>480,283</b>	<b>3,560,934</b>	<b>837,764</b>	<b>(6,108,082)</b>	<b>27,160,570</b>	<b>1,465,076</b>	<b>(27,396,545)</b>	<b>34,624,181</b>
<b>Net Assets—beginning of year</b>	<b>249,713,173</b>	<b>16,942,546</b>	<b>46,570,544</b>	<b>3,062,166</b>	<b>8,978,661</b>	<b>109,866,466</b>	<b>15,120,339</b>	<b>(204,982,263)</b>	<b>245,271,632</b>
<b>Net Assets—end of year</b>	<b>\$284,337,354</b>	<b>\$17,422,829</b>	<b>\$50,131,478</b>	<b>\$3,899,930</b>	<b>\$2,870,579</b>	<b>\$137,027,036</b>	<b>\$16,585,415</b>	<b>\$(232,378,808)</b>	<b>\$279,895,813</b>



**BEYOND**  
ALLIANCE COUNCIL 2019

**MINUTES OF 2019  
GENERAL COUNCIL**

**ORLANDO, FLORIDA // MAY 28-JUNE 2, 2019**

# **PUBLIC SERVICE MINUTES**

## **Tuesday Evening Communion Service**

**May 28, 2019**

The 115th General Council of The Christian and Missionary Alliance opened with worship led by the team from Grace Church, Middleburg Heights, Ohio.

President John P. Stumbo welcomed the audience and thanked Rev. Alfredo E. Gutierrez, The Alliance Southeast district superintendent and the first Latin American Alliance district superintendent, for hosting Council. Alfredo welcomed the congregation to his district and told the story of when Joshua met the angel before conquering Jericho, reminding us that God will be with us as we go beyond. He then prayed, asking God to be present throughout the week—“Holy Spirit, would you move among us? Do a deep work in us as we come to You.”

The Grace Church worship team continued worship with four more songs, one in both English and Spanish, and a reading of 1 Corinthians 15:51–57.

President Stumbo began his main message by asking the audience how we can get stuck in life when we believe in eternity and the power of Christ and reminding us that Acts 1:8 is not only a command but a promise. He first told two stories of people who were able to take risks for eternity without getting stuck.

The first story was of Paul, Barnabas, and John Mark when they were in Perga (Acts 13), a port city just outside of rough terrain. Paul and Barnabas made the difficult trek into those mountains—inward and upward. It was a difficult journey, and they had no way of knowing what to expect. But they made it to Antioch in Pisidia where many came to know Christ.

President Stumbo then told the story of how God gave A.B. Simpson a heart for New York while he was being considered for the pastorate at 13th Street Presbyterian Church. This is where The Alliance began because of his heart for the Italian immigrants there.

In both of these stories, there's a call to the unknown and one person who was hesitant and turned back from it. Maggie Simpson was not ready to accept a call to New York which caused division between her and A.B, who remained true to God's call. In Acts 13, John Mark refused to follow Paul and Barnabas into the mountains around Perga and returned to Jerusalem.

President Stumbo compared John Mark to us, asking if the audience had ever been in that moment where we're called to the unknown and we know that we can't turn back to safety if we respond to the call. “Where is God calling you to go with Him—inward and upward? Is there a great frontier of His love waiting for you tonight?”

The Grace Church team leads the congregation in another song, and President Stumbo wraps up his message saying, “Is there an inward upward place where the Lord is beckoning us to trust Him?” He reminded the audience that Maggie and John Mark were not the villains of these



stories. They reentered ministry and embraced God's call—there was redemption for both and there is redemption for us.

The Grace Church worship team sang one song. Steve Elliott, a member of the Board of Directors, read the scriptural accounts of the Last Supper, and the Alliance family took part in communion as the worship team played instrumental music and sang two songs.

President Stumbo closed with a benediction, while Alfredo translated into Spanish.

### **Wednesday Morning Service President's Report, Part 1 May 29, 2019**

Rev. Kelvin L. Walker, Metropolitan District superintendent and the first African American district superintendent, opened the service with worship. President John Stumbo introduced Kelvin, worship leader for the morning sessions, and Rev. and Mrs. Dennis L. (Denny) and Constance (Connie) G. Krajacic as prayer facilitators. John explained the format of the morning, a combination of story telling and vision casting in the context of prayer and worship.

Connie and Denny prayed, asking God to fill the room, remove spirits of darkness, and give the Alliance family unity so that we will be different from the world.

President Stumbo introduced Javier Gomez Marrero, Puerto Rico District superintendent, and asked him to talk about how the Puerto Rican church was affected by Hurricane Maria. Javier explained that many denominations in Puerto Rico have come together to reach out in ministry to their neighbors—"We are in a spirit of unity. It's like the Lord shook us."

Connie and Denny prayed for the Puerto Rican church to have wisdom and that God will continue to move through them to people who don't know Him yet.

President Stumbo introduced Rev. Andrew E. Burchett, pastor of Neighborhood Church, Chico, California, and Mr. Joshua Gallagher, pastor of Paradise (California) Alliance Church. Andrew and Josh explained the unique challenges they had in reaching out to the community after the camp fire in November and thanked the Alliance family for stepping in to help.

Connie and Denny prayed for all the Alliance leaders who had been having to lead through crisis. Kelvin sang another song.

President Stumbo introduced Rev. Terry D. Smith, vice president for Church Ministries, and began explaining the three strategic themes of Alliance ministries overseas and in the United States—serving communities, multiplying church networks, and developing people. Terry explained how Church Ministries wants to have healthier churches so that the U.S. church can continue pressing into these themes with greater discipleship, leadership development, and evangelism.

Denny had the audience share how God is working in their congregation with the people sitting near them. He then thanked God for moving and asked that He would continue.

Terry introduced Rev. Eddie DeJesus Jr., pastor of New Hope Community Church in North Port, Florida, and Rev. Iván R. Martí Sr., assistant vice president for Church Multiplication. Eddie explained how his church had been raising up leaders with the intention of church planting, and Iván shared that this is part of Church Ministries strategy to share the gospel with more people in our neighborhoods.

Denny and Connie prayed over our U.S. church planters.

President Stumbo presented a timeline of the changes that The Alliance has been through since 1950 that have shaped who we are today, encouraging pastors to engage in the new changes that The Alliance is pursuing to make our mission more effective.

President Stumbo introduced Mr. Lawrence (Larry) L. McCooey, president of Orchard Alliance, to explain how combining The Orchard Foundation and The Alliance Development Fund, Inc., has better equipped Orchard Alliance to serve churches. Terry introduced Mrs. Jennifer L. Vogel, director for Alliance Women, to share that Alliance Women has been integrated into Church Ministries. This will give them the ability to have an influence at the district level so that more women will be able to live on mission for Jesus.

Connie prayed over Jen and Alliance women, and Kelvin sang one song.

President Stumbo thanked Jen for her leadership and began to explain the changes that The Alliance is pursuing, which will include conversations about the Statement of Faith and women in ministry. He asked the Alliance family to have theological humility as we step into these conversations: “Would you assume good intent? Would we learn to trust and stand with each other?”

Denny prayed that we can show the world what it means to love and show grace in the midst of disagreement.

President Stumbo transitioned to a discussion about ministry to the next generation, starting by introducing Dr. Amy L. Roedding, director for the Candidate Recruitment and Development Office. Amy introduced her team who is working with students at Alliance schools who feel called to ministry. Mrs. Melissa J. MacDonald, CWM, Children’s Disciplemaking Ministries consultant, and Rev. Daniel N. Boal, Alliance Youth Ministries consultant, came to the stage and talked about their excitement for what God is doing now with kids and youth, respectively.

President Stumbo asked those leading next generation ministries in the audience to get up and encircle the auditorium so the rest of the audience could pray over them. Denny and Connie prayed for those workers and the students attending LIFE conference in July.

## **Wednesday Evening Service**

### **May 29, 2019**

The Grace Church worship team started the service with Scripture and six songs, one in both English and Spanish.

Terry Smith introduced Bryan Loritts, the main speaker for the night, and Bryan began his message with prayer. He said that the Holy Spirit laid it on his heart the night before to talk about the intersection of the gospel and race. He read Ephesians 2, saying, “We are God’s poem. You were created on purpose for a purpose. You weren’t a surprise to the sovereign God.”

Bryan explained that Paul is linking the supremacy gospel and ethnicity to remind us that we must have unity with one another in Christ. “Do minorities, when they walk in your church, do they feel like aliens or do they feel at home?” Bryan said. “Because in the Church of Jesus Christ, there is to be no ethnic home team.”

He reminded us that we were adopted into the family of God, which is not “second-class citizenship.” We are now secure in Him and have a new nature because of the Spirit—“When you got saved you were sealed with the Holy Spirit. The new nature was imprinted into your heart,” Bryan said. “You are the real deal.”

Bryan explained that in Ephesians 2, to best show the beauty of the gospel message, Paul first shows the wickedness of our sinful nature. “God is so wealthy when it comes to mercy, that He has more mercy than we have mess,” Bryan said. He reminded us that we did not get into the family of God because of our own merit, but because of His abundant grace.

After explaining who we are in Christ, Paul then explains how this should lead us into unity with everyone, especially people who don’t look like us. Bryan reminded us that in John’s vision from Revelation, heaven is filled with ethnically diverse people who have maintained their differences. “The goal of Christianity is not to clone each other into the other person’s image,” Bryan said.

Bryan said that the reason that American churches are struggling to grow is because they aren’t practicing the greatest commandments—to love the Lord with all our minds, bodies, and spirits and to love our neighbors as ourselves. “If you have opportunities to do life with people who don’t look like, act like, think like, or vote like you and you don’t do it, you’re not loving your neighbor,” Bryan said.

He reminded the audience that the early church was multiethnic in nature and invited us to go back to our biblical roots by ensuring that we are entering into relationships with everyone, not just people of our own ethnicity. Jesus broke down the barrier of hostility between races, but racism in America put those walls up again. Bryan concluded by encouraging the audience to be intentional about racial reconciliation and invite Jesus into it.

Rev. Scott G. Slocum, a member of the Board of Directors, thanked Bryan for his timely message and introduced Nyack College's Chorale, who sang three songs including a new arrangement of A.B. Simpson's hymn "Yesterday, Today, Forever."

President John Stumbo thanked the chorale for giving us everything they had and invited the audience to be prayed over by the prayer team.

### **Thursday Morning Service President's Report, Part 2 May 30, 2019**

Kelvin Walker opened the service with a hymn. President John Stumbo read Psalm 22, asked the audience to greet each other, and introduced Rev. and Mrs. Thomas and Evangeline (Annie) George, Great Lakes District superintendent couple, as the prayer facilitators for the morning.

Thomas prayed that the audience would be able to be quiet before the Lord and understand all that He had for the morning. Annie read Revelation 1:4–6. Kelvin sang a medley of songs.

President Stumbo reminded the audience of the mission, vision, and strategy from the day before, preparing us for the service which would shift from talking mainly about Church Ministries and move to Alliance Missions. He introduced Rev. Timothy D. Crouch, vice president for Alliance Missions, to talk about this new chapter of missions for The Alliance.

Tim explained that there have been many changes in the world in terms of how people respond to the gospel, and The Alliance has been in a season of change for a long time—this is just the fruition of those conversations. He announced the many changes—such as the name change from International Ministries to Alliance Missions, the new name "aXcess" for the oldest structure of Alliance Missions, and the desire to integrate our four structures—CAMA Services, marketplace ministries, aXcess, and Envision—better. "There is more room for more Alliance people to serve in more ways in Alliance Missions today than has been true for a long time," Tim said.

Tim introduced the first international worker (IW) couple who have been serving with aXcess in the Middle East for 15 years. They have served their community in many ways through establishing a community center, performing medical ministries, doing outreach among refugees, and facilitating an interfaith group to talk about faith questions. Though it's been a hard journey for them, they have been seeing new responsiveness among people who practice the majority religion.

Thomas and Annie prayed that the Alliance family would be able to overcome fear and dream of new ways to reach more people with the gospel. Kelvin sang another song.

Tim reminded the audience of the three strategic objectives—serving communities, multiplying church networks, and developing people. Rev. Michael A. Sohm, director for CAMA Services, introduced an international worker couple in Africa, to talk about how they serve communities. One way is through a fish-farming ministry to help fish farmers learn new methods that help



them have a better yield each season. They have also been able to reach out to the urban poor through a nutrition program that has eradicated malnutrition among children in one community. You can find this story in the May/June 2019 issue of *Alliance Life*, called “What’s a Mom to Do.”

Mike introduced Rev. and Mrs. Robert H. (Sr.) and Cheryl S. Fugate, an international worker couple in Mexico, to explain how they have multiplied church networks, where 2 percent are believers who are being persecuted. They have the vision to plant five churches in Guadalajara by 2025. About 120 people attended the first service of their first church plant. It has still been a spiritually difficult journey but they have seen people released from spiritual oppression.

Miss Jennifer J. Schepens, director for Envision, introduced Rev. and Mrs. Brandon M. and Bethany S. Nutter, Envision site coordinators in the Dominican Republic, to explain how they develop people. As is true for most of Envision, their goal is to identify and develop leaders who will in turn develop other potential leaders. They have done this by helping a pastor renew his vision for his church and helping a woman develop a children’s ministry program.

Thomas asked the international workers to stand so the audience could lay hands on them. Kelvin sang a song.

President Stumbo introduced Rev. Timothy D. Crouch (vice president for Alliance Missions), Dr. Timothy G. Meier (vice president for Development), Mr. Kenneth E. Baldes (vice president for Operations/treasurer), and Rev. Terry D. Smith (vice president for Church Ministries), to discuss the changes that we are pursuing in terms of funding, which will allow The Alliance to have a more simple and effective way of raising money to complete the Great Commission through all expressions of Alliance missions. “We’re doing this because we must reach more people with the gospel,” Tim Meier said.

President Stumbo asked Thomas, Annie, and Kelvin to respond to this panel, and Annie said, “God is inviting me to joyfully give Him what is already His.” Kelvin responded with a song.

President Stumbo invited Tim Crouch back to the stage, asking him about the significant movement toward critical mass. At Council 2017, Tim was expecting to move toward critical mass on eight international teams by 2019—instead 11 have had significant progress. The Alliance is also no longer in a downward trend of new workers, and the workers that are on the field are reaching people who have never been reached before.

Tim introduced the regional director couple for North and Central Asia. One of their teams reached critical mass and has gone north to a town in the mountains where they are teaching sign language to deaf people and their families. In another dangerous area, a worker is taking “tourists” on guided trips through towns, but these tourists are actually U.S. short-term teams who have come to pray over this dark area. “God is reopening doors to us that were previously closed,” the director said.

After the couple shared even more stories of how God has opened doors in their region, Kelvin sang a song called “Beyond” that was written by a resident of Shell Point Retirement Community to close out the service.

## **Thursday Evening Service May 30, 2019**

The Grace Church worship team started worship with a song.

President John Stumbo thanked the worship team and introduced Rev. Tae S. (Ted) Kang, pastor of San Jose Christian Alliance Church and Thursday night’s speaker. President Stumbo prayed over him, and the worship team continued to worship with three songs and the Apostles’ Creed read in English, Arabic, Haitian Creole, Hmong, and Chinese.

Ted prayed to open his message. The Lord put Matthew 16:18 on Ted’s heart for a few months before Council, which says, “. . . and on this rock I will build my church, and the gates of Hades will not overcome it.” Ted explained that we too often forget this simple truth—that God is the One who will build His Church—and called it a promise from God to His people.

In this verse, Jesus promises that the powers of darkness will not prevail over Him and His people. Ted reminded the audience that there is a spiritual battle that we as the Church are fighting with the Holy Spirit by our side. We have a responsibility to be on the offense against the enemy, “We’re more than just a family. We’re an army,” Ted said.

Ted then gave examples of how the Holy Spirit was the driving force behind all of the work that was done in Acts—Paul’s conversion and ministry, James’s death, the founding of the Philippian church, and many more. He lamented that the Western church is no longer filled with the Holy Spirit like the church in Acts, saying, God is “grieved over the barrenness of His Bride.” Ted reminded the audience that the Church is supposed to bear children—laboring to bring people to Christ and raise them up as new leaders to plant their own churches.

The Western church is often too concerned with making their own church grow just for the sake of having a large church instead of discipling and sending out leaders to new communities. “Greed has infiltrated the church. It has plagued us,” Ted said. He shared how Jesus often taught about becoming small and using small things to impact people for Him. “The things that make the Kingdom grow are often insignificant in the eyes of the world,” Ted said.

Ted spoke against the spirit of autonomy that the church has taken on, saying, “We have this shared mission, and it is only possible if we do it together.” He encouraged Alliance churches to be more concerned with collaboration than with their own individual, ethnic pursuits so that people from all nations will know Christ. “It is our Father’s pleasure that the name of Jesus be exalted in every language and people group of the world,” Ted said. “This is no time for us to be standing alone.”

President Stumbo thanked Ted for his message and after taking a moment of silence, invited the audience to come to the altar. A few minutes later, John started asking men and women from the front to pray or give prophetic words from the Spirit.

The Grace Church worship team sang three songs, and President Stumbo ended the service by asking the audience to continue ministering to each other—“May the God who will soon crush Satan under your feet be exalted and obeyed.”

### **Friday Morning Service President’s Report, Part 3 May 31, 2019**

Kelvin Walker opened the service with instrumental music, and President John Stumbo introduced Rev. Mario Perez, the president of The Alliance in Peru. Mario brought a present for the U.S. Alliance—a statue of a Peruvian pastor—to thank our international workers for caring for their own international workers and the Peruvian workers, as the Peruvian church is now a mission-sending church.

Kelvin lead the audience in worship with a song.

President Stumbo prayed and introduced Dr. and Mrs. Ronald J. and Anita L. Morrison, pastoral couple of Hope Alliance Bible Church, who are serving as prayer facilitators for Friday morning. President Stumbo presented a short devotional on Psalm 29. He called it “a noisy psalm” because it mentions all the loudest sounds of nature which drowned out any sound a human could make at the time. He showed how this psalm essentially reminds the reader that God is in control even when our lives feel chaotic and loud, saying, “Over all the noise, the Lord sits as King, enthroned.”

Kelvin sang the last verse and chorus of the previous song. President Stumbo invited the audience to take a moment of silence to allow God’s voice to speak above the noise.

Once the audience had prayed for a few moments, President Stumbo started explaining the four commitments he is making to the Alliance family. First, he commits to being a listening leader, who listens both to the voice of the Lord and the needs of the family, and encouraged the leaders in the room to do the same. Second, he promises to be transparent about the changes and conversations he is leaning into and promises that he and his leadership will be made available to enter into conversation with anyone who wants to better understand where The Alliance is going.

Third, he commits to continue making mistakes, saying, “It’s better to be clumsy in a cross-cultural situation than smug in isolation.” Fourth, he commits to continue to challenge himself and us. He invites the audience to join him in going inward and upward—“Leaders must issue challenges to go beyond.” He challenges pastors to give 10 percent of their giving to the Great Commission Fund, while also thanking them for giving in a way that has allowed The Alliance to send more workers and launch more ministries.

President Stumbo plead with the audience that we do not lose our missional mindset as we have these hard conversations. He reminded the audience that being part of a family can be messy, but that it's not about us in the end—it's about giving glory to Jesus and sharing His name. He then asked Ron and Anita to come to the stage to pray.

Ron prayed for a listening spirit and a courageous heart to face the challenges God has set before us. Anita prayed that we will not give in to a spirit of complaining, and thanked God for President Stumbo's transparency and love for the Alliance family.

Tim Crouch came on stage to interview an international worker couple. They explained that there was a genocide of up to one million people in Darfur. This couple prayed and fasted over this situation, and now there are four churches that have baptized 13 people in the last year, they saw 60 people turn to Christianity from the majority religion, and have received a commitment from many local believers to serve the Lord with The Alliance in other countries.

About 5,000 people from this area have left their family's religion and are searching for God but have not found Him yet. This couple is currently making films about Christianity and creating a written form of this people group's language so they can translate the Bible into it.

President Stumbo came back to the stage and the couple handed him a booklet full of stories of what God has done over the last two years. He thanked them, and Kelvin closed the service with a short song.

### **Friday Evening Service May 31, 2019**

The Grace Church worship team and the kids' ministry led the audience in worship. President John Stumbo introduced Dr. Gabriel and Rev. Jeanette Salguero, co-pastors of Calvario City Church and Friday evening's main speakers. Dr. Rosilio Roman III, assistant vice president for Church Advance and Multicultural Ministries, prayed over the Salgueros in Spanish.

The Salgueros started preaching, with Gabriel and Jeanette taking turns speaking in Spanish and English. They pointed out how easy it is to divide us because we don't want to be second—"When Christ called us, He called all of us to be second, He is always first." They spoke about Joel when he was trying to wrestle with the hardships his people were facing because of locusts that were eating all the crops.

The Salgueros then reminded the audience of Mr. Tumnus's line in The Chronicles of Narnia, "It's always winter but never Christmas," and compared Narnia's lack of Christmas to the Church. "There is a sense of despair about the future of the Church," they said. "But I'm here to tell you, Aslan is always on the move, and it's always Christmas even when it's winter."

They reminded the audience that no matter what the culture around us is going through (racial tensions, persecution, secularization, identity confusion) the Spirit is with us and will move

through the Church to accomplish His purpose. This is the situation in Joel—there are locusts everywhere, but Joel 2:28 describes the Day of the Lord saying, “And afterward . . .”

They reminded us that the Holy Spirit is still pouring Himself out on us and giving us new vision and hope for what can be in disaster. The Spirit has no boundaries and will lead us into places we never thought we could go—“The Christian and Missionary Alliance has no boundaries, because if God is with us, who can be against us?”

The Salgueros explained that we must not ignore the locusts in our lives, but we must also not be overwhelmed by them. Neither advances God’s mission. We must instead focus on and trust in the Holy Spirit’s movement in our world who will unify us. The Holy Spirit will give us courage and unite us despite politics, ethnicities, or generations in order to show the world who Jesus is.

They challenged us not to be a safe church, but to be a boundary-breaking church that takes risks so that we can see revival. “It is time to arise, to take risk,” they said. “Even though it’s winter, it’s always Christmas. We need a Church that knows this.”

The Grace Church worship team sang two songs, including a rap song by Mr. Jelani Pinnock, a worship leader at Grace Church. Mr. Ruben Diaz sang a Spanish hymn his father wrote called “Emblem.”

President Stumbo asked Gabriel to share what the Lord had been speaking to him. Gabriel reminded the audience again that we need a new infilling of the Holy Spirit in order to break down borders in our pursuit to bring God’s love to those who are different from us. He invited the audience to the altar to ask the Lord to fill us and prayed for revival. President Stumbo brought the audience into a time of repentance, confessed the sins of The Alliance, and offered the Alliance family, everything we are and everything we do, to God.

The worship team led worship with four songs and Scripture to close the service.

### **Saturday Morning Service “Beyond Today” June 1, 2019**

The Grace Church worship team opened service with two songs, one in both English and Spanish.

Tim Meier explained the format of the morning—exploring each aspect of what it means to be a Christ-centered, Acts 1:8 family. Tim started by explaining Christ-centered, reminding us that we are not just a mission’s movement or a group of churches. We are just a group of people who are amazed by and in love with Jesus. This is how we remain focused on Jesus’ mission to reach every person for His glory.

Tim invited Mr. Marquis Laughlin to perform a dramatic reading of many passages of Scripture that exemplify the character of Christ and our relationship with Him. The worship team sang a song in both English and Spanish.

Tim Meier started the portion of the morning dedicated to Acts 1:8 with interviews of two Alliance pastors who are reaching out to their “Jerusalem and Judea.” Mr. Mozart D. (Moe) Dixon, pastor at Citylight Lincoln (Nebraska), explained how his church has reached out to refugees and college students in their city and have had 150 baptisms in the last two and a half years. He called the audience to remember to focus on reaching their community—“Jesus wants to be made famous where you are.”

Rev. Brian McMillan, pastor of CenterPoint Church in Massapequa, New York, explained how he felt called to plant churches in his region on Long Island. Though he was first met with opposition from other churches in the area, now churches from four denominations are working together to plant churches. He challenged the Alliance family to be openhanded with their influence so that they can work with the larger family of God to reach people in their region.

The worship team played instrumental music as groups in the audience prayed over their own Jerusalems and Judeas, and then sang one song.

Tim continued the Acts 1:8 section with interviews of the Envision Cleveland site coordinators, Rev. and Mrs. Paul J. and Lorie E. Huneycutt, and an international worker serving in the Middle East (CAC). Lorie explained that she and Paul had thought they were called to “the ends of the earth,” but God led them to serve their “Samaria” in Cleveland. Their daughter was born with cerebral palsy which softened their hearts to those who are different from them and ignored by society. Paul recently felt convicted to invite those they serve into the mission and are welcoming their first African American staff member to Envision Cleveland. “We want to be about giving people access to the gospel and empowering them to take the gospel forth to the ends of the earth,” Paul said.

The creative access worker didn’t want to go overseas initially, but God called her and her husband to the Middle East. God pushed her beyond her fear into more and more dangerous places where she saw Him move. You can read her story in the November/December 2018 issue of *Alliance Life*, called “Wherever.”

The worship team again played instrumental music as the audience prayed over the stories they just heard, and then sang a song.

President John Stumbo presented the Alliance World Tour 2.0, which exemplifies the work of The Alliance as we serve communities, multiply church networks, and develop people. We serve communities through cross-cultural training, evangelism, medical care, refugee assistance, help for at-risk girls and women, prison outreaches, and disaster relief. We multiply church networks through church development, church planting, broadcasting evangelism, Bible translation, and orality. We develop people through camps, youth and children’s ministries, leadership training, vocational training, and theological education.

President Stumbo then reminded the audience that 3.4 billion people remain unreached, but 80 percent of our workers live among the least reached in the world. He invited Dr. Mitchell M. Kim, pastor of Wellspring Alliance Church in Wheaton, Illinois, to speak about what he heard. Mitch encouraged the audience to live in purity, give sacrificially, and lead with fire—“Only the fire of God can propel us as a family into the nations.”

The worship team sang two more songs. Tim ended the service, inviting the audience to allow the Holy Spirit to move us to the regions beyond us.

## **Saturday Evening Service June 1, 2019**

The Grace Church worship team sang an original song by Mr. Jelani Pinnock. President John Stumbo started the service by announcing the Board of Directors election results. He then invited Ruben Diaz to the stage to sing “Emblem” again. Kelvin Walker invited the audience to enter into the Lord’s presence with praise and introduced the Deltona Church choir, who sang two songs.

President Stumbo introduced Rev. Yoel Magdaleno, an Alliance church leader in Cuba, to share his testimony and prayed over him. Yoel began by sharing that God is working in Cuba through prayer and church planting. He used Isaiah 60:2, a verse that reminds the reader that God has power over the darkness, to explain that though Cuba is dark, God is still moving.

Yoel shared his testimony. He grew up as an atheist and mocked Christians as they worshiped in their churches. Later on in his life, evangelists presented the gospel to his wife and prayed over her for healing for her migraines. She was healed and asked Yoel to come to church with her. There was an altar call at the end of the service, and everyone came to the front. Yoel didn’t want to be the only one not at the front, so he went as well and was convicted by God as the pastor prayed over him. He prayed his first prayer when he got home that night, and two months later became the pastor of the church where he was saved.

God is doing this in the lives of the Cuban people, and Yoel thanked the U.S. Alliance for partnering with them. They had a decline in churches nine years ago and needed vision for how to move forward. The national team in Cuba felt led to start a season of prayer, which led to reconciliation between leaders and unity between church leaders from 50 denominations across the island. God revealed His vision to them for church planting. In 2018, 80 churches had been planted since 2011, and they are expecting to have 12 more by the end of June 2019. “If we come alongside Him and trust Him, He can take us beyond,” Yoel said.

After prayer, Alfredo explained that the atheism that Yoel believed in as a child is what his father fought against and spent 10 years in jail for. But by the grace of God, He has reconciled them to Himself and brought them together for His glory.

The Grace Church worship team sang two songs. Marquis Laughlin did another dramatic reading of Scriptures about healing. Kelvin Walker explained the Scriptures, saying, “Jesus speaks the

Word, and healing takes place.” He called the audience into a time of anointing and healing with instrumental music and two songs from the Grace Church team.

Kelvin invited the audience to take part in the Benevolent Offering and the worship team led another song. Kelvin gave a benediction to close the service.

## **Sunday Morning Service June 2, 2019**

Hughes & Co. played instrumental music to welcome people into the service. Tim Crouch introduced the missions’ parade. Hughes & Co. worshiped with three songs as international workers paraded with the flag and garb of their country of service. The worship team led a responsive reading and continued with another song.

Tim Crouch introduced the leaders of Alliance Missions—Rev. Michael A. Sohm (director for CAMA Services), William (director for marketplace ministries), Miss Jennifer J. Schepens (director for Envision), and Rev. James B. Malone and Rev. Albert R. Stombaugh (assistant vice presidents for Alliance Missions). Each of these leaders explained how the specialized structures of Alliance Missions (CAMA Services, marketplace ministries, Envision, and aXcess) fulfill the Great Commission in different but vital ways.

Tim introduced Rev. and Mrs. Mark A. and Viviane M. Shady, international workers serving in Bosnia-Herzegovina. They shared their testimonies. Both of their spouses died shortly after entering the mission field, but God redeemed their stories by bringing them together for His glory. “When we use pain and loss for the Kingdom, we’ve not wasted it,” Viviane said. They have served in Bosnia-Herzegovina since 2005, where many were attempting to heal from a civil war that had just ended. Their team provided humanitarian aid, planted churches, and founded a center that held classes, like English as a Second Language.

Tim introduced international workers serving in China. They explained that 100 years ago The Alliance sent workers to Tibet, but for many years there hasn’t been any work in this area. Now, after much prayer for a Tibetan city, God has given them access to do work in an area that has been unreached for years. Tim prayed over them for protection, governmental favor, and for a movement among the people.

Tim Meier opened his message by talking about sheep in the Bible—“Sheep don’t have a lot of direction without a shepherd.” Though we are like sheep, we have a Good Shepherd who is worth following even in difficult times. Tim reminded the audience that the only difference between us and the lost is that we were found by God’s grace so that more sheep will know and follow the Good Shepherd.

Tim encouraged the audience to practice irrational obedience that leads to fruitful mission like Miss Evelyn M. Rychner, who served as an international worker in the 1950s and refused to leave Ecuador when it became dangerous because she wanted to continue serving. Only a few years later, revival broke out, and now thousands of the people group she served worship God.



“Deep wells produce powerful mission,” Tim said. He told a story of well-digging in Burkina Faso, where our workers have drilled 194 wells and hand dug 551 just in the last six years. This has led to church planting in 36 villages where there was previously no church. Since 2013, 4,000 people have come to Christ. “If we’re not people who are walking in expectancy and experiencing the depth of what Christ has, then I don’t know how powerful the mission will be. So, we ask Jesus for more,” Tim said. “We will burn out without the power of God sustaining us in the mission He has called us to.”

“Jesus by His grace is on an endless pursuit of people.” Tim reminded the audience that there are other sheep that God wants to bring into His Kingdom, and we need to join Him in the work around the world in order to reach those sheep. He told a story of a Syrian refugee who was met by Alliance work all along the way and gave her life to Jesus. Her full story can be found in the March/April 2018 issue of *Alliance Life*, called “The Key to It All.”

Tim reminded the audience that God has a bigger vision for our lives than we may believe. He invited anyone who felt a call to missions to come to the front and be prayed over by the international workers who came to the front.

Hughes & Co. led worship with a song as people came to the front to be prayed over.

Tim Crouch explained that we will soon commission 55 newly appointed workers. “Let’s make sure they go with our hands holding theirs,” Tim said.

President John Stumbo reminded the audience that the Holy Spirit empowers us to go where God has chosen to send us, whether it’s into our own neighborhood or one overseas. He invited the audience to participate in the Great Commission Day Offering. He prayed that the gifts would be multiplied as God does His work through our people.

As the offering ended, Tim Crouch invited the new workers to stand so that others around them could pray over them. President Stumbo explained that he and Joanna would be presenting a Bible to each international worker. Each Bible is in the language of the people they will serve in their assigned country. They have been set apart to take the gospel to the world. Networks of churches will be planted and people will be developed. The ripple effect continues as chains will be broken. Shelly Crouch called each worker by name as they were commissioned. The audience celebrated as they walked across the stage and received a Bible from John and Joanna Stumbo.

President Stumbo expressed how deeply meaningful it is as we celebrate the fascinating weaving of the stories and calls of God to each one. The story of God is being written in each life as we say “yes” to Him. This is a commissioning of them, but it is a commissioning of the Alliance family to continue to be the people that He has called us to be.

As the service came to a close, he stated that we are not done yet. They’ve got work to do: languages to be learned, cultures to adapt to, food to experience, cultures to be engaged. It’s the first time The Alliance has sent a deaf person as an international worker. There are other firsts as well. But there is also work for us to do. It is holy, sweet work to do, not burdensome, when you’re filled with the Holy Spirit. It’s good work because our Christ is good. He is the kind

father who is the original sender who sent his son to us and then his spirit to us. He now sends us to our neighborhoods, and to the nations. He is a sending God. Each goes out, not in the Alliance name, but in the name that is above every name. The story of God will go on and on. We're part of something big and lasting. Let's go out into the world!



# MINUTES OF GENERAL COUNCIL

## Wednesday Afternoon Business Session

May 29, 2019

Dr. Jonathan G. Schaeffer welcomed delegates to the first business session. Dr. Schaeffer introduced Dr. Andrew H. Hawkins as the moderator for the business sessions and offered prayer for Dr. Hawkins and the gathering. Dr. Hawkins introduced Mr. John A. Thomas, assistant moderator, and the assistant secretaries: Rev. Thomas A. Hicks (chairperson), Rev. Nathan D. Conklin, and Rev. John G. (Jack) Pladdys. Dr. Hawkins gave a few remarks and reviewed procedures for business sessions.

**CALL TO ORDER** The moderator assumed the chair and called the 115th meeting of the General Council of The Christian and Missionary Alliance to order at 1:35 p.m. in the Orlando World Center Marriott in Orlando, Florida. He gave introductory comments to the delegates.

**INITIAL REPORT** The moderator reported that 1,572 accredited delegates, and 608 corresponding delegates had registered as of 11:45 a.m., Wednesday, May 29, 2019. The proper quorum was set at 524 accredited delegates.

**POINT OF ORDER** A point of order was made to see if a quorum was actually present.

**QUORUM** The moderator declared a quorum was present.

**BUSINESS AGENDA** The moderator had the Report on Business Agenda scrolled and declared its adoption.

**REPORT/ADDENDUM OF CORPORATE SECRETARY** The moderator declared that the Report of the Corporate Secretary distributed in April and its Addendum distributed on May 29, 2019, constituted the first reading. A motion was made to refer the Corporate Secretary's Report and the Addendum to the proper committees.

COUNCIL ACTION: ADOPTED

**EDITING OF THE MINUTES** A motion was made to refer the editing of the minutes to the Committee on Rules, the Office of the President, and the Office of the Corporate Secretary.

COUNCIL ACTION: ADOPTED

**COMMITTEE ON NOMINATIONS REPORT—FIRST READING** Rev. Jonathan A. Wiggins, secretary of the Committee on Nominations, read the First Reading of the Report of the Committee on Nominations as the report was projected on the screen (pages 209–212).

**001 (GC/19)**  
Comm. Rpt.—NOM

A motion was made to adopt the report.

COUNCIL ACTION: ADOPTED

**SPECIAL PRIVILEGE** A special privilege was given to Dr. John P. Stumbo for remarks. He requested that Dr. Mary C. Cloutier's name be withdrawn as a nominee for the Committee on Theological Issues.

**EXPLANATION OF FLOOR NOMINATION PROCESS** Assistant Secretary Rev. Thomas A. Hicks gave instructions on the floor nomination process and informed delegates of the necessity of receiving the consent of floor nominees and of submitting biographical forms to the assistant secretaries at the time of floor nominations in the Thursday afternoon session.

**INTRODUCTION OF SPECIAL GUESTS** A special privilege was given to Dr. Stumbo for introductions of special international guests:

President of the Australian Alliance, Rev. Ken Graham  
President of the Alliance Church of Chile, Rev. Félipe Fierro Bastías  
President of the Alliance Church in Cuba, Rev. Yoel Magdaleno  
President of the Ecuador Alliance Church, Rev. David Muthre  
President of the Alliance Church in South Korea: Rev. David Shin  
President of the Alliance Church in Peru, Rev. Mario Perez  
President of the Alliance World Fellowship, Dr. Jurandir Yanagihara  
President of the Alliance Church in Jordan, Rev. Bashar Nimat  
President of the Alliance Church in Mexico, Rev. Tomas Bencomo  
Secretary General of the AECM France, Mr. Eoghan Cosgrave

Dr. Stumbo also introduced Rev. David Paul Jones, author of the new book on the biography of A. B. Simpson. The biography, entitled *A.B.: The Unlikely Founder of a Global Movement*, was released in spring 2019, the centennial year of Simpson's passing. The book contains several previously untold stories from Simpson's life and ministry with the intent of highlighting his legacy in ways that are relevant and engaging, particularly to younger generations. It is available at Council 2019 in the bookstore.

**COMMITTEE—PRESIDENT'S RPT.** The moderator called for the 2019 Report of the Committee Relating to the President's Report (page 213). Rev. Omar D. Niebles, secretary, read the report. It contained no recommendations.

**002 (GC/19)**  
Comm. Rpt.—PRE

A motion was made to adopt the report as a whole.

COUNCIL ACTION: ADOPTED

Prayer

Rev. Niebles prayed for John and Joanna Stumbo and for the ministry of the Holy Spirit upon them.

**SPECIAL  
PRIVILEGE—  
ALLIANCE HIGHER  
EDUCATION**

The moderator called for a special privilege for an update on our Alliance higher education institutions. After a video presentation, Dr. Gary D. Friesen interviewed Dr. Norman D. Hall, president of Simpson University.

Dr. Friesen introduced Rev. Scott G. Slocum, Nyack College board of trustees' chairperson. Rev. Slocum gave several remarks regarding the move into Manhattan with the consolidation of the Rockland and Manhattan campuses. The Alliance leadership and Board of Directors has been closely walking with and communicating with the college throughout this process.

**RETRACTION**  
Printed NOM Report

The moderator requested that the report of the Committee on Nominations that was distributed to delegates, not leave the room due to an inadvertent publishing of the name of a nominee in one of our creative access countries.

**COMMITTEE—  
SPECIAL REPORTS/  
GENERAL LEG.**

The chair called for the 2019 Report of the Committee Relating to Special Reports and General Legislation (pages 217–218). Rev. F. Dean Lancaster, secretary, read the report. A motion was made to adopt the report with one recommendation.

The chair ruled that the motion to accept the report with one recommendation be divided in order to vote on the report and the recommendation separately.

**003 (GC/19)**  
Bylaw—Mission

A motion was made to adopt Recommendation 1, which recommended not adopting **Item 4.3, Proposed Amendment to Bylaws—Mission** (pages 171–172), in the **Report of the Corporate Secretary**.

Discussion

Rev. Jonathan S. Penland, chairperson of the Committee Relating to Special Reports and General Legislation, explained the committee's rationale and process for its recommendation. Dr. Stumbo also spoke to the issue and thanked the committee for its valuable work which will lead us to a better product.

Motion to Amend

A motion was made to amend the recommendation by adding to the end of the original Mission Statement that "we exist to exalt Jesus." The moderator clarified the process and the motion was withdrawn.

**003 (GC/19)**  
Bylaw—Mission

The moderator asked Council delegates to vote on the original recommendation as it appeared in the **Report of the Corporate Secretary, Item 4.3, Proposed Amendment to Bylaws—Mission** (pages 171–172).

COUNCIL ACTION: NOT ADOPTED

**003a (GC/19)**  
Referred to Board

A motion was made to refer the recommendation back to the Board of Directors for further consideration.

COUNCIL ACTION: ADOPTED

**004 (GC/19)**  
Comm. Rpt.—SRGL

A motion was made to adopt the report as a whole:

COUNCIL ACTION: ADOPTED

**SPECIAL  
PRIVILEGE—  
STATEMENT ON  
SEXUALITY**

Dr. Jonathan G. Schaeffer was introduced to give remarks concerning the Statement on Sexuality presented to Council (pages 166–168). Dr. Schaeffer invited Dr. Gary D. Friesen to the stage. Dr. Friesen introduced and interviewed Dr. Mitchell M. Kim about the process and the Board committee assigned for rewriting the Statement on Sexuality which replaces a previous version.

**COMMITTEE—  
CHURCH  
MINISTRIES**

The moderator called for the 2019 Report of the Committee Relating to Church Ministries (pages 191–201). Rev. John C. Stoeckle, secretary, read the report. It had eight recommendations. A motion was made to adopt the report and that the recommendations be considered seriatim.

**005 (GC/19)**  
Bylaw—Delegates  
For Developing  
Churches

A motion was made to adopt Recommendation 1, which recommended adoption of **Item 4.4, Proposed Amendment to Bylaws—Accredited Delegates for Developing Churches, Representation to General Council** (pages 172–175) in the **Report of the Corporate Secretary**.

COUNCIL ACTION: ADOPTED

**006 (GC/19)**  
District Constitution—  
Developing Churches

A motion was made to adopt Recommendation 2, which recommended adoption of **Item 4.5, Proposed Amendment to Manual—District Constitution, Developing Churches** (page 176) in the **Report of the Corporate Secretary**.

**007 (GC/19)**  
District Constitution—  
Developing Churches,  
Lay Delegates

A motion was made to not adopt Recommendation 3, which recommended that **Item 4.6, Proposed Amendment to *Manual*—District Constitution, Lay Delegates to District Conference for Developing Churches** (pages 176–177), in the **Report of the Corporate Secretary**.

A motion was made to consider Recommendations 2 and 3 as a whole. It was allowed without objection.

COUNCIL ACTION: ADOPTED

**007a (GC/19)**

A motion was made to amend Recommendation 3 by striking Item A(3)(a), that subsections be relettered and that the words: “the church shall appoint and certify lay delegates as specified in the local church bylaws” be added to the end of subsections (a) and (b).

COUNCIL ACTION: ADOPTED

**007b (GC/19)** A motion was made to strike the words “its pastor and” in Item A(3)(a) and the words “its licensed pastor” in subsection (c).

COUNCIL ACTION: NOT ADOPTED

A motion was made to table Recommendation 2 and 3.

COUNCIL ACTION: NOT ADOPTED

The report was set aside due to a special order of business.

**SPECIAL PRIVILEGE** Mr. Kenneth E. Baldes introduced and interviewed a new pastor initiative with Mr. Brian Kluth (NAE president) on behalf of the National Association of Evangelicals.

**ADJOURNMENT** The business session adjourned at 4:27 p.m.

### **Thursday Afternoon Business Session May 30, 2019**

The session began at 1:43 p.m. with Dr. Andrew H. Hawkins as moderator, and Mr. John A. Thomas as assistant moderator. Mr. Thomas opened in prayer. Dr. Hawkins gave further instructions concerning business.

**SECOND REPORT OF CREDENTIALS** The moderator reported that 1,720 accredited delegates, and 648 corresponding delegates had registered as of 11:45 a.m., Thursday, May 30, 2019.

**50 YEAR HONOREES** Rev. Terry and Mrs. Ruth Smith and Dr. John and Mrs. Joanna Stumbo honored official workers who have served 50 years:

Rev. and Mrs. Richard W. Brown  
Rev. and Mrs. Paul G. Cope  
Rev. and Mrs. Tedman E. Heglund  
Rev. and Mrs. Val J. Jensen  
Rev. and Mrs. Fred G. King  
Rev. and Mrs. David J. Philips

**QUORUM** For the first hour, efforts were made to gather accredited delegates into the room to meet the quorum requirement for bylaw changes.

**BUSINESS AGENDA** The moderator had the Report on Business Agenda scrolled and declared its adoption.



<b>COMMITTEE ON NOMINATIONS REPORT— SECOND READING</b>	The chair called for the Second Reading of the Report of the Committee on Nominations. Rev. Jonathan A. Wiggins, secretary, presented the report.
<b>ELECTION INSTRUCTIONS</b>	Rev. Thomas A. Hicks, chairperson for assistant corporate secretaries, gave instructions on the election process.
<b>FLOOR NOMINATIONS</b>	The chair opened the floor for additional nominations.
<b>NOMINATIONS— Corporate Vice Pres.</b>	Nominations were opened for corporate vice president.  No floor nominations were made. A motion was made to close nominations for corporate vice president.
<b>NOMINATIONS— Corporate Secretary</b>	Nominations were opened for corporate secretary.  No floor nominations were made. A motion was made to close nominations for corporate secretary.
<b>NOMINATIONS— Board of Directors</b>	The floor was opened for nominations for Board of Directors. The following names were placed into nomination:  Rev. Jorge Cuevas Rev. Mark E. Ashton  A motion was made that nominations cease.
<b>NOMINATIONS— Rules Committee</b>	Nominations were opened for the Committee on Rules.  No floor nominations were made. A motion was made to close nominations for the Committee on Rules.
<b>NOMINEE ADDRESS Corporate VP</b>	Rev. Kelvin L. Walker, nominee for corporate vice president, addressed the delegates.
<b>NOMINEE ADDRESS Corporate Sec.</b>	Mr. Steven C. Lausell, nominee for corporate secretary, addressed the delegates.
<b>QUORUM</b>	The moderator declared a two-thirds quorum was present.
<b>COMMITTEE— CHURCH MINISTRIES</b>	The Moderator removed the Report of Church Ministries from the table.
<b>007c (GC/19)</b>	A motion was made to amend Recommendation 3 as follows:

In the new subpoint (a), the second line, strike the words “its pastor and”, then add the words “**in addition to its official workers**” after “two lay delegates”.

In the new subpoint (b), the first line, strike the words “its licensed pastor and”, then add the words “**in addition to its official workers,**” after “one lay delegate”.

In subpoint (c), add the words “**be entitled to**” before “appoint and certify one lay delegate” and add “**in addition to its official workers**” at the end of the sentence.

COUNCIL ACTION: ADOPTED

**006, 007a, 007c (GC/19)** A motion was made to adopt Recommendation 2 and the amended District Constitution Recommendation 3.

COUNCIL ACTION: ADOPTED AS AMENDED

**008 (GC/19)** A motion was made to adopt Recommendation 4, which recommended the DS Tenure adoption of a substitute motion for **Item 4.8, Proposed Amendment to Manual—District Superintendent Tenure** (pages 187–189) in the **Addendum to the Report of the Corporate Secretary**.

**008a (GC/19)** A motion was made to amend Recommendation 4 to add the following after the words “affirmative vote:”

of the ballots cast, and no other candidate receives two-thirds of the ballots cast.

COUNCIL ACTION: LOST

A motion was made to move the previous question.

COUNCIL ACTION: ADOPTED

A motion was made to move the previous question in regard to Recommendation 4 as a whole.

COUNCIL ACTION: ADOPTED

**008 (GC/19)** A request was made for a division of the house. A second call for a standing count was made which affirmed that the motion failed to pass by two-thirds.

COUNCIL ACTION: NOT ADOPTED

**009 (GC/19)** A motion was made for the adoption of the report as a whole.  
CM Report as a Whole

COUNCIL ACTION: ADOPTED

<b>PRAYER</b>	The moderator asked the secretary of the Committee Relating to Church Ministries, Rev. John C. Stoeckle, to pray for Rev. Terry D. Smith and his wife Ruth.
<b>SPECIAL PRIVILEGE</b> Chaplains	Rev. Terry D. Smith was invited to the stage for a special presentation for Alliance Chaplains. Rev. Smith interviewed Air Force Ch. Capt. John G. Lawson and expressed appreciation to Ch. LTC Robert W. Collins II who is retiring in 2020 as the endorser for military chaplains. Rev. Smith also introduced Phyllis W. Fitzwater, CWM, the newly appointed institutional chaplain endorser for the C&MA.
<b>COMMITTEE— MINISTRY SUPPORT AND DEVELOPMENT</b>	The moderator called for the 2019 Report of the Committee Relating to Ministry Support and Development (pages 205–207). Rev. Christopher D. Gambill, secretary, read the report. A motion was made to adopt the report and that the recommendations be considered seriatim.
<b>010 (GC/19)</b> Budget	A motion was made to adopt Recommendation 1, which recommended adoption of <b>Item 4.1, Twenty-Four Month Budget for 2019–2020 and 2020–2021 Fiscal Years</b> (page 169) in the <b>Report of the Corporate Secretary</b> .  COUNCIL ACTION: ADOPTED
<b>011 (GC/19)</b> Bylaw—Nondelegable Authority	A motion was made to adopt Recommendation 2, <b>Item 4.2, Nondelegable Authority, 12-month Budget</b> (pages 169–171), in the <b>Report of the Corporate Secretary</b> .  COUNCIL ACTION: ADOPTED
<b>012 (GC/19)</b> MS&DEV Rpt. as a Whole	A motion was made to adopt the report as a whole.  COUNCIL ACTION: ADOPTED
<b>REPORT ON MEMORIALS</b>	Rev. Peter N. and Jerry Nanfelt read the names on the 2019 Report on Memorials as it was scrolled (pages 221–229). To honor those who died, the moderator invited delegates to stand and raise hands in their honor when the name of the person who had impacted his/her life or ministry in some fashion was scrolled. Rev. Nanfelt offered prayer on behalf of the families of those who died and in celebration of those who have served the Lord so faithfully.
<b>COMMITTEE— ALLIANCE MISSIONS</b>	The moderator called for the 2019 Report of the Committee Relating to Alliance Missions (pages 203–204). Dr. Michael C. Gerhart, secretary, read the report. A motion was made to adopt the report as a whole.
<b>013 (GC/19)</b> AM Rpt. as a Whole	COUNCIL ACTION: ADOPTED
<b>ANNOUNCEMENTS</b>	The moderator gave several announcements.

**ADJOURNMENT**      The moderator declared the business session adjourned at 4:24 p.m.

## **Friday Afternoon Business Session May 31, 2019**

As delegates entered the auditorium, they were directed to be seated in the designated sections for voting or nonvoting. The business session was called to order at 1:42 p.m. with Dr. Andrew H. Hawkins as moderator, and Mr. John A. Thomas as assistant moderator. Rev. Thomas A. Hicks prayed for the business session.

**FINAL REPORT  
OF CREDENTIALS**      The moderator reported that 1,737 accredited delegates and 733 corresponding delegates had registered as of 11:00 a.m., Friday, May 31, 2019. Registration was closed for the purposes of elections.

A motion was made to adopt the final report of Credentials (page 219).

COUNCIL ACTION: ADOPTED

**BUSINESS AGENDA**      The moderator had the Report on Business Agenda scrolled and declared its adoption. A Motion was made to adopt the Report on Business Agenda.

COUNCIL ACTION: ADOPTED

**QUORUM**      The moderator declared a quorum was present.

**SPECIAL  
PRIVILEGE**  
Tornado—Dayton, OH      Rev. Michael A. Sohm, director for CAMA Services, introduced Dr. David K. Smith and his team of three campus pastors from Fairhaven Church in Dayton, Ohio. Photos were shown while Dr. Smith described the devastation that occurred as a result of 14 tornadoes that struck in one day on Memorial Day. One of those was a Level 4 tornado. Much of the north part of Dayton was leveled and it looks like a war zone. Most areas affected are poverty-stricken areas where there is a high degree of drug use. Fairhaven Church is working to get people what they need. Many don't have electricity. It's a tough time but a great opportunity for the church. Anyone who can volunteer and/or donate to this cause is directed to contact the Ohio Valley District. They need people to pass out water, towels, beds, soap, pick up trees and debris all over the city. They are grateful for CAMA's assistance for this massive disaster. Dr. Stumbo prayed for those impacted in the Dayton, Ohio, area.

**SPECIAL  
PRIVILEGE**  
Retiree Recognition      Dr. Stumbo recognized and honored retirees who have faithfully served The Alliance and General Council in particular: Miles J. Reese (National Office employee for 39 years) and Dan Basher of DB Productions who had produced General Council for 29 years (lights, media, camera, sound, etc.).

**SPECIAL ORDER OF  
BUSINESS—  
ELECTIONS**

The moderator turned over the chair to Rev. Thomas A. Hicks, chairperson of the assistant secretaries, to conduct the elections.

**PRAYER**

Rev. Hicks asked Dr. Gary D. Friesen to the stage to pray for the elections.

At the request of the chair, the names and photos of each candidate for Board of Directors was scrolled.

Rev. Hicks called for the distribution of the ballots. General instructions for voting were given.

Voting for each of the offices was opened sequentially, with sufficient time given before the chair declared the voting closed.

A motion was made to waive the balloting for Corporate Vice President and that the chair declare them elected.

COUNCIL ACTION: ADOPTED

A motion was made to waive the balloting for Corporate Secretary and that the chair declare them elected.

COUNCIL ACTION: ADOPTED

A motion was made to waive the balloting of the Committee on Rules and that the chair declare them elected.

COUNCIL ACTION: ADOPTED

Balloting was opened for the Board of Directors, with sufficient time given before the chair declared balloting closed.

Balloting was opened for the Theological Issues Committee, with sufficient time given before the chair declared balloting closed.

Balloting was opened for the 2021 Committee on Nominations, with sufficient time given before the chair declared balloting closed.

The chair declared all balloting closed and directed the tellers to collect the ballots.

**APPRECIATION RPT.** The moderator resumed the chair. The chair called for the 2019 Report of Appreciation and that it be scrolled on the screen (pages 231–234).

**014 (GC/19)**  
Appreciation Rpt.

A motion was made to adopt the report that included one recommendation.

COUNCIL ACTION: ADOPTED

**SPECIAL  
PRIVILEGE**  
Challenge/Recognition

Dr. John Stumbo invited Dr. Jonathan G. Schaeffer and Rev. Mark E. Ashton to the platform for an update on their GCF Challenge of 2017. Dr. Stumbo also honored Dr. Schaeffer for his amazing service as corporate vice president for 12 years. Dr. Schaeffer addressed the delegates with appreciation.

**CHAIRPERSON FOR  
COMM. ON RULES**

Dr. Stumbo appointed Rev. Robert B. Goldenberg as chairperson of the Committee on Rules through 2021.

**COMMITTEE ON  
RULES REPORT**

The chair called for the 2019 Report of the Committee on Rules. Rev. Robert B. Goldenberg read the report (page 215).

**015 (GC/19)**  
Comm. on Rules Rpt.

A motion was made to adopt the report.

COUNCIL ACTION: ADOPTED

**CLOSING REMARKS**

The moderator gave Dr. Stumbo an opportunity to present final comments. The moderator thanked the delegates for their good work and commitment to the proceedings of the business sessions.

**ADJOURNMENT**

Council 2019 business sessions adjourned at 3:06 p.m.



# 2019 BALLOT ELECTION RESULTS

## CORPORATE VICE PRESIDENT

**Term: Four Years (2019–2023)**

(ballots waived)

Rev. Kelvin L. Walker

## CORPORATE SECRETARY

**Term: Four Years (2019–2023)**

(ballots waived)

Mr. Steven C. Lausell

## BOARD OF DIRECTORS

**Term: Four Years (2019–2023) or Term: Two Years (2019–2021)\***

(1272 ballots cast—declared election by plurality)

NA/P/OW	Rev. Tae S. (Ted) Kang	1149
NA/OW	Ms. Jennifer K. Ashby, CWM	1007
OA/DS/OW	Rev. Thomas George	998
NA/P/OW	Dr. Jason H. Kim	962
OA/IW/OW	Martin	923
NA/L	Mr. John A. Thomas	918
NA/P/OW	Rev. Scott G. Slocum	916
NA/P/OW	Rev. Matthew G. Cohen	916
OA/DS/OW	Rev. William W. Malick	902
NA/L	Mr. Matthew E. Kelly	876
NA/P/OW	Rev. Mark E. Ashton	869
NA/P/OW	Rev. A. Andrew Beare	856
NA/OW	Rev. Craig S. Smith*	826
NA/OW	Mr. James R. Blake*	803

### Not elected:

OA/DS/OW	Rev. Jorge Cuevas	878
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### Key:

DS = District Superintendent

E = Educator

IW = International Worker

L = Layperson

NA = Not on Allowance

OA = On Allowance

OW = Official Worker

P = Pastor

R = Retired



## **COMMITTEE ON RULES**

**Term: Four Years (2019–2023)**

(ballots waived)

Rev. Kenneth L. Cluck  
Rev. Robert B. Goldenberg  
Mr. Douglas P. Parkinson

## **COMMITTEE ON THEOLOGICAL ISSUES**

**Term: Six Years (2019–2025)**

(1272 ballots cast—declared election by two-thirds majority)

Rev. Terry D. Smith—1100  
Rev. William A. Paul—1054

## **2021 COMMITTEE ON NOMINATIONS**

**Term: Two Years (2019–2021)**

(1272 ballots cast—must include one IW and 2 laypersons)

Rev. Timothy D. Westergren (IW)—888  
Rev. Kent J. Sovine (OW)—776  
Rev. Paul W. Smith, Kentucky (OW)—701  
Rev. Nathaniel L. San (OW)—633  
Ms. Kathryn Kelly (L)—627  
Mrs. Lori R. Turner (L)—598

### Not Elected:

Mrs. Stephanie J. Beers (IW)—828  
Rev. T. Edwin Mangham (IW)—806  
Mr. R. D. (Daniel) Calderon (L)—577

# SUMMARY OF RECOMMENDATIONS AND ACTIONS TAKEN BY COUNCIL 2019

## Committee Relating to Special Reports and General Legislation

**Recommendation 1**—ADOPTED [NO CHANGE] (pages 133–134, rec. 003) [003a referred back to Board of Directors]

### Item 4.3, Proposed Amendment to Bylaws—Mission (pages 171–172), in the Report of the Corporate Secretary.

It is recommended that **Section 2.1, Mission, Article II, Mission and Objectives** (pages A2-2-3), in the Bylaws, which reads:

Section 2.1. Mission. The Christian and Missionary Alliance has defined its purpose in its mission statement:

The mission of The Christian and Missionary Alliance is to know Jesus Christ; exalt Him as Savior, Sanctifier, Healer, and Coming King; and complete His Great Commission.

All entities of The Christian and Missionary Alliance, including local churches and districts, overseas fields, supporting organizations, and the National Office shall focus their resources on the accomplishment of this central mission.

Be amended as follows:

Section 2.1. Mission. The Christian and Missionary Alliance has defined its purpose in its mission statement:

~~The mission of The Christian and Missionary Alliance is to know Jesus Christ; exalt Him as Savior, Sanctifier, Healer, and Coming King; and complete His Great Commission.~~

**We are Spirit-empowered children of the Father, who exist to exalt Jesus as Savior, Sanctifier, Healer, and Coming King, and complete His Great Commission together.**

All entities of The Christian and Missionary Alliance, including local churches and districts, overseas fields, supporting organizations, and the National Office shall focus their resources on the accomplishment of this central mission.

The amended section will then read:

Section 2.1. Mission. The Christian and Missionary Alliance has defined its purpose in its mission statement:

We are Spirit-empowered children of the Father, who exist to exalt Jesus as Savior, Sanctifier, Healer, and Coming King, and complete His Great Commission together.

All entities of The Christian and Missionary Alliance, including local churches and districts, overseas fields, supporting organizations, and the National Office shall focus their resources on the accomplishment of this central mission.

not be adopted.

## **Committee Relating to Church Ministries**

### **Recommendation 1—ADOPTED (page 134, rec. 005)**

#### **Item 4.4, Proposed Amendment to Bylaws—Accredited Delegates for Developing Churches, Representation to General Council (pages 172–175), in the Report of the Corporate Secretary.**

It is recommended that **Article VI, General Council, Section 6.2, Basis of Representation to the General Council, A. Accredited Delegates** (page A2-5), in the Bylaws, which reads:

Section 6.2. Basis of Representation to the General Council. There shall be two types of delegates to the General Council: “accredited delegates” and “corresponding delegates.”

A. Accredited Delegates. Those eligible to be accredited delegates shall be limited to the following individuals:

- (1) All persons holding an official worker license issued by proper authorities, licensed lay pastors in good standing who are currently fulfilling pastoral assignments, all members of the Board of Directors, and such others as the Board of Directors may designate, including, but not limited to, (a) the principal officer of each subsidiary corporation or affiliated enterprise if a member in good standing of an accredited C&MA church or an active attendee of a developing or affiliated C&MA church, and (b) lay members of special committees of the General Council who may not have been otherwise appointed.
- (2) The principal officer of each postsecondary educational institution of The Christian and Missionary Alliance (as that term is defined in the Higher Education Regulations). Each postsecondary educational institution shall be permitted two additional delegates who are general members of The Christian and Missionary Alliance, one of whom must be selected from the teaching faculty.
- (3) Two lay delegates from each accredited church of The Christian and Missionary Alliance. If the voting membership (as reported in the most recent annual report of the church) is 150 or more, another lay delegate may be sent for each additional 100 voting members or fraction thereof. For example, if the voting membership of an accredited church is between 150 and 249, the church may send one additional lay delegate; if the voting membership is between 250 and 349, the church may send two additional lay delegates. The church shall appoint and certify lay delegates as specified in the local church bylaws.
- (4) The national officers (director, assistant director, secretary, treasurer) of Great Commission Women.
- (5) The district director of Great Commission Women and lay members of District Executive Committees.
- (6) All retired or disabled international workers and U.S. official workers whose names appear in the directory of official workers.
- (7) For presidential elections, there shall be a separate category of accredited delegates (referred to as accredited proxy delegates) consisting of the individuals described in subsections (1) through (6) above who: (a) do not attend General Council in person

and (b) request accreditation for the purpose of the presidential election at least 30 days before the General Council in accordance with Section 6.3.

Be amended as follows:

Section 6.2. Basis of Representation to the General Council. There shall be two types of delegates to the General Council: “accredited delegates” and “corresponding delegates.”

A. Accredited Delegates. Those eligible to be accredited delegates shall be limited to the following individuals:

- (1) All persons holding an official worker license issued by proper authorities, licensed lay pastors in good standing who are currently fulfilling pastoral assignments, all members of the Board of Directors, and such others as the Board of Directors may designate, including, but not limited to, (a) the principal officer of each subsidiary corporation or affiliated enterprise if a member in good standing of an accredited C&MA church or an active attendee of a developing or affiliated C&MA church, and (b) lay members of special committees of the General Council who may not have been otherwise appointed.
- (2) The principal officer of each postsecondary educational institution of The Christian and Missionary Alliance (as that term is defined in the Higher Education Regulations). Each postsecondary educational institution shall be permitted two additional delegates who are general members of The Christian and Missionary Alliance, one of whom must be selected from the teaching faculty.
- (3) Two lay delegates from each accredited church of The Christian and Missionary Alliance. If the voting membership (as reported in the most recent annual report of the church) is 150 or more, another lay delegate may be sent for each additional 100 voting members or fraction thereof. For example, if the voting membership of an accredited church is between 150 and 249, the church may send one additional lay delegate; if the voting membership is between 250 and 349, the church may send two additional lay delegates. The church shall appoint and certify lay delegates as specified in the local church bylaws.
- (4) One lay delegate from each developing church of The Christian and Missionary Alliance.**
- ~~(4)~~ **(5)** The national officers (director, assistant director, secretary, treasurer) of **Alliance** ~~Great Commission~~ Women.
- ~~(5)~~ **(6)** The district director of **Alliance** ~~Great Commission~~ Women and lay members of District Executive Committees.
- ~~(6)~~ **(7)** All retired or disabled international workers and U.S. official workers whose names appear in the directory of official workers.
- ~~(7)~~ **(8)** For presidential elections, there shall be a separate category of accredited delegates (referred to as accredited proxy delegates) consisting of the individuals described in subsections (1) through ~~(67)~~ above who: (a) do not attend General Council in person and (b) request accreditation for the purpose of the presidential election at least 30 days before the General Council in accordance with Section 6.3.

The amended section will then read:

B. Accredited Delegates. Those eligible to be accredited delegates shall be limited to the following individuals:

- (1) All persons holding an official worker license issued by proper authorities, licensed lay pastors in good standing who are currently fulfilling pastoral assignments, all members of the Board of Directors, and such others as the Board of Directors may designate, including, but not limited to, (a) the principal officer of each subsidiary corporation or affiliated enterprise if a member in good standing of an accredited C&MA church or an active attendee of a developing or affiliated C&MA church, and (b) lay members of special committees of the General Council who may not have been otherwise appointed.
- (2) The principal officer of each postsecondary educational institution of The Christian and Missionary Alliance (as that term is defined in the Higher Education Regulations). Each postsecondary educational institution shall be permitted two additional delegates who are general members of The Christian and Missionary Alliance, one of whom must be selected from the teaching faculty.
- (3) Two lay delegates from each accredited church of The Christian and Missionary Alliance. If the voting membership (as reported in the most recent annual report of the church) is 150 or more, another lay delegate may be sent for each additional 100 voting members or fraction thereof. For example, if the voting membership of an accredited church is between 150 and 249, the church may send one additional lay delegate; if the voting membership is between 250 and 349, the church may send two additional lay delegates. The church shall appoint and certify lay delegates as specified in the local church bylaws.
- (4) One lay delegate from each developing church of The Christian and Missionary Alliance.
- (5) The national officers (director, assistant director, secretary, treasurer) of Alliance Women.
- (6) The district director of Alliance Women and lay members of District Executive Committees.
- (7) All retired or disabled international workers and U.S. official workers whose names appear in the directory of official workers.
- (8) For presidential elections, there shall be a separate category of accredited delegates (referred to as accredited proxy delegates) consisting of the individuals described in subsections (1) through (7) above who: (a) do not attend General Council in person and (b) request accreditation for the purpose of the presidential election at least 30 days before the General Council in accordance with Section 6.3.

**Recommendation 2—ADOPTED (pages 134, 137; rec. 006)**

**Item 4.5, Proposed Amendment to *Manual*—District Constitution, Developing Churches** (page 176), in the **Report of the Corporate Secretary**.

It is recommended that Article II, Organization and Government, in the Uniform Constitution for Districts (page A4-8), in the *Manual of The Christian and Missionary Alliance*, be amended by

inserting the following paragraph as Section 11 and renumbering the subsequent sections accordingly:

**Section 11. Developing Churches. Developing churches shall be those churches recognized as such by the district and operating under the Policy for the Governance of a Developing Church with the objective of becoming a fully accredited church of The Christian and Missionary Alliance. Each newly established church shall first be reported as a developing church.**

**Recommendation 3—ADOPTED AS AMENDED (page 134–137, rec. 007a and 007c)**

**Item 4.6, Proposed Amendment to *Manual*—District Constitution, Lay Delegates to District Conference for Developing Churches (pages 176–177), in the Report of the Corporate Secretary.**

It is recommended that Article II, Organization and Government, Section 1, District Conference, paragraph A, Accredited Delegates, number 3, Lay Delegates, in the Uniform Constitution for Districts (page A4-2), in the *Manual of The Christian and Missionary Alliance*, which reads:

- A. Accredited Delegates. Those eligible to be accredited delegates to the District Conference shall be limited to the following individuals:
  - (1) All persons holding official worker licenses in this district and other officers of this district.
  - (2) All evangelists residing in this district licensed by the Board of Directors.
  - (3) Lay delegates as follows:
    - (a) The church shall appoint and certify lay delegates as specified in the local church bylaws.
    - (b) Each accredited church of The Christian and Missionary Alliance shall be entitled to send its pastor and two lay delegates. If the voting membership (as reported in the last annual report of the church) is 150 or more, another lay delegate may be sent for each additional 100 voting members or fraction thereof.
    - (c) Each affiliated church of The Christian and Missionary Alliance shall appoint and certify one lay delegate as specified in the local church bylaws.

Be amended as follows:

- A. Accredited Delegates. Those eligible to be accredited delegates to the District Conference shall be limited to the following individuals:
  - (1) All persons holding official worker licenses in this district and other officers of this district.
  - (2) All evangelists residing in this district licensed by the Board of Directors.
  - (3) Lay delegates as follows:
    - ~~(a) The church shall appoint and certify lay delegates as specified in the local church bylaws.~~
    - (ab) Each accredited church of The Christian and Missionary Alliance shall be entitled to send its pastor and two lay delegates, in addition to its official**

**workers.** If the voting membership (as reported in the last annual report of the church) is 150 or more, another lay delegate may be sent for each additional 100 voting members or fraction thereof. **The church shall appoint and certify lay delegates as specified in the local church bylaws.**

**(b) Each developing church shall be entitled to send one lay delegate chosen from among the congregation's general members by the Church Advisory Board and appointed by the district superintendent, in addition to its official workers. The church shall appoint and certify lay delegates as specified in the local church bylaws.**

**(c) Each affiliated church of The Christian and Missionary Alliance shall be entitled to appoint and certify one lay delegate as specified in the local church bylaws, in addition to its official workers.**

The amended section will then read:

A. Accredited Delegates. Those eligible to be accredited delegates to the District Conference shall be limited to the following individuals:

(1) All persons holding official worker licenses in this district and other officers of this district.

(2) All evangelists residing in this district licensed by the Board of Directors.

(3) Lay delegates as follows:

(a) Each accredited church of The Christian and Missionary Alliance shall be entitled to send two lay delegates, in addition to its official workers. If the voting membership (as reported in the last annual report of the church) is 150 or more, another lay delegate may be sent for each additional 100 voting members or fraction thereof. The church shall appoint and certify lay delegates as specified in the local church bylaws.

(b) Each developing church shall be entitled to send one lay delegate chosen from among the congregation's general members by the Church Advisory Board and appointed by the district superintendent, in addition to its official workers. The church shall appoint and certify lay delegates as specified in the local church bylaws.

(c) Each affiliated church of The Christian and Missionary Alliance shall be entitled to appoint and certify one lay delegate as specified in the local church bylaws, in addition to its official workers.

**Recommendation 4—NOT ADOPTED (page 137, rec. 008)**

**Item 4.8, Proposed Amendment to *Manual*—District Superintendent Tenure** (pages 187–189), in the **Addendum to the Report of the Corporate Secretary**.

It is recommended that Article II, Section 4, Elections, A (page A4-5), in the Uniform Constitution for Districts, which reads:

District Superintendent. The district superintendent shall be elected by the District Conference and appointed by the National Office. His term of office shall be four years,

beginning the August 1 or January 1 following his election. He is eligible for three consecutive terms. He is eligible again after the lapse of one term.

The district shall establish a District Superintendent Search Committee at least ten months in advance of the District Conference at which an election is to take place, according to the district bylaws and the guidelines provided by the National Office. A list of the names of workers who have proper qualifications for district superintendent shall be developed in consultation with the National Office.

The Committee on Nominations or any person making a nomination must consult with the National Office prior to presenting a nominee to District Conference. The Board of Directors may present a nomination if requested.

Election shall be by ballot and shall be determined by two-thirds of the votes cast.

In the event that a decision cannot be reached by the District Conference, the Board of Directors shall appoint a district superintendent for up to one term. In the event of death, resignation, or involuntary removal of the district superintendent where there is no assistant district superintendent in accordance with the policies set by the Board of Directors, the National Office shall appoint an individual to perform the duties of the district superintendent until the office has been filled either by the Board of Directors or by election of the District Conference.

In the event of removal of a district superintendent, the District Executive Committee shall follow the procedures outlined in the *Discipline Policy Handbook*.

Be amended as follows:

District Superintendent. The district superintendent shall be elected by the District Conference and appointed by the National Office. His term of office shall be four years, beginning the August 1 or January 1 following his election. He is eligible for three consecutive terms. He is eligible again after the lapse of one term.

The district shall establish a District Superintendent Search Committee at least ten months in advance of the District Conference at which an election is to take place, according to the district bylaws and the guidelines provided by the National Office. A list of the names of workers who have proper qualifications for district superintendent shall be developed in consultation with the National Office.

The Committee on Nominations or any person making a nomination must consult with the National Office prior to presenting a nominee to District Conference. The Board of Directors may present a nomination if requested.

Election shall be by ballot and shall be determined by two-thirds of the votes cast.

In the event that a decision cannot be reached by the District Conference, the Board of Directors shall appoint a district superintendent for up to one term. In the event of death, resignation, or involuntary removal of the district superintendent where there is no assistant district superintendent in accordance with the policies set by the Board of Directors, the National Office shall appoint an individual to perform the duties of the district superintendent until the office has been filled either by the Board of Directors or by election of the District Conference.



In the event of removal of a district superintendent, the District Executive Committee shall follow the procedures outlined in the *Discipline Policy Handbook*.

**In the event that DEXCOM desires to request one additional term for a district superintendent beyond the three-term limitation, DEXCOM must consult with the vice president for Church Ministries and seek the approval of the Board of Directors. Upon receiving that approval, the district superintendent may be nominated for one additional term. An 80 percent affirmative vote would be required for election. If the district superintendent failed to receive the 80 percent affirmative vote of the ballots cast, then the National Office and the Board of Directors would appoint an acting district superintendent for one year while the search process for a new candidate is completed.**

The amended section will then read:

District Superintendent. The district superintendent shall be elected by the District Conference and appointed by the National Office. His term of office shall be four years, beginning the August 1 or January 1 following his election. He is eligible for three consecutive terms. He is eligible again after the lapse of one term.

The district shall establish a District Superintendent Search Committee at least ten months in advance of the District Conference at which an election is to take place, according to the district bylaws and the guidelines provided by the National Office. A list of the names of workers who have proper qualifications for district superintendent shall be developed in consultation with the National Office.

The Committee on Nominations or any person making a nomination must consult with the National Office prior to presenting a nominee to District Conference. The Board of Directors may present a nomination if requested.

Election shall be by ballot and shall be determined by two-thirds of the votes cast.

In the event that a decision cannot be reached by the District Conference, the Board of Directors shall appoint a district superintendent for up to one term. In the event of death, resignation, or involuntary removal of the district superintendent where there is no assistant district superintendent in accordance with the policies set by the Board of Directors, the National Office shall appoint an individual to perform the duties of the district superintendent until the office has been filled either by the Board of Directors or by election of the District Conference.

In the event of removal of a district superintendent, the District Executive Committee shall follow the procedures outlined in the *Discipline Policy Handbook*.

In the event that DEXCOM desires to request one additional term for a district superintendent beyond the three-term limitation, DEXCOM must consult with the vice president for Church Ministries and seek the approval of the Board of Directors. Upon receiving that approval, the district superintendent may be nominated for one additional term. An 80 percent affirmative vote would be required for election. If the district superintendent failed to receive the 80 percent affirmative vote of the ballots cast, then the National Office and the Board of Directors would appoint an acting district superintendent for one year while the search process for a new candidate is completed.

## Committee Relating to Ministry Support and Development

### **Recommendation 1**—ADOPTED (page 138, rec. 010)

**Item 4.1, Twenty-Four Month Budget for 2019–2020 and 2020–2021 Fiscal Years** (page 169), in the **Report of the Corporate Secretary**.

It is recommended that General Council approve a 2017–2018 Great Commission Fund budget totaling \$45,131,000 and a 2018–2019 Great Commission Fund budget totaling \$46,485,000.

### **Recommendation 2**—ADOPTED (page 138, rec. 011)

**Item 4.2, Nondelegable Authority, 12-Month Budget** (pages 169–171), in the **Report of the Corporate Secretary**.

It is recommended that **Section 7.13, Nondelegable Authority** (page A2-19), in the Bylaws, which reads:

Section 7.13. Nondelegable Authority. The Board of Directors shall not delegate any authority it may have with respect to any of the following matters: (a) approval of the biennial budget and presentation of same to the General Council for adoption; (b) matters relating to basic changes of policies or regulations (resolutions involving unbudgeted and/or unappropriated expenditures in excess of one-quarter of one percent, .25 percent, of the current General Council–adopted 12-month fiscal budget must pass by a two-thirds vote of the members present); (c) amending or restating the Articles of Incorporation of The Christian and Missionary Alliance or these Bylaws; (d) electing, appointing, or removing any member of any committee of the Board of Directors or any officer of The Christian and Missionary Alliance which officer the Board of Directors has authority to elect, appoint, or remove; (e) adopting a plan of merger or adopting a plan of consolidation with another corporation; (f) authorizing the sale, lease, exchange, encumbrance, or mortgage of all or substantially all of the property and assets of The Christian and Missionary Alliance; (g) authorizing the voluntary dissolution of The Christian and Missionary Alliance or revoking proceedings therefor; (h) adopting a plan for the distribution of the assets of The Christian and Missionary Alliance; (i) amending, altering, or repealing any resolution of the Board of Directors which by its terms provides that it shall not be amended, altered, or repealed by a committee of the Board of Directors; or (j) approving the decision or action of any postsecondary educational institution, district, or other entity to disaffiliate or otherwise separate itself from The Christian and Missionary Alliance as contemplated by Section 11.1 of these Bylaws.

Be amended as follows:

Section 7.13. Nondelegable Authority. The Board of Directors shall not delegate any authority it may have with respect to any of the following matters: (a) approval of the biennial budget and presentation of same to the General Council for adoption; (b) matters relating to basic changes of policies or regulations (resolutions involving unbudgeted and/or unappropriated expenditures in excess of ~~one-quarter of one~~ **2 percent, .25 percent**, of the current General Council–adopted 12-month fiscal budget must pass by a two-thirds vote of the members present); (c) amending or restating the Articles of Incorporation of The Christian and Missionary Alliance or these Bylaws; (d) electing, appointing, or removing any member of any committee of the Board of Directors or any officer of The Christian and

Missionary Alliance which officer the Board of Directors has authority to elect, appoint, or remove; (e) adopting a plan of merger or adopting a plan of consolidation with another corporation; (f) authorizing the sale, lease, exchange, encumbrance, or mortgage of all or substantially all of the property and assets of The Christian and Missionary Alliance; (g) authorizing the voluntary dissolution of The Christian and Missionary Alliance or revoking proceedings therefor; (h) adopting a plan for the distribution of the assets of The Christian and Missionary Alliance; (i) amending, altering, or repealing any resolution of the Board of Directors which by its terms provides that it shall not be amended, altered, or repealed by a committee of the Board of Directors; or (j) approving the decision or action of any postsecondary educational institution, district, or other entity to disaffiliate or otherwise separate itself from The Christian and Missionary Alliance as contemplated by Section 11.1 of these Bylaws.

The amended section will then read:

Section 7.13. Nondelegable Authority. The Board of Directors shall not delegate any authority it may have with respect to any of the following matters: (a) approval of the biennial budget and presentation of same to the General Council for adoption; (b) matters relating to basic changes of policies or regulations (resolutions involving unbudgeted and/or unappropriated expenditures in excess of 2 percent of the current General Council-adopted 12-month fiscal budget must pass by a two-thirds vote of the members present); (c) amending or restating the Articles of Incorporation of The Christian and Missionary Alliance or these Bylaws; (d) electing, appointing, or removing any member of any committee of the Board of Directors or any officer of The Christian and Missionary Alliance which officer the Board of Directors has authority to elect, appoint, or remove; (e) adopting a plan of merger or adopting a plan of consolidation with another corporation; (f) authorizing the sale, lease, exchange, encumbrance, or mortgage of all or substantially all of the property and assets of The Christian and Missionary Alliance; (g) authorizing the voluntary dissolution of The Christian and Missionary Alliance or revoking proceedings therefor; (h) adopting a plan for the distribution of the assets of The Christian and Missionary Alliance; (i) amending, altering, or repealing any resolution of the Board of Directors which by its terms provides that it shall not be amended, altered, or repealed by a committee of the Board of Directors; or (j) approving the decision or action of any postsecondary educational institution, district, or other entity to disaffiliate or otherwise separate itself from The Christian and Missionary Alliance as contemplated by Section 11.1 of these Bylaws.



## REPORT OF THE CORPORATE SECRETARY 2017–2018

**Mr. Steven C. Lausell, Corporate Secretary**

### ***Preamble***

The Office of the Corporate Secretary is charged with keeping the corporate records and proceedings of The Christian and Missionary Alliance. The office is served in Colorado Springs by Mr. Gary D. Friesen, general counsel/assistant corporate secretary, and Mrs. Susan M. Close, corporate and legal affairs manager. As the part-time, nonresident corporate secretary, I am grateful for Mr. Friesen and Mrs. Close, who serve with excellence and Christ-like care.

The following pages are a compilation of matters reported to General Council by the Board of Directors, including policy changes to various governing documents that fall under the purview of the Board of Directors. This report also includes recommendations by the Board of Directors to General Council. These recommendations will be referred to various Council committees and then reported to the delegates for appropriate consideration and action. At the end of the report is the required notice of the regular meeting of The Christian and Missionary Alliance.

The business of General Council is conducted during hours designated as business sessions. The General Council moderator will seek to manage the discussion and decisions of routine matters so that a significant block of time is devoted to concerns that have long-term implications for completing Christ's Great Commission. How well that is done will depend on the collective will of the delegates.

We welcome Rev. Andrew H. Hawkins to the role of General Council moderator this year. In an appendix to this report ([pages 181–182](#)) are brief instructions in parliamentary procedure. It is hoped that a careful reading of these explanations, and the diligent application of them in the business sessions, will aid in streamlining the processes at Council so that much of the time will be spent on the issues of greatest importance to the future of the C&MA. Please understand that there is no desire to “railroad” issues through without adequate time for deliberation. Rather, the desire is to eliminate waste in the process so that every minute before the gathered assembly is used as efficiently and effectively as possible.

The Office of the Corporate Secretary seeks to serve and honor the Lord Jesus Christ and to further His Kingdom by supporting the various constituents of The Alliance. We pray that even these reports and documents will be used to bring glory to God. It is an honor to serve; we welcome your questions and suggestions at any time. You may reach the office by telephone at 719-265-2005 or by sending email correspondence to [corpsec@cmalliance.org](mailto:corpsec@cmalliance.org).

## ***Matters Reported by the Board of Directors***

### **1.1 Location of Future General Councils**

Nashville, Tennessee (Gaylord Opryland Resort & Conv. Ctr.)	May 31–June 3, 2021
Spokane, Washington (Spokane Convention Center)	May 29–June 1, 2023

### **1.2 Appointment of Board Members to the 2021 Council Committee on Nominations**

The Board of Directors appointed four members to serve on the 2021 Council Committee on Nominations: Dr. Stephen V. Elliott, Kristine (CAC), Dr. Jessie L. Ritchey, and Rev. Kok C. Wong.

### **1.3 Appointment of National Evangelists**

The following were appointed as national evangelists for the term of January 1, 2018–December 31, 2018, as well as the term of January 1, 2019–December 31, 2019:

- Rev. Thomas E. Allen (Lawrenceville, Georgia)
- Rev. David J. Phillips (Toccoa, Georgia)
- Rev. Abraham Sandler (Philadelphia, Pennsylvania)
- Rev. Craig S. Smith (Phoenix, Arizona)
- Dr. L. Ferrell Towns Sr. (Eastanollee, Georgia)
- Rev. Daniel R. Wetzel (Colorado Springs, Colorado)
- Dr. Ravi K. Zacharias (Norcross, Georgia)

### **1.4 Appointment of Ministers-at-Large**

The following were appointed as ministers-at-large for the term of January 1, 2018–December 31, 2018, as well as the term of January 1, 2019–December 31, 2019:

- Rev. David A. Denyer (Chandler, Arizona)
- Rev. Wendell K. Grout (Loveland, Colorado)
- Rev. Maurice R. Irvin (Norwalk, Connecticut)
- Rev. R. Harold Mangham Sr. (Kissimmee, Florida)
- Rev. M. Frederick Polding Jr. (DeLand, Florida)
- Rev. Forrest (Pete) L. Schwalm (Dayton, Ohio)

### **1.5 Appointment of International Worker Member to C&MA Benefit Board**

Mrs. Marilyn J. Westergren, an international worker on home assignment, was appointed as a member of the C&MA Benefit Board for a one-year term, June 2017 through May 2018.

Mrs. Christina L. Volstad, an international worker on home assignment, was appointed as a member of the C&MA Benefit Board for two one-year terms: June 2018 through May 2019 and June 2019 through May 2020.

## 1.6 **Twelve-Month Budget Adjustment for 2018–2019 Fiscal Year**

The Board of Directors approved an adjusted 2018–2019 Great Commission Fund budget, totaling \$46,744,000, as compared to the 2017 General Council approved 2018–2019 budget of \$46,485,000. The revised budget increased to reflect the inclusion of domestic Envision support. For more information, please review Appendix E, pages 91–93.

## ***Policy Changes Reported by the Board of Directors***

In the following sections presenting amendments, bold wording indicates new wording to be added; struck-through text indicates wording to be deleted.

### 2.1 **Amendment to LO&CC Handbook—Lifestyle and Conduct of Official Workers**

The following *Statement on Lifestyle and Conduct of C&MA Official Workers* replaced the *Policy on Abstinence from Addictive Practices by Official Workers* in the *LO&CC Handbook*.

#### **Lifestyle and Conduct of C&MA Official Workers**

The Christian and Missionary Alliance expects its official workers, in the power of the Holy Spirit, to live lives that are above reproach. The expectation is that its workers will embody and model biblical principles that result in Christ-like lifestyles, character, and attitudes.

All spheres of an official worker's life should reflect the Lord Jesus Christ and yet are vulnerable to the world, our own sinful nature, and the enemy's attempts to compromise our witness. Time, family, sex, money, dress, speech, entertainment, work (ministry), friendships, and food comprise an incomplete list of the spheres of life to be submitted to the Holy Spirit.

The C&MA does not seek to establish any standard for behaviors beyond what is already provided in the Scriptures. Where the Scriptures are not explicit, official workers are expected to determine and practice by faith (Romans 14:5b, 23) a lifestyle that most constructively benefits others (1 Corinthians 10:23–24; Romans 13:10), leads to peace and to mutual edification (Romans 14:19), reflects Christ's walk (1 John 2:6; 1 Corinthians 11:1; Romans 13:14), and glorifies God (1 Corinthians 10:31).

With regard to the consumption of alcohol, the Bible allows consumption in an appropriate context (Psalm 4:7; 104:14–15; Proverbs 31:6; Luke 5:39; Joel 2:19), but warns against drunkenness and any other form of abuse (Isaiah 28:7; Leviticus 10:8–10; Proverbs 20:1; Luke 21:34). Because of this and given the destructive nature of its abuse in our culture, special care should be taken with regard to the consumption of alcohol.

Specifically, the following approaches are described in Scripture:

- Abstinence (Numbers 6:2–3; Judges 13:4–5; Luke 1:15)
- Moderation (1 Timothy 3:2; John 2:1–11; 1 Corinthians 10:27) (including ceremonial use, a guest honoring a host, and in church communion)
- Medicinal (1 Timothy 5:23)

Selection of one of these options is not merely a matter of personal preference. Rather, as described above, in every sphere of life consideration should be given to the entire context, including the effect on one's self, others, the reflection on Christ, and the glory of God. The practice of any one of these approaches without faith would be sinful.

When it becomes apparent that an official worker is reflecting more of the world than of Christ in any sphere of his or her life, the C&MA will follow the instructions given by Jesus in Matthew 18, Galatians 6:1, and other relevant Scriptures to minister to the offending person as described in the Uniform Policy on Discipline, Restoration, and Appeal.

Each official worker is encouraged to seek the Lord in these matters. Careful study of Scripture, time spent in prayer, and seeking godly counsel is advised. Whatever position one takes, grace and love, in pursuit of peace in Christ, should be our attitude toward those with a different position than our own.

*Whoever claims to live in him must walk as Jesus did (1 John 2:6).*

*Who is wise and understanding among you? Let him show it by his good life, by deeds done in the humility that comes from wisdom (James 3:13).*

*Anyone, then, who knows the good he ought to do and doesn't do it, sins (James 4:17).*

*Be careful, however, that the exercise of your rights does not become a stumbling block to the weak (1 Corinthians 8:9).*

*"Everything is permissible"—but not everything is beneficial. "Everything is permissible"—but not everything is constructive. Nobody should seek his own good, but the good of others (1 Corinthians 10:23–24).*

*So whether you eat or drink or whatever you do, do it all for the glory of God. Do not cause anyone to stumble, whether Jews, Greeks or the church of God—even as I try to please everybody in every way. For I am not seeking my own good but the good of many, so that they may be saved (1 Corinthians 10: 31–33).*

*Follow my example, as I follow the example of Christ (1 Corinthians 11:1).*

*Join with others in following my example, brothers, and take note of those who live according to the pattern we gave you. For, as I have often told you before and now say again even with tears, many live as enemies of the cross of Christ. Their destiny is destruction, their god is their stomach, and their glory is in their shame. Their mind is on earthly things. But our citizenship is in heaven. And we eagerly await a Savior from there, the Lord Jesus Christ, who, by the power that enables him to bring everything under his control, will transform our lowly bodies so that they will be like his glorious body (Philippians 3:17–21).*

*For you yourselves know how you ought to follow our example . . . We did this, not because we do not have the right to such help, but in order to make ourselves a model for you to follow (2 Thessalonians 3:7a, 9).*

*Dear friends, now we are children of God, and what we will be has not yet been made known. But we know that when he appears, we shall be like him, for we shall see him as he is. Everyone who has this hope in him purifies himself, just as he is pure (1 John 3:2–3).*

*Love does no harm to its neighbor. Therefore, love is the fulfillment of the law (Romans 13:10).*

*Rather, clothe yourselves with the Lord Jesus Christ, and do not think about how to gratify the desires of the sinful nature (Romans 13:14).*

*Accept him whose faith is weak, without passing judgment on disputable matters . . . Who are you to judge someone else's servant? To his own master he stands or falls. And he will stand, for the Lord is able to make him stand . . . Each one should be fully convinced in his own mind . . . For none of us lives to himself alone and none of us dies to himself alone. If we live, we live to the Lord; and if we die, we die to the Lord. So, whether we live or die, we belong to the Lord . . . So then, each of us will give an account of ourselves to God. Therefore, let us stop passing judgment on one another. Instead, make up your mind not to put any stumbling block or obstacle in the way of a brother or sister. I am convinced, being fully persuaded in the Lord Jesus, that nothing is unclean in itself. But if anyone regards something as unclean, then for that person it is unclean. If your brother or sister is distressed because of what you eat, you are no longer acting in love. Do not by your eating destroy someone for whom Christ died. Therefore, do not let what you know is good be spoken of as evil. For the kingdom of God is not a matter of eating*

*and drinking, but of righteousness, peace and joy in the Holy Spirit, because anyone who serves Christ in this way is pleasing to God and receives human approval. Let us therefore make every effort to do what leads to peace and to mutual edification. Do not destroy the work of God for the sake of food. All food is clean, but it is wrong for a person to eat anything that causes someone else to stumble. It is better not to eat meat or drink wine or to do anything else that will cause your brother or sister to fall. So whatever you believe about these things keep between yourself and God. Blessed is the one who does not condemn himself by what he approves. But whoever has doubts is condemned if they eat, because their eating is not from faith; and everything that does not come from faith is sin (Romans 14:1, 4, 5b, 7–8, 12–23).*

*Now see to it that you drink no wine or other fermented drink and that you do not eat anything unclean, because you will conceive and give birth to a son. No razor may be used on his head, because the boy is to be a Nazirite, set apart to God from birth, and he will begin the deliverance of Israel from the hands of the Philistines (Judges 13:4–5).*

*Now the overseer must be above reproach . . . temperate, self-controlled . . . not given to drunkenness . . . (1 Timothy 3:2–3).*

*Do not love the world or anything in the world. If anyone loves the world, the love of the Father is not in him. For everything in the world—the cravings of sinful man, the lust of his eyes and the boasting of what he has and does—comes not from the Father but from the world. The world and its desires pass away, but the man who does the will of God lives forever (1 John 2:15–17).*

## **2.2 Amendment to LO&CC Handbook—Divorce and Remarriage**

Per the revision to the Uniform Policy on Licensing and Certification in Item 2.8, revisions to the Divorce Appeal Process transferred the responsibility for consideration of appeals from Church Ministries to the district LO&CC. Therefore, the Board of Directors authorized the vice president for Church Ministries to revise all existing divorce appeal processes in the *LO&CC Handbook* as outlined in the documents entitled Divorce Appeal Information, Instructions for Applicant’s Submitting a Divorce Appeal Exception, Divorce Appeal Information Form, Divorce Appeal Reference, and Checklist for Districts to conform with the approved revisions.

## **2.3 Amendment to CM Handbook—Various Updates**

A series of edits were made to the *CM Handbook* to update terminology related to districts and associations. None of these changes were substantive. One section related to transition allowance for district superintendents was eliminated. The Regulations for Associations Under Multicultural Ministries were amended by changing all references to “Bylaws” to the word “Policies” and by changing the term of office for the association president from two years to three possible four-year terms. This change in the term of service brings the tenure of the association president into conformity with that of district superintendents. There were formerly no tenure limitations on the office. The reference to bylaws was amended since associations operate under Church Ministries policies rather than a constitution. Additionally, the description of the Role of DEXCOM within Multicultural Ministries was amended by deleting references to “unconstituted” districts and by removing references to an “Advisory Committee” since that function had also changed following previous amendments to the policy approved by the Board of Directors.

## **2.4 Amendment to Manual—Higher Education Regulations (C2), Doctrine and Position Statements**

The Office of the President of the C&MA (President) has general oversight of C&MA postsecondary educational institutions in the United States in accordance with regulations adopted by the Board of Directors.



**Section IV, Doctrine and Position Statements**, in the Higher Education Regulations (pages C2-3-4), was revised as follows:

The C&MA ~~Doctrine and Position Statements (including the Statement of Faith, Statement on the Sanctity of Life, and Statement on the Destiny of Those Who Have Never Heard, Statement on Human Sexuality)~~, as they appear in the most current version of the *C&MA Manual* on the C&MA website, will be the doctrinal position of C&MA postsecondary educational institutions **on these issues**. Since these Doctrine and Position Statements are at the heart of the distinctives and mission of the C&MA, and since the time spent at college and graduate school are sensitive and formative years in the lives of the students, it is essential that all administrative and faculty personnel ~~adhere to~~ **affirm and do not teach inconsistently with** the Doctrine and Position Statements of the denomination. ~~Adherence is defined as not merely passive accord, but a positive position that is taught and promoted. It is expected that faculty will be conversant with all viewpoints within the discipline taught.~~

**This affirmation is necessary for three reasons: (1) a stronger relationship between the schools and The Christian and Missionary Alliance provides a stronger level of legal protection; (2) clear statements maintain Alliance theological identity in a shifting cultural environment; and (3) many Alliance partners outside the United States look to the U.S. Christian and Missionary Alliance to maintain theological integrity for their own strength and viability.**

~~To assist in the accomplishment of this adherence~~ **accomplish these objectives**, the C&MA requires and directs the following procedures which apply to all administrative and teaching personnel, whether full-time, part-time, or visiting; teaching theological or nontheological courses; or involved in on-campus or off-campus units of the institution.

- A. Prospective Administrators and Teachers. Prior to being employed, the C&MA Doctrine and Position Statements will be distributed to all persons under consideration for administrative or faculty positions. They are required to indicate their ~~concurrence with~~ **affirmation of** the doctrinal statement by affixing their signatures to an Acknowledgement Agreement in advance of receiving a contract.
- B. Currently Employed Administrators and Teachers. The president of each institution shall require the administrators and faculty members employed by the C&MA postsecondary educational institutions to annually affirm adherence to the C&MA Doctrine and Position Statements and **not** to teach **inconsistently with** them ~~without equivocation~~.
- C. Reservations and Disagreement. If an administrator or faculty member ~~has~~ **takes exception to any part of the C&MA Doctrine and Position Statements, he/she shall report the exception in writing to the president of the C&MA postsecondary educational institution.** ~~Any reservations~~ exceptions deemed substantive by the president of the C&MA postsecondary educational institution, ~~he~~ shall **be reported** ~~the reservation~~ to the President.
- D. Guest Artists and Visiting Lecturers. Since flexibility may be necessary in the engaging of guest artists and visiting lecturers, irregularities should be resolved by the respective institution.

- E. Discipline and Appeal. When it has been determined that the basic tenets of the C&MA Doctrine and Position Statements are not being ~~adhered to~~ **affirmed** in teaching and practice, and when the administrator or teacher is unwilling to withdraw, jurisdiction and discipline will follow procedures similar to those outlined in the *Manual*, Section E8, “Uniform Policy on Discipline, Restoration, and Appeal” (see Section VIII below, Disciplinary Process for Teaching Contrary to the C&MA Doctrine and Position Statements).

**2.5 Amendment to *Manual*—Church Ministries, Districts and Associations (E2), Classification**

The following new paragraphs were added to E2, Districts and Associations, under the heading of “Districts” in the *C&MA Manual*:

**Districts shall be classified as:**

- (a) Constituted District. A district having a minimum of 40 organized churches and functioning according to The Christian and Missionary Alliance Uniform Constitution for Districts may apply to become a “Constituted District.” Upon action of the District Executive Committee, a constituted district may submit a request to the vice president for Church Ministries to transfer the district from Multicultural Ministries to direct supervision from the office of the vice president.**
- (b) Developing District. A district having between 11 and 39 organized churches and functioning according to the Policy for the Governance of Developing Districts shall be known as a “Developing District.”**

**2.6 Amendment to *Manual*—Church Ministries, Districts and Associations (E2), Associations**

**E2, Districts and Associations**, under the heading of “Associations and Chaplaincy” in the *C&MA Manual*, was revised as follows:

Church Ministries shall give oversight to the following:

1. Associations—ethnic, linguistic, and cultural groups within the United States and its trust territories may affiliate across districts to advance ministry within a cultural/linguistic group in accordance with the Regulations for Associations found in the *Church Ministries Handbook*. These associations include but are not limited to the following: African, ~~African-American Pastors~~, Arabic-Speaking, Chinese, Filipino, Haitian, Montagnard, Native American, and Spanish Western.

**The Board of Directors also recognizes the African-American Pastors, Consecrated Women, and Licensed Workers Association.**

**2.7 Amendment to *Manual*—Uniform Policy on Licensing and Certification (E3), Church Ministries, General Requirements for Licensing**

**Paragraph 7 under A, General Requirements [for Licensing]** (page E3-6), in the Uniform Policy on Licensing and Certification, was revised as follows:

Comply with the intent of the **Statement on Lifestyle and Conduct of C&MA Official Workers in the LO&CC Handbook** ~~Statement on Abstinence from Addictive Practices by Licensed Workers of The Christian and Missionary Alliance adopted by the Board of Directors of the C&MA.~~

**2.8 Amendment to Manual—Uniform Policy on Licensing and Certification (E3), Divorce and Remarriage**

**Article IV, Procedures, paragraph E, Divorce and Remarriage** (page E3-8), in the Uniform Policy on Licensing and Certification, was revised as follows:

Divorce and Remarriage: The C&MA does not license persons who have been divorced and remarried, except when the divorce was prior to conversion or when there were sufficient biblical grounds. Individuals who have been divorced and remarried within these conditions may be eligible to serve as licensed official workers (General Bylaws, Article XII, Section 12.2). Following a preliminary interview with the district's superintendent, and upon his recommendation, applicants for licensed ministry who have been divorced and remarried, or whose spouse has been divorced, may appeal to ~~Church Ministries~~ **the district License, Ordination, and Consecration Council** for a review of conditions, to determine if they meet the guidelines adopted by the Board of Directors of the C&MA. If approved, the candidate may continue the licensing process through the district LO&CC.

**2.9 Amendment to Manual—Uniform Policy on Licensing and Certification (E3), Non-Federal Chaplain**

**Article V, Section D, Chaplains, 2, Non-Federal, paragraphs (a) through (d)** (page E3-10), in the Uniform Policy on Licensing and Certification, was revised as follows:

- (a) Licensed official workers who desire to serve voluntarily in non-federal chaplain ministries **in addition to their regularly appointed ministry**, and who do not need additional professional certification, may be approved by a district LO&CC for chaplaincy ministry. **Those official workers who must fulfill professional certification may be licensed as chaplains only upon giving evidence that such certification has been secured.** ~~Their appointment to~~ **All persons licensed and appointed to district** chaplaincy ministry shall be reported to ~~the Institutional Endorser for Church Ministries.~~
- (b) ~~Licensed~~ **Official workers who are seeking appointment to be licensed** to either full-time or part-time ministry (paid or unpaid) as a non-federal institutional chaplain, and who are also required **by the institution** to fulfill institutional requirements for professional certification ~~must qualify for endorsement by the Institutional Endorser in addition to securing the approval of the LO&CC~~ **may be licensed and endorsed by the district on behalf of the C&MA after completing the necessary requirements and consulting with Church Ministries.** **Individuals who are licensed to serve in non-federal institutions that require national denominational endorsement in lieu of or in addition to district endorsement, may be issued a letter of endorsement by Church Ministries after they have been approved for licensing by the district LO&CC and fulfilled the necessary requirements as determined by the National Office.**

**Church Ministries shall issue a letter of endorsement to the appropriate institution as necessary, a copy of which shall be included in the worker's service records.** ~~Chaplains who are enrolled in Clinical Pastoral Education must be referred to the Institutional Endorser for official endorsement as well as licensing by the district.~~

- (c) Official workers who are assigned to non-federal chaplaincy ministry are responsible to the district superintendent of the district issuing the official worker license and, when denominational endorsement is given, to ~~the C&MA Institutional Endorser~~ **Church Ministries**. Non-federal chaplains shall attend General Council and District Conference as accredited delegates as often as his/her responsibilities will permit. They shall file reports, participate in district continuing education, and perform other duties as required by the superintendent consistent with the availability of time by his/her employer.
- (d) ~~The C&MA Institutional Endorser is responsible to issue letters of endorsement or any other required documentation on behalf of the denomination for non-federal chaplains.~~ **A Christian Worker Certificate can be issued to Alliance church members who are seeking to serve as a non-licensed person in a volunteer chaplaincy ministry of the local church.**

## **2.10 Amendment to Manual—Regulations Governing Multicultural Ministries under Church Ministries (E10), Classification**

**Paragraph I, Administration, paragraph B, Organizations, number 1, Districts**, in the Regulations Governing Multicultural Ministries Under Church Ministries (page E10-1), was revised as follows:

- B. Organizations. Multicultural Ministries districts and associations shall be determined on the basis of cultural, ethnic, or language groups rather than geographical boundaries.
  - 1. Districts. Districts shall be classified **in accordance with Section E2 of the Manual** as follows:
    - (a) Constituted District. A district having a minimum of 40 organized churches and functioning according to The Christian and Missionary Alliance Uniform Constitution for Districts may apply to become a “Constituted District.” Upon action of the District Executive Committee, a constituted district may submit a request to the vice president for Church Ministries to transfer the district from Multicultural Ministries to direct supervision from the office of the vice president.
    - (b) Developing District. A district having between 11 and 39 organized churches and functioning according to the Policy for the Governance of Developing Districts shall be known as a “Developing District.”
    - (c) ~~Unconstituted District. A district having ten or less organized churches and functioning according to the Regulations for Unconstituted Districts in Multicultural Ministries shall be known as an “Unconstituted District.”~~  
~~Church Ministries shall appoint a director for each unconstituted district if,~~

~~in the judgment of Church Ministries, such a director is needed. The appointment shall be for three years and reviewed annually. A cross-cultural worker may be appointed to serve as director of an unconstituted district.~~

**2.11 Amendment to *Manual*—Regulations Governing Multicultural Ministries under Church Ministries (E10), Reclassification**

Section IV, Regular District, in the Regulations Governing Multicultural Ministries Under Church Ministries (page E10-2), was revised as follows:

**IV. REGULAR DISTRICT RECLASSIFICATION**

~~When the conference of a given ethnic group reaches a level of administrative development and numerical strength to operate as a regular district, Church Ministries may petition the Board of Directors of The Christian and Missionary Alliance to create such a district.~~

**When the conference of a given Developing District reaches a level of administrative development and numerical strength to operate as a Constituted District, Church Ministries may petition the Board of Directors of The Christian and Missionary Alliance to reclassify the district to Constituted District status.**

~~If, because of the process of acculturation or other valid reasons, either a church or an entire district desires to transfer into the English-speaking district(s) in its geographical locality(ies), or if a district church for similar reasons desires to transfer to an ethnic district, these alternatives shall be considered by Church Ministries and, if approved, be authorized by the vice president for Church Ministries.~~

**If, because of acculturation or other similarly valid ministry reasons, a minority-culture church desires to transfer into a geographical district encompassing the church's location, or if for similar reasons a church within a geographical district desires to transfer to an ethnic/linguistically defined district, these alternatives shall be considered by Church Ministries in accordance with the Guidelines for the Transfer of Churches (*CM Handbook*) and, if approved, be authorized by the vice president for Church Ministries. The dissolution of a fully constituted district and the amalgamation of its congregations into another geographical or ethnic/linguistic district shall require the approval of the Board of Directors upon recommendation of the vice president for Church Ministries in consultation with affected Districts' Executive Committees.**

**2.12 Amendment to *Manual*—Church Ministries, Policy for the Governance of Developing Districts (E11), Definition of Developing Church**

The Policy for the Governance of Developing Districts (page E11-7) was revised by inserting the following paragraph as Section 11 and by renumbering subsequent sections accordingly:

**Section 11. Developing Churches. Developing churches shall be those churches recognized as such by the district and operating under the Policy for the**

**Governance of a Developing Church with the objective of becoming a fully accredited church of The Christian and Missionary Alliance. Each newly established church shall first be reported as a developing church.**

**2.13 Amendment to *Manual*—Church Ministries, Policy for the Governance of a Developing Church (E13), Representation at District Conference**

The Policy for the Governance of a Developing Church (page E13-3) was revised by adding the following paragraph:

**Section 3.5. Representation at District Conference. This developing church may select a lay delegate from among its general membership to represent the congregation at District Conference as provided in the Uniform Constitution for Districts, Article II, Section A, 3 (c).**

**2.14 Amendment to *Manual*—Church Ministries, Policy on Church Closure (E18), Disposition of Appeal**

The Policy on Church Closure (pages E18-1-2) was revised as follows:

**Appeal:**

Within 10 days of receiving notice of the DEXCOM's decision to close the church, the pastor or governance authority may request the vice president for Church Ministries to review the action. ~~The vice president will conduct a preliminary investigation into the appeal. He may dismiss it if there is no evidence of wrongdoing, collusion, or hasty and incomplete judgment by the District Executive Committee and/or the district superintendent. The vice president may appoint a review panel if, in his judgment, there is sufficient evidence for a full review.~~

An appeal of the decision to close the church may be made upon one or more of the following grounds:

1. Failure of the District Executive Committee to follow the closure policy or evidence that the policy has been applied arbitrarily or with malice.
2. The church is able to demonstrate that the criteria for closure has been misapplied or that the congregation's circumstances fail to conform to the criteria.
3. There are extenuating and temporary circumstances that mitigate current conditions and which should be taken into account.

**Disposition of Appeal:**

**The vice president will conduct a preliminary investigation into the appeal. He may dismiss it if there is no evidence of wrongdoing, collusion, or hasty and incomplete judgment by the District Executive Committee and/or the district superintendent.**

**The vice president shall appoint a review panel if, in his judgment, there is sufficient evidence for a full review. The vice president shall appoint a panel of three members from outside the District in which the church is located to review the closure. Care shall be taken to select members who are unbiased in regard to the situation and are familiar with the Uniform Constitution for Accredited Churches and the district constitution. The panel will familiarize itself with relevant district bylaws and take reasonable steps to consult with the governance**

**authority, the pastor, the district superintendent, the District Executive Committee, and any other individuals as it decides appropriate.**

The panel may affirm or reverse the closure decision as it determines best in light of the overall mission of the C&MA provided that the panel may not affirm the closure if it determines that there is no reasonable basis for concluding that any closure condition exists. **The panel shall communicate its decision and rationale in writing to the DEXCOM and to the congregation.** The panel's decision **in regard to the appeal** shall be final and not subject to **further appeal to any other administrative body.**

**Effective Date of Closure:**

The decision of the DEXCOM to close the congregation shall be effective as of the later of 14 days after the congregation has been notified of the decision, or, if the action is appealed and affirmed, 14 days after the date of the review panel's decision.

**2.15 Amendment to Manual—Statement on Sexuality (H7)**

The Statement on Human Sexuality was rewritten and replaced with the following Statement on Sexuality (pages H7-1-2). This Statement was adopted by the Board of Directors and is provided here for your information. This Statement reflects updated wording intended to be clear, succinct, precise, and winsome. Additional statements are under review to achieve more consistency in style and purpose. Some existing language is archaic, some imprecise, and some not written in a way to clearly address current and emerging cultural concerns. Overall, they are not written in a way that makes them as useful as they could be. This effort will not redefine Alliance theology but better communicate what we believe.

**STATEMENT ON SEXUALITY**

While this Statement on Sexuality seeks to express the truth of Scripture, this truth must always be expressed with the spirit of grace found in Jesus Christ who came to us full of grace and truth (John 1:16–17). Similarly, we ought to approach others with that same spirit of grace and truth.

**God's Intention: Creation**

Sexuality is created by God and is good. We are created and embodied as male and female. In community we reflect God's image and accomplish His purpose in the world (Genesis 1:26–28). We are created for committed intimate community, free from shame (Genesis 2:24–25). For a man and a woman, this intimacy may be expressed and consummated sexually when they are united as one flesh in marriage (Genesis 2:24). The pleasure of sexual union is intended to express not only a bodily intimacy but also an intimacy of heart, soul, and mind. The divine purpose for sexual union is to reproduce children who represent God and extend God's rule to the ends of the earth (Genesis 1:26–28).<sup>\*</sup> Our created sex and sexuality are gifts from the Creator to be

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<sup>\*</sup> While not explicitly included in the Genesis Creation account, sexual union is for pleasure (Song of Solomon). Furthermore, reproduction of people who represent God and extend God's rule to the ends of the earth is not limited to physical reproduction but also occurs through discipleship multiplication; the Creation language of being fruitful and multiplying greatly is used in the New Testament for how the Word of God bears fruit to multiply disciples (e.g., Acts 6:7; 12:24; 19:20; Colossians 1:6, 10).

embraced with gratitude and worship.

### Our Distortion: Fall

Any rebellion against God's perfect design is sin. It separates us from God and distorts intimacy. All of us have experienced sexual brokenness in some fashion. No longer "naked and without shame," Adam and Eve clothed themselves with fig leaves (Genesis 2:25; 3:7). Differences between sexes meant to complement have led to dysfunctional, domineering, and even abusive relationships (e.g. physical, emotional, sexual [e.g. rape and incest], or neglect) (Genesis 3:16). Some seek to redefine the created nature of our sexuality in rebellion (Romans 1:24–27). They desire the intimacy or pleasure of sex apart from the divinely established context of marriage between a man and woman (1 Corinthians 6:16; cf. Genesis 2:24), such as homosexual or extra-marital sexual activity. Others seek an illusion of intimacy through actively indulging in lust, fantasizing, and/or pornography. All of these are indicators of our rebellion against God.

In all the brokenness of our sexuality, the church has often failed to recognize, understand, or show compassion to those wrestling with these realities. Particularly, the church has struggled to walk in a redemptive manner with those who experience same-sex attraction and/or question their created and gendered identity. Because of the Fall, our struggles with sexuality cannot simply be reduced to our choices or developmental background, but our choices remain significant.

### Our Redemption: Jesus

God loves us in our brokenness with a love so boundless that He sent Jesus to redeem what sin had distorted. Even Christians who had previously embraced many sexual sins are now described in this way: "And that is what some of you were. But you were washed, you were sanctified, you were justified in the name of the Lord Jesus Christ and by the Spirit of our God" (1 Corinthians 6:11). These realities can be true for us today. There is nothing out of reach from the power of Jesus to cleanse and forgive when we turn to Him in humble repentance and submission. God floods our sexually broken world with grace and mercy to wash our sinful natures clean and makes us new creations in Jesus Christ (Titus 3:5; 2 Corinthians 5:17). Out of forgiveness rather than condemnation, we are empowered to pursue sexual wholeness and freedom from the distortions of the Fall (John 8:11). God is restoring His Creation, including His purposes for sexuality, through Jesus Christ, the firstborn of all Creation (Colossians 1:15–20).

As the body of Christ, we walk together in our sexual brokenness towards maturity in Christ. We do so by speaking the truth with understanding, love, and compassion (Ephesians 4:15). While Jesus inaugurates the restoration of all Creation, its full restoration is not yet realized. However, because of Christ's provision, it is our privilege to choose to "walk by the Spirit" and by so doing "not gratify the desires of the sinful nature" (Galatians 5:16). We can experience the promised blessing that God desires to "fill [us] with all joy and peace as [we] trust in Him, so that [we] may overflow with hope by the power of the Holy Spirit" (Romans 15:13). Therefore, we are freed from condemnation (Romans 8:1) and can overcome the power of sin (Romans 5:17) and Satan (Revelation 12:11) by the power of the cross of Jesus Christ!



### Our Hope: Fulfillment

While Jesus' death on the cross freed us from the penalty and power of sin, only His second coming will free us completely from the presence of sin. On that day, we will see Him face to face (1 John 3:2; 1 Corinthians 13:12), enjoying a true intimacy without shame. The battle for purity will be won (Revelation 19:8), and we will be presented blameless in His presence with great joy (Jude 24).

#### **2.16 Amendment to Manual—Subsidiary Corporation Regulations (I2)**

**Paragraph 12** in the Subsidiary Corporation Regulations (page I2-2) was revised as follows:

The following is required if direct representation by The Christian and Missionary Alliance on the Subsidiary Corporation's board is not provided for in its bylaws: The Christian and Missionary Alliance, through the ~~vice~~ president, or his designee, ~~for the administrative area that is the liaison for The Christian and Missionary Alliance,~~ shall be given full access to all charters, records, books, minutes, and official papers to the extent reasonably necessary to review the financial and operational aspects of a Subsidiary Corporation. The Christian and Missionary Alliance, through the ~~vice~~ president, or his designee, ~~for the administrative area that is the liaison for The Christian and Missionary Alliance,~~ shall also be permitted to attend any meeting of the respective boards (or any committee thereof) of a Subsidiary Corporation. If requested, a Subsidiary Corporation shall reimburse all reasonable direct out-of-pocket expenses incurred by The Christian and Missionary Alliance or its representative, as noted above, in connection with attending any meetings or related to the obtaining of any of the information described above.

#### **2.17 Amendment to Manual—Affiliated Enterprise Regulations (I3)**

**Paragraph 10** in the Affiliated Enterprise Regulations (page I3-2) was revised as follows:

The following is required if direct representation by The Christian and Missionary Alliance on the Affiliated Enterprise's board is not provided for in its bylaws: The Christian and Missionary Alliance, through the ~~vice~~ president, or his designee, ~~for the administrative area that is the liaison for The Christian and Missionary Alliance,~~ shall be given full access to all charters, records, books, minutes, and official papers to the extent reasonably necessary to review the financial and operational aspects of an Affiliated Enterprise. The Christian and Missionary Alliance, through the ~~vice~~ president, or his designee, ~~for the administrative area that is the liaison for The Christian and Missionary Alliance,~~ shall also be permitted to attend any meeting of the respective boards (or any committee thereof) of an Affiliated Enterprise. If requested, an Affiliated Enterprise shall reimburse all reasonable direct out-of-pocket expenses incurred by The Christian and Missionary Alliance or its representative, as noted above, in connection with attending any meetings or related to the obtaining of any of the information described above.

#### **2.18 Amendment to Manual—Great Commission Women**

The name of Great Commission Women was renamed as Alliance Women. Various revisions were made throughout the *C&MA Manual* to reflect the change.

## ***Policy Changes Reported by the Committee on Rules***

### **3.1 Amendment to General Council Special Rules of Order in *Manual*—Delegate Certification**

Per legislation adopted by General Council, the Board of Directors submitted a recommendation to the Committee on Rules for action, pertaining to Article V (Delegate Certification) in the General Council Special Rules of Order. This item was deemed to be routine and editorial and not of a substantive nature. As required, notice was given to delegates via the web from March 7–April 7, 2019. Following the notice period, the Committee on Rules unanimously adopted the recommendation. This revision has been made to the General Council Special Rules of Order. Revisions were made to two of the lists under Section 5.2, Signature, for the delegate certification provided by the corporate secretary. These revisions updated terminology, eliminated discontinued positions, and added the d/b/a name for The Orchard Foundation (d/b/a Orchard Alliance).

## ***Recommendations to General Council by the Board of Directors***

### **TWENTY-FOUR MONTH BUDGET**

The Overall Financial Policy adopted by 2004 General Council states: “The General Council shall receive biennially from the Board of Directors a 24-month budget presented in the form of two 12-month fiscal years (24-Month Budget) for adoption. Such 24-month budget clearly shall connect the vision and strategic plan of The Christian and Missionary Alliance to the expenditures proposed. The second fiscal year of the 24-month budget may be amended or adjusted by the Board of Directors as deemed necessary; and the rationale for significant adjustments made by the Board of Directors shall be reported to the next regular meeting of the General Council.” Please see budget recap and summary ([Appendix E, pages 91–99](#)).

### **4.1 Twenty-Four Month Budget for 2019–2020 and 2020–2021 Fiscal Years**

It is recommended that General Council approve a 2019–2020 Great Commission Fund budget totaling \$55,040,000 and a 2020–2021 Great Commission Fund budget totaling \$58,440,000.

This item is referred to the Committee relating to Ministry Support and Development.

### **4.2 Proposed Amendment to Bylaws—Nondelegable Authority, 12-Month Budget (A2)**

Budget for the second 12-month fiscal year is determined based on several assumptions, including actual revenue growth during the first 12 months, ministry priorities, and headcount, inflation, and foreign exchange projections. These assumptions need to be updated based on the current realities for the second fiscal year. While best efforts are made in setting the second 12-month fiscal budget, it’s unreasonable to think that these assumptions in their entirety will be 99.75 percent accurate.

Increasing the Board’s delegated authority from 0.25 percent to 2.0 percent would reduce the Board’s time with reasonable budget adjustments made by administration.

Limiting the Board's delegated authority at 2 percent would still require Board engagement and action for more substantive budget adjustments. Therefore,

It is recommended that **Section 7.13, Nondelegable Authority** (page A2-19), in the Bylaws, which reads:

Section 7.13. Nondelegable Authority. The Board of Directors shall not delegate any authority it may have with respect to any of the following matters: (a) approval of the biennial budget and presentation of same to the General Council for adoption; (b) matters relating to basic changes of policies or regulations (resolutions involving unbudgeted and/or unappropriated expenditures in excess of one-quarter of one percent, .25 percent, of the current General Council-adopted 12-month fiscal budget must pass by a two-thirds vote of the members present); (c) amending or restating the Articles of Incorporation of The Christian and Missionary Alliance or these Bylaws; (d) electing, appointing, or removing any member of any committee of the Board of Directors or any officer of The Christian and Missionary Alliance which officer the Board of Directors has authority to elect, appoint, or remove; (e) adopting a plan of merger or adopting a plan of consolidation with another corporation; (f) authorizing the sale, lease, exchange, encumbrance, or mortgage of all or substantially all of the property and assets of The Christian and Missionary Alliance; (g) authorizing the voluntary dissolution of The Christian and Missionary Alliance or revoking proceedings therefor; (h) adopting a plan for the distribution of the assets of The Christian and Missionary Alliance; (i) amending, altering, or repealing any resolution of the Board of Directors which by its terms provides that it shall not be amended, altered, or repealed by a committee of the Board of Directors; or (j) approving the decision or action of any postsecondary educational institution, district, or other entity to disaffiliate or otherwise separate itself from The Christian and Missionary Alliance as contemplated by Section 11.1 of these Bylaws.

Be amended as follows:

Section 7.13. Nondelegable Authority. The Board of Directors shall not delegate any authority it may have with respect to any of the following matters: (a) approval of the biennial budget and presentation of same to the General Council for adoption; (b) matters relating to basic changes of policies or regulations (resolutions involving unbudgeted and/or unappropriated expenditures in excess of ~~one-quarter of one 2 percent, .25 percent,~~ of the current General Council-adopted 12-month fiscal budget must pass by a two-thirds vote of the members present); (c) amending or restating the Articles of Incorporation of The Christian and Missionary Alliance or these Bylaws; (d) electing, appointing, or removing any member of any committee of the Board of Directors or any officer of The Christian and Missionary Alliance which officer the Board of Directors has authority to elect, appoint, or remove; (e) adopting a plan of merger or adopting a plan of consolidation with another corporation; (f) authorizing the sale, lease, exchange, encumbrance, or mortgage of all or substantially all of the property and assets of The Christian and Missionary Alliance; (g) authorizing the voluntary dissolution of The Christian and Missionary Alliance or revoking proceedings therefor; (h) adopting a plan for the distribution of the assets of The Christian and Missionary Alliance; (i) amending, altering, or repealing any resolution of the Board of Directors which by its terms provides that it shall not be amended,

altered, or repealed by a committee of the Board of Directors; or (j) approving the decision or action of any postsecondary educational institution, district, or other entity to disaffiliate or otherwise separate itself from The Christian and Missionary Alliance as contemplated by Section 11.1 of these Bylaws.

The amended section will then read:

Section 7.13. Nondelegable Authority. The Board of Directors shall not delegate any authority it may have with respect to any of the following matters: (a) approval of the biennial budget and presentation of same to the General Council for adoption; (b) matters relating to basic changes of policies or regulations (resolutions involving unbudgeted and/or unappropriated expenditures in excess of 2 percent of the current General Council–adopted 12-month fiscal budget must pass by a two-thirds vote of the members present); (c) amending or restating the Articles of Incorporation of The Christian and Missionary Alliance or these Bylaws; (d) electing, appointing, or removing any member of any committee of the Board of Directors or any officer of The Christian and Missionary Alliance which officer the Board of Directors has authority to elect, appoint, or remove; (e) adopting a plan of merger or adopting a plan of consolidation with another corporation; (f) authorizing the sale, lease, exchange, encumbrance, or mortgage of all or substantially all of the property and assets of The Christian and Missionary Alliance; (g) authorizing the voluntary dissolution of The Christian and Missionary Alliance or revoking proceedings therefor; (h) adopting a plan for the distribution of the assets of The Christian and Missionary Alliance; (i) amending, altering, or repealing any resolution of the Board of Directors which by its terms provides that it shall not be amended, altered, or repealed by a committee of the Board of Directors; or (j) approving the decision or action of any postsecondary educational institution, district, or other entity to disaffiliate or otherwise separate itself from The Christian and Missionary Alliance as contemplated by Section 11.1 of these Bylaws.

This item is referred to the Committee relating to Ministry Support and Development.

#### **4.3 Proposed Amendment to Bylaws—Mission (A2)**

Whereas, The Mission Statement of the C&MA articulates the reason for our denomination's existence;

Whereas, The Mission Statement of the C&MA expresses the foundational theology of the C&MA and should therefore include its strength as a trinitarian movement;

Whereas, The Mission Statement of the C&MA describes the relational dynamics of the C&MA and should therefore include its identity as a Christ-centered, Acts 1:8 family; and

Whereas, The Mission Statement of the C&MA builds from our historical roots in the fourfold gospel,

Therefore,

It is recommended that **Section 2.1, Mission, Article II, Mission and Objectives** (pages A2-2-3), in the Bylaws, which reads:

Section 2.1. Mission. The Christian and Missionary Alliance has defined its purpose in its mission statement:

The mission of The Christian and Missionary Alliance is to know Jesus Christ; exalt Him as Savior, Sanctifier, Healer, and Coming King; and complete His Great Commission.

All entities of The Christian and Missionary Alliance, including local churches and districts, overseas fields, supporting organizations, and the National Office shall focus their resources on the accomplishment of this central mission.

Be amended as follows:

Section 2.1. Mission. The Christian and Missionary Alliance has defined its purpose in its mission statement:

~~The mission of The Christian and Missionary Alliance is to know Jesus Christ; exalt Him as Savior, Sanctifier, Healer, and Coming King; and complete His Great Commission.~~

**We are Spirit-empowered children of the Father, who exist to exalt Jesus as Savior, Sanctifier, Healer, and Coming King, and complete His Great Commission together.**

All entities of The Christian and Missionary Alliance, including local churches and districts, overseas fields, supporting organizations, and the National Office shall focus their resources on the accomplishment of this central mission.

The amended section will then read:

Section 2.1. Mission. The Christian and Missionary Alliance has defined its purpose in its mission statement:

We are Spirit-empowered children of the Father, who exist to exalt Jesus as Savior, Sanctifier, Healer, and Coming King, and complete His Great Commission together.

All entities of The Christian and Missionary Alliance, including local churches and districts, overseas fields, supporting organizations, and the National Office shall focus their resources on the accomplishment of this central mission.

This item is referred to the Committee relating to Special Reports and General Legislation.

For implementation, this proposed amendment also requires adoption verbatim at the 2021 General Council.

#### **4.4 Proposed Amendment to Bylaws—Accredited Delegates for Developing Churches, Representation to General Council (A2)**

The following amendment would clear up an inconsistency that existed and would allow for developing churches to send one accredited lay delegate to General Council and District Conference.

It is recommended that **Article VI, General Council, Section 6.2, Basis of Representation to the General Council, A. Accredited Delegates** (page A2-5), in the Bylaws, which reads:

Section 6.2. Basis of Representation to the General Council. There shall be two types of delegates to the General Council: “accredited delegates” and “corresponding delegates.”

- A. Accredited Delegates. Those eligible to be accredited delegates shall be limited to the following individuals:
- (1) All persons holding an official worker license issued by proper authorities, licensed lay pastors in good standing who are currently fulfilling pastoral assignments, all members of the Board of Directors, and such others as the Board of Directors may designate, including, but not limited to, (a) the principal officer of each subsidiary corporation or affiliated enterprise if a member in good standing of an accredited C&MA church or an active attendee of a developing or affiliated C&MA church, and (b) lay members of special committees of the General Council who may not have been otherwise appointed.
  - (2) The principal officer of each postsecondary educational institution of The Christian and Missionary Alliance (as that term is defined in the Higher Education Regulations). Each postsecondary educational institution shall be permitted two additional delegates who are general members of The Christian and Missionary Alliance, one of whom must be selected from the teaching faculty.
  - (3) Two lay delegates from each accredited church of The Christian and Missionary Alliance. If the voting membership (as reported in the most recent annual report of the church) is 150 or more, another lay delegate may be sent for each additional 100 voting members or fraction thereof. For example, if the voting membership of an accredited church is between 150 and 249, the church may send one additional lay delegate; if the voting membership is between 250 and 349, the church may send two additional lay delegates. The church shall appoint and certify lay delegates as specified in the local church bylaws.
  - (4) The national officers (director, assistant director, secretary, treasurer) of Great Commission Women.
  - (5) The district director of Great Commission Women and lay members of District Executive Committees.
  - (6) All retired or disabled international workers and U.S. official workers whose names appear in the directory of official workers.
  - (7) For presidential elections, there shall be a separate category of accredited delegates (referred to as accredited proxy delegates) consisting of the individuals described in subsections (1) through (6) above who: (a) do not attend General Council in person and (b) request accreditation for the purpose of the presidential election at least 30 days before the General Council in accordance with Section 6.3.

Be amended as follows:

Section 6.2. Basis of Representation to the General Council. There shall be two types of delegates to the General Council: “accredited delegates” and “corresponding delegates.”

A. Accredited Delegates. Those eligible to be accredited delegates shall be limited to the following individuals:

- (1) All persons holding an official worker license issued by proper authorities, licensed lay pastors in good standing who are currently fulfilling pastoral assignments, all members of the Board of Directors, and such others as the Board of Directors may designate, including, but not limited to, (a) the principal officer of each subsidiary corporation or affiliated enterprise if a member in good standing of an accredited C&MA church or an active attendee of a developing or affiliated C&MA church, and (b) lay members of special committees of the General Council who may not have been otherwise appointed.
- (2) The principal officer of each postsecondary educational institution of The Christian and Missionary Alliance (as that term is defined in the Higher Education Regulations). Each postsecondary educational institution shall be permitted two additional delegates who are general members of The Christian and Missionary Alliance, one of whom must be selected from the teaching faculty.
- (3) Two lay delegates from each accredited church of The Christian and Missionary Alliance. If the voting membership (as reported in the most recent annual report of the church) is 150 or more, another lay delegate may be sent for each additional 100 voting members or fraction thereof. For example, if the voting membership of an accredited church is between 150 and 249, the church may send one additional lay delegate; if the voting membership is between 250 and 349, the church may send two additional lay delegates. The church shall appoint and certify lay delegates as specified in the local church bylaws.
- (4) One lay delegate from each developing church of The Christian and Missionary Alliance.**
- ~~(4)~~ **(5)** The national officers (director, assistant director, secretary, treasurer) of **Alliance Great Commission Women**.
- ~~(5)~~ **(6)** The district director of **Alliance Great Commission Women** and lay members of District Executive Committees.
- ~~(6)~~ **(7)** All retired or disabled international workers and U.S. official workers whose names appear in the directory of official workers.
- ~~(7)~~ **(8)** For presidential elections, there shall be a separate category of accredited delegates (referred to as accredited proxy delegates) consisting of the individuals described in subsections (1) through ~~(67)~~ above who: (a) do not attend General Council in person and (b) request accreditation for the purpose of the presidential election at least 30 days before the General Council in accordance with Section 6.3.

The amended section will then read:

- B. Accredited Delegates. Those eligible to be accredited delegates shall be limited to the following individuals:
- (3) All persons holding an official worker license issued by proper authorities, licensed lay pastors in good standing who are currently fulfilling pastoral assignments, all members of the Board of Directors, and such others as the Board of Directors may designate, including, but not limited to, (a) the principal officer of each subsidiary corporation or affiliated enterprise if a member in good standing of an accredited C&MA church or an active attendee of a developing or affiliated C&MA church, and (b) lay members of special committees of the General Council who may not have been otherwise appointed.
  - (4) The principal officer of each postsecondary educational institution of The Christian and Missionary Alliance (as that term is defined in the Higher Education Regulations). Each postsecondary educational institution shall be permitted two additional delegates who are general members of The Christian and Missionary Alliance, one of whom must be selected from the teaching faculty.
  - (3) Two lay delegates from each accredited church of The Christian and Missionary Alliance. If the voting membership (as reported in the most recent annual report of the church) is 150 or more, another lay delegate may be sent for each additional 100 voting members or fraction thereof. For example, if the voting membership of an accredited church is between 150 and 249, the church may send one additional lay delegate; if the voting membership is between 250 and 349, the church may send two additional lay delegates. The church shall appoint and certify lay delegates as specified in the local church bylaws.
  - (4) One lay delegate from each developing church of The Christian and Missionary Alliance.
  - (5) The national officers (director, assistant director, secretary, treasurer) of Alliance Women.
  - (6) The district director of Alliance Women and lay members of District Executive Committees.
  - (7) All retired or disabled international workers and U.S. official workers whose names appear in the directory of official workers.
  - (8) For presidential elections, there shall be a separate category of accredited delegates (referred to as accredited proxy delegates) consisting of the individuals described in subsections (1) through (7) above who: (a) do not attend General Council in person and (b) request accreditation for the purpose of the presidential election at least 30 days before the General Council in accordance with Section 6.3.

This item is referred to the Committee relating to Church Ministries.



#### **4.5 Proposed Amendment to *Manual*—District Constitution (A4), Developing Churches**

The General Bylaws of The Christian and Missionary Alliance recognize the developing church as a distinct type of congregation within the denominational structure. Neither the Uniform Constitution for Districts nor the Policy for the Governance of a Developing District includes developing churches as a constituent part of the district. This apparent oversight has resulted in disenfranchising the developing congregation within both constituted districts and developing districts by failing to provide for representation at both District Conference and General Council. Therefore,

It is recommended that Article II, Organization and Government, in the Uniform Constitution for Districts (page A4-8), in the *Manual of The Christian and Missionary Alliance*, be amended by inserting the following paragraph as Section 11 and renumbering the subsequent sections accordingly:

**Section 11. Developing Churches. Developing churches shall be those churches recognized as such by the district and operating under the Policy for the Governance of a Developing Church with the objective of becoming a fully accredited church of The Christian and Missionary Alliance. Each newly established church shall first be reported as a developing church.**

This item is referred to the Committee relating to Church Ministries.

#### **4.6 Proposed Amendment to *Manual*—District Constitution (A4), Lay Delegates to District Conference for Developing Churches**

It is recommended that Article II, Organization and Government, Section 1, District Conference, paragraph A, Accredited Delegates, number 3, Lay Delegates, in the Uniform Constitution for Districts (page A4-2), in the *Manual of The Christian and Missionary Alliance*, which reads:

- A. Accredited Delegates. Those eligible to be accredited delegates to the District Conference shall be limited to the following individuals:
  - (1) All persons holding official worker licenses in this district and other officers of this district.
  - (2) All evangelists residing in this district licensed by the Board of Directors.
  - (3) Lay delegates as follows:
    - (a) The church shall appoint and certify lay delegates as specified in the local church bylaws.
    - (b) Each accredited church of The Christian and Missionary Alliance shall be entitled to send its pastor and two lay delegates. If the voting membership (as reported in the last annual report of the church) is 150 or more, another lay delegate may be sent for each additional 100 voting members or fraction thereof.
    - (c) Each affiliated church of The Christian and Missionary Alliance shall appoint and certify one lay delegate as specified in the local church bylaws.

Be amended as follows:

- A. Accredited Delegates. Those eligible to be accredited delegates to the District Conference shall be limited to the following individuals:
- (1) All persons holding official worker licenses in this district and other officers of this district.
  - (2) All evangelists residing in this district licensed by the Board of Directors.
  - (3) Lay delegates as follows:
    - (a) The church shall appoint and certify lay delegates as specified in the local church bylaws.
    - (b) Each accredited church of The Christian and Missionary Alliance shall be entitled to send its pastor and two lay delegates. If the voting membership (as reported in the last annual report of the church) is 150 or more, another lay delegate may be sent for each additional 100 voting members or fraction thereof.
    - (c) Each developing church shall be entitled to send its licensed pastor and one lay delegate chosen from among the congregation's general members by the Church Advisory Board and appointed by the district superintendent.**
    - (ed) Each affiliated church of The Christian and Missionary Alliance shall appoint and certify one lay delegate as specified in the local church bylaws.

The amended section will then read:

- A. Accredited Delegates. Those eligible to be accredited delegates to the District Conference shall be limited to the following individuals:
- (1) All persons holding official worker licenses in this district and other officers of this district.
  - (2) All evangelists residing in this district licensed by the Board of Directors.
  - (3) Lay delegates as follows:
    - (a) The church shall appoint and certify lay delegates as specified in the local church bylaws.
    - (b) Each accredited church of The Christian and Missionary Alliance shall be entitled to send its pastor and two lay delegates. If the voting membership (as reported in the last annual report of the church) is 150 or more, another lay delegate may be sent for each additional 100 voting members or fraction thereof.
    - (c) Each developing church shall be entitled to send its licensed pastor and one lay delegate chosen from among the congregation's general members by the Church Advisory Board and appointed by the district superintendent.
    - (d) Each affiliated church of The Christian and Missionary Alliance shall appoint and certify one lay delegate as specified in the local church bylaws.

This item is referred to the Committee relating to Church Ministries.

#### 4.7 **Proposed Amendment to *Manual*—Church Constitution (A5), Representation at District Conference**

The General Bylaws of The Christian and Missionary Alliance recognize both accredited and developing churches as constituent congregations and as having members within the denomination. In addition to setting forth guidelines for local church governance, the objectives of the Uniform Constitution for Accredited Churches are to “define the relationship of this church to the district of which it is an integral part” and “relate this church to the denominational framework through which the worldwide work of The Christian and Missionary Alliance is carried out.” Article II, Relationship, in the Uniform Constitution for Accredited Churches, establishes the connection and subordination of the local church to “its parent religious organization” but contains no indication of the way in which congregations participate in denominational governance by way of District Conference and/or General Council. It is in the interests and advancement of the Alliance mission and message to encourage active participation in and representation at these events where policies are established, mission is clarified, and vision and values are defined.

The General Bylaws provide for these congregations to be represented at General Council, and the Uniform Constitution for Districts as well as the Policy for the Governance of Developing Districts does the same with respect to District Conference. To amend the oversight in the Uniform Constitution for Accredited Churches,

It is recommended that Article II, Relationship, in the Uniform Constitution for Accredited Churches (page A5-2), in the *Manual of The Christian and Missionary Alliance*, which reads:

This church is connected with and subordinate to its parent religious organization, The Christian and Missionary Alliance, a Colorado nonprofit corporation. In consideration of the mutual benefits generated and derived from this relationship and understanding that The Christian and Missionary Alliance is relying hereon in agreeing to initiate or continue such relationship, this church agrees to be subject to and abide by the terms and conditions of Article XVI hereof relating to the reversion of property of accredited churches.

Be amended as follows:

**Section 1. Affiliation.** This church is connected with and subordinate to its parent religious organization, The Christian and Missionary Alliance, a Colorado nonprofit corporation. In consideration of the mutual benefits generated and derived from this relationship and understanding that The Christian and Missionary Alliance is relying hereon in agreeing to initiate or continue such relationship, this church agrees to be subject to and abide by the terms and conditions of Article XVI hereof relating to the reversion of property of accredited churches.

**Section 2. Representation.** This church shall select a lay delegate from among its membership to represent the congregation at the District Conference in which the church is located, as well as one lay delegate to the General Council of The Christian and Missionary Alliance. Delegates to District Conference shall be chosen as stipulated in the Uniform Constitution for Districts. Delegates to

**General Council shall be chosen according to the provisions of the General Bylaws of The Christian and Missionary Alliance.**

The amended article will then read:

Section 1. Affiliation. This church is connected with and subordinate to its parent religious organization, The Christian and Missionary Alliance, a Colorado nonprofit corporation. In consideration of the mutual benefits generated and derived from this relationship and understanding that The Christian and Missionary Alliance is relying hereon in agreeing to initiate or continue such relationship, this church agrees to be subject to and abide by the terms and conditions of Article XVI hereof relating to the reversion of property of accredited churches.

Section 2. Representation. This church shall select a lay delegate from among its membership to represent the congregation at the District Conference in which the church is located, as well as one lay delegate to the General Council of The Christian and Missionary Alliance. Delegates to District Conference shall be chosen as stipulated in the Uniform Constitution for Districts. Delegates to General Council shall be chosen according to the provisions of the General Bylaws of The Christian and Missionary Alliance.

This item is referred to the Committee relating to Church Ministries.

***Nominations to General Council by the President***

The Committee on Nominations reports the nominees selected by the president for election by the General Council for the following: (a) Committee on Theological Issues and (b) C&MA Benefit Board (not applicable in 2019). Profiles for nominees are attached (pages 180–182).

**5.1 Nominees for Theological Issues Committee**

2019–2025 Nominees from President Stumbo:

Dr. Mary C. Cloutier, CWM (educator/official worker)

Rev. William A. Paul (retired official worker)

Rev. Terry D. Smith (official worker)

**Continuing Members:**

Term expires in 2021

Dr. Dean M. Erickson (educator/official worker)

Dr. David G. Reese (educator/official worker)

Dr. Lantzia C. Thao (Hmong district personnel/official worker)

Term expires in 2023

Dr. Jose R. Martinez-Villamil (educator/official worker)

Dr. Stephen V. Elliott (retired official worker)

Dr. Frank Chan (educator/official worker)

This item is referred to the Committee on Nominations.

PROFILE INFORMATION ON NOMINEE FOR  
THEOLOGICAL ISSUES COMMITTEE—2019

**DR. MARY C. CLOUTIER, CWM**

Chicago, Illinois  
mcloutier@moody.edu

**PERSONAL DATA**

Year of Birth: 1963  
Birthplace: Duluth, Minnesota  
Citizenship: United States  
Single



**CHURCH MEMBERSHIP**

The Moody Church, Chicago, Illinois

**PRESENT POSITION**

Associate Professor, Moody Bible Institute, Chicago, Illinois

**EDUCATION**

University of Wisconsin-Stout (Menomonie, Wisconsin)—BS Art (1986)  
Alliance Theological Seminary (Nyack, New York)—MDiv Church Ministries (1994)  
Trinity Evangelical Divinity School—PhD Intercultural Studies (2015)  
C&MA Consecration, Western Pennsylvania District (1999)

**WORK EXPERIENCE**

2015–present	Associate Professor, Moody Bible Institute, Chicago, Illinois
2010–2012	Instructor, Nyack College, Nyack, New York
1999–2010	C&MA International Worker, Bethel Bible Institute, Libreville, Gabon
1996–1999	Pastoral Staff, Allegheny Center Alliance Church, Pittsburgh, Pa.

**PUBLICATIONS**

- “From Among Her Own Children”: African Americans and the Evangelization of Africa in the Nineteenth Century in *2010 Boston: The Changing Contours of World Mission and Christianity*, eds. Todd M. Johnson, Rodney L. Petersen, Gina A. Bellofatto, and Travis L. Myers 163–179. Eugene, OR: Pickwick Publications, 2011.
- Chapter on Alliance Missions in Africa in the newly revised work, *All for Jesus: God at work in The Christian and Missionary Alliance*, 125th Anniversary Edition, 2013.
- “The ‘Family Problem’: Challenges in Balancing Maternity and Mission in Equatorial Africa in the Nineteenth Century,” in *The Missionary Family: Missions, Concerns, Care*, eds. Dwight P. Baker and Robert J. Priest. William Carey Library, 2014.
- Book Review for *Two Women: Anyentyuwe and Ekâkise*, by Henry H. Bucher. *International Bulletin for Mission Research*, January 2015.
- “Ibia J’Ikenge: A Man’s Man among the Benga.” *Journal of Global Christianity* 1(1): 57–78, 2015.

PROFILE INFORMATION ON NOMINEE FOR  
THEOLOGICAL ISSUES COMMITTEE—2019

**REV. WILLIAM A PAUL**

Colorado Springs, Colorado  
thepauls7@wmconnect.com

**PERSONAL DATA**

Year of Birth: 1938  
Birthplace: Milwaukee, Wisconsin  
Citizenship: United States

**FAMILY**

Wife: Shirley (deceased)  
Children: Betty



**CHURCH MEMBERSHIP**

Clayhouse Alliance Church, Colorado Springs, Colorado

**PRESENT POSITION**

Retired

**EDUCATION**

Fort Wayne (Indiana) Bible College—BA Missions (1959), graduated with high honors

**WORK EXPERIENCE**

1959–1960	Pastor, King Lake Chapel of the C&MA, Valley, Nebraska
1961–1962	Assistant pastor, Jefferson Park Bible Church, Chicago, Illinois
1962–1964	Pastor, Hope Alliance Church, Tampa, Florida
1964–1968	C&MA Missionary, Colombia, South America
1970–1972	C&MA Home Missionary, Rio Grande Valley, Texas, and Churches in Mexico under the Spanish Ministries Office
1972–1987	First Resident C&MA Missionary, Guatemala, Central America

**PUBLICATIONS**

- *What We Believe*, a study of basic Christian doctrine, based on the C&MA Statement of Faith. Available in English and Spanish.
- An inductive study of the Gospel of Mark, currently used as a course in the Ministerial Study Program. Available in English and Spanish.
- *How to Preach*, a workbook for TEE classes. Written in Spanish.
- A study on Christian Stewardship, written in Spanish.
- Many other shorter instructional materials in Spanish on church administration, personal evangelism, spiritual gifts, etc.
- For the last 15 years, has answered doctrinal questions sent to the Alliance web page.

**PROFILE INFORMATION ON NOMINEE FOR  
THEOLOGICAL ISSUES COMMITTEE—2019**

**REV. TERRY D. SMITH, DD**

**Colorado Springs, Colorado  
smitht@cmalliance.org**

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**PERSONAL DATA**

Year of Birth: 1959  
Birthplace: Vandalia, Illinois  
Citizenship: United States

**FAMILY**

Wife: Ruth Ann  
Children: Brian and Jeffrey



**CHURCH MEMBERSHIP**

ClayHouse Alliance Church, Colorado Springs, Colorado

**PRESENT POSITION**

Vice President for Church Ministries, C&MA National Office, Colorado Springs, Colo.

**EDUCATION**

Toccoa Falls College, Toccoa Falls, Georgia—BA Bible Theology (1981)  
Crown College, St. Bonifacius, Minnesota—MA Ministry Leadership (2006)  
Trinity College of Florida, Trinity, Florida—Doctor of Divinity, honorary (2017)

**WORK EXPERIENCE**

2017–present Vice President for Church Ministries, C&MA National Office, Colorado Springs  
2014–2017 District Superintendent, Eastern Pennsylvania District, Middletown, Pa.  
2012–2014 Assistant to DS, Eastern Pennsylvania District, Middletown, Pa.  
2006–2014 Lead Pastor, Immanuel Church of the C&MA, Mechanicsburg, Pa.

**SERVICE ON COMMITTEES AND BOARDS**

Extension Committee Alliance Southeast District (chairperson)  
Local School Advisory Council, Landmark Middle School, Jacksonville, Florida  
DEXCOM, Alliance Southeast District  
DEXCOM, Eastern Pennsylvania (vice chairperson)  
DEXCOM, Central District  
Church-Planting Committee, Central District (chairperson)  
C&MA Board of Directors (vice chairperson)  
LO&CC— Alliance Southeast District, Eastern Pennsylvania District

## **NOTICE OF THE REGULAR MEETING OF THE GENERAL COUNCIL OF THE CHRISTIAN AND MISSIONARY ALLIANCE**

It is my privilege to announce that the Regular Meeting of The Christian and Missionary Alliance is hereby called to take place beginning at 7 p.m., Tuesday, May 28, 2019, and ending Sunday afternoon, June 2, 2019, at the Orlando World Center Marriott, 8701 World Center Drive, Orlando, Florida 32821. It will be a delight to share these days with you in Orlando and a very great joy to be identified with you in our joint labor to change the world for Jesus!

*Mr. Steven C. Lausell*  
*Corporate Secretary*





## APPENDIX

# 2019 REPORT OF THE CORPORATE SECRETARY

### A FEW WORDS ABOUT PARLIAMENTARY PROCEDURE

The following paragraphs are not intended to serve as a primer in the use and enjoyment of *Robert's Rules of Order*. For a more complete grasp of parliamentary procedure, please refer to the helps found at your local bookstore. The remarks herein are designed specifically for our work at General Council and are intended to facilitate efficient debate and disposition of those matters that come to the floor of Council.

Rules of debate are designed to ensure free and honest exchange of thought, leading to the discovery of the majority opinion while preserving the right of the minority to be heard and considered. Remember that the rules serve the assembly; the assembly is not a slave to the rules.

All debate is to be addressed through the chair, never directly to another delegate. This is done by proceeding to the nearest microphone, waiting one's turn and, when recognized by the chair, identifying yourself by name and basis of representation (your church or other entity). The chair will endeavor to keep track of the order in which people appear at the several microphones. If you are overlooked, it is appropriate to call out "Mr. Chairman" for the purpose of gaining the floor.

Movement in and out of the meeting hall disrupts the proceedings and is distractive to other delegates. Please be respectful of this concern. Likewise, cell phones and pagers should be turned off, and when a session is nearing its conclusion, delegates should not begin to leave the room until final announcements have been made and the chair has declared adjournment.

No delegate should speak more than once to an issue until all others who wish to speak have had an opportunity. A second speech exhausts the delegate's right to debate that particular matter. Our bylaws limit any single speech to not more than 10 minutes.

This does not mean that a delegate must speak for 10 minutes! In fact, shorter, concise speeches are generally more effective. Moreover, if others have already made the point that you desire to make, it is not necessary to add to the weight of opinion. Try to limit your speech to those points that will add something new to the discussion.

If a delegate desires to limit (or extend) debate, a motion is in order to state that speeches shall be limited to whatever number of minutes desired, that no delegate may speak more than once to the issue, or that debate on this topic shall be limited to a total of however many minutes, etc. Such

motions are generally intended to structure the discussion in such a way as to lead to the moment of decision as forthrightly as is deemed reasonable.

If a delegate believes that debate has gone on long enough, he or she may go to a microphone and say, “I move the previous question.” This is a call for debate to cease and for the matter to be presented immediately to the assembly for a vote. The person who moves the previous question may not first debate the issue, thus using the opportunity to make a persuasive speech and then preventing any other from offering a rebuttal.

At all times, consideration must be shown to fellow delegates. Language and demeanor should be respectful and honoring to Christ. There should be no applause when a speaker rouses your passion or when a vote goes your way; neither should there be booing when you disagree with a delegate or a vote is not in your favor.

Most of all, do not forget that in The Christian and Missionary Alliance, we believe in and practice the doctrine of sanctification. Surely the experience of the deeper life should be evidenced in our business sessions at General Council. When reasoned opinions collide, when special interests are contested, when passions crescendo and combust, it is then that we observe the operation of the fruit of the Holy Spirit. The floor of Council is a laboratory for the exercise of Christian love and a clinic in the Spirit-filled life, and it is in this crucible of enlivened discussion that we discover together what God has purposed for us as a movement of Great Commission Christians.

Let’s have a wonderful time as we meet with Jesus in each of our General Council business sessions!

*David L. Goodin*  
*Moderator (1997–1998, 2001–2017)*

# 2019 ADDENDUM TO THE REPORT OF THE CORPORATE SECRETARY

## ***Recommendations to General Council by the Board of Directors***

### **DISTRICT SUPERINTENDENT TENURE**

The National Office has received petitions because there seems to be value to districts in allowing some district superintendents to serve an additional term. Therefore,

#### **4.8 Amendment to Manual—District Superintendent Tenure**

It is recommended that Article II, paragraph A in Section 4, Elections (page A4-5), in the Uniform Constitution for Districts, which reads:

District Superintendent. The district superintendent shall be elected by the District Conference and appointed by the National Office. His term of office shall be four years, beginning the August 1 or January 1 following his election. He is eligible for three consecutive terms. He is eligible again after the lapse of one term.

The district shall establish a District Superintendent Search Committee at least ten months in advance of the District Conference at which an election is to take place, according to the district bylaws and the guidelines provided by the National Office. A list of the names of workers who have proper qualifications for district superintendent shall be developed in consultation with the National Office.

The Committee on Nominations or any person making a nomination must consult with the National Office prior to presenting a nominee to District Conference. The Board of Directors may present a nomination if requested.

Election shall be by ballot and shall be determined by two-thirds of the votes cast.

In the event that a decision cannot be reached by the District Conference, the Board of Directors shall appoint a district superintendent for up to one term. In the event of death, resignation, or involuntary removal of the district superintendent where there is no assistant district superintendent in accordance with the policies set by the Board of Directors, the National Office shall appoint an individual to perform the duties of the district superintendent until the office has been filled either by the Board of Directors or by election of the District Conference.

In the event of removal of a district superintendent, the District Executive Committee shall follow the procedures outlined in the *Discipline Policy Handbook*.

Be amended as follows:

District Superintendent. The district superintendent shall be elected by the District Conference and appointed by the National Office. His term of office shall be four years, beginning the August 1 or January 1 following his election. He is eligible for three consecutive terms. He is eligible again after the lapse of one term.

The district shall establish a District Superintendent Search Committee at least ten months in advance of the District Conference at which an election is to take place,

according to the district bylaws and the guidelines provided by the National Office. A list of the names of workers who have proper qualifications for district superintendent shall be developed in consultation with the National Office.

The Committee on Nominations or any person making a nomination must consult with the National Office prior to presenting a nominee to District Conference. The Board of Directors may present a nomination if requested.

Election shall be by ballot and shall be determined by two-thirds of the votes cast.

In the event that a decision cannot be reached by the District Conference, the Board of Directors shall appoint a district superintendent for up to one term. In the event of death, resignation, or involuntary removal of the district superintendent where there is no assistant district superintendent in accordance with the policies set by the Board of Directors, the National Office shall appoint an individual to perform the duties of the district superintendent until the office has been filled either by the Board of Directors or by election of the District Conference.

In the event of removal of a district superintendent, the District Executive Committee shall follow the procedures outlined in the *Discipline Policy Handbook*.

**In the event that DEXCOM desires to request one additional term for a district superintendent beyond the three-term limitation, DEXCOM must consult with the vice president for Church Ministries and seek the approval of the Board of Directors. Upon receiving that approval, the district superintendent may be nominated for one additional term. An 80 percent affirmative vote would be required for election. If the district superintendent failed to receive the 80 percent affirmative vote, then the National Office and the Board of Directors would appoint an acting district superintendent for one year while the search process for a new candidate is completed.**

The amended section will then read:

District Superintendent. The district superintendent shall be elected by the District Conference and appointed by the National Office. His term of office shall be four years, beginning the August 1 or January 1 following his election. He is eligible for three consecutive terms. He is eligible again after the lapse of one term.

The district shall establish a District Superintendent Search Committee at least ten months in advance of the District Conference at which an election is to take place, according to the district bylaws and the guidelines provided by the National Office. A list of the names of workers who have proper qualifications for district superintendent shall be developed in consultation with the National Office.

The Committee on Nominations or any person making a nomination must consult with the National Office prior to presenting a nominee to District Conference. The Board of Directors may present a nomination if requested.

Election shall be by ballot and shall be determined by two-thirds of the votes cast.

In the event that a decision cannot be reached by the District Conference, the Board of Directors shall appoint a district superintendent for up to one term. In the event of death, resignation, or involuntary removal of the district superintendent where there is

no assistant district superintendent in accordance with the policies set by the Board of Directors, the National Office shall appoint an individual to perform the duties of the district superintendent until the office has been filled either by the Board of Directors or by election of the District Conference.

In the event of removal of a district superintendent, the District Executive Committee shall follow the procedures outlined in the *Discipline Policy Handbook*.

In the event that DEXCOM desires to request one additional term for a district superintendent beyond the three-term limitation, DEXCOM must consult with the vice president for Church Ministries and seek the approval of the Board of Directors. Upon receiving that approval, the district superintendent may be nominated for one additional term. An 80 percent affirmative vote would be required for election. If the district superintendent failed to receive the 80 percent affirmative vote, then the National Office and the Board of Directors would appoint an acting district superintendent for one year while the search process for a new candidate is completed.

This item is referred to the Committee relating to Church Ministries.



## 2019 REPORT OF THE COMMITTEE ON CHURCH MINISTRIES

Our Committee affirms the strong actions that Rev. Terry D. Smith and his team are implementing in the early days of their administration. We are expectant that much fruit will be born in the future.

There are a few areas we would like to draw attention to:

### Church Multiplication:

- We recognize the need for church multiplication and note with hope the advances made in the last two years, significantly increasing the number of church-planting projects and Greenhouse churches nationally.

### Church Advance:

- In the area of ongoing plateaued and declining churches, we affirm the proactive approach as outlined in Rev. Terry D. Smith's report. Local outreach with the gospel is critical to our future.

### Multicultural Ministries:

- It is increasingly important to connect geographical and ethnic districts, churches, and pastors; we need each other and are, indeed, part of a real Body.
- We highly value the attention that the Board of Directors is giving to complex issues like multicultural relationships, and we affirm the work of the District/Association Design Task Force.

### Missions Mobilization:

- We note the critical role of the missions mobilizers to engage our movement in the international outreach of the gospel. We strongly urge pastors to utilize the excellent resources provided by the National Office to aid this purpose.

### Candidate Development:

- In order to prepare workers for vocational ministry, youth discipleship needs to be intensified to engage youth with the call of God to go *beyond*.
- We affirm the critical work of the Candidate Recruitment and Development Office (CRDO).

### LIFE Conference:

- There are great things that happen at LIFE, including but not limited to, the decisions and follow-up of those indicating a call to vocational ministry. We note that there are tensions regarding costs for LIFE and suggest exploring alternate models to accomplish these goals.

We celebrate the fruit from Alliance Chaplain Ministries with great delight!

The Committee has studied the recommendations referred to it by the 2019 Report of the Corporate Secretary.



Your Committee recommends that General Council adopt **Item 4.4, Proposed Amendment to Bylaws—Accredited Delegates for Developing Churches, Representation to General Council** (pages 172–175), in the **Report of the Corporate Secretary**.

### **Recommendation 1**

It is recommended that **Article VI, General Council, Section 6.2, Basis of Representation to the General Council, A. Accredited Delegates** (page A2-5), in the Bylaws, which reads:

Section 6.2. Basis of Representation to the General Council. There shall be two types of delegates to the General Council: “accredited delegates” and “corresponding delegates.”

A. Accredited Delegates. Those eligible to be accredited delegates shall be limited to the following individuals:

- (1) All persons holding an official worker license issued by proper authorities, licensed lay pastors in good standing who are currently fulfilling pastoral assignments, all members of the Board of Directors, and such others as the Board of Directors may designate, including, but not limited to, (a) the principal officer of each subsidiary corporation or affiliated enterprise if a member in good standing of an accredited C&MA church or an active attendee of a developing or affiliated C&MA church, and (b) lay members of special committees of the General Council who may not have been otherwise appointed.
- (2) The principal officer of each postsecondary educational institution of The Christian and Missionary Alliance (as that term is defined in the Higher Education Regulations). Each postsecondary educational institution shall be permitted two additional delegates who are general members of The Christian and Missionary Alliance, one of whom must be selected from the teaching faculty.
- (3) Two lay delegates from each accredited church of The Christian and Missionary Alliance. If the voting membership (as reported in the most recent annual report of the church) is 150 or more, another lay delegate may be sent for each additional 100 voting members or fraction thereof. For example, if the voting membership of an accredited church is between 150 and 249, the church may send one additional lay delegate; if the voting membership is between 250 and 349, the church may send two additional lay delegates. The church shall appoint and certify lay delegates as specified in the local church bylaws.
- (4) The national officers (director, assistant director, secretary, treasurer) of Great Commission Women.
- (5) The district director of Great Commission Women and lay members of District Executive Committees.
- (6) All retired or disabled international workers and U.S. official workers whose names appear in the directory of official workers.
- (7) For presidential elections, there shall be a separate category of accredited delegates (referred to as accredited proxy delegates) consisting of the individuals described in subsections (1) through (6) above who: (a) do not attend General Council in person and (b) request accreditation for the purpose of the presidential election at least 30 days before the General Council in accordance with Section 6.3.

Be amended as follows:

Section 6.2. Basis of Representation to the General Council. There shall be two types of delegates to the General Council: “accredited delegates” and “corresponding delegates.”

A. Accredited Delegates. Those eligible to be accredited delegates shall be limited to the following individuals:

- (1) All persons holding an official worker license issued by proper authorities, licensed lay pastors in good standing who are currently fulfilling pastoral assignments, all members of the Board of Directors, and such others as the Board of Directors may designate, including, but not limited to, (a) the principal officer of each subsidiary corporation or affiliated enterprise if a member in good standing of an accredited C&MA church or an active attendee of a developing or affiliated C&MA church, and (b) lay members of special committees of the General Council who may not have been otherwise appointed.
- (2) The principal officer of each postsecondary educational institution of The Christian and Missionary Alliance (as that term is defined in the Higher Education Regulations). Each postsecondary educational institution shall be permitted two additional delegates who are general members of The Christian and Missionary Alliance, one of whom must be selected from the teaching faculty.
- (3) Two lay delegates from each accredited church of The Christian and Missionary Alliance. If the voting membership (as reported in the most recent annual report of the church) is 150 or more, another lay delegate may be sent for each additional 100 voting members or fraction thereof. For example, if the voting membership of an accredited church is between 150 and 249, the church may send one additional lay delegate; if the voting membership is between 250 and 349, the church may send two additional lay delegates. The church shall appoint and certify lay delegates as specified in the local church bylaws.
- (4) One lay delegate from each developing church of The Christian and Missionary Alliance.**
- ~~(4)~~ **(5)** The national officers (director, assistant director, secretary, treasurer) of **Alliance** ~~Great Commission~~ Women.
- ~~(5)~~ **(6)** The district director of **Alliance** ~~Great Commission~~ Women and lay members of District Executive Committees.
- ~~(6)~~ **(7)** All retired or disabled international workers and U.S. official workers whose names appear in the directory of official workers.
- ~~(7)~~ **(8)** For presidential elections, there shall be a separate category of accredited delegates (referred to as accredited proxy delegates) consisting of the individuals described in subsections (1) through ~~(67)~~ above who: (a) do not attend General Council in person and (b) request accreditation for the purpose of the presidential election at least 30 days before the General Council in accordance with Section 6.3.

The amended section will then read:

B. Accredited Delegates. Those eligible to be accredited delegates shall be limited to the following individuals:

- (1) All persons holding an official worker license issued by proper authorities, licensed lay pastors in good standing who are currently fulfilling pastoral assignments, all members of the Board of Directors, and such others as the Board of Directors may designate, including, but not limited to, (a) the principal officer of each subsidiary corporation or affiliated enterprise if a member in good standing of an accredited C&MA church or an active attendee of a developing or affiliated C&MA church, and (b) lay members of special committees of the General Council who may not have been otherwise appointed.
- (2) The principal officer of each postsecondary educational institution of The Christian and Missionary Alliance (as that term is defined in the Higher Education Regulations). Each postsecondary educational institution shall be permitted two additional delegates who are general members of The Christian and Missionary Alliance, one of whom must be selected from the teaching faculty.
- (3) Two lay delegates from each accredited church of The Christian and Missionary Alliance. If the voting membership (as reported in the most recent annual report of the church) is 150 or more, another lay delegate may be sent for each additional 100 voting members or fraction thereof. For example, if the voting membership of an accredited church is between 150 and 249, the church may send one additional lay delegate; if the voting membership is between 250 and 349, the church may send two additional lay delegates. The church shall appoint and certify lay delegates as specified in the local church bylaws.
- (4) One lay delegate from each developing church of The Christian and Missionary Alliance.
- (5) The national officers (director, assistant director, secretary, treasurer) of Alliance Women.
- (6) The district director of Alliance Women and lay members of District Executive Committees.
- (7) All retired or disabled international workers and U.S. official workers whose names appear in the directory of official workers.
- (8) For presidential elections, there shall be a separate category of accredited delegates (referred to as accredited proxy delegates) consisting of the individuals described in subsections (1) through (7) above who: (a) do not attend General Council in person and (b) request accreditation for the purpose of the presidential election at least 30 days before the General Council in accordance with Section 6.3.

#### **COUNCIL ACTION: ADOPTED**

Your Committee recommends that General Council adopt **Item 4.5, Proposed Amendment to Manual—District Constitution, Developing Churches** (page 176), in the **Report of the Corporate Secretary**.

## **Recommendation 2**

It is recommended that Article II, Organization and Government, in the Uniform Constitution for Districts (page A4-8), in the *Manual of The Christian and Missionary Alliance*, be amended by inserting the following paragraph as Section 11 and renumbering the subsequent sections accordingly:

**Section 11. Developing Churches. Developing churches shall be those churches recognized as such by the district and operating under the Policy for the Governance of a Developing Church with the objective of becoming a fully accredited church of The Christian and Missionary Alliance. Each newly established church shall first be reported as a developing church.**

**COUNCIL ACTION: ADOPTED**

Your Committee recommends that General Council adopt **Item 4.6, Proposed Amendment to Manual—District Constitution, Lay Delegates to District Conference for Developing Churches** (pages 176–177), in the **Report of the Corporate Secretary**.

## **Recommendation 3**

It is recommended that Article II, Organization and Government, Section 1, District Conference, paragraph A, Accredited Delegates, number 3, Lay Delegates, in the Uniform Constitution for Districts (page A4-2), in the *Manual of The Christian and Missionary Alliance*, which reads:

- A. Accredited Delegates. Those eligible to be accredited delegates to the District Conference shall be limited to the following individuals:
  - (1) All persons holding official worker licenses in this district and other officers of this district.
  - (2) All evangelists residing in this district licensed by the Board of Directors.
  - (3) Lay delegates as follows:
    - (a) The church shall appoint and certify lay delegates as specified in the local church bylaws.
    - (b) Each accredited church of The Christian and Missionary Alliance shall be entitled to send its pastor and two lay delegates. If the voting membership (as reported in the last annual report of the church) is 150 or more, another lay delegate may be sent for each additional 100 voting members or fraction thereof.
    - (c) Each affiliated church of The Christian and Missionary Alliance shall appoint and certify one lay delegate as specified in the local church bylaws.

Be amended as follows:

- A. Accredited Delegates. Those eligible to be accredited delegates to the District Conference shall be limited to the following individuals:
  - (1) All persons holding official worker licenses in this district and other officers of this district.
  - (2) All evangelists residing in this district licensed by the Board of Directors.

(3) Lay delegates as follows:

- ~~(a) The church shall appoint and certify lay delegates as specified in the local church bylaws.~~
- (ba) Each accredited church of The Christian and Missionary Alliance shall be entitled to send two lay delegates, in addition to its official workers. If the voting membership (as reported in the last annual report of the church) is 150 or more, another lay delegate may be sent for each additional 100 voting members or fraction thereof. The church shall appoint and certify lay delegates as specified in the local church bylaws.**
- (b) Each developing church shall be entitled to send one lay delegate chosen from among the congregation's general members by the Church Advisory Board and appointed by the district superintendent, in addition to its official workers. The church shall appoint and certify lay delegates as specified in the local church bylaws.**
- (c) Each affiliated church of The Christian and Missionary Alliance shall be entitled to appoint and certify one lay delegate as specified in the local church bylaws, in addition to its official workers.**

The amended section will then read:

- A. Accredited Delegates. Those eligible to be accredited delegates to the District Conference shall be limited to the following individuals:
  - (1) All persons holding official worker licenses in this district and other officers of this district.
  - (2) All evangelists residing in this district licensed by the Board of Directors.
  - (3) Lay delegates as follows:
    - (a) Each accredited church of The Christian and Missionary Alliance shall be entitled to send two lay delegates, in addition to its official workers. If the voting membership (as reported in the last annual report of the church) is 150 or more, another lay delegate may be sent for each additional 100 voting members or fraction thereof. The church shall appoint and certify lay delegates as specified in the local church bylaws.
    - (b) Each developing church shall be entitled to send one lay delegate chosen from among the congregation's general members by the Church Advisory Board and appointed by the district superintendent, in addition to its official workers. The church shall appoint and certify lay delegates as specified in the local church bylaws.
    - (c) Each affiliated church of The Christian and Missionary Alliance shall be entitled to appoint and certify one lay delegate as specified in the local church bylaws, in addition to its official workers.

**COUNCIL ACTION: ADOPTED AS AMENDED**

Your Committee recommends that **Item 4.8, Proposed Amendment to *Manual*—District Superintendent Tenure** (pages 183–185), in the **Addendum to the Report of the Corporate Secretary** (stated below):

District Superintendent. The district superintendent shall be elected by the District Conference and appointed by the National Office. His term of office shall be four years, beginning the August 1 or January 1 following his election. He is eligible for three consecutive terms. He is eligible again after the lapse of one term.

The district shall establish a District Superintendent Search Committee at least ten months in advance of the District Conference at which an election is to take place, according to the district bylaws and the guidelines provided by the National Office. A list of the names of workers who have proper qualifications for district superintendent shall be developed in consultation with the National Office.

The Committee on Nominations or any person making a nomination must consult with the National Office prior to presenting a nominee to District Conference. The Board of Directors may present a nomination if requested.

Election shall be by ballot and shall be determined by two-thirds of the votes cast.

In the event that a decision cannot be reached by the District Conference, the Board of Directors shall appoint a district superintendent for up to one term. In the event of death, resignation, or involuntary removal of the district superintendent where there is no assistant district superintendent in accordance with the policies set by the Board of Directors, the National Office shall appoint an individual to perform the duties of the district superintendent until the office has been filled either by the Board of Directors or by election of the District Conference.

In the event of removal of a district superintendent, the District Executive Committee shall follow the procedures outlined in the *Discipline Policy Handbook*.

Be amended as follows:

District Superintendent. The district superintendent shall be elected by the District Conference and appointed by the National Office. His term of office shall be four years, beginning the August 1 or January 1 following his election. He is eligible for three consecutive terms. He is eligible again after the lapse of one term.

The district shall establish a District Superintendent Search Committee at least ten months in advance of the District Conference at which an election is to take place, according to the district bylaws and the guidelines provided by the National Office. A list of the names of workers who have proper qualifications for district superintendent shall be developed in consultation with the National Office.

The Committee on Nominations or any person making a nomination must consult with the National Office prior to presenting a nominee to District Conference. The Board of Directors may present a nomination if requested.

Election shall be by ballot and shall be determined by two-thirds of the votes cast.

In the event that a decision cannot be reached by the District Conference, the Board of Directors shall appoint a district superintendent for up to one term. In the event of death,

resignation, or involuntary removal of the district superintendent where there is no assistant district superintendent in accordance with the policies set by the Board of Directors, the National Office shall appoint an individual to perform the duties of the district superintendent until the office has been filled either by the Board of Directors or by election of the District Conference.

In the event of removal of a district superintendent, the District Executive Committee shall follow the procedures outlined in the *Discipline Policy Handbook*.

**In the event that DEXCOM desires to request one additional term for a district superintendent beyond the three-term limitation, DEXCOM must consult with the vice president for Church Ministries and seek the approval of the Board of Directors. Upon receiving that approval, the district superintendent may be nominated for one additional term. An 80 percent affirmative vote would be required for election. If the district superintendent failed to receive the 80 percent affirmative vote, then the National Office and the Board of Directors would appoint an acting district superintendent for one year while the search process for a new candidate is completed.**

The amended section will then read:

District Superintendent. The district superintendent shall be elected by the District Conference and appointed by the National Office. His term of office shall be four years, beginning the August 1 or January 1 following his election. He is eligible for three consecutive terms. He is eligible again after the lapse of one term.

The district shall establish a District Superintendent Search Committee at least ten months in advance of the District Conference at which an election is to take place, according to the district bylaws and the guidelines provided by the National Office. A list of the names of workers who have proper qualifications for district superintendent shall be developed in consultation with the National Office.

The Committee on Nominations or any person making a nomination must consult with the National Office prior to presenting a nominee to District Conference. The Board of Directors may present a nomination if requested.

Election shall be by ballot and shall be determined by two-thirds of the votes cast.

In the event that a decision cannot be reached by the District Conference, the Board of Directors shall appoint a district superintendent for up to one term. In the event of death, resignation, or involuntary removal of the district superintendent where there is no assistant district superintendent in accordance with the policies set by the Board of Directors, the National Office shall appoint an individual to perform the duties of the district superintendent until the office has been filled either by the Board of Directors or by election of the District Conference.

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An 80 percent affirmative vote would be required for election. If the district superintendent failed to receive the 80 percent affirmative vote, then the National Office and the Board of Directors would appoint an acting district superintendent for one year while the search process for a new candidate is completed.

not be adopted and, in lieu thereof, your Committee recommends the adoption of the following substitute motion:

#### **Recommendation 4**

It is recommended that paragraph A, Section 4, Elections (page A4-5), in the Uniform Constitution for Districts, which reads:

District Superintendent. The district superintendent shall be elected by the District Conference and appointed by the National Office. His term of office shall be four years, beginning the August 1 or January 1 following his election. He is eligible for three consecutive terms. He is eligible again after the lapse of one term.

The district shall establish a District Superintendent Search Committee at least ten months in advance of the District Conference at which an election is to take place, according to the district bylaws and the guidelines provided by the National Office. A list of the names of workers who have proper qualifications for district superintendent shall be developed in consultation with the National Office.

The Committee on Nominations or any person making a nomination must consult with the National Office prior to presenting a nominee to District Conference. The Board of Directors may present a nomination if requested.

Election shall be by ballot and shall be determined by two-thirds of the votes cast.

In the event that a decision cannot be reached by the District Conference, the Board of Directors shall appoint a district superintendent for up to one term. In the event of death, resignation, or involuntary removal of the district superintendent where there is no assistant district superintendent in accordance with the policies set by the Board of Directors, the National Office shall appoint an individual to perform the duties of the district superintendent until the office has been filled either by the Board of Directors or by election of the District Conference.

In the event of removal of a district superintendent, the District Executive Committee shall follow the procedures outlined in the *Discipline Policy Handbook*.

Be amended as follows:

District Superintendent. The district superintendent shall be elected by the District Conference and appointed by the National Office. His term of office shall be four years, beginning the August 1 or January 1 following his election. He is eligible for three consecutive terms. He is eligible again after the lapse of one term.

The district shall establish a District Superintendent Search Committee at least ten months in advance of the District Conference at which an election is to take place, according to the district bylaws and the guidelines provided by the National Office. A list of the names of workers who have proper qualifications for district superintendent shall be developed in consultation with the National Office.



The Committee on Nominations or any person making a nomination must consult with the National Office prior to presenting a nominee to District Conference. The Board of Directors may present a nomination if requested.

Election shall be by ballot and shall be determined by two-thirds of the votes cast.

In the event that a decision cannot be reached by the District Conference, the Board of Directors shall appoint a district superintendent for up to one term. In the event of death, resignation, or involuntary removal of the district superintendent where there is no assistant district superintendent in accordance with the policies set by the Board of Directors, the National Office shall appoint an individual to perform the duties of the district superintendent until the office has been filled either by the Board of Directors or by election of the District Conference.

In the event of removal of a district superintendent, the District Executive Committee shall follow the procedures outlined in the *Discipline Policy Handbook*.

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The amended section will then read:

District Superintendent. The district superintendent shall be elected by the District Conference and appointed by the National Office. His term of office shall be four years, beginning the August 1 or January 1 following his election. He is eligible for three consecutive terms. He is eligible again after the lapse of one term.

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The Committee on Nominations or any person making a nomination must consult with the National Office prior to presenting a nominee to District Conference. The Board of Directors may present a nomination if requested.

Election shall be by ballot and shall be determined by two-thirds of the votes cast.

In the event that a decision cannot be reached by the District Conference, the Board of Directors shall appoint a district superintendent for up to one term. In the event of death, resignation, or involuntary removal of the district superintendent where there is no assistant district superintendent in accordance with the policies set by the Board of Directors, the National Office shall appoint an individual to perform the duties of the district superintendent

until the office has been filled either by the Board of Directors or by election of the District Conference.

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In the event that DEXCOM desires to request one additional term for a district superintendent beyond the three-term limitation, DEXCOM must consult with the vice president for Church Ministries and seek the approval of the Board of Directors. Upon receiving that approval, the district superintendent may be nominated for one additional term. An 80 percent affirmative vote would be required for election. If the district superintendent failed to receive the 80 percent affirmative vote of the ballots cast, then the National Office and the Board of Directors would appoint an acting district superintendent for one year while the search process for a new candidate is completed.

**COUNCIL ACTION: NOT ADOPTED**

Respectfully submitted,

Ms. Jennifer K. Ashby, CWM, chairperson  
Mrs. Lisa M. Plunket, vice chairperson  
Rev. John C. Stoeckle, secretary



## 2019 REPORT OF THE COMMITTEE ON ALLIANCE MISSIONS

*God's voice thunders in marvelous ways; He does great things **beyond** our understanding.*  
(NIV, Job 37:5)

Dr. Jarvis Crosby, our chairperson, began with a vivid illustration of the task before us to reach the lost world for Christ by using *dominoes*. If the entire global missionary staff of all sending organizations including The Alliance were only 31 missionaries, 30 of those international workers would be ministering in the already reached yet unbelieving people groups. Only one would be ministering to the vast number of unreached unbelieving people who have no or very minute access to the gospel. That one domino reaching several billion lost people was an intense picture of our current challenge.

Dr. Timothy D. Crouch, vice president for Alliance Missions (previously International Ministries) was a blessing to us all as we heard of the advancement of the gospel worldwide. He emphasized that Alliance Missions (AM) is part of the Christ-Centered, Acts 1:8 Family to extend and empower the reach of our national churches worldwide. We are called as a family into the privilege of serving our Lord together. As Dr. Crouch said, *We are not doing this work **for** God, but we are doing this work **with** God.*

We are grateful for the 62 new workers who will be sent to cut through the heavy darkness worldwide with God's glorious light. The Committee celebrates how God has gone **beyond all we could ask or think**.

Dr. Crouch emphasized that *changes today are not rooted in a desire to reduce focus on planting churches*. However, he goes on to say: *international worker (IW) teams will seldom get to plant churches without first living as servants in their host societies*. Dr. Crouch referenced our international workers who minister among both the harassed and victimized as well as those who see Christianity as negative. This context requires the collaborative efforts of more people and the leveraging of multiple skills. We are excited about the strategic alliance of international workers serving in the four structures of aXcess, CAMA, Envision, and marketplace ministries. Dr. Crouch has affirmed: *The new face for Alliance Missions does not signal a significant, unexpected turn to an entirely new set of values and objectives. However, it does move us to celebrate the value and dignity of a variety of callings and vocational specializations that are proving strategic*. As a Committee, we believe this is a call back to our roots as a movement.

We heard Dr. Crouch explain three strategic themes of **Serving Communities** where businesses become places of transformation as local employees are impacted by the integrity and witness of marketplace workers; and the theme of **Multiplying Church Networks** such as working with another National Alliance ministry to open a second coffee house based church in Taiwan; and the theme of **Developing People** as Envision sites disciple people here and around the world who are new to cross-cultural ministry to ignite them into full-time service. In fact, one third of our new IWs since 2017 had an Envision experience.

Our international workers (e.g., aXcess, marketplace ministries, CAMA, and Envision) are focused on more than 70 people groups. Eighty percent of our IWs minister in areas where there

are 80 percent of the unreached of the world. In 2018, we deployed 38 new international workers to strengthen the critical mass on each battle front. We praise God for more than 700 men and women who are used by God to bring the gospel to the harassed and victimized people, many who are in creative access countries where the gospel is unwelcomed.

We thank all the people who have sacrificially given to Alliance Missions. We appreciate the passion of our pastors and recognize that they are diffusers of the vision to reach the unreached. We challenge our lay leaders to take responsibility of this Kingdom work as well. We strongly encourage greater giving to fund the movement and increase it every year. We want to inspire new ways to communicate the model of the two revenue streams of general and designated giving. We express gratitude to the AM team for the clarity of the changes so far and look forward to more communications of the other changes as the process moves into the future.

With a new funding model before us, perhaps it would be wise to explore a new identity of the fund. Then the task will be to figure out the different proportions for the different structures in regard to IWs raising funds and sharing funds from this newly identified fund. Yet let's remember, spreading the responsibility and accountability of raising funds for the movement has always been on the shoulders of everyone in the Alliance family here and around the world.

In addition, we value the role of our district missions mobilizers and their ongoing task to provide the tools to communicate the changes that are happening. We encourage every church to have a vital connection to them. Achieving God's purposes means taking faith-filled risks and the full involvement of the Alliance family.

We affirm the decision to reintegrate CAMA with Alliance Missions last July and commend CAMA on their ability to do their work around the world in the severe conditions where they minister. We are blessed to hear of their work in Puerto Rico and of their work with other people in crisis.

Again, we affirm the need, and encourage all, to more effective engagement in the regions of our world that have not yet heard the message of deliverance and who lack access to the only gospel of salvation of our Lord and Savior, Jesus Christ.

Respectfully submitted,

Dr. Jarvis L. Crosby, chairperson  
Rev. Robert C. Formica, vice chairperson  
Dr. Michael C. Gerhardt, secretary

## 2019 REPORT OF THE COMMITTEE ON MINISTRY SUPPORT AND DEVELOPMENT

*The Lord said to Abram: Go out from your land, your relatives, and your father's house to the land that I will show you. <sup>2</sup>I will make you into a great nation, I will bless you, I will make your name great, and you will be a blessing. <sup>3</sup>I will bless those who bless you, I will curse those who treat you with contempt, and all the peoples on earth will be blessed through you.*

*<sup>4</sup>So Abram went, as the Lord had told him.*

Genesis 12:1–4a (HCSB)

For 132 years, The Alliance has proclaimed to the least-reached peoples of the world the good news of Jesus through love. That purpose remains strong today as we continue to fulfill our vision of all of Jesus for all the world.

The Committee recognizes that the context of our mission is changing, and that our funding must morph with the changing context to ensure that we continue to serve communities, multiply church networks, and develop people. We affirm the need to remove barriers for people to engage with Alliance ministries. We acknowledge the confusion that has existed in Alliance congregations regarding funding and the validity of all forms of Alliance missions.

The Committee stands behind the forward thinking and insightful work that has been done by the Funding Task Force to develop a new framework that enables us to be ready to go where God is leading The Alliance and be ready to receive the resources that God is providing The Alliance. It is a continued reflection of the decades of good stewardship that The Alliance has maintained, and we affirm trust in our godly leadership. We affirm the wisdom of giving them the necessary room to maneuver for the good of the mission.

We affirm the beginning steps that are being taken to simplify how the vision is funded and communicated with transparency and alignment. We recognize that all the details are not in place yet. Change can be messy, but this is necessary as we move from a revenue focus to a unified ministry focus that draws in all four streams pursuing the three aspects of our ministry strategy. We celebrate one another and the unique ways we bring all of Jesus to all the world.

We commend the work of Mr. Kenneth E. Baldes and his team in facilitating the work of The Alliance and Dr. Timothy G. Meier and his team in telling the stories of The Alliance at work. The Committee encourages the continued diligence in these areas for the good and engagement of the entire Alliance family as we seek to stay focused on what we are being called to accomplish in these days as a Christ-Centered, Acts 1:8 Family.

The Committee also recognizes that this is only part of the picture. The privilege of partnering together in the completion of the Great Commission is the responsibility of all of us. We challenge every U.S. C&MA church to be part of the shared work of taking all of Jesus to all the world. We commend the resources of both the National Office and districts to all of us to be telling the story and celebrating what God is doing through us.

The Committee has studied the recommendations referred to it by the 2019 Report of the Corporate Secretary.

Your Committee recommends that General Council adopt **Item 4.1, Twenty-Four Month Budget for 2019–2020 and 2020–2021 Fiscal Years** (page 169), in the **Report of the Corporate Secretary**.

### **Recommendation 1**

It is recommended that General Council approve a 2019–2020 Great Commission Fund budget totaling \$55,040,000 and a 2020–2021 Great Commission Fund budget totaling \$58,440,000.

**COUNCIL ACTION: ADOPTED**

Your Committee recommends that General Council adopt **Item 4.2, Nondelegable Authority, 12-Month Budget** (pages 169–171), in the **Report of the Corporate Secretary**.

### **Recommendation 2**

It is recommended that **Section 7.13, Nondelegable Authority** (page A2-19), in the Bylaws, which reads:

Section 7.13. Nondelegable Authority. The Board of Directors shall not delegate any authority it may have with respect to any of the following matters: (a) approval of the biennial budget and presentation of same to the General Council for adoption; (b) matters relating to basic changes of policies or regulations (resolutions involving unbudgeted and/or unappropriated expenditures in excess of one-quarter of one percent, .25 percent, of the current General Council–adopted 12-month fiscal budget must pass by a two-thirds vote of the members present); (c) amending or restating the Articles of Incorporation of The Christian and Missionary Alliance or these Bylaws; (d) electing, appointing, or removing any member of any committee of the Board of Directors or any officer of The Christian and Missionary Alliance which officer the Board of Directors has authority to elect, appoint, or remove; (e) adopting a plan of merger or adopting a plan of consolidation with another corporation; (f) authorizing the sale, lease, exchange, encumbrance, or mortgage of all or substantially all of the property and assets of The Christian and Missionary Alliance; (g) authorizing the voluntary dissolution of The Christian and Missionary Alliance or revoking proceedings therefor; (h) adopting a plan for the distribution of the assets of The Christian and Missionary Alliance; (i) amending, altering, or repealing any resolution of the Board of Directors which by its terms provides that it shall not be amended, altered, or repealed by a committee of the Board of Directors; or (j) approving the decision or action of any postsecondary educational institution, district, or other entity to disaffiliate or otherwise separate itself from The Christian and Missionary Alliance as contemplated by Section 11.1 of these Bylaws.

Be amended as follows:

Section 7.13. Nondelegable Authority. The Board of Directors shall not delegate any authority it may have with respect to any of the following matters: (a) approval of the biennial budget and presentation of same to the General Council for adoption; (b) matters relating to basic changes of policies or regulations (resolutions involving unbudgeted and/or unappropriated expenditures in excess of ~~one-quarter of one~~ **2 percent**, ~~.25 percent~~, of the current General Council–adopted 12-month fiscal budget must pass by a two-thirds vote of the members present); (c) amending or restating the Articles of Incorporation of The Christian and Missionary Alliance or these Bylaws; (d) electing, appointing, or removing any

member of any committee of the Board of Directors or any officer of The Christian and Missionary Alliance which officer the Board of Directors has authority to elect, appoint, or remove; (e) adopting a plan of merger or adopting a plan of consolidation with another corporation; (f) authorizing the sale, lease, exchange, encumbrance, or mortgage of all or substantially all of the property and assets of The Christian and Missionary Alliance; (g) authorizing the voluntary dissolution of The Christian and Missionary Alliance or revoking proceedings therefor; (h) adopting a plan for the distribution of the assets of The Christian and Missionary Alliance; (i) amending, altering, or repealing any resolution of the Board of Directors which by its terms provides that it shall not be amended, altered, or repealed by a committee of the Board of Directors; or (j) approving the decision or action of any postsecondary educational institution, district, or other entity to disaffiliate or otherwise separate itself from The Christian and Missionary Alliance as contemplated by Section 11.1 of these Bylaws.

The amended section will then read:

Section 7.13. Nondelegable Authority. The Board of Directors shall not delegate any authority it may have with respect to any of the following matters: (a) approval of the biennial budget and presentation of same to the General Council for adoption; (b) matters relating to basic changes of policies or regulations (resolutions involving unbudgeted and/or unappropriated expenditures in excess of 2 percent of the current General Council-adopted 12-month fiscal budget must pass by a two-thirds vote of the members present); (c) amending or restating the Articles of Incorporation of The Christian and Missionary Alliance or these Bylaws; (d) electing, appointing, or removing any member of any committee of the Board of Directors or any officer of The Christian and Missionary Alliance which officer the Board of Directors has authority to elect, appoint, or remove; (e) adopting a plan of merger or adopting a plan of consolidation with another corporation; (f) authorizing the sale, lease, exchange, encumbrance, or mortgage of all or substantially all of the property and assets of The Christian and Missionary Alliance; (g) authorizing the voluntary dissolution of The Christian and Missionary Alliance or revoking proceedings therefor; (h) adopting a plan for the distribution of the assets of The Christian and Missionary Alliance; (i) amending, altering, or repealing any resolution of the Board of Directors which by its terms provides that it shall not be amended, altered, or repealed by a committee of the Board of Directors; or (j) approving the decision or action of any postsecondary educational institution, district, or other entity to disaffiliate or otherwise separate itself from The Christian and Missionary Alliance as contemplated by Section 11.1 of these Bylaws.

#### **COUNCIL ACTION: ADOPTED**

Respectfully Submitted,

Rev. David A. Havener, chairperson  
Ms. Sally V. Fry, CWM, vice chairperson  
Rev. Christopher D. Gambill, secretary





# 2019 REPORT OF THE COMMITTEE ON NOMINATIONS

## APPOINTMENTS

### **Tellers/Business Session Ushers**

Rev. Jerry D. Breedlove Jr., chairperson  
Rev. Larry K. Williams, vice chairperson for counting  
Rev. Peter A. Dodge, vice chairperson for distribution  
Mrs. Janell D. Peacock, National Office staff coordinator

### **Tellers and Ushers**

(delegates and/or National Office personnel on this list will serve in both roles)

All will meet Friday, May 31, in San Antonio at 12:30 p.m. in preparation for conducting elections at the 1:30 p.m. Business Session.

Daniel N. Boal	Rebecca D. Hemphill	Benjamin S. Rogers
Pamela C. Burgo	Emma T. Houk	Kristin E. Rollins
Judith A. Collins	Jerome D. Kragt	Rosilio Roman III
Robert W. Collins II	Michelle J. Kragt	Nathaniel L. San
John A. Corby Jr.	Joseph F. Lamendola	Forest L. Schell
Kenneth A. Crane	Luis MacDonald	Sarah E. Schell
Nicole Dykstra	Melissa J. MacDonald, CWM	Clover Stein
Catharine-Anne Ellis	William F. Mangham Jr.	Richard C. Stein
Laurel M. Friesen	Hilda I. Maysonet	Eddie R. Swanson
Katlyn E. Giberson	Lizzette I. Medina	Kathryn M. Taubeneck
Andrew A. Griffin	Jenifer L. Morrell	Jesse D. Wagner
Stephen A. Grusendorf	Frederick J. (Buster) O'Riley	Scott R. Wakeley
Niel R. Haggmark	Janice D. Rants	Jennifer L. Vogel
Kong M. Hang	Amy L. Roedding, CWM	Erik J. Wahlen
Paphoua Hang	Gary R. Roedding	Duane A. Wheeland

### **C&MA Benefit Board: Term 2019–2020**

Christina (international worker appointed by Board of Directors)—CAC

### **COMMUNION**

#### **Communion Preparation by Alliance Women**

#### Set Up and Clean Up

LuAnne Baker  
Judy Higey  
Hilda I. Maysonet  
Alejandra Rivera  
Jennifer L. Vogel

**Communion Stewards**  
By C&MA Board of Directors and Spouses

Christy Baldes	Thomas George	Jonathan G. Schaeffer
Kenneth E. Baldes	Evangeline George	Mary H. Schaeffer
Christian K. Braun	Karen S. Gustafson	Scott G. Slocum
Marcia R. Braun	Matthew E. Kelly	Ralph S. Trainer
Keith R. Crownover	Maxine Kelly	Ronald C. Walborn
Lori J. Crownover	Daisy Caban Lausell	Wanda F. Walborn, CWM
Stephen V. Elliott	Steven C. Lausell	Kelvin L. Walker
Stephen D. Fowler	Debbie Malick	Schae-Vonne D. Walker
Trina D. Fowler	William W. Malick	Stosh D. Walsh
Charles O. Galbreath	Anita L. Morrison	Kok C. Wong
Daniel M. Garrido	Ronald J. Morrison	David M. Yoon
Yolanda Lalama Garrido	Jessie L. Ritchey	Kyung Hwa Yoon

**OFFICERS FOR 2021 COUNCIL COMMITTEES**

**Committee Relating to the President's Report**

Rev. James T. Harp, <b>chairperson</b>	Mrs. Mary H. Schaeffer, <b>alternate</b>
Rev. Omar D. Niebles, <b>vice chairperson</b>	Rev. James K. Chung, <b>alternate</b>
Rev. Marko R. Requena, <b>secretary</b>	Ms. Betty Morejon, CWM, <b>alternate</b>

**Committee on Nominations**

Rev. Robert E. Zimmermann, <b>chairperson</b>	Mrs. Amy I. Nehlsen, CWM, <b>alternate</b>
Rev. Jonathan A. Wiggins, <b>vice chairperson</b>	Mr. R. Daniel Calderon, <b>alternate</b>
Mrs. Kimberly R. Thomas, <b>secretary</b>	Rev. Kent J. Sovine, <b>alternate</b>

**Committee Relating to Special Reports and General Legislation**

Rev. Gregory A. Hill, <b>chairperson</b>	Rev. Gary A. Burdick, <b>alternate</b>
Rev. F. Dean Lancaster, <b>vice chairperson</b>	Ms. Sarah A. Bourns, <b>alternate</b>
Mrs. Jennifer M. Bliss-Criswell, CWM, <b>secretary</b>	Rev. Jorge Cuevas, <b>alternate</b>

**Committee Relating to Church Ministries**

Rev. John C. Stoeckle, <b>chairperson</b>	Rev. Douglas E. McCracken, <b>alternate</b>
Mrs. Lisa M. Plunket, <b>vice chairperson</b>	Rev. Chad A. Woolf, <b>alternate</b>
Rev. Shahlang Her, <b>secretary</b>	Ms. Bonnie L. VanOrnum, <b>alternate</b>

**Committee Relating to Alliance Missions**

Dr. Jarvis L. Crosby, <b>chairperson</b>	Rev. Tedd M. Lewellen, <b>alternate</b>
Rev. Xeng Yang (17727), <b>vice chairperson</b>	Mrs. Diana C. Harner, CWM, <b>alternate</b>
Mrs. Brenda Rodriguez de Colon, <b>secretary</b>	Ms. Karen Solomon, <b>alternate</b>

### **Committee Relating to Ministry Support and Development**

Rev. Christopher D. Gambill, **chairperson**

Mr. Joseph M. Gerhart, **vice chairperson**

Mrs. LeeAnn M. Strecker, CWM, **secretary**

Mr. Daniel R. Allen, **alternate**

Mr. Jerrod A. Washburn, **alternate**

Mr. Hazael L. Morell, **alternate**

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## **NOMINATIONS**

The following names are placed in nomination for the offices designated:

### **Corporate Vice President: Term 2019–2023**

Rev. Kelvin L. Walker

### **Corporate Secretary: Term 2019–2023**

Mr. Steven C. Lausell

### **Board of Directors: Term 2019–2023**

Rev. A. Andrew Beare

Ms. Jennifer K. Ashby, CWM

Rev. William W. Malick (OA)

Mr. John A. Thomas

Mr. James R. Blake

Martin (OA)

Rev. Craig S. Smith

Rev. Thomas George (OA)

Rev. Scott G. Slocum

Rev. Tae S. (Ted) Kang

Rev. Jason H.K. Kim

Mr. Matthew E. Kelly

Rev. Matthew G. Cohen

### **Committee on Rules: Term 2019–2023**

Rev. Kenneth L. Cluck, Jr.

Rev. Michael C. Gerhardt

Mr. Douglas P. Parkinson

### **2021 Committee on Nominations**

(six to be elected)

Mr. R. D. (Daniel) Calderon (layperson)

Ms. Kathryn Kelly (layperson)

Mrs. Lori R. Turner (layperson)

Mrs. Stephanie J. Beers (international worker)

Rev. Timothy D. Westergren (international worker)

Rev. T. Edwin Mangham (official worker)

Mr. Nathaniel L. San (official worker)

Rev. Paul W. Smith (official worker)  
Rev. Kent J. Sovine (official worker)

**Committee on Theological Issues: Term 2019–2025**

Dr. Mary C. Cloutier, CWM  
Rev. William A. Paul  
Rev. Terry D. Smith

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**2019 COUNCIL MANAGEMENT**

The following individuals have served General Council 2019 in the roles indicated:

**2019 Council Planning**

John P. Stumbo, chairperson  
Miles J. Reese, vice chairperson  
Samuel S. Beatty  
Matthew C. DeCoste  
Erik C. Hansen  
Rick J. Hemphill  
Yeng Her

Dianne S. Lamendola  
Timothy G. Meier  
Carrie L. Reinhard  
Robert J. Sanford  
Jonathan G. Schaeffer  
Robin W. Walters

**Moderator**

Rev. Andrew H. Hawkins

**Assistant Moderator**

Mr. John A. Thomas

**Assistant Corporate Secretaries**

Rev. Thomas A. Hicks, chairperson  
Rev. Nathan D. Conklin  
Rev. John G. (Jack) Pladdys

Respectfully yours,

Rev. Jorge Cuevas, chairperson  
Rev. Robert E. Zimmermann, vice chairperson  
Rev. Jonathan A. Wiggins, secretary  
Mrs. Marcia R. Braun  
Rev. Matthew A. Clason  
Rev. Thomas George  
Rev. Nathan D. Howard  
Mr. Steve Hsu  
Rev. Scott G. Slocum  
Rev. Timothy W. Steinert  
Mrs. Kimberly R. Thomas  
Rev. David M. Yoon

## 2019 REPORT OF THE COMMITTEE ON THE PRESIDENT'S REPORT

*Using a dull ax requires great strength,  
so sharpen the blade.  
That's the value of wisdom;  
it helps you succeed.*  
(Ecclesiastes 10:10, NLT)

As the Alliance family, what will it take to succeed in the mission the Lord has for us? Together, with President John P. Stumbo and the encouragement from Scripture, we need to sharpen the blade. A good craftsman wisely sharpens his tools to use his strength more effectively. We celebrate the great work that has been accomplished over the past two years. We enthusiastically embrace the challenge to look *beyond* to what God has for us in our future.

The Committee commends President Stumbo for his posture of humility, transparency, and vulnerability in his willingness to engage us in healthy change conversations that will sharpen our blades. Among these are:

- Our funding model
- Our Statement of Faith
- Church polity as it relates to male and female roles in the church
- Our Statement on Marriage—Divorce—Remarriage
- Our Statement on the Sanctity of Life

We commend President Stumbo in recognizing that he alone does not have all the answers. We affirm his humility in leading the family with listening ears. We urge each member of the family to join the team and take up President Stumbo's invitation to engage in healthy dialogue as we move *beyond* the fear of change. The purpose of these conversations is to further the mission momentum. As we sharpen the blades, we make better use of the following strengths:

- Our resources
- Our prayers
- Our people

Alliance family, we have a beautiful opportunity before us. We have the opportunity for a preferable future glorifying the Father through our Spirit-led unity. As we sharpen the blades, we will succeed in LOVING others, PROCLAIMING Jesus, REACHING the unreached, and LAUNCHING fully devoted disciples of Jesus.

As we embrace this beautiful opportunity that President Stumbo has outlined for us, we will experience and proclaim *all of Jesus for all the world*.

Respectfully and passionately submitted,

Rev. Thomas R. Olney, chairperson  
Rev. James T. Harp, vice chairperson  
Rev. Omar D. Niebles, secretary



## **2019 REPORT OF THE COMMITTEE ON RULES**

Your Rules Committee, charged with the responsibility to oversee the proceedings of General Council, takes its responsibility seriously to see that all reports are properly prepared and executed to enable Council delegates to easily see and understand the legislation that comes before them. It is also our responsibility to help committees and delegates to properly express their proposals in such a way that they will be heard and understood without being mired in conundrums of parliamentary procedure. It has been our hope that we have succeeded in this area.

The Committee has examined the reports of Council Committees, along with the proceedings of Council and has found all to be properly executed and in accord with existing legislation and the procedures outlined in our governing documents.

While your Committee was prepared to deal with the minutia and to render rulings on the various issues that were presented to Council, it appears that God had other plans and overruled us and the whole of Council to accomplish His divine will! And for that we are absolutely delighted and give all praise and glory to our Lord Jesus Christ.

Respectfully submitted,

Rev. Robert B. Goldenberg, chairperson  
Rev. Mark A. Blake  
Rev. Kenneth L. Cluck Jr.  
Dr. Paul W. Marshall  
Mr. Douglas P. Parkinson  
Rev. Martin J. Reynhout





# 2019 REPORT OF THE COMMITTEE ON SPECIAL REPORTS AND GENERAL LEGISLATION

The Committee has studied the recommendations referred to it by the 2019 Report of the Corporate Secretary.

Your Committee recommends that **Item 4.3, Proposed Amendment to Bylaws—Mission** (pages 171–172), in the **Report of the Corporate Secretary** (stated below):

## **Recommendation 1**

It is recommended that **Section 2.1, Mission, Article II, Mission and Objectives** (pages A2-2-3), in the Bylaws, which reads:

Section 2.1. Mission. The Christian and Missionary Alliance has defined its purpose in its mission statement:

The mission of The Christian and Missionary Alliance is to know Jesus Christ; exalt Him as Savior, Sanctifier, Healer, and Coming King; and complete His Great Commission.

All entities of The Christian and Missionary Alliance, including local churches and districts, overseas fields, supporting organizations, and the National Office shall focus their resources on the accomplishment of this central mission.

Be amended as follows:

Section 2.1. Mission. The Christian and Missionary Alliance has defined its purpose in its mission statement:

~~The mission of The Christian and Missionary Alliance is to know Jesus Christ; exalt Him as Savior, Sanctifier, Healer, and Coming King; and complete His Great Commission.~~

**We are Spirit-empowered children of the Father, who exist to exalt Jesus as Savior, Sanctifier, Healer, and Coming King, and complete His Great Commission together.**

All entities of The Christian and Missionary Alliance, including local churches and districts, overseas fields, supporting organizations, and the National Office shall focus their resources on the accomplishment of this central mission.

The amended section will then read:

Section 2.1. Mission. The Christian and Missionary Alliance has defined its purpose in its mission statement:

We are Spirit-empowered children of the Father, who exist to exalt Jesus as Savior, Sanctifier, Healer, and Coming King, and complete His Great Commission together.

All entities of The Christian and Missionary Alliance, including local churches and districts, overseas fields, supporting organizations, and the National Office shall focus their resources on the accomplishment of this central mission.

not be adopted.

**COUNCIL ACTION: ADOPTED**

(no change; referred back to Board of Directors)

Your Committee found the updated statement compelling and dynamic. Further, many aspects are affirming and productive, such as the addition of Trinitarian language, the familial approach which rendered the Statement less “institutional” and provided an emphasis which compliments The Alliance as a Christ-centered, Acts 1:8 family.

Your Committee is very much in favor of the direction of the updated Mission Statement of The Christian and Missionary Alliance. However, being unable to reach a consensus vote of a two-thirds majority, we request that the Board of Directors continue their efforts.

It is the opinion of your Committee that the Statement on Sexuality, **Item 2.15** (pages 166–168) in the **Report of the Corporate Secretary**, continues to reflect the essence of our belief and brings clarity, creating a useful and gracious framework for conversations regarding this issue.

The Committee commends the Board of Directors for their thoughtful deliberation and adoption of the rewritten Statement on Sexuality.

Respectfully submitted,

Rev. Jonathan S. Penland, chairperson  
Rev. Gregory A. Hill, vice chairperson  
Rev. F. Dean Lancaster, secretary

## **2019 INITIAL CREDENTIALS REPORT**

The corporate secretary has certified that 1,572 accredited delegates, and 608 corresponding delegates have registered as of 11:45 a.m., Wednesday, May 29, 2019.

## **SECOND PARTIAL CREDENTIALS REPORT**

The corporate secretary has certified that 1,720 accredited delegates, and 648 corresponding delegates have registered as of 11:45 a.m., Thursday, May 30, 2019.

## **FINAL CREDENTIALS REPORT**

The corporate secretary has certified that 1,737 accredited delegates, and 733 corresponding delegates have registered as of 11:00 a.m., Friday, May 31, 2019.



# MEMORIALS

## 2017–2018

*For to me, to live is Christ and to die is gain (Philippians 1:21).*

We take this opportunity to recognize and honor those of our colleagues who passed into the presence of Christ.

These men and women we have had the privilege of serving with over these many years, gave their all in the service of our Lord. Together, they impacted the lives of thousands of people who now, because of the ministry of our brothers and sisters, are part of the family of God.

As we respectfully honor these servants of Christ today, may the lives they lived, and the service they rendered, inspire us to be ever more faithful to our Savior and to the calling He has placed upon each of us.

We rejoice in the realization that the following members of The Christian and Missionary family have joined the ranks of the faithful and are worshipping Christ in heaven.

### **Official Workers Who Served in the United States/Overseas**

**Mrs. Elsie Mae Abrams**, retired international worker; served in Peru; died May 3, 2017.

**Rev. Richard J. Abrams Jr.**, retired international worker; served in Peru; died April 4, 2017.

**Miss Dorothy I. Adam**, retired international worker; served in Guinea; died September 6, 2017.

**Miss Emily A. Adams**, daughter of international workers serving in Indonesia; died October 4, 2018.

**Mrs. Marjorie M. Adams**, widow of Rev. William J. Adams; died August 13, 2017.

**Mr. Josiah C. Ang**, former pastor; served in the South Pacific District; died October 22, 2017.

**Rev. Jonathan S. Bailey**, former pastor; served in the Alliance New England District; died June 10, 2018.

**Rev. Rafael Batista**, former pastor; served in the Puerto Rico District; died May 23, 2018.

**Miss Viola L. Beack**, retired international worker; served in Peru; died March 2, 2018.

**Rev. Rodney L. Benner**, former pastor; served in the Rocky Mountain and Alliance Northwest Districts; died January 22, 2018.

**Rev. Darnell L. Bickel**, retired pastor; served in the Eastern Pennsylvania District; died May 8, 2018.

**Dr. Rexford A. Boda**, retired pastor; served in the Metropolitan District as president of Nyack College and Alliance Theological Seminary 1988–1993. Dr. Boda also served in the Eastern Pennsylvania and The Alliance Southeast Districts; died August 4, 2017.

**Mrs. Grace P. Boese**, retired international worker; served in Thailand; died January 8, 2018.

**Rev. Anthony G. Bollback**, retired pastor and National Office minister-at-large; served in the Western Pennsylvania, Metropolitan, Central Pacific, Mid-Atlantic, MidAmerica, The Alliance Southeast, and South Pacific Districts; died October 6, 2018.

**Mrs. Evelyn P. Bollback**, former international worker; served in Hong Kong; died February 12, 2019.

**Rev. Vernon C. Borchert**, retired pastor; served in the Western Pennsylvania District; died September 8, 2018.

**Rev. Paul H. Border**, retired pastor; served in the Ohio Valley District; died July 21, 2017.

**Ms. Esther E. Bowman**, former international worker; served in Thailand and Mali; died May 18, 2017.

**Rev. Daniel A. Boycott**, former pastor; served in the Great Lakes and Ohio Valley Districts; died June 7, 2018.

**Mrs. Dorothy L. Bressler**, former international worker; served in Vietnam, Malaysia, and Taiwan; died June 6, 2017.

**Mrs. Elizabeth B. Brokaw**, widow of Mr. John G. Brokaw Sr.; died February 11, 2018.

**Rev. Donald E. Brown**, former pastor; served in the Rocky Mountain, North Central, and Western Great Lakes Districts; died June 8, 2018.

**Rev. Jack M. Brown**, retired pastor; served in the Western Pennsylvania, Ohio Valley, Great Lakes, and The Alliance Southeast Districts; died July 18, 2018.

**Rev. Daniel Bruno**, retired pastor; served in the Spanish Central District; died April 18, 2017.

**Mrs. Astrid A. Cathey**, former international worker; served in Vietnam; died February 15, 2018.

**Rev. Choeun Che**, retired pastor; served in the Cambodian District; died October 15, 2018.

**Mrs. Virginia L. Childs**, widow of Rev. William T. Childs Jr.; died January 14, 2019.

**Mr. Browning N. Christensen**, former pastor; served in the Southwestern and Metropolitan Districts; died November 12, 2017.

**Rev. Roland D. Classen**, retired pastor; served in the Alliance Northwest District; died January 3, 2019.

**Rev. Jean D. Colin**, former pastor; served in The Alliance Southeast District; died August 23, 2018.

**Rev. Gordon G. Copeland**, retired pastor; served in the South Atlantic, Southern, Metropolitan, and Southwestern Districts; died October 2, 2018.

**Mrs. Linda A. Costello**, former institutional chaplain; served in the Great Lakes District; died April 25, 2017.

**Rev. Bruce A. Crossley**, pastor; served in the Northeastern, Central, and Western Pennsylvania Districts; died September 5, 2018.

**Rev. Daniel B. Crom**, retired pastor; served in the North Central, MidAmerica, and Western Great Lakes Districts; died September 19, 2018.

**Mrs. Lois J. Culver**, wife of Rev. James Culver; died February 1, 2019.

**Mr. William M. Cunningham**, former pastor; served in the Central District; died November 1, 2017.

**Rev. Louis T. Dechert Sr.**, retired pastor; served in the Central Pacific, South Pacific, MidAmerica, Southwestern, and Southern Districts; died October 21, 2017.

**Mrs. Olga C. De La Rosa**, retired worker; served in the Southwestern District; died November 19, 2017.

**Rev. Joseph M. DeSerio Sr.**, retired pastor; served in the Northeastern District; died April 1, 2018.

**Mrs. Dorothy A. Dolby**, widow of Rev. Milford L. Dolby; died March 22, 2017.

**Miss Barbara B. Douglas**, former international worker; served in Mali; died January 2, 2018.

**Mrs. Lavonne Dugan**, widow of Rev. LeRoy Dugan; died February 5, 2017.

**Dr. Teresa C. Dunham, CWM**, retired consecrated official worker, former international worker, and Simpson University personnel; served in the South Atlantic, South Pacific, and Central Pacific Districts; died July 22, 2018.

**Mrs. Patricia E. Durant**, wife of Rev. Dennis D. Durant; died June 2, 2017.

**Mr. Loren D. Edger**, retired pastor; served in the Spanish Western Association and Central Pacific District; died December 2, 2017.

**Rev. Richard C. Elwell**, pastor; served in the South Pacific District; died October 13, 2018.

**Mrs. Anne M. Epperson**, widow of Dr. Charles A. Epperson; died March 5, 2018.

**Rev. William D. Erving Sr.**, retired pastor; served in the Midwest, South Pacific, Great Lakes, Western Pennsylvania, and Mid-Atlantic Districts; died October 26, 2017.

**Rev. John Eumurian**, retired pastor; served in the North Central, Western Great Lakes, and Midwest Districts; died October 6, 2017.

**Mrs. Roberta L. Fanberg**, international worker; served in Venezuela, Peru, and Costa Rica; died July 11, 2017.

**Rev. Brice E. Fennig**, retired pastor; served in the Midwest District; died November 23, 2017.

**Rev. John A. Fitzstevens Jr.**, retired international worker; served in Vietnam; died February 11, 2018.

**Mrs. Marilyn Gaertner**, widow of Rev. Robert D. Porter, widow of Rev. John P. Gaertner; died August 19, 2018.

**Mrs. Margarette M. Gardner**, widow of Rev. Gerald T. Gardner; died March 2, 2018.

**Rev. Michael E. Garrison**, former pastor and institutional chaplain; served in the Midwest District; died March 29, 2018.

**Mrs. Alice V. Gibbons**, retired international worker; served in Indonesia; died July 26, 2017.

**Rev. Donald C. Gibbons**, retired international worker; served in Indonesia; died January 14, 2018.



**Rev. William N. Goldsmith**, retired pastor; served in the Puerto Rico, Southwestern, Spanish Central, and Spanish Eastern Districts; died November 19, 2017.

**Rev. Charles W. Good**, former international worker; served in Peru; died October 22, 2017.

**Rev. H. Russell Graf**, retired pastor; served in the Western Pennsylvania, Metropolitan, Northeastern, MidAmerica, and Midwest Districts; died June 18, 2017.

**Mrs. Hazel I. Grames**, widow of Rev. Ernest S. Grames; died April 7, 2017.

**Rev. Luther E. Gray Sr.**, retired pastor; served in the Southern District; died February 22, 2018.

**Rev. Anthony Guenther**, retired pastor; served in the Metropolitan, North Central, and The Alliance Southeast Districts; died October 1, 2018.

**Rev. Chee C. Ha**, former pastor; served in the Korean District; died June 11, 2018.

**Rev. John Harms**, retired pastor; served in the Ohio Valley District; died June 14, 2017.

**Mrs. Roberta Harris**, wife of Rev. Stephen L. Harris; died July 10, 2017.

**Mrs. E. Virginia Hedger**, wife of Rev. James V. Hedger; died September 4, 2018.

**Mrs. Mable E. Heffer**, former international worker; served at Dalat School, Vietnam; died November 15, 2018.

**Rev. Michael Hengle**, former pastor; served in the Midwest, Great Lakes, Alliance New England, and Southern Districts; died August 28, 2017.

**Rev. Daniel G. Henry**, retired pastor; served in the South Pacific and Western Pennsylvania Districts; died February 22, 2017.

**Mr. Milton Hernandez**, former pastor; served in the Midwest District; died June 7, 2018.

**Mr. Rex D. Hicks**, retired official worker; served in the Ohio Valley District; died February 9, 2017.

**Rev. Stanley R. Hiers**, retired pastor; served in The Alliance Southeast, South Atlantic, Mid-Atlantic, Southern, Northeastern, and Eastern Pennsylvania Districts; died September 20, 2017.

**Mrs. Patricia P. Hiller**, wife of Rev. Jack W. Hiller; died October 19, 2017.

**Mrs. Evelyn N. Holiday**, retired international worker; served in Vietnam; died January 12, 2019.

**Rev. Robert C. Hollowell**, retired pastor; served in the Midwest, MidAmerica, and Central Districts; died May 20, 2017.

**Mrs. Linda L. Hustad**, wife of Rev. L. A. Hustad; died February 17, 2018.

**Rev. Ronald G. Israel**, retired international worker; served in Guinea and Gabon; died June 8, 2018.

**Rev. Leon L. Jensen**, retired pastor; served in the North Central and Rocky Mountain Districts; died March 2, 2018.

**Mrs. DeLors I. Johnson**, retired international worker; served in Gabon and the Democratic Republic of the Congo; died August 5, 2017.

**Rev. Dennis M. Johnson**, retired pastor; served in the Central, Midwest, and North Central Districts; also served at Crown College, at the C&MA National Office, and as a VA chaplain; died November 26, 2018.

**Mrs. Elaine C. Johnson**, retired international worker; served in the Republic of the Philippines; died May 17, 2017.

**Mrs. Janet C. Jones, CWM**, retired consecrated official worker; served in the Western Pennsylvania District; died February 7, 2019.

**Mrs. Betty J. Ketterer**, wife of Mr. Andrew D. Ketterer; died May 15, 2017.

**Miss Olive E. Kingsbury**, retired international worker; served in Vietnam; died December 11, 2018.

**Miss Ruth E. Kroon**, retired international worker; served in the Democratic Republic of the Congo; died November 28, 2018.

**Rev. Carlos J. Lahoz**, former pastor; served in the Spanish Central and Spanish Eastern Districts; died June 28, 2017.

**Rev. Nguyen P. Le**, retired pastor; served in the Vietnamese District; died November 3, 2018.

**Rev. Kang C. Lee**, retired pastor; served in the Hmong District; died April 1, 2017.

**Rev. Stanley J. Lemon**, retired international worker; served in Vietnam and Hong Kong; died September 7, 2017.

**Rev. Luke Liang**, former pastor; served in the Southwestern District; died June 24, 2018.

**Rev. George S. Liebmann**, former pastor; served in the South Atlantic and Southwestern Districts; died September 17, 2018.

**Rev. Keith V. Lindsey**, retired pastor; served in the Central, Western Pennsylvania, and Eastern Pennsylvania Districts; died April 1, 2017.

**Mrs. Jean A. Livingston**, retired international worker; served in Vietnam, Dalat School in Malaysia, and the Republic of the Philippines; died September 13, 2018.

**Rev. Philip Loh**, retired pastor; served in the Chinese Churches Association and Central Pacific District; died April 13, 2018.

**Mrs. Elma G. Long**, former international worker; served in Vietnam; died October 9, 2018.

**Mr. Wayne L. Luke**, former pastor; served in the Alliance Northwest District; died January 25, 2018.

**Rev. Donald E. Lundborg**, retired pastor; served in the North Central District; died October 19, 2017.

**Rev. James W. Lynn**, retired pastor; served in the Western Pennsylvania District; died September 28, 2018.

**Rev. C. D. Mangham Sr.**, retired pastor; served in The Alliance Southeast, Southern, Mid-Atlantic, South Atlantic, and Ohio Valley Districts; died February 4, 2018.

**Mrs. Faye W. Mangham**, wife of Rev. William F. Mangham Sr.; died April 23, 2017.

**Rev. George H. Mark**, retired pastor; served in the Eastern Pennsylvania District; died January 30, 2019.

**Rev. Robert H. Marshall**, retired pastor; served in the Northeastern, Metropolitan, and Western Pennsylvania Districts; died January 9, 2018.

**Rev. Lawrence E. Mason**, former pastor; served in the Midwest District; died September 19, 2017.

**Mrs. Dorothy May**, widow of Rev. Clyde H. May; died November 25, 2018.

**Mrs. Shirley L. Maynard**, wife of retired pastor Rev. Hugh M. Maynard; died October 1, 2017.

**Mrs. Charlotte G. McFarland**, former international worker; served in the Republic of the Congo; died February 1, 2017.

**Rev. Gerald E. McGarvey**, retired international worker; served in Mali and Burkina Faso; died January 15, 2019.

**Rev. Gerald E. McGraw**, retired pastor; served in the Western Pennsylvania, South Atlantic, and The Alliance Southeast Districts; died July 18, 2017.

**Mrs. Virginia M. McNeel**, widow of Rev. George A. McNeel; died September 19, 2017.

**Rev. Ralph A. McVicker**, retired pastor; served in the Eastern Pennsylvania, Mid-Atlantic, Central, and Alliance New England Districts; died November 13, 2018.

**Mrs. Betty J. Mitchell**, retired international worker; served in Vietnam, Malaysia, and the Republic of the Philippines; died June 28, 2017.

**Rev. William R. Mock**, retired pastor and former international worker; served in the Northeastern, Metropolitan, Mid-Atlantic, The Alliance Southeast, and South Atlantic Districts; served in Vietnam and Hong Kong; died November 18, 2017.

**Miss Vonnie M. Morscheck**, retired international worker; served in Indonesia; died November 30, 2017.

**Rev. Alex C. Motes**, retired pastor; served in the Alliance Northwest District; died March 15, 2018.

**Rev. Gerald M. Myers**, retired pastor; served in the Northeastern District; died May 6, 2018.

**Mrs. Margaret J. Neigenfind**, retired international worker; served in Indonesia; died October 22, 2017.

**Mrs. Carmen J. Nelson**, former international worker; served in Australia; died March 27, 2017.

**Rev. Duc H. Nguyen**, former international worker; served in Vietnam; retired pastor; served in the Vietnamese District; died November 5, 2018.

**Rev. Lap D. Nguyen**, former pastor; served in the Vietnamese District; died September 15, 2018.

**Rev. Nghi V. Nguyen**, former pastor; served in the Vietnamese District; died November 9, 2018.

**Mr. Jesus Nieves**, retired pastor; served in the Puerto Rico and The Alliance Southeast Districts; died September 9, 2018.

**Mrs. Lynette M. Norris**, wife of Rev. Jeffrey A. Norris; died October 28, 2017.

**Rev. John H. Pang**, retired pastor; served in the Korean District; died June 2, 2017.

**Rev. Hien X. Pham**, retired pastor; served in the Vietnamese District; died March 21, 2018.

**Mr. Paul T. Pham**, former pastor; served in the Vietnamese District; died May 8, 2018.

**Rev. Vinh Q. Phan**, retired pastor; served in the Vietnamese District; died January 9, 2019.

**Mrs. Mary Poser**, widow of Rev. Victor L. Poser; died April 5, 2017.

**Rev. George S. Rawding**, former pastor; served in the Eastern Pennsylvania District; died April 29, 2017.

**Rev. Richard P. Reichert**, international worker; served in Ecuador and Mexico; died June 16, 2017.

**Rev. Daniel L. Reigel**, former international worker; served in Argentina; former pastor; served in the Southwestern and Western Great Lakes Districts; died November 13, 2017.

**Rev. Royce F. Rexilius**, retired international worker; served in Vietnam; died May 10, 2018.

**Rev. Donald L. Rice**, retired pastor; served in the Central District; died April 19, 2017.

**Rev. Kenneth G. Riggenschach**, retired international worker; served in Indonesia; died September 27, 2017.

**Mrs. Doris V. Ritchey**, retired international worker; served in Côte d'Ivoire; died July 3, 2018.

**Rev. J. Clyde Ritchey Jr.**, retired international worker; served in Côte d'Ivoire; died December 12, 2018.

**Dr. Orlando Rivera**, former pastor and Nyack College professor; served in The Alliance Southeast and Metropolitan Districts; died May 28, 2018.

**Rev. Luis F. Rosario**, retired pastor; served in the Puerto Rico District; died October 15, 2017.

**Mrs. Corrine S. Sahlberg**, retired international worker; served in Thailand; died April 5, 2018.

**Rev. Pierre V. Sainvilus**, retired pastor; served in The Alliance Southeast District; died October 5, 2018.

**Mrs. Marjorie Schmidt**, widow of Rev. J. David Schmidt Sr.; died December 13, 2017.

**Mrs. M. Joyce Seckinger**, widow of Rev. Dahl B. Seckinger; died September 25, 2017.

**Rev. William L. Siewert**, retired pastor; served in the South Pacific, Rocky Mountain, and Alliance Northwest Districts; died February 5, 2017.

**Mrs. Thelma S. Sluyter**, retired international worker; served in Peru; died February 5, 2018.

**Rev. Carl F. Smith Sr.**, pastor; served in the MidAmerica, Southwestern, The Alliance Southeast, Alliance Northwest, Central Pacific, and Western Pennsylvania Districts; died April 9, 2018.

**Rev. Lawrence D. Smith**, retired pastor; served in the Western Pennsylvania, Alliance Northwest, Central Pacific, South Pacific, and Southwestern Districts; died October 26, 2018.

**Mrs. Margaret A. Smith**, wife of retired pastor Rev. John C. Smith; died October 17, 2017.

**Rev. Daniel Smuland**, retired pastor; served in the Alliance Northwest District; died February 6, 2019.

**Miss Anna L. Sontra**, retired worker, served in the Native American Association and The Alliance Southeast District; died October 16, 2017.

**Mrs. Stella M. Spencer**, widow of Chaplain Lt. Col. Herbert H. Spencer; died August 29, 2018.

**Mrs. Ruth C. Spring**, former international worker; served in the Democratic Republic of the Congo; died November 21, 2018.

**Dr. Thomas H. Stebbins**, retired international worker; served in Vietnam and Hong Kong; retired pastor, served in the MidAmerica District; died February 15, 2018.

**Rev. William F. Steinmann**, retired pastor; served in the Metropolitan and The Alliance Southeast Districts; died May 9, 2018.

**Rev. Gordon L. Strong**, retired international worker; served in the Republic of the Philippines and Dalat School in Malaysia; died January 16, 2019.

**Rev. Raymond N. Stumpf**, retired international worker; served in Japan; died October 10, 2017.

**Rev. Levoy H. Taylor**, former pastor; served in the Central, Great Lakes, and The Alliance Southeast Districts; died November 21, 2018.

**Rev. Albert R. Thomas Sr.**, retired international worker; served in the Republic of the Philippines; died January 7, 2019.

**Rev. Nhon T. Tran**, retired pastor; served in the Vietnamese District; died June 21, 2017.

**Rev. Foster C. Trout**, retired pastor; served in the South Atlantic and Western Pennsylvania Districts; died July 31, 2018.

**Mrs. Dorothy Underwood**, widow of Rev. William Underwood; died February 26, 2019.

**Mrs. Patricia Underwood**, wife of Rev. William C. Underwood; died August 19, 2018.

**Rev. Chang D. Vang**, former pastor; served in the Hmong District; died May 20, 2017.

**Rev. Charles C. Vessey Sr.**, former pastor; served in the Alliance New England District; died January 31, 2019.

**Rev. Grant R. Walborn**, retired pastor; served in the Mid-Atlantic and Western Pennsylvania Districts; died August 12, 2018.

**Mrs. Janet A. Wallace**, widow of Rev. Ramsey J. Wallace; died November 14, 2018.

**Rev. Ramsey J. Wallace**, retired pastor; served in the Western Pennsylvania and Central Districts; died April 11, 2017.

**Rev. Leonard S. Wallmark**, retired pastor; served in the Central Pacific District; died May 16, 2017.

**Rev. Hubert J. Warden**, former pastor; served in The Alliance Southeast District; died October 8, 2018.

**Mrs. Lois J. Webber**, retired international worker; served in Thailand; died June 20, 2017.

**Rev. Karl W. Westmeier**, former international worker; served in Colombia; died April 14, 2018.

**Mrs. Doris L. Weston**, widow of Rev. Lloyd A. Weston; died March 24, 2017.

**Rev. Ralph C. Wetherbee**, former pastor; served in the Northeastern, Metropolitan, Midwest, and Southwestern Districts; died November 15, 2017.

**Mrs. Georgia Williams**, wife of Rev. Hilmore N. Williams; died July 13, 2017.

**Rev. Ralph L. Williams**, former pastor; served in the North Central and MidAmerica Districts; died March 8, 2017.

**Rev. Melvin L. Wilson**, former pastor; served in the Alliance Northwest District; died August 6, 2017.

**Rev. William B. Wollett**, retired pastor; served in the Mid-Atlantic and Eastern Pennsylvania Districts; died July 2, 2017.

**Rev. William P. Wood**, retired pastor; served in the Western Pennsylvania District; died September 6, 2017.

**Mrs. Mary L. Woodring**, wife of Rev. Arnold L. Woodring; died December 6, 2017.

**Rev. Fred R. Yearsley**, retired pastor; served in the Western Pennsylvania, Central, and Eastern Pennsylvania Districts; died April 4, 2017.

**Rev. Ki H. Yeon**, former pastor; served in the Korean District; died January 29, 2018.

**Rev. Henry C. Zweigart**, former pastor; served in the Alliance Northwest District; died March 9, 2018.

*Note: This report includes only those deaths that were reported to the National Office prior to the cutoff date in March. After that date, subsequent names will be included in the next General Council's report.*



## 2019 STATEMENT OF APPRECIATION

The president, on behalf of the delegates of the 2019 General Council in Orlando, Florida, would like to express deep appreciation and gratitude to the many people involved in the preparation and planning for this Council. It is therefore recommended:

### **Recommendation 1**

That we, the delegates of the 115th General Council, recognize with thanksgiving to God the following people who have contributed to the success of these meetings:

Council Planning Committee: John P. Stumbo (chairperson), Samuel S. Beatty, Johanna Boscarello, Timothy D. Crouch, Matthew C. DeCoste, Erik C. Hansen, Rick J. Hemphill, Yeng Her, Dianne S. Lamendola, Timothy G. Meier, Jelani Pinnock, Carrie L. Reinhard, Miles J. Reese, Robert J. Sanford, Jonathan G. Schaeffer, and Robin B. Walters.

Council Program Coordinators: John P. Stumbo (chairperson), Miles J. Reese (vice chairperson), Timothy D. Crouch, James B. Malone, Timothy G. Meier, Robert J. Sanford, and Kelvin L. Walker.

Council Coordinators: Rick J. Hemphill, Hal R. Kenzel, Dianne S. Lamendola, Carrie L. Reinhard, Miles J. Reese, and the support staff of the National Office for their excellent Council-planning efforts; district helpers and volunteers whose significant efforts have greatly contributed to the success of Council.

Travel and Ground Arrangements: Caleb T. Baker, Hilda I. Maysonet, Jenifer L. Morrell, Janice D. Rants, John Valentine, and Kim E. Vincent.

District Host: The gracious hospitality of The Alliance Southeast District: District Superintendent Alfredo E. Gutierrez, Charles R. Hughes, Jr., district office staff, district pastors, and churches.

Alliance Missions Pre-Council: Timothy D. Crouch and James B. Malone (coordinators), Caleb T. Baker, Samuel H. Hughes, Timothy G. Meier, Jennifer J. Schepens, and Bill.

Church Ministries EquippingU Pre-Council: Matt Hannan, Bryan Loritts, Dr. Thom Rainer, Terry D. Smith, Kim E. Vincent, and Scott R. Wakeley.

BANNER: Kenneth A. Crane, Matthew C. DeCoste, and Catharine-Anne Ellis.

Booths: Hal R. Kenzel (coordinator), Frederick (Buster) J. O'Riley II, and all those who faithfully managed the exhibit booths.

Council Cell Phone App: Jordan J. Goodoien (coordinator), and Benjamin S. Rogers.

Council Producer and Staff: Christina Harrell, Yeng Her, Frederick (Buster) J. O'Riley II, and Robert J. Sanford.

Registration and Information: Carrie L. Reinhard (coordinator), Christy Baldes, Charlotte K. Bonck, Pamela C. Burgo, Judith A. Collins, Frances H. Corby, Katie DeCoste, Laurel M. Friesen, Daniel E. Garrido, Kelli M. Goossen, Rachel Meier, Jenifer L. Morrell, Jenifer J. Rivera, Sarah Schell, Clover Stein, Lauralyn R. Stombaugh, Cyndy L. Swanson, and June P. Wakeley.



Plenary Personnel and Guest Speakers: Mark E. Ashton, Kenneth E. Baldes, Daniel N. Boal, Andrew E. Burchett, Edward DeJesus Jr., Timothy D. Crouch, Gary D. Friesen, Cheryl S. Fugate, Robert H. Fugate, Josh Gallagher, Javier Gómez Marrero, Alfredo E. Gutierrez, Norman D. Hall, Tae S. (Ted) Kang, Mitchell M. Kim, Brian Kluth, John G. (Gabe) Lawson, Bryan Loritts, Melissa J. MacDonald, Lawrence L. McCooley, Timothy G. Meier, Bethany S. Nutter, Brandon M. Nutter, Amy L. Roedding, Jonathan G. Schaeffer, Jennifer J. Schepens, Scott G. Slocum, Michael A. Sohm, John P. Stumbo, Jennifer L. Vogel, Kelvin L. Walker, Shawn and Becky, and Matt and Rachel.

Special Guests: Félipe Fierro Bastías, Eoghan Cosgrave, Kenneth L. Graham, Merle Graham, Yoel Magdaleno, David Muthre, Bashar Nimat, Mario Perez, David Shin, Kay Shin, Jurandir I. Yanagihara, and Mami Yanagihara.

Alliance Family Prayer Gathering Ministry Team: Thomas and Evangeline (Annie) George (coordinators), Carmen I. Figueroa-Belen, Hector Belen Jr., David L. Bishop, Carol S. Borderud, Scott R. Borderud, Marcia R. Braun, Jeffrey P. Brown, Jody M. Brown, Douglas G. Conley, Julie Conley, Keith R. Crownover, Marilyn I. Elliott, Stephen V. Elliott, Thomas R. Flanders, Christina D. Flanders, Daniel M. Garrido, Karen S. Gustafson, Alfredo E. Gutierrez, Daisy Gutierrez, Fred A. Hartley III, Marc S. Horace, Nathan D. Howard, Sharon M. Howard, Sandra C. Kang, Tae S. (Ted) Kang, Matthew Kelly, Mony Khiev, Marta Khiev, Tedd M. Lewellen, David B. Linn, Barbara S. Linn, Debbie Malick, William W. Malick, T. Edwin Mangham, Julie R. Mangham, Javier Gómez Marrero, Ivan R. Marti Sr., Krisy, Hilda I. Maysonet, Lizzette I. Medina, Evelyn Gonzalez Mercado, Jeffrey A. Miller, Pamela E. Miller, David A. Nagel, Marcia A. Nagel, Christopher S. O'Dell, Jonathan W. Rich, Kathie E. Rich, Jessie L. Ritchey, Rosilio Roman III, Daniel J. Scarrow, Jonathan G. Schaeffer, Kendra Shaw, Randy M. Shaw, Robert W. Storey, Virginia (Lyn) Storey, Kathleen J. Trainer, Ralph S. Trainer, Donice M. Van Gilst, Raymond J. Van Gilst, Charles (Randy) Vinson, Bernadette M. Vinson, Ronald C. Walborn, Wanda F. Walborn, Kelvin L. Walker, Schae-Vonne (Doni) Walker, Jonathan A. Wiggins, and Lori A. Wiggins.

Seminar Leaders: Miles J. Reese and Dianne S. Lamendola (coordinators), Rafael Candelaria Acosta, Jennifer K. Ashby, Leonardo Ayala, Kenneth E. Baldes, Daniel N. Boal, Guy Burgo, Harris W. Campbell, Katrina R. Campbell, John A. Corby Jr., Michele S. (Shelly) Crouch, Timothy D. Crouch, Stephen V. Elliott, Gary D. Friesen, Sally V. Fry, Katlyn E. Giberson, David W. Graf, Matt Hannan, Brian Kluth, Melissa J. MacDonald, Joel D. Malick, Lawrence L. McCooley, Lisa Meiners, Joseph Padilla, Lisa M. Plunket, Michael W. Plunket, Thom S. Rainer, Chad Roquel, Jennifer J. Schepens, Matthew Sleeth, Heather E. Smith, Ruth A. Smith, Richard C. Stein, Richard W. Todd, Jennifer L. Vogel, Ronald C. Walborn, Kelvin L. Walker, Cheryl, Melanie, and Bill.

Music: Those who ministered in the various elements of the services including musicians and accompanists: Samuel S. Beatty (worship leader), Anna M. Beatty, Bill Bodenschatz, Andre Campbell, Amanda Colon, Elix Colon, Joel Cuevas, Erik Hansen, Jaynie Hansen, Jason Harris, Josh D. Hiers, Charles R. Hughes III, Kristen M. Hughes, Samuel H. Hughes, John Kullgren, Jaime Largaespada, Jeremiah Lloyd, Andres I. Marti, Américo Montoya, Jelani Pinnock, Jesse W. Sharpe, Craig Slezak, Kelvin L. Walker, Robin B. Walters, Nyack College Chorale Ensemble, and Deltona Alliance Church Choir.

Business Sessions: Andrew H. Hawkins (moderator), John A. Thomas (assistant moderator); Assistant Secretaries: Thomas A. Hicks (chairperson), Nathan D. Conklin, John G. (Jack) Pladdys.

Corporate Secretary's Office: Corporate Secretary Steven C. Lausell; Moderator Andrew H. Hawkins, Assistant Corporate Secretary Gary D. Friesen; Assistant Secretaries of Council: Thomas A. Hicks (chairperson), Nathan D. Conklin, John G. (Jack) Pladdys; Executive Assistants: Susan M. Close (coordinator), Loretta C. Nelson, Kim E. Vincent; Recorder of Public Service Minutes: Emma T. Houk.

Finance: Charlotte K. Bonck, Judith A. Collins, Daniel R. Deutsch, and Eddie R. Swanson.

Sound, Lighting, Video, Social Media, and Projection Support: Backstage Productions, Brad Brooks and Courtney Brooks, Kelli M. Goossen, AJ E. Gutierrez Jr., and Marvin T. Harrell.

Council Signage: Joseph R. Dixon, Dana M. Houser, Jon C. Houser, and Andrew Smith.

Tellers/Business Session Ushers: Jerry D. Breedlove Jr. (chairperson), Larry K. Williams (vice chairperson for counting), Peter A. Dodge (vice chairperson for distribution), and National Office staff as listed in the Report of the Committee on Nominations.

Council Committee Officers and Members: Jennifer K. Ashby, Jarvis L. Crosby, Jorge Cuevas, Robert C. Formica, Sally V. Fry, Christopher D. Gambill, Michael C. Gerhardt, James T. Harp, David A. Havener, Gregory A. Hill, F. Dean Lancaster, Omar D. Niebles, Thomas R. Olney, Jonathan S. Penland, Lisa M. Plunket, John C. Stoeckle, Jonathan A. Wiggins, Robert E. Zimmermann, and all the members as listed in the final minutes.

Committee on Rules: Robert B. Goldenberg (chairperson), Mark A. Blake, Kenneth L. Cluck Jr., Paul W. Marshall, Douglas P. Parkinson, and Martin J. (Marty) Reinhout.

Children's Ministry: Jamie L. Sulle (coordinator), Tristin Anderson, Ashlee Ballard, Carmelle Beausejour, Rosenie Beausejour, Tara Bolanda, Donna R. Bracewell, Michaela Brzozowski, Christina Davis, Lori Firebaugh, Cheryl S. Fugate, Robert H. Fugate, Cynthia R. Greaves, Kimberly S. Greenleaf, Jamyra Harrell, Peggy Hartman, Matthew Johnson, Joy Jordan, Shannon Kastner, Susan Kastner, Connie J. MacDonald, Connor L. Neigenfind, Darren J. Pritchard, Dylan Pritchard, Tyler Pritchard, Whitney A. Pritchard, Cathie Quackenbush, Duane Ranard, Martha Redman, Elizabeth Reed, Donna Rodgers, Danny A. Runkle, Lydia R. Runkle, Amy L. Simpson, Megan Smith, Liz Sohl, Pamela J. Stephenson, Cathy Sullivan, Kent R. Sullivan, Benjamin D. Sund, Lisa L. Vogan, Kate Watson, Susan Watson, Janna Welch, Bonnie B. Wissink, Cassie Young, Julie Young, Kenna, Kiersten, and Toby.

Communion Stewards: LuAnne Baker, Christy Baldes, Kenneth E. Baldes, Christian K. Braun, Marcia R. Braun, Keith R. Crownover, Lori J. Crownover, Stephen V. Elliott, Stephen D. Fowler, Trina D. Fowler, Charles O. Galbreath, Daniel M. Garrido, Yolanda Lalama (Garrido), Thomas George, Evangeline (Annie) George, Karen S. Gustafson, Judith A. Higey, Matthew E. Kelly, Maxine Kelly, Daisy Lausell, Steven C. Lausell, Debbie Malick, William W. Malick, Hilda Maysonet, Anita L. Morrison, Ronald J. Morrison, Jessie L. Ritchey, Alejandra Rivera, Miles J. Reese, Jonathan G. Schaeffer, Mary H. Schaeffer, Scott G. Slocum, Craig S. Smith, LaDonna J. Smith, Ralph S. Trainer, Jennifer L. Vogel, Ronald C. Walborn, Wanda F. Walborn, Kelvin L. Walker, Schae-Vonne (Doni) Walker, Stosh D. Walsh, Kok C. (KC) Wong, David M. Yoon, and Kyung H. (Kay) Yoon.

Greeters and Safety: Armando Arends, Ashlee Ballard, Ross T. Ballard, Michaela Brzozowski, Howie P. Close, David L. Crouch, Patricia L. Crouch, Timothy G. Daigle, Christina Davis, Christopher Davis, Carmen R. Duffy, Michael P. Duffy, M. David Edwards III, Gina Edwards, Lori Firebaugh, Glenn W. Hanna, Margaretann (Peggy) Hartman, William R. Hartman, Pedro Hernandez, Carly Joseph, Rose-Mai J. Joseph, Mark Kastner, Shannen Kastner, Susan Kastner, James L. Koch, Robin Millies, Jarrod Nadeau, Rich Noble, Michael Phelps, Dan Race, Patti Race, Amanda L. Sali, Juan J. Sali, Megan Smith, Pamela J. Stephenson, Allen Thompson, and Sheldon Williams.

Tech Support: Steven M. Brisco, Caleb M. LeMaster, and Edwin Ramirez.

Facilities: Appreciation to Orlando World Center Marriott, Jackie Nealy, and James Stauffer.

**COUNCIL ACTION: ADOPTED**

## **SELECT COMMITTEES OF GENERAL COUNCIL 2019**

### **COMMITTEE RELATING TO THE PRESIDENT'S REPORT**

Rev. Thomas R. Olney, chairperson  
Rev. James T. Harp, vice chairperson  
Rev. Omar D. Niebles, secretary

Rev. Paige A. Adams  
Mr. Christopher S. Bahr  
Mr. Robin W. Calderon  
Rev. Edgar S. Castro  
Rev. Chad A. Clason  
Mrs. Patricia J. Jones

Rev. Timothy D. Keller  
Rev. G. Edwin Mangham  
Rev. James Panza  
Rev. Nigel G. Probert  
Miss Janice L. Quinlan

Rev. Marko R. Requena  
Mrs. Terasue A. Trempert  
Rev. Ronald D. Walker  
Mrs. Ka Soua Xiong  
David

### **COMMITTEE RELATING TO SPECIAL REPORTS AND GENERAL LEGISLATION**

Rev. Jonathan S. Penland, chairperson  
Rev. Gregory A. Hill, vice chairperson  
Rev. F. Dean Lancaster, secretary

Rev. Paul Bartnick  
Mrs. Jennifer M. Bliss-Criswell, CWM  
Mr. Peter Chow  
Mrs. Rebecca A. Daniels  
Rev. Sarkis A. Diarbi  
Rev. Ronald A. Higey

Rev. Stephen T. Kim  
Rev. David B. Linn  
Rev. Lee K. Nanfelt  
Rev. Kurt L. Trempert  
Dr. Marc D. Trujillo  
Rev. Raymond J. Van Gilst

Rev. Jeffrey M. Wheeland  
Rev. John Y. Yang  
Jake  
Kathryn  
Tim

### **COMMITTEE RELATING TO CHURCH MINISTRIES**

Ms. Jennifer K. Ashby, CWM, chairperson  
Mrs. Lisa M. Plunket, vice chairperson  
Rev. John C. Stoeckle, secretary

Mrs. Deborah L. Adams  
Rev. Timothy G. Agnello  
Rev. Luke T. Camara  
Rev. Reuben E. Dunkel Jr.  
Rev. Shahlahng Herr  
Mr. Nathan W. Kemper  
Rev. Bruce D. Lyman

Rev. Douglas E. McCracken  
Ms. Deborah L. Miller  
Rev. Brandon M. Nutter  
Rev. Eric A. Oleson  
Rev. Hendy A. Siu  
Rev. Robert W. Storey

Miss Bonnie L. VanOrnum  
Mrs. June D. Wineholt  
Mr. Tom Wissink  
Rev. Scott T. Wolf  
Rev. Chad A. Woolf  
Brad

## **COMMITTEE RELATING TO ALLIANCE MISSIONS**

Dr. Jarvis L. Crosby, chairperson  
Rev. Robert C. Formica, vice chairperson  
Dr. Michael C. Gerhardt, secretary

Rev. Hector Belen Jr.	Mrs. Diana C. Harner, CWM	Rev. Chad M. Smith
Dr. Patrick A. Blewett	Rev. David M. Murphy	Ms. Karen Solomon
Rev. Robert S. Boston Jr.	Ms. Kelly A. Krueger, CWM	Mrs. Julie A. Stutler
Rev. Wayne Chu	Rev. Tedd M. Lewellen	Rev. Nhiem T. Tran
Rev. Brian E. Davis	Rev. Carl S. McGarvey	Rev. Xeng Yang (#17727)
Mrs. Shennandoah A. Ditter	Rev. William P. Schmeissing	Becky
Rev. Mark R. Failing	Mrs. Susan E. Scott	Dave

## **COMMITTEE RELATING TO MINISTRY SUPPORT AND DEVELOPMENT**

Rev. David A. Havener, chairperson  
Ms. Sally V. Fry, CWM, vice chairperson  
Rev. Christopher D. Gambill, secretary

Mr. Daniel R. Allen	Mr. Joseph M. Gerhart	Mrs. LeeAnn M. Strecker, CWM
Rev. Scott R. Borderud	Mr. Harold E. Lund	Dr. Wanda H. Walborn, CWM
Rev. James K. Chung	Mrs. Aleah S. Nishizaki	Mr. Jerriid A. Washburn
Rev. Dale P. Crank	Dr. Julio A. Orozco	Rev. Wang W. (Joseph) Wong
Mr. Daniel L. Cutler	Rev. Alan W. Rathbun	Mrs. Daeu Yang
Rev. Robert H. Fugate Sr.	Ms. Sarah E. Samson, CWM	Christina

# STANDING COMMITTEES OF GENERAL COUNCIL 2019

## **C&MA BENEFIT BOARD**

Rev. Kenneth N. Brisco (2017–2021)  
Rev. Jeffrey P. Brown (2017–2021)  
Mrs. Karen L. Davie (2017–2021)  
Mr. Gary R. Reese (2017–2021)  
Mr. Christopher D. Tweedy (2017–2021)  
Mrs. Marilyn J. Westergren (2017–2018)  
Christina (2018–2019)  
Mr. Kenneth E. Baldes, vice president for Operations/treasurer\*  
Mr. Curtis L. Farmer, director for Alliance Benefits\*  
Rev. Rosilio Roman III, Church Ministries representative  
Rev. James B. Malone, Alliance Missions representative

## **COMMITTEE ON NOMINATIONS**

Rev. Jorge Cuevas, chairperson  
Rev. Robert E. Zimmermann, vice chairperson  
Rev. Jonathan A. Wiggins, secretary  
Mrs. Marcia R. Braun  
Rev. Thomas George  
Rev. Nathan D. Howard  
Mr. Steve Hsu  
Rev. Scott G. Slocum  
Mrs. Kimberly R. Thomas  
Rev. David M. Yoon  
Matt  
Tim

## **COMMITTEE ON THEOLOGICAL ISSUES**

Rev. Daniel R. Wetzel, chairperson (2013–2019)  
Dr. Richard E. Bush (2013–2019)  
Dr. Frank Chan (2017–2023)  
Dr. Stephen V. Elliott (2017–2023)  
Dr. Dean M. Erickson (2015–2021)  
Dr. José R. Martinez-Villamil (2017–2023)  
Rev. William A. Paul (2013–2019)  
Dr. David G. Reese (2015–2021)  
Dr. Lantzia C. Thao (2015–2021)

\* = ex officio

## **COMMITTEE ON RULES**

Rev. Robert B. Goldenberg, chairperson (2017–2021)

Rev. Mark A. Blake (2017–2021)

Rev. Kenneth L. Cluck Jr. (2017–2019)

Dr. Paul W. Marshall (2017–2021)

Mr. Douglas P. Parkinson (2015–2019)

Rev. Martin J. Reynhout (2017–2019)

## SUCCESSION TO OFFICE IN CASE OF DISASTER

### **Executive Officers**

Dr. John P. Stumbo\*  
Rev. Kelvin L. Walker\* +  
Mr. Steven C. Lausell\*

### **Corporate Officers**

Mr. Kenneth E. Baldes  
Rev. Terry D. Smith  
Dr. Timothy D. Crouch  
Dr. Timothy G. Meier

### **Board of Directors**

Rev. Craig S. Smith  
Dr. Ronald C. Walborn  
Rev. Scott G. Slocum  
Rev. William W. Malick+  
Mr. John A. Thomas  
Rev. Thomas George+  
Dr. Karen S. Gustafson, CWM  
Dr. Jessie L. Ritchey  
Rev. Stephen D. Fowler  
Mr. Matthew E. Kelly  
Dr. Stephen V. Elliott  
Rev. Kok-Choon Wong  
Kristine  
Rev. Christopher S. O'Dell  
Rev. Charles O. Galbreath  
Mr. Keith R. Crownover  
Mr. Stosh D. Walsh  
Dr. Jason H. Kim  
Mr. James R. Blake  
Ms. Jennifer K. Ashby, CWM  
Rev. Tae S. (Ted) Kang  
Rev. A. Andrew Beare  
Rev. Mark E. Ashton  
Martin

### **District Superintendents**

Rev. Jeffrey P. Brown  
Dr. Mark R. Searing  
Rev. Jeffrey A. Miller  
Rev. Jonathan W. Rich  
Rev. Jorge Cuevas  
Dr. Michael D. Noel  
Rev. Thomas J. Flanders  
Rev. Han Young Baek  
Rev. Jonathan A. Wiggins  
Rev. Thach V. Le  
Rev. Philip H. Hagar  
Rev. Randall M. Shaw  
Rev. Douglas G. Conley  
Rev. Raymond J. Van Gilst  
Rev. David B. Linn  
Rev. Mony Khiev  
Rev. Javier Gomez-Marrero  
Rev. Hector Belen Jr.  
Rev. Robert W. Storey  
Rev. David A. Nagel  
Rev. Nathan D. Howard  
Dr. Lantzia C. Thao  
Rev. Daniel J. Scarrow  
Rev. Scott R. Borderud  
Rev. Alfredo E. Gutierrez

\*Form Committee on Emergencies

+Also a district superintendent

The Disaster Committee is explained in the *C&MA Manual* on page A2-28.





## ACCREDITED DELEGATES

Abe, Roger  
Adams, Angela  
Adams, Debbie  
Adams, Paige  
Adams, Tim  
Adams, Todd  
Adams, Virgil  
Agnello, Timothy  
Alagar, Aaron  
Alcosiba, Lindsey  
Alezy, Woodler  
Alford, Paul  
Alicea, Miguel  
Alicea, Neil  
Alicea, William  
Allar, Sarah  
Allas, Maria Pilar  
Allen, Arliss  
Allen, Dan  
Allen, Susan  
Allen, Timothy  
Allen, Tom  
Almeyda, Gabriel  
Althaus, Terri  
Althaus, Todd  
Aluise, Daniel  
Aluise, Linda  
Amoh, Charles  
Anciso, Enrique  
Anderson, Benjamin  
Anderson, Chelsea  
Anderson, Michael  
Anderson, Steven  
Anderson, Wayne  
Andrews, Shawn  
Andrews, Susie  
Aparicio, Joel  
Aparicio, Magdalena  
Aponte, Eliat  
Armistead, Gene  
Armistead, Michelle  
Arndt, Evie  
Arndt, Jerry  
Arndt, Melissa

Arndt, Philip  
Arrington, Virgil  
Ashby, Jennifer  
Ashton, Kelle  
Ashton, Mark  
Atkinson, Debbie  
Atkinson, Olivia  
Atkinson, Rene  
Awabdeh, Manar  
Awabdeh, Raed  
Ayala, Dora  
Baek, Han Young  
Bahm, Kyle  
Bahr, Christopher  
Baker, Chrissi  
Baker, LuAnne  
Baker, Robert  
Baker, Roy  
Baker, Samuel  
Baker, Sharri  
Baldes, Ken  
Baldwin, Bryce  
Ballard, Allan  
Ballard, Robbin  
Banks, Alexander  
Banzhaf, Martin  
Baptiste, Donna  
Baradi, Hermisa  
Baradie, William  
Barcia, Raul  
Barman, Kurt  
Barner, Philip  
Barner, Robert  
Barrett, Steven  
Bartnick, Paul  
Bashioum, Robert  
Batchman, Charles  
Baumgartner, Matt  
Beack, Andrew  
Beack, David  
Beack, Valerie  
Beamon, Jason  
Bean, Jeffrey  
Beare, Archibald

Beasley, Art  
Beasley, Sandy  
Beaver, Carol  
Beaver, Robert  
Becker, Miriam  
Becker, Tom  
Beckwith, Keith  
Beehner, Kevin  
Belen, Hector  
Bell, Bethany  
Bell, Erin  
Bellinger, Kevin  
Belsterling, Ron  
Bencomo, Cindy  
Bencomo, Joshua  
Bencomo, Tomas  
Benedict, Marty  
Benfield, Leslie  
Bennett, Brice  
Berman, David  
Bernard, Edwin  
Bernard, John  
Bernard, Susan  
Berry, Tim  
Bezek, Amy  
Bezek, Dave  
Bhote, Passang  
Bihary, Tracy  
Bill, Eric  
Bill, Victoria  
Billings, Carol  
Billings, Dave  
Binkele, Timothy  
Bird, Warren  
Birr, Richard  
Bishop, Daniel  
Bishop, David  
Blackburn, David  
Blackburn, Nancy  
Blake, Christine  
Blake, Jim  
Blake, Mark  
Blewett, Patrick  
Bliss-Criswell, Jennifer

Blood, Bridgett  
Blue, Edwin  
Blue, Joy  
Boal, Daniel  
Bochman, Michael  
Bohman, Maurice  
Bolin, Jennifer  
Bolin, Mark  
Boon, Beverly  
Borderud, Carol  
Borderud, Scott  
Bortner, Doug  
Boston, Bob  
Botana, Joseph  
Botana, Kit  
Bouw, Jr., Jacob  
Bowden, Thomas  
Bowman, Roland  
Bowman, Ruth  
Bracewell, Dean  
Bracewell, Donna  
Brackmann, Andrew  
Bradley, Shawn  
Brannon, Bob  
Brannon, Teresa  
Braun, Christian  
Braun, Marcia  
Breedlove, Jerry  
Brennan, Shawn  
Bretch, Dave  
Brocius, James  
Brocius, Joyce  
Brokopp, Carolyn  
Brokopp, John  
Brouger, Joyce  
Brouger, Robert  
Brown, Dan  
Brown, Diane  
Brown, Douglas  
Brown, Elisa  
Brown, Forrest  
Brown, Jeffrey  
Brown, Jeffry  
Brown, Kenneth  
Brown, Otis  
Brown, Richard

Brown, Richard  
Brown, Terry  
Brown, William  
Bruce, Samuel  
Brumley, Geraldyn  
Brumley, Mark  
Bryant, Jessica  
Brymer, Danny  
Bubna, Elin  
Bubna, Joel  
Buchmann, Belinda  
Buchmann, John  
Bucich, Dale  
Bucich, Heather-Mae  
Bui, John  
Bui, Nga  
Bui, Tri  
Bujang, Ndum  
Bumre, John  
Bunor, Top  
Buonkrong, Yno  
Burchett, Andrew  
Burdick, Gary  
Burgo, Peter  
Burrowes, Sean  
Bush, Richard  
Butler, Lewis  
Butler, Sabrina  
Byrom, Mark  
Caban, Daisy  
Cabral, Delia  
Cagwin, Joel  
Cagwin, Kristen  
Calderon, Josue  
Calderon, R. Daniel  
Calderon, Robin  
Calderon, Rosanghela Muller  
Calderon, Samuel  
Camara, Luke  
Cameron, James  
Cameron, Megan  
Campbell, Harris  
Campbell, John  
Campbell, Kathy  
Campbell, Meica  
Campbell, Paul

Campbell, Yvonne  
Candelaria, Rafael  
Carletti, Michael  
Carletti, Sarah  
Carpenter, Eric  
Carrasquillo, Luis M.  
Carrasquillo, Rosa  
Carver, Jennifer  
Casto, Jerald  
Casto, Vickey  
Castor, Teddy  
Castro, Edgar  
Castro, Hector  
Castro, Marcelo  
Caterson, John Edgar  
Caturan, Daniel  
Chaffin, John  
Chaffin, Laura  
Chamberlain, Dawn  
Chamberlain, Steve  
Chan, Mei Ngor Mavis  
Chan, Victor  
Chandler, Patrick  
Chang, Alex  
Chang, Andrew  
Chang, Christina  
Chang, Dongil  
Chang, Kao  
Chang, Michael  
Chapple, Steve  
Chaves, Fernando  
Childs, Amy  
Childs, Robert  
Childs, Robert  
Choi, Jae Won  
Chon, Irma  
Chon, Joseph  
Chow, Alan  
Chow, Peter  
Christensen, David  
Christian, Evans  
Christian, Melissa  
Christmas, Trevor  
Chu, Philip  
Chu, Wayne  
Chung, Daniel

Chung, James  
Chung, Raymond  
Church, Beau  
Cisneros Jr., Ramon  
Clapper, Thomas  
Clark, Joshua  
Clark, Kay  
Clark, Paul  
Clark, Phillip  
Clason, Andrew  
Clason, Carol  
Clason, Chad  
Clason, Isaac  
Clason, Matthew  
Clason, Nicki  
Clason, Philip Alan  
Clason, Rachel  
Cluck, Kenneth  
Cluck, Yong Ae  
Cochran, John  
Cochran, John  
Coffin, Ben  
Cohen, Matthew  
Coleman, Douglas  
Coleman, Jacqueline  
Coleman, Lynn  
Coleman, Miriam  
Coleman, Paul  
Coleman, Zachary  
Collado, Bong  
Collado, Gina  
Collins, Paul  
Collins, Rebecca  
Collins, Richard  
Condello, Brian  
Conklin, Nate  
Conley, Doug  
Conn, Joshua  
Connor, Roberta  
Connor, Timothy  
Cope, Connie  
Cope, Paul  
Corbin, Linda  
Corbin, Randall  
Corby, John  
Cortes, Jhon

Cory, Charles  
Cory, Patricia  
Cothran, Todd  
Covey, Michael  
Covington, Brock  
Crank, Dale  
Crank, Mary  
Crosby, Jarvis  
Crosby, Joanna  
Crosby, Paul  
Crownover, Keith  
Crownover, Lori  
Crumley, Diane  
Cruz, Monica  
Cruzado, Osvaldo  
Cuevas, Ana  
Cuevas, Jorge  
Culpepper, Alex  
Currie, Emily  
Currie, Ryan  
Cutler, Daniel  
Cutler, Moni  
Cutter, Steve  
Cutting, Jeffrey  
Cutting, Kimberlie  
Daigle, Elizabeth  
Daigle, Timothy  
Dakrla, Ykro  
Dally, Ben  
Daly, Dan  
Dangaran, Steve  
Daniels, Becky  
Daniels, Tim  
Danneker, Edward  
Danneker, Susan  
Darrow, John  
Daum, Myron  
Daum, Sharon  
Davis, Brian  
Davis, Carolyn  
Davis, Charles  
Davis, Enrique  
Davis, Keith  
Davis, Michael  
Davis, Michelle  
Davis, Ruth

Day, Jason  
De Carvalho, Decio  
De Los Santos, Edward  
DeBlaay, Joel  
DeCoste, Matt  
Deeren, Matthew  
DeJesus, Edward  
Del Valle, Wilmer  
Delaney, Don  
Delaney, Rhonda  
DeLong, Michael  
Deluna, Denise  
Dely, Gareth  
DeMuth, Jaeann  
DeSagun, Bob  
Deutsch, Dan  
DeWolfe, Dirk  
Dezir, Hertz  
Dezir, Josette  
Diarbi, Sarkis  
Diaz, Benigno  
Dieu, Mpyai  
Dillaman, Karen  
Dillaman, Rockwell  
Dinius, Karen  
Dinius, Todd  
Dirks, Robin  
Ditter, Jonathan  
Ditter, Shennandoah  
Dixon, David  
Dixon, Joseph  
Dixon, Mozart  
Dodge, Dennis  
Dodge, Emily  
Dodge, Greg  
Dodge, Peter  
Doirin, Dimitry  
Dolcine, Daniel  
Donaruma, Jimmy  
Dorrell, Jacob  
Dorrell, Kerry  
Dorsey, Calvin  
Doty, Frances  
Douglas, Rob  
Douglas, Stacy  
Douglass, Benjamin

Downes, Louis  
Drake, Cindy  
Driscoll, Andy  
Drummond, Richard  
Duffy, Mike  
Dunckel, Mona  
Dunckel, Reuben  
Dunham, Bill  
Duran, Anthony  
Durias, Daniel  
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Durow, Jeffrey  
Dvorak, Philip  
Dyke, Bruce  
Dyke, Rebekah  
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Ebbett, Mary  
Ebbett, Raymond  
Eckman, Laura  
Edalgo, Robbie  
Edmond, Ernst  
Edwards, Dave  
Edwards, David  
Edwards, Jan  
Edwardson, Dale  
Edwardson, Nathan  
Eger, John  
Elbel, Ellen  
Elbel, Roger  
Elliott, Curtis  
Elliott, Maia  
Elliott, Margaret  
Elliott, Nathan  
Elliott, Stephen  
Elliott, Wesley  
Emerson, Karl  
Enck, Douglas  
Ennis, John  
Enns, Peter  
Episcopo, Dennis  
Episcopo, Judy  
Eppehimer, Joan  
Eppehimer, Wayne  
Eppinga, Jodi  
Erickson, Dan  
Erickson, David

Erickson, Dean  
Erickson, Heather  
Erickson, Jennifer  
Erickson, Josh  
Eriksen, Daniel  
Eschenbrenner, Jim  
Ether, Bob  
Ether, Judy  
Etris, Tony  
Eubanks, John  
Eyler, Darryl  
Fahn, Jannah  
Failing, Mark  
Falkenberg, Beth  
Falkenberg, Robert  
Falkner, Joseph  
Faltynski, Bryan  
Farmer, Curtis  
Febrero, Jason  
Feliz, Eliezer  
Ferguson, Erik  
Figueroa, Lesbia  
Findlay, Kim  
Finkbeiner, Johnathan  
Fischer, Steve  
Fitch, Karen  
Fitzwater, Phyllis  
Flaherty, Bob  
Flanders, Jordan  
Flanders, Tom  
Flannigan, Dawn  
Flannigan, John  
Fledderjohann, Trent  
Flores Caban, Dariana  
Flores, Jose  
Floris, Joe  
Folkestad, Chris  
Folkestad, Chuck  
Forlow, Brad  
Formica, Bob  
Foster, Chris C.  
Fowler, Steve  
Francia, Jereuel  
Franks, Josh  
Frenel, Cevedieux  
Friesen, Gary

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Friess, Daniel  
Fritsch-Middleton, Cheryl  
Frodge, Max  
Fry, Bill  
Fry, Sally  
Fugate, Cheryl  
Fugate, Robert  
Fulkerson, Tim  
Fung, Francis  
Furl, Kenneth  
Furuyama, Michael  
Galbreath, Charles  
Gallagher, Josh  
Gambill, Christopher  
Gambill, Rebecca  
Garcia, Angel  
Garcia, Oscar  
Garcia, Rina  
Gardner, Andrew  
Gardner, Janice  
Garrido, Daniel  
Garrido, Danny  
Garrigo, Alba  
Garrison, Ronald  
Garrison, Roseanne  
Gaskin, Judy  
Gause, Joseph  
Gay, Bonnie  
Gay, Dan  
Gebretsadik, Siyum  
Geffers, Andrew  
Geistfeld, Gary  
George, Evangeline  
George, Jimmy  
George, Thomas  
Gerges, Gerges  
Gerhardt, Janet  
Gerhardt, Michael  
Gerhart, Joseph  
Gerow, Kris  
Gessner, Rita  
Ghidella, Edgardo  
Glover, Joseph  
Godoy, Xavier  
Goh, Simon

Goldenberg, Robert  
Goldenberg, Susan  
Golino, Jimmy  
Gomez Marrero, Javier  
Gomez, David  
Gonzalez, J. Manuel  
Gonzalez, Juan  
Gonzalez, Laura  
Gonzalez, Maricarmen  
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Goodin, Krista  
Gooding, David  
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Gorham, Jeremy  
Gorton, Dennis  
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Grames, Judith  
Gramley, Nathan  
Granados, Brenda  
Grant, James  
Graves, Steve  
Greaver, David  
Greaves, Chris  
Greaves, Cindy  
Greenleaf, Brian  
Greenleaf, Kim  
Greenlief, Michael  
Gresseau, Clifford  
Griffin, Amanda  
Griffin, Jeanette  
Griffin, Joel  
Griffin, Matthew  
Grimes, Josh  
Groh, Daniel  
Groh, Terri  
Gruber, Kara  
Grusendorf, Stephen  
Guentner, Matt  
Gugger, Dennis  
Guild, Stuart  
Guillen, Johnny  
Guisinger, Stephen  
Gustafson, Karen  
Gutierrez, AJ  
Gutierrez, Alfredo  
Guzman, Julio

Guzman, Zahydee  
Haddad, Bashar  
Hagar, Philip  
Hagen, Stephen  
Haley, William  
Hall, David  
Hall, Dennis  
Hall, Julie  
Hall, Norman  
Halstead, Steve  
Hang, Kong  
Hanna, Glenn  
Hanna, Kamy  
Hannah, Jack  
Hannah, Pat  
Hannold, Boyd  
Hanns, Jerry  
Hanscome, Craig  
Hanscome, Marilyn  
Hardie, David  
Harms, Margaret  
Harner, Diana  
Harner, Robert  
Harp, Carla  
Harp, Jim  
Harper, Adam  
Harper, Nancy  
Harper, Steve  
Harrell, Janyra  
Harris, Ted  
Harrison, Emily  
Harrison, Philip  
Harrison, Sarah  
Harrison, Shawn  
Harrison, Timothy  
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Hartman, Bill  
Hartman, Stephen  
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Hautz, Doug  
Haux, Kelly  
Haux, Kevin  
Havener, Brenda

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Hayes, Jason  
Hayes, Ruth-Anne  
Hazard, C. Henry  
Heath, Ken  
Heffer, Meg  
Heffield, Ron  
Hegland, Colleen  
Heglund, Judith  
Heglund, Ted  
Hembel, Mark  
Hemming, Andrew  
Hemming, Rebecca  
Hemphill, Rick  
Henderson, Daniel  
Henderson, Jeremiah  
Henderson, Joanna  
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Henretty, Denise  
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Hicks, Tom  
Hiers, Dawna  
Hiers, Josh  
Hiers, Ron  
Higey, Judy  
Higey, Ron  
Higgs, Timothy  
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Hill, Gregory  
Hill, Janie  
Hill, Nathan  
Hill, Robert

Hilstad, Brandon  
Hine, David  
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Hnatiuk, Becca  
Ho, Anita  
Ho, Chueh-Sheng  
Ho, David  
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Hobbs, Anne  
Hobbs, George  
Hober, Jeffrey  
Hober, Kathy  
Hodgdon, Dave  
Hoffecker, James  
Hoffman, Meredith  
Hoke, D. Ray  
Holmes, Julia  
Holmes, Rigel  
Honeck, Billy  
Horace, Manyse  
Horace, Marc  
Hostetler, Jared  
House, Denes  
Hovde, Jason  
Hovde, Jenelle  
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Howard, Denise  
Howard, Jake  
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Howard, Joseph  
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Howard, Sarah  
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Hruska, Chris  
Hubbell, Amy  
Hubbell, Erron  
Huddleston, Larry  
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Huffman, Terry  
Huffman, Valerie  
Huggler, Ronald  
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Hughes, Gary  
Hughes, Sam

Huizing, Russell  
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Hurst, Jon  
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Huynh, Linh  
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Irvin, Shannon  
Irving, Robert  
Iseman, John  
Isler, Jim  
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Iverson, Tim  
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Jackson, Helen  
Jackson, Sarah  
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Jang, Young Sik  
Jean, Jean R.  
Jeffrey, Joy  
Jeffrey, Robert  
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Jensen, Val  
Jerred, Doug  
Jiang, Zhirong  
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Johnson, Dave  
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Johnson, Jim  
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Johnson, Paul  
Johnson, Renee  
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Jones, Charles  
Jones, David  
Jones, Michelle  
Jones, Patricia  
Jones, Philip  
Jones, Tony  
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Jorgenson, Danielle  
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Joseph, Adner  
Joseph, Carly  
Julian, Joe  
Julian, Ronald  
Julian, Ruth  
Junker, Debbie  
Junker, Randall  
Justafort, Pegui  
Kamuabo, Jean-Pierre  
Kan, Dominic  
Kang, Sandy  
Kang, Wan  
Kannel, Amanda  
Kannel, Brian  
Karcesky, Ben  
Karcesky, Jayne Ann  
Kayser, Tim  
Keefer, Samuel  
Keim, Anthony  
Keller, Timothy  
Kellogg, Mitchell  
Kelly, Felipe  
Kelly, Matt  
Kelly, Scott  
Kemmerer, Randal  
Kemper, Nathan  
Kennedy, David  
Kennedy, Margot  
Kennedy, Ricky  
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Kenyon, Daniel  
Kenzel, Hal  
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Kha, Boonma  
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Kim, Mitch  
Kim, Stephen  
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Kliewer, Jared  
Klosky, Frank  
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Kohl, Caleb  
Kohl, Erin  
Kohl, Kyle  
Kojap, Chhon  
Kong, Joseph  
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Kragt, Jerry  
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Krajacic, Denny  
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Kringler, John  
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Kuhn, Bill  
Kuo, Yu Fen  
Kuvshnikov, Joseph

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Lai, Sam  
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Lamendola, Joe  
Lampert, James  
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Landes, Ben  
Lane, Amy  
Lane, David  
Lane, Jeffrey  
Langford, Jonathan  
Lanpher, Gordon  
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Larson, Brett  
Larson, Tracy  
Larson-Eyler, Melissa  
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Laws, Richard  
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Le, Mau  
Le, Thach  
Le, Tien  
Le, Young  
Leach, Geoff  
LeClair, Ben  
Lee, Alan  
Lee, Feng  
Lee, James  
Lee, Jason  
Lee, Kayla  
Lee, Samuel  
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Lee, Wang  
Legg, Ryan  
Lemke, Weldon  
Lennon, Jonnifer  
Lennon, Robert  
Leonard, Thomas  
Lewellen, Tedd  
Lewis, Craig  
Lewis, Glenn  
Lewis, Katie  
Liang, Karen  
Liang, Mei-Chu  
Liang, Michael  
Licon, David Jr.  
Lillestolen, Peter  
Lillie, Joshua  
Lilte, Jen  
Lim, Kyungmook  
Lindow, John  
Lindsay, Abigail  
Lindsay, Brian  
Linn, David  
Lipp, Chris  
Little, Michael  
Livingston, Jeter  
Llewellyn, Cindy  
Llewellyn, James  
Loewen, Bryan  
Lohmeyer, Philip  
Long, Brian  
Long, Cindy  
Long, Larry  
Lonsinger, Jeff  
López, Diego  
Lopez, Pedro  
Lopo, Jeff  
Lopo, Kylene  
Lor, Doua Xiong  
Lor, Nhiako Kiatoukaysy  
Lotz, Ron  
Lowe, Naomi  
Luck, David  
Luck, Sean  
Luck, Susan  
Lund, Harold



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Lung, Peter  
Lyman, Bruce  
Lyman, Carrie  
Mabee, Duane  
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MacDonald, David  
MacDonald, Melissa  
Machmer, Skipp  
MacKay, Jack  
Maddox, Rick  
Mager, Mike  
Magstadt, Kyle  
Magstadt, Rick  
Magstadt, Sharon  
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Malick, Jeremy  
Malone, Jim  
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Mangham, Ed  
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Mangham, William  
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Mansker, Jenny  
Mapanao, Pacifico "Jun"  
Mapstone, Robert  
Marino, Juie  
Marino, Michael  
Mariscal, Franklin  
Marks-Brown, Lendor  
Marks-Cisneros, Gabriela  
Marquex, Alex  
Marquez, Pedro  
Marsh, Benjamin  
Marsh, Lamech  
Marshall, Nate  
Marshall, Paul  
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Marti, Ivan  
Marti, Miguel  
Marti, Miguel

Martin, Jon  
Martinez, Gabriela  
Martinez, Joel  
Martinez, Jose  
Martinez, Marlon  
Martinez, Pedro  
Mason, Bethany  
Mason, Eric  
Mason, Nathaniel  
Matheu, Victor  
Mathew-Rivera, Orlando  
Matias, Leida  
Matthews, Mark  
Mattsson-Boze, Joel  
Maxey, Ashley  
Maxey, Ben  
Maxey, Edward  
May, Nareth  
Mazumdar, Sanjoy  
McAdoo, Daniel  
McAdoo, Erin  
McCain, Jordan  
McCall, James  
McCandless, Lawrence  
McCooley, Lawrence  
McCoy, Seth  
McCracken, Doug  
McCracken, Jeff  
McCracken, Julianna  
McCracken, Tom  
McCray, Cliff  
McDow, Bernard  
McFarland, Holly  
McFarland, Josh  
McGarvey, Carl  
McGarvey, James  
McGarvey, Joel  
McGarvey, Lynn  
McGarvey, Patty  
McGarvey, Samuel  
McGarvey, Timothy  
McKay, Justin  
McKee, Jim  
McKeen, Nathan  
McKelvey, Bart  
McKelvey, Candi

McKelvey, Kyle  
McKenzie, Matthew  
McKinney, Larry  
McKnight, Lauri  
McKnight, Steve  
McLoughlin, Valary  
McMillan, Brian  
Mears, Owen  
Medena, Jean Yvio  
Medina, George  
Medina, Wilbert  
Meerkreebs, Zachary  
Megary, Michael  
Meher, Andrew  
Meier, Rachel  
Meier, Tim  
Melendez, Roberto Joel  
Mercurio, Carrol  
Mercurio, Christopher  
Mercurio, Michael  
Merendino, Matt  
Merrill, Glenn  
Merrill, Michelle  
Meyer, Joel  
Meyer, Sheila  
Mezghebo, Goitom G.  
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Miller, Dustin  
Miller, Jeff  
Miller, LeAnne  
Miller, Marlene  
Miller, Robert  
Miller, Tim  
Miller, Timothy  
Millet, Carmelo  
Millimono, Sabelle  
Min, Dong  
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Mindek, Douglas  
Mitchell, Debra  
Mitchell, Dori  
Mitchell, Thomas  
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Monroig, Victor  
Morales-Perez, Hector  
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Morell, Hazael  
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Morrison, Ronald  
Moser, Steve  
Motter, Faith  
Mount, Tom  
Moussa, M. Joseph  
Moynihan, Jim  
Moyun, Pun  
Muir, Betty  
Muir, Daniel  
Mulbah, Harris  
Mullenix, David  
Mullenix, Heather  
Muncy, Jeremy  
Muncy, Jill  
Murphy, David  
Murphy, Kitiya  
Murphy, Mark  
Murphy, William  
Myers, Greg  
Myers, Linda  
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Naegelen, Jeff  
Nagel, David  
Nanfelt, Lee  
Nash, Bob  
Neigenfind, Connor  
Nelson, Carma  
Nelson, Hilary  
Nelson, Joel  
Nelson, Kelli  
Nelson, Marvin  
Nelson, Stephen  
Nelson, Wyman  
Newburn, Keith  
Newman, Barry  
Newman, Terry  
Nguyen, An  
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Nguyen, Phien  
Nguyen, Tuyen  
Nhar, Reth  
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Nishizaki, Aleah  
Nishizaki, David  
Noble, Richard  
Noel, Michael  
Nordlander, Matthew  
Norris, Jeffery  
Norton, Kevin L.  
Norton, Shawn  
Novy, Rebecca  
Novy, Travis  
Ntoto, Ngoma Roger  
Nutter, Bethany  
Nutter, Brandon  
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Oberg, Kevin  
Oberholtzer, Chad  
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O'Bourke, Luis  
O'Dell, Chris  
O'Farrell, Mark  
O'Farrell, Ted  
Ofori, Felicia  
Oh, James  
O'Hara, Hope  
O'Hara, James  
Oleson, Eric  
Olivier, Michael  
Olivier, Renee  
Olivo, Jerry Jay  
Olney, Thomas  
Olson, Jonny  
Olson, Ryan  
O'Neil, Ron  
Ong, Teck Seng  
Ord, Doug  
Ord, Naomi  
Oreskovic, David  
Orozco, Julio A.  
Orozco, Yenory  
Ostlie, Betty

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Otto, Jane  
Overbeeke, Adriaan  
Overmoyer, David  
Overmoyer, Shirley  
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Owen, Lionel  
Owens, Mark  
Pace, Julian  
Page, Coulter  
Palmer, Edward  
Palomino, Miguel A.  
Panici, Lori  
Panza, James  
Paparo, Marty  
Pardieu, Mardochee  
Parish, Gail  
Parish, Robert  
Park, Yoonsun  
Parker, Robert  
Parkinson, Cherlyn  
Parkinson, Doug  
Parra, Juan  
Parra, Mirna  
Parschauer, Bobby  
Paul, Tedd David  
Pease, Mary Kaye  
Pease, Robert  
Pena, William  
Penland, Jonathan  
Penton, Karen  
Penton, Randy  
Perez, Jose Ahmed  
Perry, Betty  
Perry, Thomas  
Persons, Bruce  
Peterson, James  
Petrone, Joe  
Pettit, Stephen  
Petty, Jared  
Petty, Robert  
Peyton, Matthew  
Phelps, Debra  
Phelps, Michael  
Phenicie, Cheryl  
Phenicie, Darrell

Phillips, Lonnie  
Phillips, Tommy  
Phung, Jennifer  
Piel, Robert  
Pierce, Milton  
Pies, Kevin  
Pigott, Andrew  
Pilpe, Eduardo  
Pino, Raul  
Pjecha, Joseph  
Pjecha, Marnie  
Pladdys, Jack  
Pletincks, David  
Plummer, Donald  
Plunket, Michael  
Poferl, Judy  
Poferl, Tim  
Polo, Arturo  
Polo, Gustavo  
Porter, Mark  
Pottorff, Ed  
Powers, John  
Prahst, Dave  
Pratt, Reid  
Praxl, Scott  
Prentice, Doug  
Prescott, Karen  
Prescott, Tyler  
Presher, David  
Price, Deborah  
Price, Mark  
Probert, Nigel  
Probert, Pauline  
Prosser, David  
Prough, Christine  
Prussa, Wayne  
Pullen, Don  
Purath, Kipp  
Pust, Dennis  
Quackenbush, Bruce  
Quat, Nan tu  
Quinlan, Janice  
Race, Boyd  
Ramirez, Hector  
Ramos, Francisco  
Randall, Jonathan

Raposas, Ferdinand  
Rathbun, Alan  
Ratte, James  
Ratte, Lillian  
Ratzlaff, Verlyn  
Raymer, Ron  
Realpe, Marcelo  
Ream, Melissa  
Ream, Micah  
Ream, Scott  
Reckling, Nathan  
Reddoch, Jesse  
Reddoch, Nancy  
Reece, Sam  
Reeder, Vicki  
Reese, David  
Reese, Miles  
Reeves, Zachary  
Regalado, Maria  
Reid, Collin  
Reimer, Rob  
Render, Todd  
Repic, Joel  
Requena, Heather  
Requena, Marko  
Reyes, Elvira  
Reyes, Guillermo  
Reyes, Mark  
Reynhout, Linda  
Reynhout, Martin  
Reynolds, David  
Reynolds, Sam  
Rice, Brian  
Rich, Jon  
Richter, Dan  
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Riley, Steve  
Ristow, Nick  
Ritchey, Jessie  
Ritchey, Jonathan  
Riter, Tye  
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Rivera, Jorge Ivan  
Rivera, Jose  
Rivera, Michael  
Rivera, Samuel

Riveron, Freddy  
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Robbins, Scott  
Roberts, Willy  
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Robson, Jane  
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Rockwell, Jessica  
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Rodriguez, Laura  
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Roedding, Amy  
Rogers, Paul  
Rolon, Alexis  
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Rondon, Freddy  
Rosenberg, Alan  
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Sanders, Martin  
Sandford, Darren  
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Schafer, Kevin  
Schafer, Ron  
Scharer, Laura  
Schell, Forest  
Schepens, Jen  
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Schofield, Jeff  
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Seale, Connie  
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Seaman, Samuel  
Searing, Mark  
Searing, Reatha  
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Sefik, Tom  
Seide, Emmanuel  
Seide, Saintilma  
Sellen, Adam  
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Sevast, James  
Sevast, Terry  
Sevelo, Paul  
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Shook, Tara  
Shore, Brian  
Showalter, Dale  
Showalter, Kim  
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Smith, LaDonna  
Smith, Lawrence

Smith, Paul  
Smith, Terry  
Smith, Wesley  
Smith, William  
Snizek, Stan  
Snyder, Brian  
Snyder, James  
Sohl, Liz  
Sohm, Mike  
Solomon, Karen  
Sommerfeld, Mike  
Sommerfeld, Nancy  
Sostre, Hiram  
Soung, Jerry  
Soung, Singer  
Soung, True  
Souza, James  
Sovine, Kent  
Sovine, Todd  
Spencer, George  
Spencer, Laura  
Spoke, Michael  
Sproul, Kenneth  
Stager, Joshua  
Stalnaker, Philip  
Stanley, Anthony  
Steele, John  
Stein, Richard  
Steinert, Timothy  
Steinert, Violet  
Stemple, Charlotte  
Stemple, Stewart  
Stemple, Woody  
Stephenson, Brad  
Stern, Anna  
Stern, Jim  
Stevens, Doug  
Stevens, Neil  
Stimmel, Jack  
Stine, Duane  
Stiver, Lance  
Stoeckle, John  
Stombaugh, Albert  
Stombaugh, Lauralyn  
Storey, Robert  
Stork, James

Stork, Nancy  
Stout, Cory  
Strader, Bill  
Strand, Lia  
Strand, Michael  
Strecker, Andrew  
Strecker, LeeAnn  
Stuart Jr., Edward  
Stuart, Landon  
Studebaker, Scott  
Stumbo, James  
Stumbo, John  
Stumbo, Josiah  
Stumpf, Laura  
Stumpf, Phill  
Stutler, Julie  
Stutler, Zac  
Sudaram, David  
Sullivan, Catherine  
Sullivan, Jason  
Sund, Gregory  
Sundin, Larry  
Swanson, Eddie  
Sweeting, Spencer  
Swinburne, Ted  
Tan, Calvin  
Tanks, Leonard  
Taylor, Jason  
Taylor, Justin  
Ternak, Armand  
Thao, Lantzia  
Thao, Lee  
Thao, Lee  
Thao, Marie-France  
Thao, Omee  
Thao, PaKou  
Thao, Tou Lee  
Thelusma, Cherubin  
Thi, Jer  
Thomas, Bobby (Barbara)  
Thomas, Brittany  
Thomas, Grace  
Thomas, John  
Thomas, Julie  
Thomas, Kimberly  
Thomas, Kyle

Thomas, Mark  
Thomas, Robert  
Thomas, William  
Thompson, David  
Thompson, Jeremiah  
Thompson, Judy  
Thompson, Lee  
Thompson, Mike  
Thompson, Rebecca  
Thompson, Wayne  
Thor, Xenglong  
Thornton, Adreanne  
Thornton, Erika  
Thornton, Jonathan  
Thornton, Justin  
Thornton, Sharon  
Thornton, Trent  
Thorson, Larry  
Thrane, Jeff  
Tieu, Pick Yew  
Tillett, Dan  
Titus, Dawn  
Titus, Paul  
Toburen, Rick  
Todd, Kristi  
Todd, Richard  
Toomey, Joseph  
Toomey, Robin  
Torres, Elvin  
Torres, Linda (Sunny)  
Torres, Rogerio  
Tovar, Roberto  
Towns, Ira  
Towns, James  
Tracy, John  
Trageser, Thomas  
Trainer, Ralph  
Tran, Nhiem  
Tran, Timothy  
Traver, Sandra  
Tremper, Kurt  
Tremper, Terasue  
Tringale, Ashley  
Tringale, Gabriel  
Trinh, Vanan Paul  
Tripp, Les

Troutman, Rob  
Trudel, Steve  
Trujillo, Marc  
Tsang, James  
Tsang, Thomas  
Tull, Steve  
Turek, Paul  
Turner, Dennis  
Tweedy, Chris  
Tyree, Charles  
Underwood, Bill  
Unrau, Nigel  
Unwin, Michelle  
Usher, Ernest  
Usher, LaVon  
Valenzuela, Kim  
Van Dalen, Norma  
Van De Mark, Debbie  
Van De Mark, Shawn  
Van Gilst, Donice  
Van Gilst, Ray  
Van Schooten, Carissa  
Vang, Chao  
Vang, David  
Vang, Elijah  
Vang, May  
Vang, Timothy  
VanOrnum, Bonnie  
Vargas, Nicholas  
Vargo, John  
Vaughan, Carroll  
Vaughan, Larry  
Vazquez, Carlos  
Velez-Gallego, Jose M.  
Vencer Jr., Agustin  
Vencer, Annabella  
Venema, Ashleigh  
Vik, Debbie  
Villa, Daniel  
Villanueva, Hector  
Vincent, Peter  
Vinson, Bernadette  
Vinson, Randy  
Vo, Alan  
Vo, Kimberly  
Vogan, Lisa

Vogel, Doug  
Vogel, Jen  
Volcy, Ricardo  
Volstad, Barbara  
Volstad, Mark  
Vreeland, Benjamin  
Vreeland, Jessica  
Vue, Chenzong  
Wahlen, Christina  
Wahlen, Erik  
Wakeley, Scott  
Walborn, Ronald  
Walborn, Wanda  
Walker, Deborah  
Walker, Jayne  
Walker, Kelvin  
Walker, Ron  
Walker, Sonja  
Walker, Stanley  
Wallace, Richard  
Walsh, Audrey  
Walsh, Gregg  
Walsh, Rachel  
Walsh, Reid  
Walsh, Stosh  
Walter, Craig  
Walzak, Kevin  
Walzak, Linette  
Wancique, Chrispin  
Wanless, Glenn  
Ward, Bruce  
Ward, Jacki  
Warren, Al  
Warren, Barry  
Washburn, Jerrid  
Wattenphul, Kitt  
Wattenphul, Myron  
Weidner, Kaitlin  
Weiss, James  
Welch, Lori  
Welch, Mark  
Welch, Tom  
Welty, Carolyn  
Welty, D.  
Welty, Michael  
Wendel, Melanie

Wendel, Timothy  
West, Jeff  
West, Sondra  
Westercamp, Brad  
Wheeland, Jeff  
Wheeland, Maggy  
Whigham, Erick  
Whitaker, Amy  
Whitaker, Tim  
White, Archie  
White, Mary  
White, Michael  
White, Sheron  
White, William  
Wido, Robert  
Wiggins, Brian  
Wiggins, David Joel  
Wiggins, Jason  
Wiggins, Jonathan  
Wiggins, Lisette  
Wiggins, Rachelle  
Wiggins, Steve  
Wiggins, Toni  
Wilber, Marilyn  
Wilber, Robert  
Williams, Larry  
Williams, Michael  
Williams, Zane  
Wills, Scott  
Wilson, Jason  
Winckler, Ingrid  
Wineholt, June  
Winters, Andrew  
Wise, Norman  
Wissink, Tom  
Wiswell, Gabriel  
Witt, Jerry  
Witt, Pat  
Woerner, G. David  
Woerner, Lou Ann  
Woerner, Stephen  
Woerner, Yire  
Woldesemait, Negga  
Wolf, Scott  
Wolters, Greg  
Wong, Andy

Wong, David  
Wong, Joseph  
Wong, KC  
Wood, Bradley  
Wood, Dorothy  
Wood, Mike  
Woolf, Chad  
Wright, Beth  
Wright, Destined  
Wright, Janice Heffer  
Wright, Monty  
Xiong, Calvin  
Xiong, Ka Soua  
Xiong, Leng Kong  
Xiong, Samuel  
Xiong, Xong  
Y, Krot  
Yang, Daeu  
Yang, Judy  
Yang, Nou  
Yang, Second  
Yang, Tom Tswv Hlau  
Yang, Xeng  
Yang, Youa  
Yeung, Edmond  
Yim, Myung Hee  
Yim, Pyong  
Yoder, David  
Yoder, Nathaniel  
Yoder, Terry  
Yong, Geoffrey  
Yoon, David  
Yoon, Kay M.  
Young, John  
Young, Kenneth  
Young, Lorraine  
Young, Regana  
Young, Tim  
Yu, Chia-Lin  
Yuen, Joel  
Zach, Tyler  
Zamora, John  
Zegarra, Jose  
Zeigler, Byron  
Zeigler, Megan  
Zhao, Tony

Zimmerman, David  
Zimmermann, Nancy

Zimmermann, Robert  
Zuber, Sarah

Zuber, Stephen  
Zuch, John

## CORRESPONDING DELEGATES

Abe, Teresita  
Ackerman, Dorene  
Ackerman, Thomas  
Adams, Bonnie  
Adea, Louise  
Adler, Jamie  
Ajhar, Tony  
Alcantara, Gustavo  
Alcosiba, Candace  
Alezy, Michelange  
Allar, Julie  
Allen, Kathi  
Alvarez, Josh  
Anciso, Juanita A.  
Anderson, David  
Anderson, Karen  
Anderson, Miranda  
Anderson, Naomi  
Arrington, Carol  
Artman, Leah  
Artman, Nick  
Atkinson, Adam  
Atkinson, Laura  
Baek, Hea Kyung  
Baker, Caleb  
Baker, John  
Baker, Marcia  
Baldes, Christy  
Banzhaf, Gloria  
Barhorst, Tina  
Barman, Elaine  
Bashioum, Jessica  
Batchman, Elizabeth  
Baxter, Maureen  
Bayless, Janis  
Bayless, Nick  
Beack, Patricia  
Beare, Michelle  
Beehner, Stephanie  
Belen, Carmen

Bell, Amissha  
Bellinger, Nancy  
Beltran, Adaliz  
Bennett, Melissa  
Bentley, Terry  
Berman, Brenda  
Berry, Renske  
Berry-Alexander, Susan  
Best, Kathleen  
Billodeau, Pete  
Birrr, Paulette  
Blanco, Gil  
Blixt, Diane  
Blixt, Paul  
Boal, Amy Jo  
Bochman, Amy  
Bohl, Charles  
Bohl, Sarah  
Bohman, Cynthia  
Bonck, Charlotte  
Bortner, Lisa  
Boston, Brenda  
Botten, Baly  
Bourns, Sarah  
Bouw, Suzette  
Brackmann, Emily  
Bradley, Lisa  
Brandes, Ben  
Brandes, Leslie  
Breedlove, Sara  
Brennan, Allyson  
Bretch, Jennifer  
Brisco, Steve  
Brown, Danielle  
Brown, Kara  
Brown, Kathy  
Brown, Krystal  
Brown, Pamela  
Bruce, Samantha  
Brunache, Edouard

Bunor, Dia  
Burdick, Kim  
Burgo, Guy  
Burgo, Kimmy  
Caban, Daisy  
Cabral, Ben  
Cake, Heidi  
Cake, Jon-Michael  
Camara, Shana  
Campbell, Kathleen  
Carlson, Amy  
Carlson, David  
Castor, Vanessa  
Castorena, Jorge  
Caturan, Merlinda  
Cayemite, Jacqueline  
Cayemite, Jean  
Chan, Kit Ling  
Chang, Kathy  
Chavez, Caesar  
Cho, Samuel  
Christopher, Jord  
Chu, Frieda  
Chung, Milan  
Chung, Tim  
Clark, Courtney  
Close, Howie  
Close, Susan  
Coay, Jan  
Coleman, Anna  
Collins, Daniel  
Collins, Denise  
Collins, Judy  
Collins, Kendra  
Colon, Ana  
Colon, Daniel  
Commons, Tracy  
Conklin, Glenda  
Conley, Julie  
Cook, Dan

Cook, Nancy  
Corby, Fran  
Cosgrave, Eoghan  
Cothran, Renee  
Council, Mitzi  
Council, Tom  
Craig, Myrna  
Crane, Kenny  
Crosby, Sharon  
Crouch, Shelly  
Cummings, Carlis  
Cummings, Tim  
Cutter, Marge  
Davis, Christina  
Davis, Edward  
Davis, Kathryn  
Davison, Janet  
Davison, Ruth  
DeBlaay, Dayla  
Dechape, David  
DeCoste, Katie  
Deeren, Amy  
DeJesus, Norma  
Del Valle, Sharon  
Del Valle, Sharon  
DeMarchi, Dale  
Dewolfe, Teresa  
Diarbi, Tamar  
Diehl, Karen  
Dieu, Ble  
Diomedes, Ellen  
Dirks, Donna  
Dobert, Kenneth  
Dobert, Marilyn  
Dolcine, Marie Carmelle  
Donaruma, Eileen  
Dorcin, Jeanine  
Dorsey, Amanda  
Dory, Maimone  
Dunham, Melanie  
Duran, Alice  
Durias, Daniel  
Dykstra, Nicole  
Dys, Pat  
Dys, Peter  
Eastman, Lynn

Edalgo, Jennifer  
Edmond, Marlene  
Eells, Deborah  
Eells, Julianna  
Eells, William  
Eger, Robin  
Elbel, Ginga  
Ellis, Cathy  
Elman, Bruce  
Emerson, Janet  
Enck, Dawn  
Enns, Mary Anne  
Erickson, Heather  
Erickson, Josh  
Eriksen, Faith  
Escalera, Glorimar  
Etris, Kathy  
Eubanks, Carol Ann  
Everitt, David  
Failing, Diane  
Faltynski, Laura  
Farfan, Isabel  
Farmer, Holly  
Fausnaught, Geralyn  
Fausnaught, Wayne  
Feliz, Martha  
Feliz, Onesimo  
Finke, Shelly  
Flaherty, Michelle  
Flanders, Ashley  
Flanders, Christine  
Fledderjohann, Stephanie  
Flemmings, Hyacinth  
Flores, Vivi  
Floris, Tricia  
Folkestad, Katie  
Folkestad, Rebecca  
Formica, Karen  
Foster, Nancy  
Foster, Robert  
Fowler, Trina  
Fox, Diane  
Franks, Jennifer  
Frentz, Brem  
Frentz, Donna  
Friesen, Laurel

Frodge, Marilyn  
Fuentes, Gladys  
Fung, Elaine  
Furl, Cynthia  
Galan, Lynda  
Garrigo, Alba  
Gause, Julia  
Gerow, Jamie  
Giberson, Katlyn  
Gilmore, David  
Gilmore, Tami  
Glover, Kaitlynn  
Golingo, Olwyne  
Gómez González, Javier A.  
Gonzalez Mercado, Evelyn  
Gonzalez, Johanna  
Gorham, Erin  
Gorton, Becky  
Gowing, Brian  
Grabianowski, TJ  
Graf, David  
Graf, Linda  
Grant, Hazel  
Gresseau, Deborah  
Griffin, Andrew  
Grusendorf, Rebecca  
Gugger, Nancy  
Guild, Rebecca  
Guillen, Maribel  
Gutierrez, Daisy  
Guzman, Daniel  
Haddad, Raeda Awabdeh  
Hagar, Cheryl  
Haggmark, Niel  
Hall, Alison  
Hall, Cathy  
Halstead, Andrea  
Hang, Paphoua  
Hanna, Katrina  
Hanna, Patricia  
Hanneken, Justin  
Hanns, Hillary  
Hansen, Jaynie  
Hardie, Timothy  
Harms, Layne  
Harper, Denise



Harrell, Christina  
Harrell, Marvin  
Harris, Sari  
Harrison, Susan  
Hart, Anna  
Hartley, Sherry  
Hartman, Sandi  
Hashimoto, Gwendolyn  
Hayden, Megan  
Haynes, Aneita  
Hazard, Cynthia  
Heffield, Priscilla  
Heltne, Rick  
Hembel, Bonnie  
Hemphill, Becky  
Henderson, Denise  
Henry, Becky  
Henry, Sharon  
Her, Yeng  
Hewlett, Shirley  
Hicks, Cindy  
Higgs, Janelle  
Hill, Ashley  
Hinds, Adam  
Hipple, Katelyn  
Hobgood, Johnathan  
Hobgood, Kanisha  
Hodgdon, Patti  
Hoffecker, Lisa  
Hoover, Clement  
Hoover, Mary Ann  
Horton, Jamison  
Hostetler, Jennifer  
Houk, Emma  
Huddleston, Barbara  
Huffer, Cheryl  
Huggler, Susan  
Hughes, Althea Jane  
Hughes, Dale  
Hummer, Anna  
Hunter, Steven  
Hutchison, Timothy  
Ibanez, Evelyn  
Icso, Ronette  
Jackson, Marilyn  
Jacquin, Richard

James, Lawanna  
James, Phil  
Jamie, Sulle  
Jang, Jung Im  
Jerred, Tina  
Jones, Kristi  
Jones, Rebecca  
Jorgenson, Danielle  
Jorgenson, Todd  
Kalichman, Josh  
Kan, Christine  
Kang, Chun Ok  
Karyan, Sosy  
Kebede, Eyerusalem  
Keller, Cheryl  
Kelley, Sabrina  
Kelly, Kat  
Kelly, Maxine  
Kelly, Rebekah  
Kemmerer, Aggie  
Kennedy, Lois  
Kenyon, Daniel  
Kenyon, Meagan  
Kerr, Marilyn  
Khiev, Marta  
Kim, Daniel  
Kim, Daniel  
Kim, Justin  
Kim, Sam  
King, Kathy  
King, Virginia  
Kinowski, Matt  
Knight-Pinneo, Beth  
Kohl, Jessie  
Kosel, Shawna  
Kraft, Mary  
Krishnan, Sunder  
Kroitor, Jennifer  
Krouse, Sherri  
Laack, Steve  
Laack, Tammy  
Ladaa, Rania  
Lamb, Alice  
Lampert, Kristin  
Lane, Susan  
Larson, Mary

Laughlin, Jody  
Laws, Karla  
Lawson, Mary  
Le, Rebekah  
Lee, Maleena  
Lee, Peter  
Lee, Phua  
Lee, Simon  
Leenhouts, Naomi  
Legg, Hunter  
LeMaster, Caleb  
Lemke, Yvonne  
Lewis, Shelia  
Licon, Karina  
Lilite, Jodele  
Lillestolen, Merrilyn  
Lim, Hyunjung  
Linn, Barbara  
Lipp, Jennifer  
Little, Rachel  
Loewen, Tammy  
Lohmeyer, DeeAnne  
Long, Melissa  
Lonsinger, Cleidy  
Lopez Del Aguila, Luis  
Lopez, Daisy  
Lotz, Cecelia  
Louis, Dave  
Louis, Luan  
Low, James  
Low, Lois  
Luck, Laura  
MacKay, Laura  
Mak, Laurent  
Makela-Belo, Michelle  
Mangham, Julie  
Mangham, Sharon  
Mariscal, Frank  
Mariscal, Teresa  
Marsh, AnneMarie  
Marshall, Rebekah  
Marti, Jordan  
Mason, Patricia  
Matta, Elizabeth  
Matthew, Verold  
Matthews, Michaela

Maxey, Ashley  
Maxey, Ben  
Mayer, James  
Mayer, Kristin  
Maysonet, Hilda  
Mazumdar, Erin  
McCain, Hope  
McCandless, Mariela  
McCooey, Kathleen  
McCoy, Jen  
McElhany, Cameron  
McGarvey, Deborah  
McKee, Kim  
McKeen, Justin  
McKelvey, Caitlin  
McLoughlin, Mally  
McMurray, Amanda  
McMurray, Thomas  
Mears, Beth  
Medena, Jacqueline  
Medina, Eleazer  
Medina, Lizzette  
Megary, Karen  
Meier, Leland  
Meiners, Lisa  
Meléndez, Kennel  
Melendez, Terri  
Mercon, Cecilia  
Mercurio, Faith  
Merendino, Missie  
Michel, Shirley  
Middleton, Tony  
Miller, Catherine  
Miller, Debbie  
Miller, Pam  
Mindek, Connie  
Mindek, Rebecca L.  
Mitchell, Aaron  
Mitchell, Sarah  
Mitchell, Sarah  
Mitchum, Robin  
Mitsuda, Warren  
Moats, Scott  
Montero, Eric  
Morales, Raquel  
Moran, Barbara

Moran, Rich  
Morell, David  
Morell, Laura  
Morrell, Jenifer  
Morris, Jean  
Morrison, Anita  
Moser, Rayanne  
Moua, Linda  
Moua, Nhia  
Moulton, Shelley  
Moussa, Thana  
Mudge, Scott  
Mullenix, David  
Mullenix, Heather  
Murphy, Doris  
Murphy, Dylan  
Murphy, Jacintha  
Murphy, Sondra  
Myers, Cheryl  
Myers, David  
Myers, Julie  
Nagel, Marcia  
Nam, Dan  
Nash, Valerie  
Neigenfind, Lauren  
Nelson, Loretta  
Neville, Campbell  
Newburn, Muriel Joy  
Newburn, Randall  
Nguyen, Thanh-Huong  
Nguyen, Toan  
Nhar, Lim  
Niebles, Kerri  
Noel, Marie  
Norton, Jonathan  
Norton, Mykaila  
Novy, Rebecca  
Novy, Travis  
O'Farrell, Billie  
Oleson, Kathie  
Oleson-Dyk, Joanne  
Olivo, Eileen  
Olson, Sarah  
Oltman, Ben  
Ong, Deborah Lynn  
O'Riley, Buster

Ortega, Javier  
Ortíz, Noemi  
Osborn, Jill  
Overman, Brandt  
Pace, Allison  
Padilla, Joseph  
Padilla, Michelle  
Page, Jessica  
Palmer, Melody  
Panza, Cindy  
Parker, Sue  
Pasquariello, Beth  
Paternite, Sylvana  
Paul, Bidjeny A.  
Pausley, Jon  
Peachey, Kent  
Peacock, Janell  
Pease, Robin  
Perez, Beatriz  
Perez, Bismell  
Peterson, Amie  
Petke, Amy  
Petty, Jacqueline  
Petty, Mary K.  
Peyton, Wendy  
Phan, Thao  
Phillips, Candice  
Pigott, Janiene  
Pilpe, Felicidad  
Pinnock, Niasia  
Pjecha, Susanna  
Pletincks, Alice  
Plunket, Lisa  
Polo, Rita  
Polo, Sonia  
Porter, Lindsey  
Potter, Ben  
Powers, Debra  
Prahst, Cindy  
Prosser, Leslie  
Purath, Jennifer  
Pust, Tracey  
Quackenbush, Cathie  
Quellhorst, Vicki  
Quezada, Noemi  
Ramirez, Carlos

Ramirez, Dania  
Ramirez, Edwin  
Ramirez, Vivian  
Rang, Mourn  
Rang, Salina  
Rants, Janice  
Raposas, Gemma  
Rath, Ya  
Ratzlaff, Carla  
Raymer, Susan  
Rcom, Thai  
Realpe, Erica  
Reasor, Rebekah  
Reckling, Jean  
Reeder, Larry  
Reese, E. Maxine  
Reeves, Jennifer  
Regnier, Lorraine  
Reimer, Jennifer  
Reindel, Stephanie  
Reinhard, Carrie  
Render, Lori  
Retamal, Hector  
Reyes, Lauren  
Reynolds, Elena  
Rice, Rachel  
Rich, Kathie  
Richards, Carole  
Richards, Duane  
Richter, Erin  
Riley, Sally  
Ristow, Katie  
Rivera, Adelaida  
Rivera, Jeni  
Rivera, Lemar  
Rmah, Hlem  
Robbins, Laura  
Rodriguez, Elba  
Rodriguez, Elma  
Rodriguez, Laura  
Rodriguez, Roberto  
Roeber, Mark  
Roedding, Gary  
Roedding, Kassi  
Rogers, Ben  
Rohr, Mark

Rohr, Pamela  
Rollins, Kristin  
Rugg, Melissa  
Ruiz, Arquelio  
Ruiz, Ivonne  
Rurup, Darren  
Rurup, Marilyn  
Saba, Adele  
Salgado, Dolores  
Sandford, Henrietta  
Sandler, Janet  
Santiago, Lourdes  
Santos, Patricia  
Sappia, Lisa  
Sawyer, Helen  
Saxton, Kathryn  
Saxton, Michael  
Scales, Mike  
Scales, Susan  
Scarrow, Lisa  
Schaeffer, Andrew  
Schaeffer, Donald  
Schaeffer, Mary  
Schaeffer, Rachel  
Schafer, Rhonda  
Schappell, Janet  
Schappell, Martin  
Schell, Sarah  
Scherer, Bradley  
Scherer, Kathryn  
Schmeissing, Susan  
Schmidt, Debbie  
Schofield, Christy  
Seager, Karen  
Seide, Pauline  
Sellas, Maria  
Serrano, Sandia I.  
Serrano-Mathew, Dionis  
Shalev, Christy  
Shaw, Kendra  
Sheppard, Renee  
Sheppard, Timothy  
Sherwood, Chelsea  
Shih, Jenny  
Shin, Kay  
Shirley, Andrea

Shore, Vicki  
Sickler, Deborah  
Siebert, Anne  
Simon, Lorinda  
Siu, Bun  
Siu, Hayit  
Skinner, Christy  
Slezak, Craig  
Smith, Frank  
Smith, Jason  
Smith, Jennifer  
Smith, Rachael  
Smith, Ruth  
Smith, Steve  
Snizek, Melinda  
Snyder, MariLynne  
Sohm, Nancy  
Southam, Logan  
Sovine, Jill  
Stanley, Michelle  
Stanwood, Gary M.  
Stanwood, Katherine  
Staver, Andrew  
Stein, Clover  
Stephenson, Peter  
Stephenson, Trisha  
Stevens, Vera  
Stimmel, Diana  
Stine, Susan  
Stiver, Megan  
Storey, Lyn  
Stout, Amy  
Strader, Doris  
Strand, Lia  
Strand, Michael  
Stuart, Morgan  
Stuart, Sally  
Studebaker, Marianne  
Stults, Delynn  
Stults, Diana  
Stumbo, Joanna  
Stumbo, Ronda  
Stumbo, Sarah  
Sundin, Becky  
Suter, Pat  
Swanson, Cyndy

Sweeting, Beth  
Swinburne, Carolyn  
Tarrazona, Pearl  
Taubeneck, Kathy  
Taylor, Julie  
Thelusma, Ketly  
Thieu, Cheryl  
Thieu, Douglas  
Thomas, Patricia  
Thompson, Lacey  
Thompson, Mali  
Thorne, DeVonte  
Thorson, Jamie  
Thorson, Wade  
Thrane, Colton  
Thrane, Jannette  
Toburen, Tamara  
Toon, Gregory  
Toon, Marlene  
Torres, Clarissa  
Torres, Rebekah  
Tosado Aviles, Elsa  
Tovar, Deyda  
Tovar, Ivannia  
Trinh, Duc  
Trinkl, Mark  
Trinkl, Nami  
Tsang, Cecile  
Turek, Joan  
Tweedy, Candy

Valenzuela, Andres  
Vallieres, Harvey  
Van De Bogart, David  
Vazquez, Mayra  
Vega, Martha  
Velasquez, Luis  
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*NOTE: For security purposes, some attendee names have been removed from this publication.*

