



2021-2022
REPORT OF THE PRESIDENT
AND MINUTES OF 2023
GENERAL COUNCIL

Spokane, Washington / May 29-June 2, 2023

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Term: 2021-2025
Dr. John P. Stumbo

Vice President/Alliance Missions

Dr. Timothy D. Crouch

Corporate Vice President

Term: 2023-2027
Rev. Tae S. Kang

Vice President/Church Ministries

Rev. Terry D. Smith

Corporate Secretary

Term: 2023-2027
Rev. Thomas George

Vice President/Development

Dr. Timothy G. Meier

Vice President/Operations/Treasurer

Mr. Kenneth E. Baldes

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*ex officio

**filling unexpired term

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



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PRESIDENT'S REPORT 2021-2022

John P. Stumbo, President

I can't think of any position on the planet I would have rather had this past decade than the privilege of serving as president of the U.S. Christian and Missionary Alliance. Joanna and I remain honored and blessed to serve in this role. As I write this report, I'm keenly aware that this Council launches my final two years. I seek to end with an obedient spirit, a steady stride, and unyielding passion.

A decade point seems to be a fitting moment to recap.

My first term (2013–2017) could be summarized by the words *ownership* and *engagement*. I pursued as many interactions with as many aspects of the Alliance family as possible, seeking to cast vision and invite participation in this grand privilege we have as a Christ-centered, Acts 1:8 family. Rather than rallying around some numeric goals, I called us to engage the heart of what it is to be the Church: *Love, Proclaim, Reach, and Launch*.

In term two (2017–2021), we launched the five major changes that I and the leaders around me (most notably the Board of Directors) believed were essential for greater missional advance:

- The structure of Alliance Missions
- The nature of the Great Commission Fund (GCF)
- Polity regarding men and women in leadership
- Our Statement of Faith
- Project ReImagine: The reshaping and relocation of the National Office

Had I known that there was a global pandemic coming, I doubt I would have had the courage to proceed with all five of these change initiatives. However, believing that God led us, we've moved forward and are seeing positive results from our Alliance Missions and GCF changes. I trust that this Council will be a healthy, joyful step forward regarding our polity and Statement of Faith. And, at Council, you will hear the God-story that is being written regarding Project ReImagine.

In term three (2021–2025), my focus is again on two words. While leaders such as myself must never stop calling for ownership and engagement, the assignment given me for this season can be summarized as *implementation and stabilization . . . for mission maximization*. In my final two laps (God-enabling), I must lead in such a way that brings healthy implementation and lasting stabilization of the multiple changes before us. Each change, well-executed, will lead—and already is leading—us toward greater missional advance. You will see evidence of this in the

reports that follow in this document and from the Council platform, where I will be presenting five specific goals for 2023–2025. I believe these will be engaging rallying points for us.

Mission Demands Risk and Realignment

I fully acknowledge that the change initiatives I’ve launched are disruptive and sometimes even painful. I’m acutely aware that these changes cause some of our leaders to ask difficult questions and engage in challenging issues. I know that some wish I had just left “well enough alone.”

Yet, the Church is too important, too vital to God’s heart and mission, just to “leave well enough alone.” We must ever press forward to be and do all that He’s called of us. This often involves risk. Risk always requires change. Change is rarely welcome. But we all know that the risk of being unwilling to change is the greater danger.

For many churches, the global pandemic caused a reshuffling, reassessment, and realignment. Much of this was painful. Much was beneficial, even essential. Future generations will no doubt ask what the Church was doing during the pandemic. I testify that your Alliance family kept doing what we believe we’re called to do—loving Him by advancing his Church. In years 2021–2022, the U.S. Alliance:

- Sent 54 new international workers to 23 countries
- Planted 104 new expressions of the church (73 new churches and 31 new multisite campuses) in 25 of states. In addition, 95 new plant projects were started
- Credentialed 409 of new official workers
- Celebrated 328 ordinations and consecrations
- Supported 66 chaplains, assisted 15 chaplain candidates and 49 inquiring applicants, endorsed 13 new chaplains, and
- Received more funding for Alliance mission causes than ever before in our history

Meanwhile, sadly, over the course of the past two years, 22 workers have had their licenses removed for a variety of disciplinary reasons. We grieve over every leader who has lost their way morally, theologically, or otherwise. Yet, I mention it here as evidence to reassure the family that we still take seriously our biblical and historic positions. We must be ever vigilant that we don’t join the crowd all too willing to compromise morals, precepts, values, and doctrine. Yet, as I interact with every district and association leader, hundreds of workers, our institutions of higher education, our camps and conference centers, and the various places of leadership within The Alliance, I’m not seeing a “drift.” Rather, I see a family of Bible-based, Spirit-filled, Jesus-loving, Church-serving people seeking to walk in integrity as we advance His mission.

A Strong and Stable Path Forward

We’re not perfect, but neither are we aimless. Please join me in seeing the changes we’ve initiated in recent years through to a good place of implementation and stabilization so the leader we elect at Council 2025 can receive a healthy hand-off of a church fully poised for the next wave of advance. It is to this end that I pray and serve . . . and call you to join me.

In dependence upon the One who calls us,





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ALLIANCE PLACE 2021-2022

Robb Childs, Relocation Assistant to the President

When General Council met in Nashville in 2021, the Alliance Place vision was still in the earliest, formative stages of its development. Now, two years later, as General Council convenes in Spokane, I have seen the vision moving to reality as my role of overseeing the design and construction of Alliance Place gives me a front-row seat. Along the way, we have seen clear evidence of God having gone before us to prepare the way and walking alongside us on this journey.

Here is a recap of the key progress that has taken place over the last two years:

Property Acquisition

When the Board of Directors made the decision to pursue property acquisition in Reynoldsburg, Ohio, at their October 2020 meeting, we had our eye on 14 acres of commercial property. Those 14 acres were a collection of three parcel groupings, each with a different owner, that included a vacant Kmart with an existing McDonald's (nine acres), an adjoining retail strip mall (four acres), and a vacant corner lot (one acre). Only the Kmart/McDonald's parcel was on the market and up for sale. God's favor allowed us to gain early traction on negotiating the purchase of the Kmart/McDonald's parcel, the most important and strategic of the key properties, and close on this property in May 2021.

When it was clear that we would acquire the Kmart/McDonald's property, we shifted our focus for a short time on finding a place for the National Office staff to work from until a new office space could be constructed. It just so happened (we all know that things do not "just happen" in God's Kingdom), that a two-story building in a separate one-acre parcel immediately behind the Kmart building was up for lease or purchase. We were successful in acquiring this property in May 2021 at a good price and then worked to remodel this building between June–December 2021. Since January 2022 the National Office staff have been using this building as our transitional office. We now have 80–90 full and part-time staff working out of the Reynoldsburg office location.

The last two parcels, the corner lot and retail mall, took a bit more negotiating effort since these were not up for sale, but we closed on the corner lot in December 2022 and have the retail mall under contract with an anticipated closing date in August. By God's goodness we have paid cash for everything all the way and have the cash on hand for the retail mall purchase.

Assembling the Design and Construction Team

One of the unexpected blessings of God's leading us to Columbus is the presence of a number of quality, experienced architectural design, engineering, and construction firms in Central Ohio. We vetted a handful of architects and contractors through a request for proposal and interview process before selecting OHM Advisors as our architect and Corna Kokosing as our general contractor for Alliance Place. I work very closely with both firms and could not be more pleased with the people I get to work with, and the competence and skill sets they bring to the table.

Exterior Design

Throughout 2022 and now into 2023, we have been actively working behind the scenes to lay out a master site plan for all 14 acres and then to create an exterior shape and design for the anchor building at Alliance Place. We have shared some of those images in John Stumbo's prior video blogs and will also have updated images on display at a booth in the exhibit hall in Spokane.

City of Reynoldsburg Approvals

We continue to experience favor with the mayor and staff at the City of Reynoldsburg. They love our design concepts and are eager for the Alliance Place project to move forward. In late 2022 and early 2023 we worked with our architects to receive the necessary zoning/planning code variance and master site plan approvals from the City for our project. Now we are actively working through the pre-permitting process.

Groundbreaking

After two and a half years of property acquisition and design work, we have watched a growing expectancy for the Alliance Place project both in the Reynoldsburg community and within the Alliance family. We are pleased to announce that the public groundbreaking for Alliance Place, which will launch us into a new season of construction, will occur on Friday morning, June 16. We would love to have you join us for this event! Look for more details at Council or on the Alliance's website.



ALLIANCE PLACE ADDENDUM 2021-2022

Robb Childs, Relocation Assistant to the President

My brief General Council Report recapped the major Alliance Place project highlights that have occurred over the last three years. That report gave testimony to the multitude of ways we have seen God go before us in preparation for our relocation to Reynoldsburg, Ohio. It was primarily a backward-looking report.

This addendum is primarily a forward-looking report as we consider the expectations we have about how the Alliance Place project will change the focus, function, and financing of the National Office.

Alliance Place Vision Goals

The Alliance Place project is so much more than building a new National Office. It is steeped in very clear goals that are driven by creating a different dynamic in which the National Office will operate.

Some of you have heard us share these vision goals along the way, but here is a short recap that will be explained more during our time together in Spokane.

From the Business Park to the Marketplace

A. B. Simpson began the Alliance movement less than a block from Times Square in New York City, the very symbol of the heart of the marketplace. The gospel message and the city's cultural/financial core coexisted in the same general space. Over time, for seemingly good and viable reasons, the National Office moved even further away from marketplace environs to settings that overlapped less and less with the communities in which they existed. While our office in Colorado Springs had million-dollar views of some of God's best creation—the Rocky Mountains—the business park setting where it was located provided little to no interaction with the lost people God had called The Alliance to reach.

One of the vision goals of Alliance Place is to return the National Office to a marketplace setting, an environment where people will work, live, shop, eat, and meet all day long, week in and week out—a place that is alive with community activity and opportunities to build relationships outside of the office and the neighborhoods where we live.

From Isolation to Intersection

A similar, but slightly different goal is for the National Office to move from isolation to intersection, from a stand-alone setting to an intersection of life and activity where work and play all happen simultaneously on the same campus. It will be a place where our staff will have opportunities every day to meet new people, make new friends, and have spiritual conversations.

Another part of the goal to move from isolation to intersection involves our own Alliance family. Colorado Springs was a beautiful, albeit isolating setting, that allowed us to be a day's drive away from just 100 Alliance churches. While Columbus has its own different beauty, it is located

at the crossroads of major east-west and north-south freeways and puts us within a day's drive of 800 Alliance churches. In our short time in Columbus, our National Office staff have already experienced the benefits of being closer to a greater percentage of our churches and district offices.

From Monocultural to Multicultural

The Alliance is often touted as being the most ethnically diverse denomination in the United States. The reality, however, was that the National Office staff did not reflect that same multicultural diversity. Colorado Springs had some limited expressions of diverse cultures, but nothing compared to the multicultural melting pot in Columbus.

In one short year, while we bid a sad farewell to many well-loved and respected staff who were not able to make the move from Colorado to Ohio, we welcomed new staff members who share our love for Jesus and reflect the multicultural diversity of Columbus, The Alliance, and the future reality we will share together in heaven. More than 10 languages are now spoken by National Office staff members as we work together to advance the Kingdom of God in the United States and around the world.

From GCF Expense to GCF Income

A fourth vision goal is to shift property assets from being primarily expense-consuming to being primarily income-producing. Our office building in Colorado was a great asset with a wonderful view, but it afforded limited opportunities for us to use it to generate income. The size and scope of the Alliance Place property assets, however, will provide us with the opportunity to generate lease/rental income from a variety of different uses (e.g., retail/office tenants, event/meeting space rentals, land leases for a hotel and restaurants, and housing leases). As the Alliance Place campus is developed over time, it will enable us to cover the necessary costs of operating office space for our National Office staff and, thereby, eliminate those expenses from the Great Commission Fund (GCF) budget. Reducing GCF expenses, in turn, frees up more GCF donations to be used for ministry and less for overhead.

Summary

These vision goals for Alliance Place have implications for more than just our National Office. We have hopeful expectations that more churches grasp hold of a similar vision of using their property assets to generate income for ministry. We are encouraged by a number of our churches that are already well down the path of producing income from property assets. But we think there is an opportunity for an even greater number of churches to turn their properties into income-producing assets that meet the needs of their community. Meeting needs will help move those churches back into the marketplace, away from isolation, and maybe even to a greater multicultural expression than exists at present.

We look forward to sharing more of this vision at General Council and having you join us on this journey.



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ALLIANCE MISSIONS 2021-2022

Timothy D. Crouch, Vice President

I'm a "lifer" when it comes to The Alliance. I was born into an Alliance family and was dedicated at my home Alliance church. I met Jesus there, encountered the Holy Spirit at a LIFE Conference, attended an Alliance college and seminary, and have been in Alliance ministry since 1991. I can't tell you why I chose The Alliance; I can only tell you why I stay in The Alliance. It is because this Alliance family loves Jesus and is committed to what He's doing in the world.

He is at work, make no mistake! Matthew 24 teaches us that despite turmoil we experience in the world, Christ's people can stand firm and be empowered to preach the good news of the Kingdom as a testimony for all peoples before the end will come.

Turmoil in the World

Since Council 2021, the worldwide work of The Alliance has experienced much turmoil. Social and economic fallout from the COVID pandemic brought disruption in many nations. Geopolitical shifts have limited Alliance presence in certain places where dozens of Alliance international workers (IWs) were at work a few years back. The war in Ukraine impacts ministry and reminds us that the competing ambitions of nations are part of the environment of last days ministries. The ebb and flow of religious and political extremism in the world opens and closes doors for IW presence, but not ultimately for the presence of the Church. While grieved by the state of the world, let's not be discouraged. These are the very days in which He told us the gospel will be preached and the end will come!

Standing Firm in Him

Our IWs are called again and again to yield their lives to the Matthew 24 context of gospel ministry. Leaders on my National Office (N.O.) team and workers around the world have made hard calls and difficult adjustments. In many ways, intercessory prayer is returning to the center of what church engagement and partnership in missions is all about. Let's stand firm together—on our knees!

Jesus told us that in these days, the love of many will grow cold and many will betray and hate one another. Standing firm is not about taking sides or arguing. It is about demonstrating and declaring the love of Christ in the midst of a broken world. This is why today's international

ministry strategies so often begin with serving community needs in meaningful ways. Increasingly, it is compassionate service in Jesus' name that creates the opportunity to speak credibly about Him—in both Alliance Missions (AM) ministry and at home. Even our N.O. move and building concept extend from this posture of meaningful, impactful presence.

Empowered to Preach

Matthew 24:14 goes on to tell us that the good news of the Kingdom “will be preached in the whole world as a testimony.” This is less of a command than a promise. We are encouraged to join in mission with Jesus, who empowers us by His Spirit.

And so, we seek to move forward! AM will remain committed to new unreached people groups we've engaged with in the past decade. We'll seek to identify the next nations to which He will direct, we'll take note of population pockets most often overlooked, and we'll join hands with others everywhere we can.

Since Council 2019, we have worked to raise The Alliance's embrace of the broad array of mission callings and expressions embodied within AM's four specialized structures. Since Council 2021, we've freed Alliance churches and donors to give to the new GCF as an expression of support for the whole of Alliance ministry or of specific work and workers. These changes are designed to empower Alliance engagement and generosity for the cause of gospel advance globally.

Testimony for All Peoples

Even as the world grows dark, God's purposes do not change. He has promised to gather a people for Himself from every tribe, tongue, and nation, and He keeps inviting *us* to join Him. Alliance people of various backgrounds and skills and at various points in career life are responding to the call to creatively live out the gospel witness where Jesus would send them. At the same time, AM remains committed to seeing disciples, congregations, and church networks multiplied. Church networks, like our 60 sister-networks in the Alliance World Fellowship (www.awf.world), are empowered for the reach God has uniquely designed each of them for and are multiplying our shared momentum in completing Christ's commission. Let's both celebrate the growing reach of the worldwide Alliance family and be determined to remain faithful in the work to which God calls our U.S. Alliance.

So, I'm a “lifer.” I stay in The Alliance because of its love for Jesus and His purposes. These purposes are not upset by today's challenging world. They were made for it!

I think I'll stick around. How about you?



ALLIANCE MISSIONS ADDENDUM 2021-2022

Timothy D. Crouch, Vice President

Alliance People and Alliance Missions—A Two-Year Glance Back and Forward

Matthew 24 teaches us that, despite turmoil we experience in the world, Christ's people can stand firm and be empowered to preach the good news of the Kingdom as a testimony for all peoples before the end will come. As one of the end-times families at work in His Kingdom, this is an important foundation both for Alliance people and the work of Alliance Missions (AM).

Alliance People

It is significant that Alliance people are, and should continue to be, characterized by a love for Jesus and what He's doing in this world. We long for this to continue to be manifestly true, and even more deeply true, in our lives and churches as we move closer to the end times and Christ's return.

Encouraging marks of this heart for Christ and His mission are seen in our family's participation in *40 Days of Prayer*, soul care events, and in continued enthusiasm for camps, conferences, and related ministries. More specifically related to missions engagement, we rejoice in the growing participation at Converge, an annual gathering of missions leaders and mobilizers from congregations across The Alliance. This year's gathering in January was the largest Converge yet, with about 380 in attendance.

As churches, districts, and our Global Link Office (GL) wrestle with changing forms and means for cultivating engagement of churches and people in missions, we rejoice when we see vibrant and new expressions of God's heart for the nations. AM is encouraged by the focused work of the growing number of district missions mobilizers (DMMs) who serve to empower churches in the cultivation of a missionary spirit in congregations and in expressing partnership with international workers (IWs) and ministries in concrete ways. GL is drawing the attention of our church family toward concrete engagement that motivates Alliance people and furthers international work tangibly.

We rejoice that God continues to call Alliance people to serve among the nations. Today people of a broader age-spectrum are being mobilized for ministry, and our young people are pursuing higher education across a greater breadth of institutions. We remain very thankful for our Alliance colleges and seminary and are blessed by the emergence of additional ministry preparation schools and programs such as Reach Training, the LEAD program, Empower, the Alliance Center for Leadership Development, and other church- and district-based programs. Envision sites in the U.S. and around the world have regained momentum after the pandemic and are deepening their experience as places where missions-hearted people are developed for future ministry. And at the same time, across a growing variety of ages, educational backgrounds, cultures, and experiences, stewarding the call of Alliance individuals is greatly aided by DMMs, district events, "candidate communities," and with the efforts of Alliance Kids, Alliance Youth, and the Candidate Recruitment and Development offices of Church Ministries. We continue to

recognize the irreplaceable voice of pastors in cultivating the calling and church engagement in missions. We express our gratitude to pastors across The Alliance and encourage this vital leadership.

Alliance Missions: The Past Two Years

The Matthew 24 image of *turmoil in the world* is apt for our days. The experiences and impact of the global pandemic, social and political divisions in our country, extremism, shifting geopolitics, warfare, and global natural disasters, resonate with the picture Jesus painted of the last days. In some clear ways, this has impacted AM in the past two years.

Today 683 IWs make up our Alliance global staff (see Appendix B), with ministries in 67 countries. This total is down 39 workers since the last Council, largely due to disruptions from the pandemic and geopolitical realities in the past two years. Beyond simply impacting numbers and presence of IWs globally, these disruptions are felt in multiple ways in AM's operations:

- Presence of Alliance IWs in East Asian countries has been impacted significantly as some governments have exercised stringent policies on re-entry since the days of the pandemic. Historic Alliance operations in places like Hong Kong have been drawn down to minimums, in light of changing realities and reoriented focus of Alliance regional strategies.
- Elsewhere, extremism has complicated Alliance presence in some locations. Most notably since the last Council, The Alliance has withdrawn staff from Mali, West Africa, where security concerns have created a very tenuous climate. We celebrate the ongoing ministry of the C&MA church movement of that country, marking its 100th year this fall. Whether Alliance workers will be placed there again remains an open question as we look to the years ahead.
- A significant crisis in our world is the war in Ukraine. The invasion of forces into Ukrainian territory beyond the disputed Donetsk and Lugansk areas, and the annexed Crimea began in February 2022 and has dominated news cycles since. AM personnel were temporarily withdrawn from the region, though a small number have returned to locations that are further from harm or tension. Other staff, for the most part, have relocated to other ministries across borders.

For more than a year, partner churches of The Alliance in Ukraine have been among the deeply affected by this war. Nineteen churches and plants are united in a network that was newly recognized by the government just as the war began. Giving from Alliance people in the past year topped \$1.7 million and has enabled CAMA to work through this network of churches to help bring aid to their congregations and communities, see people find safety, cope with the separations and hardships of displacement and refugee flight, and to minister the good news and love of Jesus to suffering people. As often is the case, God works in the midst of crisis as churches that have lost most members are now filling up with new seekers. People are finding Jesus amid turmoil just as Jesus said would happen.

- In 2023, CAMA Services has also been focused in responding to the major earthquakes that impacted southeast Turkey and northern Syria. Alliance churches in Syria are responding in locations like the city of Aleppo, while Alliance IWs from several

countries are in a place to help with the response in Turkey. A regular role of CAMA is to be ready for quick response to crises in places of the world where Alliance churches, people, and partners can help direct aid in helpful and accountable ways, meeting needs in Jesus' name, and opening doors for the good news to be shared. Since our last Council, giving of Alliance people to CAMA also empowered CAMA relief responses in Indonesia, West Africa, the United States, and among the displaced and refugee populations of Afghan, Venezuelan, Rohingya, and Ukrainian people. Visit CAMA's website at www.camaservices.org to keep tabs on relief and development work or to join in during times of significant crises.

Change and disruption of other, more positive, instances have also been part of the story for AM since Council 2021. The process of moving the National Office (N.O.) to Reynoldsburg, Ohio, played out through 2021 and 2022 for AM's N.O. staff. Six staff members relocated to Ohio during 2021, and another 16 joined them in 2022. Four of AM's N.O. staff reside offsite.

- Our AM transitions included five retirements. In 2022, James B. Malone, an assistant vice president, and Mike A. Sohm, CAMA director, both retired after decades of service in the C&MA. Pat Altemose also retired from CAMA's office, and Trent and Sharon Thornton are completing their home assignment before retiring from their aXcess regional leadership role on June 30, 2023.

These retirements, along with additional transitions occasioned by the move of the N.O., created a ripple effect of new staff on the AM N.O. team and in posts around the world. This new list of key leaders will acquaint delegates with our much-appreciated AM leaders.

National Office LEAD Team

Name	Title	Start Date
Al Stombaugh	Assistant Vice President	Continuing Role
Bao Her	Assistant Vice President	From May 1, 2022
Bill Dunham	Director, marketplace ministries	Continuing Role
Ron & Lisa Ramsey	Co-Directors, CAMA	From July 1, 2022
Paul Huneycutt	Director, Envision	From September 15, 2022
Michelle Unwin	Director, International Placement	From September 1, 2022
Robin Dirks	Special Assistant to VP	Continuing Role

Global Leaders

Name	Title	Start Date
Ed & Julie Mangham	aXcess Regional Leaders – Europe	Continuing Role
Kevin & Bonnie Oberg	aXcess Regional Leaders – Africa	Continuing Role
Matt & Rachel	aXcess Regional Leaders – Middle East and Central Asia	From July 1, 2022
Tim & Vi Steinert	aXcess Regional Leaders – Asia/Pacific	Continuing Role
Tim & Melanie Wendel	aXcess Regional Leaders – Latin America	Continuing Role

Josh & Rachel	CAMA Regional Leaders – Europe, Middle East, and North Central Asia	From March 1, 2023
Shawn & Becky McCabe	CAMA Regional Developers – Africa	Continuing Role
Brian & Katie	CAMA Regional Developers – Asia	From July 1, 2022
Jason & Elissa	CAMA Regional Developers – Asia	From July 1, 2022
Thom & Amanda McMurray	CAMA Regional Developers – Latin America	Continuing Role
Jeff Amstutz	Envision Site Developer – Strategy	Continuing Role
Carrie Amstutz	Envision Site Developer – Personnel and Care	From February 13, 2023
Steve Westergren	Member Care Coordinator	Continuing Role

Thank God Matthew 24 doesn't just have bad news. Jesus has a promise for His people to *stand firm!* Amid the disruption of a global pandemic, geopolitical crises, an office relocation, and leadership transitions, AM's IWs are standing firm and are hard at work. In contrast to the divisiveness in our world, standing firm is not a matter of taking sides, but one of serving. Establishing and maintaining *presence* among peoples of the world lacking gospel access, or where the church is young, is increasingly a matter of bringing an appreciated value to the communities where workers live. Meeting real needs and, bringing valued contributions in ways that are additional, but complementary, to our verbal witness is what we call a *meaningful, impactful presence*.

“Without gospel proclamation, there is no gospel presence.”
– Steve Irvin, veteran Alliance IW

“Being present means adding something new (the witness of Jesus) to a person's life who has been living life without reference to the living Christ.”
– John Howard, Alliance IW Serving in Mexico

We serve people because they are valuable to our Lord and created in His image. Today, even more so as we engage peoples whose sense of identity includes the notion that they are not Christian people, the news of Jesus from outsiders will need to flow from trust that grows through meaningful service. Ultimately, the good news will flow freely among them when many of their own have found life in Jesus and can communicate it credibly among them. But often workers like ours must first come to serve. As disciples are made, we work to see churches planted. Strong church networks are what sustain gospel access in each people group and what God uses to further expand witness to others yet to be reached. This, then, is why AM focuses on developing the people God is calling to represent Him among their own people and beyond.

This flow is natural—communities are served with dignity through the love of Jesus, disciples are made, churches are born and networked together, and people of Jesus are developed as faithful, Great Commission Christians who fulfill their calling from God. While there is a specific logical sequence to our *three key strategies*, the reality is they overlap and all three are constantly at work in all four of AM's specialized structures.



Serving Communities – We demonstrate and proclaim the gospel by 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 through all we do.

Highlights from the past two years include:

- Ministry of health-care professionals at hospitals and beyond
- Tuberculosis testing and treatment in Cambodia
- Viable, job-creating businesses in educational, medical, veterinary, and IT professions, as well as in the arts
- Dozens of community centers and English language programs
- Transition services and ministries for migrants
- Skill training for vulnerable women
- Safe houses for immigrants and pregnant women
- Agricultural work and teaching
- The construction of homes for a minority tribe in need
- Asset-based community development programs alongside spiritual ministries

An AM leader's observation:

“Our region is characterized by resistant peoples and the need to find creative ways to be present. Over and over, we marveled at the creativity of our people. Whether it was working through a secular NGO or administering aid to needy refugees in dire circumstances, we saw time and again how our people are present, and the Lord is advancing His Kingdom through them.”



Multiplying Church Networks – We establish and develop multiplying church networks that sustain and multiply holistic ministry in their communities and take the gospel to both near and distant contexts lacking gospel access.

Celebrate progress over the past two years in such ministries with us:

ALLIANCE MISSIONS FOUR STRUCTURES



CAMA responds to disasters globally and partners locally to restore communities and alleviate poverty.



marketplace ministries facilitate marketplace professionals who bring their expertise to a community to disciple those around them.



aXcess proclaims the gospel and multiplies networks of faith communities among the least reached of the world.



Envision identifies and develops missional leaders through short-term missions opportunities and innovative ministry strategies.

- An “Impact Churches Movement” in Central America is focused on revitalization and retooling of churches for more dynamic impact.
- Church planting is moving forward among four people groups in Taiwan.
- Soul care and College of Prayer ministries are used in several locations.
- There are four new churches in Guadalajara, Mexico, and three new churches in Montevideo, Uruguay, where just a few years ago, these cities lacked light.
- Lebanese and Syrian churches have been helped to establish a Bible institute and a national Alliance church body, and have had recent support of a first local congregation, in neighboring countries.

“Our focus is teaching indigenous congregations to reproduce themselves. Not just teaching a local church leader to evangelize his people, but rather teaching the entire congregation to reproduce itself.”

– Bob Fugate, *Alliance IW Serving in Mexico*



Developing People – We invest in the holistic transformation of individuals—physically, intellectually, emotionally, and spiritually—who in turn will play a role in the transformation of others and lead effectively in church networks.

In the past two years we praise God for:

- The launch of an online seminary in Central America
- 115 TEE students trained in a Southeast Asia location
- Fruits of Jaffray Seminary in Indonesia, as well as newer training for workers among the majority religion peoples
- Six seminary courses taught per year in Cuba, where 300 also attended a retreat for pastors and wives
- Training of candidates, consulting with emerging missions leaders, and equipping in member care for Latin American and Asian sent ones
- Bible Academy instruction in new church plants in Mexico
- An Alliance ministerial institute of Paraguay—graduating pastors, teachers, church planters, future missionaries, and leaders
- Awana and Discovery Land ministries growing in use among children on three continents
- IWs in a Bible school who prepare students for house church ministries—IWs partner with these ministries in another country

IWs across hundreds of ministry contexts are *standing firm* in order to extend gospel access and impact to those they serve.

Member Care

AM has developed and coordinated a robust set of member care courses for our workers. Our goal is for IWs to have ready access to and multiple choices of resources that can align with specific needs, including the needs of IW children—our third culture kids (TCKs) who grow up

between worlds and cultures. We are greatly aided by the pastoral care and partnership of Alliance churches that encourage and care for workers and families.

Funding the Mission

Those who are called out from within our churches are sent and sustained through the ongoing engagement of Alliance people with AM. A fundamental part of engagement in missions is Alliance support of the *Great Commission Fund* (GCF). Since 2021, all ministry projects and workers traditionally supported through designated gifts are now drawn together, with support and ministry expenses covered through undesignated GCF donations, into one GCF budget that reflects the whole of Alliance ministry. In each of the last two years, overall giving of both types has grown, allowing GCF budgets to grow past \$70 million for the first time in our history! Growth of participants in GCF giving is stimulated by the freedom first-time donors feel to give to the whole of Alliance ministry or to a worker or ministry they are coming to love.

Within these past two fiscal years, however, a swing of giving preference to designated donations has outpaced planned spending from these dollars, while undesignated GCF giving has lagged behind budget. AM teams plan new budgets annually that seek to incrementally shift expenses to match these giving patterns. A mechanism has been designed to transfer a small and appropriate percentage of designated giving to undesignated dollar budget needs when these are necessary to close fiscal years in the black.

In all of this, it is important in the Alliance family that we understand that all workers depend on both types of giving. With growing motivation of some donors and churches to direct giving to specific partners as well as a strong tradition of shared general giving that still amounts to over 60 percent of the annual total, the new Alliance funding system is designed to leverage both donor preferences well. We encourage churches focused on specific IWs to direct their giving with the awareness that their partners need both types of dollars. And we encourage churches that love directing support to the whole of Alliance work to consider how highlighting specific workers may motivate unengaged church attendees to join in. As we continue to grow the missions heart and giving capacity of Alliance people and churches, we can propel the good news of the Kingdom through the work of AM together.

Alliance Missions—The Next Two Years and Beyond

Jesus' words in Matthew 24 picture His people as *empowered to preach the good news of the Kingdom as a testimony to all peoples*. It's important that the Alliance family seek to constantly lean forward, asking what empowerment for new steps God wants to give. Looking at the years ahead, both up to and beyond our next General Council, AM is seeking God's leading. We believe that God is answering and directing our focus toward three avenues of advance.

Three Avenues for Alliance Missions Advance

- *Unreached Peoples*



A focus on all nations is part of our historic Alliance legacy. For 50 years, the concept of unreached people groups has been instrumental in focusing missions efforts. Today, some view this as a tired idea that may lack important emphasis on migration and other globalizing dynamics that God is using today. And yet, almost three billion people in our world—a third of us—live within geographic homelands where the ethnolinguistically centered society may only have handfuls of individuals who have life in Jesus and can share it with others.

AM is determined to retain an unreached peoples focus as we consider God’s leading in such parts of the world. In the next several years, we believe this has two implications for strategy:

- There are key peoples of the world among whom we are ministering where we must stay the course, with typical Alliance focus on seeing networks of churches raised up to further witness among and beyond their own. Since 2006, The Alliance has initiated significant ministry among 12 unreached people groups with populations of more than one million. The path to seeing viable and multiplying churches among them is arduous. We will stay the course.
- We are asking God now to open significant doors of opportunity for ministry to major unreached people groups in at least two parts of the world. These are the types of ministries that will require launching new teams that are well-equipped and supported for new efforts. Opportunities in West Africa, the Middle East and Central Asia, among peoples of the Himalayas and South Asia, and among majority religion peoples of Indonesia, are being studied; some initial steps and new investments are currently underway. We ask Alliance people to pray and trust God with us for two or more new initiatives in keeping with His heart for all peoples.

- *Overlooked Pockets*



A view of missions strategy that contrasts with focus on large ethnolinguistic groups instead gives attention to the diversity, mingling, and movement of subgroups of people. In each location Christians live and witness in, some pockets of people may experience unique needs, or might be less touched by gospel witness. Interestingly, the dynamics of gospel access among such subgroups are often at work wherever we find them—including in some of our own U.S. hometowns. These are the everywhere present, but often overlooked pockets of people. They may be people with special needs, new migrants or minority speakers of other languages, the incarcerated, the LGBTQ+ community, the chronically poor, the community of addicted and recovering, or vulnerable women and children.

The idea to grasp is that some subgroups have even less access to the gospel than the larger society to which they belong. But, sometimes, serving them in Jesus’ name can impact not only them but also the larger group. We believe God is honored when we see

the overlooked and are learning that sometimes our service to the overlooked earns credibility for the people of Jesus among the larger population, as well.

AM leaders are encouraging our teams around the world to identify such subgroups and prayerfully seek God's leading regarding ministries among them. CAMA's plan to double its number of IWs in the coming years aligns with the growing skill sets needed for touching such underserved groups. Envision site ministries include a vision for not only reaching overlooked people but also seeing them mobilized in the work of God's Kingdom. We celebrate AM ministries among migrants in six locations in Europe and more than ten locations globally. We are thrilled with ministries lifting the poor, protecting women and children, and serving the vulnerable in Jesus' name. God's promise for all peoples to have a testimony includes such pockets in every society.

- *Emerging Partners*



A particular joy we have in this chapter of Alliance history is the blossoming opportunity to cheer on and partner with others globally. Perhaps the most significant dynamic of missionary ministry in our lifetimes is the rise of the diverse and international churches as key next forces for God's purposes in the world. An increasingly important and hopeful reality in Alliance ministry is adjustment to working with others across cultural, language, international, and organizational diversity.

One part of this regards the diversity of our own U.S. Alliance family. In some cases, it is the international connections of our own churches of diversity that open new doors internationally. AM longs to mobilize sent ones from every one of our church districts and associations, and from each of the 38 languages in which U.S. churches worship. Accordingly, we are at work in our policies and team operational cultures to construct more inclusive and welcoming atmospheres of belonging. We seek ways to advance workers of minority culture into leadership. We recognize the asset that IWs of multicultural backgrounds can be and are working toward functioning our teams as multicultural communities.

A growing feature of AM globally is our partnership with workers sent from other Alliance World Fellowship (AWF) church networks. Many of our teams today include workers from Alliance churches in Latin America, Asia, Africa, Europe, and the Middle East. Missions leaders from more than a third of AWF member churches gather annually to view the remaining task from a shared point of view. The number of non-Western Alliance workers from around the globe is growing. Within the coming decades we could see the day where the majority of Alliance missionaries around the globe are not from North America. AM is investing in our team's facility for partnering well with these, and other non-Alliance, global partners. Some of AM's ministry is focused on equipping AWF mission candidates and sending church leaders, and we seek to discerningly share some financial resources in ways that stimulate our shared growth of ministry capacity while avoiding unhealthy dependency of our partners on outside dollars.

These are days of tremendous opportunity! This means that missions is changing, and changes are not always easy. But Alliance missionary ministry is changing for the better as the capacity of our AWF sister church networks emerges. We can dare to believe God for greater things as He raises His global church to do it together!

We encourage you to view this video <https://vimeo.com/cmalliance/awf> for a stunning glimpse of the growing missionary ministry of the Alliance World Fellowship.

Jesus told us in Matthew 24 that, despite turmoil, we can stand firm and preach the good news of the Kingdom as a testimony for all peoples *before the end will come*. In The Alliance, we long for the return of Christ and have long felt the motivation to fulfill His Great Commission to speed His return. As our world is increasingly characterized by the turmoil He told us to expect, we may need to be just as encouraged that *the work will get done before He returns*. When tempted to wonder if we have strength for the hard work that remains, we stand upon His promise—given to Abraham and envisioned in the Revelation—that people from every family, tribe, tongue, and nation will be in the throng around the Lamb that is seated on the throne.

Let's celebrate the promise of the God who has called us into His mission. This year alone, we celebrate 100th anniversaries of gospel presence in Cambodia, Burkina Faso, Mali, and Colombia. We rejoice in the 50 years of fruitful ministry through the *Encounter with God* movement that was birthed in Lima, Peru, and impacted several nations in Latin America. We praise Him for new people groups in Latin America and central Asia where just a few years ago none had ever trusted in Jesus but today there are believers. We're asking Him to open wide the doors where we stand at the threshold of new opportunity. We celebrate that the One who called is faithful, and He will do it. Then, the end will come.

So, be encouraged Alliance family. There is a lot that He's promised. Despite, and even through, turmoil in this world, He's empowering us to stand strong and see the gospel of the Kingdom preached as a testimony for all peoples in these days before He returns. Let's keep at this together with Him, with one another, and with the Church worldwide!

All of Jesus for All the World!





expectant

ALLIANCECOUNCIL2023

CHURCH MINISTRIES 2021-2022

Terry D. Smith, Vice President

It's amazing to think that this global movement of ours began with a prayer meeting that saw only eight people in attendance. It's important to remember that Zechariah 4:6 was quoted in that first "Alliance" meeting: "'Not by might nor by power, but by my Spirit,' says the LORD Almighty." That posture of dependence on the Person, power, and work of the Holy Spirit has shaped The Alliance from that first meeting until this very moment. The work we are engaged in and the Kingdom progress we desire to experience will never be successfully achieved by our own strength and ingenuity. The prayer meeting that calls on the power of the Holy Spirit continues to be the engine that moves us forward.

With this perspective, we have now launched three consecutive years on our knees together as a Christ-centered, Acts 1:8 family through 40 Days of Prayer. More than 13,000 Alliance people are registered to be part of this prayer initiative. Since last Council, we focused on the Person of Jesus Christ in 2022 and followed the flow of His model prayer in 2023. Each year, we hear reports of changed lives and changed churches as a result of this focused time before the Lord in prayer.

If we were to choose one word to define what Church Ministries (CM) longs to see happen in Alliance churches across the United States, that word would be "multiplication." We readily acknowledge that multiplication is miraculous and only happens through the supernatural empowerment of the Holy Spirit.

We long to see disciples multiplied. Jesus' Great Commission centers around the phrase, "Therefore go and make disciples" (Matt. 28:19a). We make disciples when we lead people to faith in Jesus Christ so that they become His followers. Every disciple we make comes under this same commission to "go and make disciples." So, we make disciples who make disciples who make disciples . . . You can see the miraculous multiplication potential that exists as we carry out His commission. Notice that commission is framed by a statement of His authority and a promise of His presence. It's not in our ability to multiply disciples but in His power through the work of the Holy Spirit who has been given to us.

The pandemic era caused a downturn in our numbers of disciples being made as indicated through reported professions of faith and baptisms. That is certainly explainable and understandable; however, these numbers had been decreasing at a concerning rate in the years prior to the pandemic. Let's make this a focus of prayer, praying for lost people who live around

us and pleading for the Holy Spirit's empowerment and direction to reach them. I'm pleased that a growing number of districts are tying into church evangelism cohorts developed by Rick Richardson of the Billy Graham Center at Wheaton College. These cohorts are designed to help churches recapture a culture of discipling.

Next, CM longs to see a multiplying number of workers and leaders. Again, as we pursue this goal, Jesus calls us in Matthew 9:37–38 to lean into our dependence on Him. He tells us about the challenge that I'm sure we've all felt: "The harvest is plentiful but the workers are few." What is His prescribed solution? "Ask the Lord of the harvest, therefore, to send out workers into his harvest field." We're to pray for the Lord to work in doing what we could never do through any kind of human recruiting effort. We're to pray that people will hear the call of the Spirit to get involved in the harvesting work of Jesus as workers and leaders.

As those leaders and workers surface, CM is prayerfully seeking to position ourselves to partner with you and your churches in helping to develop them. Candidate Recruitment and Development has a representative on the campus of each Alliance school to help identify and develop the called. The Alliance Center for Leadership Development provides ready-to-be-used resources to train lay leaders, children's and youth workers, and those sensing God's call to vocational ministry.

Finally, it is CM's prayer to see our numbers of churches multiply in an Acts-like way. This can only happen as we experience a multiplied number of disciples, workers, and leaders. We're not after market share or profit margin like a secular chain of business would be. Our aim is one that is deeply spiritual in nature. Every new church plant or campus helps to multiply the miraculous impact of the gospel into a new community, whether that community is geographically or linguistically defined. There are so many communities in our nation where spiritual darkness and hopelessness pervade. The gospel of Jesus Christ brought by the Church of Jesus Christ is the only solution. In each of the last four years, in spite of COVID, we've seen an annual average of 50 new expressions of Alliance churches with a faith goal or ramping that up to 60 each year. As was true in Acts, this can only happen through the power of the Holy Spirit.

Don't take from this emphasis on church multiplication that CM only cares about planting new churches. While we care deeply about that, we also care deeply about seeing our existing churches thrive—multiplying disciples, workers, and leaders—so that they can also prayerfully participate in the miracle of seeing new churches planted. This is why we are providing resources and training up coaches and consultants for our existing churches. Revitalized churches, even those in the process of being revitalized, can be used of the Lord to plant other churches. I've personally experienced this miracle more than once. Even replanted churches can be used of the Lord to plant other churches. Everything we do is really all about Spirit-empowered multiplication.

May we always be in this posture of dependence that acknowledges we don't have what it takes to get the job done, but we are conduits of the Holy Spirit who is ALMIGHTY!!

A handwritten signature in black ink that reads "Terry Smith". The signature is written in a cursive, flowing style.

CHURCH MINISTRIES ADDENDUM 2021-2022

Terry D. Smith, Vice President

Introduction

The Church Ministries (CM) team sees its purpose as equipping leaders and local churches for a maximum Acts 1:8 impact. We do this in strong partnership with our 25 districts (21 geographically defined, four linguistically defined) and nine associations.

You will see from the various reports below that Church Ministries is blessed with great team members—both our ministry and support staff. I love working with them! These are people who love Jesus and are seeking to go deeper in their relationship with Him. They recognize their dependence on the Holy Spirit and seek to walk with Him in an ongoing way. They are passionate about their specific ministry area and devoted to serving the Alliance family well. Together, we all believe that we are in these ministry roles by the gracious calling of God. And we all love working together in collaboration with the common desire to see the advance of Christ's Kingdom through what we do each day.

We are unswervingly committed to our two main priorities of Church Multiplication and Church Advance. We recognize that leadership development is a vitally important component of both priorities. We strive toward everything we do to contribute to these convergent streams. We long to be part of Jesus building His Church in its varied and multicultural expressions. This includes the Spirit-empowered, fruitful ministry that takes place on military bases, in hospitals, at accident scenes, etc., through our Alliance chaplains.

We are committed not only to impacting what happens inside the border of the United States, but also for Alliance churches here to have a global impact through their engagement in Alliance missions. This not only includes supporting our current international workers through our generous giving and prayer but realizing that some of our future missionaries are currently sitting in our worship services and participating in our youth ministries. They need us to disciple them, involve them in ministry, develop them as leaders, and challenge them with the possibility of God's call to vocational ministry.

We celebrate the increase in total Great Commission Fund (GCF) giving that has occurred in these first couple of years of the funding changes. We, in the Alliance family, love our missionaries and want them fully supported. It's important for us to keep in mind that our missionaries are also supported through our undesignated giving. I would encourage each church to have conversations with the international workers (IWs) they are supporting to discern what percentage of their support comes through each kind of giving and the breadth of the support they are receiving through designated giving. This allows each church to make the best decision about how to distribute their GCF contributions. Thank you for your generous support of the global work of The Alliance!

Churches in the United States, including our Alliance churches, are emerging out of the most challenging ministry season of my lifetime. Thank you, pastors and church leaders, for persevering through this difficult season. COVID and its attending crises left most churches diminished in size, though there were some exceptions. I believe this was a season of refining

and refocusing. Anecdotally, I've talked to multiple Alliance pastors in early 2023 who tell the story of their churches now rebounding in attendance. From what I'm hearing, this is largely due to new people coming, with only a small portion being former attendees returning.

Please keep in mind that even before COVID, we were experiencing slowly diminishing numbers of professions of faith and baptisms. Let's commit together before the Lord of the Church to make discipling our number one priority. This begins with us as leaders—whether pastoral or lay leaders. We must be relationally engaged with people who still need to know Jesus as a matter of obedience and example. Simultaneously, seek to find ways to train and involve the church family in such relationships where they live, work, and play. There is also a myriad of ways like English as a second language (ESL), Alpha, Awana, grief share groups, etc., to get our congregations jointly involved with lost people who live around our churches. Let's pray and trust the Lord of the Harvest for a new wave of spiritual fruit in Alliance churches across the United States.

I hope in everything you read in the paragraphs below about CM's ministries that you will be able to clearly see our passion to see new disciples made.

Church Multiplication—Iván R. Martí Sr.

We continue to pray for our churches to multiply in an Acts-like way. This is important because every new plant or campus helps to multiply a gospel impact into a new community or area. We believe that church planting is the best and most effective way to reach lost people.

During the last two years, the U.S. Alliance experienced 104 new expressions of the Church—73 new church plants and 31 new multisite campuses. This is all evidence of the creative work of the Holy Spirit to bring a new, living organism into existence. In addition, 95 new planting projects were added to the pipeline. These projects have not yet had any kind of a public launch nor have they been reported as developing churches. This causes us to look to the near future with great expectancy.

We continue to benefit from our partnership with Exponential. An approximate total of 300 Alliance leaders attended the annual Exponential gathering in Orlando in 2022 and 2023. We love our participation in the gathering with the broader evangelical church multiplication world that includes about 5,000 people. We've also taken the opportunity each year to gather for a few hours as Alliance leaders to focus on our church multiplication efforts. Additionally, over the last two years, we have sent 50 Alliance leaders to Exponential Español. We've also had 75 Alliance leaders involved in Exponential learning communities. This is all helping to enlarge a culture of church multiplication in our denomination.

Thriving Hispanic Leaders

In September 2020, The Christian and Missionary Alliance was awarded a grant by the Lilly Endowment Foundation. The Alliance applied for the grant to secure funding for strategy development to identify core elements of how Hispanic congregations thrive. The research was completed in August 2021 and identified six contributing factors for thriving Hispanic congregations. These are divided into two categories, leadership factors and organizational culture factors. Under the first category, there is trusted pastoral leadership and a distributive

leadership. In the second, there is biblical literacy as a means of development, outward focus ministry, relationally oriented community, and strong denominational connection.

In February 2022, we launched the Central Pacific District (CPD) cohort—for training and equipping. Four pastors with a lay leader from each church are meeting six times, three of them online. The Advance Team began in April 2022. This team is meeting twice a year in person and four times online. The team is composed of the six pastors whose churches were used for the research. They provide support to each other, discussing the resources available and learning from each other. They are the facilitators for online cohort meetings. A second eight-person cohort began in the South Pacific Alliance District (SPAD) in October 2022. We hosted an all-cohort meeting in Columbus, Ohio, during the weekend of March 17–19, 2023. We had teams from CPD, SPAD, the South Central District, and the Advance Team (13 churches of the 17 in the program) participating in this cohort meeting as one group. We expect to have seven additional churches from the eastern region enter the program at the end of the year.

We identified and scheduled the resources to be used as part of cohort trainings. With collaboration from Global Link and Alliance Kids, we are developing our unique missions’ engagement materials in Spanish and launched the pilot programs in April 2023. We were able to find alignment with PEAK as to how to better use their assessment tool as Thriving Hispanic Churches’ (THC) onboarding baseline. A total of 15 cohort members between the SPAD and CPD cohorts were part of the group that participated in Exponential Español in Los Angeles in October 2022. The event is part of the strategy to bring awareness about outward focus ministry, a Thriving Churches (TC) factor. The event also included a THC talk by our team during two breakout sessions. This year we are sponsoring the same event in both Los Angeles and Miami.

There were four major accomplishments during this period that moved our project forward. First, the research study was published and got noticed by several organizations, which allowed us to begin to share the findings and start conversations of replicable models. Second, we were able to publish two editions of *Vida Aliancista*—one was a special edition on “Who is The Alliance?” that was sent to Spanish churches across our denomination as part of the outward focused ministry factor. Third, the recruitment of the five coaches is a win as they do not require too much explanation on the factors, and they can see the need these churches have. Finally, the Polity Course is now in Spanish. There is no course like it for Spanish official workers. This nine-week video series has been reviewed by Hispanic districts as part of the clear denomination connection factor.

Even with all of this, the work of the gospel—and the work of The Alliance here in the United States—is clearly unfinished. This is why we continue to be committed to multiplying disciples and churches among all kinds of people. As God continues to empower us, we look forward in faith to seeing an average of at least one new Alliance church per week for the next two years, with at least 400 of our churches involved in this multiplication effort.

Church Advance—Rosilio Román Cruz III

Our mission is to advance community-transforming churches that proclaim and live out the gospel of Jesus Christ through the empowerment of the Holy Spirit. We are grateful to God for the positive impact that the deployment of Church Advance resources is having on the overall sense of vitality among many Alliance churches as we emerge out of the pandemic. Defying many critical factors affecting church attendance during the pandemic, significant progress has

been made in the last two years on the reduction of churches being closed. The 2022 closure rate dropped to 1.8 percent. This is the first time it has been under 2 percent since 2015. We are thankful to the Lord for this progress that maintains a gospel presence in more communities across the United States.

It is worth highlighting the celebration of the first Church Advance Specialist Summit, held in Columbus, Ohio, October 24–25, 2022. Our purpose was to gather the Church Advance specialists from all 25 districts for a first-time meeting to share vision for advancing Alliance churches; promote alignment with ministry direction, encouragement, fellowship, and team building; and share best practices. There were more than 30 people in attendance from 18 of the 25 districts. The 2023 Church Advance Specialist Summit will also be held in Columbus, Ohio, September 11–12, 2023. It will focus on the discussion of turnaround pastors, leaders, churches, and ministries.

The Alliance Transitional Ministry Network (ATMN) now has a web portal where churches can access information on what the ATMN does to help districts and their churches. In a nutshell, ATMN helps churches to navigate the challenges of pastoral transition intentionally and strategically. An online certification training on transitional pastoral ministry will be available later this summer.

Regarding evangelism training through the Billy Graham Center's Church Evangelism Institute, the pilot cohort in the Eastern Pennsylvania District has been completed. New cohorts have either started or will soon start in six additional districts. The first Spanish-language cohort began in January 2023 with participants from the Puerto Rico and Spanish Eastern Districts. These cohorts are designed to bring change in the culture of a church related to evangelism or discipling, beginning with the pastor and leaders of the church. While culture change takes more time than has elapsed since we launched the pilot project, the reports of early indicators are positive, providing a sense of expectation of better things for the future.

Multicultural Ministries—Rosilio Román Cruz III

In December 2022, the office of Multicultural Ministries (MCM) welcomed Bruce D. Lyman as the director for Alliance ESL (English as a second language). He is focused on equipping and mobilizing people and churches to serve their surrounding immigrant communities through the provision of classes on behalf of English as a second language. We anticipate that this new ministry will have significant impact among Alliance churches wanting to reach and serve immigrant families nearby.

The Refugee and Immigrant Network (RAIN), led by Cathy D. Sigmund, was also added to MCM as an equipping ministry to churches wanting to engage and serve the increasing number of refugees and new immigrants arriving to their communities. This is another exciting development that positively impacts the way we can serve and assist our Alliance churches in their desire to be used by God to transform communities.

During the summer of 2022, our office launched the Next Generation Leadership Cohorts (NGLC) initiative with the participation of 13 next-generation leaders from the Hmong, Korean, North Central, Puerto Rico, Spanish Eastern, and Vietnamese Districts, in addition to the African, African-American, Chinese, Filipino, and Native American Associations. Contrary to most training/equipping efforts, the NGLC initiative does not focus on developing professional, ministry, or organizational skills. Instead, it focuses on spiritual aspects intended to prepare the

participants for life challenges and long-term sustainability in ministry. It prepares participants to deal with temptation, stress, pressure, work/ministry challenges, spiritual battles, and more. The cohort participants met the following qualifications:

- Promising next-generation leader, preferably from a non-majority culture community
- Men and women who have high potential for ministry at a district or national level
- Currently serving in a leadership role at a district, association, or local church
- Potential to assume greater responsibilities
- Bilingual/English (fluent speaker)
- 25–50 years old
- Proven character
- Tested leadership

All related costs for this initiative are being funded by the MCM budget, with a generous contribution from Alliance Women. Please continue to pray for this initiative and the impact it will have in shaping the lives and ministries of the cohort members. A second cohort is already scheduled to start its retreat cycle training early next fall.

Alliance ESL–Bruce D. Lyman

Alliance ESL has been equipping local churches and Envision sites to teach ESL since 2017 under the name of Great Commission ESL. To date, we have taught 59 ESL workshops and have seen 65 ESL ministries launched, 10 of which are in Hispanic churches. This ministry was birthed out of a decade of teaching ESL at CrossPoint Alliance Church in Akron, Ohio, which has served more than 1,000 students from 62 nations at four locations. In the past two years, their ESL ministry has added a part-time administrative assistant and five new trainers. We now have ten trainers that we can send across the nation teaching churches how to reach their communities for Christ with ESL. On December 1, 2022, Alliance ESL, underwritten by donors and grants, joined Church Ministries under Multicultural Ministries as the newest ministry focus at the National Office.

The move to the National Office has exploded the interest in ESL on many levels, especially by participating at InterChange, Converge, and Exponential. In 2023, Alliance ESL will continue casting vision for ESL by attending General Council, four district conferences, and three Alliance Women gatherings. We are also having serious conversations about doing regional workshops in four geographically based districts and two ethnically based districts. Before joining the National Office, we have primarily taught single-church workshops, and we currently have 25 churches interested in hosting their own workshop. Moving to regional, district-sponsored workshops will greatly reduce the cost for churches and individuals so that even more churches can reach the non-English speaker in their backyards. Alliance ESL looks forward to training hundreds of churches to reach the refugees and immigrants with the gospel and send them home to new neighbors in places we may never be able to send our IWs.

Alliance Chaplains–Kevin M. Pies

The years of 2020–2021 were an exciting time as we onboarded new chaplains and chaplain candidates for ministry. This growth allowed us to provide meaningful ministry in the military, civil air patrol, coast guard auxiliary, and veterans administration. In the successive years of

2022–2023, we saw an even broader, in-depth expansion with an increased number of veterans administration chaplains from one to six. This came alongside the addition of new military chaplains joining our already established and highly qualified chaplain family. Our chaplains are currently enjoying huge blessing and favor from the Lord. They are getting promoted, receiving key assignments, and continuing to have tremendous spiritual impact on the lives of young service members, veterans, and prisoners in federal penitentiaries.

The need for more chaplains continues. Recruiters regularly ask us to “please send more strong Alliance chaplains.” They know that our team provides such high quality and meaningful ministry in complex, pluralistic settings and closed-access environments. Call us if the Lord is calling you.

In addition to our federal chaplains, we currently have 109 official workers serving full-time or part-time in various aspects of institutional chaplaincy—hospitals, non-federal prisons, hospice, local police and fire departments, etc. These chaplains are licensed by our districts, many of which have chaplain coordinators. We contract with Phyllis J. Fitzwater, retired hospital chaplain, to provide assistance to our districts as needed.

Alliance Peacemaking—Richard (Rick) C. Stein

Training Highlights

- Districts are working with Alliance Peacemaking (AP) to develop three to four-person teams to lead mandatory Level I trainings for those in the ordination/consecration track and to provide an early response to their churches experiencing conflict.
- Most Level I trainings are now being taught by local or regional personnel across the United States who have graduated from Level 2.
- More than 900 Conflict Coaches have been trained.
- Level 2 Conflict Coaching trainings are also now beginning to be taught by more regionally based teams.
- The “Pursuing Peace Together” brochure, the “Swiss Army knife” of biblical peacemaking, is now available in English, Spanish, French, Vietnamese, traditional Mandarin, simplified Mandarin, and Jorai—and soon, Korean. AP is steadily working with districts and associations to translate the brochure into the many languages spoken in The Alliance.
- AP is also working with districts and associations to “train the trainers” in non-English-speaking districts and associations to enable them to teach biblical peacemaking to others in their language.

Mediation Highlights

- Seventy-three mediators have now been trained and are working both on national teams and in their churches and/or districts.
- Requests for help by districts and associations are responded to more quickly as more mediators are more widely available across the United States.
- Mediation training continues to equip more mediators each year.
- Mediators have also assisted districts on disciplinary investigations and hearings.

Global Link–Vincent (Jim) Sappia Jr.

The Global Link Office has a vision to see Alliance churches mobilized for global impact. This is accomplished by helping the church enrich its understanding of the scope and urgency of missions, engage more deeply in Alliance missions, connect with Alliance IWs, establish fruitful partnerships, and enlist new workers. Global Link works in collaboration with district missions mobilizers; together they help link the church to the mission field and the mission field to the church.

The Global Link Office has transitioned in many ways since Council 2021. During the summer of 2021, John A. Corby Jr. retired, and Jim Sappia, former Alliance IW in Thailand and Green Mountains, became the new director for Global Link, adding a new administrator, Rayna M. Strong.

Not only did Global Link experience transition among staff, but the Global Link Office also hosted key events that were impactful in mobilizing the church. Global Link hosted the first “Family Home Assignment Ministry Seminar,” where 84 international workers and 64 international worker children gathered at Grace Church in Middleburg Heights, Ohio, for processing and reflection as individuals and families. Throughout the week, IWs were reminded of and equipped for their crucial role in mobilizing the local church.

In August 2022, Global Link hosted the first annual gathering for all district missions mobilizers at Beulah Beach in Vermilion, Ohio. These mobilizers came together to hear from Alliance leaders on how to partner in walking alongside someone from the moment they feel “called” through the time they are “sent.” This gathering allowed for great collaboration and mutual learning as we all have a part in developing and supporting international workers. Our district missions mobilizers are passionate about connecting our churches to what God is doing worldwide through Alliance Missions events and strong partnerships.

Global Link, in partnership with church missions mobilizers, hosted the annual Converge event and for the first time, for all Alliance church leaders. More than 300 Alliance people came together to hear from Alliance Missions’ leadership, to hear updates on what God is doing worldwide, to hear reports from international workers, and to collaborate on how the church could be better mobilized for global impact.

Alliance Center for Leadership Development–Stephen A. Grusendorf

The Alliance Center for Leadership Development (ACLD) has been working hard to train the next generation of ministry leaders for practical Kingdom impact. Over the past two years, we have seen more than 75 individuals graduate from our School of Ministry program. Many of these graduates go on to serve in local Alliance churches. We continue to expand our offering of non-English ministry training programs as well. We also relaunched our Spanish program and added Japanese in the past year.

Recently, we released a modernized version of A. B. Simpson’s *The Fourfold Gospel* in English and Spanish, with several other language translations in the works. At Council this year, we are launching a new church discipleship and leadership development platform, Project 2819. Taking its charge from Matthew 28:19–20, Project 2819 offers well-designed, video-driven, affordable, and Alliance-distinct small group study material to local churches looking for good leadership

development and discipleship material. We are thrilled to be a part of what God is doing through The Alliance to bring back King Jesus.

Alliance Kids—Leah M. Broach

Alliance Kids has been on the move the past two years. We've been throughout the United States speaking, training, and equipping leaders in efforts to make resilient followers of Jesus of this next generation. We've been present at district conferences, trainings, and NEXT conferences in more than 20 districts since 2020. We've also launched two Alliance Kids Discovery Land curriculums. Our original curriculum is a robust discipleship tool that 36 churches and the entire Korean District have joined since March 2021. As a part of this, every church gets weekly Alliance Missions for Kids content written by Leah Broach.

On March 5, 2023, we launched "The ONE Page: Everything you need to conduct quality child discipleship on ONE Page." This works alongside the Discovery Land Curriculum and contains the Alliance Kids Missions package. This was introduced to give our small churches and church plants a solid way to disciple kids, regardless of the context. We believe every church should be reaching their community with the gospel and making resilient disciples of kids!

Alliance Youth—Scott R. Wakeley and Charles O. Amoh

The Alliance family celebrates God's faithfulness as He has blessed both the Alliance Youth (AY) Office and the LIFE Office for many years. Thousands of students and youth workers of the next generation have experienced God inviting them into the deeper life in Christ and calling them into full-time ministry. We saw this happen again this past summer, when 6,000 students and youth workers gathered in Orlando, Florida, for LIFE 2022. Students were invited to see that Jesus is greater than everything, and more than 450 students responded to the call of God into full-time ministry. We are deeply grateful for the Holy Spirit's work in the Alliance Youth family. Now, in order to position ourselves for even greater Kingdom impact and missional engagement, the Alliance Youth and LIFE offices have realigned themselves into one office. This realigned Alliance Youth Office is co-led by Scott Wakeley and Charles Amoh.

Alliance Youth is developing next-generation leaders who invite students into gospel transformation and into their roles in the church. Over the next two years, the AY directors will be rolling out a reimagined focus on missional engagement, evangelism, and cultural competency. The Alliance Youth family can expect to participate in mission/vision trips to engage in what God is doing through the four structures of Alliance Missions around the world. We are reimagining evangelism training for the next generation and incorporating trainings in cultural competency. AY's commitment to invite students into gospel transformation will also be seen in a reimagined Missions Experience and Justice Experience for the local church. These two initiatives will allow the next generation to understand their own responsibility and impact on the advancement of the gospel and world missions.

Finally, Alliance Youth is growing our focus on equipping the youth worker with tools and resources to raise up the next generation to own the church and deeply engage in the mission to reach the lost. In February 2023, a national youth gathering was held in Columbus, Ohio, with 200 Alliance youth leaders in attendance from 22 districts. Going forward, the AY family can expect to see a youth worker toolkit, equipped with resources for biblical literacy for students, called2serve student next steps, and resources for how to engage the next generation in

challenging social topics. We are excited for what God has done over the past two years in the AY family, and we believe that we will see God do even greater things as we take a posture of expectancy and press forward together.

Candidate Recruitment and Development—Amy L. Roedding

Ministry candidates continue to attend Alliance colleges where our four part-time Candidate Recruitment and Development (CRD) representatives disciple these young leaders and guide them toward their next steps in serving in the Alliance family. Students value having a godly representative to walk with them during college years. Several students get accredited each year and can move directly into a licensed ministry; others get accredited in their district. The numbers accredited and licensed from 2017–2022 include Crown College–86; Alliance Theological Seminary–78; Toccoa Falls College–72; Alliance University–8; Simpson University–19; and Tozer Seminary–5. We desire to help grow these numbers.

The CRD Office oversees called2serve.org for individuals interested in working with The Alliance. In the past two years more than 850 people have reached out through [called2serve](https://called2serve.org). We also give leadership to the accreditation application process which we moved over to a new SAAS system—[Called2serve Apply](https://called2serve.org/apply)—in English and Spanish and led the implementation for the districts. CRD hosted the first Alliance Ministry Student Event in Columbus (now called Engage) in 2022 to connect students at our colleges and other Alliance training opportunities to the Alliance leaders' vision and to recruit these students to Alliance ministry. Forty-five ministry students attended the first year. Seventy-five students attended the 2023 event. Our office is leading the move from our proprietary jobs board on cmalliance.org to CLEAR Company to allow districts to post their church openings to a wider audience in a more professional manner. CRD also produced a training series for churches called “Welcoming and Developing College Students” to encourage churches to engage in more fruitful leadership development.

Alliance Women—Jennifer (Jen) L. Vogel

Alliance Women remains committed to bringing all of Jesus to all the world. We celebrate the commitment of our district Alliance Women leadership teams in their efforts to connect women for Kingdom impact. Since Council 2021, we have seen an increase in the number and quality of regional women's events implemented by these teams. Thank you, ladies, for your tireless efforts at providing space for women to be strengthened in their faith. Lives are being changed, and women are learning how to live on-mission both locally and globally.

Alliance Women leaders attended Converge 2022 and learned how to better assist our international worker families in member care. Through a collaboration with the Third Culture Kid (TCK) Advocates of Alliance Missions, we developed a new TCK Connect handbook that offers practical suggestions for ongoing, meaningful ministry to our sent ones. Thank you, local churches, for your participation in this ministry.

Alliance Women maintains its financial commitment to the global work of The Alliance. In fiscal years 2021–2022, reported giving to projects selected by Alliance Women totaled more than \$250,000. Cumulative giving through Alliance Women now exceeds \$13.3 million. All glory be given to God!

The future of Alliance Women is bright. We look forward to the vibrant, Spirit-empowered leadership of Ana M. Cuevas, effective July 1, 2023. The vice president for Church Ministries, on behalf of our Alliance family, extends our deepest appreciation to Jen Vogel for her faithful service and leadership as the Alliance Women national director from 2015 to 2023. Well done, Jen!

District Superintendents

An extended and vitally important part of our Church Ministries team is our 25 district superintendents. These men, their wives, and their district office team members are devoted to coming alongside leaders and churches to help them do what they do better. They are also devoted to expanding gospel influence by helping those churches plant new churches. The district superintendent role includes many hours on the highway and frequent evening meetings that mean getting in late at night or spending the night in a hotel room. The role includes walking into conflict, trauma, and transition in an effort to help churches fulfill the call of Christ. It is a role that is often fulfilled with great sacrifice while garnering little or no appreciation. To these 25 dedicated leaders, I offer my sincere appreciation and gratitude!

Concluding Words

It would seem odd to end this report without mentioning the spiritual outpouring and awakening that has been occurring at Asbury University earlier this year. What has been happening there has spread out to other college campuses and some churches. We welcome this much needed move of the Spirit on His Church in this nation and celebrate that it started among Gen-Z. Many who either entered a relationship with Jesus or deepened that relationship because of this outpouring of the Spirit have also committed their lives to be on-mission with Jesus wherever He calls. This is certainly an answer to our prayers for the Lord of the Harvest to send workers. The Spirit-filled followers of Christ in this generation can change our world, leading the advance of Christ's Kingdom in exponential ways.

I suppose somewhat selfishly, I'm praying that this outpouring will spill over into other generations, including my generation and my own life. I'm praying that this outpouring will spill out across Alliance churches, renewing and reenergizing our love for Jesus and the people He has called us to reach. Please join me in praying, "Holy Spirit, come!"



expectant

ALLIANCECOUNCIL2023

DEVELOPMENT 2021-2022

Timothy G. Meier, Vice President

A Holy Assignment

Every Christian and every network of churches have essentially the same calling: love God, love people, and complete the Great Commission. However, not every local church or every denomination has the same assignment. From the beginning of our movement, we have vowed to join Jesus in the hardest places so that the gospel would take root and transform individuals and communities. We are not in a competition; we are simply honoring the unique assignment God has placed on The Christian and Missionary Alliance. This vision continues today.

This obedient advance is not done in isolation. To honor Jesus' Acts 1:8 instruction to be present in every segment of society, collaboration and synergy are essential. It takes workers to establish gospel presence. It takes churches to send these workers. And it takes finances to continue to advance into the new and next places God calls us.

Development exists to throw fuel on the fire of partnerships by strengthening our bond to Jesus and to one another. We are privileged to tell the stories of international workers (IWs), church planters, young people, and senior saints through video, *Alliance Life*, social media, Alliance Worship, Missions Emphasis content, strategic conversations with churches and donors, and many other points of connection. We are honored to keep the vision of *All of Jesus for All the World* in front of our Alliance family. We are fully committed to this assignment, and *we get to do it together*.

I want to specifically thank the Development staff for enduring the pains and fatigue of an office relocation and for doing it with excellence. Some left homes that had been theirs for decades to join a new adventure—all the while writing articles, shooting videos, creating designs, and leading their teams. We have also welcomed many new staff, each one a blessing from God. Our Development team is strong, humble, and dedicated to Christ and His Church. I am honored to serve alongside them.

A Generosity Movement

Sacrifice marked our early moments, and the Alliance family has kept this spirit. Every year Alliance churches and individuals give a higher percentage of their giving to international missions than any other denomination in America! In some ways, my job is quite easy. This family is sacrificial, open-handed, and deeply cares for those who remain unreached.

Over the last two years, despite a pandemic and an economic downturn, The Alliance once again rose to the challenge, remaining focused on faith-filled possibilities rather than economic adversities. As God moved in the hearts of His people, we experienced our single greatest year of giving and the largest-ever Christmas Offering in 2022. In my previous Council Report, I wrote, “While the budget line might read \$55 million, the actual need might be \$75 million or more.” Well, friends, this year we will hit \$75 million in GCF giving. It happened faster than we imagined!

While some of the funding change journey remains unfinished and we continue to work out some of the details, we remain grateful to our IWs who have embraced the partnership journey and to our churches and others who have continued to give generously. We have not slowed down—we have *advanced*! And I truly believe the best is yet to come.

In the midst of this encouraging GCF outpouring, people have also given generously to Project ReImagine. As of this writing, nearly \$14 million has been given to the project—*before we have even gone public with an invitation to partner*! And all of these givers either maintained or increased their GCF giving. I am truly grateful and encouraged.

Now.

The next two years of our ministry together will require razor sharp focus as we enter what we are calling the “now.” campaign. We will align our stories around the goals we have set before the Alliance family: sending IWs, seizing new opportunities internationally, planting healthy U.S. churches, building Alliance Place for the future flourishing of our movement, and prioritizing financial goals that support these vital opportunities.

Why “now.”? Our culture has shifted significantly over the last five years, but the calling on our lives has not. Jesus is the same yesterday, today, and forever—as are His power, His drawing people to Himself, and His faithfulness to us. Instead of hunkering down to maintain the status quo, we, led by His Spirit, must engage with more passion, energy, and humility. This is God’s mission, and we are joining Him in it. Now is the time to act. Now is the time to plant churches, send workers, and innovate within our missional space. Will we face economic concerns? *Yes*. Will our efforts require deep faith? *Yes*. But what better time than now?

God never fails to demonstrate His faithfulness to His people. When we come together in faith, He will richly bless us in the spiritual realm and provide *everything we need for life and godliness* (2 Pet. 1:3). Now is a moment to lean into our unity as the Body of Christ and join Him in advancing His mission. It will stretch us, but in my experience, nothing that ever matters is ever easy.

Conclusion

In the coming addendum you will find details about church and individual giving, some notable ministry highlights, and a few potential obstacles and concerns as we move forward. But you will also see how the Alliance family has participated together in giving, in story, in partnership, and in faith. Through various examples from our Development world, you will find snapshots of the Spirit-inspired passion and creativity generated for one sacred purpose: *All of Jesus for All the World*. Through it all, we walk together in faith. And *the time is now*.



DEVELOPMENT ADDENDUM 2021-2022

Timothy G. Meier, Vice President

Leading the Alliance Development team is a joy-filled privilege for me. The levels of gifting, humility, and courage that feed our storytelling and messaging, church and donors care, and missions engagement efforts never ceases to amaze me.

While this addendum reflects Development's concerted efforts to help keep the Alliance family well-resourced and engaged in our *All of Jesus for All the World* vision, it is important to first acknowledge the unwavering commitment of this team toward those ends.

The past two years have been characterized by immense change. During this time, the men and women in Development have continued to create, produce, and serve with excellence while weathering the COVID era, a relocation to Ohio, the transition of more than 15 key teammates, and the implementation of a significant new funding model.

In 2022, following our relocation to Ohio, we shifted leadership of our area of ministry to accommodate changing demands. Paul J. Crosby and Robert (Bob) J. Sanford serve as assistant vice presidents, giving general leadership to our Development team while remaining focused on specific areas of service.

Our Relationship Management team, which concentrates on funding our mission, continues to be led with excellence by Paul J. Crosby. As you will read in this report, despite the funding change, relocation, and a shift in the giving preferences of our supporting constituency, the Alliance family continues to outpace other denominations in its generosity and passion to see the Great Commission completed. New leaders like Susan E. Davis, Rachel (Jung Young) Kim, Jenny M. Karr, and John (Trey) L. Martin, are bringing fresh momentum to our engagement and fundraising efforts in creative, "out-of-the-box" ways.

After some significant, relocation-related transitions within the Marketing and Communications teams, current directors have risen to shared leadership and are moving our audience engagement efforts forward with excellence and care. Our stories and messaging content—along with the quality of our print, video, and digital resources—remain strong and relevant under the care of Peter A. Burgo, Katlyn E. Giberson, Fredrick (Rick) J. Hemphill, Kristin E. Rollins, and Joshua H. Whiteman. Our Events Office serves the Alliance family with thoughtful attention and professionalism under the direction of Carrie L. Reinhard.

As we look forward to a focused, two-year effort toward deeper levels of engagement, we are grateful for how God continues to move among His people. Last year, **the Alliance family gave more to missions than ever before in our history**, something that has been true annually for several years. Churches continue to be planted among the unreached and underserved in our communities. New international workers continue to be sent, joining existing workers in providing a meaningful, impactful presence among the lost, suffering, and displaced in the world's remaining hard places. It is a true honor to partner with these heroes and to call the Alliance family to *not shrink back, but to advance* through the doors God continues to open before us.

In the Rearview

Engagement/Relationship Management

The calling of The Alliance to send gospel presence to the least-reached areas of the world remains strong and central. As a Development team, we celebrate the ways Alliance people have leaned-in and responded with faith-filled expectancy and bold generosity to the assignment God has for The Alliance during this season. It has been exciting to see how He has brought an increasing number of people together from various cultural, racial, and economic backgrounds with expertise, resources, and passion for His Kingdom purposes. In the past year, Alliance family giving has hit record highs, seeing the largest single gift ever given to The Alliance, the highest grossing year-end (Christmas Offering) campaign, and our strongest year of giving in Alliance history. Here are some of the highlights from the past two years:

1. **Growing numbers of new partners fuel missions advance.** 2022 saw a record number of people giving directly to Alliance work around the world—an 11 percent increase over the previous year. This growth in new direct individual givers represents a \$4.2 million increase in contributions—more than doubling the contributions from new individual donors over the previous year. Looking forward, we will continue to invite more people to support the mission of The Alliance in increasingly creative ways.
2. **Increased engagement and contributions in Alliance fundraising campaigns.** Over the past few years, the Development team has sought to create greater constructive collaboration and segmentation in our annual fundraising campaigns (Great Commission Day and the Alliance Christmas Offering). These two campaigns are vital sources of funding for undesignated giving to the Great Commission Fund (GCF).

The 2022 Christmas Offering, *Love Is Here: Be Present this Christmas*, was The Alliance's highest recorded year-end offering, topping over \$1.6 million in undesignated GCF giving, with 146 churches participating and more than 1,500 direct individual donations. Church giving to this campaign increased by 68 percent over the previous year, and individual giving increased by 47 percent over the previous year. This offering, which takes place from mid-October through January, provided a much-needed surge in undesignated GCF giving at our calendar year end, narrowing the gap in actual to budgeted contributions. Several key elements helped make this campaign a success:

- **\$398,000 was sponsored in two matching gift campaigns.** The first match of \$200,000 was provided by two churches for all gifts made to the Christmas Offering on Giving Tuesday (November 29, 2022). This initial match raised more than \$450,000 in that single day of giving. Additionally, a group of individual donors added to the initial amount and matched an additional \$198,000 to gifts made to the offering after Giving Tuesday and before the year end. The matching funds approach continues to be a successful strategy in Alliance fundraising. It also creates greater opportunities for Alliance major donors to be more active participants through a “multiplying effect” in funding the mission they love.
- **Alignment with Advent through messaging and value-added resources.** One of the changes made in this year's campaign was to create better alignment with the Christmas season, including renaming the “Alliance Year-End Offering” to the “Alliance Christmas Offering.” The goal was to create better alignment and relevance

with the local church calendar. Two additional Advent-specific resources were released along with the campaign: the *Love Is Here* Advent guide and the *Love Wants to be With* video segment. While these resources did not include a direct financial ask, they emphasized *love* as the overarching purpose of our efforts to *be present*. The video was one of the most viewed of the year. As we look to future campaigns, we plan to build on what we've learned through the release of these types of campaign elements by (1) creating relevance in the journeys of our financial partners; (2) aligning our messaging themes and release dates with the calendars of our churches; and (3) developing value-added conceptual resources that engage churches and donors beyond a financial commitment.

- **Long-term relationship development pays off.** In addition to the major gifts included in the sponsoring campaign matches, the long-term relationship development work of our major gift officers resulted in several large individual gifts to the campaign. One was a surprise major gift, of which \$250,000 was designated to the Christmas Offering and another \$250,000 to the undesignated GCF. This gift resulted as a convergence of a multi-year relationship development process and current economic conditions. While we cannot always predict the timing of these financial events for our donors, the relationship development process is paramount to connecting the donors' passions and their confidence in The Alliance to steward their gifts well when these times arise.
- **Online giving surpasses offline giving in both total dollars and number of gifts.** For the first time, we not only received the highest number of Christmas Offering gifts online, but the amount of funding given online surpassed the amount given by check and phone combined. This trend toward online giving continues to prove true not only in general campaign giving but also in major gifts. This is an important trend to monitor as greater pressure is placed on our gift processing systems, and supports the need to upgrade our gift processing and online giving systems through tools like Virtuous and further website development.

Project ReImagine

Over the past two years, the Development Engagement team, in partnership with President John P. Stumbo, has launched "Project ReImagine," the journey of the National Office relocation to Ohio with a reimagined vision of The Alliance's officing concept. Although the campaign has not yet been released to the greater Alliance constituency, the ReImagine team has held more than a dozen Zoom calls and visited several interested churches and donors. So far, nearly \$14 million has been raised. The invitation to the larger Alliance family to participate will begin at Council 2023.

We are grateful for "early adopters" who have given generously without having seen the architectural renderings—some even before the property had been purchased—and are now joining us in praying for others to engage in the journey as we launch the building phase.

It has been encouraging to see that, in addition to this \$14 million in Project ReImagine giving, our overall GCF giving has also increased. Many early adopters to the project have grown their GCF partnership too!

As this story continues to unfold, it has become increasingly clear that God is doing something beyond a building and a campus. Project ReImagine is a missional move that will position The Alliance for future flourishing. We are moving from a business park to the marketplace. We are transitioning from a place of isolation to greater integration and engagement with our community and our church family. We are transitioning from a National Office facility that has been an expense to the GCF to one that contributes to it, releasing more money and workers for Kingdom advance. We are broadening our diversity by moving from a primarily monocultural staff to a multicultural team, reflecting the beautiful ethnic and racial multiformity of The Alliance and the Body of Christ.

Marketing and Communications

The Marketing and Communications team, comprised of writers, editors, video producers, graphic designers, and digital marketing/media professionals, engages Alliance audiences through storytelling, strategic messaging, and resource development.

Alliance Video

The last two years have brought significant growth and change to the video team. With the relocation came the need to replace half the team and the need to rebuild while maintaining momentum in storytelling, vision casting, and fundraising. The current video staff is more diverse in culture and experience than ever and is better equipped to serve our diversifying audience. Each video team member has spent considerable time living “between cultures,” which gives them a unique lens and a bent towards curiosity and empathy that impacts how they frame and approach their vital work.

While 2022 saw the return to travel and in-person gatherings, the video team has maintained some of the practices initiated during the COVID season, including greater use of streaming events, increased engagement with social media, more regular story releases throughout the year, and more frequent releases of “less polished,” behind the scenes content. Significant milestones include:

- Maintaining a bimonthly cadence of story releases to reinforce Missions Emphasis themes and major campaigns throughout the year.
- Producing video elements and recaps for LIFE 2022 in Orlando, Florida, and giving oversight to a team of 11 staff and volunteer media workers.
- Continuing to invest in storytellers in U.S. churches and overseas fields.
- Providing media support at international events for aXcess, CAMA, Envision, and marketplace ministries as well as the online Global Leadership Conference.
- Producing video resources for 40 Days of Prayer, Alliance Worship, and EquippingU.
- Generating and compiling content for Alliance 101.
- Helping to establish the first ever Alliance Arts Festival, which will launch at Council 2023 in Spokane, Washington.
- Creating value-add conceptual segments for use as thematic elements in churches.

- Helping to orchestrate two live “One Night Only” events through registration-only access; the use of live streaming in this closed setting enabled the sharing of stories from closed locations, giving the Alliance family a direct connection to creative-access workers and their ministries.

Alliance Life

Every two months, *Alliance Life* enters 55,000 Alliance households to engage its readers in deeper life messaging and compelling frontline stories of the advance of Christ’s Church through The Alliance.

In its continuing efforts to raise levels of engagement and participation among its readers, the magazine has increasingly woven into its pages opportunities for subscribers to participate directly in Alliance ministries. More video and funding links have been added to invite readers to play a hands-on role in The Alliance’s *All of Jesus for All the World* vision.

In November 2021, the Development Communications and Marketing team launched a digital flip-book version of the magazine for readers to access on their computers, tablets, and smartphones. In addition to its potential to increase the circulation of the magazine with no additional print and delivery costs, the digital version also allows for live hyperlinks to related stories, videos, and other helpful resources. The digital version can be accessed at alliancelife.org, where any Alliance church attendee can sign up for a digital subscription, and existing subscribers can elect to have their subscription switched from the print to digital version. This option can potentially alleviate the GCF of a portion of the magazine’s print and distribution budget. There are currently 600 subscribers to the digital version, and the *Alliance Life* web page receives more than 1,000 views each month.

Each year the magazine continues to garner awards for excellence in journalism and design from the Evangelical Press Association.

Alliance Storytelling

The Development story and writing team continues to pursue frontline stories of God at work through Alliance international workers and U.S. churches. In 2021 and 2022, the story team released an average of 15 stories each month through *Alliance Life magazine*, the C&MA website, social media, eNewsletters, prayer publications, and other Alliance media channels. The team also worked cooperatively with the Engagement, Design, Video, Digital Marketing, Archives, and Events teams to craft and refine content for Great Commission Day, Missions Emphasis, Year-End Offering, 40 Days of Prayer, Alliance 101, Project ReImagine, and other campaigns and resources geared to raise levels of engagement within and beyond the greater Alliance family.

In addition, the story/writing team assisted other areas of ministry in the crafting and refinement of hundreds of communications and ministry tools to equip churches and workers in their ministries.

Digital Marketing

The world of digital marketing is rapidly changing. Trends come and go quickly, industry standards are moving targets, and there is plenty of noise to cut through as we seek to connect

with our Alliance family and invite others in for the first time. Our digital efforts are critical to the success of our mission and vision, and we are ever grateful for the way our family engages with us. Here are some highlights from the last two years:

Website: The newly redesigned cmalliance.org launched in October 2021; cmalliance.org has seen more than 935,000 users since Council 2021.

Social Media: Our social media profiles continue to see steady growth and engagement. For example, our Instagram account has expanded to 10,134 followers—1,500 more than we had at Council 2021. Our content has been viewed on Facebook, Instagram, and LinkedIn *more than 5.7 million times* in 2022 alone!

Email: The Alliance eNewsletter has seen exponential growth, gaining 3,400 new subscribers since Council 2021.

40 Days of Prayer: We saw tremendous growth in engagement with our 40 Days of Prayer event executed in partnership with Church Ministries. In 2023, more than 16,000 people received the weekly devotionals and more than 1,000 people registered for the concluding live celebration event, *Your Kingdom Come: A Night of Prayer and Worship*.

Virtual Events: For the first time, the Digital Marketing team launched a new virtual event called *One Night Only: Being Present in Central Asia*. This event gave Alliance video team members and international workers the ability to share stories directly from the field in a more raw and authentic way than we have been able to offer before, due to security protocols. We saw nearly 1,200 registrations for this event and received encouraging feedback from attendees about how they felt more connected to the work of The Alliance than ever before.

Design and Production

The Design and Production team leads all visual and brand efforts of The Alliance. Over the past two years, the team has focused its attention on two primary areas: the National Office relocation and Campaign Development/Brand Leadership.

Relocation

- Developed relationships with local vendors in Columbus, Ohio, and provided design, production, and logistical support for the complex “change of address” transition.
- Designed and produced branded signage and displays for the new temporary office, three of which were hand-painted.
- Redeveloped project archive system to capture and preserve project files that would otherwise have been lost during the National Office relocation.
- Recruited, trained, and developed new, gifted team members after the relocation-related departure of more than half of the previous design team staff.

Campaign Development/Brand Leadership

- Worked collaboratively with other Development offices to provide design, production, and logistical support for major funding and Missions Engagement campaigns.

- Provided integral support for Project ReImagine, Alliance Worship, and the Alliance website redesign.
- Continued the effective implementation and management of Alliance branding and messaging throughout National Office communications and developed a new Alliance Brand Style Guide in September 2021. This expanded version continues to better clarify and ensure the consistent usage of visual design elements to better communicate the essence of our Alliance brand identity. Corporate language and messaging elements, including the Alliance mission, vision, and identity statements, are also clearly defined in the guide.
- Developed an online resource page to serve as a broadly accessible, user-friendly source of Alliance branding elements and guidelines for use in churches, districts, and supporting organizations. The site, found at brand.cmalliance.org, houses the Alliance Brand Style Guide, Alliance logo/brandmark files, and an Alliance PowerPoint template.

Archives

When the Alliance National Office began its relocation to Reynoldsburg, Ohio, in 2021, the Alliance Archives moved to a temporary location, leasing space at what is now the New Horizons Foundation building, a block from the previous National Office location at 8595 Explorer Drive in Colorado Springs, Colorado. The Archives will remain at the New Horizons site until the One Alliance Place property in Reynoldsburg, Ohio, has been completed, at which time it will reunite with the National Office facility.

Since its relocation to the temporary Colorado facility, the Archives team has continued their vital work of digitally preserving key historical resources and collections, protecting them from the long-term effects of time and climate, while paving the way to make these collections more accessible to the Alliance family and external researchers in the future. Among the collections that have been digitally preserved over the past two years are historical writings and files of A. B. Simpson and other C&MA presidents, early foreign field publications, General Council records, Alliance higher education files, Alliance hymns and musical collections, historical video footage, youth conference records and recordings, Alliance World Fellowship documents, re-scanned Alliance magazine files, U.S. and overseas ministry records, and numerous historical photographs, audio recordings, and video footage that currently reside on aging paper, reels, and tapes.

The Archives team also assisted numerous internal and external researchers, created finding aids to assist these researchers and others seeking historical records, and provided historical footage, photographs, and documents for Alliance communications and funding campaigns and resources.

In an effort to fund its ongoing preservation efforts, the Archives raised nearly \$4,000 through a donor appeal and \$5,700 from Chinese currency recently sold at auction.

Events

Each year, members of the Alliance family gather for approximately 35–40 nationally sponsored events. Annual National Office-sponsored events include Converge, Resonate, Interchange, HAMS, EquippingU, Next Ministry Conferences, and several others. The Events Office partners with National Office areas of ministry to coordinate event logistics and secure event-friendly

venues where the sponsoring office's event goals and objectives can be met with excellence, cost-effectiveness, and hospitality.

In addition, the Events team collaborates with Bob Sanford toward the planning and execution of General Council.

Over the last two years, the Events Office has supported more than 100 events with a combined attendance of 10,296 and combined registration revenues of \$1,427,217. Support provided included contracting, registration, meals, lodging, audio/visual, and revenue accounting.

Looking Forward

Our current team, a God-blended mix of those who relocated from Colorado and those from Ohio and other parts of the country who joined after relocation, are bringing fresh energy and creativity to our engagement efforts. As we move into the next two years, we will need to be more focused, more collaborative, and more faith-filled in our efforts to engage the Alliance family and those yet to become part of it.

Engagement

1. **Enhancing the technology and online infrastructure to keep pace with growth and our increasingly tech-savvy donor base.** Over the next year, several key organizational processes and systems will be upgraded and integrated, including our gift and check processing systems; email, digital, and print marketing; online giving (MyCMA and MyGiving); high net worth donor prospecting and screening; donor profiles (data hygiene) and relationship management systems; automation and responsiveness to donor receipting and thanking; as well as various types of standardized and on-demand reporting. Additionally, initial conversations have begun with Alliance Missions and Church Ministries to produce greater alignment and synergy toward increasing engagement and participation in the Alliance globally.
2. **Continued development and engagement with major gifts.** As stated earlier in this report, large matching gift sponsors have played a key role in the success of many of our funding campaigns. These donors have seen a multiplying effect of their giving, ranging from a two-fold to a ten-fold return on their gifts.

In 2022, approximately 100 donors gave more than \$10,000 for a total of over \$9 million. The majority of these funds have come through some form of non-cash direct gift. The team has made a concerted effort to increase planned gifts such as Qualified Charitable Distributions, Donor Advised Funds, and highly appreciated shares of stock, real estate, and other non-cash assets. These planned gifts have played a major part in meeting the financial needs of vital projects throughout the world as well as undesignated giving to the GCF. We celebrate the creative and generous ways Alliance people have partnered with the global work of The Alliance.

Additionally, Project ReImagine has provided an extra boost in major donor cultivation. This campaign has generated not only engagement in the fundraising efforts for Alliance Place but also a renewed passion and interest in the broader mission of The Alliance. As previously mentioned, we celebrate that \$14 million has already been given to Project ReImagine, and

that none of these early adopters have reduced their giving to the GCF. In fact, *several have increased their GCF giving!*

3. **Increased opportunity with foundations and key strategic partnerships.** Foundations, businesses, and other strategic partners have played a crucial role in funding The Alliance over the past decade. Like-minded individuals and organizations holding significant philanthropic dollars remain untapped by our movement. So, we are expanding our focus to include more donations and grants from these sources. This will contribute significantly to the funding of Project ReImagine and meet the growing opportunities for expansion of The Alliance's global work. Our team has recently added Trey Martin as director for Foundations and Strategic Partnerships to lead the effort in pursuing these opportunities.
4. **Resourcing and support of partnerships with international workers.** As we continue to move forward with our new funding model, in which international workers receive benefit from both undesignated and designated giving, a key objective has been to resource our 700 international workers with training, encouragement, and communication support. In 2021 we added Jenny M. Karr to the team as director for International Worker Engagement and Partnerships. Jenny attends conferences including Prefield Orientation, the Home Assignment Ministry Seminar, and overseas regional/field gatherings to help coach our international workers through group and one-on-one sessions. We are also providing better information and resources to make it easier for these workers to connect with churches and individuals and invite them to be partners in ministry.

We continue to partner with Tailored Fundraising to provide customized coaching across all four specializations (CAMA, Envision, aXcess, and marketplace ministries). We collaborate extensively with Alliance Missions leadership and the Church Ministries' Global Link Office, along with church and district missions' mobilizers, to foster a collaborative approach to resourcing and supporting our international workers. Through these efforts, we have seen a significant increase in worker engagement and are building stronger partnerships because of it.

Project ReImagine

Completing the construction of One Alliance Place will require us to raise approximately \$25 million per year for the next two years. After Council 2023, we will pursue increased opportunities to engage districts, churches, camps, and individuals in Project ReImagine through in-person gatherings, Zoom meetings, and video resources.

Although our primary focus will remain on the GCF and the needs of our workers, our team will give significant attention to engaging the greater Alliance family in helping Project ReImagine reach fruition. In doing so, the National Office will engage more missionally in its community, generate funds for Alliance international workers through building lease income and event hosting, and better serve its U.S. churches by being more present and accessible.

Alliance Worship

The Alliance Worship project arose from President John Stumbo's and my vision to see The Alliance revive the singing of our theology, reclaim our roots as songwriters and worship leaders, and give our churches the opportunity to celebrate our spiritual distinctiveness on a weekly basis. While The Alliance does not pretend to be "superior" to other segments of the

greater Body of Christ, we do believe God has invited us into assignments specific to our mission and movement. It is good to be reminded of these truths regularly and to remain in a posture of expectancy and Spirit dependency. Leadership has also recognized the recent surge of music arising in Alliance churches that was not being heard or shared broadly. Our desire is to elevate and amplify these compositions to encourage and embolden the greater Alliance family.

The ongoing vision of Alliance Worship is to dig up the old songwriting wells the Spirit is reviving among us and give opportunity for a diverse group of songwriters and worship leaders to contribute to the liturgy and practice of our local Alliance churches. We pray that what has begun will lead to greater expressions and celebrations of arts of all kinds within our Alliance family.

At Council 2021, we successfully launched Alliance Worship Volume 1 with seven songs, including “All of Jesus for All the World,” a favorite among local churches that mirrors our Alliance vision. In October 2022, Alliance songwriters again gathered to begin work on Volume 2. Since then, we have written and released acoustic pieces that the Alliance family has received with gratitude and enthusiasm. Our plan is to release more songs, one-by-one, with language translations, instructional videos, and chord charts, followed by a full album release later in 2023.

Digital Marketing

MyCMA: With the October 2021 website redesign of cmalliance.org came a change in purpose. We designed our site as a place primarily serving donors and people who are new to or are exploring The Alliance. With that change, a greater need emerged: our Alliance family needed a place to access resources needed to engage more deeply and serve more effectively. In the past, MyCMA partially served that purpose. However, the experience has become increasingly frustrating to the end users, who find it more and more difficult to locate or access the resources they need. Key resources remain accessible only to certain levels of users with advanced access privileges, such as senior pastors, district staff, and missions’ leaders. Following Council 2023, the Development team will begin reimagining and rebuilding MyCMA to better serve our greater Alliance family. We hope to launch a new MyCMA experience before Council 2025.

New Social Media Platform: TikTok has taken the world by storm and holds a primarily younger audience. Research shows that 71.3 percent of TikTok’s users are between the ages of 18 and 34. There is a young, generous, largely untapped generation available to us on TikTok for whom we have not yet created or directed content. We believe now is a great time to explore this new platform to see how we can engage our younger Alliance family in ways that are fresh and relevant to them.

Storytelling and Messaging

Our stories and messages through print, video, and digital media will engage the greater Alliance family in sending new workers, planting new churches, completing Project ReImagine, and walking through the new doors God is opening for Alliance Missions.

Our hope is that by Council 2025, through these engagement efforts, we will send 100 new international workers, plant 100 new U.S. churches, open one new Alliance Missions door every year, see One Alliance Place fully funded and built out, and see our mission-advancing funding goals fully met.

Over the next year, we also plan to compile and release a series of resources that highlight the rich ethnic and racial diversity that comprises the U.S. Alliance family.

All of our National Office efforts will unify under these goals, and the stories we tell will align under this arc.

Brand and Visual Communications

Launching at Council 2023, **Alliance 101** is a dynamic, comprehensive digital asset that gives a big picture view of The Alliance. It will dive into who we are, what we do, what we believe, the deeper life we share in Christ, our heritage, our mission and vision, and our identity as a Christ-centered, Acts 1:8 family.

Alliance 101 is a flexible, expandable, modular digital resource that anyone can use to introduce people to The Alliance. It will be a resource for district and National Office staff, higher education staff and faculty, new worker orientations, new member classes in churches, small groups, or even individual study. This resource has been developed and organized into seven corresponding modules:

- Module 1: Who We Are (Big Picture Overview)
- Module 2: Christ-Centered, Acts 1:8 Family
- Module 3: What We Believe
- Module 4: What We Do
- Module 5: The Deeper Life
- Module 6: Missions
- Module 7: Our Heritage

Each module can function as a stand-alone resource or be combined to gain a fuller picture of The Alliance, its beliefs, the scope of its work, its legacy of impact, the doors God is opening to us, and how we can walk through them together.

Advance

Many organizations call departments like ours “Advancement,” a word that projects driven momentum toward a shared vision. The fulfillment of that vision requires the full participation of those who share it through sacrificial service and joyful generosity. By engaging in these ways, they commit themselves to finishing the task rather than preserving the past. This next season for the Development team will be one of *advancement*.

While our culture, the world, and evil forces try to distract us from our mission and disrupt our steps, The Alliance remains steadfast in its resolve to plant churches, send workers, and re-imagine its efforts to engage those within and beyond our reach. This cannot be done in isolation and will require *faith*, *focus*, and God’s *favor*. He has called us by name, promised to be with us until the end of the age, and is faithful to finish what He has started. We are privileged to join Him in this sacred work.



expectant

ALLIANCECOUNCIL2023

OPERATIONS/FINANCE 2021-2022

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 our 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* and *advances* ministry. We also exist to faithfully steward the people, informational assets, and financial resources with which we have been entrusted.

The loss of some key staff and the on-ramping of new team members has provided an extra challenge these last two years, yet we remained vigilant with four priorities summarized in Addendum A (pages 47–50) in pursuit of the C&MA’s vision of *All of Jesus for All the World*.

Our service to you, the Alliance family, is accomplished through the following teams:

Executive Administration

Serves the Operations/Finance, National Office, and Alliance family by:

- Preparing the annual budget and monthly reporting of results
- Equipping church treasurers, including free resources through ChurchEXCEL:
<https://www.ecfa.church/churchexcel.aspx?d=cma>
- Coordinating several programs for the Alliance family, including:

National Association of Evangelicals (NAE) Financial Health Initiative. This partnership provides free personal financial and church generosity resources to pastors as well as financial assistance grants: <https://naefinancialhealth.org/cma/>

The Alliance Purchasing Program. These partners provide products and services at negotiated special group pricing that can benefit districts, churches, and supporting organizations: <https://cmalliance.org/mycma/purchasing-program.jsp>

The Student Loan Repayment Program, a loan-matching program available to students who have graduated from an Alliance school, have incurred tuition debt, and are serving in vocational ministry with The Alliance:

<https://cmalliance.org/serve/loan-repayment-program/>

- Administration of the Audit Review Committee, a Board-appointed committee that reviews audits of the C&MA, districts, and our supporting organizations.
- Board Governance: The vice president serves on several supporting organization boards.

Finance

Serves the National Office and the Alliance family by providing oversight of financial activity for each of the areas of ministry. Our ministry is anchored in 2 Corinthians 8:21, “For we are taking pains to do what is right, not only in the eyes of the Lord but also in the eyes of men.” We remain committed to the ECFA’s *Seven Standards of Responsible Stewardship*. Visit <https://www.ecfa.org/Standards.aspx> to learn more.

Alliance Benefits

Serves the National Office, districts, churches, and supporting organizations in the United States as well as C&MA international workers around the world with their medical, disability, life insurance, dental, vision, and retirement needs. Our Alliance sponsored church plan allows us to provide health insurance benefits that align with our sanctity of life value and provides clergy the opportunity to claim a ministerial housing allowance on retirement withdrawals.

Technology Group

Safeguards the informational assets of The Alliance while supporting the numerous technological needs of the Alliance family, including international workers. Teams include IT Operations; web applications (development of applications that support Alliance ministries); business applications/reporting (database architecture and financial and ministry reporting); and the Data Management Office (oversight of constituent information).

Operations and Business Services

Serves the National Office by caring for the National Office facilities. This team also serves the Alliance family and guests by welcoming people, by phone or in person and fulfilling C&MA resources. This team transitioned in fall 2021 to new leadership in Columbus.

2023–2024 Priorities

Our priorities for 2023–2024 are outlined in Addendum B (pages 51–52).

Conclusion

It has been a privilege to serve you these past 17 years; God’s goodness, faithfulness, and provision have been constant. I’m grateful for the many dedicated Operations/Finance team members who concluded their ministry over the past two years while many new team members, who have been called to serve in Columbus, have “picked up the baton” for the next season of ministry. The Operations/Finance team, through the help of the Holy Spirit, is expectant in helping the C&MA realize its vision of seeing *All of Jesus for All the World!*



OPERATIONS/FINANCE ADDENDUM A 2021-2022

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*

Stewardship Report

Leadership Team:

Daniel R. Deutsch, deputy controller and director for International Accounting
Curtis L. Farmer, executive director for Alliance Benefits (concluded December 2022)
Frederick (Buster) O'Riley, manager for Operations/Business Services
(transitioned October 2021)
Sam Kurien, chief information officer (concluded July 2022)
Jenifer L. Morrell, executive assistant (concluded December 2022)
Rebecca Stamp, controller and assistant treasurer (tenure began July 2022)

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

Serving Flows from Being

Foundational to our leadership, especially during the National Office transition, was our continued spiritual formation. The Operations/Finance Leadership Team participated in spiritual formation retreats in 2021 and 2022 that equipped us for the journey. I'm grateful for R. Keith and Kathy J. Davis who completed the retreats that Richard E. Bush began in January 2018. I'm particularly grateful for the shepherding and care demonstrated by the leadership team for the Operations/Finance team as many team members transitioned from the C&MA to other organizations while new teams were formed in Ohio.

I was grateful for the ways God led the Operations/Finance Project Breakthrough team and expressions of Psalm 127:1, the theme verse, "Unless the Lord builds the house, its builders labor in vain. Unless the Lord watches over the city, the watchmen stand guard in vain."

Increasing Engagement and Breakthrough Funding

At Council 2019, Alliance leadership announced new funding changes, effective July 1, 2021, that moved the C&MA from a narrow GCF budget to a broader GCF budget that embraces and celebrates both undesignated and designated gifts and better reflects the resources needed to fulfill our vision of *All of Jesus for All the World*.

Old Model



New Model

- One two-part message with two ways to give



To accomplish this vision, the Operations/Finance team did the following:

- Designed a new General Ledger and converted both the National Office accounting system and Alliance Missions accounting system into one new system on June 30, 2021
- Integrated and reported Alliance Missions international finances monthly beginning in July 2021
- Developed new MyMinistry reports for each international worker and revised monthly financial reports to align with updated funding language
- Expanded the budget over three years to support the new funding model, as shown below:



ALLIANCE FUNDING CHANGES

2019–2020 (\$55 million budget)

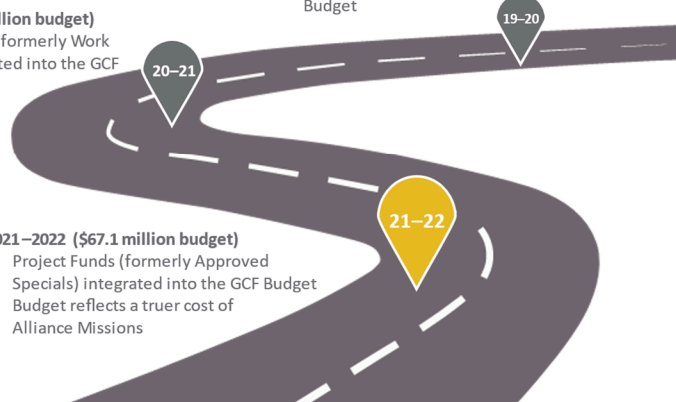
- CAMA integrated into the GCF Budget
- Other Sources of Income added to the GCF Budget
- Ministry Funds on Hand integrated into the GCF Budget

2020–2021 (\$56.4 million budget)

- Strategic Needs (formerly Work Specials) integrated into the GCF Budget

2021–2022 (\$67.1 million budget)

- Project Funds (formerly Approved Specials) integrated into the GCF Budget
- Budget reflects a truer cost of Alliance Missions



- Enhanced the online GIVE application to help engage greater numbers of donors with their giving passions.

Additionally, the process to upgrade our more than 20-year-old-systems and deploy new systems continued, including the following:

- Collaborated with Development in the design and rollout of a new, more dynamic website
- Transitioned payroll for international workers from a legacy in-house system to Paylocity, the same payroll provider that the National Office uses for U.S. based workers
- Converted 150 reports to a new programming software
- Partnered with Church Ministries to launch the Alliance Transitional Ministries Network microsite: <https://atmn.cmalliance.org/>
- Partnered with Church Ministries to launch the new *Church Annual Report* microsite: <https://churchar.cmalliance.org/>
- Partnered with Alliance Missions and Church Ministries to develop a new application (APP) software tool for those interested in serving in C&MA U.S. and international ministries
- Partnered with HR Services to deploy a new application tracking system (ATS) to support the significant resourcing of employees in Ohio
- Selected a new donor engagement software for implementation in 2023

Enhancing our Operational, Risk Management, and Financial Stewardship

We remained vigilant in oversight of operational, risk, and financial matters to help maintain and build trust in The Alliance and support the vision of *All of Jesus for All the World*:

- Achieved the strategic goal of 85 percent program and 15 percent ministry support in the Great Commission Fund budgets, beginning with the 2021–2022 budget
- Ended the 2020–2021 and 2021–2022 fiscal years in the black
- Received clean audit opinions from our auditor, FORVIS (formerly BKD LLC), for the 2020–2021 and 2021–2022 fiscal years
- Coordinated the sale of the Colorado Springs National Office as well as securing office/warehouse leases post sale for employees and storage items in Colorado Springs
- Selected investment options to maximize interest income for C&MA deposits (including proceeds from the sale of the National Office) during growing inflation and stock market volatility
- Generated approximately \$100,000 in the 2020–2021 and 2021–2022 fiscal years from fee income
- Developed seven IT security initiatives to enhance protection of C&MA data
- Collaborated with Church Ministries in launching a partnership with 5G LLC so that churches can generate lease income by leasing space with 5G cell carriers
- Migrated the Asia datacenter from Thailand to Singapore

We continued stewardship of the Alliance Benefits Health and Retirement Plans and care for participants:

- Premium increases for the domestic health plan were 0 percent in 2021 and 2 percent in 2022 and 0 percent in 2021 and 3 percent in 2022 for the international health plan. Unfortunately, these modest premium increases haven't led to growth in our domestic health plan census
- Provided a premium holiday for the international plan in both 2021 and 2022, saving the GCF about \$350,000 each year
- Engaged an actuary to complete a risk reserve analysis that recommended the C&MA hold risk reserves in aggregate across the domestic and international plans (versus separate reserves for each)
- Expanded participation in the C&MA 403(b) Plan, including the welcoming of Toccoa Falls College employees. Our world-class retirement plan offers investors options for active or passive investing as well as an option to invest in 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 \$228 million on January 1, 2021, to \$256 million on December 31, 2021, and, due to the stock market correction, were \$227 million on December 31, 2022.
- Continued to provide monthly benefits to Fellowship Fund participants. We had 195 participants at the end of 2021 and 171 at the end of 2022. While not required, modest cost of living adjustments were provided once again in both 2021 and 2022.

We continued stewardship of the Loan Repayment Program and care for participants:

- During 2020–2021, 17 C&MA workers who graduated from a C&MA school received \$117,620 of matching payments toward their student loans.
- During 2021–2022, 28 C&MA workers who graduated from a C&MA school received \$121,644 of matching payments toward 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.

Supporting the Relocation of the National Office to Columbus

Team transitions began in summer 2021 and continued through 2022. Sixteen new employees, representing about 50 percent of Operations/Finance, were hired in Columbus on the Finance, Alliance Benefits, and IT teams, with an additional six to eight team members expected to be hired in 2023. Great care was taken to help and support employees who did and didn't relocate to Columbus as well as in the hiring of new teammates in Columbus. As one who isn't relocating, the vice president for Operations/Finance spent his time each month in both locations shepherding the team.

Additionally, we provided IT support for the current National Office location in Columbus as well as in the planning for Alliance Place.

Serving the Broader Alliance Family

Kenneth E. Baldes completed his sixth year also serving as treasurer for Alliance World Fellowship (AWF). AWF continues to enjoy support from the U.S. C&MA's finance and information technology teams and systems.

OPERATIONS/FINANCE ADDENDUM B 2021-2022

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*

As we 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. Serving Flows from Being
2. Re-envisioning the Operations/Finance Team
3. Increasing Engagement and Breakthrough Funding
4. Enhancing our Operational, Risk Management, and Financial Stewardship

Serving Flows from Being

I long for our leadership and ministry to flow from healthy souls and from a place where God is forming each of us for the sake of others and His Church.

- **Be filled** with the knowledge of his will in all spiritual wisdom and understanding, so as to walk in a manner worthy of the Lord, fully pleasing to him, bearing fruit in every good work and increasing in the knowledge of God (Col. 1:9–10).
- **Be strengthened** with all power according to his glorious might for all endurance and patience with joy, giving thanks to the Father, who has qualified you to share in the inheritance of the saints in light (Col. 1:11–12).
- **Be discipling.** Him we proclaim, warning everyone and teaching everyone with all wisdom, that we may present everyone mature in Christ. For this I toil, struggling with all his energy that he powerfully works within me (Col. 1:28–29).

It's from this place that the team will be spirit filled and spirit led in helping fulfill the vision of *All of Jesus for All the World!*

Re-Envisioning the Operations/Finance Team

Due to the National Office relocation, a new leadership team has been formed to guide Operations/Finance over the next two years with an emphasis on:

- Growing relationships with team members and the areas of ministry (AOMs) we serve
- Developing team members with learning and growth opportunities
- Coaching team members to provide feedback, accountability, and encouragement
- Consulting with AOMs to align technology, financial resources, and reporting with their ministry needs

- Engaging a growing number of churches with their health insurance and 403(b) retirement needs, and
- Serving the community through National Office strategic partnerships.

We aspire to provide a flourishing culture where teammates are valued, teammates can be vulnerable with one another, skills and gifts are utilized, and work-life balance is a priority.

Increasing Engagement and Breakthrough Funding

Software upgrades and replacements to our 20-plus-year-old legacy system will continue over the next two years, to help increase Alliance engagement and realize breakthrough giving by:

- Implementing *Virtuous*, a new donor engagement CRM, to support growing contributions,
- Developing multiple microsites for key stakeholder groups,
- Enhancing systems functionality for Alliance Missions (and its international workers) and Church Ministries, and
- Implementing new Alliance Benefits systems to support growing engagement with health insurance and 403(b) members.

Enhancing our Operational, Risk Management, and Financial Stewardship

We will remain vigilant in oversight of operational, risk, and financial matters to help maintain and build trust in The Alliance. Examples include:

- Providing IT support for the building of Alliance Place
- Coordinating Requests for Proposals (RFP) for banking and audit services
- Optimizing workflows, processes, and technology to support our growing vision

Conclusion

The Operations/Finance team, through the help of the Holy Spirit, is expectant in helping the C&MA realize its vision of seeing *All of Jesus for All the World!*

C&MA INSTITUTIONS OF HIGHER EDUCATION

Undergraduate/Graduate Enrollments
(as of October 15, 2021, and 2022)

Institution	2021				2022				Increase/(Decrease)	
	Main Campus	Extension/Other	ADCP	TOTAL	Main Campus	Extension/Other	ADCP	TOTAL	Number	Percent
UNDERGRADUATE INSTITUTIONS										
Alliance Univ.	620	195	41	856	583	207	33	823	(33)	(3.9)
Crown	465	387 ²	287 ³	1,139	509	494 ²	248 ³	1,251	112	10
Simpson	561	-	96	657	549	-	97	646	(11)	(1.7)
Toccoa Falls	554	950 ²	237 ³	1,741	590	1,174 ²	247 ³	2,011	270	16
Total	2,200	1,532	661	4,393	2,231	1,875	625	4,731	338	20.4
GRADUATE INSTITUTIONS										
ATS	286	284	-	570	233	296	-	529	(41)	(7)
AU Grad	212	99	-	311	182	116	-	298	(13)	(4)
Crown Grad	-	337 ³	-	337	-	332 ³	-	332	(5)	(1.5)
Simpson Grad	154	-	-	154	168	-	-	168	14	8.3
AW Tozer Sem	36	-	-	36	56	-	-	56	20	36
Toccoa Falls	-	-	29 ³	29	-	-	39 ³	39	10	35
Total	688	720	29	1,437	639	744	39	1,422	(15)	66.8
TOTAL UNDERGRADUATE/GRADUATE										
Key AU ended a short-term contract with Long Island Conservatory of Music (LICM). Undergraduate enrollment in 2021 does not include 207 LICM students; 2022 does not include 14 LICM students.										



New York, New York

2021-2022

Rajan S. Mathews, President

In this academic year, Alliance University (AU) saw several significant developments and achievements spearheaded by a university-wide, bottom-up, and integrated completion of our Five-Year Strategic Plan. The plan rearticulated our historic values and founding commitments captured in our restated Vision and Mission Statement.

Our Core Values

Academically Excellent – Pursuing academic excellence in the spirit of grace and humility

Globally Engaged – Fostering a global perspective within a multiethnic, multicultural Christian academic community

Intentionally Diverse – Providing education access and support to motivated students from diverse socioeconomic backgrounds

Personally Transforming – Emphasizing the integration of faith, learning, and spiritual transformation

Socially Relevant – Preparing students to serve in ministerial, educational, healing, and community-building professions

Our Vision Statement

Be the university of first choice for all students seeking a transforming Christian education so that they become change agents for global transformation through the gospel of the Lord Jesus Christ.

Our Mission Statement—“SAVE”

S – Students – They will always be our highest priority.

A – Academics – Our faculty and staff are part of our most valued assets who will focus on delivering a superior educational experience to our students.

V – Values – Our values are nonnegotiable, and we must live them.

E – Economics – We will develop and practice sound operational economics.

Significant Achievements

The most significant challenge facing the institution was its financial condition. We completed the 2021–2022 academic year through using internally generated funds, borrowing from our endowments, and careful operational management. At the end of the academic year, the C&MA Board of Directors guaranteed a line of credit through Orchard Alliance to assist AU with its cashflow requirements. This provides breathing room to implement longer-term changes to move us toward financial stability and self-sufficiency. We remain grateful to the C&MA Board for this timely infusion of resources.

We improved new student enrollment for the 2022–2023 academic year by 13 percent after years of successive decline.

We achieved the historic milestone of being qualified as a university and completed the year-long process of changing our name to “Alliance University” in July 2022.

We completed two major Accreditation reviews—Association of Theological Schools (ATS) and Middle States Commission on Higher Education (MSCHE). Both highlighted positive aspects of our programs and functioning except for the area of financial viability.

We completed a major review of our degree offerings and courses, and we contracted with Six Red Marbles to help improve online course content and offerings.

We pivoted to focus on IT, science, technology, engineering, math, and micro credentials as important components of our academic offerings.

We appointed a vice president of Student Enrollment. Searches are underway for a chief financial officer and vice president of Advancement.

We installed two new department heads—Dr. Peter Holsberg (Music) and Dr. Elizabeth Simon (Nursing) upon retirement and reassignment, respectively, of previous department heads.

We improved fundraising and rebuilding of the Advancement Office. We also completed a study by American Philanthropic on the present status of Advancement at AU and recommendations for improvement. Our nascent Advancement Department increased regular donor funding by over 50 percent and initiated several efforts to improve alumni relations.

Challenges and Concerns

AU continues to address its operational deficits with the goal of bringing the university into a breakeven state over the next two years. The university faces significant headwinds in fundraising and student enrollment. While we have seen some success, more progress is needed.

Accreditor visits from ATS and MSCHE highlighted concerns about AU’s financial health. This prompted MSCHE to place AU under probationary status. We are working to address the accreditors’ concerns.

Two years of the COVID-19 pandemic has challenged the academic industry to reinvent itself. Course content and delivery, changing student demographics, student emotional well-being and safety, student debt, and questions about the “value” of a college degree all challenge our colleges and universities to reevaluate and revisit the fundamental propositions around “education”—even more so for Christian institutions. We are grateful for a competent and experienced faculty and staff and a supportive Board that are well-equipped to address these issues and place AU in a strong position to be successful in the emerging academic marketplace.



St. Bonifacius, Minnesota

2021-2022

Andrew C. Denton, President

Highlights

- We started fall 2022 with 225 first-year on-campus students, the largest incoming class in nine years, and a 25 percent increase in first-year students from fall 2021. Our fall 2022 enrollment included 509 total on-campus students, 580 adult undergraduate and graduate students in all modalities, and 494 PSEO (post-secondary enrollment option) students in all modalities, for an overall enrollment of 1,583.
- Through fundraising efforts, we raised \$2.7 million through our Crown Fund, individual donors, partnerships, grants, and external donations. We saw a 72 percent increase in individual donors from 2021 to 2022.
- We broke ground in fall 2022 on a new, three-story, all-suite residence hall scheduled to open in fall 2023 to house 144 of our female students.
- During homecoming 2022, we dedicated our Welcome Center in honor of former President Joel Wiggins and our new Student Center in honor of former President Gary Benedict.
- Over spring and summer 2022, we completed renovations on six major capital projects.
- To continue to bring our academics to a new level of excellence, we successfully launched an honors program in 2022. We continue actively recruiting new honors students who are relentlessly curious, want to ask big questions, engage with complex answers, and will build a community of distinguished scholars.
- In spring 2022, we announced we were structuring our on-campus academics into three schools: the School of Business, the School of Health and Sciences, and the School of Liberal Arts, Education, and Vocational Ministry. We hired a dean to lead each area, and they are building their areas with updated curricula, having more focused programs, and developing new meaningful partnerships at Crown.
- We are currently seeking ATS accreditation for our theological graduate programs.
- Currently, nearly 50 Kern Scholars are enrolled in Accelerated Ministry Graduate programs.
- Our nursing program has had a 100 percent NCLEX (National Council Licensure Examination for Registered Nurses) passage rate for two years in a row.
- During 2022 our faculty restructured our core curriculum to meet the needs of today's scholars while still being dedicated to our teaching and training of the Bible and biblical values and principles.
- Beginning fall 2022, our community entered a season of strategic planning. Pending board

approval, we will launch this strategic plan in summer 2023.

- To enhance our chapel experience, we hired a new assistant chaplain, Oliva Vinson.
- Our athletic teams have seen tremendous success this academic year: 34 NCAA-era school records, 39 UMAC (Upper Midwest Athletic Conference) All-Conference selections, 13 First-Team All-UMAC selections, 37 Academic All-UMAC selections, and 20 UMAC Player of the Week selections
- Beginning fall 2022, we have a new Alumni Board President, Joel Harmon. He is actively working on expanding our Alumni Board's efforts to connect alums to their alma mater and partner with the college on various strategic initiatives.
- President Stumbo and his leadership team spent two days on campus investing in our students, faculty, and staff during the fall 2022 semester. We look forward to having them on campus again next year.
- This summer, we are renovating our first floor west-wing classrooms. These newly modernized classrooms will be completely updated with new windows, carpet, up-to-date IT, temperature control systems, and flexible furniture.

Prayer Requests

- Our students grow deep in their faith and are prepared well for their future as they engage with our faculty and staff
- The Lord continues to provide wisdom for our strategic plan implementation
- ATS accreditation process
- The Residence Hall project stays on track to house students beginning August 2023
- The Lord continues to bring new friends to provide resources to fund the vision

A Word of Thanks

Since beginning my presidency at Crown College two years ago, the Alliance family has been a tremendous blessing to my wife, Linda, and me. We have loved our time connecting with pastors and leaders within The Alliance and are grateful for how this fellowship has welcomed us in. Crown is committed to continuing strong relationships and partnerships with Alliance churches, pastors, and leaders.

We praise the Lord for what is happening at Crown and have many individual successes and people to be thankful for; I want to share one person I am particularly grateful for on our team. Dr. Bill Kuhn has served Crown faithfully as Campus Chaplain for the past 17 years and, most recently, over the past seven years on the President's Cabinet as Vice President of Student Development and Campus Chaplain. I am excited to share Bill's acceptance of a new role at Crown beginning July 1, 2023, Professor of Pastoral Leadership and Special Assistant to the President for The Alliance and Church Relations. In this position, Bill will teach and mentor our future ministry leaders and work to strengthen partnerships with our Alliance churches and pastors. Bill is excited to move into this role and is uniquely qualified, given his significant experience and relationships within our fellowship.

Crown College has been an outstanding institution for the past 106 years. The Lord is blessing our college with a special season of excellence and growth as we move our organization to the next level. Most importantly, Crown College is committed to remaining a boldly Christian, academically excellent institution that provides a lifelong authentic community.



Redding, California

2021-2022

Norman D. Hall, President

Accomplishments

For the fourth consecutive year, Simpson University experienced a slight increase in overall enrollment—despite the considerable challenges of COVID.

Enrollment

On census day, we totaled 870 students compared to last year at 847. When disaggregated, we saw a slight drop in Traditional Undergrads and Master's in Organizational Leadership with increases in Tozer, MA in Counseling Psychology, and Education and Degree Completion.

Accreditation

This year has seen WASC (Western Association of Schools and Colleges) approve our Bachelor of Science in Engineering (BSE) program and our Master of Business Administration (MBA) program. The seminary has added a Master of Arts in Community Counseling (MACC), which is a non-licensure program in human services. Faculty and staff are doing the research for our 10-year institutional review by WASC which culminates in 2024 and 2025 with visits and actions.

Strategic Plan

We launched our 2021–2026 strategic plan a year and half ago, and we continue to refine and update it. The framework is our mechanism to evaluate our progress and keep us focused.

Budget and Finance

End of fiscal year 2021–22 audit results—Simpson University had its best year ever from a net income perspective, aided by \$3.2 million in ERTC grant (not yet received) and the forgiveness of the PPP for \$2 million. Overall operations post depreciation resulted in a \$5.3 million net income. We grew 2.5 percent, especially in contrast to the overall nationwide trend as well as regional state and privates. Despite the small growth, we are feeling stressed as our increase in revenue of \$600 (4.9 percent tuition increase) was only slightly more than our increase in budgeted cost of \$430,000. Our accounts receivable is presently running at a historic low.

Advancement

As of February 28, 2023, we surpassed both our overall and restricted and unrestricted fundraising goals for the second straight year. Total fundraising topped \$4.3 million. The University continues our five-year Centennial Comprehensive Campaign, which began May 1, 2020. Since that time all revenue now tops \$29.7 million—more than twice any prior campaign attempt (does not include COVID relief funds).

Growth

Our new academic programs in Digital Media, Engineering, Computer Information Systems, Kinesiology, MACC, MBA, and Social Welfare as well as Competitive Cheer and Football all appear to be driving growth. Based on the current run-rate of inquiries, applications, and deposits, we expect TUG to land between 632 and 662 compared to last year's 549. When combined with graduate and degree completion programs we expect to open with a total headcount between 942 and 1,019. (NOTE: The Admissions team is actively seeking partnerships with Alliance district representatives.)

Church and C&MA Connections

Simpson University continues to offer the Alliance Legacy Scholarship at 50 percent tuition scholarship. We hosted eight members from the C&MA National Office March 28–31. Our chapel services featured 15 C&MA-affiliated speakers in 2021–2022 and 20 C&MA-affiliated speakers in 2022–2023. Kelvin Walker served as the university's annual Employee Advance keynote speaker. Patrick Blewett was appointed to the Central Pacific District "Licensing, Ordination, and Consecration Committee" for the C&MA. Dr. Hall and seminary faculty spoke in and visited C&MA churches, and they are open to more speaking opportunities. Mark Endrakse, the university's Dean of Students, serves on the board of Alliance Redwoods.

Spiritual Formation

This year's chapel theme comes from Isaiah 30:21—"Discerning the Call." We want students to consider what it looks like to live lives in the context of Scripture, the Spirit, and the Kingdom. WorldSERVE has increased the number of missions trips offered to students. Two trips are visiting Envision sites (Colombia and France), and another is going to a C&MA church in Alaska. The Office of Spiritual Formation also oversees the annual Day of Service, where Simpson students, staff and faculty traditionally go serve with their hands in the local community. This year we served at Whiskeytown Lake National Park.

Challenges

- The Employee Retention Tax Credit (ERTC) disbursement is now delayed nearly 13 months. We did have some proactive strategic spending associated with this credit; thus the anticipation of receiving it sooner than later is real.
- Inflationary costs are well beyond our budgeted forecast in the areas of food, fuel, travel, and hotel stays for teams. When combined with mandatory wage increases in California, we are finding that this creates unanticipated challenges that will undoubtedly hit our bottom line, student cost, and salary stagnation.



Toccoa, Georgia
2021-2022
Robert M. Myers, President

Academic Affairs

TFC continues to maintain strong academic programs, while seeing significant growth in traditional undergraduate enrollment, dual enrollment, online education, and graduate programs. This past fall brought in record enrollment as the college passed the 2,000 mark for the first time. TFC's Gary and Karolyn Chapman School of Graduate Studies offers master's degrees in Organizational Leadership, Marriage and Family Therapy, Counseling Ministries, Christian Ministry, and a graduate certificate in Trauma Therapy.

Finance and Business

FY21 was an exceptionally good financial year for TFC. The following areas increased over the prior year by six figures or more:

- Total surplus
- Unrestricted surplus
- Total cash
- Unrestricted cash
- Unrestricted net assets
- Total net assets

At the same time, bonds payable and outstanding accounts receivable decreased. The college's finances are also tracking well for the current year, and we expect to finish the year with another surplus. This is the 11th consecutive year the college has finished with a surplus.

Enrollment

TFC saw a large increase in incoming enrollment for fall 2022. Spring total enrollment figures for this year are the largest in the history of the college. These residential numbers, combined with online, dual enrollment, and graduate studies, give the college a current total spring enrollment number of 2,102.

Marketing and Communications

The Office of Marketing established numerous digital marketing campaigns and implemented countless updates to the website to increase user friendliness. These efforts have resulted in more visitors to tfc.edu as well as our other social media sites:

- 163K visitors to the website in 2022—up over 5 percent from 2021
- 10K Facebook followers
- 4.4K Instagram followers
- 2.2K Twitter followers

Student Affairs

TFC continues to do well with our retention numbers. Seventy-five percent of our traditional students retain from one fall semester to the next. The Student Government Association continues to provide ways for students to connect through on-campus events and through social media.

Athletics

Our athletic teams continued to do well this year. Men's basketball, women's basketball, and women's volleyball all played in national tournaments this year. The men's basketball team also won the regional championship. One of our men's basketball players was named the national player of the year.

Operations

Here is a partial list of completed projects for 2021–2022:

- New HVAC systems for Grace Performing Arts Center, TFC press box, business office, and residence hall rooms.
- New roof replacement/repairs on Parkerson Student Center, Fitness Center, Forrest Hall, and Letourneau Hall.
- Miscellaneous repairs installing new soccer field lighting, Grace Performing Arts Center fire alarm system, new residence hall bed mattresses, and improved food service equipment.
- Projects in progress include phase two of the HVAC installation in the Woerner Missions building, remodeling of Letourneau residence hall restrooms, Reeder residence hall upgrade, engineering for Forrest Hall renovations.

The college spent about \$700,000 on these repairs and improvements to campus.

Advancement

The Advancement Office continues to be involved with events and activities that engage alumni and friends of the college. The college had 97 first-time donors this past fiscal year.

The college launched the *Transform* Capital Campaign in January 2023. This capital campaign is to provide funds to transform student lives on campus. To date, the college has received about \$2 million in gifts toward this three-year, \$8 million dollar campaign.

Homecoming 2022 was a reunion of alumni across generations. We connected with alumni from 15 states and across nine decades.

APPENDIX B

ALLIANCE MISSIONS 2021-2022

2021 AWF STATISTICAL REPORT*

Alliance Missions Works in Close Partnership with
Alliance World Fellowship Churches Around the World

Churches, organized and unorganized church groups.....	25,392
Baptized church members.....	4,005,986
Inclusive membership	6,245,890
Ordained national ministers	14,017
National workers (including ordained)	30,355
International workers sent.....	1,693
 Theological schools (full term).....	 184
Enrollment in theological schools.....	18,754

* Based on reports as of December 31, 2021

2021 AWF STATISTICS

Alliance Missions Works in Close Partnership with Alliance World Fellowship Churches Around the World

Country	Organized Churches	Unorganized Churches	Baptized Members	Inclusive Members	Baptisms	Ordained Ministers	National Workers	Theological Schools	Theological Students	TEE	Workers Sent
Argentina	77	28	9,200	6,200	550	58	195	1	117	—	9
Bolivia	4	1	569	670	12	7	10	1	12	45	1
Brazil	21	11	1,467	1,237	51	33	53	1	29	19	11
Chile	117	66	16,607	26,419	70	100	161	5	198	—	24
Colombia	131	201	25,282	29,005	25	41	531	3	254	2,291	11
Costa Rica	4	2	800	900	5	4	8	—	—	20	—
Cuba	69	15	3,750	5,000	200	55	72	3	33	—	1
Dominican Republic	34	89	5,500	6,500	350	31	95	3	236	122	2
Ecuador	148	137	40,619	90,232	1,200	231	114	1	347	104	5
El Salvador	2	—	83	90	5	1	1	1	10	27	2
Guatemala	51	17	6,024	8,728	278	9	56	2	18	27	2
Honduras	5	1	285	350	30	6	6	1	30	27	5
Mexico	98	11	10,600	12,760	80	22	95	3	61	20	—
Nicaragua	5	—	240	273	23	—	3	1	18	—	—
Panama	13	1	713	748	45	9	13	1	80	—	4
Paraguay	9	3	475	534	52	4	7	1	18	18	2
Peru	87	303	72,374	120,858	3,479	423	730	35	2,508	1,527	92
Suriname	7	3	853	2,543	16	29	45	1	6	20	2
Uruguay	12	1	1,754	2,000	—	8	8	1	4	—	—
Venezuela	10	6	954	1,320	91	4	26	1	55	98	7
Angola	20	11	7,825	15,927	237	32	620	2	55	—	8
Burkina Faso	664	35	40,500	124,900	4,000	329	650	2	103	35	—
Rep of the Congo	25	33	2,025	3,400	57	22	82	3	47	17	—
Dem Rep of the Congo	668	166	722,108	1,132,941	10,694	711	5,275	3	115	—	14
Côte d'Ivoire	4,708	231	490,341	811,091	9,021	401	898	3	126	18	138
Gabon	176	245	47,580	51,080	2,769	120	165	4	78	—	—
Guinea	470	361	45,985	99,556	2,480	266	511	2	56	—	—
Liberia	36	5	1,360	2,346	251	9	19	1	25	48	—
Madagascar	2	—	23	62	—	6	6	—	—	—	—
Mali	721	307	61,950	119,180	3,200	426	303	6	155	112	61

2021 AWF STATISTICS (continued)
Alliance Missions Works in Close Partnership with Alliance World Fellowship Churches Around the World

Country	Organized Churches	Unorganized Churches	Baptized Members	Inclusive Members	Baptisms	Ordained Ministers	National Workers	Theological Schools	Theological Students	TEE	Workers Sent
France	40	—	1,440	1,507	56	21	94	1	4	10	9
Germany	3	2	62	330	5	1	1	1	20	—	—
Italy	3	1	144	133	5	2	40	1	—	—	—
Iraq/Kurdistan	3	—	102	576	25	4	4	—	—	—	—
Jordan	9	—	395	970	2	8	25	—	—	—	—
Kuwait	1	3	39	62	—	1	2	—	—	—	—
Lebanon	6	3	343	897	25	3	15	1	20	—	—
Netherlands	62	—	9,400	18,091	156	29	61	—	—	—	—
Holy Land (Israel/Palestine)	3	2	125	375	11	5	7	1	—	—	—
Portugal	—	1	4	26	1	2	4	—	4	—	—
Russia	36	25	3,305	4,700	58	53	88	2	—	—	23
Spain	15	7	1,174	1,600	60	6	14	1	238	90	3
Syria	18	6	886	2,300	28	8	22	—	—	86	—
Turkey	1	1	18	18	—	1	1	1	6	—	—
United Kingdom	7	2	135	261	11	8	15	—	—	—	—
Australia	21	31	4,799	6,638	94	60	117	1	22	91	18
Burma	13	1	525	553	18	9	8	—	—	—	—
Cambodia	75	133	4,110	7,786	—	35	55	1	35	294	2
Hong Kong	97	23	51,487	83,996	1,173	141	495	1	2,188	211	95
India	68	11	22,270	64,965	190	62	19	3	456	43	6
Indonesia	1,759	549	355,100	337,800	1,205	1,918	3,799	33	991	—	29
Japan	34	4	2,519	3,345	12	27	45	1	1	—	—
Madagascar	2	—	25	75	7	6	8	—	—	—	—
Malaysia	3	—	271	280	12	4	9	—	—	—	—
Mongolia	16	6	489	780	22	40	22	1	30	14	—
New Zealand	7	2	535	834	19	8	12	—	—	—	1
Nepal	10	4	430	647	36	6	34	—	—	—	—
Philippines	3,387	206	300,000	450,000	3,000	2,000	4,948	8	564	769	41
South Korea	38	12	450	800	30	70	95	1	40	10	1
Taiwan	25	7	1,610	2,080	55	13	33	1	12	45	4
Thailand	174	35	6,994	9,150	192	26	345	3	63	12	10

2021 AWF STATISTICS (continued)

Alliance Missions Works in Close Partnership with Alliance World Fellowship Churches Around the World

Country	Organized Churches	Unorganized Churches	Baptized Members	Inclusive Members	Baptisms	Ordained Ministers	National Workers	Theological Schools	Theological Students	TEE	Workers Sent
Vietnam—South	2,405	—	872,000	1,226,000	45,000	574	923	1	235	—	—
NA Vietnam—North	556	—	139,200	242,000	1,300	18	33	—	25	—	—
Non-N. America Totals	17,291	3,367	3,398,232	5,146,425	92,079	8,566	22,151	156	9,748	6,270	643
United States	1,596	403	194,050	384,910	7,382	3,336	3,955	9	6,100	—	705
Canada	325	102	49,523	146,747	2,334	841	1,630	2	1,201	—	191
All Reported Stats Totals	19,212	3,872	3,641,805	5,678,082	101,795	12,743	27,736	167	17,049	6,270	1,539
AWF Stats—Includes non-reporting Alliance countries (+10%) TOTALS	21,133	4,259	4,005,986	6,245,890	111,975	14,017	30,355	184	18,754	6,897	1,693

2021 REGIONAL STATISTICS

	Africa	Asia and Pacific	MCA	Europe/Middle East	Latin America	Non-North America	Canada/United States	All Recorded Totals	AWF Totals*
Countries Represented	10	17	7	8	20	62	2	64	64
Organized/Unorganized Churches	8,884	9,714	56	204	1,800	20,658	2,426	23,084	25,392
Baptized Members	1,419,697	1,762,814	1,908	15,664	198,149	3,398,232	243,573	3,641,805	4,005,986
Inclusive Members	2,360,483	2,437,729	5,198	26,648	316,367	5,146,425	531,657	5,678,082	6,245,890
Baptisms	32,709	52,365	91	352	6,562	92,079	9,716	101,795	111,975
Ordained Ministers	2,322	5,017	30	122	1,075	8,566	4,177	12,743	14,017
National Workers	8,529	11,000	76	317	2,229	22,151	5,585	27,736	30,510
Theological Schools	26	55	3	6	66	156	11	167	184
Theological Students	760	4,662	26	266	4,034	9,748	7,301	17,049	18,754
TEE	230	1,489	86	100	4,365	6,270	0	6,2706	6,897
International Workers Sent	221	207	26	9	180	643	896	1,539	1,693

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

TEE = Theological Education by Extension

2023 AM PERSONNEL STATISTICS (BASED ON FIGURES FROM DECEMBER 31, 2022)

	Africa	Asia/ Pacific	MCA	Europe	Latin America	mm	CAMA	Envision	Special Assign. Ministry	Total
aXcess Clergy Track	36	76	58	88	46	—	—	—	—	304
aXcess Vocational Track	41	13	20	26	2	—	—	—	—	102
mm (part/fully GCF funded tentmakers)	—	—	—	—	—	130	—	—	—	130
mm (part/fully GCF funded associates)	—	—	—	—	—	27	—	—	—	27
CAMA (U.S.)	—	—	—	—	—	—	55	—	—	55
Envision (international)	—	—	—	—	—	—	—	33	—	33
Envision (domestic)	—	—	—	—	—	—	—	26	—	26
Special Assignment	—	—	—	—	—	—	—	—	19	19
Leave of Absence	2	2	3	—	—	—	—	3	—	10
Foreign	—	—	2	1	—	—	—	3	1	7
TOTALS	79	91	83	115	48	157	55	65	20	713**

2023 AM PERSONNEL STATISTICS BY REGION (BASED ON FIGURES FROM DECEMBER 31, 2022)

	Africa	Asia/ Pacific	MCA	Europe	Latin America	Other	Special Assign. Ministry	Total
aXcess Clergy Track	36	76	58	88	46	—	—	304
aXcess Vocational Track	41	13	20	26	2	—	—	102
mm	30	66	40	8	11	2	—	157
Envision (international)	5	11	2	10	3	2	—	33
Envision (domestic)	—	—	—	—	—	26	—	26
CAMA (U.S.)	19	18	8	6	4	—	—	55
Special Assignment	—	—	—	—	—	—	19	19
Leave of Absence	2	3	3	—	—	2	—	10
Foreign	—	2	2	1	—	1	1	7
TOTALS	133	189	133	139	66	33	20	713**

**This figure includes 20 workers on special assignment and 10 on leave of absence who are not supported by U.S. Alliance funding. Without these, a total of 683 IWs are supported by the U.S. Alliance in 2023.

APPENDIX C

Church Ministries

2021 PERSONNEL STATISTICS

Designation	Total
Total Official Workers	5,022
Evangelists/Ministers-at-Large	20
Military Chaplains	47
Institutional Chaplains	143
New Official Workers	197
Church Planters	154
Lay Pastors	82
Retired Official Workers	874

2021 CHURCH STATISTICS

Designation	Total
Churches	1,766
Membership	194,050
Adherents	190,860
Inclusive Membership	384,910
Main Worship Service(s) Attendance	178,106
Sunday School Attendance	N/A
Weekly Prayer Ministries	N/A
Small Group Ministries	88,378
Professions of Faith	17,795
Baptisms	7,382

Church Ministries

2022 PERSONNEL STATISTICS

Designation	Total
Total Official Workers	5,014
Evangelists/Ministers-at-Large	14
Military Chaplains	47
Institutional Chaplains	130
New Official Workers	215
Church Planters	148
Lay Pastors	85
Retired Official Workers	899

2022 CHURCH STATISTICS

Designation	Total
Churches	1,989
Membership	185,993
Adherents	197,337
Inclusive Membership	383,162
Main Worship Service(s) Attendance	195,728
Sunday School Attendance	N/A
Weekly Prayer Ministries	N/A
Small Group Ministries	109,182
Professions of Faith	19,777
Baptisms	9,064

Church Ministries

2021 CHURCH STATUS REPORT

District	Churches		Opened	Affiliated	Ceased Affiliation	Trans- ferred	Closed	Net Gain or Loss
	Jan. 31	Dec. 31						
Alliance New England	51	49	0	0	0	0	2	-2
Alliance Northwest	107	107	0	0	0	0	0	0
Alliance South Central	46	44	0	0	0	0	2	-2
Central	86	91	5	0	0	0	0	5
Central Pacific	96	91	2	1	2	0	6	-5
Eastern Pennsylvania	89	89	2	0	0	0	2	0
Great Lakes	40	38	0	0	0	0	2	-2
Hmong	111	109	0	0	0	1	3	-2
Korean	76	76	1	2	0	0	3	0
Metropolitan	123	130	8	1	1	0	1	7
MidAmerica	65	64	3	0	3	0	1	-1
Mid-Atlantic	46	44	3	0	0	0	5	-2
The Alliance Midwest	67	66	1	0	1	0	1	-1
North Central	88	89	3	0	0	0	3	1
Northeastern	77	76	0	1	0	0	2	-1
Ohio Valley	52	53	0	0	0	1	0	1
Puerto Rico	53	52	0	0	0	0	1	-1
Rocky Mountain	57	56	0	0	0	0	1	-1
South Pacific	105	104	2	0	0	0	3	-1
Spanish Eastern	39	43	4	0	0	0	0	4
The Alliance South	107	114	12	0	1	-1	3	7
The Alliance Southeast	115	114	1	0	0	-1	1	-1
Vietnamese	104	107	3	0	0	0	0	3
Western Great Lakes	42	42	1	0	0	0	1	0
Western Pennsylvania	139	139	1	0	0	0	1	0
TOTAL	1,981	1,987	52	5	8	0	43	6

Church Ministries

2022 CHURCH STATUS REPORT

District	Churches		Opened	Affiliated	Ceased Affiliation	Trans- ferred	Closed	Net Gain or Loss
	Jan. 31	Dec. 31						
Alliance New England	49	49	1	0	1	0	0	0
Alliance Northwest	107	109	4	0	0	0	2	2
Alliance South Central	44	44	2	0	0	0	2	0
Central	91	89	1	0	1	0	2	-2
Central Pacific	91	88	0	0	0	0	3	-3
Eastern Pennsylvania	89	87	0	0	0	-1	1	-2
Great Lakes	38	40	4	0	0	0	2	2
Hmong	109	108	0	0	0	0	1	-1
Korean	76	79	5	0	1	-1	0	3
Metropolitan	130	130	3	2	1	1	5	0
MidAmerica	64	62	1	0	2	0	1	-2
Mid-Atlantic	44	46	4	0	2	0	0	2
North Central	89	91	4	0	0	0	2	2
Northeastern	76	76	0	0	0	0	0	0
Ohio Valley	53	62	11	0	2	0	0	9
Puerto Rico	52	53	1	0	0	0	0	1
Rocky Mountain	56	56	0	0	0	0	0	0
South Pacific	104	98	2	0	2	0	6	-6
Spanish Eastern	43	43	0	0	0	0	0	0
The Alliance Midwest	66	67	2	0	0	0	1	1
The Alliance South	114	113	5	0	0	-3	3	-1
The Alliance Southeast	114	111	0	0	0	0	3	-3
Vietnamese	107	107	0	0	0	0	0	0
Western Great Lakes	42	43	2	0	0	-1	0	1
Western Pennsylvania	139	138	0	0	0	0	1	-1
TOTAL	1,987	1,989	52	2	12	-5	35	2

Church Ministries

2021 CHURCH MEMBERSHIP BY DISTRICT

District	Churches Reporting	Total Churches	Members	Adherents	Inclusive Membership
Alliance New England	46	49	2,697	6,757	9,454
Alliance Northwest	89	107	8,549	13,599	22,148
Alliance South Central	43	44	9,331	5,200	14,531
Central	82	91	7,936	13,481	21,417
Central Pacific	85	91	11,272	11,445	22,717
Eastern Pennsylvania	80	89	6,648	6,667	13,315
Great Lakes	36	38	3,297	4,552	7,849
Hmong	109	109	32,790	1,040	33,830
Korean	66	76	3,809	165	3,974
Metropolitan	105	130	13,028	19,633	32,661
MidAmerica	61	64	7,780	11,010	18,790
Mid-Atlantic	36	44	2,239	1,964	4,203
North Central	81	89	6,440	13,851	20,291
Northeastern	65	76	4,205	7,247	11,452
Ohio Valley	41	53	5,263	13,517	18,780
Puerto Rico	51	52	5,378	1,457	6,835
Rocky Mountain	56	56	3,197	5,195	8,392
South Pacific	94	104	14,189	10,442	24,631
Spanish Eastern	39	43	3,411	1,475	4,886
The Alliance Midwest	63	66	3,655	4,190	7,845
The Alliance South	95	114	9,503	6,698	16,201
The Alliance Southeast	83	114	9,331	5,200	14,531
Vietnamese	86	107	11,723	548	12,271
Western Great Lakes	37	42	4,950	13,379	18,329
Western Pennsylvania	137	139	10,390	15,978	26,368
TOTAL	1,766	1,987	194,050	190,860	384,910

Each church in existence in 2021 was asked to file a report even though some churches were closed before the end of the year.

Church Ministries

2022 CHURCH MEMBERSHIP BY DISTRICT

District	Churches Reporting	Total Churches	Members	Adherents	Inclusive Membership
Alliance New England	46	49	2,485	6,338	8,823
Alliance Northwest	90	109	8,834	12,993	21,734
Alliance South Central	44	44	2,396	1,359	3,755
Central	82	89	7,864	14,087	21,951
Central Pacific	84	88	10,741	11,900	22,641
Eastern Pennsylvania	81	87	6,442	7,332	13,774
Great Lakes	39	40	3,289	4,711	8,000
Hmong	108	108	31,662	1,170	32,832
Korean	71	79	4,084	103	4,187
Metropolitan	108	130	12,558	19,316	31,874
MidAmerica	61	62	6,862	12,132	18,994
Mid-Atlantic	38	46	2,337	1,715	4,052
North Central	84	91	6,692	16,606	23,298
Northeastern	64	76	3,899	8,087	11,986
Ohio Valley	43	62	5,031	14,311	19,342
Puerto Rico	53	53	5,423	1,459	6,882
Rocky Mountain	56	56	3,295	5,118	8,413
South Pacific	96	98	14,339	11,480	25,819
The Alliance Midwest	50	67	3,151	3,353	6,504
The Alliance South	N/A	N/A	8,565	6,696	15,261
The Alliance Southeast	100	111	9,116	6,408	15,524
Spanish Eastern	39	43	3,511	1,651	5,087
Vietnamese	61	107	8,499	376	8,875
Western Great Lakes	36	43	4,759	13,108	17,867
Western Pennsylvania	136	138	10,159	15,528	25,687
TOTAL	1,670	1,876	185,993	197,337	383,162

Each church in existence in 2022 was asked to file a report even though some churches were closed before the end of the year.

Church Ministries

2021 CHURCH MEMBERSHIP BY STATE

(Including Bahamas and Puerto Rico)

State	Churches	Members	Adherents	Inclusive Members
Alabama	12	623	504	1,127
Alaska	11	1,009	1,912	2,921
Arizona	23	1,184	991	2,175
Arkansas	5	296	104	400
California	205	36,487	19,482	55,969
Colorado	17	2,156	1,128	3,284
Connecticut	14	901	514	1,415
Delaware	6	374	339	713
District of Columbia	3	409	410	819
Florida	102	11,205	5,562	16,857
Georgia	39	4,971	1,151	6,122
Hawaii	8	783	460	1,243
Idaho	7	286	1,439	1,725
Illinois	45	2,931	2,510	5,441
Indiana	26	1,432	1,681	3,113
Iowa	25	2,002	2,235	4,237
Kansas	6	1,290	308	1,598
Kentucky	15	941	4,087	5,028
Louisiana	2	50	1	51
Maine	7	241	269	510
Maryland	14	836	608	1,444
Massachusetts	18	1,225	1,003	2,228
Michigan	31	2,875	2,149	5,024
Minnesota	85	14,228	13,521	27,749
Mississippi	0	0	0	0
Missouri	3	152	3	155
Montana	34	1,995	3,086	5,081
Nebraska	25	4,818	7,517	12,335
Nevada	4	339	694	1,033
New Hampshire	5	401	418	819
New Jersey	78	8,781	13,892	22,673
New Mexico	3	335	390	725
New York	142	12,664	13,987	26,651
North Carolina	53	6,419	2,390	8,809

2021 CHURCH MEMBERSHIP BY STATE (CONTINUED)

(Including Bahamas and Puerto Rico)

State	Churches	Members	Adherents	Inclusive Members
North Dakota	3	43	130	173
Ohio	109	13,249	24,631	37,880
Oklahoma	8	1,229	39	1,268
Oregon	25	3,626	3,776	7,402
Pennsylvania	231	18,428	23,026	41,454
Puerto Rico	51	5,378	1,457	6,835
Rhode Island	3	404	71	475
South Carolina	12	2,466	2,562	5,028
South Dakota	13	491	589	1,080
Tennessee	6	394	200	594
Texas	46	3,176	1,315	4,491
Utah	4	269	389	658
Vermont	9	596	4,641	5,237
Virginia	16	1,132	650	1,782
Washington	72	6,292	7,088	13,380
West Virginia	13	616	660	1,276
Wisconsin	58	10,719	13,498	24,217
Wyoming	13	853	1,293	21,146
TOTAL	1,765	194,000	190,850	384,840

1,744 of 1,898 eligible churches reporting, previous year's statistics were NOT used for nonreporting churches.

Church Ministries

2022 CHURCH MEMBERSHIP BY STATE

(Including Bahamas and Puerto Rico)

State	Churches	Members	Adherents	Inclusive Members
Alabama	9	624	382	1,006
Alaska	12	1,144	1,786	2,837
Arizona	22	1,092	1,022	2,114
Arkansas	5	365	82	447
Bahamas	1	63	30	93
California	199	33,970	20,978	54,948
Colorado	18	2,265	1,252	3,517
Connecticut	14	848	498	1,346
Delaware	6	386	270	656
District of Columbia	3	416	229	645
Florida	118	11,141	6,847	17,913
Georgia	30	4,585	1,270	5,855
Guam	1	50	10	60
Hawaii	8	848	188	1,036
Idaho	6	468	1,239	1,707
Illinois	35	2,428	1,777	4,205
Indiana	24	1,522	1,581	3,103
Iowa	23	1,690	2,213	3,903
Kansas	6	1,281	291	1,572
Kentucky	15	920	4,061	4,981
Louisiana	1	31	0	31
Maine	7	271	273	544
Maryland	15	838	635	1,473
Massachusetts	18	1,128	960	2,088
Michigan	32	2,764	2,293	5,057
Minnesota	87	14,449	16,214	30,663
Mississippi	0	0	0	0
Missouri	3	162	3	165
Montana	34	2,065	3,129	5,194
Nebraska	24	3,951	8,577	12,528
Nevada	4	350	754	1,104
New Hampshire	4	191	378	569
New Jersey	81	8,529	13,573	22,102
New Mexico	3	322	322	644
New York	141	12,046	14,725	26,771

2022 CHURCH MEMBERSHIP BY STATE (continued)

(Including Bahamas and Puerto Rico)

State	Churches	Members	Adherents	Inclusive Members
North Carolina	43	5,813	2,500	8,313
North Dakota	3	44	134	178
Ohio	113	12,987	26,187	39,174
Oklahoma	9	988	97	1,085
Oregon	25	3,239	4,137	7,376
Pennsylvania	228	17,650	23,420	41,070
Puerto Rico	53	5,423	1,459	6,882
Rhode Island	3	401	69	470
South Carolina	9	2,274	2,489	4,763
South Dakota	13	490	641	1,131
Tennessee	5	361	206	567
Texas	44	2,752	1,275	4,027
Utah	4	272	433	705
Vermont	9	554	4,349	4,903
Virginia	17	1,065	618	1,683
Washington	74	6,749	6,415	13,164
West Virginia	13	598	597	1,195
Wisconsin	57	10,248	13,216	23,464
Wyoming	13	882	1,253	2,135
TOTAL	1,744	185,993	197,337	383,162

1,744 of 1,898 churches reporting, previous year's statistics were NOT used for nonreporting churches.

Church Ministries

2021 CHURCH GROWTH RATE BY DISTRICT

District	Main Worship Service Attendance	Professions of Faith	Conversion Rate*	Baptisms	Baptism Rate**
Alliance New England	3,315	252	7.60%	168	5.06%
Alliance Northwest	10,235	803	7.84%	447	4.36%
Alliance South Central	2,529	384	15.18%	113	4.46%
Central	8,926	809	9.06%	431	4.82%
Central Pacific	11,451	1,255	10.95%	325	2.83%
Eastern Pennsylvania	7,919	498	6.28%	237	2.99%
Great Lakes	3,405	380	11.16%	97	2.84%
Hmong	10,361	1,181	11.39%	394	3.80%
Korean	2,562	412	16.08%	174	6.79%
Metropolitan	12,477	1,603	12.84%	720	5.77%
MidAmerica	9,488	798	8.41%	566	5.96%
Mid-Atlantic	2,340	184	7.86%	108	4.61%
North Central	8,809	1,116	12.66%	523	5.93%
Northeastern	5,937	326	5.49%	191	3.21%
Ohio Valley	6,066	532	8.77%	270	4.45%
Puerto Rico	4,214	392	9.30%	156	3.70%
Rocky Mountain	5,095	276	5.41%	144	2.82%
South Pacific	11,466	704	6.13%	469	4.09%
Spanish Eastern	2,899	488	16.83%	146	5.03%
The Alliance Midwest	4,524	459	10.14%	116	2.56%
The Alliance South	9,355	753	8.04%	361	3.85%
The Alliance Southeast	7,677	1,361	17.72%	290	3.77%
Vietnamese	7,083	1,496	21.12%	299	4.22%
Western Great Lakes	7,989	512	6.40%	215	2.69%
Western Pennsylvania	11,922	821	6.88%	422	3.53%
TOTAL/AVERAGE	178,044	17,795	9.99%	7,382	4.14%

* 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

2022 CHURCH GROWTH RATE BY DISTRICT

District	Main Worship Service Attendance	Professions of Faith	Conversion Rate*	Baptisms	Baptism Rate**
Alliance New England	3,367	235	6.98%	154	4.6%
Alliance Northwest	12,185	758	6.22%	757	6.21%
Alliance South Central	2,659	368	13.84%	120	4.51%
Central	10,241	851	8.31%	511	4.98%
Central Pacific	11,815	1,602	13.56%	555	4.69%
Eastern Pennsylvania	8,498	596	7.01%	385	4.53%
Great Lakes	3,955	491	12.41%	167	4.22%
Hmong	11,525	1,203	10.44%	547	4.74%
Korean	3,311	566	17.09%	196	5.91%
Metropolitan	15,354	1,696	11.05%	820	5.34%
MidAmerica	10,361	936	9.03%	568	5.48%
Mid-Atlantic	2,609	196	7.51%	114	4.36%
North Central	10,444	1,491	14.28%	532	5.09%
Northeastern	6,351	336	5.29%	273	4.29%
Ohio Valley	8,149	837	10.27%	315	3.86%
Puerto Rico	4,423	459	10.38%	157	3.54%
Rocky Mountain	5,814	317	5.45%	243	4.17%
South Pacific	11,131	934	8.39%	540	4.85%
Spanish Eastern	3,403	647	19.01%	198	5.81%
The Alliance Midwest	3,880	287	4.81%	123	3.17%
The Alliance South	9,607	802	8.35%	361	3.75%
The Alliance Southeast	9,478	1,593	16.81%	361	3.8%
Vietnamese	5,575	756	13.56%	262	4.69%
Western Great Lakes	8,500	542	6.38%	384	4.51%
Western Pennsylvania	13,093	1,278	9.76%	421	3.21%
TOTAL/AVERAGE	195,728	19,777	10.10%	9,064	4.63%

* 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.

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
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
2018–2019*	46,240,670	46,744,000	101.1%	13,554,842	60,298,842	3,950,514	64,187,205
2019–2020***	48,840,000	47,875,975	98.0%	19,530,600	67,406,575		67,406,575
2020–2021***	58,977,000	55,013,872	93.3%	20,681,652	75,695,524		75,695,524
2021–2022***	67,101,000	63,922,977	95.3%	16,804,398	80,727,375		80,727,375
Totals	\$478,563,870	\$463,004,276	96.9%	\$161,350,198	\$624,354,474	\$26,294,298	\$650,586,621

* 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 nonbudgeted revenue from all sources including approved, work, and vehicle specials not funded in the GCF.

*** Beginning in 2019–2020, GCF includes CAMA.

LARGEST-CONTRIBUTING CHURCHES TO GREAT COMMISSION FUND IN 2021 AND 2022

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

2021		GCF	2022		GCF
1.	Omaha, NE, Christ Community Church C&MA	\$1,475,156	1.	Omaha, NE, Christ Community Church C&MA	\$1,393,573
2.	Middleburg Heights, OH, Grace Church	\$971,753	2.	Middleburg Heights, OH, Grace Church	\$1,053,775
3.	Fort Myers, FL, Village Church Shell Point	\$747,448	3.	Midland, TX, Fellowship Community Church	\$988,669
4.	San Jose, CA, San Jose Chinese Alliance Church	\$629,836	4.	Dayton, OH, Fairhaven Church	\$694,924
5.	Appleton, WI, Alliance Church Appleton	\$606,127	5.	San Jose, CA, San Jose Chinese Alliance Church	\$652,662
6.	Pittsburgh, PA, Allegheny Center C&MA Church	\$578,116	6.	Fort Myers, FL, Village Church Shell Point	\$631,630
7.	Dayton, OH, Fairhaven Church	\$493,671	7.	Pittsburgh, PA, Allegheny Center C&MA Church	\$566,154
8.	Salem, OR, Salem Alliance Church	\$475,396	8.	Appleton, WI, Alliance Church - Appleton	\$555,617
9.	Butler, PA, Butler Community Alliance Church	\$441,466	9.	Salem, OR, Salem Alliance Church	\$463,588
10.	Big Lake, MN, Riverside Church	\$424,500	10.	Big Lake, MN, Riverside Church	\$412,577
11.	Plainsboro, NJ, Princeton Alliance Church	\$369,956	11.	Butler, PA, Butler Community Alliance Church	\$411,688
12.	Lancaster, PA, Alliance Church	\$347,715	12.	Toledo, OH, Westgate Chapel	\$375,518
13.	Milpitas, CA, Silicon Valley Alliance Church	\$326,916	13.	Plainsboro, NJ, Princeton Alliance Church	\$354,381
14.	Toledo, OH, Westgate Chapel	\$326,221	14.	Rochester, MN, Christ Community Church	\$328,365
15.	Warren, OH, North-Mar Church	\$307,919	15.	Lancaster, PA, Alliance Church	\$317,684
16.	Wheaton, IL, Wellspring Alliance Church	\$298,670	16.	Warren, OH, North-Mar Church	\$292,869
17.	Lexington, KY, First Alliance Church	\$288,533	17.	Staunton, VA, Staunton Alliance Church	\$276,532
18.	Mars, PA, LifePointe C&MA Church	\$273,260	18.	Milpitas, CA, Silicon Valley Alliance Church	\$261,030
19.	Rochester, MN, Christ Community Church	\$261,584	19.	Brewster, MA, Cape Cod Bible Alliance Church	\$247,701
20.	Boone, NC, Alliance Bible Fellowship	\$260,011	20.	Lexington, KY, First Alliance Church	\$246,044
21.	Redding, CA, Pathway Church	\$236,862	21.	Mars, PA, LifePointe C&MA Church	\$245,562
22.	Morgantown, WV, Morgantown Alliance Church	\$234,877	22.	Toccoa, GA, First Alliance Church	\$235,174
23.	Brewster, MA, Cape Cod Bible Alliance Church	\$217,996	23.	Morgantown, WV, Morgantown Alliance Church	\$228,397
24.	Merrifield, VA, Great Commission Community	\$211,000	24.	Wheaton, IL, Wellspring Alliance Church	\$225,899
25.	Centerville, OH, Centerville Community Church	\$207,869	25.	Grove City, PA, Grove City C&MA Church	\$219,099

2021		GCF
26.	Deltona, FL, Deltona Alliance Church	\$196,493
27.	Stow, OH, Stow Alliance Fellowship	\$193,647
28.	Somerset, PA, Somerset C&MA Church	\$184,818
29.	Toccoa, GA, First Alliance Church	\$182,226
30.	Grove City, PA, Grove City C&MA Church	\$179,345
31.	San Francisco, CA, San Francisco Chinese Alliance	\$179,328
32.	Mequon, WI, Alliance Bible Church	\$172,602
33.	Grand Junction, CO, River of Life Alliance Church	\$166,164
34.	Menomonic, WI, Menomonic Alliance Church	\$163,687
35.	Murrysville, PA, Murrysville C&MA Church	\$162,674
36.	White Plains, NY, Ridgeway Alliance Church	\$158,744
37.	Plymouth, WI, Plymouth Alliance Church	\$156,156
38.	Milpitas, CA, Grace Alliance Church	\$152,112
39.	Franklin, NC, First Alliance Church of Franklin	\$151,880
40.	Little Ferry, NJ, Dongsan Alliance Church	\$146,380
41.	Rancho Murieta, CA, Rancho Murieta Community	\$146,242
42.	Apex, NC, Cary Alliance Church	\$144,854
43.	Los Alamos, NM, Crossroads Bible Church	\$142,718
44.	Seattle, WA, North Seattle Church	\$134,708
45.	Syracuse, NY, Syracuse Alliance Church	\$132,702
46.	State College, PA, State College Alliance Church	\$132,639
47.	Orrville, OH, Orrville Alliance Church	\$130,813
48.	Lilburn, GA, Lilburn Alliance Church	\$127,564
49.	Fresh Meadows, NY, Queens Herald Church C&MA	\$127,175
50.	York, PA, York Alliance Church	\$122,937
51.	Lafayette, NY, Lafayette Alliance Church	\$122,653
52.	Temperance, MI, Bedford Alliance Church	\$121,801
53.	Waconia, MN, Parkside Church of the C&MA	\$119,626
54.	Willard, OH, Christian Alliance Church	\$119,626
55.	Phillipsburg, NJ, Phillipsburg Alliance Church	\$118,406
56.	Carlisle, PA, Carlisle Alliance Church	\$117,316
57.	Woodinville, WA, Woodinville Alliance Church	\$117,296
58.	Ellensburg, WA, Mercer Creek Church	\$116,688
59.	Hudson, OH, Hope Community Church	\$113,337
60.	Essex Junction, VT, Essex Alliance Church	\$112,420
2022		GCF
26.	Boone, NC, Alliance Bible Fellowship	\$216,181
27.	Fresh Meadows, NY, Queens Herald Church C&MA	\$210,965
28.	Erie, PA, First Alliance Church	\$206,133
29.	Mequon, WI, Alliance Bible Church	\$202,228
30.	Deltona, FL, Deltona Alliance Church	\$191,628
31.	Stow, OH, Stow Alliance Fellowship	\$190,967
32.	Centerville, OH, Centerville Community Church	\$190,449
33.	Redding, CA, Pathway Church	\$189,102
34.	Plymouth, WI, Plymouth Alliance Church	\$175,994
35.	Merrifield, VA, Great Commission Community	\$173,222
36.	Menomonic, WI, Menomonic Alliance Church	\$168,770
37.	Temperance, MI, Bedford Alliance Church	\$168,316
38.	Somerset, PA, Somerset C&MA Church	\$168,003
39.	Snohomish, WA, Mountain View Community	\$167,989
40.	Murrysville, PA, Murrysville C&MA Church	\$166,440
41.	Franklin, NC, First Alliance Church of Franklin	\$162,799
42.	Syracuse, NY, Syracuse Alliance Church	\$162,510
43.	San Francisco, CA, San Francisco Chinese Alliance	\$160,810
44.	Apex, NC, Cary Alliance Church	\$159,096
45.	State College, PA, State College Alliance Church	\$148,081
46.	Wooster, OH, Northview Alliance Church	\$142,376
47.	Hudson, OH, Hope Community Church	\$139,106
48.	Greensburg, PA, Greensburg C&MA Church	\$135,100
49.	Milpitas, CA, Grace Alliance Church	\$132,117
50.	Lexington, NC, First Alliance Church	\$131,193
51.	Pearl City, HI, Leeward Community Church	\$129,928
52.	Orrville, OH, Orrville Alliance Church	\$129,560
53.	Los Alamos, NM, Crossroads Bible Church	\$127,205
54.	Brick, NJ, True Life Church of the C&MA	\$124,775
55.	York, PA, York Alliance Church	\$123,207
56.	Zionsville, IN, Eagle Church	\$121,320
57.	Wadena, MN, Wadena Alliance Church	\$119,868
58.	Wheaton, IL, Wheaton Chinese Alliance	\$113,112
59.	Germanatown, WI, Cross Way Church	\$112,351
60.	Lafayette, NY, Lafayette Alliance Church	\$111,795

2021		GCF
61.	Lexington, NC, First Alliance Church	\$112,095
62.	Nowthen, MN, Nowthen Alliance Church	\$111,503
63.	Mechanicsburg, PA, Immanuel C&MA Church	\$110,616
64.	Staunton, VA, Staunton Alliance Church	\$109,956
65.	Cody, WY, Cody Alliance Church	\$104,988
66.	Columbia, SC, Sandhills Community Church	\$103,636
67.	Brunswick, OH, Hope Church of the C&MA	\$102,868
68.	Visalia, CA, Parkside Chapel of C&MA	\$102,407
69.	Pearl City, HI, Leeward Community Church	\$100,138
70.	New York, NY, New York Chinese Alliance Church	\$98,465
71.	Seattle, WA, Seattle Chinese Alliance Church	\$94,352
72.	Johnson City, TN, Johnson City Alliance Church	\$93,022
73.	Greensburg, PA, Greensburg C&MA Church	\$92,479
74.	Erie, PA, First Alliance Church	\$92,091
75.	Lima, OH, Shawnee Alliance Church	\$91,937
76.	Manahawkin, NJ, Main Street Alliance Church	\$91,875
77.	Colorado Springs, CO, Harvest Downtown	\$90,635
78.	Raleigh, NC, North Ridge Church of the C&MA	\$90,412
79.	Clearfield, PA, Clearfield Alliance Church	\$90,095
80.	Philadelphia, PA, Citylight Church of the C&MA	\$89,967
81.	Wadsworth, OH, Freshwater Community Church	\$88,809
82.	Midland, TX, Fellowship Community Church	\$88,300
83.	Canby, OR, Canby Alliance Church	\$87,887
84.	Indiana, PA, Indiana Alliance Church	\$87,881
85.	South Glens Falls, NY, Pine Knolls Alliance Church	\$87,147
86.	Glen Rock, PA, Glenview C&MA Church	\$86,383
87.	Wheaton, IL, Wheaton Chinese Alliance	\$85,972
88.	Troy, MI, Bridge Community Church	\$85,223
89.	Cameron Park, CA, Foothills Church	\$85,147
90.	Missoula, MT, Missoula Alliance Church	\$84,891
91.	Newton, IA, Community Heights Alliance Church	\$84,601
92.	Dayton, OH, Hillside Chapel	\$83,120
93.	Moses Lake, WA, Moses Lake C&MA Church	\$82,854
94.	San Juan, PR, ACM La Cumbre	\$82,633
95.	Medford, NJ, Fellowship Alliance Chapel	\$81,593

2022		GCF
61.	Bloomington, IL, Bloomingdale Alliance Church	\$110,370
62.	Ellensburg, WA, Mercer Creek Church	\$109,411
63.	Dix Hills, NY, Long Island Alliance Church	\$109,293
64.	Waconia, MN, Parkside Church of the C&MA	\$109,123
65.	Mechanicsburg, PA, Immanuel C&MA Church	\$108,011
66.	Carlisle, PA, Carlisle Alliance Church	\$107,674
67.	Toledo, OH, First Alliance Church	\$105,781
68.	Lewisburg, PA, Lewisburg Alliance Church	\$105,696
69.	Wildrose, ND, Alliance Gospel Chapel	\$104,443
70.	Columbia, SC, Sandhills Community Church	\$104,093
71.	Seattle, WA, Seattle Chinese Alliance Church	\$104,022
72.	Willard, OH, Christian Alliance Church	\$103,624
73.	Foxboro, MA, Church of Emmanuel	\$103,088
74.	Gaithersburg, MD, Gaithersburg Chinese Alliance	\$101,726
75.	Philadelphia, PA, Citylight Church of the C&MA	\$101,574
76.	Wadsworth, OH, Freshwater Community Church	\$101,199
77.	Clearfield, PA, Clearfield Alliance Church	\$101,107
78.	Phillipsburg, NJ, Phillipsburg Alliance Church	\$100,440
79.	Visalia, CA, Parkside Chapel of C&MA	\$100,289
80.	Cameron Park, CA, Foothills Church	\$98,970
81.	Maplewood, MN, Hmong American Alliance Church	\$94,806
82.	Mechanicsburg, PA, Daybreak Church of the C&MA	\$93,914
83.	Newton, IA, Community Heights Alliance Church	\$93,565
84.	Fremont, NE, Fremont C&MA Church	\$92,473
85.	Bakersfield, CA, The Oaks Community Church	\$91,997
86.	Colorado Springs, CO, ClayHouse Alliance Church	\$91,336
87.	Essex Junction, VT, Essex Alliance Church	\$89,571
88.	Mountain Lake, MN, Alliance Missionary Church	\$89,510
89.	Lima, OH, Cable Road Alliance Church	\$89,072
90.	San Diego, CA, The Gathering	\$88,990
91.	Kailua, HI, Kailua Community Church	\$88,811
92.	Seattle, WA, North Seattle Church	\$88,524
93.	Lima, OH, Shawnee Alliance Church	\$88,242
94.	Glen Rock, PA, Glenview C&MA Church	\$88,151
95.	San Diego, CA, Vietnamese Alliance Church	\$86,074

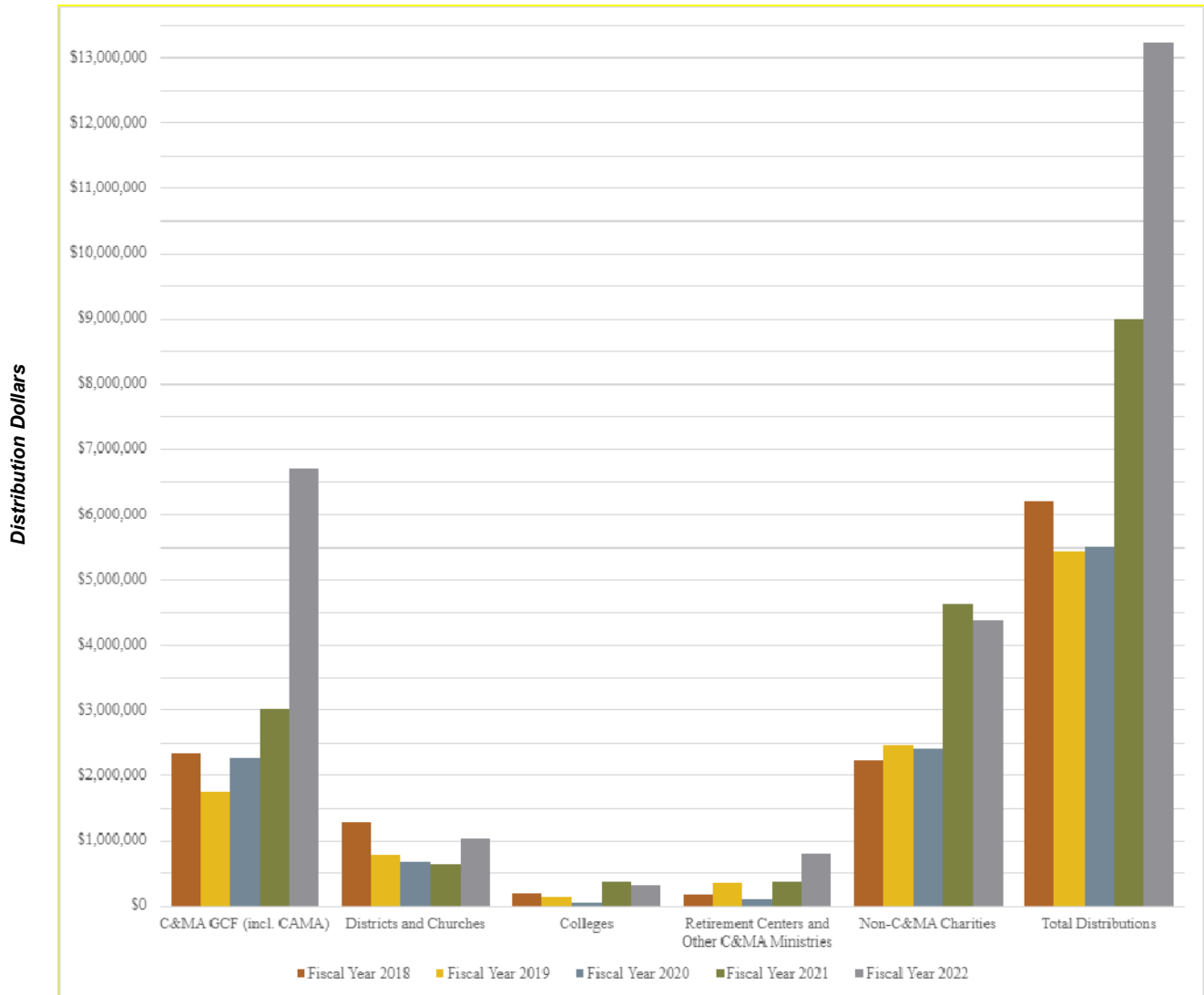
2021		GCF
96.	Zionsville, IN, Eagle Church	\$81,510
97.	Fortine, MT, Fortine Community Church	\$80,327
98.	Toledo, OH, First Alliance Church	\$80,221
99.	West Bend, WI, Community Church	\$79,447
100.	Gaithersburg, MD, Gaithersburg Chinese Alliance	\$79,396

2022		GCF
96.	Chester, NJ, Mendham Hills Community Church	\$85,502
97.	Cody, WY, Cody Alliance Church	\$85,314
98.	Troy, MI, Bridge Community Church	\$84,143
99.	San Juan, PR, ACM La Cumbre	\$84,059
100.	South Glens Falls, NY, Pine Knolls Alliance Church	\$83,747

Orchard Alliance

DISTRIBUTIONS BY BENEFICIARY

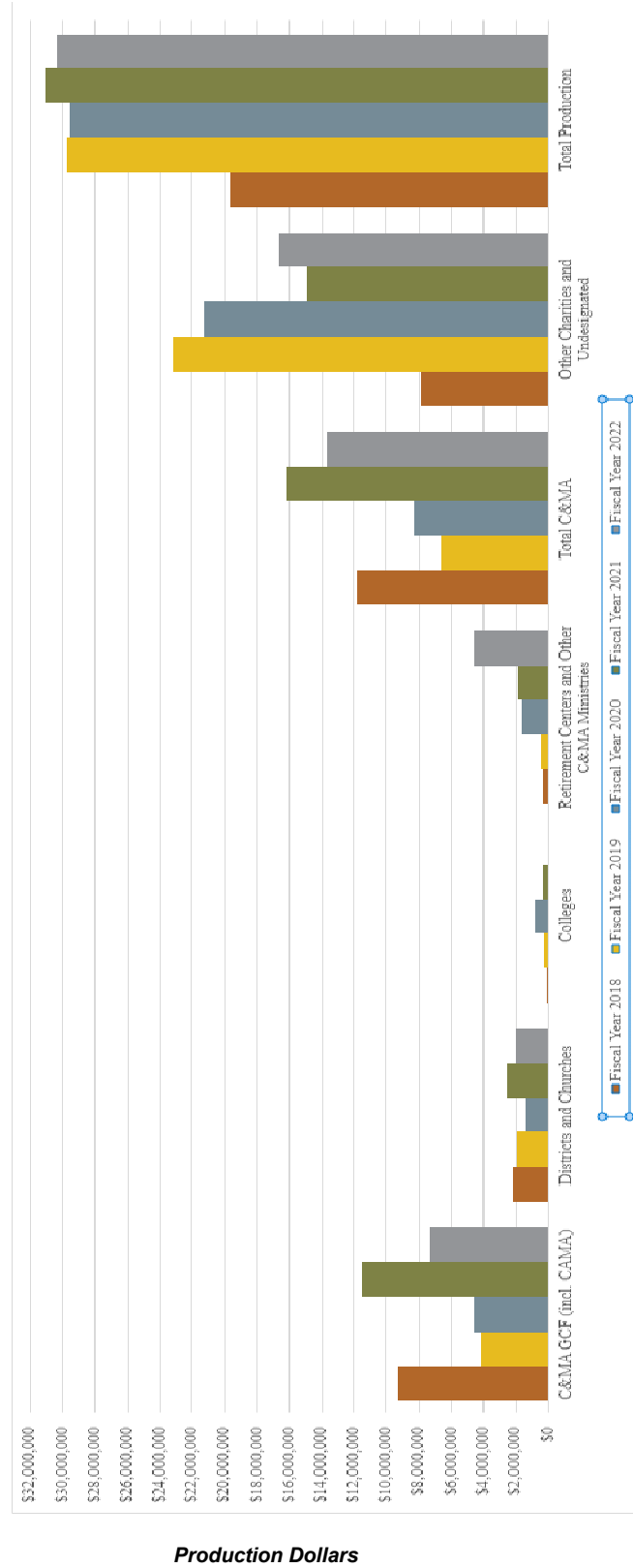
Year	C&MA GCF (incl. C&MA)	Districts and Churches	Colleges	Retirement Centers and Other C&MA Ministries	Non- C&MA Charities	Total
2018	\$2,337,447	\$1,276,571	\$199,751	\$162,683	\$2,223,057	\$6,199,509
2019	\$1,728,414	\$781,060	\$124,278	\$341,747	\$2,452,967	\$5,428,466
2020	\$2,262,054	\$678,397	\$45,942	\$98,594	\$2,408,738	\$5,493,725
2021	\$3,012,332	\$635,732	\$358,802	\$363,470	\$4,632,111	\$9,002,447
2022	\$6,709,870	\$1,022,822	\$317,073	\$798,754	\$4,371,017	\$13,219,536



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

PRODUCTION BY BENEFICIARY (NEW GIFT AND ESTATE PLANS)

Fiscal Year	C&MA GCF (incl. C&MA)	Districts and Churches	Colleges	Retirement Centers and Other C&MA Ministries	Total C&MA	Other Charities and Undesignated	Total Production
2018	\$9,261,003	\$2,130,102	\$64,101	\$298,084	\$11,753,290	\$7,830,250	\$19,583,540
2019	\$4,076,507	\$1,855,443	\$244,518	\$383,091	\$6,559,559	\$23,116,596	\$29,676,155
2020	\$4,466,687	\$1,392,654	\$797,842	\$1,592,759	\$8,249,942	\$21,252,416	\$29,502,358
2021	\$11,486,683	\$2,545,683	\$343,000	\$1,804,199	\$16,179,565	\$14,811,353	\$30,990,917
2022	\$7,253,199	\$1,932,359	\$0	\$4,509,692	\$13,695,250	\$16,599,355	\$30,294,604



Note: Includes Institutional Reserve Fund accounts (managed for C&MA entities and undesignated amounts related to Donor Advised Funds and Endowments). Includes non-C&MA constituents.

THE C&MA AND SUBSIDIARIES

Consolidating Statement of Financial Position—Year Ended June 30, 2021

ASSETS	The C&MA	Orchard Alliance	Alliance University	Shell Point	Town and Country	Eliminating Entries	Total
Cash and cash equivalents	\$ 36,834,872	\$ 3,025,285	\$ 3,086,243	\$ 25,507,659	\$ 5,324,853	\$ (26,015,420)	\$ 47,763,492
Short-term investments	2,630,110	—	—	41,119,464	14,540,634	(2,064,332)	56,225,876
Contributions and accounts receiv.	468,825	185,980	5,932,538	7,789,311	1,455,315	(222,151)	15,609,818
Due from subsidiaries	15,635,219	—	—	—	—	(15,635,219)	—
Inventories	—	—	1,509,682	1,600,570	189,463	—	3,299,715
Long-term investments	21,288	142,588,079	1,198,501	680,704	117,580	(24,000)	144,582,152
Notes, loans, and interest receiv.	390,343	244,201,311	275,761	—	—	(3,861,262)	241,006,153
Restricted assets	2,391,171	457,541	399,500	95,006,637	10,456,192	(1,861,846)	106,849,195
Other assets	835,745	54,721	1,571,616	6,248,235	3,373,395	—	12,083,712
Beneficial int. in perpetual trusts	1,539,107	—	2,538,295	3,867,606	—	(3,810,406)	4,134,602
Land, bldgs., and equip., net	14,427,408	796,431	48,052,589	583,973,466	36,474,352	—	683,724,246
Land, bldgs., and equip., held for sale	2,572,132	—	—	—	—	—	2,572,132
Equity in wholly owned subs.	272,719,813	—	—	—	—	(272,719,813)	—
Total Assets	\$350,466,033	\$391,309,348	\$64,564,725	\$765,793,652	\$71,931,784	\$ (326,214,449)	\$1,317,851,093

LIABILITIES & NET ASSETS

Accts. pay. and accrued liabilities	\$ 1,979,759	\$ 1,264,676	\$ 2,793,478	\$ 20,706,444	\$ 6,048,988	\$ (448,473)	\$ 32,344,872
Due to subsidiaries	3,683,043	21,320,879	—	—	—	(25,003,922)	—
Deposits	—	—	—	—	—	—	—
Savings and agreement accts	—	147,434,247	—	—	—	(27,865,942)	119,568,305
Time deposits	—	59,168,419	—	—	—	(286,030)	58,882,389
Students and residents	—	—	—	8,454,079	—	—	8,454,079
Annuities payable	—	15,000,579	—	—	—	—	15,000,579
Deferred revenue	—	—	3,450,833	234,906,843	596,800	—	239,927,349
Trust agreements	972,873	—	—	—	—	—	972,873
Bonds & notes payable/line of credit	—	61,593,004	—	—	—	287,950	61,880,954
Other custodial liabilities	—	—	51,798,537	217,899,500	39,593,644	(178,220)	309,113,481
Other liabilities	497,459	—	—	—	—	—	497,459
Total Liabilities	7,133,134	305,781,804	59,154,993	607,660,910	48,281,990	(53,494,637)	974,518,194

Net Assets

Without donor restrictions	20,792,681	—	—	—	—	—	20,792,681
Board-designated	—	20,118,285	—	—	—	—	20,118,285
Donor advised	15,883,426	65,055,574	(9,445,631)	138,685,689	23,256,080	1	233,435,139
Undesignated	—	—	—	—	—	—	—
Equity in wholly owned subsidiaries	272,719,813	—	—	—	—	(272,719,813)	—
With donor restrictions	33,936,979	353,685	14,855,363	19,447,053	393,714	—	68,986,794
Total net assets	343,332,899	85,527,544	5,409,732	158,132,742	23,649,794	(272,719,812)	343,332,899
Total Liabilities and Net Assets	\$350,466,033	\$391,309,348	\$64,564,725	\$765,793,652	\$71,931,784	\$ (326,214,449)	\$1,317,851,093

THE C&MA AND SUBSIDIARIES

Consolidating Statement of Activities—Year Ended June 30, 2021

	The C&MA	Orchard Alliance	Alliance University	Shell Point	Town and Country	Eliminating Entries	Total
Revenues, gains, and other support							
Contributions and grants	\$ 67,315,637	\$ 3,310,924	\$ 12,894,717	\$ 4,146,965	\$ 2,849,778	\$ (2,271,226)	\$ 88,246,795
Contributions for donor advised funds	—	4,899,232	—	—	—	—	4,899,232
Legacies, trusts, & annuity residuums	1,953,943	—	—	—	—	(1,953,943)	—
Interest and dividend income, net	202,182	11,101,397	198,483	698,126	193,677	(528,582)	11,865,283
Net realized & unrealized gains (losses) on investments	1,675,600	4,930,699	282,204	13,238,656	2,287,246	—	22,414,405
Gain from sale of assets	—	—	28,134,513	—	—	4,441,540	32,576,053
Change in value of split-int. agreements	707,754	353,401	416,256	—	—	—	1,477,411
Nursing & ancillary services revenue from retirement-living facilities	—	—	—	36,378,567	10,117,512	—	46,496,079
Net residential services revenue from retirement-living facilities	—	—	—	77,917,027	7,576,397	—	85,493,424
Net student tuition and fees	—	—	16,645,368	—	—	—	16,645,368
Sales—college auxiliary enterprises and publications	85,705	—	2,251,353	—	—	—	2,337,058
Other	3,754,703	1,052,753	191,596	9,409,920	52,387	—	14,461,359
Equity in net increase in net assets of wholly owned subsidiaries	54,390,110	—	—	—	—	(54,390,110)	—
Total revenues, gains, & other supp. Service agreements	130,085,634	25,648,406	61,014,490	141,789,261	23,076,997	(54,702,321)	326,912,467
	—	342,849	—	—	—	(329,432)	13,417
Total support & equity participation	130,085,634	25,991,255	61,014,490	141,789,261	23,076,997	(55,031,753)	326,925,884
Expenses							
Program services							
Alliance Missions	46,078,660	—	—	—	—	(37,756)	46,040,904
Church Ministries	11,297,837	—	—	—	—	(648,808)	10,649,029
Alliance Financial Services	—	13,110,532	—	—	—	(365,356)	12,745,176
Retirement living facilities' programs	—	—	—	108,743,428	16,445,473	—	125,188,901
College programs	—	—	29,607,789	—	—	(9,994)	29,597,795
Total program services	57,376,497	13,110,532	29,607,789	108,743,428	16,445,743	(1,061,914)	224,221,805
Management and general	8,640,690	1,240,279	6,645,475	14,673,404	2,843,659	—	34,043,507
Fundraising	1,336,032	—	242,796	636,081	421	(329,432)	1,885,898
Total Expenses	67,353,219	14,350,811	36,496,060	124,052,913	19,289,553	(1,391,346)	260,151,210
Distributions to The Alliance	—	3,691,838	—	—	—	(3,691,838)	—
Total expenses and distributions	67,353,219	18,042,649	36,496,060	124,052,913	19,289,553	(5,083,184)	260,151,210
Change in Net Assets Before Other Items	62,732,415	7,948,606	24,518,430	17,736,348	3,787,444	(49,948,569)	66,774,674
Change in Fair Value of Int. Rate Swaps	—	—	—	4,095,500	—	—	4,095,500
Discontinued Operations	—	—	—	(3,696,218)	—	—	(3,696,218)
Change in Net Assets	62,732,415	7,948,606	24,518,430	18,135,630	3,787,444	(49,948,569)	67,173,956
Net Assets, Beginning of Year	280,600,484	77,578,938	(19,108,698)	139,997,112	19,862,350	(222,771,243)	276,158,943
Net Assets, End of Year	\$343,332,899	\$85,527,544	\$5,409,732	\$158,132,742	\$23,649,794	\$(272,719,812)	\$343,332,899

THE C&MA AND SUBSIDIARIES

Consolidating Statement of Financial Position—Year Ended June 30, 2022

ASSETS	The C&MA	Orchard Alliance	Alliance University	Shell Point	Town and Country	Eliminating Entries	Total
Cash and cash equivalents	\$ 51,473,953	\$ 5,490,986	\$ 770,798	\$ 27,048,920	\$ 1,480,248	\$ (39,665,738)	\$ 46,599,167
Short-term investments	2,212,448	—	—	39,050,373	14,230,847	(1,667,690)	53,815,978
Contributions and accounts receiv.	416,885	171,905	5,329,332	7,449,106	1,799,588	—	15,166,816
Due from subsidiaries	14,266,625	—	—	—	—	(14,266,625)	—
Inventories	—	—	585,647	1,158,740	213,038	—	1,957,425
Long-term investments	21,288	146,256,024	46,427	1,450,302	121,153	(46,427)	147,848,767
Notes, loans, and interest receiv.	390,343	242,320,924	48,735	—	—	(3,670,619)	239,089,383
Restricted assets	2,343,832	560,083	430,893	82,415,031	5,479,989	(1,840,630)	89,389,198
Other assets	2,346,391	300,122	1,104,048	22,031,071	2,270,285	(12,384,601)	15,667,316
Beneficial int. in perpetual trusts	1,199,786	—	575,766	3,708,672	—	(1,661,410)	3,822,814
Land, buildings, and equip., net	16,754,126	709,168	46,055,839	585,335,223	36,559,897	—	685,414,253
Land, bldgs. and equip., held for sale	—	—	—	—	—	—	—
Equity in wholly owned subs.	251,740,294	—	—	—	—	(251,740,294)	—
Total Assets	343,165,971	395,809,212	54,947,485	769,647,438	62,155,045	(326,954,034)	1,298,771,117

LIABILITIES & NET ASSETS

Accts pay. and accrued liabilities	\$ 1,689,881	\$ 747,197	2,526,431	\$ 16,468,646	\$ 2,548,931	\$ (31,547)	\$ 23,949,539
Due to affiliates	3,534,621	19,735,659	—	—	—	(23,270,280)	—
Deposits	—	—	—	—	—	—	—
Savings and agreement accts.	—	165,128,060	—	—	—	(39,530,826)	125,597,234
Time deposits	—	54,468,394	—	—	—	(99,698)	54,368,696
Students and residents	—	—	—	9,565,518	—	—	9,565,518
Annuities payable	—	13,472,772	—	—	—	—	13,472,772
Deferred revenue	3,713,515	—	4,927,467	244,797,250	367,937	—	253,806,169
Trust agreements	—	59,816,909	—	—	—	—	60,062,470
Bonds and notes pay. & line of credit	—	—	51,063,456	212,387,964	38,941,871	(142,349)	302,250,942
Other custodial liabilities	231,984	—	—	—	—	—	231,984
Other liabilities	—	—	1,035,630	132,623,749	195,046	(12,384,601)	121,469,824
Total Liabilities	9,170,001	313,368,991	59,552,984	615,843,127	42,053,785	(75,213,740)	964,775,148

Net Assets

Without donor restrictions	—	—	—	—	—	—	—
Board-designated	21,850,269	—	—	—	—	—	21,850,269
Donor advised	—	18,609,029	—	—	—	—	18,609,029
Undesignated	16,360,763	63,528,833	(19,318,886)	150,786,756	19,717,597	—	231,075,063
Equity in wholly owned subsidiaries	251,740,294	—	—	—	—	(251,740,294)	—
With donor restrictions	44,044,644	302,359	14,713,387	3,017,555	383,663	—	62,461,608
Total Net Assets	333,995,970	82,440,211	(4,605,499)	153,804,311	20,101,260	(251,740,294)	333,995,969
Total Liabilities and Net Assets	\$343,165,971	\$395,809,212	\$54,947,485	\$769,647,438	\$62,155,045	\$(326,954,034)	\$1,298,771,117

THE C&MA AND SUBSIDIARIES

Consolidating Statement of Activities—Year Ended June 30, 2022

	The C&MA	Orchard Foundation	Alliance University	Shell Point	Town and Country	Eliminating Entries	Total
Revenues, gains, and other support							
Contributions	\$ 71,694,562	\$ 6,640,826	\$ 8,465,623	\$ 6,247,975	\$ 2,522,156	\$ (6,180,819)	\$ 89,390,323
Contributions for donor advised funds	—	6,519,354	—	—	—	—	6,519,354
Legacies, trusts, & annuity residuums	1,800,000	—	—	—	—	(1,800,000)	—
Interest and dividend income, net	406,467	11,267,413	222,034	827,585	320,668	(711,815)	12,332,352
Net realized & unrealized gains (losses) on investments	(1,371,397)	(6,093,770)	101,374	(6,782,778)	(1,633,555)	—	(15,780,126)
Gain from sale of assets	5,473,975	—	31,260	—	—	—	5,505,235
Change in value of split-int. agreements	(705,576)	(145,301)	(242,383)	—	—	—	(1,093,260)
Nursing & ancillary services revenue from retirement living facilities	—	—	—	35,585,415	12,623,071	—	48,208,486
Net residential services revenue from retirement living facilities	—	—	—	82,208,382	8,857,517	—	91,065,899
Net student tuition and fees	—	—	16,175,251	—	—	—	16,175,251
Sales—college auxiliary enterprises and publications	83,815	—	2,937,257	—	—	—	3,021,072
Other	3,345,529	1,132,351	243,442	9,561,612	(300,910)	—	13,982,024
Equity in net increase in net assets of wholly owned subsidiaries	(20,979,519)	—	—	—	—	20,979,519	—
Total revenues, gains, & other supp.	59,747,856	19,320,873	27,933,585	127,648,191	22,388,947	12,286,885	269,326,610
Service agreements	—	253,954	—	—	—	(248,234)	5,720
Total support & equity participation	59,747,856	19,574,827	27,933,858	127,648,191	22,388,947	12,038,651	269,332,330
Expenses							
Program services							
Alliance Missions	48,054,549	—	—	—	—	(30,165)	48,024,384
Church Ministries	9,675,750	—	—	—	—	(882,618)	8,793,132
Alliance financial services	—	15,474,048	—	—	—	(2,046,142)	13,427,906
Retirement living facilities' programs	—	—	—	124,579,470	22,395,254	—	146,974,724
College programs	—	—	33,249,195	—	—	(7,286)	33,241,909
Total program services	57,730,299	15,474,048	33,249,195	124,579,470	22,395,254	(2,966,211)	250,462,055
Management and general	9,969,665	1,461,679	4,524,598	14,100,170	3,534,281	—	33,590,393
Fundraising	1,384,822	—	175,296	636,737	7,946	(248,234)	1,956,567
Total expenses	69,084,786	16,935,727	37,949,089	139,316,377	25,937,481	(3,214,455)	286,009,015
Distributions to The Alliance	—	5,726,423	—	—	—	(5,726,423)	—
Total expenses and distributions	69,084,786	22,662,150	37,949,089	139,316,377	25,937,481	(8,940,868)	268,009,015
Change in Net Assets Before Other Items	(9,336,930)	(3,087,323)	(10,015,231)	(11,668,186)	(3,548,534)	20,979,519	(16,676,685)
Change in Fair Value of Int. Rate Swaps	—	—	—	7,402,500	—	—	7,402,500
Discontinued Operations	—	—	—	(62,745)	—	—	(62,745)
Change in Net Assets	(9,336,930)	(3,087,323)	(10,015,231)	(4,328,431)	(3,548,534)	20,979,519	(9,336,930)
Net assets, Beg. of Year, as Prev. Reported	343,332,899	85,527,544	5,409,732	158,132,742	23,649,794	(272,719,812)	343,332,899
Change in Accg. Principle – ASU 2014-09	—	—	—	—	—	—	—
Net Assets, Beg. of Year	343,332,899	85,527,544	5,409,732	158,132,742	23,649,794	(272,719,812)	343,332,899
Net Assets, End of Year	\$333,995,969	\$82,440,221	\$4,605,499	\$153,804,311	\$20,101,260	\$(251,740,293)	\$333,995,969

2021-2022 and 2022-2023 Budgets Approved by General Council 2021

Budgets of \$67.1 million (fiscal 2021–2022) and \$70.1 million (fiscal 2022–2023) were approved at Council 2021. As a reminder, the two-year budgets approved by Council 2021 were designed to reflect a more complete view of resourcing The Alliance’s global ministry, particularly the ministry of international workers.

The Board of Directors (BOD) approved a revised \$75.6 million budget for 2022–2023 at its June 2022 meeting:

(in millions)	Council Approved 2022 Budget	2022 Actual	Council Approved 2023 Budget	BOD Revised 2023 Budget
Revenues	\$67.1	\$63.9	\$70.1	\$75.6
Less: Expenses/Appropriations	67.1	63.7	70.1	75.6
Change in Net Assets	—	0.2	—	—

The BOD revised 2023 undesignated contributions budget of \$42.8 million was \$17 million lower than the Council approved 2021 budget of \$59.8 due to the shift in giving to workers and their work and the associated accounting treatment of funds given this way. This decrease was more than offset by the increase of \$21.3 million in the Ministry Funds Released/Appropriated line. As further background, when resources for a worker’s work or ministry is received, we “park” them until they are ready to be deployed; once deployed, these (designated) funds show up in the Ministry Funds Released line. Below is a breakdown of the revised \$75.6 million revenue budget approved by the BOD:

Revenues (in millions)	Council Approved 2022 Budget	2022 Actual	Council Approved 2023 Budget	BOD Revised 2023 Budget
Undesignated Contributions	\$55.6	\$36.0	\$59.8	\$42.8
Other Income	1.1	2.2	4.1	5.3
Ministry Funds Released/ Appropriated	10.3	25.7	6.2	27.5
Total Revenues	\$67.1	\$63.9	\$70.1	\$75.6

The breakdown of revenues is as follows:

Undesignated Contributions (in millions)	Council Approved 2022 Budget	2022 Actual	Council Approved 2023 Budget	BOD Revised 2023 Budget
Churches	\$38.5	\$27.5	\$40.2	\$31.0
Individuals	12.3	6.0	13.2	7.8
Other	3.0	0.7	3.2	0.7
Legacy	1.8	1.8	3.2	3.3
Total Contributions	\$55.6	\$36.0	\$59.8	\$42.8

The Alliance Missions budget was increased by \$4.2 million (for international worker and work costs) while the Church Ministries budget was increased by \$1.1 million (the majority for designated expenses such as Chaplains Ministry and strategic initiatives). These adjustments maintained our goal of allocating 85 percent of the Great Commission Fund dollar for Alliance Missions and Church Ministries.

It is worth noting that \$0.2 million of area of ministry (AOM) expenses were cut in the BOD revised 2023 budget, including \$0.1 million of college grants in order to help fund Alliance Missions expenses.

Below is a breakdown of the revised \$75.6 million expense budget approved by the Board of Directors at its June 2022 meeting.

Expenses (in millions)	Council Approved 2022 Budget	2022 Actual	Council Approved 2023 Budget	BOD Revised 2023 Budget
Alliance Missions	\$48.0	\$45.2	\$48.1	\$52.3 *
Church Ministries	8.9	8.5	11.0	12.1
Ministry Support	10.2	10.1	11.0	11.2
Total Expenses	\$67.1	63.8	\$70.1	\$75.6

*Includes \$1.3 million of reclassified capital projects.

Below is the breakout for Ministry Support:

Ministry Support Expenses (in millions)	Council Approved 2022 Budget	2022 Actual	Council Approved 2023 Budget	BOD Revised 2023 Budget
Executive	\$0.8	\$0.7	\$0.9	\$0.7
Development	4.8	4.4	4.9	4.8
Operations/Finance	4.0	4.4	4.1	4.5
Governance/Other	0.6	0.6	1.2	1.2
Total Expenses	\$10.2	\$10.1	\$11.0	11.2

2023-2024 and 2024-2025 Budgets

Economic Outlook

Even with several interest rate hikes in 2022, 2023 began with inflation at 6.4 percent, exceeding the Federal Reserve's target of 2 percent. Additional interest rate hikes in 2023, coupled with other actions by the Federal Reserve, are expected to further slowdown the economy. As a result, inflation is expected to drop to about 4 percent by the end of 2023. Some economists predict a recession by the fourth quarter of the year.

The implications of this current economic environment are varied, including:

- After a favorable season, there are leading indicators that the U.S. dollar is weakening, which would make it more expensive to send U.S. dollars overseas. Thankfully, we've placed foreign exchange hedges to temper the impact in 2023–2024; we will continue to look for opportunities to manage this risk
- Discretionary income for many donors to the Great Commission Fund (GCF) is shrinking
- The likelihood of tax increases for higher wage earners is diminished with a divided congress
- 3 percent cost of living adjustments for National Office employees and international workers are not keeping up with the rate of inflation for goods and services
- AOMs continue to be challenged with travel related costs and other cost pressures

Despite these realities, we cling to the truth of Psalm 20:7, *Some trust in chariots and some in horses, but we trust in the name of the LORD our God.* And Matthew 16:18, *And I tell you that you are Peter, and on this rock I will build my church, and the gates of Hades will not overcome it.* I remain expectant for God's provision over these next two years to fulfill our vision of *All of Jesus for All the World!*

A Review of the Journey!

At Council 2019, we began a journey to increase resourcing, through breakthrough giving, of our vision of *All of Jesus for All the World*. A positive outcome of our journey is that our GCF budget has been expanded to better reflect the true cost of Alliance ministry around the world:

A REVIEW OF THE JOURNEY

2019-2020 \$55.0 million	2020-2021 \$56.4 million	2021-2022 \$67.1 million	2022-2023 \$75.6 million
<ul style="list-style-type: none">▪ Integrated CAMA into the GCF Budget▪ Added Other Sources of Revenues that Support Alliance Ministry	<ul style="list-style-type: none">▪ Added Strategic Needs (formerly Work Specials) into the GCF Budget	<ul style="list-style-type: none">▪ Added Project Funds (formerly Approved Specials) into the GCF Budget▪ Increased Emphasis on the One Two-Part Message by International Workers	<ul style="list-style-type: none">▪ Added Chaplains Ministry to the GCF Budget▪ \$2.2 million of LIFE 2022 Expenses

What have we learned?

- Transitioning to the new funding model was the right decision! Our growing budgets are evidence of the increased engagement and resources received and expected by the Alliance family to fund The Alliance’s global ministry. When we set out in 2019, we envisioned a Great Commission Fund budget of \$100 million. We are making progress toward this breakthrough funding goal!
- We have seen a shift of giving preferences from the undesignated GCF to the designated GCF. While we rejoice that this has resulted in increased overall giving, the challenge has been lower than expected undesignated contributions to fund ministry. While every AOM has trimmed budgets to adjust to this reality, the impact to Alliance Missions is the greatest because most of the support for international workers is still funded through undesignated giving. Perhaps a helpful comparison is to the General Funds (undesignated) needed to operate a local church. If a church experienced a significant shift from General Fund giving to designated giving for children, student, or outreach ministries, funding to support the people (e.g., pastor and staff) who lead these ministries would be negatively impacted.
- Budgeting for projects has been challenging. Prior to 2021–2022, approved specials (now Project Funds) were funded outside of the GCF. As we are now annualizing projects that are part of ministry budgets in any given year, international workers are still learning how to best budget for this component of ministry. As projects have become a larger component of the Alliance Missions 2022–2023 budget, this has resulted in greater than expected underspending in Alliance Missions. I expect to see improvements over the next couple of years.
- None of these are challenges that we can’t overcome. As we journey together as an Alliance family to fulfill our vision of *All of Jesus for All the World*, let’s purpose together to grow both funding sources in healthy ways:

There are two main streams of giving to The Alliance that flow into what we call

THE GREAT COMMISSION FUND



UNDESIGNATED FOR ALL THE ALLIANCE

Undesignated gifts are a vital source of funding for the majority of Alliance gospel-advancing work in the United States and throughout the world.

These funds are put to immediate use and provide support for staff, workers, and their ministries here in the States and across the globe. This fund provides flexibility for The Alliance to adapt and meet critical needs when they arise.

Every international worker across all four of our specialized structures (aXcess, CAMA, Envision, marketplace ministries) benefits from this kind of gift.



DESIGNATED** FOR THE WORK OR WORKER YOU LOVE

If you are passionate about a specific worker’s ministry, you can give toward the cost of that worker or project to further their specific ministry reach.

In addition to ministries receiving funds from the undesignated GCF, ministries also benefit greatly from funds given in a designated way.

Simply notate on your contribution the name of the worker or project and it can be used for their immediate ministry needs, including a portion of compensation*.

* The compensation of an Alliance international worker is the sum of the worker’s salary, housing, and benefits. This amount of total compensation varies depending on several factors including marital status, family size, and ministry location. A portion of compensation for all international workers is required to be raised through designated funds, and the remaining amount is covered by undesignated giving.

** Project ReImagine and, at times, additional strategic projects are funded by The Alliance, but not by the official Great Commission Fund.

The Next Two Years

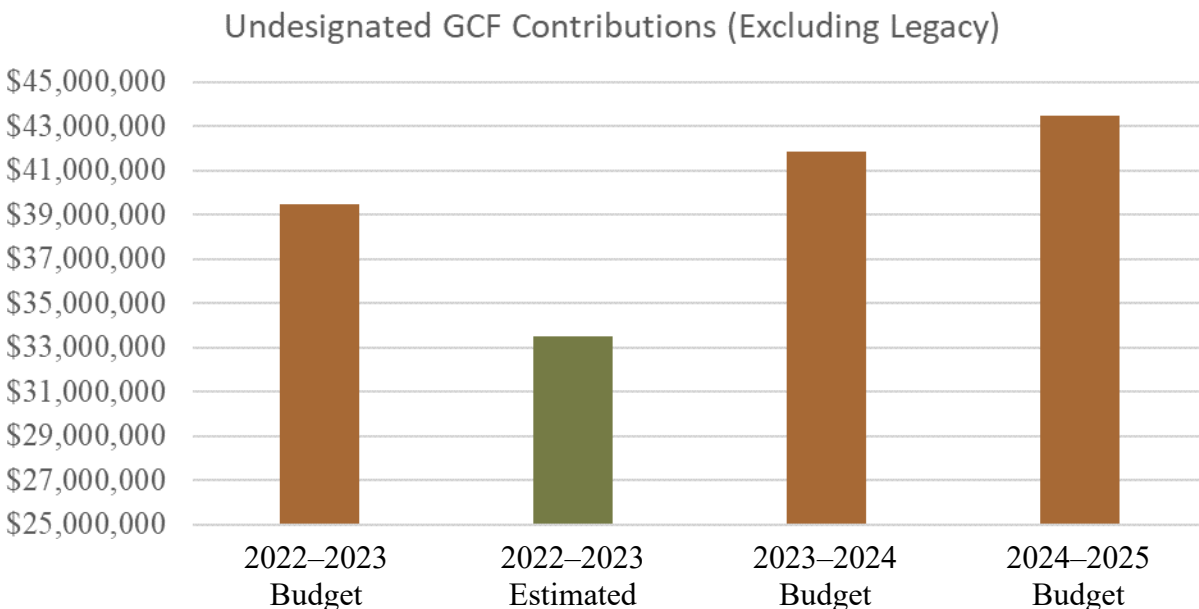
The proposed two-year budget builds upon the past four years. Specifically, we propose to grow from \$75.6 million in 2022–2023 to \$77.5 million in 2023–2024 and to \$81.2 million in 2024–2025. Both proposed budgets allocate 85 cents of the GCF dollar to Alliance Missions and Church Ministries and 15 percent for ministry support costs.

Revenues

Our Great Commission Fund budget will continue to have three revenue sources:

- Unrestricted Contributions: contributions received from churches, individuals, and other sources such as foundations and businesses for all Alliance ministry;
- Other Income: sources include registration fees, interest income, and fee income; and
- Ministry Funds Released/Appropriated:
 - Ministry Funds Released are contributions and grants given for a specific ministry use, including for workers and their work, that are deployed for ministry.
 - Appropriated: These are funds that we will have on hand on June 30, 2023, and June 30, 2024, such as Alliance Missions field/team funds, grant funds, legacy funds, and ministry cash reserves that we will appropriate (i.e., release) in the 2023–2024 and 2024–2025 fiscal years. Netted against this amount are any funds appropriated for future years, such as Council 2025.

Our two-year budget is constructed to intentionally grow unrestricted contributions beyond what many might consider “normal” growth goals because of ministry funding needs by all areas of ministry through undesignated contributions:



The President’s Cabinet is committed to implementing the following strategies to grow undesignated contributions:

- Talking to churches who may have over shifted their GCF giving to support international workers, about moving some of those funds back for undesignated use;
- Increasing engagement with churches to support the Year-End Offering (138 churches in 2022) and the GC Day Offering (224 churches in 2022). If every church promoted either the Year End Offering or the GC Day Offering, I believe we'd generate an additional \$4 million of undesignated contributions;
- Increasing engagement with churches who have potential to grow their GCF investment;
- Coaching international workers to refine their one two-part message; and
- Exploring additional grants.

Below is a summary of revenue sources for our two-year budgets. Please note that Legacy Income is reflected in the Ministry Funds/Appropriated line item in the 2023 Estimated to provide a more helpful comparison to the 2024 and 2025 Proposed Budgets. It was previously included in Undesignated Contributions. An unrestricted contribution in 2023 that was appropriated for Project ReImagine has been excluded from this presentation.

Revenues (in millions)	2021 Actual	2022 Actual	2023 Estimated	2024 Proposed Budget	2025 Proposed Budget
Undesignated Contributions	\$51.0	\$36.0	\$33.5	\$41.8	\$43.5
Other Income	1.6	2.2	5.6	2.9	3.4
Ministry Funds Released/ Appropriated	(0.3)	25.7	30.6	32.8	34.3
Total Revenues	\$52.3	\$63.9	\$69.7	\$77.5	\$81.2

Contribution sources include:

Undesignated Contributions (in millions)	2021 Actual	2022 Actual	2023 Estimated	2024 Proposed Budget	2025 Proposed Budget
Churches	\$35.5	\$27.5	\$27.4	\$32.7	\$34.0
Individuals	11.7	6.0	5.6	8.4	8.7
Other	2.2	0.7	0.5	0.7	0.8
Legacy	1.6	1.8	Moved to Appropriations Released (see below)	Moved to Appropriations Released (see below)	Moved to Appropriations Released (see below)
Total Contributions	\$51.0	\$36.0	\$33.5	\$41.8	\$43.5

Other income sources include:

Other Income (in millions)	2021 Actual	2022 Actual	2023 Estimated	2024 Proposed Budget	2025 Proposed Budget
Interest Income	0.2	0.3	0.8	1.0	1.0
Registration Income	0.6	0.2	3.6	0.4	0.8
Student Tuition and Fees	0.2	0.2	0.2	0.3	0.3
Other	0.6	1.5	1.1	1.2	1.3
Total	\$1.6	\$2.2	\$5.7	\$2.9	\$3.4

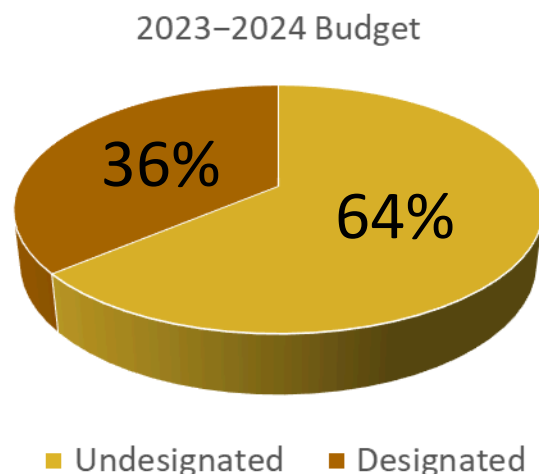
Ministry Funds Released/Appropriated include:

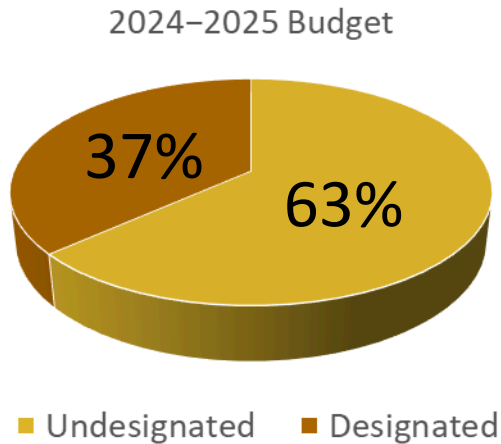
Ministry Funds Released/Appropriated (in millions)	2021 Actual	2022 Actual	2023 Estimated	2024 Proposed Budget	2025 Proposed Budget
Release from Restriction	0.6	16.2	24.3	28.0	29.7
Appropriations Released	0.2	4.6	4.1	4.0	4.1
Alliance Missions Funds	2.2	6.2	2.8	1.3	0.8
Future Appropriations	(3.3)	(1.3)	(0.6)	(0.5)	(0.3)
Total	(\$0.3)	\$25.7	\$30.6	\$32.8	\$34.3

It's worth noting that Appropriations Released includes \$600,000 of ministry cash reserves in 2023–2024 and another \$350,000 in 2024–2025. With these releases, we project to have 41 days of ministry cash reserves on hand on June 30, 2025.

Expenses

As illustrated by the graphs below, our proposed two-year budgets are still very dependent on undesignated giving to the global ministry of The Alliance. As you read through the proposed expense budgets, you'll notice the dependency on undesignated revenues for each AOM.





Area of Ministry Budgets

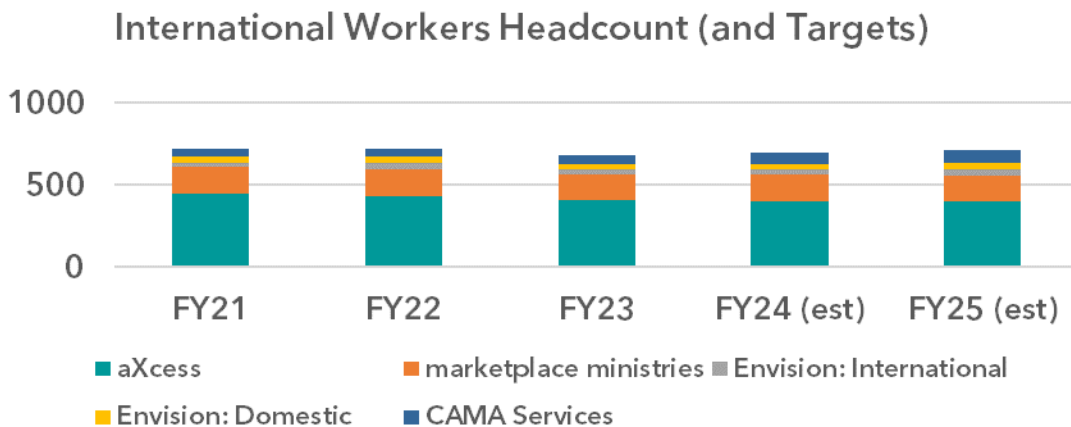
ALLIANCE MISSIONS

Undesignated Expenses 52 percent / Designated Expenses 48 percent

The Alliance Missions (AM) budget will increase by \$5.1 million (10 percent) from \$50.9 million in 2022–2023 to \$56.0 million in 2023–2024. The 2024–2025 budget will grow by \$2.5 million (4.5 percent) to \$58.5 million. Highlights include:

1. Additional ministry funds of \$4.8 million in 2023–2024 and \$2.5 million in 2024–2025. Some of the funds in 2024–2025 will help resource our goal of sending one new international worker per week;
2. Funds in each budget year for a 3 percent salary increase for National Office employees as well as for a 3 percent home assignment increase for international workers. Funds for 5 percent health insurance increases in each budget year for National Office employees and international workers is also included (\$0.5 million); and
3. Expense reductions of \$0.2 million for General Council and foreign exchange; General Council expenses are added back in 2024–2025.

Below is the historical summary and two-year target estimate of international workers used in our budgets:



International Workers	FY21	FY 22	FY 23	FY24 (est)	FY25 (est)
aXcess	444	431	406	403	401
marketplace ministries	164	167	157	158	157
Envision: International	28	37	36	38	41
Envision: Domestic	34	37	29	31	32
CAMA Services	51	52	55	68	81
Total	721	724	683	698	712

CHURCH MINISTRIES

Undesignated Expenses 90 percent / Designated Expenses 10 percent

The Church Ministries (CM) budget will decrease by nearly \$2.1 million from \$12.1 million in 2022–2023 to \$10.0 million in 2023–2024. The 2024–2025 budget will grow by \$0.2 million (2 percent) to \$10.2 million. Highlights include:

1. Decrease of \$2.2 million of LIFE 2022 expenses that were in the 2022–2023 budget; LIFE 2025 is the next event and will be budgeted in 2025–2026.
2. The newly formed ESL Office was added beginning in 2023–2024; 62 percent of the office is funded by designated contributions and registration fees.
3. Funds in each budget year for a 3 percent salary increase for National Office employees as well as 5 percent health insurance increases in each budget year totaling \$0.1 million for each year.
4. Funds are prioritized to support the goal of one church plant per week over the next two years.
5. Decrease of \$0.1 million of General Council expenses in 2023–2024 but added back in 2024–2025.

MINISTRY SUPPORT

Undesignated Expenses 99 percent / Designated Expenses 1 percent

Ministry Support represents 15 percent of the proposed budgets in 2023–2024 and 2024–2025. These support functions include donor engagement and donor services, marketing, communications (including *Alliance Life*), accounting (including the disbursement of funds worldwide), information and technology, HR Services, C&MA governance (including Board of Directors and General Council), and the President’s Office. Highlights include:

1. Increase of \$0.2 million for donor engagement initiatives to grow GCF revenues
2. Increase of \$0.1 million for software licenses to support the modernization of systems
3. Funds in each budget year for a 3 percent salary increase for National Office employees as well as 5 percent health insurance increases in each budget year for National Office employees totaling \$0.2 million for each year
4. Increase of \$0.1 million for business insurance needs (not included in the previous fiscal year)
5. Decrease of \$0.7 million for General Council in 2023–2024 but an increase of \$0.6 million in 2024–2025 when Council 2025 is in Columbus, Ohio

Below is the summary of the proposed expense budget, with comparison to previous periods:

Expenses (in millions)	2021 Actual	2022 Actual	2023 Estimated	2024 Proposed Budget	2025 Proposed Budget
Alliance Ministries	\$37.9	\$45.2	\$46.5	\$56.1	\$58.6
Church Ministries	7.4	8.5	11.8	10.0	10.2
Ministry Support	9.4	10.1	11.5	11.4	12.4
Total Expenses	\$54.7	\$63.8	\$69.8	\$77.5	\$81.2

Below is the breakout for Ministry Support:

Ministry Support Expenses (in millions)	2021 Actual	2022 Actual	2023 Estimated	2024 Proposed Budget	2025 Proposed Budget
Executive	\$0.6	\$0.7	\$0.7	\$0.7	\$0.8
Development	4.1	4.4	4.5	5.1	5.2
Operations/Finance	4.0	4.4	4.5	4.6	4.7
Governance/Other	0.7	0.6	1.8	1.0	1.7
Total Expenses	\$9.4	\$10.1	\$11.5	\$11.4	\$12.4

Budget Summary

In summary here's the breakdown of the proposed budgets with revenues and expenses:

(in millions)	2024 Proposed Budget	2025 Proposed Budget
Revenues	\$77.5	\$81.2
Less: Expenses	\$77.5	\$81.2
Net Surplus	—	—

Recommendation

It is recommended that the Great Commission Fund budget for 2023–2024 of \$77,500,000 and the 2024–2025 budget of \$81,200,000 be adopted (see Item 6.1 in the Report of the Corporate Secretary).



Colorado Springs, Colorado

2021-2022

Scott Kubie, President

A Season of Change

Orchard Alliance is your 1 Samuel 14:7 armor-bearer. We are now well on our way to serving each ministry in The Alliance through its districts and churches with flexible, customizable generosity and stewardship tools. Your armor bearer is with you *“heart and soul.”*

You may remember that The Alliance Development Fund and The Orchard Foundation combined to form Orchard Alliance. Each ministry was unique, but stewardship and generosity have been central to both organizations throughout their history. Because of this unified purpose, Orchard Alliance operates more effectively as one ministry.

While our core offerings are loans, investments, and generosity and stewardship tools, we provide them through a Kingdom-focused lens. We don’t just grant a church a loan; we partner with the church to provide the right loan that not only meets their needs but also provides a generosity-focused way to repay it. We do not offer investments for the sake of returns but focus on the right kind of investment model that honors the Lord and has the capability to expand His Kingdom. Instead of tokenism in stewarding God’s resources, we join together—heart, mind, and spirit—to adopt a lifestyle that finds joy in stewarding all that God has entrusted to us.

Highlights of 2021-2022

There has been significant change and accomplishment over this timeframe:

- Full integration of The Alliance Development Fund and The Orchard Foundation into Orchard Alliance as one subsidiary of The Alliance
- Continued growth as Orchard Alliance ministers to the National Office, districts, churches, and laypeople throughout The Alliance with alternative ways to fund ministries, steward assets, and generously give.
- Support and fund several Alliance initiatives and activities, including the Dream Incentive Grant, EquippingU-Max, and district, camp, and local church events
- The return of millions in loan interest rebates to churches that are currently borrowing
- Funding of Alliance church health and multiplication activities

- Larry McCooey retired as president of Orchard Alliance after an exemplary 25-year career. Scott Kubie stepped into the role of president on September 1, 2022, bringing several years of experience and accomplishment in financial management and church leadership with a deep love for The Alliance.

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 not only on keeping Orchard Alliance financially strong but also on being a relevant, beneficial partner to all we serve in stewardship and generosity.

We will:

- Advance the firm foundation in stewardship and generosity that exists in The Alliance by providing discipleship materials, promoting their inclusion in the local church, training, and consulting;
- Match the generosity of thousands of Alliance constituents with the capital needs of Alliance churches and ministries through innovative lending designed specifically to meet their needs;
- Provide investment opportunities that honor what we believe; and
- Help the Alliance family advance their desire to put their God-given resources to work in the Kingdom.

Orchard Alliance is looking forward to seeing all that God will accomplish as we serve the Kingdom together as one Alliance family.



Carlisle, Pennsylvania

2021-2022

Deborah M. Sprague, Chief Executive Officer

I am pleased to report to Alliance Council on behalf of the 211 residents and 190 staff at Chapel Pointe. The Chapel Pointe family spent the past two years rebuilding after the pandemic cost us dearly in the loss of 34 resident lives by spring 2021.

Rebuilding

We have been able to slowly rebuild our census over two years in all three levels of care (skilled care, personal care, and independent living). Our second campus, Pointe Place, became fully occupied in 2022. We also now own five of the sixteen condominiums next door to Pointe Place. We are pleased that the residents at our remote campus have begun to form a family with regular Bible studies and activities.

The care level most hard hit by the pandemic was personal care, in which we experienced a long stretch where we had 10 of the 43 units vacant. In 2022, through much prayer and creative strategies, we have been able to return to our pre-pandemic census.

Caring for the Caregivers

When the pandemic hit, long-term care was suffering from a marketplace with a high demand for health-care workers compared to an historic low supply of qualified workers. The pandemic only exacerbated the crisis-level staffing shortages.

In August 2021, we invested in our staff by adding “hero pay” to all staff wages and creating incentives for recruiting others to join our team. In 2022, we made the significant hero pay a permanent part of our routine wage base, trusting by faith that our strong financial base would withstand the extra expense while we had a lower census. This has hit our financial statements hard, but our board was confident that investing in our most valuable resource, our staff, would prove to be the right decision.

We have seen our investment return in a number of ways as we have experienced a new ability to retain and recruit quality staff in a difficult market where neighboring communities have had to closed wings due to staffing shortages. We have not experienced those shortages. In July 2022, we were named the nation’s “Best Place to Work” in a regional newspaper contest. Praise God

for blessing us with wisdom to function during difficult times and for staff who have hearts to serve our residents.

A Strong Future with New Leadership

I began my service at Chapel Pointe in December 2003 and will retire in July 2023. I knew when God called me to Chapel Pointe that it was a permanent move until retirement. I have loved being a part of the Chapel Pointe family, with its strong roots in The Alliance. I have loved seeing how God has led us to new opportunities, grown our Chapel Pointe family, and enhanced the quality of services.

In August 2022 when I announced my retirement to the Chapel Pointe Board, we were thrilled that Kent Peachey soon thereafter accepted the call to be the next CEO. Kent, who has served at Chapel Pointe for over five years, has been in long-term care leadership since 1994. He has a heart for God and deep Alliance roots. We are confident that he will ensure the future of our ministry through reliance on the Lord.

As I prepare to depart, I know that I will certainly miss the Chapel Pointe family and the Christ-centered culture that has been sustained since 1944. I will continue to pray for this dear family and ministry as we seek to show God's love and serve those in need.

Thank you, Alliance family, for your many prayers for Chapel Pointe over these years. Please continue to pray that God will be glorified through this community.



Fort Myers, Florida

2021-2022

Martin C. Schappell, President

Major Accomplishments

- There are currently 1,333 independent living units with an occupancy of 96.6 percent.
- There are currently 357 assisted living units with an occupancy of 95.2 percent.
- The Skilled Nursing Facility has 180 licensed beds with a current occupancy of 75.6 percent.
- In 2021 and 2022, Shell Point had 218 and 178 closings, respectively, on independent living units. 2021's higher closing number was due to the release of the new Enclave neighborhood.
- Shell Point employs approximately 1,122 people.
- To maintain Shell Point's reputation as a high-quality senior retirement community, major accomplishments over the past two years included the following:
 - The COVID-19 pandemic entered its second and third year during the period of this report. The most significant action taken to protect residents in January 2022 was the requirement that employees either receive the COVID vaccine series or complete a waiver for religious or medical reasons. Despite an easing of campus wide safety protocols, masking is still required for employees and visitors in the skilled nursing facility due to continued government regulations for this level of care.
 - Construction on the 44,000 square foot Tribby Arts Center was completed in March 2021. It includes nine studios (quilting, glass, crafts, photography, pottery, painting, literature, dance, and music), a 412-seat auditorium, and a gallery. The auditorium hosts Academy classes, concerts, and theatrical performances. The gallery provides space to display resident artwork and for themed exhibitions.
 - The Enclave neighborhood, with 35 single-family homes and attached villas, was completed in 2021. Their floorplans are identical to those of the Estuary neighborhood. The Enclave is the last residential neighborhood to be built as there is no additional undeveloped dirt within Shell Point.
 - The Larsen Health Center, offering 180 private rooms, opened in March 2022. It holds a five-star rating with the Centers for Medicare and Medicaid Services (CMS). The building also includes the medical center, rehabilitation center, pharmacy, dentist suite, chapel, and café.
 - On September 28, 2022, Shell Point survived Hurricane Ian—a category 4 storm—and successfully navigated its aftermath. Independent living residents were evacuated to the parking garage shelter, and health-care residents (skilled nursing and assisted living) were evacuated to the Larsen Health Center. While the damage at Shell Point was catastrophic, all buildings, roofs, and windows remained intact, although several roofs required the replacement of shingles, membranes, or panels. The six-foot storm surge resulted in 250 residential units and common areas being flooded by two inches to two feet of toxic water.

Remediation efforts included discarding all contents, furniture, flooring, trim, cabinets, and sheet rock that had come in contact with the water. After the drying process and air quality testing was complete, restoration, construction, and systems replacement work began. Displaced independent living residents were offered temporary housing, had their monthly maintenance fee waived for three months, and received complimentary daily meals. As of April 1, these residents have all returned to their renovated units. Insurance claims for the wind and storm damage have been filed with payments starting to be received. In the interim, Shell Point is absorbing the cost of all hurricane recovery efforts.

Our Mission and Culture

- The organization’s mission, “. . . dedicated to the service of God and the care of His people . . .”, is the reason for Shell Point’s existence. We present this “why” in employee orientations, resident quarterly meetings, and employee Town Hall meetings. The mission is supported by four core beliefs—life, love, stewardship, and integrity. These serve as the guidelines for Shell Point’ strategic plan.
- The partnership with the Village Church is vital to the preservation of Shell Point’s faith-based culture. The church ministers to residents through weekly services, Bible studies, Academy classes, and sponsored activities, and provides volunteer chaplains to minister to residents in the independent, assisted living, and skilled nursing levels of care.
- After vacation Bible school was suspended for two years due to COVID, it was offered in July 2022, to employees’ children. Last year, 48 children participated in the weeklong activities. The theme was *Monumental: Celebrating God’s Greatness*.

Future Plans

- The Coastal Commons building, which currently houses the golf program, Seagrape Salon, and Banyan Grille restaurant and banquet space, is being repurposed in 2023. As a result of a resident’s generosity, the building will be become the Wright Wellness Center. The salon will be expanded and the banquet space on the second floor will be converted into a fitness center with exercise rooms. This center will serve as the primary and centralized exercise location on the campus offering a broad selection of equipment, group classes, nutrition counseling, and wellness programming.
- A gatehouse is being built at the entrance to On Par Boulevard. While each individual neighborhood in the Coastal Links community is gated, the increased traffic from non-residents to the Tribby Arts Center and golf course supports increased security on the main road into the neighborhood.
- With the relocation of the skilled nursing facility from the Island to the Waterside neighborhood, the county will allow density on the Island to increase by 110 independent living units. Much planning has taken place to address how to add these new units without compromising any existing residential court on the Island. The current plan is to demolish the abandoned Pavilion building and construct a new resident amenity center on that parcel. With a new amenity center, the existing buildings for the guest house, social center, Crystal restaurant, office space, woodshop, etc., could be demolished. On that parcel, a new mid-rise building with 59 independent living units would be constructed. Currently, plans to build the remaining available units are conceptual.



Santa Ana, California

2021-2022

Robert J. Goerzen, President and Chief Executive Officer

Overview of My Role

After 35 years of dedicated service to Town & Country and to The Christian and Missionary Alliance, Dirk DeWolfe retired on August 23, 2021. I was privileged to succeed him as president and chief executive officer (CEO) of Town & Country as we embark on our next chapter with great expectancy! Rather than being discouraged by the events and challenges of the last few years, we look to the One, *“who is able to do immeasurably more than all we ask or imagine, according to his power that is at work within us”* (Eph. 3:20–21).

I have been a long-term care executive for over 30 years. I have served as a nursing home and an assisted living administrator, as well as a long-term care educator and consultant at the University of Phoenix. I also pastored a C&MA church in Northern California for more than 26 years and have been ordained by The Alliance. My role as president and CEO blends both of my divine callings from God. I am, of all men, most blessed!

I am charged with the overall vision and direction of this exemplary senior residence. Although we provide outstanding senior residence services, they are but a means to an end. Our primary purpose is to introduce people to Jesus. It has never been more important than right now that Town & Country remains a beacon of light in this ever-darkening world.

My vision for Town & Country in the new year and beyond is that we focus on meeting the ever-changing service needs. Some of our future plans include opening an adult day program and a childcare program for staff members. Both will improve our position as a care community and an employer. We must—and we will—address this new post-pandemic era with our ears to the ground and our eyes on the Lord.

As a senior residence community, we face an increasingly complex and dynamic landscape. To remain competitive, Town & Country must continue to innovate while maintaining sustainable, biblical stewardship, and sound financial performance.

Town & Country is home to eight C&MA workers. Currently, five official workers reside in our independent living residence, one lives in assisted living, another resides in memory care, and two live in our skilled nursing section. We subsidize our official workers based on how much they can pay for their care. Our goal is that no resident ever has to worry about outliving their finances.

Our Mission Statement

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

As our mission statement indicates, we want each person who spends time at Town & Country to hear the good news of Jesus Christ. Over the years, we have seen many seniors come to the Lord. In 2021, we had a retired astrophysicist choose to follow Christ at 92 years of age!

Town & Country continues its ministry to senior adults by offering four levels of residential living: independent living, assisted living, skilled nursing, and our newly opened memory care community, Grace Gardens. Many residents progress through all four levels, in a seamless transition. Grace Gardens, our state-of-the-art memory care residence, is for those affected by cognitive loss. As a further commitment to excellence, each staff person is a certified dementia care practitioner.

Town & Country is fully integrated into the missional call of The Christian and Missionary Alliance through its investment in the Great Commission and the Spirit-empowered evangelistic efforts of our Christ-centered, Acts 1:8 family.

The presence of the Holy Spirit and the rich culture of The Christian and Missionary Alliance are clearly evident here. As a result, we have seen both residents and staff come to faith in Jesus Christ.

Every resident who moves into Town & Country receives a Bible and the plan of salvation. We do not shy away from our C&MA roots but press into them with great joy.

What's Next?

We are looking to the future with great expectancy. In the coming years, we intend to create more opportunities for community service and volunteerism among our residents as well as greater innovations in wellness, memory care interventions, and dietary nutrition. We also would love to have more residents, especially official C&MA workers, call Town & Country their home.

Our independent living, memory care, and assisted living neighborhoods continue to have perfect survey outcomes from the State of California, and our skilled nursing is rated five stars by Medicare's Nursing Home Compare system. We are also in the top 30 in the State of California out of approximately 1,500 similar communities.

Since the last Alliance Council report, we have grown to nearly 300 residents and 300+ staff members. We have added a Starbucks to the lobby of our new memory care community. It has become a meeting place for everyone who is part of Town & Country.

As we look forward, we are encouraged in the truth that God has never taken His hand from this superior senior residence. We are excited to see where He takes us in the years to come!



MINUTES OF 2023 GENERAL COUNCIL

Spokane, Washington / May 29-June 2, 2023

PUBLIC SERVICE MINUTES

Monday Evening Service

A Jar and a Jug

May 29, 2023

The 117th General Council of The Christian and Missionary Alliance opened with Rev. Kevin L. Walker, Metropolitan District superintendent and corporate vice president of the U.S. C&MA, giving a word: “We are here for one reason only—that is to praise the name of the Lord God Almighty.” He and the worship team sang four songs.

U.S. C&MA President John P. Stumbo introduced Zane Williams, an Alliance Native American leader, who prayed over Council, thanking God for the arrival of Alliance people, asking for revival amongst American Indigenous people—noting that this Council has the largest amount of Indigenous people in attendance ever—and welcoming the Holy Spirit.

The Council theme video, “An Expectant Prayer,” played, expressing what being expectant can look like in everyday life.

President Stumbo responded to the video, inviting Alliance people to be anticipatory of what God will do. He told a story about a men’s retreat that he once attended and preached at where he felt discouraged; he had asked his wife to pray, and the next day, the Spirit of the Lord began to stir, move, and speak. He explained why he shared this story: “As I gather in this setting, I gather in the spirit of expectancy. I am expectant that our God will work in our hearts and in this place, and I’m trusting Him for that.”

President Stumbo read 1 Kings 17. He reminded us about acts and steps of faith, sharing that challenges like those in this Scripture come to us also: “Will we be reluctant or expectant?” He compared the jar and the jug to a metaphor of a life of faith and the battle of fear, and he tied together 2 Kings 4. He told a story about asking the Lord to heal everything in his body in 2013—God did not heal him that day, but He did give him a word: “You will be given everything you need for every day.” He also shared that the healing has since then come.

President Stumbo continued to speak about fear and the source of fear when one is being called to take a step of faith in obedience to God. He posed that the source of fear is often self-protection: “We are wired by God to have self-protection. We are prone to protect ourselves when we should be entrusting ourselves to our Protector.” He tied this together with Genesis 2—the story of Abraham’s obedience as an act of faith.

President Stumbo welcomed Sarah Bourns Crosby to read “May it Be So,” her poem about people’s differing needs, wants, and desires regarding faith.

President Stumbo asked the Alliance family, “Who are we going to be?” He asked people to identify the source of their fears and respond in obedience to the Word of the Lord: “The miracle often follows activated faith demonstrated in our lives.”

President Stumbo closed with a question and a challenge: “Could a spirit of expectancy arise among us? And if called upon to take some expression of an activated faith, may God give you the grace to do so.”

Kelvin Walker invited the Alliance family into another time of worship and reflection. The worship band played one song. President Stumbo invited anyone interested to come to the front to kneel and pray. The worship team sang two more songs.

Fred Hartley, Alliance pastor, prayed, staking the claim on all that is ours in Christ, praising the Lord for the fullness of the Holy Spirit, and asking for Him to fill us.

The worship team sang the chorus of the previous song.

Kelvin Walker gave a short benediction to close the opening service.

Tuesday Morning Service
President’s Report: Part 1
May 30, 2023

Freddy Washington, a pastor and worship leader, began the morning service by calling people to remember the faithfulness of God. He led two worship songs.

Pang Foua Rhodes, licensed marriage and family therapist and C&MA Board member, prayed that the Lord would open our hearts to receive what He has for us today.

President Stumbo introduced Pang Foua, who shared that she was born in Laos to a believing family that came to know Christ through C&MA missionaries. President Stumbo then introduced Freddy, who shared a bit about his background and his family history.

President Stumbo explained a bit about how the morning service would work—worship, prayer, vision casting, and reporting. He introduced Jonathan G. Schaeffer, pastor of Grace Church in Middleburg Heights, Ohio. Jonathan gave a devotional about our investments in Christ’s ministry and how much they matter and make a difference. He read Galatians 6:9 and encouraged everyone that even though God’s “proper time” is often different than ours, His promises remain, and there is great impact from our faith: “You will reap a harvest if you don’t give up.” He prayed a blessing, that the Lord would fill us to overflow with hope by the power of the Holy Spirit.

Freddy led the chorus of the previous song, and Pang Foua gave a word about letting go: “Before we can receive, we have to let go of the burdens that we carry.” She invited us to get into groups to pray for a couple of minutes for anyone that is struggling with specific burdens. After a few minutes, she asked that we raise our hands to give our burdens to God so that we could receive as she prayed.

Freddy led another song chorus, and President Stumbo introduced the President's Trend Report—a statistical review of The Christian and Missionary Alliance. He showed statistics of Alliance weekly church attendance from 1990–2020—it has been steadily declining—and noted that church attendance has increased since 2020. He showed statistics of Alliance baptisms from 1990–2020, which had also declined—we had been averaging over 10,000 baptisms per year as an Alliance family and the rate dropped to 4,031 in 2020, but he noted that the baptism rates have also increased since 2020—9,064 baptisms were recorded in 2022. He presented another statistic regarding the number of U.S. Alliance churches from 1970–2022—as of 2022, there was an increase of eight churches from 2020.

President Stumbo invited Terry D. Smith, vice president for Church Ministries, to talk about Alliance Church Ministries. He reported statistics on Alliance church planting—there were 38 new Alliance churches planted in 2020 and 52 new Alliance churches planted in 2021 and 2022. At the same time that there has been an upswing in Alliance church plants, there has been a decrease in church closures—there were 57 Alliance churches that closed in 2020, 43 Alliance churches that closed in 2021, and 35 Alliance churches that closed in 2022.

President Stumbo reported that the local church income giving in Alliance churches is close to the \$500,000,000 mark. He reported on the increased giving of Alliance churches to the Great Commission Fund (GCF)—over \$40,000,000. The average Alliance church giving has gone from \$19,058 in 2020 to \$24,232 in 2022.

President Stumbo thanked pastors, church leaders, and mobilizers that have led Alliance people in engaging the larger story of our global movement. He showcased the new Great Commission Fund as a percentage of total church income statistics from 1990–2020. There has been an upswing of local church Alliance giving—8.24 percent—in this last year.

President Stumbo invited Timothy D. Crouch, vice president for Alliance Missions, to explain the statistics chart of total U.S. Alliance international workers (IWs)—we have dropped below 700 IWs, but Tim encouraged the Alliance family: “Now is the time for sending like never before.”

Terry Smith invited William A. Giovannetti, pastor of Pathway Church in Redding, California, to speak to how he led his church during the COVID pandemic. They invited the church to do a drive-through consecration and rededication to Christ—they had more than 600 people take part. They also set a goal to pray for 50,000 homes in their community—they prayed for 60,000 homes—and took part in a prayer walk throughout the church's county. They also served in 6,000 homes in Redding, California—painting, home projects, etc.—and they raised \$70,000 for a Compassion missions project. COVID did not slow them down. Pathway Church saw more than 237 professions of faith over Easter weekend 2023. Over the span of two weekends following, more than 225 people were baptized. Bill believes that is the fruit of their prayer walks.

Iván R. Martí, Sr., assistant vice president for Church Multiplication and Leadership Development, introduced Bryan W. Halferty, Alliance pastor at Anchor Church in Tacoma, Washington, to speak to what motivated him and his family to church plant. “One of the best

tools the Lord has to reach people is to plant a new church in the same place that people are disengaging from church . . . because lost people matter to God,” Bryan said. He spoke to taking the long path of reaching the community before anything else. Two weeks before March 2020, Bryan announced to his church that they were going to plant a second church, and the second congregation that was planted during the pandemic is still going strong.

Terry Smith introduced Jeremy K. Gorham, pastor at CrossTown Alliance in Wellsville, New York, who shared about his church’s story, how he began pastoring one church to now leading a multi-site network of five campuses. Jeremy spoke to having a burden for struggling churches. Their church vision is to revitalize and replant struggling churches together: “The vision was birthed out of a burden.” He shared a story from a member of his church who found Jesus at a time she wasn’t looking for Him three years ago, and who is now serving in student ministry at the church.

Rosilio Roman III, assistant vice president for Church Advance and Multicultural Ministries, introduced Rev. Edgar S. Castro, director of church planting and Hispanic ministries in the Central Pacific District, who shared stories about how God has been moving within different ethnic Alliance ministries—through new church plants and ESL programs. He also shared about the district’s plans for church planting initiatives—they identified three regions within his district that they are going to focus on reaching for the gospel: Utah, Hawaii, and Sacramento. He invited the Alliance family to pray for the church-planting multiplication movement in The Alliance.

Terry Smith celebrated many professions of faith, baptisms, and church plants in Alliance churches around the United States.

Pang Foua invited us to get back into our groups to share stories about what God has been doing in our midst, giving Him the glory.

Freddy led another worship song.

President Stumbo segued into the international celebrations. He introduced Ernest, an Alliance international worker and officer advisor of the Cambodian government, who shared that he has many opportunities to meet with and pray with government leaders, speak about religious freedom, and counsel people. He shared a bit about the 100th celebration of the national church in Cambodia and that government leaders felt the Spirit moving there.

President Stumbo introduced Nareth May, pastor and president of the Cambodian Association, who shared that at the 100th year celebration in Cambodia, Cambodians and Vietnamese believers came together to celebrate that in the Body of Christ, there is no hatred. 8,000–10,000 people celebrated the work of Jesus in Cambodia, and Nareth shared that the Lord showed him the many clouds of witnesses working for the Kingdom, and he felt the call from God to continue carrying the gospel in Cambodia and around the world. President Stumbo welcomed Alliance international workers that serve or served in Cambodia and national Cambodian leaders to the stage, and he prayed over them and the future work in Cambodia.

Kevin J. Oberg, Africa regional leader, shared about the history of Alliance missions in West Africa. He invited us to celebrate 100 years of God's work in Mali and Burkina Faso and introduced Sadrac Diarra, the president of the C&MA in Mali; Job Dao, the president of the C&MA in Burkina Faso; Albert R. Stombaugh, vice president for Alliance Missions; and Andrew Schaeffer, aXcess team leader in Africa. President Diarra shared about God's work in Mali, about the hundreds who now believe in Christ, and that they have reached more than 20 different ethnic groups with the gospel in Mali. He thanked The Alliance for all we have done to reach the people in Mali. President Dao gave thanks to The Alliance for being the very first people to bring the gospel to Burkina Faso, for the sacrifices of our people, and for being the light of Jesus. Many Alliance workers who have served in Mali and Burkina Faso were invited on stage, and Al Stombaugh prayed that the Lord would bring wisdom and provision to these countries.

Timothy M. (Sr.) and Melanie A. Wendel, Latin America regional leadership couple, then invited the Alliance family to celebrate the 100th anniversary of gospel witness in Colombia. Thomas J. McMurray, CAMA regional leader, shared that more than 3,000 refugees have come to know Jesus in Colombia. Pastor Ivan Bonilla, missions director, thanked The Alliance for the work that has been done in Colombia and for preparing them to continue to send missionaries to other places.

The delegation from Peru was invited on stage. Tim Wendel presented a commemorative story of what God did in Lima, Peru, 50 years ago—calling it “possibly the most fruitful ministry The Alliance has launched.” Angel Barrientos, president of the C&MA in Peru, thanked The Alliance for participation in gospel witness in Peru, giving God the glory. Yvon Rubio, director of Encounter with God in Peru, gave a brief message of prayer, asking God to move among Latin America. Mark R. Searing, former Alliance IW and missions leader, prayed over the international workers in Latin America, thanking God for the celebration of His presence among the nations.

Pang Foua invited us to pray with someone and thank God for the ways He has been moving among the people groups we heard about.

Freddy led the chorus of one worship song.

Timothy G. Meier, vice president for Development, introduced the Alliance World Tour—a presentation that takes us around the world, giving quick snapshots of what The Alliance has been doing around the United States and around the globe over the past two years. This was the third Alliance World Tour to be shared.

Freddy closed the service by leading the chorus of one worship song.

Tuesday Evening Service
God the Father
May 30, 2023

The worship team opened the service by singing five songs. President Stumbo prayed, declaring God's sufficiency. He then addressed the family who was watching and gathering online.

President Stumbo introduced the junior/senior saints video, "God the Father," that brought together Alliance senior saints and children who spoke about God the Father, who He is, and who He is to them.

President Stumbo invited Lantzia C. Thao, district superintendent of the Hmong District, to pray. Lantzia asked God to manifest His presence among us, to speak to us so that we might know His voice and know His Word.

President Stumbo introduced Ronald J. and Anita L. Morrison. Ron is president of the Alliance African American Association and is the founding and senior pastor at Hope Alliance Bible Church in Maple Heights, Ohio, where Anita is a worship leader. Ron began his message by reminding us that God the Father makes each and every one of us feel like His favorite child. He spoke about the significance of earthly fathers and their importance in directing us to a relationship with our Heavenly Father, and he noted that some have difficult relationships with their earthly fathers that make a relationship with the Heavenly Father all the more important.

Ron read Psalm 130 in which the psalmist cries out to the Lord with expectancy and dependency. Ron asked, "How often do we cry out to the Lord from the very depths of our being?" He told a story about when he and Anita were dating and mentioned that the more he talked to her on the phone, the more he got to know and recognize her voice. It's the same with the Father—He recognizes our voices, and we need to learn to recognize His voice: "You have the privilege of knowing God's voice just like He knows yours."

Anita told that when she was in college, she shared with her father some predicaments she was in at work. Her father's first response was to drop to her knees and pray for her. He worked behind the scenes to care for her because he'd seen her in distress. He taught her Psalm 103, which she recited, and she read 1 John 5. Her father demonstrated and showcased to her that she could go to the Heavenly Father for anything.

Ron read Psalm 130:5 in which the psalmist reveals the nature of waiting with expectancy on the Lord. Ron added: "Why would we not wait on the God that always keeps His promises? Why would we not wait with a sense of expectancy knowing that He is going to come?"

Anita shared Psalm 19, that we can expect the cleansing and goodness and righteousness of God.

Ron told a story about when he was in the military, and the toughest assignment was spending time in the watch towers. All they ever saw were animals, but they were supposed to be vigilant in waiting for the light in anticipation of the next day. It reminded him of how difficult it is to be in the dark when there's nothing you can do but wait. It taught him to listen to the voice of God

and wait. He tied this back to Psalm 130 and Isaiah 64:4 and said: "Do you see how waiting and watching in expectancy is something that everyone who loves the Lord is supposed to be doing?"

Anita read 2 Timothy 4:8 and told a story about someone she knows who was adopted at birth. This woman was in her 40s when she decided to search for her biological parents. As she was searching, she discovered that Ron and Anita were mutual friends with her biological father, a man who attended their church. The man and his daughter connected, and God orchestrated the uniting of this father and daughter and knit together a beautiful diverse family. Anita connected this to Acts 17: "In Christ, we are family."

Anita shares about her spiritual mother, a woman who helped her grow and progress in her faith, who taught how to put on the armor of God and draw closer to Jesus. She recognized that not everyone in the room may have had a mother like her spiritual mother or fathers like she and Ron did: "We are not only compelling them to become citizens of the Kingdom that shall not be destroyed, we are inviting them to become the family of the living God." God reconciles all things to and by Himself. God is a good Father.

Ron established that we have been chosen by God, sealed into the day of redemption. Love recognizes love, and God is willing and able to do exceedingly, abundantly above all that we can ask—that's our Father's love showered upon us through Christ.

Ron closed by drawing our attention to the everlasting Lord who increases our strength and might through sharing Isaiah 40. He spoke about God looking to us and longing for us to come to Him so that He may lift us. God wants us to soar. He closed with: "We serve a great God, and we should always have great expectation because of who He is and what He's done. And we invite you to come and bring your weakness to the One who can exchange His strength for your weakness so that you can soar above the storms and give God the praise He so richly deserves."

Anita and Ron gave the blessing from Numbers 6:24–26.

Kelvin Walker sang two songs. Freddy Washington played some music on the keyboard as Kelvin encouraged us to listen to the music and meet with the Lord. Kelvin led some spontaneous worship and asked us to lean into believing that God is the Father who loves us and wants to restore and repair our wounds. He invited us to run to the Father.

The worship team led a couple of songs.

Kelvin invited us to stretch out our hands to receive, listen to the words of "Good, Good Father," and imagine that God the Father is singing them over us. He encouraged us to sing the words by faith and declare that our God is perfect and loving and righteous in all of His ways. Kelvin gave a benediction, giving glory and honor and power and blessing and dominion forever and ever to God the Father.

Wednesday Morning Service
President's Report: Part 2
May 31, 2023

Freddy Washington opened the service by leading three songs. Dr. Cathy D. Sigmund, CWM, Alliance Board member, psychologist, and chaplain, opened the morning service with a word about how worthy God is, how much of a gift He is, and praying that we would learn to love each other how He loves us.

President Stumbo spoke about these next days at Council being pivotal to what God has called him to in leadership in The Alliance. He explained a bit about what the morning service will entail: worship, prayer, reports from IWs, vision casting, and Project ReImagine—all within the key phrase of *being present*.

President Stumbo introduced Dr. Tae (Ted) S. Kang, Alliance Board member and pastor of San Jose Christian Alliance Church in San Jose, California, who began his devotional by reading Matthew 25:31–46, the parable about the sheep and the goats. He then told a story of his mother's faithfulness in making meals for the homeless and opening her door for worship weekly. Ted remembered that he helped his mother for only a few months because it was a hard ministry. He spoke to the difficulties we experience in ministry: "Our passionate zeal will not be enough to accomplish this mandate."

Ted stated that the most important part of the parable he read in Matthew 25 was that neither the sheep nor the goats knew that they were supposed to do those things. They were never told that by doing things for the least of these people, they were actually doing those things for the Lord Himself. It was in their nature to do so. The goats did not do these things because it was not who they were inside. He compared this to the parable of the bags of gold in Matthew 25:14–28. Ted said that launching presence and taking the gospel to the poor and marginalized has to be something that we do without thinking because we carry the same spirit of Christ within us. We should do this without thinking because His love compels us. "This is the invitation from Jesus," he closed.

Freddy led one worship song. Cathy spoke a quick word about us being willing to give all of ourselves to Jesus. She prompted us to, in a time of prayer and repentance, ask our loving Father to forgive us for the things we have done that are not like Him and His heart.

Freddy led the chorus of one worship song.

President Stumbo explained that The Alliance has always been a deeper life and missions movement and that it is the heart change of Jesus within us that sends us on mission to the hungry, thirsty, the stranger, and the sick. He invited a team to come to lead us in the next section of hearing international worker stories.

Bao V. Her, assistant vice president for Alliance Missions, introduced Revelation 7:9 and spoke to how grateful she is for our Alliance churches' obedience to follow God. She invited us to listen to meaningful, impactful stories from our Alliance international workers.

Brandon M. and Bethany S. Nutter, international workers serving in the Dominican Republic, shared their story of opening The Greenhouse, a coffee shop and student center, in the city of Santo Domingo where over 80,000 students come to study. They have hosted events at The Greenhouse and have seen fruits of the ministry—people have given their hearts to Jesus. They began hosting monthly church services at The Greenhouse, and a woman who wanted community one day asked to study the Bible with them—she has since come to know the Lord. Over the past year, their space has been filled with life and peace.

Quinn K. McGarvey, Stephen A. Woerner, and Donald D. Schaeffer, international workers serving in Japan, shared the history of The Alliance in Japan. Quinn spoke with excitement about people who are feeling the call to come—Japan is less than 1 percent Christian, and the work has been slow, but they are seeing a new momentum. Stephen shared a couple of stories about people coming to know Christ. He mentioned the aging population and the Alliance school that was started in Japan that has been paving the way for the next generation of leaders. Don spoke about Japan Alliance youth who have been gathering and worshipping. They will continue to plan gatherings so that people can come to know Jesus and be sent to the nations.

Chelsea M. Anderson, Lori J. Albright, and Travis Novy, international workers serving in West Africa, shared about the largest people group in Guinea—99.9 percent are of the majority religion. The Holy Spirit is at work, and many are taking steps to proclaim that Jesus is their Lord. Malnourishment and food insecurity is a major issue in Guinea, so CAMA began a project called GAP, Guinea Agropastoral Project, and they come alongside each person to empower them with the love of Christ, supporting them, and providing education. Their goal is to remain present with local farmers. Lori told a story about a Guinean family who had contracted Ebola. They needed medical care, but no one would treat them. The woman lost her husband and son to the disease, and she had an infant daughter. CAMA came alongside her to help her, empower her, and share the love of Jesus with her. Lori shared about new GAP sites that they are developing. Travis spoke about GAP's desire to come alongside women to make them feel love and comforted, and he spoke to CAMA's compassionate care in Guinea that has been present over the past eight years. Chelsea asked the Alliance family to support their work in Guinea through prayer and financial giving.

Cathy invited all of the IWs who spoke back to the stage to pray over them, speak truth over them, and ask God to fill them with His Spirit.

Freddy led two worship songs.

President Stumbo asked us to be truly present. He read Matthew 5:14–16 and said that every evangelical leader in the United States is hiding the light under a bushel. It matters how we lead, how we operate our ministry. He spoke about the disobedience to God's Word, that the C&MA has operated out of a business park, tucked away. He introduced the public launch of the Project ReImagine presentation. He spoke to the history of the C&MA National Office properties in New York City, the suburbs, and Colorado Springs.

President Stumbo introduced the new building plans for the National Office in Reynoldsburg, Ohio: “We are moving from isolation to intersection, from sheltered to present, and from monocultural to multicultural.” He shared that the National Office staff has never been more diverse than it is right now, and he explained that we had previously been relying on the Great Commission Fund (GCF) to pay for operating costs of the National Office. He proclaimed that we are transforming that reality.

President Stumbo invited Matthew E. Kelly, chairperson of the Board of Directors; Ted Kang; and Robb C. Childs IV, assistant to the president for Alliance Place, to the stage to speak about Project ReImagine. Matt spoke to his initial response to the new plans for officing the C&MA—Alliance Place—and talked about his excitement. Matt shared about Alliance Place plans—it will be a mixed-use facility with restaurants, a coffee shop, residential units, a hotel, and gathering place. He explained how the expenses from the project will not take from the GCF. President Stumbo shared slides about the four phases of development for Alliance Place. Two phases are complete, and phase three is being launched—the design and build of the property. Robb shared a little bit about his personal testimony regarding his involvement in Alliance Place—he resigned from Salem Alliance a few years ago to be obedient to God’s calling and moved to Ohio to oversee the building development and construction of the new National Office. He shared pictures of building progress, spoke about the groundbreaking event that will be taking place on June 16, 2023, and about the plans for Alliance Place. Robb declared that there is a beautiful side to the call of God, and this project is part of it. Ted admitted that when he first heard about the plans for Project ReImagine, he didn’t completely understand. He was invited to be part of the relocation search process, and as they toured over 40 properties in two days, he felt the Lord calling the National Office to Reynoldsburg, Ohio. When they took a vote, it was unanimous—everyone felt that God had opened the doors to that building site.

President Stumbo invited Tim Crouch to share his experience regarding the initial stages of the Project ReImagine dream. He felt God’s hand on the entire process, a sure release for ministry, but there have been some reservations and fears about the scope and size of the project; he believes God is about to grow our generosity and capacity to be present in the community. He then addressed Alliance international workers and encouraged that the change of nature of the National Office as a home base will change our mission everywhere.

President Stumbo closed this section by explaining the importance of leadership: “I believe leadership matters, and we have to guard our hearts as leaders.” He also asked every Alliance family member to own a piece of One Alliance Place, to consider giving and investing.

Cathy prayed and thanked God for the vision He has cast among us, that He has entrusted such a vision to the Alliance family.

Bao invited us to participate in Alliance Missions’ stories and try to see our international workers as those who have sacrificially gone to do the hard work.

Elizabeth (Betsy) A. Blanchard, an international worker serving in Spain, shared a story about a young woman who had deep trauma—Betsy and her team had prayed over her, and she saw a vision from the Lord, inviting her to follow Him.

Charlie and Mary N. Dang, international workers serving in Taiwan, told a story about a woman who rededicated her life to the Lord. Through one-on-one discipleship, she has been transformed by gospel presence.

Steve M. and Claudia R. Irvin, international workers serving in Spain, spoke about a woman who was raised up by the Lord to be the first cross-cultural missionary sent by the Spanish Alliance national church.

Scott W, an international worker serving in Europe, shared about the hand of God and the impact of His power.

Christopher Y, an international worker serving in Asia, told of their ministry being moved by the Lord to start a second orphanage to help orphaned children remember they are never forgotten and that they are loved.

Deborah A. Walker, MD, international worker who served in Gabon, spoke about a patient at Bongolo Hospital who was radically transformed by Jesus, and the patient's abusive father was also transformed through the presence of those who showed him love and expressed Jesus to him at the hospital. Lauralyn R. Stombaugh, Deb's sister, shared about a special honor that Deb has received. The Gabonese government presented her with a médaille du travail, a medal given to those who have faithfully served the people of Gabon for over 30 years. Deb served faithfully in Gabon for 35 years.

Terry Smith invited Monty C. Wright, district superintendent for the Alliance Northwest District, and Brian Cook, lead pastor at Alliance Christian Fellowship in Eagle River, Alaska, to the stage. Brian shared about pastoring a church near a military base and how they have assumed a posture of missionary sending. Monty encouraged Brian, that he and his church are continuously producing fruit for the Kingdom, especially during the COVID pandemic. Brian spoke to the 291 professions of faith and 57 baptisms that occurred in his church in 2020 and presented Hope to Alaska—their ministry sought to do something about the mental health crisis in Alaska: "Every opposition is an opportunity for Kingdom advancement." He and his church launched a website where you could buy a T-shirt, and 100 percent of the proceeds would pay for someone's professional counseling. They have been able to pay for 1,200 free counseling sessions.

President Stumbo dismissed us to visit the booths and vendor hall.

Freddy led the chorus of one worship song.

Wednesday Evening Service
God the Son
May 31, 2023

The worship team opened the service by singing three songs. Kelvin Walker invited us into a time of communion, remembering the significance: “Communion was not only a sacred and holy time; it was also a celebratory time.” Kelvin and the worship team led two songs.

President Stumbo introduced Martin Chaaya, Alliance Board member, Diaspora Committee member, and international worker serving in Spain, as our keynote speaker for the evening. President Stumbo then introduced Jae H. Chung, Korean District superintendent, who led us in prayer. Jae prayed, thanking God for being an amazing Father, and he asked that we would humbly come to Him together so that the Lord would fill us with His Spirit.

The junior/senior saints video, “God the Son,” played. The Alliance senior saints and kids spoke to who Jesus is, who He is in relationship to each of them, and what they know about Him to be true.

Martin began his message by telling a story about his barber. As Martin has been getting his hair cut over the years, he has had conversations with his barber about eternal life and Jesus. The man was of the majority religion and did not seem to be open to the gospel, but after multiple attempts of talking to him about Jesus, the man did begin reading the New Testament—he wrestled with understanding the identity and mission of Jesus. You can believe in Jesus, but that kind of faith doesn’t always produce change in you. People often miss the true identity of Jesus, or they miss the mission of Jesus: “For us who are in ministry, there is a great danger that we become so comfortable with Jesus that He becomes commonplace.”

Martin read John 20:19–23 and challenged us to think about the difficult situations we have been in—like ministry: “Hardships have the potential to erode hope.” He spoke about disappointments, loss of hope, and brokenness—this is probably what the disciples felt in John 20. He mentioned that he, too, has related to the disciples like when they closed the doors and were frightened and terrified. In the midst of their fear, Martin said, Jesus entered into the room. The doors that were closed did not stop Him: “There are no boundaries to what He can do.”

Martin stated that we can be expectant because of what He has done: “Our identity is rooted in the completed work of Christ on the cross.” He recounted a story about when he started a house church, began an association, and was simultaneously serving on many networks in Spain—he and his family left it all and went to the United States. They went to an Alliance church, and he began to rediscover who he was in Christ—he began to hear the Lord’s voice telling him that he simply was His son. We can be expectant because “our new identity was made reality through His death and resurrection.”

Martin challenged us: “One of the most important questions that we can ask ourselves is ‘Who am I?’” We have been given a mission that comes directly from Jesus Christ, and He brings us into the narrative of His story. He reminded us that we are part of a mega story and part of a

higher purpose. He said that Jesus came to offer new life, and He sends us to proclaim that: “We are not commissioned to carry our own work, but to carry Christ’s work.”

Martin closed by reminding us that Jesus entered a dark room with despair, and He filled it with the light of His presence. Jesus gave the disciples identity, meaning, and purpose in their lives, and He is still doing the same thing. He finished by telling a story about a woman who attended their house church but was passionate about the majority religion—she said that she was just attending for one Sunday. At the house church, she began asking questions to those who were also attending. This woman eventually put her life in Jesus’ hands, surrendered to Him, and she has been sharing Christ with everyone she knows since then. Her life has been transformed: “This is what an encounter with the living Jesus can do.”

We die to our earthly purpose as He calls us into heavenly purpose, Martin proclaimed. He has given us everything we need to live a godly life: “Let us not lose heart but let us hold on to Jesus.”

President Stumbo invited us to listen to what the Holy Spirit is saying to us at this time. He proposed: “There always has to be a response of obedience to the prompting of the Spirit.” Passivity is bred by fear, and John declared that fear does not get to win. He claimed the spirit of sonship, of sound mind, and of love. He invited the worship team to lead and invited anyone who wants to, to come to the front to pray and worship.

The worship team sang a few songs.

President Stumbo closed the evening service by acknowledging the Good Shepherd. He invited people to stay and linger in the Lord’s presence after he gave a short benediction.

The worship team led a few songs.

Kelvin challenged us to listen to the Holy Spirit. He recounted a picture of an army marching around and declaring the name of Jesus.

The worship team led four more songs in spontaneous worship.

President Stumbo released us to continue in worship wherever we go: “Activated faith is what welcomes the miracle.”

Thursday Evening Service ***Christ Our Healer*** **June 1, 2023**

Kelvin Walker opened the service by giving a brief explanation about how the service would operate—leaning into Christ our Healer. He also gave thanks to the people who have led the services this week. The worship team led three songs.

The junior/senior saints video, “God the Spirit,” played. The Alliance senior saints and kids spoke about the Holy Spirit, the mystery of the Spirit, and the beauty of Jesus giving us the Holy Spirit.

President Stumbo introduced Monty Wright, Alliance Northwest district superintendent, as our keynote speaker for the night. Sarkis Diarbi, pastor and president of the Alliance Arabic Speaking Association, prayed over the service, addressing the Lord with thanksgiving for His redemption and grace. He asked to see the Lord’s presence, power, and glory. He claimed expectancy for breakthrough, revival, the fire of the Holy Spirit, and miracles.

Monty began his message by asking us to be present. He invited Kelvin to the platform to lead us in the chorus of “Spirit of the Living God.” Monty addressed the power of the Lord—His power to heal, save, direct, and correct. He said that when he was 18 years old, he was introduced to Jesus by his youth pastor who taught him that everything was about Jesus and that he needed to learn about Him and the Holy Spirit by reading the Word of God. Monty then spoke to many truths about who Jesus is: “[He] is the One who can bring all things to an imminent crescendo.”

Monty then began to proclaim the truths and attributes of the Holy Spirit: “[He] reminds me to be still and know that the Trinity is with me when the storms of uncertainty invade my world.” He spoke to the C&MA being an instrumental part of God’s incredible end-times plan and about The Alliance’s task in bringing forth the work by which the Holy Spirit has given to us. We have to surrender in order to receive the power from God to then go out to all people and demonstrate the Spirit’s leading.

He read 1 Corinthians 2:1–2 and asked Jesus to speak through the Holy Spirit to the room. In the Scripture, Paul demonstrated his desire to proclaim the testimony of Jesus simply because he knew Him. Monty powerfully said, “I just want Jesus to speak.” He then read 2 Corinthians 2:3–5 and spoke about the gospel convicting, demonstrating, and proclaiming: “I believe the way to reach the current generation is by proclamation and demonstration.”

Monty spoke to people needing new experiences, encounters with Jesus that are radically different than what they picture in their heads. He challenged us, asking if we are creating spaces that allow the Kingdom’s power to be demonstrated in our midst. He talked about learning to get out of God’s way—people aren’t seeking him, they are seeking the Lord. We have to get out of God’s way sometimes so that He can work and move how He is desiring to: “I have sensed that too many in ministry have rushed ahead with the command to go into all the world without following the command to wait for the power.” We have to wait for the Lord and surrender to Him before we can reach anyone with the gospel.

Monty encouraged that “when the Kingdom shows up, generational sin is broken, addictions are broken, depression gets healed, justice is delivered, people are healed, the Spirit has the freedom, strongholds are taken down, idols get thrown away, and we see the manifest presence on earth.” He asked us to read Ezekiel 47 in our own time—there is a Holy Spirit application. Ezekiel was being led into the water that was flowing from the temple. He was led further, and the water got deeper and deeper. No one could cross the water, and Ezekiel was told it was the power of the Holy Spirit that restores everything, that everything that touches it finds life. “The Holy Spirit’s

your birthright,” Monty said. He encouraged that whether we are ankle-deep in the Holy Spirit or fully submerged, we are all the temple of the Holy Spirit, and “streams of living water are supposed to flow out of you to be sent into the world.”

Monty closed by praying that the Holy Spirit would anoint us, fill us, and baptize us. He asked that the Spirit would flow out of us to every place and person that needs life.

The worship team led one song.

President Stumbo invited Lisa and Mike Plunket, pastor of Risen King Alliance Church in New York City, New York, to guide us in a time of healing prayer. Lisa remembered a story about a deaf woman who came to her to pray for specific healing for her hearing. After Lisa prayed for her multiple times, the woman was not healed; but Lisa heard from the Lord, who asked Lisa to sing worship in the woman’s ear, and she miraculously heard: “His presence healed this woman.” Lisa spoke to needing healing herself as her cancer has come back, and she is trusting God for His healing power. God’s covenant to us is that He is our Healer: “God’s love has feet, and He chased every single one of you into this room tonight.” Mike spoke to taking hold of faith and power and surrendering to God’s love. Mike recited Psalm 50:15 and invited us to reflect on Jesus’ cross, His glory, and His Atonement as the cause of our healing: “Faith receives what has already been provided.” Mike asked us to speak redemption over the curses in our lives. He asked us to activate our faith and step out of the lineage of cursing and into the lineage of blessing. Our identity and heritage is an identity of blessing and favor.

Mike asked those who need physical healing to sit, for the people around to pray over them with anointing oil, and for groups to ask Jesus to do what He wants to do in them tonight. As people were gathering and praying, the worship team led a few songs. Instrumental music played while prayer continued.

President Stumbo prayed over the healing taking place and praised the Lord for His healing power. He prayed, asking that we would have a deeper appreciation and admiration for the Alliance family through individual and corporate healing.

The worship team led many spontaneous worship songs.

Kelvin gave a benediction of blessing and rejoicing, petitioning, and pleading in and to the Lord.

Friday Morning Service

President’s Report: Part 3

June 2, 2023

Freddy Washington opened our service by leading us in worship. Kimberly A. Valenzuela, director for revitalization and multiplication strategy, called us into a spirit of expectancy, of leaning on the Spirit of God. She prayed that the Holy Spirit would continue to pour into us.

President Stumbo gave God praise that the Alliance family has been considered a friendly, good tipping, kind group of people by the staff at the Convention Center, food services, etc. He showcased the list of the newly elected Board of Directors and then introduced Mark E. Ashton, pastor of Christ Community Church, in Omaha, Nebraska, and Kim Valenzuela.

Mark opened his message by showing a video of himself sliding down the Red Wagon slide close to the Convention Center and getting stuck—he tied this to the spiritual conversation of making sure we don't become involved in things that are too small for us. Jesus gave some examples of things that are too small: food and clothes. He recited some of Matthew 6—God asks us to give ourselves to something that's big enough—the Kingdom of God.

Mark spoke about the Israelites and Isaiah 49:6—the precursor to the command Jesus gave His disciples to take the gospel to the ends of the earth. This was therefore a precursor to the C&MA's mission. We should make it a goal that every man, every woman, every child has the opportunity to hear the gospel from someone they love, to make disciples all the way to the ends of the earth. We must empower every person by the power of the Holy Spirit to make a difference for the Kingdom of God. We must live with a daily expectation of the coming of our King. We cannot simply be satisfied by small things—God is calling us to Kingdom things: "It's too small a thing to be satisfied with where we are at."

Mark closed his message by empowering us to keep giving until the Kingdom of God comes so that everyone can hear and know of His goodness: "My church is all in on this 'ends of the earth' thing, and we will not stop giving until the Kingdom comes." We should not and cannot stop until King Jesus comes.

Kim Valenzuela challenged us to think about what we are dealing with that is simply too small. She asked us to pray about such things and set our minds on what Jesus has declared for us. She prayed over us: "We confess that sometimes the too small thing feels too comfortable."

Freddy led us in the chorus of one worship song.

President Stumbo addressed the presentations for today—opportunities, tools, resources, new ventures, and the now. campaign.

Terry Smith explained Church Ministries' vision and some new resources that are available, and Tim Meier introduced Alliance 101, a digital resource that will engage the Alliance family—there are seven modules that involve who we are, what we believe, our heritage, deeper life, etc. that engages the Alliance family in leaning in and learning more about who the C&MA is. Alliance 101 is accessible at 101.cmalliance.org.

A video about Project 2819 played, a project that Church Ministries created to engage discipleship with video-driven lessons, discussion questions, and leaders' guides. Hector Belen Jr., assistant director for the Alliance Center for Leadership Development (ACLD), spoke to the project and ACLD's desire to develop disciples in the local church and take every Alliance leader to the next level. They currently have eight courses that will continuously be growing and changing and can be found at 2819.allianceleaders.org.

Leah M. Broach, director for children's discipling ministries, spoke about reaching the next generation with the gospel. She introduced her partnership with Discovery Land to create "The One Page," children's curriculum given each week on one page. Alliance Kids now has resources/curriculum available for any Alliance church. She encouraged us to reach out because "The next generation is one of the largest unreached people groups out there."

Terry Smith thanked Jennifer L. Vogel, outgoing national director for Alliance Women, for her service and ministry. Jen introduced Ana M. Cuevas, incoming national director for Alliance Women, who shared about the future of the ministry and the fruits of what God is doing through the diversity in Alliance Women's groups. She spoke about the first Alliance Women leadership conference that will be taking place in 2024. Jen and Ana shared about the excitement they have for what's next with Alliance Women.

President Stumbo spoke to us about being a family who is on mission. This is how the mission advances, he said, when God's Spirit moves, and we are open.

Tim Crouch asked us to consider that Alliance Missions is about advance. He believes that God is opening three avenues in Alliance Missions—to reach the unreached people in the world, to reach the unlocked pockets of people, and to embrace new partnerships. We will remain focused on reaching unreached people groups: "There is no exchange for the incarnational presence of God's people living among those who need to hear." We have opportunities to invest in the people and places that the Lord is calling us to: "Alliance family, these are days for advance."

A video played about Alliance international workers serving in the Middle East. The IWs spoke about the people group they work with, the mistrust and hurt the local people often feel, and the IWs' desire to plant churches that evoke trust and hope. Their team works at an English center where people can find community and friendship. There are 1.5 million people in a neighboring city with less than 50 believers. The IWs felt that the Lord was calling them to move to that city and be obedient to bringing His light to one of the darkest places. They need more workers to come and do ministry alongside them in this place.

Matt and Rachel Clason, regional leadership couple for the Middle East and Central Asia, spoke about the least-reached people groups around the world. Rachel shared how the Lord placed a call on the hearts of some Alliance family members to go to a specific Middle Eastern country as international workers. Matt and Megan N, new international workers, spoke about hearing the Lord call them to the Middle East as they had an opportunity to trust Jesus. Jordan, another new international worker, shared how the Lord spoke to him in a dream, calling him to the Middle East. We need more people to go, Matt shared. We are reminded that God is still on mission because He has a passion for the lost, and He wants us to be part of His mission and testimony for all nations.

A creative-access worker shared that God's desire is for all people to be drawn to Himself, and He uses the Body of Christ to do so: "We who love God will train our eyes to see and follow God to the furthest parts of the world." She spoke about plans the country she lives in has to move the capital city, and in that, more than 20,000 people are expected to be displaced. She and

her husband felt the Lord leading them to launch a new capital initiative in a new city. They are moving to this new city in October, and she invited those of us who feel called to join them.

Al Stombaugh spoke to the war in Ukraine and the generosity shown to the country through CAMA. Two IWs shared about Alliance ministry partners in Ukraine and the new church plants that have arisen in the midst of war and hardship. Ronald L. and Lisa C. Ramsey, CAMA co-directors, shared about a trip they recently took to Ukraine—they witnessed trauma but also God at work. Relief funds from CAMA and other partners have been key in bringing needed aid to the communities. The Light of the Gospel church network is being used by God, expressing compassionate service in Jesus' name. Al mentioned that partnerships through CAMA, aXcess, and Envision are so important to rebuilding and bringing hope to those who have been displaced and deeply affected by war. He asked for prayer for Ukraine, for our Alliance structures, and for our ministry. He prayed for guidance, for God's hand of protection on people in Ukraine, for their hope and salvation, and he asked that the Lord would speak to us.

Freddy Washington led one song, and Kim Valenzuela asked us to gather with someone to pray for the work and workers we just heard from. Freddy then led the chorus of the previous song.

Terry Smith introduced Scott R. Wakeley and Charles O. Amoh, director and assistant director for Alliance Youth, who shared about LIFE 2022, the Alliance Youth conference that almost 5,000 students attended this past July. Service projects were completed, over 400 students felt called to global ministry, people were released from sin and bondage, and so many gave their lives to Christ. LIFE 2025 was announced to be July 4–9, 2025. Charles spoke about the importance of next generation owning the church and the mission of the church.

Terry introduced Josiah P. Stumbo, young adults pastor at Grace Church in Middleburg Heights, Ohio, who spoke about the hope that many leaders have for the future of young adult's ministry. He shared that the top of the list of needs for young adults is a sense of belonging. Amy L. Roedding, director for Candidate Recruitment and Development, shared about upcoming regional gatherings for college students and young professionals.

Terry introduced Bruce D. Lyman, director for Great Commission ESL, who shared his heart for teaching English and for providing community for those who don't yet speak English. He said that the biggest difference ESL classes make is that people come to know Jesus. Alliance ESL exists to coach and equip local churches to launch the ministry to share the gospel. Terry asked that we prayerfully look around our communities and think about what doors God is opening to partner with this kind of ministry.

Rosilio Roman celebrated the Refugee and Immigrant Network (RAIN) and introduced Cathy Sigmund and her team. Cathy spoke about the new Wells of Refuge Welcoming Devotional Bible. She shared that the Lord spoke to her, and that Jesus is the answer for the issues that are plaguing the world. They came up with a plan to design a refugee devotional Bible that spoke to the needs of the people, highlighting God's love and compassion. They have physical Bibles and a Wells of Refuge Bible app. Our Alliance family came together, and 200 people contributed to the devotional Bible. Terry closed with a prayer of dedication and commissioning.

Kim Valenzuela called us to remember that we are an integrated family, and she prayed for the work of our churches, that they are able to send others to the end of the earth.

President Stumbo invited Tim Meier to speak to the next two years of ministry in The Alliance. We have a calling, as Alliance family members, to keep our eyes on Jesus and be obedient to carrying the gospel. President Stumbo regarded the missional aspect of being called by God. Tim recited Hebrews 4 and spoke to the goals of Alliance ministry over the next couple of years—send one new international worker per week, open one new door for Alliance Missions advance per year, one new U.S. church plant per week, and One Alliance Place by 2025—\$100 million. These goals are positioning our family for the future flourishing of the denomination and ministry: “The workers are few; the people aren’t.” President Stumbo asked us to see through the lens of evangelical Christianity and think about the millions of dollars in churches and Christian organizations that are being locked away out of a desire for security. They asked us to consider a response, giving and stretching our faith. They made a direct ask for Project ReImagine—to consider what it looks like to own a piece of the Alliance future.

President Stumbo asked us, as Alliance leaders, to invest in one square foot of the One Alliance Place building—\$400 per square foot. Matt Kelly stated that with God being at work, the resources never run out. He is convinced that all of this can be done. God has the resources. Tim invited every person to drop something in the baskets because we have an assignment as an Alliance family to keep our eyes on what the Lord’s calling us to in this season. He prayed that God would stir in our hearts and give us the kind of faith that is willing to jump in deep.

Freddy led one worship song.

Kim Valenzuela closed the service by praying over the big things God has placed in front of us.

Friday Evening Service ***Missions Rally*** **June 2, 2023**

The worship team opened the service by leading one song. Kelvin welcomed the international workers—who marched in with the flags and dressed in traditional dress of the countries they serve in—to parade through the main hall. The worship team sang as they marched through the aisles all the way to the front and out the back. President Stumbo prayed over the final night of Council 2023. He thanked God for times of joy, food, celebrations, laughter, and future vision. He asked for the capacity to sit under the Lord’s worship.

President Stumbo introduced Yat Sing (Sam) Lai, pastor of San Francisco Chinese Alliance Church in San Francisco, California, who gave the closing message. He began by reminding us of the past couple of days, leaning into messages about the Father, the Son, and the Spirit, and he stated: “The oneness of the Trinity can also be seen in missions.” Sam spoke to the expectation we can have today because Jesus still shows us Himself. He read Revelation 7:9–10 and asked what it means to be intentional and missional as we seek to bring the gospel to all parts of the world.

Sam stated that we must be spiritually open to a Kingdom perspective that is different than our own so that we can see other people as God sees them. Being culturally open and humble means that we need to listen and understand everyone that holds different views than our own. He spoke to the influx of Chinese students around San Francisco—though Sam is of the same cultural background, they are very different. He has had to learn to be aware of differences and superiority complexes: “We are all called continually to embrace people that are different than us . . . with humility . . . so we can see others as God sees them.” We have to allow the Spirit to work in people’s lives as we walk in humility. Sam mentioned living authentically, humbly, and transformatively. Sam and his family have had the opportunity to share the gospel and prioritize community with the Chinese students: “Trust must be established before we can share the gospel.”

Sam mentioned needing a new way to approach church. Since COVID, there has been a shift in preferences for church, and the traditional ways might not be as attractive. It is important that we cultivate spaces and attitudes that invite others in. Sam urged us to give all of ourselves for all of Jesus, expecting Him to do new things in us and through us. He closed by stating: “We will fulfill the Great Commission by sharing the gospel with all people.”

The junior/senior saints video, “Junior and Senior Saints Commission,” played—the Alliance seniors spoke to their times overseas as international workers, reflecting on how the Lord worked in and through them, what they’re looking forward to in heaven, and some Alliance kids reflected on God’s nature and what they believe heaven will be like.

Paul J. Crosby, assistant vice president for Development, spoke to the heart of The Alliance—generosity. Today is Great Commission Day, and the offering has been collected all day from all over the world. We are trending, in addition to the match, that this could be one of the biggest days of giving in Alliance history. Alliance people are continuing to respond because the need is great: “The invitation to give is for everyone.”

Paul talked about the feeding of the 5,000: “Our God is a God who multiplies.” He asked if we would prayerfully consider giving to what God is asking of us. The baskets were available, and a QR code was presented on the screen to give online.

The worship team sang one song as people were invited to give to the offering.

Tim Crouch prayed with gratitude for the chance to be in step with the Father, for the opportunities we have to serve Him, and for each offering.

Tim brought us to the commissioning portion of the service. He told a story about when he was younger, his dad would serve cake upside down so that they didn’t just eat the icing, the best part of the cake. Tim compared the commissioning and sending of international workers to being the icing on the cake. He spoke to the intentionality of the process of sending international workers. The three expressions of sending are kind of like the cake that gets us to the icing—it’s the foundation for everything that follows.

Tim Crouch asked his wife, Shelly; Michelle A. Unwin; director for the International Placement Office; and John and Joanna Stumbo to join him on stage. President Stumbo explained that tonight is a visual representation and expression of our prayers. Michelle presented the new international workers before General Council, and President Stumbo and Joanna gave them each a Bible in the heart language of the country they will be going to.

Tim asked us to gather around the international workers, who were standing in the aisles, and pray for them, to join in the very special moment of commissioning prayer. President Stumbo concluded by praying for those called to go, for their commission. He also prayed for all of us as we are called to obey and to pray—some are called to stay and some to go. He asked for a blessing over the workers who are being commissioned for gospel witness. President Stumbo commissioned them to be gospel representative and image bearers.

Tim said that it's our turn to give our yes to God in whatever it is He is calling us to. He asked that we respond—is God calling us afresh and anew to lead in the place that we are? Is God calling us to lead people into mission with God? He invited us to pray and use the front of the auditorium.

Kelvin led a worship song.

President Stumbo closed our service by thanking and blessing us, and he referenced the jar and the jug from the first night—it represents an expectation that God is always at work on our behalf. He recapped the week, how the Spirit and heart of God were moving in our midst. He asked that we trust the new Board we elected: “Let's not live in fear; let's live in expectation for what the Lord is going to do among us.” We are on assignment, he said. We have mission. We have a call. We are one of God's end-times families to fulfill His Great Commission.

President Stumbo asked us to pray with others, to give praise to God for what He's done among us this week and enjoy what He's given to the family.

The worship team led many spontaneous worship songs while people were praying and exiting the auditorium.

MINUTES OF GENERAL COUNCIL

Tuesday Afternoon Business Session

May 30, 2023

The worship team led by Rev. Kelvin L. Walker opened the first business session in worship. President John P. Stumbo welcomed delegates and thanked them for how they have engaged in General Council so far. He mentioned that he had been challenged by the Board of Directors to view the business sessions as the church reconvening and open each session by focusing on the Lord in worship. He also mentioned that Tuesday's session will focus on necessary items of business and acknowledging honorees. Wednesday's session will begin the discussion on the Statement of Faith. Thomas and Annie George opened with a responsive reading of Psalm 133 and prayer.

50 YEAR HONOREES Terry and Ruth Smith along with John and Joanna Stumbo honored official workers who have served 50 years:

Rev. Donald A. Wiggins and Mrs. Linda R. Wiggins
Rev. Glen Zimmermann and Mrs. Barbara Zimmermann

Not present at General Council:

Dr. Donald A. Bierle and Mrs. Vernee A. Bierle
Rev. James L. Jensen and Mrs. Marjorie Jensen
Rev. John F. Soper and Mrs. Miriam R. Soper

ORCHARD ALLIANCE RECOGNITION President Stumbo welcomed and thanked Lawrence (Larry) L. McCooey for his years of service as Orchard Alliance president and welcomed Scott R. Kubie as the new Orchard Alliance president.

INTRODUCTION AND PRAYER Dr. Stumbo provided introductory comments and prayed for Dr. Andrew H. Hawkins, Council moderator.

OPENING REMARKS Dr. Hawkins gave opening comments and introduced Mr. John A. Thomas, assistant moderator, and the assistant secretaries: Rev. Erick Y. Loh (chairperson), Rev. Jason D. Taylor (minutes recorder), and Dr. Sally V. Fry, CWM (record assistant). Dr. Hawkins reviewed procedures for business sessions, informing delegates that, for the first time, voting devices would be used in the Council business sessions. Dr. Hawkins reminded the delegates that we are The Christian and Missionary Alliance, and we need to conduct ourselves as such, honoring the Lord in all we do and say.

CALL TO ORDER The moderator assumed the chair and called the 117th meeting of the General Council of The Christian and Missionary Alliance to order at 2:13 p.m. in the Spokane Convention Center, in Spokane, Washington.

INITIAL REPORT OF CREDENTIALS	The moderator reported that 1,915 accredited delegates and 624 corresponding delegates, for a total of 2,539 had registered as of 11:00 a.m. on Tuesday, May 30, 2023.
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 SEC	The moderator declared that the Report of the Corporate Secretary and its Addendum, distributed at least 30 days prior to Council and as included on the Council cell phone app, constituted the first reading. It was adopted without objection.
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	
EXPLANATION OF FLOOR NOMINATION PROCESS	Assistant Secretary Erick Loh 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 Wednesday afternoon session. Rev. Loh also gave instructions for the procedures for voting devices.
APPRECIATION	The moderator called for the 2023 Statement of Appreciation to be scrolled and directed delegates to review the report on the Council cell app. He declared the report adopted without objection.
COUNCIL ACTION: ADOPTED	
COMMITTEE ON NOMINATIONS REPORT—FIRST READING	Rev. C. Randy Vinson, secretary of the Committee on Nominations, presented the First Reading of the Report of the Committee on Nominations as the report was projected on the screen.
001 (GC/23) Comm. Rpt.—NOM	A motion was made to adopt the report.
COUNCIL ACTION: ADOPTED	
SPECIAL PRIVILEGE	President Stumbo recognized Kelvin L. Walker for his years of service as corporate vice president. Kelvin Walker expressed his thanks and appreciation for the opportunity to serve. President Stumbo recognized Steven C. Lausell for his years of service in many different roles within the C&MA, including the Board of Directors.

**SPECIAL
PRIVILEGE**

Mr. Kenneth E. Baldes, vice president for Operations/treasurer, highlighted some of the funding changes that have been implemented to bring simplicity in the way the Alliance family can give to Great Commission Fund (GCF). Rev. Timothy G. Meier reminded us of the risk the changes brought in 2019. He mentioned how individual giving and church giving have trended upward since the changes have been implemented. Rev. Meier expressed his thanks to international workers, pastors, and district superintendents. Rev. Timothy D. Crouch highlighted how the new funding system includes both designated and undesignated giving to individual workers. It was mentioned that over the past two fiscal years, designated giving has outpaced undesignated giving. Because of this, the abundance of designated giving has been reallocated to help with the undesignated giving in order to keep the balance between the two healthy. This is called a “Cascade Mechanism.” This was done in conjunction with international workers. Next year’s budget will try and bring both of those revenue streams back into a balance between the two. Churches were challenged to reassess their GCF general giving and invite their congregations to participate in the Christmas Offering. It was mentioned that the proposed two-year budget will rely on two-thirds of the GCF giving being undesignated giving.

**COMMITTEE—
MINISTRY SUPPORT
AND DEVELOPMENT**

The moderator called for the 2023 Report of the Committee Relating to Ministry Support and Development. Rev. Matthew A. Merendino, secretary, read the report.

002 (GC/23)
Budgets

A motion was made to adopt Recommendation 1, which recommended adopting **Item 6.1, Twenty-Four Month Budget for 2023–2024 and 2024–2025 Fiscal Years**, in the **Report of the Corporate Secretary**.

It is recommended that General Council approve a 2023–2024 Great Commission Fund budget totaling \$77,500,000 and a 2024–2025 Great Commission Fund budget totaling \$81,200,000.

COUNCIL ACTION: ADOPTED

003 (GC/23)
Comm. Rpt.—MS&DEV

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

COUNCIL ACTION: ADOPTED

PRAYER

Mr. Steven C. Lausell prayed for the ongoing work of the C&MA.

**COMMITTEE—
ALLIANCE
MISSIONS**

The moderator called for the 2023 Report of the Committee Relating to Alliance Missions. Rev. Mark S. Reyes, secretary, read the report.

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

COUNCIL ACTION: ADOPTED

PRAYER

Rev. Paul W. Smith prayed for the work of Alliance Missions.

**SPECIAL
PRIVILEGE**

A special privilege was given to Dr. Gary D. Friesen, vice president/general counsel in the Office of the Corporate Secretary. Dr. Stumbo introduced Dr. Friesen and reminded Council that we are called to walk in holiness and purity. In order to accomplish this, the Board of Directors wanted Gary to review our sexual abuse policy and procedures. Gary explained the process undertaken by the National Office for an audit of the sexual abuse policies and procedures. Gary mentioned that while this is a difficult thing to do, it is a necessary thing to do. The Alliance Board authorized an outside investigation team to evaluate our current policies and procedures as well as recent disciplinary allegations. The investigation resulted in us learning that we have worked hard to make sure our process works well. However, the investigation did find some inconsistencies and vulnerabilities. One example is that the policy for licensed workers and lay workers are the same. It is recommended that we have two different policies that are appropriate for each entity. It was also recommended that, if there is an allegation, there should be trained investigation teams in place to investigate the allegation. Last, we need to make sure we have a written statement that we will report all cases of sexual abuse. Time was spent in prayer by General Council for the protection of our churches and for those who have been hurt by sexual abuse.

**SPECIAL
PRIVILEGE**

John Mitchell shared about a global prayer initiative in which it is recognized that every great movement of God is preceded by prayer. People were challenged to pray. It was mentioned that if people are desiring God to move powerfully, they need to build the house of prayer. If anyone has a desire to see this accomplished, the College of Prayer is available to help them achieve this. John made himself available after the session to visit with people about this.

**REPORT ON
MEMORIALS**

Trent W. and Sharon P. Thornton read the names on the 2023 Report on Memorials as it was scrolled while the piano played in the background. Rev. Donald A. Wiggins prayed on behalf of the families of those who died and in celebration of those who have served the Lord so faithfully.

The report was declared adopted without objection.

ADJOURNMENT

The business session adjourned at 3:57 p.m.

Wednesday Afternoon Business Session May 31, 2023

The business session began at 1:30 p.m. President Stumbo welcomed the delegates. Gabe Triangle led in a time of worship with a Scripture reading by Mrs. Crystal S. Wadin, responsive reading by Rev. Kelvin Walker, and prayer by Rev. Hendy Siu. President Stumbo invited international guests: President Eduardo Cajes (Philippines), President Ken Graham (Australia), and a delegation from the Korean C&MA church. Prayer was offered for our international guests. President Stumbo invited up Rod Cosgrove, pastor at Garland Avenue Alliance Church (Spokane). Pastor Cosgrove shared about all the people groups that are relocating to Spokane and how the church has been responding. Prayer was offered for the Garland Avenue Alliance Church.

Dr. Hawkins gave further instructions concerning business and declared the business session called to order at 1:58 p.m. Dr. Hawkins then shared Scripture and a reminder of how General Council should conduct itself in business meetings in order to glorify the Lord.

FLOOR NOM. INSTRUCTIONS	Erick Loh, chairperson for assistant corporate secretaries, gave instructions on the floor nomination and election process. Rev. Loh also gave instructions on how to use the new voting devices.
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SECOND REPORT OF CREDENTIALS	The moderator reported that 1,971 accredited delegates and 634 corresponding delegates, for a total of 2,605 delegates, had registered as of 11:30 a.m. on Wednesday, May 31, 2023.
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QUORUM	The moderator declared a quorum was present through a quorum test using the voting devices.
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BUSINESS AGENDA	The moderator had the Report on Business Agenda scrolled. A motion to adopt the agenda was issued and seconded.
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COUNCIL ACTION: ADOPTED

COMMITTEE ON NOMINATIONS REPORT— SECOND READING	The moderator called for the Second Reading of the Report of the Committee on Nominations. Rev. C. Randy Vinson, secretary, presented the report by having it scrolled on the screen.
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FLOOR NOMINATIONS	The chair opened the floor for additional nominations led by Rev. Erick Loh.
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NOMINATIONS— Corporate Vice Pres.	Nominations were opened for corporate vice president. No floor nominations were made. Erick declared floor nominations closed.
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NOMINATIONS— Corporate Secretary	<p>Nominations were opened for corporate secretary.</p> <p>No floor nominations were made. Erick declared floor nominations closed.</p>
NOMINATIONS— Board of Directors	<p>The floor was opened for nominations for Board of Directors. The following names were placed into nomination:</p> <p style="padding-left: 40px;">Rev. Jason Hovde Dr. Shahlahng Herr Rev. Thomas R. Flanders</p> <p>Erick declared floor nominations closed.</p>
NOMINATIONS— Rules Committee	<p>Nominations were opened for the Committee on Rules.</p> <p>No floor nominations were made. Erick declared floor nominations closed.</p> <p>Erick gave reminders about voting on nominations which will be held at Thursday afternoon's business session.</p>
COMMITTEE— PRESIDENT'S RPT.	<p>Mrs. Erika N. Thornton, CWM, secretary, read the 2023 Report of the Committee Relating to the President's Report. It included recommendations.</p>
005 (GC/23) SOF 1.1	<p>A motion was made to adopt Recommendation 1, which recommended adopting Item 5.1, Proposed Amendment to Section 1.1 of the Statement of Faith in Articles of Incorporation (A1) and General Bylaws (A2) (pages 125–126), in the Report of the Corporate Secretary.</p> <p style="padding-left: 40px;">It is <u>recommended</u> that the Statement of Faith, paragraph (a) in the Articles of Incorporation (page A1-1) and Section 1.1 in the General Bylaws (page A2-1), in the <i>C&MA Manual</i>, be amended as follows:</p> <p style="padding-left: 80px;">There is one God¹ (Deut. 6:4), Creator of all things (Rev. 4:11), who is infinitely perfect² (Matt. 5:48), existing eternally in three persons: Father, Son, and Holy Spirit (Matt. 28:19).³ (¹Deuteronomy 6:4, ²Matthew 5:48, ³Matthew 28:19)</p>
Limit Debate Motion	<p>There was a motion on the floor to limit debate from 10 minutes to three minutes for each speaker. It was seconded. This motion needed to be approved by a 2/3 majority.</p>

COUNCIL ACTION: ADOPTED

005 (GC/23)

After some procedural discussion, a vote was taken to approve Recommendation 1.

COUNCIL ACTION: ADOPTED

006 (GC/23)

SOF 1.2

A motion was made to adopt Recommendation 2, which recommended adopting **Item 5.2, Proposed Amendment to Section 1.2 of the Statement of Faith in Articles of Incorporation (A1) and General Bylaws (A2)** (pages 126–127), in the **Report of the Corporate Secretary**.

It is recommended that the **Statement of Faith, paragraph (b) in the Articles of Incorporation** (page A1-1) and **Section 1.2 in the General Bylaws** (page A2-1), in the *C&MA Manual*, be amended as follows:

Jesus Christ is **the** true God and true man (**Phil. 2:6–11**).⁴ He was **sent by the Father (John 20:21)**, conceived by the Holy Spirit, and born of the v~~irgin~~, Mary (**Luke 1:34–38**).⁵ He died ~~upon~~ the cross, the Just for the unjust (**1 Pet. 3:18**),⁶ as a substitutionary sacrifice (**Heb. 2:9**),⁷ and all who believe in Him are justified on the ground of His shed blood (**Rom. 5:9**).⁸ He ~~ar~~ose from the dead according to the Scriptures (**1 Cor. 15:3–4**).⁹ He is now at the right hand of the Majesty on high as our great High Priest (**Heb. 8:1**).¹⁰ He will come again to establish His Kingdom of righteousness and peace (**Isa. 9:6–7**).¹¹ (~~⁴Philippians 2:6–11, ⁵Luke 1:34–38, ⁶1 Peter 3:18, ⁷Hebrews 2:9, ⁸Romans 5:9, ⁹Acts 2:23–24, ¹⁰Hebrews 8:1, ¹¹Matthew 26:64~~)

Previous Question

After discussion, there was a motion to move the previous question and end debate. It was seconded.

COUNCIL ACTION: ADOPTED

006 (GC/23)

Council moved directly into voting on Recommendation 2.

COUNCIL ACTION: ADOPTED

007 (GC/23)

SOF 1.3

A motion was made to adopt Recommendation 3, which recommended adopting **Item 5.3, Proposed Amendment to Section 1.3 of the Statement of Faith in Articles of Incorporation (A1) and General Bylaws (A2)** (page 127), in the **Report of the Corporate Secretary**.

It is recommended that the **Statement of Faith, paragraph (c) in the Articles of Incorporation** (page A1-1) and **Section 1.3 in the General Bylaws** (page A2-1), in the *C&MA Manual*, be amended as follows:

The Holy Spirit is a divine person (**John 14:16–18**),¹² sent to indwell, guide, teach, **gift**, empower, and bear His fruit in every the believer (**John 16:13; 1 Cor. 12:4, 11; Acts 1:8; Gal. 5:22–23**).¹³ ~~and convince~~ **He convicts** the world of sin, of righteousness, and of judgment (**John 16:7–11**).¹⁴ (~~¹²John 14:15–18,~~ ¹³John 16:13 and Acts 1:8, ¹⁴John 16:7–11)

Limit Debate Motion

There was a motion to change the time for debate from three minutes to five minutes. This required a 2/3 majority.

COUNCIL ACTION: LOST

007 (GC/23)

Voting for Recommendation 3 was opened.

COUNCIL ACTION: ADOPTED

008 (GC/23)

SOF 1.4

A motion was made to adopt Recommendation 4, which recommended adopting **Item 5.4, Proposed Amendment to Section 1.4 of the Statement of Faith in Articles of Incorporation (A1) and General Bylaws (A2)** (pages 127–128), in the **Report of the Corporate Secretary**.

It is recommended that the **Statement of Faith, paragraph (d) in the Articles of Incorporation** (pages A1-1-2) and **Section 1.4 in the General Bylaws** (page A2-1), in the *C&MA Manual*, be amended as follows:

The Old and New Testaments, inerrant as originally given, were verbally inspired by God and are a complete revelation of His will for ~~the our~~ **our** salvation-of-men. They constitute the divine and only rule of Christian faith and practice:¹⁵ (¹⁵2 Pet. 1:20–21, ~~and~~ 2 Tim. 3:15–~~16–17~~).

COUNCIL ACTION: ADOPTED

009 (GC/23)

SOF 1.6

A motion was made to adopt Recommendation 5, which recommended adopting **Item 5.5, Proposed Amendment to Section 1.6 of the Statement of Faith in Articles of Incorporation (A1) and General Bylaws (A2)** (page 128), in the **Report of the Corporate Secretary**.

It is recommended that the **Statement of Faith, paragraph (f) in the Articles of Incorporation** (page A1-2) and **Section 1.6 in the General Bylaws** (pages A2-2), in the *C&MA Manual*, be amended as follows:

Salvation has been provided through Jesus Christ for all ~~men~~ **people (1 John 2:2), and ~~†~~Those who repent and believe in Him are **justified by grace through faith (Rom. 3:21–24)**, born again of the Holy Spirit (**Titus 3:4–7**), **delivered from the dominion of darkness, transferred into the Kingdom of God’s Son (Col. 1:13),** ~~receive~~ **granted** the gift of eternal life, and ~~become~~ **adopted** as the children of God (**Rom. 8:14–16, John 1:12**).²⁴ ~~(²⁴Titus 3:4–7)~~**

COUNCIL ACTION: ADOPTED

010 (GC/23)
SOF 1.8

A motion was made to adopt Recommendation 6, which recommended adopting **Item 5.6, Proposed Amendment to Section 1.8 of the Statement of Faith in Articles of Incorporation (A1) and General Bylaws (A2)** (pages 128–129), in the **Report of the Corporate Secretary**.

It is recommended that the **Statement of Faith, paragraph (h) in the Articles of Incorporation** (page A1-2) and **Section 1.8 in the General Bylaws** (pages A2-2), in the *C&MA Manual*, be amended as follows:

Provision is made in the redemptive work of the Lord Jesus Christ for the healing of the **whole person (Isa. 53:4–5, Matt. 8:16–17)** ~~mortal body~~.²⁵ Prayer for the sick and anointing with oil are taught in the Scriptures (**James 5:13–16**) ~~and are as~~ privileges for the Church in this present age (**Acts 4:30**).²⁶ ~~(²⁵Matthew 8:16–17, ²⁶James 5:13–16)~~

COUNCIL ACTION: ADOPTED

**SPECIAL
PRIVILEGE**

Dr. Stumbo acknowledged the fact that many people have worked on the bylaw revisions and how what has been adopted provides fresh clarity to what we believe as a denomination.

011 (GC/23)
SOF without
Amendments

A motion was made to adopt Recommendation 7, which recommended adopting **Item 6.18, Proposal to General Council regarding amendments to the Statement of Faith** (page 148), in the **Report of the Corporate Secretary**.

It is recommended that the **Statement of Faith** recommendations below be adopted by General Council in the order presented and without amendments.

011a (GC/23)
Amendment

There was a motion to amend Recommendation 7 to exclude Recommendation 12.

COUNCIL ACTION: ADOPTED

Recommendation 7 now reads:

It is recommended that the **Statement of Faith** recommendations below, **excluding Recommendation 12**, be adopted by General Council in the order presented and without amendments.

Limit Debate Motion

There was a motion to limit debate to three minutes for the remainder of the recommendations.

COUNCIL ACTION: ADOPTED

Previous Question

There was a motion to move the previous question.

COUNCIL ACTION: ADOPTED

011a (GC/23)

Voting for Recommendation 7 as amended was opened.

COUNCIL ACTION: ADOPTED

012 (GC/23)
SOF 1.10

A motion was made to adopt Recommendation 8, which recommended adopting **Item 6.19, Proposed Amendment to Section 1.10 of Statement of Faith in Articles of Incorporation (A1) and General Bylaws (A2)** (page 148), in the **Report of the Corporate Secretary**.

It is recommended that the **Statement of Faith, paragraph (j) in the Articles of Incorporation** (page A1-2) and **Section 1.10 in the General Bylaws** (pages A2-2), in the *C&MA Manual*, be amended as follows:

There ~~shall~~ **will** be a bodily resurrection of **all people** (Acts 24:15). **Our Lord Jesus Christ will judge with perfect justice** (Acts 17:31, John 5:28–30) **as the unrepentant and unbelieving are raised to the conscious anguish of eternal separation from God** (Rev. 20:15, 21:8, 2 Thess. 1:9), **and repentant believers are raised** (John 6:40) **to the unending joy of eternal life with God** (Ps. 16:11, Rev. 21:1–4). ~~the just and of the unjust; for the former, a resurrection unto life;³⁰ for the latter, a resurrection unto judgment.³¹ (³⁰1 Corinthians 15:20–23, ³¹John 5:28–29)~~

Previous Question After discussion, both for and against, there was a motion to move the previous question.

COUNCIL ACTION: ADOPTED

012 (GC/23) Voting for Recommendation 8 was opened.

COUNCIL ACTION: ADOPTED
(requires adoption verbatim at 2025 GC)

Rules The Committee on Rules called for the orders of the day, but it was then withdrawn.

013 (GC/23)
SOF 1.5 A motion was made to adopt Recommendation 9, which recommended adopting **Item 6.20, Proposed Amendment to Section 1.5 of Statement of Faith in Articles of Incorporation (A1) and General Bylaws (A2)** (pages 148–149), in the **Report of the Corporate Secretary**.

It is recommended that the **Statement of Faith, paragraph (e) in the Articles of Incorporation** (page A1-2) and **Section 1.5 in the General Bylaws** (pages A2-1-2), in the *C&MA Manual*, be amended as follows:

Man **and woman**, ~~was originally~~ created in the image and likeness of God (**Gen. 1:27**);¹⁶ ~~he~~ fell through disobedience, incurring ~~thereby~~ both physical and spiritual death (**Rom. 6:23**). ~~All men are~~ **Therefore, everyone** is born with a sinful nature (**Rom. 5:12**),¹⁷ ~~are~~ **is** separated from the life of God (**Eph. 4:18**), and can be saved only through the atoning work of the Lord Jesus Christ (**Rom. 3:25**).¹⁸ ~~The portion of the impenitent and unbelieving is existence forever in conscious torment;~~¹⁹ ~~and that of the believer, in everlasting joy and bliss.~~²⁰ (¹⁶Genesis 1:27, ¹⁷Romans 3:23, ¹⁸1 Corinthians 15:20–23, ¹⁹Revelation 21:8, ²⁰Revelation 21:1–4)

Previous Question After discussion, both for and against, there was a motion to move the previous question.

COUNCIL ACTION: ADOPTED

013 (GC/23) Voting for Recommendation 9 was opened.

COUNCIL ACTION: ADOPTED
(requires adoption verbatim at 2025 GC)

ANNOUNCEMENTS The moderator placed the remainder of the Report of the Committee Relating to the President’s Report on the table and gave several announcements concerning the elections on Thursday afternoon.

ADJOURNMENT The moderator declared the business adjourned at 4:44 p.m.

Thursday Morning Business Session June 1, 2023

The business session began at 9:00 a.m. Pastor Freddy Washington led in a time of worship. Jen Ashby and Eliat Aponte led in a time of Scripture reading (2 Tim. 3:10–17) and reciting the Apostles Creed.

SPECIAL Dr. Gary D. Friesen introduced our college presidents.

PRIVILEGE

College Presidents

Dr. Rajan S. Mathews, Alliance University
Dr. Andrew C. Denton, Crown College
Dr. Norman D. Hall, Simpson University
Dr. Robert M. Myers, Toccoa Falls College

SHELL POINT Mr. Martin Schappell gave an update on the hurricane damage at Shell Point in September 2022.

PRAYER There was time spent in prayer for the presentations.

CALL TO ORDER Dr. Hawkins called the meeting to order at 9:21 a.m. and shared a portion of 1 Corinthians 13.

**THIRD REPORT
OF CREDENTIALS** The moderator reported that 1,991 accredited delegates and 640 corresponding delegates, for a total of 2,631 delegates, had registered as of 7:00 p.m. on May 31, 2023. The Report on Credentials was adopted.

QUORUM The moderator declared a quorum was present through a test using the voting devices.

BUSINESS AGENDA The moderator had the Report on Business Agenda scrolled and declared its adoption without objection with the ability to adjust as necessary. It was mentioned the afternoon business session will begin earlier at 1:15 p.m.

**FLOOR
NOMINATIONS** Rev. Loh gave reminders on afternoon voting for floor nominations.

NOMINEE ADDRESS Rev. Tae (Ted) S. Kang, nominee for corporate vice president, addressed the delegates.
Corporate VP

NOMINEE ADDRESS Rev. Thomas George, nominee for corporate secretary, addressed the Corporate Sec.

COMMITTEE— Mrs. Erika N. Thornton, CWM, secretary, continued reading the 2023
PRESIDENT’S RPT. Report of the Committee Relating to the President’s Report from where it had been tabled on Wednesday afternoon.

014 (GC/23) A motion was made to adopt Recommendation 10, which recommended
 SOF 1.7 adopting **Item 6.21, Proposed Amendment to Section 1.7 of Statement of Faith in Articles of Incorporation (A1) and General Bylaws (A2)** (pages 149–150), in the **Report of the Corporate Secretary**.

It is recommended that the **Statement of Faith, paragraph (g) in the Articles of Incorporation** (page A1-2) and **Section 1.7 in the General Bylaws** (pages A2-2), in the *C&MA Manual*, be amended as follows:

It is the will of God that **in Christ (Col. 1:27)** each believer ~~should be filled with the Holy Spirit and~~ be sanctified wholly (**1 Thess. 5:23**),²² being separated from sin, ~~and the world and~~ fully dedicated to the will of God (**Rom. 6:13**), **and filled with the Holy Spirit (Eph. 5:18)**, thereby receiving power for holy living and effective service (**Acts 1:8**).²³ **Positional sanctification occurs at conversion while experiential sanctification follows and involves is both a decisive points of complete surrender (Rom. 12:1)–crisis and a progressive experience (Gal. 5:16, 25) wrought through which Christ is formed in the life of the believer by the Spirit subsequent to conversion (Gal. 4:19, Rom. 6:1–14).**²⁴ (~~²²1 Thessalonians 5:23, ²³Acts 1:8, ²⁴Romans 6:1–14~~)

014a (GC/23) After discussion, both for and against, a motion was made to refer Recommendation 10 back to the Board of Directors.

Previous Question After discussion on the motion to refer back to the Board of Directors, there was a motion to call the question.

COUNCIL ACTION: ADOPTED

014a (GC/23) Voting was opened on the amendment to refer Recommendation 10 back to the Board of Directors.

COUNCIL ACTION: ADOPTED

015 (GC/23) A motion was made to adopt Recommendation 11, which recommended
 SOF 1.9 adopting **Item 6.22, Proposed Amendment to Section 1.9 of Statement of Faith in Articles of Incorporation (A1) and General Bylaws (A2)** (pages 150–151), in the **Report of the Corporate Secretary**.

It is recommended that the **Statement of Faith, paragraph (i) in the Articles of Incorporation** (page A1-2) and **Section 1.9 in the General Bylaws** (pages A2-2), in the *C&MA Manual*, be amended as follows:

The Church consists of all those who believe ~~on~~ **in** the Lord Jesus Christ, are redeemed through His blood, and are born again ~~of~~ **by** the Holy Spirit. Christ is the Head of ~~the~~ **His Body (Eph. 1:22–23, Col. 1:18)**, the Church,²⁷ which has been commissioned by Him to go into all the world **making disciples of all peoples (Matt. 24:14, 28:19–20).** ~~as a witness, preaching the gospel to all nations.~~²⁸

The local church is a body of believers in Christ (**Eph. 5:30**) who are **called to love (1 Thess. 3:12) and** joined together for the worship of God, for edification through the Word of God, for prayer, fellowship, the proclamation of the gospel **through word and deed (Luke 4:18–19)**, and observance of the ordinances of Baptism and the Lord's Supper (**Acts 2:41–47**).²⁹ ~~(²⁷Ephesians 1:22–23, ²⁸Matthew 28:19–20, ²⁹Acts 2:41–47)~~

015a (GC/23)
Refer to BOD

After discussion both for and against Recommendation 11, there was a motion to refer back to the Board of Directors.

Previous Question

After discussion on referring back to the Board of Directors, there was a motion to call the previous question.

COUNCIL ACTION: ADOPTED

015a (GC/23)

Voting was opened to refer Recommendation 11 back to the Board of Directors.

COUNCIL ACTION: LOST

Previous Question

After more discussion both for and against Recommendation 11, there was a motion to move the previous question.

COUNCIL ACTION: ADOPTED

015 (GC/23)

Voting for Recommendation 11 was opened.

COUNCIL ACTION: ADOPTED
(requires adoption verbatim at 2025 GC)

**SPECIAL
PRIVILEGE**

Dr. Stumbo discussed how and why he was the one who had brought the next recommendation to the Board of Directors. He mentioned how there are many people in General Council who hold different millennial views.

He also reminded Council how historically The Christian and Missionary Alliance allowed workers to hold varying views on millennialism.

He reminded General Council that anyone can encourage the Board to pursue things rather than making motions as such.

016 (GC/23)
SOF 1.11

A motion was made to adopt Recommendation 12, which recommended adopting **Item 6.23, Proposed Amendment to Section 1.11 of Statement of Faith in Articles of Incorporation (A1) and General Bylaws (A2)** (pages 151–152), in the **Report of the Corporate Secretary**.

It is recommended that a **Preamble** be added to the **Statement of Faith**, before (a) **in the Articles of Incorporation** (page A1-2) and before Section 1.1 **in the General Bylaws** (pages A2-2), and that **paragraph (k) in the Articles of Incorporation** (page A1-2) and **Section 1.11 in the General Bylaws** (pages A2-2) in the *C&MA Manual*, be amended as follows:

Preamble:

This preamble paraphrases the words of our founder, Dr. A. B. Simpson, penned in 1887. They are found in the preamble and body of the first constitution of what was then known as The Christian Alliance. We continue to embrace this spirit within The Christian and Missionary Alliance (The Alliance) today.

The Alliance is a family of believers who share in common the fullness of Jesus in His present grace and coming glory. The Alliance is not intended to be sectarian in a way that would divide it from the broader body of evangelical churches. Rather, it is the intent of The Alliance to fellowship and partner with all Christians, churches, and denominations who, like us, cling to “the faith that was once for all entrusted to the saints” (Jude 3).

We understand that some will desire to be members and official workers in The Alliance who are in agreement with our mission and our doctrinal principles with the exception that they may not fully embrace the doctrine of the premillennial return of Jesus Christ. Such people may be received into membership and licensed for ministry so long as they embrace all the other tenets of our Statement of Faith and are willing to give the matter of premillennialism their honest and prayerful consideration.

Section 1.11:

The Second Coming of ~~the Lord~~ Jesus Christ, **our Lord and King (Rev. 19:16)**, is imminent (**Heb. 10:37, Rev. 22:20**)³² and will be **sudden (1 Cor. 15:52)**, personal, visible, and premillennial (**Acts 1:11, Matt. 26:64, Rev. 20:1–7**).³³ This is the believer’s blessed hope and is a vital truth which **calls us** ~~is an incentive to~~ holy living, **intentional witness**, and faithful service (**Titus 2:11–14**).³⁴
(~~³²Hebrews 10:37, ³³Luke 21:27, ³⁴Titus 2:11–14~~)

016a (GC/23) There was a motion to divide the recommendation into two parts, between
Divide the Rec. the Preamble and Statement of Faith Section 1.11.

COUNCIL ACTION: ADOPTED

016b (GC/23) There was a motion to refer Recommendation 12 back to the Board of
Directors.

Previous Question After discussion, there was a motion to call the previous question.

COUNCIL ACTION: ADOPTED

016b (GC/23) Voting to refer Recommendation 12 back to the Board of Directors was
opened.

COUNCIL ACTION: LOST

016c (GC/23) There was a motion to amend Recommendation 12 by removing the word
Motion to Amend “premillennial” from the recommendation.

ANNOUNCEMENTS The moderator announced that because 11:30 was approaching, people
who are standing at the microphone will start the next session in the same
order. The assigned teller would keep the list. The moderator placed the
remainder of the Report of the Committee Relating to the President’s
Report on the table. Discussion will pick up where we left off on
Recommendation 12.

ADJOURNMENT The moderator declared the business adjourned at 11:28 a.m.

Thursday Afternoon Business Session June 1, 2023

The business session began at 1:15 p.m. Rev. Kelvin L Walker led in worship and Rev. James Chung led in prayer. The moderator called the business session to order at 1:19 p.m.

FOURTH REPORT OF CREDENTIALS	The moderator reported that 2,002 accredited delegates and 642 corresponding delegates, for a total of 2,644 delegates, had registered as of 11:30 a.m. on Thursday, June 1, 2023.
QUORUM	The moderator declared a quorum was present through a test using the voting devices.
BUSINESS AGENDA	The moderator had the Report on Business Agenda scrolled and declared its adoption without objection.
COMMITTEE— PRESIDENT’S RPT.	Mrs. Erika N. Thornton, CWM, secretary, continued reading the 2023 Report of the Committee Relating to the President’s Report from where it was left on Thursday morning.
016c (GC/23)	After discussion both for and against removing the word “premillennial” from Recommendation 12, discussion was suspended to move into elections which needed to begin at 2:00 p.m.
ELECTION INSTRUCTIONS	Rev. Loh, chairperson for the assistant corporate secretaries, was asked to make announcements and lead the election process. This included a test run of the voting devices to ensure everyone knew how to use them properly for elections since they included more than two options.
COMMITTEE ON NOMINATIONS	The chair called for the scrolling of the Report of the Committee on Nominations.
ELECTION PRAYER	Mrs. Jen Vogel prayed for the elections.
CORPORATE VP	There was a motion to waive ballots and declare Rev. Tae (Ted) S. Kang elected as corporate vice president without objection.

COUNCIL ACTION: ADOPTED

CORPORATE SECRETARY	There was a motion to waive ballots and declare Rev. Thomas George elected as corporate secretary without objection.
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COUNCIL ACTION: ADOPTED

BOARD OF DIRECTORS	Balloting was opened for the Board of Directors, with sufficient time given before the chair declared balloting closed.
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COMMITTEE ON RULES	There was a motion to declare the ballot for Committee on Rules accepted without objection.
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COUNCIL ACTION: ADOPTED

THEOLOGICAL ISSUES COMMITTEE	Balloting was opened for the Theological Issues Committee. Each name was announced and voted on separately.
2025 NOMINATIONS COMMITTEE	<p>Balloting was opened for the 2025 Committee on Nominations, with sufficient time given before the chair declared balloting closed.</p> <p>Erick Loh declared all balloting closed.</p> <p>Erick explained that election results would be announced in the evening service and published on the cell app as well as the website.</p> <p>Dr. Hawkins led in prayer to close the elections.</p>
COMMITTEE PRESIDENT’S RPT.	Dr. Hawkins removed from the table the Report of the Committee Relating to the President’s Report.
Previous Question	<p>A motion was made to move the previous question on the amendment to remove the word “premillennial” from the proposed Statement of Faith.</p> <p style="text-align: right;">COUNCIL ACTION: ADOPTED</p>
016c (GC/23)	<p>Voting was opened on the amendment to remove the word “premillennial” from Statement of Faith Section 1.11.</p> <p style="text-align: right;">COUNCIL ACTION: LOST</p>
Previous Question	<p>There was a motion to move the previous question to vote on Recommendation 12 (Statement of Faith Section 1.11).</p> <p style="text-align: right;">COUNCIL ACTION: ADOPTED</p>
016a1 (GC/23)	<p>Voting for Recommendation 12 (Statement of Faith Section 1.11) was opened.</p> <p style="text-align: right;">COUNCIL ACTION: ADOPTED (requires adoption verbatim at 2025 GC)</p>
Previous Question	<p>There was a motion to move the previous question on Recommendation 12 (Preamble).</p> <p style="text-align: right;">COUNCIL ACTION: LOST</p>
Previous Question	<p>After discussion both for and against a motion was made to call the previous question on Recommendation 12 (Preamble).</p> <p style="text-align: right;">COUNCIL ACTION: ADOPTED</p>

016a2 (GC/23)

Voting for Recommendation 12 (Preamble) was opened.

COUNCIL ACTION: ADOPTED
(requires adoption verbatim at 2025 GC)

SPECIAL
PRIVILEGE

Steve M. Irvin, international worker, led Council in a time of prayer.

017 (GC/23)
Comm. Rpt.—PRE

A motion was made to adopt the report as a whole. Dr. Hawkins gave a reminder of how extraordinary the beliefs of The Christian and Missionary Alliance are. The report was adopted without objection.

COUNCIL ACTION: ADOPTED

SPECIAL
PRIVILEGE

Dr. Stumbo appealed to Council to not make a motion to reconsider Recommendation 9 in the Report of the Committee Relating to Church Ministries.

COMMITTEE—
CHURCH
MINISTRIES

The moderator called for the 2023 Report of the Committee Relating to Church Ministries. Rev. Kyle W. Kershner, secretary, read the report which contained seven recommendations.

018 (GC/23)
District Constitution—
DS Removal

A motion was made to adopt Recommendation 1, which recommended adopting **Item 6.11, Proposed Amendment to District Constitution—District Superintendent Removal** (pages 143–145), in the **Report of the Corporate Secretary**.

It is recommended that Article II, Organization and Government, Section 4, Elections, A. District Superintendent, in the Uniform Constitution for Districts (pages A4-5-6), be amended as follows:

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 the removal of a district superintendent, the District Executive Committee shall follow the procedure outlined in the *Discipline Policy Handbook*.~~

A district superintendent may be removed by the use of the Uniform Policy on Discipline, Restoration, and Appeal where a duly appointed Discipline Committee finds him guilty of one of the bases for discipline. Where the issue at hand is not one that falls within the Discipline Policy, a district superintendent may be removed by a two-thirds vote of the District Executive Committee and the agreement of the vice president for Church Ministries. The district superintendent has the right to appeal this decision to the Board of Directors within ten days following his removal in the manner outlined in the Church Ministries District Handbook.

Motion to Table

A motion was made to table Recommendation 1 for later discussion.

COUNCIL ACTION: ADOPTED (TABLED)
(bring back to 2025 GC)

019 (GC/23)
Eldership

A motion was made to adopt Recommendation 2, which recommended adopting a substitute motion for **Item 6.12, Proposal regarding Eldership in Alliance Churches** (page 145), in the **Report of the Corporate Secretary**.

It is recommended that the eldership in Alliance churches be the lead pastor, elected lay elders, and, **as deemed appropriate by the local church**, other male members of the licensed ministry staff.

Motion to Limit Debate There was a motion made to limit debate to three minutes per delegate.

COUNCIL ACTION: ADOPTED

Motion to Reorder There was a motion to reorder the discussion of the recommendations as follows: Recommendation 5, Recommendation 4, Recommendation 2, Recommendation 3, Recommendation 6, Recommendation 7.

COUNCIL ACTION: LOST

Motion not to Amend There was a motion to not allow amendments to any of the recommendations being proposed by the Committee Relating to Church Ministries.

Previous Question There was a motion to call for the previous question regarding not allowing amendments to any of the recommendations being proposed by the Committee Relating to Church Ministries.

COUNCIL ACTION: ADOPTED

Motion not to Amend Voting commenced on not allowing recommendations being proposed by the Committee Relating to Church Ministries to be amended.

COUNCIL ACTION: ADOPTED

Motion to Limit Debate There was a recommendation to limit debate to three people for and three people against for each recommendation.

Motion to Amend There was a motion to make an amendment to the motion to limit debate to three people for and three people against for each recommendation to allow 10 people total whether for or against to speak into each recommendation.

Previous Question There was a motion for the previous question to the amendment to the motion to limit debate to three people for and three people against for each recommendation to allow 10 people total whether for or against to speak into each recommendation.

COUNCIL ACTION: ADOPTED

Motion to Amend Voting on the amendment to the motion to limit debate to three people for and three people against for each recommendation to allow 10 people total whether for or against to speak into each recommendation was opened.

COUNCIL ACTION: LOST

Previous Question A motion to call the previous question was made for the recommendation to limit debate to three people for and three people against for each recommendation.

COUNCIL ACTION: ADOPTED

Limit Debate Voting on the recommendation to limit debate to three people for and three people against for each recommendation was opened.

COUNCIL ACTION: LOST

Previous Question After discussion both for and against Recommendation 2, there was a motion to move the previous question on Recommendation 2.

COUNCIL ACTION: ADOPTED

019 (GC/23) Voting for Recommendation 2 was opened.

COUNCIL ACTION: ADOPTED

Whereas, Items 6.12 and 6.13 are redundant in addressing the limits of who can be elders in the local church; and

Whereas, Items 6.13 and 6.17 to change the *C&MA Manual* to be consistent with the clarification of the titles of pastor and elder contain redundancy,

020 (GC/23) A motion was made to adopt Recommendation 3, which recommended not
C&MA Manual— adopting **Item 6.13, Proposed Amendment to entire *C&MA Manual*—**
Eldership **Eldership** (pages 145–146), in the **Report of the Corporate Secretary**.

020 (GC/23) The moderator asked Council delegates to vote on the original recommendation as it appeared in the **Report of the Corporate Secretary, Item 6.13, Proposed Amendment to entire *C&MA Manual*—Eldership** (pages 145–146).

That the eldership in Alliance churches be limited to the lead pastor, elected lay elders, and other male members of the licensed ministry staff designated in the local church bylaws. Further, that the *Manual of The Christian and Missionary Alliance* be amended to eliminate indications: a) that everyone who carries the title pastor is also an elder, and b) that elder authority is automatically conferred by ordination.

020 (GC/23)

After clarification, voting for Recommendation 3 was opened.

COUNCIL ACTION: NOT ADOPTED

ANNOUNCEMENTS

The moderator placed the Report of the Committee Relating to Church Ministries on the table. The moderator reminded delegates that the newly adopted Statement of Faith recommendations will be brought back before 2025 General Council for adoption verbatim.

ADJOURNMENT

The moderator declared the business adjourned at 5:07 p.m.

**Friday Afternoon Business Session
June 2, 2023**

The business session began at 1:20 p.m. Dr. Andrew Hawkins shared some words of affirmation and encouragement from Scripture and prayed for the business session.

**FINAL REPORT
OF CREDENTIALS**

The moderator reported that 2,009 accredited delegates and 642 corresponding delegates, for a total of 2,651 delegates, had registered as of 11:00 a.m. on Friday, June 2, 2023.

QUORUM

The moderator declared a quorum was present through a test with the voting devices.

**SPECIAL
PRIVILEGE**

Dr. Stumbo made mention of the fact that there is a wide variety of experiences in General Council with Robert's Rules of Order, The Alliance, and understanding on theological issues. He mentioned that just because someone has a different theological position on the Word of God does not mean that they do not love the Word of God or have not studied the Word of God. It was also mentioned that Gary Friesen and Terry Smith have studied Alliance documents and determined that the documents were not clear on the position of a woman as pastor. For this reason, we are addressing this at General Council this year. It was also mentioned that a small number of Alliance churches will be impacted by decisions made this afternoon regarding pastoral positions for women due to the fact they are solo pastorates. He made an appeal for gracefulness during the business session this afternoon and to shepherd each other well. Dr. Stumbo prayed for this to be the case.

BUSINESS AGENDA

The moderator had the Report on Business Agenda scrolled and declared its adoption without objection.

**COMMITTEE—
CHURCH
MINISTRIES**

The moderator called for the 2023 Report of the Committee Relating to Church Ministries to be removed from the table and discussion resumed beginning with Recommendation 4. Rev. Kyle W. Kershner, secretary, read the report beginning with Recommendation 4.

Motion to Limit Debate There was a motion to limit debate to 20 minutes per recommendation.

Motion Amendment There was an amendment to the motion to limit debate from 20 minutes per recommendation to 36 minutes per recommendation.

COUNCIL ACTION: LOST

Motion Amendment There was an amendment to the motion to limit debate to 21 minutes which the maker of the original motion was agreeable to. The moderator called the question to limit debate to 21 minutes per recommendation.

COUNCIL ACTION: ADOPTED

Whereas, In Alliance polity, ordination does not automatically confer eldership;

Whereas, Ordination in The Alliance is a holy process of vetting, certifying, and endorsing those who sense God's calling to ministry, have evidenced that call through character, giftedness, and preparation, and have had that call affirmed by the church;

Whereas, There is widely held concern that men and women carry out the same process for ordination or consecration but arrive at two different titles and outcomes;

Whereas, Not being ordained at times denies a female official worker access to certain ministry settings, may inhibit them from employment as institutional chaplains, and may hinder our recruitment of female military chaplains; and

Whereas, The term "consecration" is rooted in Scripture and the term "ordination" is broadly recognized in the public sector,

021 (GC/23)
Designation—
Consecrated/Ordained

A motion was made to adopt Recommendation 4, which recommended adopting **Item 6.14, Proposal regarding Designation of Consecrated and Ordained** (page 146), in the **Report of the Corporate Secretary**.

It is recommended that the designation "Consecrated and Ordained" be used to indicate the denomination's endorsement on all official workers, both male and female, who meet the stated qualifications for Alliance ministry and have successfully completed the consecration

and ordination process outlined in the *Manual of The Christian and Missionary Alliance*.

021 (GC/23)

After discussion both for and against Recommendation 4, voting was opened.

COUNCIL ACTION: ADOPTED

Whereas, The C&MA in the United States is a diverse denomination that includes 38 language groups, and our diversity impacts the use of various titles typically related to ministry positions and even the existence of such titles in some languages;

Whereas, The current governing documents of the C&MA have the potential to cause confusion related to the use of the title pastor and clarity is needed;

Whereas, The polity and doctrine of the C&MA has always offered a balance between national uniformity and local autonomy;

Whereas, All Alliance leaders subscribe to the inerrancy and authority of Scripture but do not always interpret some passages in the same way;

Whereas, One of the historic strengths of the C&MA has been the capacity to function in unity while holding to diverse positions on some issues; and

Whereas, Alliance people and leaders hold differences of interpretation on Scripture passages related to the title of pastor and whether or not it is connected to the office of elder,

022 (GC/23)

Use of Title
of Pastor

A motion was made to adopt Recommendation 5, which recommended adopting **Item 6.15, Proposal regarding Use of the Title of Pastor** (pages 146–147), in the **Report of the Corporate Secretary**.

It is recommended that the title pastor, except lead pastor, may be used by a local church to refer to its male and female official workers if its biblical understanding allows.

022 (GC/23)

After discussion both for and against Recommendation 5, voting was opened.

COUNCIL ACTION: ADOPTED

Whereas, Licensing of official workers is handled by the district LO&CC, federal chaplain endorser, the President's Office, Church Ministries, and Alliance Missions; and

Whereas, Consecration and ordination is handled by the district LO&CC,

023 (GC/23)
Designation of
Reverend

A motion was made to adopt Recommendation 6, which recommended adopting a **substitute** motion for **Item 6.16, Proposal regarding the Designation of Reverend** (page 147), in the **Report of the Corporate Secretary**.

It is recommended that while the designation of reverend is conferred by the LO&CC upon completion of the consecration and ordination process outlined in the *Manual of The Christian and Missionary Alliance*, each local church may determine the use of this designation as appropriate in their context.

023 (GC/23)

After discussion both for and against Recommendation 6 and clarification from Kent Sovine on the recommendation; there was a pause for prayer before voting was opened.

COUNCIL ACTION: ADOPTED

Whereas, The adoption of these proposals related to men and women in leadership will require extensive changes to the *Manual of The Christian and Missionary Alliance*; and

Whereas, These extensive changes are more efficiently handled by a smaller group of people,

024 (GC/23)
Titles in C&MA Manual

A motion was made to adopt Recommendation 7, which recommended adopting a **substitute** motion for **Item 6.17, Proposed Amendment to C&MA Manual regarding Titles** (page 147), in the **Report of the Corporate Secretary**.

It is recommended that Council 2023 empower the Board of Directors, in consultation with the District Leadership Forum, to conform the *Manual of The Christian and Missionary Alliance* to be consistent with the actions taken by 2023 General Council, and report those changes to 2025 General Council.

024 (GC/23)

After discussion both for and against Recommendation 7 and clarification from Dan Allen on the recommendation, voting was opened.

COUNCIL ACTION: ADOPTED

025 (GC/23)
Comm. Rpt.—CM

A motion was made to adopt the report as a whole. The moderator mentioned that Recommendation 1 would remain tabled until 2025 General Council as part of this motion.

COUNCIL ACTION: ADOPTED

**COMMITTEE—
SPECIAL REPORTS/
GEN. LEGISLATION**

The chair called for the 2023 Report of the Committee Relating to Special Reports and General Legislation. The moderator declared the reading of the report had occurred due to its distribution on the Council cell app.

026 (GC/23)
Motion for Temporary
Adoption

There was a motion for General Council to set aside the bylaws directly addressed in Recommendations 1 through 8 for 2025 General Council only, and that we temporarily adopt the recommendations of the Committee for 2025 General Council only. Further, that recommendations 1 through 8 then be brought back for consideration by General Council in 2025. Gary Friesen gave an explanation on why this made sense in light of the lack of time in 2023 to address everything.

COUNCIL ACTION: ADOPTED
(bring back to 2025 GC)

**TEMPORARY BYLAWS
FOR 2025 GC WILL BE:**

That **Section 6.8, A. Regular Meeting**, in the General Bylaws (page A2-11), in the *Manual of The Christian and Missionary Alliance*, be amended as follows:

Regular Meeting. Except as provided in Section 10.1 in connection with an amendment to the Articles of Incorporation of The Christian and Missionary Alliance or these Bylaws, one-third of the onsite accredited delegates listed in all Accreditation Reports submitted prior thereto shall constitute a quorum for any session of the regular meeting of the General Council. The presence of a quorum shall be announced by the presiding officer at the opening of each session of the regular meeting of the General Council and recorded by the corporate secretary in the minutes of the meeting. In the absence of a challenge to the contrary, a quorum shall be deemed to be present at all times thereafter during such session. ~~For a presidential election, the act of the delegates shall be determined by preferential (instant runoff) voting, as described in Robert's Rules of Order Newly Revised.~~

That Section 6.10, D. Presidential Elections in the General Bylaws (page A2-14), in the *C&MA Manual*, be amended as follows:

Presidential Elections. For delegates in attendance at General Council, election shall be by ballot as directed in Section 6.11.B.

For offsite accredited proxy delegates, election shall be by directed proxy. The corporate secretary shall be the designated proxy. Offsite accredited proxy delegates shall deliver their directed proxy votes to the corporate secretary through a secure electronic Internet portal provided by the National Office ~~during a period of 24 hours beginning with the election “stated order of business” described in Section 6.11.B.~~

That Section 6.10, C. Presidential Nominations in the General Bylaws (pages A2-13-14), in the *C&MA Manual*, be amended as follows:

Presidential Nominations. During the two years preceding the election of a president, the Committee on Nominations **(utilizing a subcommittee deemed as the Presidential Search Committee consisting of the three Committee officers and no fewer than three committee members chosen by the Committee)** will receive names of suggested candidates up to 180 days prior to General Council; gather biographical and other information deemed appropriate regarding possible candidates; and validate those candidates who meet the ~~current job~~ qualifications. **After vetting, the Presidential Search Committee will forward all qualified nominees to the full Committee on Nominations including a notation of its preferred nominee(s).** ~~At least 90 days before General Council, the Committee will select at least one nominee and will publish the nominee’s(s’) biographical information on the Alliance website. Other candidates whose names are submitted to the Committee at least 180 days in advance, who are deemed by the Committee as qualified but are not selected by the Committee as their preferred nominee(s), and who are willing to let their names stand, shall be included on the final ballot. A total of one to three nominees shall be included on the ballot, and the Committee~~ **on Nominations may designate their preferred nominee(s) with an asterisk. Forty-five days prior to the first day of General Council, the** Committee will publish on the **C&MA Alliance** website the biographical information for ~~these additional~~ **its selected candidates. Floor nominations shall be accepted if (1) the Committee on Nominations previously vetted the nominee and determined him to be qualified and (2) the nominee gives permission for his name to be nominated.** All information gathered by the Committee on Nominations shall be kept confidential except for that which is published. ~~Nominations from the floor of General Council shall not be accepted.~~ The nominee(s)/candidate(s) for president shall be given time to address the General Council concerning their nominations.

That Section 6.11, A. Nominations in the General Bylaws (page A2-15), in the *C&MA Manual*, be amended as follows:

Nominations. The first reading of the report of the Committee on Nominations shall be given early in the General Council. The second reading with opportunity for additional nominations and final closing of nominations shall be given at a following business session. The time of the second reading shall be established and announced during the first reading. This lapse of time rule may be suspended and nominations from the floor with elections following immediately thereafter permitted, upon the approval of at least 80 percent of the accredited delegates listed in all Accreditation Reports submitted prior thereto and who vote. With respect to the election of the **president**, corporate vice president, and corporate secretary, nominators shall be given a maximum of three minutes to make their nominations to the General Council and the nominees shall be given a maximum of five minutes to address the General Council concerning their nominations.

That paragraph B, Elections, in Section 6.11, Nominations and Elections in the General Bylaws (page A2-16), in the *C&MA Manual*, be amended as follows:

Elections. Autobiographical information shall be distributed at least one day prior to elections on each person nominated for **president**, corporate vice president, corporate secretary, and each person nominated for the Board of Directors. Nominees for the Board of Directors shall appear on the ballot in an order drawn at random, and the names of those persons nominated by the Committee on Nominations shall be so indicated by an asterisk. Except as provided in Section 6.11A, elections shall be a stated order of business at least one day following the closing of nominations. In the event that elections have not been completed before final adjournment, all incomplete elections shall be referred to the Board of Directors, which shall have the power to fill vacancies on behalf of the General Council until the next General Council. Election of the Board of Directors shall be in accordance with Section 7.4 of these Bylaws.

That Section 7.3. Membership (of the Board of Directors), in the General Bylaws (pages A2-17-18), in the *C&MA Manual*, be amended as follows:

Section 7.3. Membership. The Board of Directors shall have 28 members, each of whom shall be a member in good standing of an accredited church of The Christian and Missionary Alliance, or

shall be an attendee in good standing in a developing or affiliated church of The Christian and Missionary Alliance, **and affirm the Statement of Faith of The Christian and Missionary Alliance, and accept and live in accordance with the other Statements contained in the *C&MA Manual*.** The president, corporate vice president, and corporate secretary of The Christian and Missionary Alliance shall be members ex officio. In addition, the Board of Directors may invite corporate officers and other individuals to be present as the Board of Directors may consider necessary or advisable but without the right to vote. The membership of those receiving allowance from The Christian and Missionary Alliance shall not be more than nine. For purposes of these Bylaws, “those receiving allowance” shall mean those persons receiving direct or indirect salaries or stipends. The number of laypersons shall not exceed 14. Whether a person is considered to be receiving allowance or to be a layperson shall be determined by their status as of the opening business session of the General Council and shall not be changed, for purpose of nomination, until the opening business session of the next succeeding General Council. The ballot provided by the Committee on Nominations shall indicate those receiving allowance. Except for the three ex officio members, National Office personnel shall not be eligible to serve on the Board of Directors. Any person who works for and is solely or primarily responsible to the National Office, whether or not said person lives in ~~Ohio Colorado Springs~~ or has an office at the National Office, shall be deemed to be National Office personnel. The following are exempted from this rule:

- a) International workers
- b) District superintendents and district directors
- c) College and seminary presidents
- d) Association presidents and executive secretaries
- e) Assistant district superintendents.

That Section 8.1. Number (regarding officers of the C&MA), in the General Bylaws (page A2-24), in the *C&MA Manual*, be amended as follows:

Section 8.1. Number. The executive officers of The Christian and Missionary Alliance shall consist of a president, a corporate vice president, and a corporate secretary. Other corporate officers shall include a treasurer and such officers as the Board of Directors may consider necessary or advisable. All officers must be general members of The Christian and Missionary Alliance as defined in Section 5.1A of these Bylaws, **and affirm the Statement of Faith of The Christian and Missionary Alliance, and accept and live**

in accordance with the other Statements contained in the *C&MA Manual*.

That Article II, Section 2.1, Standing Committees in the Special Rules of Order (pages A3-1-3), in the *C&MA Manual*, be amended as follows:

Section 2.1. Standing Committees.

~~A.~~ Committee on Nominations.

Membership of Committee on Nominations:

The Committee on Nominations shall consist of 13 members who serve through the next scheduled General Council. Members of the Committee on Nominations will be determined as follows:

- (1) At Large. Six at-large members shall serve on the Committee, including at least one international worker and two laypeople. In non-Council years, the District Leadership Forum shall nominate nine at-large nominees and report them to the Office of the Corporate Secretary. Of the nine nominees, at least two shall be international workers and three shall be laypeople. Election by the General Council shall be by plurality vote, with the six individuals receiving the greatest number of votes serving on the Committee. The six elected must include at least one international worker and two laypeople, thereby replacing others who may actually receive more votes.
- (2) Board of Directors. The Board of Directors shall appoint four members of the Board of Directors who are not eligible for reelection at the next scheduled General Council.
- (3) Officers. The Committee on Nominations shall nominate and report to the General Council the Committee's chairperson, vice chairperson, and secretary to serve through the next scheduled General Council.

Responsibilities of Committee on Nominations:

Completion of Membership: The Committee on Nominations shall have the responsibility for the completion of membership of its Committee. Any vacancies will be filled in consultation with the district superintendents.

Nominations from Committee: The Committee on Nominations shall nominate for election by the General Council the following:

(a) the executive officers of The Christian and Missionary Alliance; (b) the members of the Board of Directors; (c) the Committee on Rules; and (d) special committees, if any.

Nominations from President: The Committee shall report 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.

Nominations of Select Committee Officers: The Committee shall nominate and report the nominees (in consultation with current select committees, district superintendents, and/or the National Office) for each General Council select committee chairperson, vice chairperson, secretary for the next scheduled General Council.

Tellers, Ushers, and Communion Stewards: The Committee on Nominations shall submit a report of the tellers, business-session ushers, and communion stewards as appointed by the corporate secretary. The tellers shall be responsible for distributing, collecting, counting, and verifying the ballots cast during the General Council elections. The head teller shall report in writing the results of the election(s) to the **appointed representative in the Office of the Corporate Secretary for verification prior to presentation to the** presiding officer of the General Council.

Board of Directors Legend: The Committee on Nominations shall distribute information as to the position of each nominee for the Board of Directors, such as district superintendent, pastor, educator, layperson, etc., in addition to the district where each resides. It also shall distribute a listing of the current Board of Directors, showing the non-retiring members and the retiring members.

Nominee Consent and Church Membership: No self-nomination shall be accepted. No person's name shall be presented in nomination by the Committee on Nominations or by any accredited delegate unless the person's consent has been obtained and the person is a member in good standing of an accredited church of The Christian and Missionary Alliance, or is an attendee in good standing in a developing or affiliated church of The Christian and Missionary Alliance.

Nominee Qualifications for positions of president, corporate vice president, corporate secretary, and Board of Directors: In addition to consent and church requirements in the above paragraph, no person's name shall be presented in nomination

by the Committee on Nominations or by any accredited delegate unless the person:

- (1) In the power of the Holy Spirit lives a life that is above reproach. Embodies and models biblical principles that result in a Christ-like lifestyle, character, and attitude.
- (2) Accepts and lives in accordance with the C&MA:
 - a. mission, objectives, governance, and values
 - b. Statement of Faith
 - c. Statements and policies in the *C&MA Manual*
- (3) Prayerfully and personally contributes to the Great Commission Fund and leads any church/organization he/she oversees in appropriate C&MA engagement.
- (4) Proven aptitude to meet the requirements of the position.

027 (GC/23)
Bylaws—
BOD Removal

There was a recommendation to table Recommendation 9 that recommended adopting **Item 6.10, Proposed Amendment to Bylaws—Board of Directors Removal** (pages 142–143), in the **Report of the Corporate Secretary**.

It is recommended that Article VII, Board of Directors, Section 7.15, Removal (page A2-22) in the *C&MA Manual*, be amended as follows:

Section 7.15. Removal. Any member of the Board of Directors may be removed by the Board of Directors, with or without cause and without regard to any rights such member may have under internal procedures of The Christian and Missionary Alliance governing the Board of Directors, whenever, in the judgment of at least two-thirds of the Board of Directors ~~then serving~~, the best interests of The Christian and Missionary Alliance will be served thereby.

COUNCIL ACTION: ADOPTED (TABLED)
(bring back to 2025 GC)

028 (GC/23)
Comm. Rpt.—SRGL

A motion was made to adopt the Report of Committee Relating to Special Reports and General Legislation as a whole.

COUNCIL ACTION: ADOPTED

APPRECIATION

Appreciation was expressed for the Committee Relating to Special Reports and General Legislation as well as all of the committees.

COMMITTEE ON RULES

The moderator called for the 2023 Report of the Committee on Rules. Rev. Timothy D. Keller read the report. The Committee has examined the reports of General 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.

029 (GC/23)
Comm. Rpt.—Rules

The moderator called for the question.

COUNCIL ACTION: ADOPTED

**CHAIRPERSON FOR
COMM. ON RULES**

Dr. Stumbo appointed Rev. Timothy D. Keller as chairperson of the Committee on Rules through 2025.

CLOSING REMARKS

The moderator gave Dr. Stumbo an opportunity to bring final comments. Dr. Stumbo acknowledged that this was a mind stretching General Council and that he was appreciative of how everyone conducted themselves well and voted their conscience. He also mentioned that his intention is not to bring new legislation to 2025 General Council. Dr. Stumbo acknowledged that he and Terry Smith's job is now to shepherd well through the changes. Terry Smith expressed his gratitude to the delegates for their engagement over the past four years. He mentioned that a packet of resources will be available over the coming months to help pastors engage their churches through the changes that were decided. A resource to help people understand Biblical exegesis concerning both sides of the decisions made will be provided to pastors as well. Dr. Stumbo expressed thanks to the churches that sent delegates to Council. He also thanked the delegates for their investment and engagement with each other over the week. He encouraged everyone to sit and be still for a while in order to reflect on all that was discussed and decided. The moderator thanked the delegates for their good work and commitment to the proceedings of the business sessions.

ADJOURNMENT

2023 General Council business sessions adjourned at 4:31 p.m. with a benediction.

2023 BALLOT ELECTION RESULTS

CORPORATE VICE PRESIDENT

Term: Four Years (2023–2027)

(ballots waived)

Rev. Tae (Ted) S. Kang*

CORPORATE SECRETARY

Term: Four Years (2023–2027)

(ballots waived)

Rev. Thomas George*

BOARD OF DIRECTORS

Term: Four Years (2023–2027)

(1,732 ballots cast—declared election by plurality)

NA/OW/P	Rev. Mark E. Ashton*	1,260
NA/OW/P	Rev. Woodler Alezy*	1,254
OA/OW/DS	Dr. Rob R. Douglas*	1,230
NA/OW/P	Dr. Phien T. Nguyen*	1,225
NA/OW/P	Rev. Gabriel Bruno*	1,214
NA/OW/P	Dr. Michael W. Plunket*	1,198
NA/OW/P	Rev. Hazael L. Morell*	1,177
NA/L	Mr. John A. Thomas*	1,158
OA/OW/DS	Rev. Javier Gomez Marrero*	1,123
OA/OW/DS	Rev. Thomas R. Flanders	1,042
OA/IW	Mrs. Melissa L. Singfiel*	983
NA/OW	Ms. Jennifer K. Ashby, CWM*	967

Not elected:

NA/OW/P	Mrs. Laura L. Scharer, CWM*	921
NA/OW	Dr. Shahlahng Herr	916
NA/OW/P	Rev. Jason P. Hovde	603

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 Nominations Nominee

COMMITTEE ON RULES

Term: Four Years (2023–2027)

(ballots waived)

Rev. Kenneth L. Cluck Jr.

Mr. Yamil D. Cirino

Rev. Jason D. Taylor

COMMITTEE ON THEOLOGICAL ISSUES

Term: Six Years (2023–2029)

*(1,693 ballots cast—1,129 necessary for election—declared election
by two-thirds majority)*

Dr. Stephen V. Elliott—1,474

Dr. Fernando A. González—1,491

Dr. Christopher J. Vena—1,298

2025 COMMITTEE ON NOMINATIONS

Term: Two Years (2023–2025)

*(1,608 ballots cast—declared election by plurality
but must include one IW and two laypersons)*

Rev. Brandon M. Nutter (IW)—1,151

Rev. Stephen P. Wiggins (OW)—1,099

Rev. James Ka Keung Chung (OW)—993

Mrs. Sandra C. Kang, CWM (OW)—961

Mrs. Jennifer J. Vogel (L)—958

Mrs. Haylee W. Gee (L)—581

Not Elected:

Rev. C. Paul Yang (OW)—943

Miss Michelle G (CAC/IW)—780

Mrs. Arlene Edd (L)—415

C&MA BENEFIT BOARD

Term: One Year (2023–2024)

Mr. Travis Novy (international worker appointed by Board of Directors)

**APPOINTED BY THE 2023 COMMITTEE ON NOMINATIONS AS
2025 COUNCIL COMMITTEE OFFICERS:**

Committee Relating to the President's Report

Rev. Marko R. Requena, **chairperson**
Mrs. Erika N. Thornton, CWM, **vice chair**
Rev. Paul L. King, **secretary**

Rev. J Spurling, Jr., **alternate**
Ms. Donna A. Baptiste, CWM, **alternate**
Rev. Kevin S. Batson, **alternate**

Committee on Nominations

Mrs. Kimberly R. Thomas, **chairperson**
Rev. C. Randy Vinson, **vice chairperson**
Rev. Robert E. Zimmermann, **secretary**

Rev. David L. Gilmore, **alternate**
Rev. Kent J. Sovine, **alternate**
Mrs. Marcia A. Nagel, **alternate**

Committee Relating to Special Reports and General Legislation

Mrs. Jennifer M. Bliss-Criswell, CWM, **chair**
Rev. Marvin E. Nelson, **vice chairperson**
Rev. Christopher D. Tweedy, **secretary**

Rev. Jeffrey W. Keady, **alternate**
Rev. Gabriel L. Norton, **alternate**
Mrs. Michelle R. Davis, CWM, **alternate**

Committee Relating to Church Ministries

Rev. Ronald M. Lotz, **chairperson**
Rev. Kyle W. Kershner, **vice chairperson**
Mrs. Gina J. Edmond, **secretary**

Dr. Marc D. Trujillo, **alternate**
Mrs. Yong A. Cluck, **alternate**
Mrs. Kimberly A. Valenzuela, CWM, **alternate**

Committee Relating to Alliance Missions

Rev. Eliat Aponte, **chairperson**
Rev. Mark S. Reyes, **vice chairperson**
Mrs. Geraldyn M. Brumley, **secretary**

Dr. Bill R. Kuhn, **alternate**
Dr. Kelly N. Douglas, CWM, **alternate**
Rev. Nhia V. Vang, **alternate**

Committee Relating to Ministry Support and Development

Mrs. Leeann M. Strecker, CWM, **chairperson**
Rev. Matthew A. Merendino, **vice chair**
Rev. David A. Havener, **secretary**

Rev. Dennis D. Findorff, **alternate**
Mr. Kelly G. Vickers, **alternate**
Mrs. Amissa L. Bell, **alternate**

SUMMARY OF RECOMMENDATIONS AND ACTIONS TAKEN BY COUNCIL 2023

Committee Relating to Ministry Support and Development

Recommendation 1—ADOPTED (page 135, rec. 002)

Item 6.1, Twenty-Four Month Budget for 2023–2024 and 2024–2025 Fiscal Years (page 129), in the **Report of the Corporate Secretary**.

It is recommended that General Council approve a 2023–2024 Great Commission Fund budget totaling \$77,500,000 and a 2024–2025 Great Commission Fund budget totaling \$81,200,000.

Committee Relating to the President’s Report

Recommendation 1—ADOPTED (page 138, rec. 005)

Item 5.1, Proposed Amendment to Section 1.1 of the Statement of Faith in Articles of Incorporation (A1) and General Bylaws (A2) (pages 125–126), in the **Report of the Corporate Secretary**.

It is recommended that the **Statement of Faith, paragraph (a) in the Articles of Incorporation** (page A1-1) and **Section 1.1 in the General Bylaws** (page A2-1), in the *C&MA Manual*, which reads:

There is one God¹, who is infinitely perfect², existing eternally in three persons: Father, Son, and Holy Spirit.³ (¹Deuteronomy 6:4, ²Matthew 5:48, ³Matthew 28:19)

Be amended as follows:

There is one God¹ (**Deut. 6:4**), **Creator of all things (Rev. 4:11)**, who is infinitely perfect² (**Matt. 5:48**), existing eternally in three persons: Father, Son, and Holy Spirit (**Matt. 28:19**).³
(~~¹Deuteronomy 6:4, ²Matthew 5:48, ³Matthew 28:19~~)

The section will then read:

There is one God (Deut. 6:4), Creator of all things (Rev. 4:11), who is infinitely perfect (Matt. 5:48), existing eternally in three persons: Father, Son, and Holy Spirit (Matt. 28:19).

Recommendation 2—ADOPTED (page 139, rec. 006)

Item 5.2, Proposed Amendment to Section 1.2 of Statement of Faith in Articles of Incorporation (A1) and General Bylaws (A2) (pages 126–127), in the **Report of the Corporate Secretary**.

It is recommended that the **Statement of Faith, paragraph (b) in the Articles of Incorporation** (page A1-1) and **Section 1.2 in the General Bylaws** (page A2-1), in the *C&MA Manual*, which reads:

Jesus Christ is true God and true man.⁴ He was conceived by the Holy Spirit and born of the Virgin Mary.⁵ He died upon the cross, the Just for the unjust,⁶ as a substitutionary sacrifice,⁷ and all who believe in Him are justified on the ground of His shed blood.⁸ He arose from the dead according to the Scriptures.⁹ He is now at the right hand of the Majesty on high as our great High Priest.¹⁰ He will come again to establish His Kingdom of righteousness and

peace.¹¹ (⁴Philippians 2:6–11, ⁵Luke 1:34–38, ⁶1 Peter 3:18, ⁷Hebrews 2:9, ⁸Romans 5:9, ⁹Acts 2:23–24, ¹⁰Hebrews 8:1, ¹¹Matthew 26:64)

Be amended as follows:

Jesus Christ is **the** true God and true man (**Phil. 2:6–11**).⁴ He was **sent by the Father (John 20:21)**, conceived by the Holy Spirit, and born of the ~~v~~Virgin, Mary (**Luke 1:34–38**).⁵ He died ~~upon~~ the cross, the Just for the unjust (**1 Pet. 3:18**),⁶ as a substitutionary sacrifice (**Heb. 2:9**),⁷ and all who believe in Him are justified on the ground of His shed blood (**Rom. 5:9**).⁸ He arose from the dead according to the Scriptures (**1 Cor. 15:3–4**).⁹ He is now at the right hand of the Majesty on high as our great High Priest (**Heb. 8:1**).¹⁰ He will come again to establish His Kingdom of righteousness and peace (**Isa. 9:6–7**).¹¹ (~~⁴Philippians 2:6–11, ⁵Luke 1:34–38, ⁶1 Peter 3:18, ⁷Hebrews 2:9, ⁸Romans 5:9, ⁹Acts 2:23–24, ¹⁰Hebrews 8:1, ¹¹Matthew 26:64~~)

The section will then read:

Jesus Christ is the true God and true man (Phil. 2:6–11). He was sent by the Father (John 20:21), conceived by the Holy Spirit, and born of the virgin, Mary (Luke 1:34–38). He died on the cross, the Just for the unjust (1 Pet. 3:18), as a substitutionary sacrifice (Heb. 2:9), and all who believe in Him are justified on the ground of His shed blood (Rom. 5:9). He rose from the dead according to the Scriptures (1 Cor. 15:3–4). He is now at the right hand of the Majesty on high as our great High Priest (Heb. 8:1). He will come again to establish His Kingdom of righteousness and peace (Isa. 9:6–7).

Recommendation 3—ADOPTED (pages 139–140, rec. 007)

Item 5.3, Proposed Amendment to Section 1.3 of Statement of Faith in Articles of Incorporation (A1) and General Bylaws (A2) (page 127), in the Report of the Corporate Secretary.

It is recommended that the **Statement of Faith, paragraph (c) in the Articles of Incorporation** (page A1-1) and **Section 1.3 in the General Bylaws** (page A2-1), in the *C&MA Manual*, which reads:

The Holy Spirit is a divine person,¹² sent to indwell, guide, teach, empower the believer,¹³ and convince the world of sin, of righteousness, and of judgment.¹⁴ (¹²John 14:15–18, ¹³John 16:13 and Acts 1:8, ¹⁴John 16:7–11)

Be amended as follows:

The Holy Spirit is a divine person (**John 14:16–18**),¹² sent to indwell, guide, teach, **gift**, empower, and bear His fruit in every ~~the~~ believer (**John 16:13; 1 Cor. 12:4, 11; Acts 1:8; Gal. 5:22–23**).¹³ ~~and convince~~ **He convicts** the world of sin, of righteousness, and of judgment (**John 16:7–11**).¹⁴ (~~¹²John 14:15–18, ¹³John 16:13 and Acts 1:8, ¹⁴John 16:7–11~~)

The section will then read:

The Holy Spirit is a divine person (John 14:16–18), sent to indwell, guide, teach, gift, empower, and bear His fruit in every believer (John 16:13; 1 Cor. 12:4, 11; Acts 1:8; Gal. 5:22–23). He convicts the world of sin, of righteousness, and of judgment (John 16:7–11).

Recommendation 4—ADOPTED (page 140, rec. 008)

Item 5.4, Proposed Amendment to Section 1.4 of Statement of Faith in Articles of Incorporation (A1) and General Bylaws (A2) (pages 127–128), in the **Report of the Corporate Secretary**.

It is recommended that the **Statement of Faith, paragraph (d) in the Articles of Incorporation** (pages A1-1-2) and **Section 1.4 in the General Bylaws** (page A2-1), in the *C&MA Manual*, which reads:

The Old and New Testaments, inerrant as originally given, were verbally inspired by God and are a complete revelation of His will for the salvation of men. They constitute the divine and only rule of Christian faith and practice.¹⁵ (¹⁵2 Peter 1:20–21 and 2 Timothy 3:15–16).

Be amended as follows:

The Old and New Testaments, inerrant as originally given, were verbally inspired by God and are a complete revelation of His will for ~~the~~ **our** salvation ~~of men~~. They constitute the divine and only rule of Christian faith and practice.¹⁵ (¹⁵2 Pet. 1:20–21; ~~and~~ 2 Tim. 3:15–16 17).

The section will then read:

The Old and New Testaments, inerrant as originally given, were verbally inspired by God and are a complete revelation of His will for our salvation. They constitute the divine and only rule of Christian faith and practice (2 Pet. 1:20–21; 2 Tim. 3:15–17).

Recommendation 5—ADOPTED (pages 140–141, rec. 009)

Item 5.5, Proposed Amendment to Section 1.6 of Statement of Faith in Articles of Incorporation (A1) and General Bylaws (A2) (page 128), in the **Report of the Corporate Secretary**.

It is recommended that the **Statement of Faith, paragraph (f) in the Articles of Incorporation** (page A1-2) and **Section 1.6 in the General Bylaws** (pages A2-2), in the *C&MA Manual*, which reads:

Salvation has been provided through Jesus Christ for all men; and those who repent and believe in Him are born again of the Holy Spirit, receive the gift of eternal life, and become the children of God.²¹ (²¹Titus 3:4–7)

Be amended as follows:

Salvation has been provided through Jesus Christ for all ~~men~~ **people (1 John 2:2);** ~~and~~ **Those who repent and believe in Him are justified by grace through faith (Rom. 3:21–24), born again of the Holy Spirit (Titus 3:4–7), delivered from the dominion of darkness, transferred into the Kingdom of God’s Son (Col. 1:13), receive** ~~granted~~ the gift of eternal life, and ~~become~~ **adopted as the children of God (Rom. 8:14–16; John 1:12).**²¹ (~~²¹Titus 3:4–7~~)

The section will then read:

Salvation has been provided through Jesus Christ for all people (1 John 2:2). Those who repent and believe in Him are justified by grace through faith (Rom. 3:21–24), born again of the Holy Spirit (Titus 3:4–7), delivered from the dominion of darkness, transferred into the

Kingdom of God's Son (Col. 1:13), granted the gift of eternal life, and adopted as the children of God (Rom. 8:14–16; John 1:12).

Recommendation 6—ADOPTED (page 141, rec. 010)

Item 5.6, Proposed Amendment to Section 1.8 of Statement of Faith in Articles of Incorporation (A1) and General Bylaws (A2) (pages 128–129), in the Report of the Corporate Secretary.

It is recommended that the **Statement of Faith, paragraph (h) in the Articles of Incorporation** (page A1-2) and **Section 1.8 in the General Bylaws** (pages A2-2), in the *C&MA Manual*, which reads:

Provision is made in the redemptive work of the Lord Jesus Christ for the healing of the mortal body.²⁵ Prayer for the sick and anointing with oil are taught in the Scriptures and are privileges for the Church in this present age.²⁶ (²⁵Matthew 8:16–17, ²⁶James 5:13–16)

Be amended as follows:

Provision is made in the redemptive work of the Lord Jesus Christ for the healing of the **whole person (Isa. 53:4–5, Matt. 8:16–17)**~~mortal body.~~²⁵ Prayer for the sick and anointing with oil are taught in the Scriptures (**James 5:13–16**) ~~and are as~~ privileges for the Church in this present age (**Acts 4:30**).²⁶ (~~²⁵Matthew 8:16–17, ²⁶James 5:13–16~~)

The section will then read:

Provision is made in the redemptive work of the Lord Jesus Christ for the healing of the whole person (Isa. 53:4–5; Matt. 8:16–17). Prayer for the sick and anointing with oil are taught in the Scriptures (James 5:13–16) as privileges for the Church in this present age (Acts 4:30).

Recommendation 7—ADOPTED AS AMENDED (pages 141–142, rec. 011a)

Item 6.18, Proposal to General Council regarding amendments to Statement of Faith (page 148), in the Report of the Corporate Secretary.

Whereas, Much prayerful dialogue and consideration has been given to possible changes in our Statement of Faith;

Whereas, Due to time constraints, Council 2021 was not able to complete their deliberations and voting regarding the proposed Statement of Faith changes;

Whereas, Delegates at Council 2021, the Theological Issues Committee, and the official workers who engaged in the continuing National Conversation and/or responded to the 60-day period of feedback gave thoughtful input inspiring additional changes and edits; and

Whereas, These proposals strengthen the C&MA and its mission,

It is recommended that the **Statement of Faith** recommendations below, **excluding Recommendation 12**, be adopted by General Council in the order presented and without amendments.

Recommendation 8—ADOPTED (page 142, rec. 012)
requires adoption verbatim at the 2025 General Council

Item 6.19, Proposed Amendment to Section 1.10 of Statement of Faith in Articles of Incorporation (A1) and General Bylaws (A2) (page 148), in the **Report of the Corporate Secretary**.

It is recommended that the **Statement of Faith, paragraph (j) in the Articles of Incorporation** (page A1-2) and **Section 1.10 in the General Bylaws** (pages A2-2), in the *C&MA Manual*, which reads:

There shall be a bodily resurrection of the just and of the unjust; for the former, a resurrection unto life;³⁰ for the latter, a resurrection unto judgment.³¹ (³⁰1 Cor. 15:20–23, ³¹John 5:28–29)

Be amended as follows:

There ~~shall~~ **will** be a bodily resurrection of **all people (Acts 24:15). Our Lord Jesus Christ will judge with perfect justice (Acts 17:31; John 5:28–30) as the unrepentant and unbelieving are raised to the conscious anguish of eternal separation from God (Rev. 20:15, 21:8; 2 Thess. 1:9), and repentant believers are raised (John 6:40) to the unending joy of eternal life with God (Ps. 16:11; Rev. 21:1–4).**~~the just and of the unjust; for the former, a resurrection unto life;³⁰ for the latter, a resurrection unto judgment.³¹ (³⁰1 Corinthians 15:20–23, ³¹John 5:28–29)~~

The section will then read:

There will be a bodily resurrection of all people (Acts 24:15). Our Lord Jesus Christ will judge with perfect justice (Acts 17:31; John 5:28–30) as the unrepentant and unbelieving are raised to the conscious anguish of eternal separation from God (Rev. 20:15, 21:8; 2 Thess. 1:9), and repentant believers are raised (John 6:40) to the unending joy of eternal life with God (Ps. 16:11; Rev. 21:1–4).

Recommendation 9—ADOPTED (page 143, rec. 013)
requires adoption verbatim at the 2025 General Council

Item 6.20, Proposed Amendment to Section 1.5 of Statement of Faith in Articles of Incorporation (A1) and General Bylaws (A2) (pages 148–149), in the **Report of the Corporate Secretary**.

It is recommended that the **Statement of Faith, paragraph (e) in the Articles of Incorporation** (page A1-2) and **Section 1.5 in the General Bylaws** (pages A2-1-2), in the *C&MA Manual*, which reads:

Man was originally created in the image and likeness of God:¹⁶ he fell through disobedience, incurring thereby both physical and spiritual death. All men are born with a sinful nature,¹⁷ are separated from the life of God, and can be saved only through the atoning work of the Lord Jesus Christ.¹⁸ The portion of the impenitent and unbelieving is existence forever in conscious torment;¹⁹ and that of the believer, in everlasting joy and bliss.²⁰ (¹⁶Genesis 1:27, ¹⁷Romans 3:23, ¹⁸1 Corinthians 15:20–23, ¹⁹Revelation 21:8, ²⁰Revelation 21:1–4)

Be amended as follows:

Man **and woman**, ~~was originally~~ created in the image and likeness of God (**Gen. 1:27**);¹⁶ ~~he~~ fell through disobedience, incurring ~~thereby~~ both physical and spiritual death (**Rom. 6:23**).

~~All men are~~ **Therefore, everyone** is born with a sinful nature (**Rom. 5:12**),¹⁷ ~~are~~ **is** separated from the life of God (**Eph. 4:18**), and can be saved only through the atoning work of the Lord Jesus Christ (**Rom. 3:25**).¹⁸ ~~The portion of the impenitent and unbelieving is existence forever in conscious torment;~~¹⁹ ~~and that of the believer, in everlasting joy and bliss.~~²⁰ (¹⁶Genesis 1:27,¹⁷Romans 3:23,¹⁸1 Corinthians 15:20–23,¹⁹Revelation 21:8,²⁰Revelation 21:1–4)

The section will then read:

Man and woman, created in the image and likeness of God (Gen. 1:27), fell through disobedience, incurring both physical and spiritual death (Rom. 6:23). Therefore, everyone is born with a sinful nature (Rom. 5:12), is separated from the life of God (Eph. 4:18), and can be saved only through the atoning work of the Lord Jesus Christ (Rom. 3:25).

Recommendation 10—NOT ADOPTED/REFERRED TO BOARD OF DIRECTORS
(page 145, rec. 014a)

Item 6.21, Proposed Amendment to Section 1.7 of Statement of Faith in Articles of Incorporation (A1) and General Bylaws (A2) (pages 149–150), in the Report of the Corporate Secretary.

It is recommended that the **Statement of Faith, paragraph (g) in the Articles of Incorporation** (page A1-2) and **Section 1.7 in the General Bylaws** (pages A2-2), in the *C&MA Manual*, which reads:

It is the will of God that each believer should be filled with the Holy Spirit and be sanctified wholly,²² being separated from sin and the world and fully dedicated to the will of God, thereby receiving power for holy living and effective service.²³ This is both a crisis and a progressive experience wrought in the life of the believer subsequent to conversion.²⁴ (²²1 Thessalonians 5:23, ²³Acts 1:8, ²⁴Romans 6:1–14)

Be amended as follows:

It is the will of God that **in Christ (Col. 1:27)** each believer ~~should be filled with the Holy Spirit and~~ be sanctified wholly (**1 Thess. 5:23**),²² ~~being separated from sin, and the world and~~ fully dedicated to ~~the will of God~~ (**Rom. 6:13**), and **filled with the Holy Spirit (Eph. 5:18)**, thereby receiving power for holy living and effective service (**Acts 1:8**).²³ **Positional sanctification occurs at conversion while experiential sanctification follows and involves** ~~is both a~~ **decisive points of complete surrender (Rom. 12:1)** ~~crisis and a progressive experience (Gal. 5:16, 25) wrought through which Christ is formed in the life of the believer by the Spirit subsequent to conversion (Gal. 4:19; Rom. 6:1–14).~~²⁴ (²²1 Thessalonians 5:23, ²³Acts 1:8, ²⁴Romans 6:1–14)

The section will then read:

It is the will of God that in Christ (Col. 1:27) each believer be sanctified wholly (1 Thessalonians 5:23), being separated from sin, fully dedicated to God (Rom. 6:13), and filled with the Holy Spirit (Eph. 5:18), thereby receiving power for holy living and effective service (Acts 1:8). Positional sanctification occurs at conversion while experiential sanctification follows and involves both decisive points of complete surrender (Rom. 12:1) and a progressive experience (Gal. 5:16, 25) through which Christ is formed in the life of the believer by the Spirit (Gal. 4:19; Rom. 6:1–14).

Recommendation 11—ADOPTED (pages 145–146, rec. 015)
requires adoption verbatim at the 2025 General Council

Item 6.22, Proposed Amendment to Section 1.9 of Statement of Faith in Articles of Incorporation (A1) and General Bylaws (A2) (pages 150–151), in the **Report of the Corporate Secretary**.

It is recommended that the **Statement of Faith, paragraph (i) in the Articles of Incorporation** (page A1-2) and **Section 1.9 in the General Bylaws** (pages A2-2), in the *C&MA Manual*, which reads:

The Church consists of all those who believe on the Lord Jesus Christ, are redeemed through His blood, and are born again of the Holy Spirit. Christ is the Head of the Body, the Church,²⁷ which has been commissioned by Him to go into all the world as a witness, preaching the gospel to all nations.²⁸

The local church is a body of believers in Christ who are joined together for the worship of God, for edification through the Word of God, for prayer, fellowship, the proclamation of the gospel, and observance of the ordinances of Baptism and the Lord's Supper.²⁹ (²⁷Ephesians 1:22–23, ²⁸Matthew 28:19–20, ²⁹Acts 2:41–47)

Be amended as follows:

The Church consists of all those who believe ~~on~~ **in** the Lord Jesus Christ, are redeemed through His blood, and are born again ~~of~~ **by** the Holy Spirit. Christ is the Head of ~~the~~ **His** Body (**Eph. 1:22–23; Col. 1:18**), the Church,²⁷ which has been commissioned by Him to go into all the world **making disciples of all peoples (Matt. 24:14, 28:19–20)**. ~~as a witness, preaching the gospel to all nations.~~²⁸

The local church is a body of believers in Christ (**Eph. 5:30**) who are **called to love (1 Thess. 3:12) and** joined together for the worship of God, for edification through the Word of God, for prayer, fellowship, the proclamation of the gospel **through word and deed (Luke 4:18–19)**, and observance of the ordinances of Baptism and the Lord's Supper (**Acts 2:41–47**).²⁹ (~~²⁷Ephesians 1:22–23, ²⁸Matthew 28:19–20, ²⁹Acts 2:41–47~~)

The section will then read:

The Church consists of all those who believe in the Lord Jesus Christ, are redeemed through His blood, and are born again by the Holy Spirit. Christ is the Head of His Body (Eph. 1:22–23; Col. 1:18), the Church, which has been commissioned by Him to go into all the world making disciples of all peoples (Matt. 24:14, 28:19–20).

The local church is a body of believers in Christ (Eph. 5:30) who are called to love (1 Thess. 3:12) and joined together for the worship of God, edification through the Word of God, prayer, fellowship, proclamation of the gospel through word and deed (Luke 4:18–19), and observance of the ordinances of Baptism and the Lord's Supper (Acts 2:41–47).

Recommendation 12—ADOPTED (pages 147–150, rec. 016a1 and 016a2)
requires adoption verbatim at the 2025 General Council

Item 6.23, Proposed Amendment to Section 1.11 of Statement of Faith in Articles of Incorporation (A1) and General Bylaws (A2) (pages 151–152), in the **Report of the Corporate Secretary**.

Whereas, The Alliance has always been a predominantly premillennial movement;

Whereas, The Alliance has also historically had some openness to those who embrace our mission and other aspects of our doctrine who may not be premillennial; and

Whereas, This proposal would require official workers to embrace all other areas of our Statement of Faith, including the imminent return of Jesus Christ and the missional impetus provided by His return,

It is recommended that a **Preamble** be added to the **Statement of Faith**, before (a) **in the Articles of Incorporation** (page A1-2) and before Section 1.1 **in the General Bylaws** (pages A2-2), and that **paragraph (k) in the Articles of Incorporation** (page A1-2) and **Section 1.11 in the General Bylaws** (pages A2-2) in the *C&MA Manual*, which reads:

The Second Coming of the Lord Jesus Christ is imminent³² and will be personal, visible, and premillennial.³³ This is the believer's blessed hope and is a vital truth which is an incentive to holy living and faithful service.³⁴ (³²Hebrews 10:37, ³³Luke 21:27, ³⁴Titus 2:11-14)

Be amended as follows:

Preamble:

This preamble paraphrases the words of our founder, Dr. A. B. Simpson, penned in 1887. They are found in the preamble and body of the first constitution of what was then known as The Christian Alliance. We continue to embrace this spirit within The Christian and Missionary Alliance (The Alliance) today.

The Alliance is a family of believers who share in common the fullness of Jesus in His present grace and coming glory. The Alliance is not intended to be sectarian in a way that would divide it from the broader body of evangelical churches. Rather, it is the intent of The Alliance to fellowship and partner with all Christians, churches, and denominations who, like us, cling to "the faith that was once for all entrusted to the saints" (Jude 3).

We understand that some will desire to be members and official workers in The Alliance who are in agreement with our mission and our doctrinal principles with the exception that they may not fully embrace the doctrine of the premillennial return of Jesus Christ. Such people may be received into membership and licensed for ministry so long as they embrace all the other tenets of our Statement of Faith and are willing to give the matter of premillennialism their honest and prayerful consideration.

Section 1.11:

The Second Coming of ~~the Lord~~ Jesus Christ, **our Lord and King (Rev. 19:16)**, is imminent (**Heb. 10:37; Rev. 22:20**)³² and will be **sudden (1 Cor. 15:52)**, personal, visible, and premillennial (**Acts 1:11; Matt. 26:64; Rev. 20:1-7**).³³ This is the believer's blessed hope and is a vital truth which ~~calls us is an incentive to~~ **calls us to** holy living, **intentional witness**, and faithful service (**Titus 2:11-14**).³⁴ (~~³²Hebrews 10:37, ³³Luke 21:27, ³⁴Titus 2:11-14~~)

The sections will then read:

Preamble:

This preamble paraphrases the words of our founder, Dr. A. B. Simpson, penned in 1887. They are found in the preamble and body of the first constitution of what was then known as

The Christian Alliance. We continue to embrace this spirit within The Christian and Missionary Alliance (The Alliance) today.

The Alliance is a family of believers who share in common the fullness of Jesus in His present grace and coming glory. The Alliance is not intended to be sectarian in a way that would divide it from the broader body of evangelical churches. Rather, it is the intent of The Alliance to fellowship and partner with all Christians, churches, and denominations who, like us, cling to “the faith that was once for all entrusted to the saints” (Jude 3).

We understand that some will desire to be members and official workers in The Alliance who are in agreement with our mission and our doctrinal principles with the exception that they may not fully embrace the doctrine of the premillennial return of Jesus Christ. Such people may be received into membership and licensed for ministry so long as they embrace all the other tenets of our Statement of Faith and are willing to give the matter of premillennialism their honest and prayerful consideration.

Section 1.11:

The Second Coming of Jesus Christ, our Lord and King (Rev. 19:16), is imminent (Heb. 10:37; Rev. 22:20) and will be sudden (1 Cor. 15:52), personal, visible, and premillennial (Acts 1:11; Matt. 26:64; Rev. 20:1–7). This is the believer’s blessed hope and is a vital truth which calls us to holy living, intentional witness, and faithful service (Titus 2:11–14).

Committee Relating to Church Ministries

Recommendation 1—TABLED UNTIL 2025 GC (pages 151–152, rec. 018)

Item 6.11, Proposed Amendment to District Constitution—District Superintendent Removal (pages 143–145), in the **Report of the Corporate Secretary**.

It is recommended that Article II, Organization and Government, Section 4, Elections, A. District Superintendent, in the Uniform Constitution for Districts (pages A4-5-6), which reads:

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 the removal of a district superintendent, the District Executive Committee shall follow the procedure outlined in the *Discipline Policy Handbook*.

Be amended as follows:

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 the removal of a district superintendent, the District Executive Committee shall follow the procedure outlined in the *Discipline Policy Handbook*.~~

A district superintendent may be removed by the use of the Uniform Policy on Discipline, Restoration, and Appeal where a duly appointed Discipline Committee finds him guilty of one of the bases for discipline. Where the issue at hand is not one that falls within the Discipline Policy, a district superintendent may be removed by a two-thirds vote of the District Executive Committee and the agreement of the vice president for Church Ministries. The district superintendent has the right to appeal this decision to the Board of Directors within ten days following his removal in the manner outlined in the Church Ministries District Handbook.

The amended section will then read:

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.

A district superintendent may be removed by the use of the Uniform Policy on Discipline, Restoration, and Appeal where a duly appointed Discipline Committee finds him guilty of one of the bases for discipline. Where the issue at hand is not one that falls within the Discipline Policy, a district superintendent may be removed by a two-thirds vote of the District Executive Committee and the agreement of the vice president for Church Ministries. The district superintendent has the right to appeal this decision to the Board of Directors within ten days following his removal in the manner outlined in the Church Ministries District Handbook.

Recommendation 2—ADOPTED SUBSTITUTE (pages 152–154; rec. 019)

Item 6.12, Proposal regarding Eldership in Alliance Churches (page 145), in the **Report of the Corporate Secretary** (substitute motion stated below):

Whereas, We have many multi-staff Alliance churches where not all pastors serve as elders;

Whereas, We have retired pastors and official workers serving in non-church assignments who are not automatically elders in the local church of which they are members;

Whereas, The Uniform Constitution for Accredited Churches designates eldership in a local church as a male role; and

Whereas, Alliance polity reflects this position,

It is recommended that the eldership in Alliance churches be the lead pastor, elected lay elders, and, **as deemed appropriate by the local church**, other male members of the licensed ministry staff.

Recommendation 3—NOT ADOPTED (page 154; rec. 020)

Item 6.13, Proposed Amendment to entire *C&MA Manual*—Eldership (pages 145–146), in the **Report of the Corporate Secretary**.

Whereas, Items 6.12 and 6.13 are redundant in addressing the limits of who can be elders in the local church; and

Whereas, Items 6.13 and 6.17 to change the *C&MA Manual* to be consistent with the clarification of the titles of pastor and elder contain redundancy,

It is recommended that the eldership in Alliance churches be limited to the lead pastor, elected lay elders, and other male members of the licensed ministry staff designated in the local church bylaws. Further, that the *Manual of The Christian and Missionary Alliance* be amended to eliminate indications: a) that everyone who carries the title pastor is also an elder, and b) that elder authority is automatically conferred by ordination.

Recommendation 4—ADOPTED (page 156; rec. 021)

Item 6.14, Proposal regarding Designation of Consecrated and Ordained (page 146), in the **Report of the Corporate Secretary**.

Whereas, In Alliance polity, ordination does not automatically confer eldership;

Whereas, Ordination in The Alliance is a holy process of vetting, certifying, and endorsing those who sense God’s calling to ministry, have evidenced that call through character, giftedness, and preparation, and have had that call affirmed by the church;

Whereas, There is widely held concern that men and women carry out the same process for ordination or consecration but arrive at two different titles and outcomes;

Whereas, Not being ordained at times denies a female official worker access to certain ministry settings, may inhibit them from employment as institutional chaplains, and may hinder our recruitment of female military chaplains; and

Whereas, The term “consecration” is rooted in Scripture and the term “ordination” is broadly recognized in the public sector,

It is recommended that the designation “Consecrated and Ordained” be used to indicate the denomination’s endorsement on all official workers, both male and female, who meet the stated qualifications for Alliance ministry and have successfully completed the consecration and ordination process outlined in the *Manual of The Christian and Missionary Alliance*.

Recommendation 5—ADOPTED (pages 156–157; rec. 022)

Item 6.15, Proposal regarding Use of the Title of Pastor (pages 146–147), in the **Report of the Corporate Secretary**.

Whereas, The C&MA in the United States is a diverse denomination that includes 38 language groups, and our diversity impacts the use of various titles typically related to ministry positions and even the existence of such titles in some languages;

Whereas, The current governing documents of the C&MA have the potential to cause confusion related to the use of the title pastor and clarity is needed;

Whereas, The polity and doctrine of the C&MA has always offered a balance between national uniformity and local autonomy;

Whereas, All Alliance leaders subscribe to the inerrancy and authority of Scripture but do not always interpret some passages in the same way;

Whereas, One of the historic strengths of the C&MA has been the capacity to function in unity while holding to diverse positions on some issues; and

Whereas, Alliance people and leaders hold differences of interpretation on Scripture passages related to the title of pastor and whether or not it is connected to the office of elder,

It is recommended that the title pastor, except lead pastor, may be used by a local church to refer to its male and female official workers if its biblical understanding allows.

Recommendation 6—ADOPTED SUBSTITUTE (pages 157–158; rec. 023)

Item 6.16, Proposal regarding the Designation of Reverend (page 147), in the **Report of the Corporate Secretary** (substitute motion stated below):

Whereas, Licensing of official workers is handled by the district LO&CC, federal chaplain endorser, the President’s Office, Church Ministries, and Alliance Missions; and

Whereas, Consecration and ordination is handled by the district LO&CC,

It is recommended that while the designation of reverend is conferred by the LO&CC upon completion of the consecration and ordination process outlined in the *Manual of The Christian and Missionary Alliance*, each local church may determine the use of this designation as appropriate in their context.

Recommendation 7—ADOPTED SUBSTITUTE (page 158; rec. 024)

Item 6.17, Proposed Amendment to C&MA Manual regarding Titles (page 147), in the **Report of the Corporate Secretary** (substitute motion stated below):

Whereas, The adoption of these proposals related to men and women in leadership will require extensive changes to the *Manual of The Christian and Missionary Alliance*; and

Whereas, These extensive changes are more efficiently handled by a smaller group of people,

It is recommended that Council 2023 empower the Board of Directors, in consultation with the District Leadership Forum, to conform the *Manual of The Christian and Missionary Alliance* to be consistent with the actions taken by 2023 General Council, and report those changes to 2025 General Council.

Committee Relating to Special Reports and General Legislation

Recommendations 1–8—ADOPTED TEMPORARILY (pages 158–164, rec. 026)
(bring back to 2025 General Council)

There was a motion for General Council to set aside the bylaws directly addressed in Recommendations 1 through 8 (Items 6.2 through 6.9 in the Report of the Corporate Secretary) for 2025 General Council only, and that we temporarily adopt the recommendations of the Committee for 2025 General Council only. Further, that recommendations 1 through 8 then be brought back for consideration by General Council in 2025. Gary Friesen gave an explanation on why this made sense in light of the lack of time in 2023 to address everything.

TEMPORARY BYLAWS FOR 2025 GENERAL COUNCIL WILL BE:

That **Section 6.8, A. Regular Meeting**, in the General Bylaws (page A2-11), in the *Manual of The Christian and Missionary Alliance*, be amended as follows:

Regular Meeting. Except as provided in Section 10.1 in connection with an amendment to the Articles of Incorporation of The Christian and Missionary Alliance or these Bylaws, one-third of the onsite accredited delegates listed in all Accreditation Reports submitted prior thereto shall constitute a quorum for any session of the regular meeting of the General Council. The presence of a quorum shall be announced by the presiding officer at the opening of each session of the regular meeting of the General Council and recorded by the corporate secretary in the minutes of the meeting. In the absence of a challenge to the contrary, a quorum shall be deemed to be present at all times thereafter during such session. ~~For a presidential election, the act of the delegates shall be determined by preferential (instant runoff) voting, as described in Robert's Rules of Order Newly Revised.~~

That Section 6.10, D. Presidential Elections in the General Bylaws (page A2-14), in the *C&MA Manual*, be amended as follows:

Presidential Elections. For delegates in attendance at General Council, election shall be by ballot as directed in Section 6.11.B. For offsite accredited proxy delegates, election shall be by directed proxy. The corporate secretary shall be the designated proxy. Offsite accredited proxy delegates shall deliver their directed proxy votes to the corporate secretary through a secure electronic Internet portal provided by the National Office ~~during a period of 24 hours beginning with the election "stated order of business" described in Section 6.11.B.~~

That Section 6.10, C. Presidential Nominations in the General Bylaws (pages A2-13-14), in the *C&MA Manual*, be amended as follows:

Presidential Nominations. During the two years preceding the election of a president, the Committee on Nominations **(utilizing a subcommittee deemed as the Presidential Search Committee consisting of the three Committee officers and no fewer than three committee members chosen by the Committee)** will receive names of suggested candidates up to 180 days prior to General Council; gather biographical and other information deemed appropriate regarding possible candidates; and validate those candidates who meet the ~~current job~~ qualifications. **After vetting, the Presidential Search Committee will forward all qualified nominees to the full Committee on Nominations including a notation of its preferred nominee(s).** ~~At least 90 days before General Council, the Committee will select at least one nominee and will publish the nominee's(s') biographical information on the Alliance website. Other candidates whose names are submitted to the Committee at least 180 days in advance, who are deemed by the Committee as qualified but are not selected by the Committee as their preferred nominee(s), and who are willing to let their names stand, shall be included on the final ballot. A total of one to three nominees shall be included on the ballot, and the Committee on Nominations may designate their preferred nominee(s) with an asterisk. Forty-five days prior to the first day of General Council, the Committee will publish on the C&MA Alliance website the biographical information for these additional its selected candidates. Floor nominations shall be accepted if (1) the Committee on Nominations previously vetted the nominee and determined him to be qualified and (2) the nominee gives permission for his name to be nominated. All information gathered by the Committee on Nominations shall be kept confidential except for that which is published. Nominations from the floor of General Council shall not be~~

~~accepted.~~ The nominee(s)/candidate(s) for president shall be given time to address the General Council concerning their nominations.

That Section 6.11, A. Nominations in the General Bylaws (page A2-15), in the *C&MA Manual*, be amended as follows:

Nominations. The first reading of the report of the Committee on Nominations shall be given early in the General Council. The second reading with opportunity for additional nominations and final closing of nominations shall be given at a following business session. The time of the second reading shall be established and announced during the first reading. This lapse of time rule may be suspended and nominations from the floor with elections following immediately thereafter permitted, upon the approval of at least 80 percent of the accredited delegates listed in all Accreditation Reports submitted prior thereto and who vote. With respect to the election of the **president**, corporate vice president, and corporate secretary, nominators shall be given a maximum of three minutes to make their nominations to the General Council and the nominees shall be given a maximum of five minutes to address the General Council concerning their nominations.

That paragraph B, Elections, in Section 6.11, Nominations and Elections in the General Bylaws (page A2-16), in the *C&MA Manual*, be amended as follows:

Elections. Autobiographical information shall be distributed at least one day prior to elections on each person nominated for **president**, corporate vice president, corporate secretary, and each person nominated for the Board of Directors. Nominees for the Board of Directors shall appear on the ballot in an order drawn at random, and the names of those persons nominated by the Committee on Nominations shall be so indicated by an asterisk. Except as provided in Section 6.11A, elections shall be a stated order of business at least one day following the closing of nominations. In the event that elections have not been completed before final adjournment, all incomplete elections shall be referred to the Board of Directors, which shall have the power to fill vacancies on behalf of the General Council until the next General Council. Election of the Board of Directors shall be in accordance with Section 7.4 of these Bylaws.

That Section 7.3. Membership (of the Board of Directors), in the General Bylaws (pages A2-17-18), in the *C&MA Manual*, be amended as follows:

Section 7.3. Membership. The Board of Directors shall have 28 members, each of whom shall be a member in good standing of an accredited church of The Christian and Missionary Alliance, or shall be an attendee in good standing in a developing or affiliated church of The Christian and Missionary Alliance, **and affirm the Statement of Faith of The Christian and Missionary Alliance, and accept and live in accordance with the other Statements contained in the C&MA Manual.** The president, corporate vice president, and corporate secretary of The Christian and Missionary Alliance shall be members ex officio. In addition, the Board of Directors may invite corporate officers and other individuals to be present as the Board of Directors may consider necessary or advisable but without the right to vote. The membership of those receiving allowance from The Christian and Missionary Alliance shall not be more than nine. For purposes of these Bylaws, “those receiving allowance” shall mean those persons receiving direct or indirect salaries or stipends. The number of laypersons shall not exceed 14. Whether a

person is considered to be receiving allowance or to be a layperson shall be determined by their status as of the opening business session of the General Council and shall not be changed, for purpose of nomination, until the opening business session of the next succeeding General Council. The ballot provided by the Committee on Nominations shall indicate those receiving allowance. Except for the three ex officio members, National Office personnel shall not be eligible to serve on the Board of Directors. Any person who works for and is solely or primarily responsible to the National Office, whether or not said person lives in ~~Ohio~~ Colorado Springs or has an office at the National Office, shall be deemed to be National Office personnel. The following are exempted from this rule:

- a) International workers
- b) District superintendents and district directors
- c) College and seminary presidents
- d) Association presidents and executive secretaries
- e) Assistant district superintendents.

That Section 8.1. Number (regarding officers of the C&MA), in the General Bylaws (page A2-24), in the *C&MA Manual*, be amended as follows:

Section 8.1. Number. The executive officers of The Christian and Missionary Alliance shall consist of a president, a corporate vice president, and a corporate secretary. Other corporate officers shall include a treasurer and such officers as the Board of Directors may consider necessary or advisable. All officers must be general members of The Christian and Missionary Alliance as defined in Section 5.1A of these Bylaws, **and affirm the Statement of Faith of The Christian and Missionary Alliance, and accept and live in accordance with the other Statements contained in the *C&MA Manual*.**

That Article II, Section 2.1, Standing Committees in the Special Rules of Order (pages A3-1-3), in the *C&MA Manual*, be amended as follows:

Section 2.1. Standing Committees.

~~A.~~ Committee on Nominations.

Membership of Committee on Nominations:

The Committee on Nominations shall consist of 13 members who serve through the next scheduled General Council. Members of the Committee on Nominations will be determined as follows:

- (1) At Large. Six at-large members shall serve on the Committee, including at least one international worker and two laypeople. In non-Council years, the District Leadership Forum shall nominate nine at-large nominees and report them to the Office of the Corporate Secretary. Of the nine nominees, at least two shall be international workers and three shall be laypeople. Election by the General Council shall be by plurality vote, with the six individuals receiving the greatest number of votes serving on the Committee. The six elected must include at least one international worker and two laypeople, thereby replacing others who may actually receive more votes.
- (2) Board of Directors. The Board of Directors shall appoint four members of the Board of Directors who are not eligible for reelection at the next scheduled General Council.

- (3) Officers. The Committee on Nominations shall nominate and report to the General Council the Committee's chairperson, vice chairperson, and secretary to serve through the next scheduled General Council.

Responsibilities of Committee on Nominations:

Completion of Membership: The Committee on Nominations shall have the responsibility for the completion of membership of its Committee. Any vacancies will be filled in consultation with the district superintendents.

Nominations from Committee: The Committee on Nominations shall nominate for election by the General Council the following: (a) the executive officers of The Christian and Missionary Alliance; (b) the members of the Board of Directors; (c) the Committee on Rules; and (d) special committees, if any.

Nominations from President: The Committee shall report 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.

Nominations of Select Committee Officers: The Committee shall nominate and report the nominees (in consultation with current select committees, district superintendents, and/or the National Office) for each General Council select committee chairperson, vice chairperson, secretary for the next scheduled General Council.

Tellers, Ushers, and Communion Stewards: The Committee on Nominations shall submit a report of the tellers, business-session ushers, and communion stewards as appointed by the corporate secretary. The tellers shall be responsible for distributing, collecting, counting, and verifying the ballots cast during the General Council elections. The head teller shall report in writing the results of the election(s) to the **appointed representative in the Office of the Corporate Secretary for verification prior to presentation to the** presiding officer of the General Council.

Board of Directors Legend: The Committee on Nominations shall distribute information as to the position of each nominee for the Board of Directors, such as district superintendent, pastor, educator, layperson, etc., in addition to the district where each resides. It also shall distribute a listing of the current Board of Directors, showing the non-retiring members and the retiring members.

Nominee Consent and Church Membership: No self-nomination shall be accepted. No person's name shall be presented in nomination by the Committee on Nominations or by any accredited delegate unless the person's consent has been obtained and the person is a member in good standing of an accredited church of The Christian and Missionary Alliance, or is an attendee in good standing in a developing or affiliated church of The Christian and Missionary Alliance.

Nominee Qualifications for positions of president, corporate vice president, corporate secretary, and Board of Directors: In addition to consent and church requirements in the above paragraph, no person's name shall be presented in nomination by the Committee on Nominations or by any accredited delegate unless the person:

- (1) In the power of the Holy Spirit lives a life that is above reproach. Embodies and models biblical principles that result in a Christ-like lifestyle, character, and attitude.
- (2) Accepts and lives in accordance with the C&MA:
 - a. mission, objectives, governance, and values
 - b. Statement of Faith
 - c. Statements and policies in the *C&MA Manual*
- (3) Prayerfully and personally contributes to the Great Commission Fund and leads any church/organization he/she oversees in appropriate C&MA engagement.
- (4) Proven aptitude to meet the requirements of the position.

Recommendation 9—TABLED (page 165, rec. 027)
[\(bring back to 2025 General Council\)](#)

Item 6.10, Proposed Amendment to Bylaws—Board of Directors Removal (pages 142–143), in the **Report of the Corporate Secretary**.

It is recommended that Article VII, Board of Directors, Section 7.15, Removal (page A2-22) in the *C&MA Manual*, be amended to read:

Section 7.15. Removal. Any member of the Board of Directors may be removed by the Board of Directors, with or without cause and without regard to any rights such member may have under internal procedures of The Christian and Missionary Alliance governing the Board of Directors, whenever, in the judgment of at least two-thirds of the Board of Directors ~~then~~ serving, the best interests of The Christian and Missionary Alliance will be served thereby.



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ALLIANCECOUNCIL2023

REPORT OF THE CORPORATE SECRETARY 2021-2022

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 Reynoldsburg, Ohio, by Gary D. Friesen, vice president, general counsel, and assistant corporate secretary, and in Colorado Springs by Susan M. Close, corporate and legal affairs manager. As the part-time, nonresident corporate secretary, I am grateful for Gary and Susan, who serve with excellence, Christ-like care, and enthusiasm, going beyond the call of duty at every turn. It would be difficult to overstate the value of their service.

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 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 (C&MA).

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 back Andrew H. Hawkins to the role of General Council moderator and John A. Thomas as assistant moderator. In an appendix to this report ([pages 227–228](#)) are brief instructions on parliamentary procedure. It is hoped that a careful reading of these instructions, along with diligent and respectful application of them during the business sessions, will help streamline the processes at Council so that little if any time is wasted. The intent is that every minute before the gathered assembly be 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 constituents of the C&MA. We pray that 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 (380) 208-6005 or by emailing corpsec@cmalliance.org.

Matters Reported by the Board of Directors

1.1 Location of Future General Councils

Columbus, Ohio
Orlando, Florida

May 26–30, 2025
May 31–June 4, 2027

1.2 Name Change for Nyack College

Following a permanent relocation from Nyack, New York, to Manhattan, the name of Nyack College was changed to Alliance University in mid-2022.

1.3 Appointment of Board Members to the 2023 Council Committee on Nominations

The Board of Directors appointed four members to serve on the 2023 Council Committee on Nominations: Stephen V. Elliott, Charles O. Galbreath, Krisy, and Wanda F. Walborn.

1.4 Appointment to Committee on Rules for 2023 General Council

The Board of Directors appointed Shanon Lee to fill the unexpired term of Robert B. Goldenberg through 2023 General Council. The president appointed Timothy D. Keller as the new chairperson.

1.5 Appointment of International Worker Member to C&MA Benefit Board

Lora J. Brake, an international worker on home assignment, was appointed as a member of the C&MA Benefit Board for a one-year term, June 2021–May 2022.

Janice L. Quinlan, an international worker on home assignment, was appointed as a member of the C&MA Benefit Board for a one-year term, June 2022–May 2023.

Travis Novy, an international worker on home assignment, was appointed as a member of the C&MA Benefit Board for a one-year term, June 2023–May 2024.

1.6 Twelve-Month Budget Adjustment for 2022–2023 Fiscal Year

The Board of Directors approved an adjusted 2022–2023 Great Commission Fund budget, totaling \$75,600,000, an increase of \$5,530,000 or 7.9 percent, from the budget approved by General Council 2021. For more information, please see [Appendix E, pages 93–94](#).

1.7 Amendment to the C&MA Manual—Senior Pastor to Lead Pastor

The Manual of the C&MA had been using the terminology of senior pastor. More commonly in today's church world, the head pastor of a church is referred to as the lead pastor. Whereas the nomenclature of senior pastor is somewhat dated and not commonly used in churches; and most C&MA churches refer to the head pastor as the lead pastor, "senior pastor" was replaced with "lead pastor" throughout the *Manual of the C&MA* by the Office of the Corporate Secretary. The Committee on Rules affirmed this action.

Report of the Theological Issues Committee

2.1 **Clarification of Biblical Inerrancy**

As requested by the Board of Directors, the Theological Issues Committee convened to study and provide a definition of “inerrancy” from a C&MA perspective. Members of the committee reporting were Terry D. Smith (chairperson), Jennifer K. Ashby, Frank Chan, Stephen V. Elliott, Dean M. Erickson, Jose R. Martínez-Villamil, William A. Paul, David G. Reese, and Lantzia C. Thao. The report reads:

Clarification of Biblical Inerrancy: In its June 2020 meeting, the Board of Directors commissioned the Committee on Theological Issues to meet and suggest some clarifications on the view of The Christian and Missionary Alliance on biblical inerrancy. The committee first met on August 12, 2020. The newly configured committee met again for further review via email on August 23, 2021, and unanimously offers the following statement.

“The Christian and Missionary Alliance holds the Bible as God’s Word in highest regard. We believe that the written Word of God, consisting of the Old and New Testaments, is in its entirety inerrant and factually true as given by inspiration of God and recorded in the original manuscripts. It is a complete and authoritative revelation of His will for the salvation of all people, constituting the divine and only rule of Christian faith and practice.”

Policy Changes Reported by the Board of Directors

In the following sections presenting amendments, bold text indicates new wording to be added; struck-through text indicates wording to be deleted.

3.1 **Amendment to *Manual*—throughout regarding Evangelists/Ministers-at-large**

At 2023 General Council, action was taken to move the licensing of evangelists and ministers-at-large from the National Office to the districts. In affirmation of that action, other locations in the *C&MA Manual* were edited to concur. These occurred in the Constitution and Bylaws (A2) and the Uniform Policy on Licensing and Certification (E3).

3.2 **Amendment to *Manual*—Uniform Policy on Licensing and Certification (E3)**

Amendments were made to Section J-2 so that: The Retired Official Worker license will be issued for one year, beginning January 1 of each year and ending December 31, unless revoked by the district in consultation with the National Office or until the worker returns to active ministry, whether full-time or part-time, or is deceased.

3.3 **Amendment to *Manual*—Uniform Policy on Discipline, Restoration, and Appeal (E8)**

To strengthen and clarify the C&MA’s commitment to respond with biblical integrity to allegations of sexual impropriety by our licensed workers, the Uniform Policy on Discipline, Restoration, and Appeal was amended. These amendments include specific mention of sexual harassment, assault, abuse, and spiritual abuse, as well as other related amendments.

3.4 **Amendment to *Manual*—Policy for the Governance of a Developing Church (E13)**

Following recommendations from the District Leadership Forum, the Board of Directors approved revisions to the Policy for the Governance of a Developing Church in the *C&MA Manual* to clear up confusion about terminology.

3.5 **Amendment to *Manual*—Policy for Reclassifying Accredited Churches to Developing Church Status (E17)**

Following recommendations from the District Leadership Forum, the Board of Directors approved revisions to the Policy for Reclassifying Accredited Churches to Developing Church Status in the *C&MA Manual* to provide time for adequate dialogue, provide clarity of intent and language in reclassifying, and intervene in these churches before it is too late.

3.6 **Amendment to *Manual*—Statement on Racial Justice (H5)**

The second paragraph under the Redemption section of the Statement on Racial Justice was amended to read:

Jesus Christ came to save people of every language, tribe, and culture (Genesis 12:3; John 4:42; Galatians 3:14; 1 Timothy 2:3–6). Just as God’s glory was translated in Jesus in **His** first century **language and culture Palestine** (John 1:14), so Pentecost translated the glory of God into different languages (Acts 2:11) which is embodied and expressed through different cultures.

3.7 **Amendment to *Manual*—Statement on Secret Societies/Masonry (H11)**

To bring greater clarity and usability to the official C&MA Statements, the Statement on Secret Societies/Masonry was relocated to the *CM Handbook* and replaced in the *C&MA Manual* with the following summary description that contains a reference to the full Statement:

It is the position of the C&MA that membership in a “secret society” is not compatible with confession of faith in the Lord Jesus Christ. First, the very nature of such membership (i.e., the secrecy of the allegiance) conflicts with the practice of the Lord Himself, who did all things openly and in the full view of others. Second, our entire devotion must be to Christ Jesus and to Him alone, so much so that we are called “slaves” to Christ. Third, such societies invariably require loyalties to earthly entities that rival our loyalty to the Lord above. *Therefore, we find that membership in a secret society prohibits an individual from holding membership in a local Alliance church. Additional information on this subject may be found in the Church Ministries District Handbook.*

Policy Changes Reported by the Committee on Rules

Per legislation adopted by General Council, the Board of Directors submitted two recommendations to the Committee on Rules for action. These items were deemed to be routine and editorial and not of a substantive nature. As required, notice was given to delegates via the website from November 3–December 3, 2021 for Item 4.1 and from March 10–April 10, 2023 for Item 4.2. Following the notice period, the Committee on Rules unanimously adopted the recommendations.

4.1 Amendment to General Council Special Rules of Order in *Manual*—Delegate Certification

2021 General Council adopted recommendations that moved the certification of evangelists and ministers-at-large from National Office responsibility to the districts. One recommendation was withdrawn by the Council committee. It had combined two different matters (this item along with spousal certification), thereby unintentionally missing a connecting element which implemented the concept above that had been adopted. The recommendation pertained to applicable lists under C and D in Section 5.2 in the Special Rules of Order (pages A3-5-7). This revision was approved by the Committee on Rules and has been made to the General Council Special Rules of Order.

4.2 Amendment to Uniform Constitution for Accredited Churches—Elders

Whereas, The Committee understands the complexity of the issue and the fact that it is not the assigned role for the Committee on Rules to speak to the substance of a recommendation, and

Whereas, The use of the definite article (the) and the singular (pastor) in the original, regarding the pastor, reveal the intent,

The Committee on Rules adopted the recommendation pertaining to the third sentence under Article X, Committees and Organizations, Section 1. Elders, in the Uniform Constitution for Accredited Churches (pages A5-6). The sentence was amended as follows:

The **lead** pastor and the other elders are the highest level of servant leadership in the church. As undershepherds, elders shall serve with the lead pastor to oversee both the temporal and spiritual affairs of the local church in order to accomplish Christ's mission . . .

Matters Referred from 2021 General Council for Ratification

AMENDMENTS TO STATEMENT OF FAITH

Our Statement of Faith was approved by Councils 1965 and 1966 and is our most foundational document. No changes have been made to it since that time, with the exception of the Scripture references being added in 1993/1994. While it has served us well, it has been the growing conviction of leadership that it is the appropriate time for the document to be reviewed. In order to seek the Lord's direction within community, President Stumbo and Vice President Smith led dozens of "National Conversations"—both in person and online—over the past four years that involved nearly 3,000 Alliance leaders with participation from every district. These conversations led to recommendations that have been repeatedly reviewed and, after further edits, affirmed by the Board of Directors and the Theological Issues Committee, and finally by 2021 General Council. According to our constitution, any changes to the Statement of Faith require approval of at least two-thirds of the accredited delegates present in person at the session as well as adoption verbatim at the immediately succeeding regular meeting of the General Council. Below are the amendments approved by 2021 General Council that are being presented for adoption verbatim.

5.1 Proposed Amendment to paragraph (a) of Statement of Faith in Articles of Incorporation (A1) and [Section 1.1](#) in the General Bylaws (A2)

It is recommended that the **Statement of Faith, paragraph (a) in the Articles of Incorporation** (page A1-1) and **Section 1.1 in the General Bylaws** (page A2-1), in the *C&MA Manual*, which reads:

There is one God¹, who is infinitely perfect², existing eternally in three persons: Father, Son, and Holy Spirit.³ (¹Deuteronomy 6:4, ²Matthew 5:48, ³Matthew 28:19)

Be amended as follows:

There is one God¹ (**Deut. 6:4**), **Creator of all things (Rev. 4:11)**, who is infinitely perfect² (**Matt. 5:48**), existing eternally in three persons: Father, Son, and Holy Spirit (**Matt. 28:19**).³ (~~¹Deuteronomy 6:4, ²Matthew 5:48, ³Matthew 28:19~~)

The section will then read:

There is one God (Deut. 6:4), Creator of all things (Rev. 4:11), who is infinitely perfect (Matt. 5:48), existing eternally in three persons: Father, Son, and Holy Spirit (Matt. 28:19).

This item is referred to the Committee relating to the President's Report. (Requires adoption verbatim in 2023 to implement revisions)

5.2 **Proposed Amendment to paragraph (b) of Statement of Faith in Articles of Incorporation (A1) and Section 1.2 in the General Bylaws (A2)**

It is recommended that the **Statement of Faith, paragraph (b) in the Articles of Incorporation** (page A1-1) and **Section 1.2 in the General Bylaws** (page A2-1), in the *C&MA Manual*, which reads:

Jesus Christ is true God and true man.⁴ He was conceived by the Holy Spirit and born of the Virgin Mary.⁵ He died upon the cross, the Just for the unjust,⁶ as a substitutionary sacrifice,⁷ and all who believe in Him are justified on the ground of His shed blood.⁸ He arose from the dead according to the Scriptures.⁹ He is now at the right hand of the Majesty on high as our great High Priest.¹⁰ He will come again to establish His Kingdom of righteousness and peace.¹¹ (⁴Philippians 2:6–11, ⁵Luke 1:34–38, ⁶1 Peter 3:18, ⁷Hebrews 2:9, ⁸Romans 5:9, ⁹Acts 2:23–24, ¹⁰Hebrews 8:1, ¹¹Matthew 26:64)

Be amended as follows:

Jesus Christ is **the** true God and true man (**Phil. 2:6–11**).⁴ He was **sent by the Father (John 20:21)**, conceived by the Holy Spirit, and born of the ~~v~~Virgin, Mary (**Luke 1:34–38**).⁵ He died ~~u~~pon the cross, the Just for the unjust (**1 Pet. 3:18**),⁶ as a substitutionary sacrifice (**Heb. 2:9**),⁷ and all who believe in Him are justified on the ground of His shed blood (**Rom. 5:9**).⁸ He ~~a~~rose from the dead according to the Scriptures (**1 Cor. 15:3–4**).⁹ He is now at the right hand of the Majesty on high as our great High Priest (**Heb. 8:1**).¹⁰ He will come again to establish His Kingdom of righteousness and peace (**Isa. 9:6–7**).¹¹ (~~⁴Philippians 2:6–11, ⁵Luke 1:34–38, ⁶1 Peter 3:18, ⁷Hebrews 2:9, ⁸Romans 5:9, ⁹Acts 2:23–24, ¹⁰Hebrews 8:1, ¹¹Matthew 26:64~~)

The section will then read:

Jesus Christ is the true God and true man (Phil. 2:6–11). He was sent by the Father (John 20:21), conceived by the Holy Spirit, and born of the virgin, Mary (Luke 1:34–38). He died on the cross, the Just for the unjust (1 Pet. 3:18), as a substitutionary

sacrifice (Heb. 2:9), and all who believe in Him are justified on the ground of His shed blood (Rom. 5:9). He rose from the dead according to the Scriptures (1 Cor. 15:3–4). He is now at the right hand of the Majesty on high as our great High Priest (Heb. 8:1). He will come again to establish His Kingdom of righteousness and peace (Isa. 9:6–7).

This item is referred to the Committee relating to the President’s Report. (Requires adoption verbatim in 2023 to implement revisions)

5.3 Proposed Amendment to paragraph (c) of Statement of Faith in Articles of Incorporation (A1) and Section 1.3 in the General Bylaws (A2)

It is recommended that the **Statement of Faith, paragraph (c) in the Articles of Incorporation** (page A1-1) and **Section 1.3 in the General Bylaws** (page A2-1), in the *C&MA Manual*, which reads:

The Holy Spirit is a divine person,¹² sent to indwell, guide, teach, empower the believer,¹³ and convince the world of sin, of righteousness, and of judgment.¹⁴ (¹²John 14:15–18, ¹³John 16:13 and Acts 1:8, ¹⁴John 16:7–11)

Be amended as follows:

The Holy Spirit is a divine person (**John 14:16–18**),¹² sent to indwell, guide, teach, **gift, empower, and bear His fruit in every** the believer (**John 16:13; 1 Cor. 12:4, 11; Acts 1:8; Gal. 5:22–23**).¹³ ~~and convince~~ **He convicts** the world of sin, of righteousness, and of judgment (**John 16:7–11**).¹⁴ (~~¹²John 14:15–18, ¹³John 16:13 and Acts 1:8, ¹⁴John 16:7–11~~)

The section will then read:

The Holy Spirit is a divine person (John 14:16–18), sent to indwell, guide, teach, gift, empower, and bear His fruit in every believer (John 16:13; 1 Cor. 12:4, 11; Acts 1:8; Gal. 5:22–23). He convicts the world of sin, of righteousness, and of judgment (John 16:7–11).

This item is referred to the Committee relating to the President’s Report. (Requires adoption verbatim in 2023 to implement revisions)

5.4 Proposed Amendment to paragraph (d) of Statement of Faith in Articles of Incorporation (A1) and Section 1.4 in the General Bylaws (A2)

It is recommended that the **Statement of Faith, paragraph (d) in the Articles of Incorporation** (pages A1-1-2) and **Section 1.4 in the General Bylaws** (page A2-1), in the *C&MA Manual*, which reads:

The Old and New Testaments, inerrant as originally given, were verbally inspired by God and are a complete revelation of His will for the salvation of men. They constitute the divine and only rule of Christian faith and practice.¹⁵ (¹⁵2 Peter 1:20–21 and 2 Timothy 3:15–16)

Be amended as follows:

The Old and New Testaments, inerrant as originally given, were verbally inspired by God and are a complete revelation of His will for ~~the~~ **our** salvation ~~of men~~. They

constitute the divine and only rule of Christian faith and practice.¹⁵ (¹⁵2 Pet. 1:20–21; ~~and~~ 2 Tim. 3:15–17).

The section will then read:

The Old and New Testaments, inerrant as originally given, were verbally inspired by God and are a complete revelation of His will for our salvation. They constitute the divine and only rule of Christian faith and practice (2 Pet. 1:20–21; 2 Tim. 3:15–17).

This item is referred to the Committee relating to the President’s Report. (Requires adoption verbatim in 2023 to implement revisions)

5.5 Proposed Amendment to paragraph (f) of Statement of Faith in Articles of Incorporation (A1) and [Section 1.6](#) in the General Bylaws (A2)

It is recommended that the **Statement of Faith, paragraph (f) in the Articles of Incorporation** (page A1-2) and **Section 1.6 in the General Bylaws** (pages A2-2), in the *C&MA Manual*, which reads:

Salvation has been provided through Jesus Christ for all men; and those who repent and believe in Him are born again of the Holy Spirit, receive the gift of eternal life, and become the children of God.²¹ (²¹Titus 3:4–7)

Be amended as follows:

Salvation has been provided through Jesus Christ for all ~~men~~ **people (1 John 2:2);** ~~and~~ **Those who repent and believe in Him are justified by grace through faith (Rom. 3:21–24), born again of the Holy Spirit (Titus 3:4–7), delivered from the dominion of darkness, transferred into the Kingdom of God’s Son (Col. 1:13), receive-granted the gift of eternal life, and become-adopted as the children of God (Rom. 8:14–16; John 1:12).**²¹ (~~²¹Titus 3:4–7~~)

The section will then read:

Salvation has been provided through Jesus Christ for all people (1 John 2:2). Those who repent and believe in Him are justified by grace through faith (Rom. 3:21–24), born again of the Holy Spirit (Titus 3:4–7), delivered from the dominion of darkness, transferred into the Kingdom of God’s Son (Col. 1:13), granted the gift of eternal life, and adopted as the children of God (Rom. 8:14–16; John 1:12).

This item is referred to the Committee relating to the President’s Report. (Requires adoption verbatim in 2023 to implement revisions)

5.6 Proposed Amendment to paragraph (h) of Statement of Faith in Articles of Incorporation (A1) and [Section 1.8](#) in the General Bylaws (A2)

It is recommended that the **Statement of Faith, paragraph (h) in the Articles of Incorporation** (page A1-2) and **Section 1.8 in the General Bylaws** (pages A2-2), in the *C&MA Manual*, which reads:

Provision is made in the redemptive work of the Lord Jesus Christ for the healing of the mortal body.²⁵ Prayer for the sick and anointing with oil are taught in the Scriptures and are privileges for the Church in this present age.²⁶ (²⁵Matthew 8:16–17, ²⁶James 5:13–16)

Be amended as follows:

Provision is made in the redemptive work of the Lord Jesus Christ for the healing of the **whole person (Isa. 53:4–5; Matt. 8:16–17)**~~mortal body.~~²⁵ Prayer for the sick and anointing with oil are taught in the Scriptures **(James 5:13–16)** ~~and are as~~ privileges for the Church in this present age **(Acts 4:30).**²⁶ ~~(²⁵Matthew 8:16–17, ²⁶James 5:13–16)~~

The section will then read:

Provision is made in the redemptive work of the Lord Jesus Christ for the healing of the whole person (Isa. 53:4–5; Matt. 8:16–17). Prayer for the sick and anointing with oil are taught in the Scriptures (James 5:13–16) as privileges for the Church in this present age (Acts 4:30).

This item is referred to the Committee relating to the President’s Report. (Requires adoption verbatim in 2023 to implement revisions)

Recommendations to General Council by the Board of Directors

TWENTY-FOUR MONTH BUDGET

The Overall Financial Policy adopted by 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 95–102](#)).

6.1 Twenty-Four Month Budget for 2023–2024 and 2024–2025 Fiscal Years

It is recommended that General Council approve a 2023–2024 Great Commission Fund budget totaling \$77,500,000 and a 2024–2025 Great Commission Fund budget totaling \$81,200,000.

This item is referred to the Committee relating to Ministry Support and Development.

PRESIDENTIAL ELECTION REVISIONS (Items 6.2 through 6.9)

With the affirmation of the Board of Directors, the C&MA Corporate Secretary’s Office did a thorough review of the General Council election process to address lessons learned in recent elections. Included in the following recommendations are clearer procedures for the Committee on Nominations for the process of vetting and nominating presidential candidates, the re-introduction of presidential candidate floor nominations, and criteria for the evaluation of nominees for corporate officers and members of the Board of Directors.

6.2 Proposed Amendment to Bylaws—Regular Meeting

Preferential voting was introduced to accommodate the different presidential voting timetables for offsite and onsite accredited delegates. Offsite delegates are given 24 hours to enter their vote for president, while onsite delegates vote in the time provided by the moderator. Item 6.2, if passed, eliminates the offsite delegate 24-hour voting window

which means that all accredited delegates will vote simultaneously. This eliminates the need for preferential voting.

It is recommended that Section 6.8, A. Regular Meeting in the General Bylaws (page A2-11), in the *C&MA Manual*, which reads:

Regular Meeting. Except as provided in Section 10.1 in connection with an amendment to the Articles of Incorporation of The Christian and Missionary Alliance or these Bylaws, one-third of the onsite accredited delegates listed in all Accreditation Reports submitted prior thereto shall constitute a quorum for any session of the regular meeting of the General Council. The presence of a quorum shall be announced by the presiding officer at the opening of each session of the regular meeting of the General Council and recorded by the corporate secretary in the minutes of the meeting. In the absence of a challenge to the contrary, a quorum shall be deemed to be present at all times thereafter during such session. For a presidential election, the act of the delegates shall be determined by preferential (instant runoff) voting, as described in *Robert's Rules of Order Newly Revised*.

Be amended as follows:

Regular Meeting. Except as provided in Section 10.1 in connection with an amendment to the Articles of Incorporation of The Christian and Missionary Alliance or these Bylaws, one-third of the onsite accredited delegates listed in all Accreditation Reports submitted prior thereto shall constitute a quorum for any session of the regular meeting of the General Council. The presence of a quorum shall be announced by the presiding officer at the opening of each session of the regular meeting of the General Council and recorded by the corporate secretary in the minutes of the meeting. In the absence of a challenge to the contrary, a quorum shall be deemed to be present at all times thereafter during such session. ~~For a presidential election, the act of the delegates shall be determined by preferential (instant runoff) voting, as described in *Robert's Rules of Order Newly Revised*.~~

The section will then read:

Regular Meeting. Except as provided in Section 10.1 in connection with an amendment to the Articles of Incorporation of The Christian and Missionary Alliance or these Bylaws, one-third of the onsite accredited delegates listed in all Accreditation Reports submitted prior thereto shall constitute a quorum for any session of the regular meeting of the General Council. The presence of a quorum shall be announced by the presiding officer at the opening of each session of the regular meeting of the General Council and recorded by the corporate secretary in the minutes of the meeting. In the absence of a challenge to the contrary, a quorum shall be deemed to be present at all times thereafter during such session.

This item is referred to the Committee relating to Special Reports and General Legislation.

6.3 Proposed Amendment to Bylaws—Presidential Elections

When offsite accredited delegate voting was introduced, 24 hours were allowed for their vote because it was believed that timely voting might be difficult for some offsite delegates who were in remote regions of the world or were in significantly different time zones. In

retrospect, Alliance Missions believes that the benefit of simultaneous voting far outweighs any inconvenience caused by eliminating the 24-hour window for offsite delegates.

It is recommended that Section 6.10, D. Presidential Elections in the General Bylaws (page A2-14), in the *C&MA Manual*, which reads:

Presidential Elections. For delegates in attendance at General Council, election shall be by ballot as directed in Section 6.11.B. For offsite accredited proxy delegates, election shall be by directed proxy. The corporate secretary shall be the designated proxy. Offsite accredited proxy delegates shall deliver their directed proxy votes to the corporate secretary through a secure electronic Internet portal provided by the National Office during a period of 24 hours beginning with the election “stated order of business” described in Section 6.11.B.

Be amended as follows:

Presidential Elections. For delegates in attendance at General Council, election shall be by ballot as directed in Section 6.11.B. For offsite accredited proxy delegates, election shall be by directed proxy. The corporate secretary shall be the designated proxy. Offsite accredited proxy delegates shall deliver their directed proxy votes to the corporate secretary through a secure electronic Internet portal provided by the National Office ~~during a period of 24 hours beginning with the election “stated order of business” described in Section 6.11.B.~~

The section will then read:

Presidential Elections. For delegates in attendance at General Council, election shall be by ballot as directed in Section 6.11.B. For offsite accredited proxy delegates, election shall be by directed proxy. The corporate secretary shall be the designated proxy. Offsite accredited proxy delegates shall deliver their directed proxy votes to the corporate secretary through a secure electronic Internet portal provided by the National Office.

This item is referred to the Committee relating to Special Reports and General Legislation.

Items 6.4 through 6.9:

The following amendments are proposed to reflect requests from past members of the Committee on Nominations to bring greater clarity and structure to the nomination process and to provide for floor nominations of vetted candidates. Because of floor nominations, the requirement that a presidential nominee’s biographical information be published 90 days in advance is eliminated.

6.4 Proposed Amendment to Bylaws—Presidential Nominations

It is recommended that Section 6.10, C. Presidential Nominations in the General Bylaws (pages A2-13-14), in the *C&MA Manual*, which reads:

Presidential Nominations. During the two years preceding the election of a president, the Committee on Nominations will receive names of suggested candidates up to 180 days prior to General Council; gather biographical and other information deemed appropriate regarding possible candidates; and validate those candidates who meet the current job qualifications. At least 90 days before General Council, the Committee will select at least one nominee and will publish the nominee’s(s’) biographical information

on the C&MA website. Other candidates whose names are submitted to the Committee at least 180 days in advance, who are deemed by the Committee as qualified but are not selected by the Committee as their preferred nominee(s), and who are willing to let their names stand, shall be included on the final ballot. The Committee will publish on the C&MA website the biographical information for these additional candidates. All information gathered by the Committee on Nominations shall be kept confidential except for that which is published. Nominations from the floor of General Council shall not be accepted. The nominee(s)/candidate(s) for president shall be given time to address the General Council concerning their nominations.

Be amended as follows:

Presidential Nominations. During the two years preceding the election of a president, the Committee on Nominations **(utilizing a subcommittee deemed as the Presidential Search Committee consisting of the three Committee officers and three additional members chosen by the Committee)** will receive names of suggested candidates up to 180 days prior to General Council; gather biographical and other information deemed appropriate regarding possible candidates; and validate those candidates who meet the ~~current job~~ qualifications. **After vetting, the Presidential Search Committee will forward all qualified nominees to the full Committee on Nominations including a notation of its preferred nominee(s).** ~~At least 90 days before General Council, the Committee will select at least one nominee and will publish the nominee's(s') biographical information on the Alliance website. Other candidates whose names are submitted to the Committee at least 180 days in advance, who are deemed by the Committee as qualified but are not selected by the Committee as their preferred nominee(s), and who are willing to let their names stand, shall be included on the final ballot. A total of one to three nominees shall be included on the ballot, and the Committee may designate their preferred nominee(s) with an asterisk. One week prior to the first day of General Council, the Committee will publish on the C&MA website the biographical information for these additional~~ **its selected candidates. Floor nominations shall be accepted if (1) the Committee on Nominations previously vetted the nominee and determined him to be qualified and (2) the nominee gives permission for his name to be nominated.** All information gathered by the Committee on Nominations shall be kept confidential except for that which is published. ~~Nominations from the floor of General Council shall not be accepted.~~ The nominee(s)/candidate(s) for president shall be given time to address the General Council concerning their nominations.

The section will then read:

Presidential Nominations. During the two years preceding the election of a president, the Committee on Nominations (utilizing a subcommittee deemed as the Presidential Search Committee consisting of the three Committee officers and three additional members chosen by the Committee) will receive names of suggested candidates up to 180 days prior to General Council; gather biographical and other information deemed appropriate regarding possible candidates; and validate those candidates who meet the qualifications. After vetting, the Presidential Search Committee will forward all qualified nominees to the full Committee on Nominations including a notation of its preferred nominee(s). A total of one to three nominees shall be included on the ballot,

and the Committee may designate their preferred nominee(s) with an asterisk. One week prior to the first day of General Council, the Committee will publish on the C&MA website the biographical information for its selected candidates. Floor nominations shall be accepted if (1) the Committee on Nominations previously vetted the nominee and determined him to be qualified and (2) the nominee gives permission for his name to be nominated. All information gathered by the Committee on Nominations shall be kept confidential except for that which is published. The nominee(s)/candidate(s) for president shall be given time to address the General Council concerning their nominations.

This item is referred to the Committee relating to Special Reports and General Legislation.

6.5 Proposed Amendment to Bylaws—Nominations

The position of president is added to the list of nominated officers and their nominators who are given time to address General Council. This addition is a result of the previous recommendation to allow presidential floor nominations.

It is recommended that Section 6.11, A. Nominations in the General Bylaws (page A2-15), in the *C&MA Manual*, which reads:

Nominations. The first reading of the report of the Committee on Nominations shall be given early in the General Council. The second reading with opportunity for additional nominations and final closing of nominations shall be given at a following business session. The time of the second reading shall be established and announced during the first reading. This lapse of time rule may be suspended and nominations from the floor with elections following immediately thereafter permitted, upon the approval of at least 80 percent of the accredited delegates listed in all Accreditation Reports submitted prior thereto and who vote. With respect to the election of the corporate vice president and corporate secretary, nominators shall be given a maximum of three minutes to make their nominations to the General Council and the nominees shall be given a maximum of five minutes to address the General Council concerning their nominations.

Be amended as follows:

Nominations. The first reading of the report of the Committee on Nominations shall be given early in the General Council. The second reading with opportunity for additional nominations and final closing of nominations shall be given at a following business session. The time of the second reading shall be established and announced during the first reading. This lapse of time rule may be suspended and nominations from the floor with elections following immediately thereafter permitted, upon the approval of at least 80 percent of the accredited delegates listed in all Accreditation Reports submitted prior thereto and who vote. With respect to the election of the **president**, corporate vice president, and corporate secretary, nominators shall be given a maximum of three minutes to make their nominations to the General Council and the nominees shall be given a maximum of five minutes to address the General Council concerning their nominations.

The section will then read:

Nominations. The first reading of the report of the Committee on Nominations shall be given early in the General Council. The second reading with opportunity for additional nominations and final closing of nominations shall be given at a following business session. The time of the second reading shall be established and announced during the first reading. This lapse of time rule may be suspended and nominations from the floor with elections following immediately thereafter permitted, upon the approval of at least 80 percent of the accredited delegates listed in all Accreditation Reports submitted prior thereto and who vote. With respect to the election of the president, corporate vice president, and corporate secretary, nominators shall be given a maximum of three minutes to make their nominations to the General Council and the nominees shall be given a maximum of five minutes to address the General Council concerning their nominations.

This item is referred to the Committee relating to Special Reports and General Legislation.

6.6 Proposed Amendment to Bylaws—Nominations and Elections

Because of the addition of presidential floor nominations, the position of president is added to the list of those for whom autobiographical information shall be distributed at least one day prior to elections.

It is recommended that paragraph B, Elections, in Section 6.11, Nominations and Elections in the General Bylaws (page A2-16), in the *C&MA Manual*, which reads:

Elections. Autobiographical information shall be distributed at least one day prior to elections on each person nominated for corporate vice president, corporate secretary, and each person nominated for the Board of Directors. Nominees for the Board of Directors shall appear on the ballot in an order drawn at random, and the names of those persons nominated by the Committee on Nominations shall be so indicated by an asterisk. Except as provided in Section 6.11A, elections shall be a stated order of business at least one day following the closing of nominations. In the event that elections have not been completed before final adjournment, all incomplete elections shall be referred to the Board of Directors, which shall have the power to fill vacancies on behalf of the General Council until the next General Council. Election of the Board of Directors shall be in accordance with Section 7.4 of these Bylaws.

Be amended as follows:

Elections. Autobiographical information shall be distributed at least one day prior to elections on each person nominated for **president**, corporate vice president, corporate secretary, and each person nominated for the Board of Directors. Nominees for the Board of Directors shall appear on the ballot in an order drawn at random, and the names of those persons nominated by the Committee on Nominations shall be so indicated by an asterisk. Except as provided in Section 6.11A, elections shall be a stated order of business at least one day following the closing of nominations. In the event that elections have not been completed before final adjournment, all incomplete elections shall be referred to the Board of Directors, which shall have the power to fill vacancies on behalf of the General Council until the next General Council. Election of the Board of Directors shall be in accordance with Section 7.4 of these Bylaws.

The section will then read:

Elections. Autobiographical information shall be distributed at least one day prior to elections on each person nominated for president, corporate vice president, corporate secretary, and each person nominated for the Board of Directors. Nominees for the Board of Directors shall appear on the ballot in an order drawn at random, and the names of those persons nominated by the Committee on Nominations may be so indicated by an asterisk. Except as provided in Section 6.11A, elections shall be a stated order of business at least one day following the closing of nominations. In the event that elections have not been completed before final adjournment, all incomplete elections shall be referred to the Board of Directors, which shall have the power to fill vacancies on behalf of the General Council until the next General Council. Election of the Board of Directors shall be in accordance with Section 7.4 of these Bylaws.

This item is referred to the Committee relating to Special Reports and General Legislation.

6.7 Proposed Amendment to Bylaws—Affirmation of Statement of Faith by Board of Directors

It is recommended that Section 7.3. Membership (of the Board of Directors), in the General Bylaws (pages A2-17-18), in the *C&MA Manual*, which reads:

Section 7.3. Membership. The Board of Directors shall have 28 members, each of whom shall be a member in good standing of an accredited church of The Christian and Missionary Alliance, or shall be an attendee in good standing in a developing or affiliated church of The Christian and Missionary Alliance. The president, corporate vice president, and corporate secretary of The Christian and Missionary Alliance shall be members ex officio. In addition, the Board of Directors may invite corporate officers and other individuals to be present as the Board of Directors may consider necessary or advisable but without the right to vote. The membership of those receiving allowance from The Christian and Missionary Alliance shall not be more than nine. For purposes of these Bylaws, “those receiving allowance” shall mean those persons receiving direct or indirect salaries or stipends. The number of laypersons shall not exceed 14. Whether a person is considered to be receiving allowance or to be a layperson shall be determined by their status as of the opening business session of the General Council and shall not be changed, for purpose of nomination, until the opening business session of the next succeeding General Council. The ballot provided by the Committee on Nominations shall indicate those receiving allowance. Except for the three ex officio members, National Office personnel shall not be eligible to serve on the Board of Directors. Any person who works for and is solely or primarily responsible to the National Office, whether or not said person lives in Colorado Springs or has an office at the National Office, shall be deemed to be National Office personnel. The following are exempted from this rule:

- a) International workers
- b) District superintendents and district directors
- c) College and seminary presidents
- d) Association presidents and executive secretaries
- e) Assistant district superintendents.

Be amended as follows:

Section 7.3. Membership. The Board of Directors shall have 28 members, each of whom shall be a member in good standing of an accredited church of The Christian and Missionary Alliance, or shall be an attendee in good standing in a developing or affiliated church of The Christian and Missionary Alliance, **and affirm the Statement of Faith of The Christian and Missionary Alliance, and agree in principle with the other Statements contained in the *C&MA Manual*.** The president, corporate vice president, and corporate secretary of The Christian and Missionary Alliance shall be members ex officio. In addition, the Board of Directors may invite corporate officers and other individuals to be present as the Board of Directors may consider necessary or advisable but without the right to vote. The membership of those receiving allowance from The Christian and Missionary Alliance shall not be more than nine. For purposes of these Bylaws, “those receiving allowance” shall mean those persons receiving direct or indirect salaries or stipends. The number of laypersons shall not exceed 14. Whether a person is considered to be receiving allowance or to be a layperson shall be determined by their status as of the opening business session of the General Council and shall not be changed, for purpose of nomination, until the opening business session of the next succeeding General Council. The ballot provided by the Committee on Nominations shall indicate those receiving allowance. Except for the three ex officio members, National Office personnel shall not be eligible to serve on the Board of Directors. Any person who works for and is solely or primarily responsible to the National Office, whether or not said person lives in ~~Ohio~~ ~~Colorado Springs~~ or has an office at the National Office, shall be deemed to be National Office personnel. The following are exempted from this rule:

- a) International workers
- b) District superintendents and district directors
- c) College and seminary presidents
- d) Association presidents and executive secretaries
- e) Assistant district superintendents.

The section will then read:

Section 7.3. Membership. The Board of Directors shall have 28 members, each of whom shall be a member in good standing of an accredited church of The Christian and Missionary Alliance, or shall be an attendee in good standing in a developing or affiliated church of The Christian and Missionary Alliance, and affirm the Statement of Faith of The Christian and Missionary Alliance, and agree in principle with the other Statements contained in the *C&MA Manual*. The president, corporate vice president, and corporate secretary of The Christian and Missionary Alliance shall be members ex officio. In addition, the Board of Directors may invite corporate officers and other individuals to be present as the Board of Directors may consider necessary or advisable but without the right to vote. The membership of those receiving allowance from The Christian and Missionary Alliance shall not be more than nine. For purposes of these Bylaws, “those receiving allowance” shall mean those persons receiving direct or indirect salaries or stipends. The number of laypersons shall not exceed 14. Whether a person is considered to be receiving allowance or to be a layperson shall be determined by their status as of the opening business session of the General Council and shall not be changed, for purpose of nomination, until the opening business session of the next

succeeding General Council. The ballot provided by the Committee on Nominations shall indicate those receiving allowance. Except for the three ex officio members, National Office personnel shall not be eligible to serve on the Board of Directors. Any person who works for and is solely or primarily responsible to the National Office, whether or not said person lives in Ohio or has an office at the National Office, shall be deemed to be National Office personnel. The following are exempted from this rule:

- a) International workers
- b) District superintendents and district directors
- c) College and seminary presidents
- d) Association presidents and executive secretaries
- e) Assistant district superintendents.

This item is referred to the Committee relating to Special Reports and General Legislation.

6.8 Proposed Amendment to Bylaws—Affirmation of Statement of Faith by Officers

It is recommended that Section 8.1. Number (regarding officers of the C&MA), in the General Bylaws (page A2-24), in the *C&MA Manual*, which reads:

Section 8.1. Number. The executive officers of The Christian and Missionary Alliance shall consist of a president, a corporate vice president, and a corporate secretary. Other corporate officers shall include a treasurer and such officers as the Board of Directors may consider necessary or advisable. All officers must be general members of The Christian and Missionary Alliance as defined in Section 5.1A of these Bylaws.

Be amended as follows:

Section 8.1. Number. The executive officers of The Christian and Missionary Alliance shall consist of a president, a corporate vice president, and a corporate secretary. Other corporate officers shall include a treasurer and such officers as the Board of Directors may consider necessary or advisable. All officers must be general members of The Christian and Missionary Alliance as defined in Section 5.1A of these Bylaws, **shall affirm the Statement of Faith of The Christian and Missionary Alliance, and agree in principle with the other Statements contained in the *C&MA Manual*.**

The section will then read:

Section 8.1. Number. The executive officers of The Christian and Missionary Alliance shall consist of a president, a corporate vice president, and a corporate secretary. Other corporate officers shall include a treasurer and such officers as the Board of Directors may consider necessary or advisable. All officers must be general members of The Christian and Missionary Alliance as defined in Section 5.1A of these Bylaws, shall affirm the Statement of Faith of The Christian and Missionary Alliance, and agree in principle with the other Statements contained in the *C&MA Manual*.

This item is referred to the Committee relating to Special Reports and General Legislation.

6.9 Proposed Amendment to Special Rules of Order—Standing Committees

This amendment organizes the existing duties of the Committee on Nominations in a more understandable manner, clarifies that no self-nominations will be accepted, and provides

criteria to evaluate the qualifications of nominees for president, corporate vice president, corporate secretary, and the Board of Directors.

It is recommended that Article II, Section 2.1, Standing Committees in the Special Rules of Order (pages A3-1-3), in the *C&MA Manual*, which reads:

Section 2.1. Standing Committees.

A. Committee on Nominations. The Committee on Nominations shall consist of 13 members who serve through the next scheduled General Council. Members of the Committee on Nominations will be determined as follows:

- (1) At Large. Six at-large members shall serve on the Committee, including at least one international worker and two laypeople. In non-Council years, the District Leadership Forum shall nominate nine at-large nominees and report them to the Office of the Corporate Secretary. Of the nine nominees, at least two shall be international workers and three shall be laypeople. Election by the General Council shall be by plurality vote, with the six individuals receiving the greatest number of votes serving on the Committee. The six elected must include at least one international worker and two laypeople, thereby replacing others who may actually receive more votes.
- (2) Board of Directors. The Board of Directors shall appoint four members of the Board of Directors who are not eligible for reelection at the next scheduled General Council.
- (3) Officers. The Committee on Nominations shall nominate and report to the General Council the Committee's chairperson, vice chairperson, and secretary to serve through the next scheduled General Council.

The Committee on Nominations shall have the responsibility for the completion of membership of its Committee. Any vacancies will be filled in consultation with the district superintendents.

The Committee on Nominations shall nominate for election by the General Council the following: (a) the executive officers of The Christian and Missionary Alliance; (b) the members of the Board of Directors; (c) the Committee on Rules; and (d) special committees, if any.

The Committee shall report 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.

The Committee shall nominate and report the nominees (in consultation with current select committees, district superintendents, and/or the National Office) for each General Council select committee chairperson, vice chairperson, secretary for the next scheduled General Council.

The Committee on Nominations shall submit a report of the tellers, business-session ushers, and communion stewards as appointed by the corporate secretary. The tellers shall be responsible for distributing, collecting, counting, and verifying the

ballots cast during the General Council elections. The head teller shall report in writing the results of the election(s) to the presiding officer of the General Council.

The Committee on Nominations shall distribute information as to the position of each nominee for the Board of Directors, such as district superintendent, pastor, educator, layperson, etc., in addition to the district where each resides. It also shall distribute a listing of the current Board of Directors, showing the non-retiring members and the retiring members.

No person's name shall be presented in nomination by the Committee on Nominations or by any accredited delegate unless the person's consent has been obtained and the person is a member in good standing of an accredited church of The Christian and Missionary Alliance, or is an attendee in good standing in a developing or affiliated church of The Christian and Missionary Alliance.

Be amended as follows:

Section 2.1. Standing Committees.

~~A.~~ Committee on Nominations.

Membership of Committee on Nominations:

The Committee on Nominations shall consist of 13 members who serve through the next scheduled General Council. Members of the Committee on Nominations will be determined as follows:

- (1) At Large. Six at-large members shall serve on the Committee, including at least one international worker and two laypeople. In non-Council years, the District Leadership Forum shall nominate nine at-large nominees and report them to the Office of the Corporate Secretary. Of the nine nominees, at least two shall be international workers and three shall be laypeople. Election by the General Council shall be by plurality vote, with the six individuals receiving the greatest number of votes serving on the Committee. The six elected must include at least one international worker and two laypeople, thereby replacing others who may actually receive more votes.
- (2) Board of Directors. The Board of Directors shall appoint four members of the Board of Directors who are not eligible for reelection at the next scheduled General Council.
- (3) Officers. The Committee on Nominations shall nominate and report to the General Council the Committee's chairperson, vice chairperson, and secretary to serve through the next scheduled General Council.

Responsibilities of Committee on Nominations:

Completion of Membership: The Committee on Nominations shall have the responsibility for the completion of membership of its Committee. Any vacancies will be filled in consultation with the district superintendents.

Nominations from Committee: The Committee on Nominations shall nominate for election by the General Council the following: (a) the executive officers of The

Christian and Missionary Alliance; (b) the members of the Board of Directors; (c) the Committee on Rules; and (d) special committees, if any.

Nominations from President: The Committee shall report 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.

Nominations of Select Committee Officers: The Committee shall nominate and report the nominees (in consultation with current select committees, district superintendents, and/or the National Office) for each General Council select committee chairperson, vice chairperson, secretary for the next scheduled General Council.

Tellers, Ushers, and Communion Stewards: The Committee on Nominations shall submit a report of the tellers, business-session ushers, and communion stewards as appointed by the corporate secretary. The tellers shall be responsible for distributing, collecting, counting, and verifying the ballots cast during the General Council elections. The head teller shall report in writing the results of the election(s) to the **appointed representative in the Office of the Corporate Secretary for verification prior to presentation to the** presiding officer of the General Council.

Board of Directors Legend: The Committee on Nominations shall distribute information as to the position of each nominee for the Board of Directors, such as district superintendent, pastor, educator, layperson, etc., in addition to the district where each resides. It also shall distribute a listing of the current Board of Directors, showing the non-retiring members and the retiring members.

Nominee Consent and Church Membership: No self-nomination shall be accepted. No person's name shall be presented in nomination by the Committee on Nominations or by any accredited delegate unless the person's consent has been obtained and the person is a member in good standing of an accredited church of The Christian and Missionary Alliance, or is an attendee in good standing in a developing or affiliated church of The Christian and Missionary Alliance.

Nominee Qualifications for positions of president, corporate vice president, corporate secretary, and Board of Directors: In addition to consent and church requirements in the above paragraph, no person's name shall be presented in nomination by the Committee on Nominations or by any accredited delegate unless the person:

- (1) **In the power of the Holy Spirit lives a life that is above reproach. Embodies and models biblical principles that result in a Christ-like lifestyle, character, and attitude.**
- (2) **Accepts and lives in accordance with the C&MA:**
 - a. **mission, objectives, governance, and values**
 - b. **Statement of Faith**
 - c. **Statements and policies in the *C&MA Manual***

(3) Prayerfully and personally contributes to the Great Commission Fund and leads any church/organization he/she oversees in appropriate C&MA engagement.

(4) Proven aptitude to meet the requirements of the position.

The section will then read:

Section 2.1. Standing Committees.

Committee on Nominations.

Membership of Committee on Nominations:

The Committee on Nominations shall consist of 13 members who serve through the next scheduled General Council. Members of the Committee on Nominations will be determined as follows:

- (1) At Large. Six at-large members shall serve on the Committee, including at least one international worker and two laypeople. In non-Council years, the District Leadership Forum shall nominate nine at-large nominees and report them to the Office of the Corporate Secretary. Of the nine nominees, at least two shall be international workers and three shall be laypeople. Election by the General Council shall be by plurality vote, with the six individuals receiving the greatest number of votes serving on the Committee. The six elected must include at least one international worker and two laypeople, thereby replacing others who may actually receive more votes.
- (2) Board of Directors. The Board of Directors shall appoint four members of the Board of Directors who are not eligible for reelection at the next scheduled General Council.
- (3) Officers. The Committee on Nominations shall nominate and report to the General Council the Committee's chairperson, vice chairperson, and secretary to serve through the next scheduled General Council.

Responsibilities of Committee on Nominations:

Completion of Membership: The Committee on Nominations shall have the responsibility for the completion of membership of its Committee. Any vacancies will be filled in consultation with the district superintendents.

Nominations from Committee: The Committee on Nominations shall nominate for election by the General Council the following: (a) the executive officers of The Christian and Missionary Alliance; (b) the members of the Board of Directors; (c) the Committee on Rules; and (d) special committees, if any.

Nominations from President: The Committee shall report 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.

Nominations of Select Committee Officers: The Committee shall nominate and report the nominees (in consultation with current select committees, district superintendents,

and/or the National Office) for each General Council select committee chairperson, vice chairperson, secretary for the next scheduled General Council.

Tellers, Ushers, and Communion Stewards: The Committee on Nominations shall submit a report of the tellers, business-session ushers, and communion stewards as appointed by the corporate secretary. The tellers shall be responsible for distributing, collecting, counting, and verifying the ballots cast during the General Council elections. The head teller shall report in writing the results of the election(s) to the appointed representative in the Office of the Corporate Secretary for verification prior to presentation to the presiding officer of the General Council.

Board of Directors Legend: The Committee on Nominations shall distribute information as to the position of each nominee for the Board of Directors, such as district superintendent, pastor, educator, layperson, etc., in addition to the district where each resides. It also shall distribute a listing of the current Board of Directors, showing the non-retiring members and the retiring members.

Nominee Consent and Church Membership: No self-nomination shall be accepted. No person's name shall be presented in nomination by the Committee on Nominations or by any accredited delegate unless the person's consent has been obtained and the person is a member in good standing of an accredited church of The Christian and Missionary Alliance, or is an attendee in good standing in a developing or affiliated church of The Christian and Missionary Alliance.

Nominee Qualifications for positions of president, corporate vice president, corporate secretary, and Board of Directors: In addition to consent and church requirements in the above paragraph, no person's name shall be presented in nomination by the Committee on Nominations or by any accredited delegate unless the person:

- (1) In the power of the Holy Spirit lives a life that is above reproach. Embodies and models biblical principles that result in a Christ-like lifestyle, character, and attitude.
- (2) Accepts and lives in accordance with the C&MA:
 - a. mission, objectives, governance, and values
 - b. Statement of Faith
 - c. Statements and policies in the *C&MA Manual*
- (3) Prayerfully and personally contributes to the Great Commission Fund and leads any church/organization he/she oversees in appropriate C&MA engagement.
- (4) Proven aptitude to meet the requirements of the position.

This item is referred to the Committee relating to Special Reports and General Legislation.

6.10 Proposed Amendment to Bylaws—Board of Directors Removal

It is recommended that Article VII, Board of Directors, Section 7.15, Removal (page A2-22) in the *C&MA Manual*, which reads:

Section 7.15. Removal. Any member of the Board of Directors may be removed by the Board of Directors, with or without cause and without regard to any rights such

member may have under internal procedures of The Christian and Missionary Alliance governing the Board of Directors, whenever, in the judgment of at least two-thirds of the Board of Directors then serving, the best interests of The Christian and Missionary Alliance will be served thereby.

Be amended as follows:

Section 7.15. Removal. Any member of the Board of Directors may be removed by the Board of Directors, with or without cause and without regard to any rights such member may have under internal procedures of The Christian and Missionary Alliance governing the Board of Directors, whenever, in the judgment of at least two-thirds of the Board of Directors ~~then serving~~, the best interests of The Christian and Missionary Alliance will be served thereby.

The section will then read:

Section 7.15. Removal. Any member of the Board of Directors may be removed by the Board of Directors, with or without cause and without regard to any rights such member may have under internal procedures of The Christian and Missionary Alliance governing the Board of Directors, whenever, in the judgment of at least two-thirds of the Board of Directors, the best interests of The Christian and Missionary Alliance will be served thereby.

This item is referred to the Committee relating to Special Reports and General Legislation.

6.11 Proposed Amendment to Constitution for Districts—District Superintendent Removal

It is recommended that Article II, Organization and Government, Section 4, Elections, A. District Superintendent, in the Uniform Constitution for Districts (pages A4-5-6), which reads:

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 the removal of a district superintendent, the District Executive Committee shall follow the procedure outlined in the *Discipline Policy Handbook*.

Be amended as follows:

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 the removal of a district superintendent, the District Executive Committee shall follow the procedure outlined in the *Discipline Policy Handbook*.~~

A district superintendent may be removed by the use of the Uniform Policy on Discipline, Restoration, and Appeal where a duly appointed Discipline Committee finds him guilty of one of the bases for discipline. Where the issue at hand is not one that falls within the Discipline Policy, a district superintendent may be removed by a two-thirds vote of the District Executive Committee and the agreement of the vice president for Church Ministries. The district superintendent has the right to appeal this decision to the Board of Directors within ten days following his removal in the manner outlined in the Church Ministries District Handbook.

The section will then read:

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.

A district superintendent may be removed by the use of the Uniform Policy on Discipline, Restoration, and Appeal where a duly appointed Discipline Committee finds him guilty of one of the bases for discipline. Where the issue at hand is not one that falls within the Discipline Policy, a district superintendent may be removed by a two-thirds vote of the District Executive Committee and the agreement of the vice president for Church Ministries. The district superintendent has the right to appeal this decision to the Board of Directors within ten days following his removal in the manner outlined in the Church Ministries District Handbook.

This item is referred to the Committee relating to Church Ministries.

6.12 Proposal regarding Eldership in Alliance Churches

Whereas, We have many multi-staff Alliance churches where not all pastors serve as elders; and

Whereas, We have retired pastors and official workers serving in non-church assignments who are not automatically elders in the local church of which they are members,

It is recommended that the eldership in Alliance churches be the lead pastor, elected lay elders, and other male members of the licensed ministry staff as deemed appropriate by the local church.

This item is referred to the Committee relating to Church Ministries.

6.13 Proposed Amendment to Entire C&MA Manual—Eldership

Whereas, We have retired pastors and official workers serving in non-church assignments who are not automatically elders in the local church of which they are members;

Whereas, There is no indication in the New Testament that ordination and eldership are connected to one another;

Whereas, These are substantive changes to our polity that should allow for the voice and vote of Council, the highest legislation body in our denomination; and

Whereas, Allowing the voice and vote of Council delegates may assist in maintaining the unity of our denomination,

It is recommended that the eldership in Alliance churches be limited to the lead pastor, elected lay elders, and other male members of the licensed ministry staff designated in the local church bylaws. Further, that the *Manual of The Christian and Missionary Alliance* be amended to eliminate indications: a) that everyone who carries the title pastor is also an elder, and b) that elder authority is automatically conferred by ordination.

This item is referred to the Committee relating to Church Ministries.

6.14 Proposal regarding Designation of Consecrated and Ordained

Whereas, There is no indication in the New Testament that ordination and eldership are connected to one another;

Whereas, Our practice of ordination arises more from Church tradition and polity than it does from Scripture;

Whereas, Ordination is perhaps best seen as a holy process of vetting, certifying, and endorsing those who sense God's call to vocational ministry, have evidenced that call through character, giftedness, and preparation, and have had that call affirmed by the church;

Whereas, The polling from the first round of the National Conversation indicated that a very strong majority of Alliance people do not support our current polity where men and women carry out the same process for ordination or consecration but arrive at two different outcomes and titles;

Whereas, Not being ordained at times denies a female official worker access to certain ministry settings, may inhibit them from employment as institutional chaplains, and may hinder our recruitment of female military chaplains; and

Whereas, The term "consecration" is rooted in Scripture and the term "ordination" is broadly recognized in the public sector,

It is recommended that the designation "Consecrated and Ordained" be used to indicate the denomination's endorsement on all official workers, both male and female, who meet the stated qualifications for Alliance ministry and have successfully completed the consecration and ordination process outlined in the *Manual of The Christian and Missionary Alliance*.

This item is referred to the Committee relating to Church Ministries.

6.15 Proposal regarding Use of the Title of Pastor

Whereas, The C&MA in the United States is a diverse denomination that includes 38 language groups, and our diversity impacts the use of various titles typically related to ministry positions and even the existence of such titles in some languages;

Whereas, The current governing documents of the C&MA have the potential to cause confusion related to the use of the title pastor and clarity is needed;

Whereas, The polity and doctrine of the C&MA has always offered a balance between national uniformity and local autonomy;

Whereas, All Alliance leaders subscribe to the inerrancy and authority of Scripture but do not always interpret passages on some less-than-core issues in the same way;

Whereas, One of the historic strengths of the C&MA has been the capacity to function in unity while holding to diverse positions on the less-than essentials issues; and

Whereas, Alliance people and leaders hold differences of interpretation on Scripture passages related to the title pastor and whether or not it is connected to the office elder,

It is recommended that the title pastor, except lead pastor, may be used by a local church to refer to its male and female official workers if its biblical understanding allows.

This item is referred to the Committee relating to Church Ministries.

6.16 Proposal regarding Designation of Reverend

Whereas, Licensing of official workers is handled by the district LO&CC, federal chaplain endorser, the President's Office, Church Ministries, and Alliance Missions; and

Whereas, Consecration and ordination is handled by the district LO&CC,

It is recommended that the designation of reverend shall be issued by the LO&CC to all official workers who serve in roles both inside and outside of the local church, meet the stated qualifications for Alliance ministry, and have successfully completed the consecration and ordination process outlined in the *Manual of The Christian and Missionary Alliance*. Each local church may determine the use of this designation as appropriate in their context.

This item is referred to the Committee relating to Church Ministries.

6.17 Proposed Amendments to Manual regarding Titles

Whereas, The adoption of these proposals related to men and women in leadership will require extensive amendments to the *Manual of The Christian and Missionary Alliance*; and

Whereas, These extensive changes are more efficiently handled by a smaller group of people,

It is recommended that Council 2023 empower the Board of Directors to conform the *Manual of The Christian and Missionary Alliance* to be consistent with the above changes, including the new name for the Licensing, Ordination, and Consecration Council, and to eliminate indications a) that everyone who carries the title pastor is also an elder, and b) that eldership is automatically conferred by ordination, and to report these changes to Council 2025.

This item is referred to the Committee relating to Church Ministries.

AMENDMENTS TO STATEMENT OF FAITH (Items 6.18 through 6.23)

Whereas, Much prayerful dialogue and consideration has been given to possible changes in our Statement of Faith;

Whereas, Due to time constraints, Council 2021 was not able to complete their deliberations and voting regarding the proposed Statement of Faith changes;

Whereas, Delegates at Council 2021, the Theological Issues Committee, and the official workers who engaged in the continuing National Conversation and/or responded to the 60-day period of feedback gave thoughtful input inspiring additional changes and edits; and

Whereas, These proposals strengthen the C&MA and its mission,

6.18 Proposal to General Council regarding Amendments to Statement of Faith

It is recommended that the **Statement of Faith** recommendations be adopted by General Council in the order presented and without amendments.

This item is referred to the Committee relating to the President's Report.
(This item requires adoption verbatim at the 2025 General Council.)

6.19 Proposed Amendment to paragraph (j) and [Section 1.10](#) of Statement of Faith

It is recommended that the **Statement of Faith, paragraph (j) in the Articles of Incorporation** (page A1-2) and **Section 1.10 in the General Bylaws** (pages A2-2), in the *C&MA Manual*, which reads:

There shall be a bodily resurrection of the just and of the unjust; for the former, a resurrection unto life;³⁰ for the latter, a resurrection unto judgment.³¹ (³⁰1 Corinthians 15:20–23, ³¹John 5:28–29)

Be amended as follows:

There ~~shall~~**will** be a bodily resurrection of **all people (Acts 24:15). Our Lord Jesus Christ will judge with perfect justice (Acts 17:31; John 5:28–30) as the unrepentant and unbelieving are raised to the conscious anguish of eternal separation from God (Rev. 20:15, 21:8; 2 Thess. 1:9), and repentant believers are raised (John 6:40) to the unending joy of eternal life with God (Ps. 16:11; Rev. 21:1–4).**~~the just and of the unjust; for the former, a resurrection unto life;³⁰ for the latter, a resurrection unto judgment.³¹ (³⁰1 Corinthians 15:20–23, ³¹John 5:28–29)~~

The amended section will then read:

There will be a bodily resurrection of all people (Acts 24:15). Our Lord Jesus Christ will judge with perfect justice (Acts 17:31; John 5:28–30) as the unrepentant and unbelieving are raised to the conscious anguish of eternal separation from God (Rev. 20:15, 21:8; 2 Thess. 1:9), and repentant believers are raised (John 6:40) to the unending joy of eternal life with God (Ps. 16:11; Rev. 21:1–4).

This item is referred to the Committee relating to the President's Report.
(This item requires adoption verbatim at the 2025 General Council)

6.20 Proposed Amendment to paragraph (e) and [Section 1.5](#) of Statement of Faith

It is recommended that the **Statement of Faith, paragraph (e) in the Articles of Incorporation** (page A1-2) and **Section 1.5 in the General Bylaws** (pages A2-1-2), in the *C&MA Manual*, which reads:

Man was originally created in the image and likeness of God: ¹⁶ he fell through disobedience, incurring thereby both physical and spiritual death. All men are born with a sinful nature, ¹⁷ are separated from the life of God, and can be saved only through the atoning work of the Lord Jesus Christ. ¹⁸ The portion of the impenitent and unbelieving is existence forever in conscious torment; ¹⁹ and that of the believer, in everlasting joy and bliss. ²⁰ (¹⁶Genesis 1:27, ¹⁷Romans 3:23, ¹⁸1 Corinthians 15:20–23, ¹⁹Revelation 21:8, ²⁰Revelation 21:1–4)

Be amended as follows:

Man **and woman**, ~~was originally~~ created in the image and likeness of God (**Gen. 1:27**); ¹⁶ ~~he~~ fell through disobedience, incurring ~~thereby~~ both physical and spiritual death (**Rom. 6:23**). ~~All men are~~ **Therefore, everyone is** born with a sinful nature (**Rom. 5:12**), ¹⁷ ~~are~~ **is** separated from the life of God (**Eph. 4:18**), and can be saved only through the atoning work of the Lord Jesus Christ (**Rom. 3:25**). ¹⁸ ~~The portion of the impenitent and unbelieving is existence forever in conscious torment;~~ ¹⁹ ~~and that of the believer, in everlasting joy and bliss.~~ ²⁰ (¹⁶Genesis 1:27, ¹⁷Romans 3:23, ¹⁸1 Corinthians 15:20–23, ¹⁹Revelation 21:8, ²⁰Revelation 21:1–4)

The amended section will then read:

Man and woman, created in the image and likeness of God (Gen. 1:27), fell through disobedience, incurring both physical and spiritual death (Rom. 6:23). Therefore, everyone is born with a sinful nature (Rom. 5:12), is separated from the life of God (Eph. 4:18), and can be saved only through the atoning work of the Lord Jesus Christ (Rom. 3:25).

This item is referred to the Committee relating to the President's Report.
(This item requires adoption verbatim at the 2025 General Council)

6.21 Proposed Amendment to paragraph (g) and [Section 1.7](#) of Statement of Faith

It is recommended that the **Statement of Faith, paragraph (g) in the Articles of Incorporation** (page A1-2) and **Section 1.7 in the General Bylaws** (pages A2-2), in the *C&MA Manual*, which reads:

It is the will of God that each believer should be filled with the Holy Spirit and be sanctified wholly, ²² being separated from sin and the world and fully dedicated to the will of God, thereby receiving power for holy living and effective service. ²³ This is both a crisis and a progressive experience wrought in the life of the believer subsequent to conversion. ²⁴ (²²1 Thessalonians 5:23, ²³Acts 1:8, ²⁴Romans 6:1–14)

Be amended as follows:

It is the will of God that **in Christ (Col. 1:27)** each believer ~~should be filled with the Holy Spirit and~~ be sanctified wholly (**1 Thess. 5:23**), ²² ~~being separated from sin, and the world and~~ fully dedicated to ~~the will of God~~ (**Rom. 6:13**), and filled with the Holy Spirit (**Eph. 5:18**), thereby receiving power for holy living and effective service (**Acts 1:8**). ²³ **Positional sanctification occurs at conversion while experiential sanctification follows and involves** ~~is~~ both ~~a~~ **decisive points of complete surrender (Rom. 12:1)** ~~crisis~~ and a progressive experience (**Gal. 5:16, 25**) ~~wrought through which Christ is formed~~ in the life of the believer **by the Spirit** ~~subsequent to~~

conversion (Gal. 4:19; Rom. 6:1–14).²⁴ (~~22~~1 Thessalonians 5:23, ²³Acts 1:8, ²⁴Romans 6:1–14)

The amended section will then read:

It is the will of God that in Christ (Col. 1:27) each believer be sanctified wholly (1 Thessalonians 5:23), being separated from sin, fully dedicated to God (Rom. 6:13), and filled with the Holy Spirit (Eph. 5:18), thereby receiving power for holy living and effective service (Acts 1:8). Positional sanctification occurs at conversion while experiential sanctification follows and involves both decisive points of complete surrender (Rom. 12:1) and a progressive experience (Gal. 5:16, 25) through which Christ is formed in the life of the believer by the Spirit (Gal. 4:19; Rom. 6:1–14).

This item is referred to the Committee relating to the President's Report.
(This item requires adoption verbatim at the 2025 General Council)

6.22 **Proposed Amendment to paragraph (i) and [Section 1.9](#) of Statement of Faith**

It is recommended that the **Statement of Faith, paragraph (i) in the Articles of Incorporation** (page A1-2) and **Section 1.9 in the General Bylaws** (pages A2-2), in the *C&MA Manual*, which reads:

The Church consists of all those who believe on the Lord Jesus Christ, are redeemed through His blood, and are born again of the Holy Spirit. Christ is the Head of the Body, the Church,²⁷ which has been commissioned by Him to go into all the world as a witness, preaching the gospel to all nations.²⁸

The local church is a body of believers in Christ who are joined together for the worship of God, for edification through the Word of God, for prayer, fellowship, the proclamation of the gospel, and observance of the ordinances of Baptism and the Lord's Supper.²⁹ (²⁷Ephesians 1:22–23, ²⁸Matthew 28:19–20, ²⁹Acts 2:41–47)

Be amended as follows:

The Church consists of all those who believe ~~on~~**in** the Lord Jesus Christ, are redeemed through His blood, and are born again **by** the Holy Spirit. Christ is the Head of ~~the~~**His** Body (**Eph. 1:22–23; Col. 1:18**), the Church,²⁷ which has been commissioned by Him to go into all the world **making disciples of all peoples (Matt. 24:14, 28:19–20).**~~as a witness, preaching the gospel to all nations.~~²⁸

The local church is a body of believers in Christ (**Eph. 5:30**) who are **called to love (1 Thess. 3:12) and** joined together for the worship of God, ~~for~~edification through the Word of God, ~~for~~prayer, fellowship, ~~the~~proclamation of the gospel **through word and deed (Luke 4:18–19)**, and observance of the ordinances of Baptism and the Lord's Supper (**Acts 2:41–47**).²⁹ (~~²⁷Ephesians 1:22–23, ²⁸Matthew 28:19–20, ²⁹Acts 2:41–47~~)

The amended section will then read:

The Church consists of all those who believe in the Lord Jesus Christ, are redeemed through His blood, and are born again by the Holy Spirit. Christ is the Head of His Body (Eph. 1:22–23; Col. 1:18), the Church, which has been commissioned by Him to go into all the world making disciples of all peoples (Matt. 24:14, 28:19–20).

The local church is a body of believers in Christ (Eph. 5:30) who are called to love (1 Thess. 3:12) and joined together for the worship of God, edification through the Word of God, prayer, fellowship, proclamation of the gospel through word and deed (Luke 4:18–19), and observance of the ordinances of Baptism and the Lord’s Supper (Acts 2:41–47).

This item is referred to the Committee relating to the President’s Report.
(This item requires adoption verbatim at the 2025 General Council)

6.23 Proposed Amendment to paragraph (k) and Section 1.11 of Statement of Faith with a Preamble

Whereas, The C&MA has always been a predominantly premillennial movement;

Whereas, The C&MA has also historically had some openness to those who embrace our mission and other aspects of our doctrine who may not be premillennial; and

Whereas, This proposal would require official workers to embrace all other areas of our Statement of Faith, including the imminent return of Jesus Christ and the missional impetus provided by His return,

It is recommended that a **Preamble** be added to the **Statement of Faith**, before (a) **in the Articles of Incorporation** (page A1-2) and before Section 1.1 **in the General Bylaws** (pages A2-2), and that **paragraph (k) in the Articles of Incorporation** (page A1-2) and **Section 1.11 in the General Bylaws** (pages A2-2) in the *C&MA Manual*, which reads:

The Second Coming of the Lord Jesus Christ is imminent³² and will be personal, visible, and premillennial.³³ This is the believer’s blessed hope and is a vital truth which is an incentive to holy living and faithful service.³⁴ (³²Hebrews 10:37, ³³Luke 21:27, ³⁴Titus 2:11–14)

Be amended as follows:

Preamble:

This preamble paraphrases the words of our founder, Dr. A. B. Simpson, penned in 1887. They are found in the preamble and body of the first constitution of what was then known as The Christian Alliance. We continue to embrace this spirit within The Christian and Missionary Alliance (the C&MA) today.

The C&MA is a family of believers who share in common the fullness of Jesus in His present grace and coming glory. The C&MA is not intended to be sectarian in a way that would divide it from the broader body of evangelical churches. Rather, it is the intent of the C&MA to fellowship and partner with all Christians, churches, and denominations who, like us, cling to “the faith that was once for all entrusted to the saints” (Jude 3).

We understand that some will desire to be members and official workers in the C&MA who are in agreement with our mission and our doctrinal principles with the exception that they may not fully embrace the doctrine of the premillennial return of Jesus Christ. Such people may be received into membership and licensed for ministry so long as they embrace all the other tenets of our Statement of Faith

and are willing to give the matter of premillennialism their honest and prayerful consideration.

Section 1.11:

The Second Coming of ~~the Lord~~ Jesus Christ, **our Lord and King (Rev. 19:16)**, is imminent (**Heb. 10:37; Rev. 22:20**)³² and will be sudden (**1 Cor. 15:52**), personal, visible, and premillennial (**Acts 1:11; Matt. 26:64; Rev. 20:1–7**).³³ This is the believer's blessed hope and is a vital truth which **calls us** ~~is an incentive to~~ holy living, **intentional witness**, and faithful service (**Titus 2:11–14**).³⁴ (~~Hebrews 10:37, Luke 21:27, Titus 2:11–14~~)

The amended section will then read:

Preamble:

This preamble paraphrases the words of our founder, Dr. A. B. Simpson, penned in 1887. They are found in the preamble and body of the first constitution of what was then known as The Christian Alliance. We continue to embrace this spirit within The Christian and Missionary Alliance (the C&MA) today.

The C&MA is a family of believers who share in common the fullness of Jesus in His present grace and coming glory. The C&MA is not intended to be sectarian in a way that would divide it from the broader body of evangelical churches. Rather, it is the intent of the C&MA to fellowship and partner with all Christians, churches, and denominations who, like us, cling to “the faith that was once for all entrusted to the saints” (Jude 3).

We understand that some will desire to be members and official workers in the C&MA who are in agreement with our mission and our doctrinal principles with the exception that they may not fully embrace the doctrine of the premillennial return of Jesus Christ. Such people may be received into membership and licensed for ministry so long as they embrace all the other tenets of our Statement of Faith and are willing to give the matter of premillennialism their honest and prayerful consideration.

Section 1.11:

The Second Coming of Jesus Christ, our Lord and King (Rev. 19:16), is imminent (Heb. 10:37; Rev. 22:20) and will be sudden (1 Cor. 15:52), personal, visible, and premillennial (Acts 1:11; Matt. 26:64; Rev. 20:1–7). This is the believer's blessed hope and is a vital truth which calls us to holy living, intentional witness, and faithful service (Titus 2:11–14).

This item is referred to the Committee relating to the President's Report.
(This item requires adoption verbatim at the 2025 General Council.)

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. Profiles for nominees are attached (pages 222–224).

7.1 Nominees for Theological Issues Committee

2023–2029:

Dr. Stephen V. Elliott

Dr. Fernando A. González

Dr. Christopher J. Vena

Term expires in 2023

Dr. Jose R. Martínez-Villamil (educator/official worker)

Dr. Stephen V. Elliott (retired/official worker)

unexpired term of Frank Chan

Continuing Members:

Term expires in 2025

Ms. Jennifer K. Ashby, CWM (Board member/official worker)

Rev. William A. Paul (retired/official worker)

Rev. Terry D. Smith (official worker)

Term expires in 2027

Dr. Patrick A. Blewett (educator/official worker)

Dr. Dean M. Erickson (educator/official worker)

Dr. Lantzia C. Thao (Hmong district superintendent/official worker)

This item is referred to the Committee on Nominations.

7.2 Appointment to C&MA Benefit Board by the Board of Directors

Plan Representative/International Worker

Mr. Travis Novy, June 2023–May 2024

This item is referred to the Committee on Nominations (to be reported only).

PROFILE INFORMATION ON NOMINEE FOR
THEOLOGICAL ISSUES COMMITTEE—2023

DR. STEPHEN V. ELLIOTT

Venice, Florida
elliottsteve@hotmail.com

PERSONAL DATA

Year of Birth: 1951
Birthplace: Hamilton, ON, Canada
Citizenship: United States



FAMILY

Wife: Marilyn Elliott
Children: Mark, Rachel, Benjamin, Jordan

CHURCH MEMBERSHIP

First Alliance Church, Lexington, KY

PRESENT POSITION

Retired

EDUCATION

Asbury Theological Seminary, Wilmore, KY—D.Min. (1998)
Canadian Bible College

WORK EXPERIENCE

2001–2018 Senior Pastor, First Alliance Church, Lexington, KY
1988–2001 Senior Pastor, Foothills Alliance Church, Calgary, AB, Canada

ARTICLES AND PUBLICATIONS

“Joseph, a Story about a Family,” Seedbed Publishing, 2016
Variety of articles in various publications and platforms

OTHER SERVICE

C&MA Board of Directors (2017–present)
Adjunct teacher, Asbury Seminary and Canadian Theological Seminary
Pastoral Care for Missionaries
Board of Directors in Canada
Served multiple times on District Executive Committee and the Licensing, Ordination, and
Consecration Council
Chaired and served on Discipline Committees many times

**PROFILE INFORMATION ON NOMINEE FOR
THEOLOGICAL ISSUES COMMITTEE—2023**

FERNANDO A. GONZALEZ, PhD

**Toa Alta, Puerto Rico
email: fgonzal@gmail.com**

PERSONAL DATA

Year of Birth: 1963
Birthplace: San Juan, PR
Citizenship: United States



FAMILY

Wife: Enid L. Toledo
Children: Fernando Andrés González Toledo
Fernando Elías González Toledo
Sandra L. González Toledo

CHURCH MEMBERSHIP

Iglesia Alianza de Magnolia (C&MA), Bayamón, PR

PRESENT POSITION

Senior Pastor, Iglesia Alianza de Magnolia (C&MA), Bayamón, PR

EDUCATION

Cornell University—PhD Biochemistry (1989)
Alliance Theol. Seminary/Nyack College, Nyack, NY—MPS Christian ministry (2011)
University of Puerto Rico, Rio Piedras Campus—B.S. chemistry (1984)

WORK EXPERIENCE

2020–present	Doctor in Ministry Prog. Dir., Seminario Teológico de PR, San Juan
2015–present	Adjunct Professor, Seminario Teológico de PR, San Juan
2009–present	Senior Pastor, Iglesia Alianza Cristiana y Misionera, Bayamón, PR
2006–2009	Assistant Pastor, Iglesia Alianza Cristiana y Misionera, Bayamón, PR
1992–2010	Professor, Dept. of Chemistry, University of Puerto Rico–Rio Piedras

PUBLICATIONS

Various theological and scientific publications

SERVICE ON COMMITTEES OR BOARDS

District Executive Committee, Secretary, Puerto Rico District
Licensing, Ordination, and Consecration Committee, Puerto Rico District
Norms and Rules Committee, Puerto Rico District
Superintendent Search Committee, President, Puerto Rico District
Missions Mobilization Director, Puerto Rico District
Missions Mobilization Council, C&MA National Office

PROFILE INFORMATION ON NOMINEE FOR
THEOLOGICAL ISSUES COMMITTEE—2023

CHRISTOPHER J. VENA, PhD

Toccoa, Georgia
email: cvena@tfc.edu

PERSONAL DATA

Year of Birth: 1973
Birthplace: Toccoa, GA
Citizenship: United States

FAMILY

Wife: Christy Vena
Children: Catherine, Jordyn, Margaret, Emarie



CHURCH MEMBERSHIP

First Alliance Church, Toccoa, GA

PRESENT POSITION

Dean and Professor, Toccoa Falls College, Toccoa, GA

EDUCATION

Marquette University, Milwaukee, WI—PhD in theology and society (2009)
Bethel Theological Seminary, St. Paul, MN—MA in Christian thought (2000)
Toccoa Falls College, Toccoa, GA—BA in English (1996)

WORK EXPERIENCE

2020–present Dean/Professor of theology and philosophy, Toccoa Falls College
2015–2020 Associate Professor of theology, Toccoa Falls College
2008–2015 Assistant Professor of theology and philosophy, Toccoa Falls College

PUBLICATIONS (PARTIAL LIST)

“Creation Set Free from the Power of Sin” in *Advancing the Vision: Fourfold Gospel in Contemporary and Global Contexts*, ed. Bernie van de Walle, Wipf and Stock, 2023
“Working with Evangelicals and Pentecostals” in *Christian Theology and Climate Change*, T&T Clark, 2019
“Integrating Creation Care with Relief and Development” in *Hands: Stories and Lessons of Wholistic Development*, Alliance World Fellowship, 2019

SERVICE ON COMMITTEES OR BOARDS

2016–present QEP Development Committee, Toccoa Falls College
2017–2020 Chairperson, Curriculum Committee, Toccoa Falls College
2011–2016 Academic Enhancement Committee, Toccoa Falls College
2009–2012 Elder, New Life Community Fellowship (C&MA)

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., Monday, May 29, 2023, and ending Friday evening, June 2, 2023, at the Spokane Convention Center, 334 W. Spokane Falls Blvd., Spokane, Washington 99201. It will be a delight to share these days with you in Spokane and a great joy to be identified with you in our joint labor to change the world for Jesus!

Mr. Steven C. Lausell
Corporate Secretary

APPENDIX

REPORT OF THE CORPORATE SECRETARY 2021-2022

A Few Words About Parliamentary Procedure

As we prepare to convene General Council 2023, it is useful to remind ourselves of principles and procedures that are intended to guide our full participation in seeking to discern the will of our highest legislative body. Our General Bylaws call for the use of *Robert's Rules of Order Newly Revised* to govern the conduct of General Council business meetings. It is not the purpose of these notes to thoroughly recount all the relevant procedures in *Robert's*. However, a brief survey of some more relevant processes will enhance our Council business experiences. I am indebted to my predecessors who have moderated Council for their contributions to these principles.

The Report of the Committee on Nominations will be distributed on the cell phone app prior to the first business session and the first reading will occur on Tuesday. The second reading will take place at the following business session.

Rules of debate are designed to ensure the 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. For accredited delegates, this is done by proceeding to the nearest microphone, waiting your turn, and submitting your name to the teller attending the microphone, along with whether you are speaking for or against the motion. The teller will enter those details into the speaker queue. The chair will recognize each delegate according to the order in the speaker queue and will seek to ensure all relevant views are heard. When recognized, state your name and affiliation prior to making your comments.

Delegates are to speak only to the issue at hand. If the issue is a main motion, comment only on the main motion. If the issue is an amendment, comment only on the amendment. Never comment on a matter already decided, and never comment on an agenda item that is not yet before Council.

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 comments 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 comments to those points that will add something new to the discussion.

If a delegate desires to limit (or extend) debate, a motion is required 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 delegate from offering a rebuttal.

Movement in and out of the meeting hall disrupts the proceedings and is distracting 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.

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 one voice displeasure when you disagree with a delegate, or a vote is not in your favor.

Most of all, remember 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 business sessions of Council are laboratories for the cultivation of Christian love and clinics in the Spirit-filled life. 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 Council business sessions!

Andrew H. Hawkins, Moderator

2023 REPORT OF THE COMMITTEE ON ALLIANCE MISSIONS

*And this gospel of the kingdom will be preached in the whole world
as a testimony to all nations, and then the end will come.*
Matthew 24:14

We are grateful for the 683 international workers (IWs) that make up our Alliance global staff, with ministries in 67 countries. Even with the disruptions in our world over the last two years, these men and women have continued to yield their lives to take the gospel to all nations. This is a great reminder to stand firm in the faith and declare God's love to this broken world.

We are encouraged by the resilience of Alliance Missions (AM) as a whole. Despite the social and economic fallout of the COVID-19 pandemic and various geopolitical shifts, the Church continues to be present and provide help and hope in the midst of a discouraged world. We are inspired by the creativity of AM to pivot ministries in the midst of a tumultuous and ever-changing global landscape.

We applaud the work of churches, districts, the Global Link Office, and the increasing number of district missions mobilizers in providing various avenues for Alliance people to engage with what God is doing around the world. In working together, there has been a visible increase in participation in yearly missions-related gatherings like Converge.

We join with AM in rejoicing over God's continued call on Alliance people to serve among the nations. We are grateful for the pastors, churches, districts, Alliance higher education institutions, and the various leadership development programs that help foster the missionary spirit in Alliance people.

We want to commend Dr. Timothy Crouch (vice president for Alliance Missions) for his work to create a seamless transition of leadership in AM over the last two years. We are grateful for his leadership, as well as the leadership of Mrs. Bao Her and Rev. Al Stombaugh (assistant vice presidents), Ron and Lisa Ramsey (co-directors for CAMA), Mrs. Michelle Unwin (director for International Placement), Dr. Bill Dunham (director for marketplace ministries), Rev. Paul Huneycutt (director for Envision) and Rev. Robin Dirks (special assistant to the vice president), as well as the various regional leaders and developers. We are thankful for the support and care you provide for IWs to engage in God's global mission well in an ever-changing world.

We are actively praying for more workers for the field—those in the process and those God has yet to call into this service. We also rejoice with AM for the 36 people among our Alliance family who will be commissioned this Council to take the gospel to unreached people. We are excited to see the Gospel impact each of these individuals will have in their contexts.

We appreciate the work of AM leadership to ensure proper member care for our IWs. The work and expansion of member care personnel has allowed for care, not just to IWs, but to their families as well, especially their children. We are also encouraged by the work of local churches to aid in the care of our IWs.

We are overwhelmed by the generosity of the many individuals and churches that help sustain AM's efforts through supporting the Great Commission Fund. We rejoice that overall giving has

increased, allowing GCF budgets to grow past \$70 million for the first time ever. We continue to affirm the giving structure that allows people to give to Alliance ministry as a whole or to the worker or ministry they have come to know and love.

Though overall giving has increased in this new funding model, we also recognize the need for continued communication and clarity regarding this change. We strongly encourage the development of visual and print mediums to further communicate the specifics of this change. We support and affirm this funding model, but we would welcome other avenues in which we can effectively communicate this new change with the local church. We also encourage effective, accessible, and timely reporting on the use and distribution of GCF funds.

Alliance family, despite what has occurred in our world—both past and present—there is also much to celebrate. We celebrate the work of past and present AM retirees, both staff and field workers. We are grateful for your faithful service and dedication to the places and people God called you to. We also rejoice with AM in the various milestones of gospel presence in various countries—50 years in some nations, while in others 100 years! This is the fruit of our continued focus on reaching the unreached, which is a hallmark of who we are. We encourage AM to stay the course.

We also celebrate and marvel at the great resources that God has blessed our Alliance family with: people and churches with generous hearts to serve and give, pastors who foster a missionary spirit and share their passion to reach the lost with their churches, and leaders who continue to spur this family on to the great things God has for us. But, Alliance family, God has also given us IWs that are the envy of the world. God has given us IWs who—through the power of the Holy Spirit—express the strength and fortitude necessary to preach the good news of the Kingdom as a testimony to all peoples. Through political turmoil and a pandemic, our IWs have remained faithful to the task. Because of their efforts, Christ's light is shining in some of the darkest of places in our world.

God is certainly at work here and abroad. We are excited for the future of AM: the continued focus on unreached people groups, attention to overlooked pockets of underserved groups, and the unity and diversity of partnerships being created on the field. With great anticipation, we look forward to the future of AM as we all partner together to be people who desire *All of Jesus for All the World*.

Respectfully submitted,

Rev. Xeng Yang (17727), chairperson

Rev. Eliat Aponte, vice chairperson

Rev. Mark S. Reyes, secretary

2023 REPORT OF THE COMMITTEE ON CHURCH MINISTRIES

Your Committee affirms the Christ-focused leadership of Rev. Terry D. Smith and his team in a time of resurgence after the pandemic. We resonate with Rev. Smith's heart focusing on the Holy Spirit and the vital role the Spirit has in our lives and ministries. As Rev. Smith says, "That posture of dependence on the Person, power, and work of the Holy Spirit has shaped The Alliance from that first meeting until this very moment."

As we reflect on these days, we are reminded of John 16:13, *But when he, the Spirit of truth, comes, he will guide you into all the truth. He will not speak on his own; he will speak only what he hears, and he will tell you what is yet to come.* We also recognize Jesus' words in John 13:34–35 calling us to love one another and reminding us that it is by our love for one another that the world will see we are Jesus' disciples.

We are grateful for the focus by Church Ministries on both new churches being started as well as helping established churches thrive. We value the continued use of assessments and honest evaluations of our churches, and the implementation of intentional strategic steps for helping churches not yet thriving. We affirm the earnest pursuit by Church Ministries for an integrated and intentional approach to multiplication through every church to multiply disciples, workers, and leaders.

It is tremendous to see 19,777 professions of faith in 2022 and 17,795 professions of faith in 2021. We celebrate Jesus capturing hearts and transforming lives!

Alongside the efforts of the Candidate Recruitment and Development team, we are eager to see more and more laborers raised up to be deployed as pastors, planters, international workers, kingdom-minded businesspeople, etc. Efforts such as praying Luke 10:2 earnestly, developing Greenhouse Environments, utilizing Next Generation Leadership Cohorts, launching a more robust approach to The Alliance Center for Leadership Development, mobilizing older ministry leaders to mentor younger ministry leaders, and holding youth/children's conferences are great to see. May these laborers be found among young and old, all ethnic backgrounds, and in each part of our nation, and may they be continuously released into greater and greater leadership roles.

With these affirmations, we urge a greater emphasis on the sharing of the gospel and evangelism. We encourage more vision casting, training, and emphasis on evangelism across the Alliance family. Good steps have been taken by utilizing the Billy Graham Center's Church Evangelism Institute and we encourage the continued use of the Center as well as the pursuit of other approaches to raise the evangelism temperature of the Alliance family.

The undercurrent beneath all that we do in The Alliance is to glorify and share Christ and Him crucified. We realize this is foundational to all Church Ministries' initiatives. Because we seek to share *All of Jesus for All the World*, evangelism cannot become secondary, and discipleship of all ages must be intentionally primary in all we seek to do!

In summary, we draw attention to the great need before us for our churches to reverse the downward trends by seeking the lost in our communities, sharing the gospel, raising up new disciples who are discipling yet others, and launching more churches. We encourage prayer and strategic development around these overarching areas.

The Committee Relating to Church Ministries engaged in earnest deliberation regarding the following recommendations put forth by the Board of Directors. While there was a diverse expression of perspective in the room, there is a unity of desire to honor the Lord Jesus and His Word in all that we do, and a strong desire to make Him known to the world in the most effective ways possible.

We honor the work of our National Office leadership, the Board of Directors, and the broader Alliance family over these last years of the National Conversations.

The Committee has studied the recommendations referred to it by the 2023 Report of the Corporate Secretary.

Your Committee recommends that General Council adopt **Item 6.11, Proposed Amendment to District Constitution—District Superintendent Removal** (pages 143–145), in the **Report of the Corporate Secretary**.

Recommendation 1

It is recommended that Article II, Organization and Government, Section 4, Elections, A. District Superintendent, in the Uniform Constitution for Districts (pages A4-5-6), which reads:

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 the removal of a district superintendent, the District Executive Committee shall follow the procedure outlined in the *Discipline Policy Handbook*.

Be amended as follows:

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 the removal of a district superintendent, the District Executive Committee shall follow the procedure outlined in the *Discipline Policy Handbook*.~~

A district superintendent may be removed by the use of the Uniform Policy on Discipline, Restoration, and Appeal where a duly appointed Discipline Committee finds him guilty of one of the bases for discipline. Where the issue at hand is not one that falls within the Discipline Policy, a district superintendent may be removed by a two-thirds vote of the District Executive Committee and the agreement of the vice president for Church Ministries. The district superintendent has the right to appeal this decision to the Board of Directors within ten days following his removal in the manner outlined in the Church Ministries District Handbook.

The amended section will then read:

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.

A district superintendent may be removed by the use of the Uniform Policy on Discipline, Restoration, and Appeal where a duly appointed Discipline Committee finds him guilty of one of the bases for discipline. Where the issue at hand is not one that falls within the Discipline Policy, a district superintendent may be removed by a two-thirds vote of the District Executive Committee and the agreement of the vice president for Church Ministries. The district superintendent has the right to appeal this decision to the Board of Directors within ten days following his removal in the manner outlined in the Church Ministries District Handbook.

**COUNCIL ACTION: TABLED
2025 GENERAL COUNCIL**

Your Committee recommends that **Item 6.12, Proposal regarding Eldership in Alliance Churches** (page 145), in the **Report of the Corporate Secretary** (stated below):

That the eldership in Alliance churches be the lead pastor, elected lay elders, and other male members of the licensed ministry staff as deemed appropriate by the local church.

not be adopted and, in lieu thereof, your Committee recommends the adoption of the following substitute motion:

Whereas, We have many multi-staff Alliance churches where not all pastors serve as elders;

Whereas, We have retired pastors and official workers serving in non-church assignments who are not automatically elders in the local church of which they are members;

Whereas, The Uniform Constitution for Accredited Churches designates eldership in a local church as a male role; and

Whereas, Alliance polity reflects this position,

Recommendation 2

It is recommended that the eldership in Alliance churches be the lead pastor, elected lay elders, and, **as deemed appropriate by the local church**, other male members of the licensed ministry staff.

COUNCIL ACTION: ADOPTED

Whereas, Items 6.12 and 6.13 are redundant in addressing the limits of who can be elders in the local church; and

Whereas, Items 6.13 and 6.17 to change the *C&MA Manual* to be consistent with the clarification of the titles of pastor and elder contain redundancy,

Your Committee recommends that **Item 6.13, Proposed Amendment to entire *C&MA Manual—Eldership*** (pages 145–146), in the **Report of the Corporate Secretary** (stated below):

Recommendation 3

That the eldership in Alliance churches be limited to the lead pastor, elected lay elders, and other male members of the licensed ministry staff designated in the local church bylaws. Further, that the *Manual of The Christian and Missionary Alliance* be amended to eliminate indications: a) that everyone who carries the title pastor is also an elder, and b) that elder authority is automatically conferred by ordination.

not be adopted.

COUNCIL ACTION: NOT ADOPTED

Whereas, In Alliance polity, ordination does not automatically confer eldership;

Whereas, Ordination in The Alliance is a holy process of vetting, certifying, and endorsing those who sense God’s calling to ministry, have evidenced that call through character, giftedness, and preparation, and have had that call affirmed by the church;

Whereas, There is widely held concern that men and women carry out the same process for ordination or consecration but arrive at two different titles and outcomes;

Whereas, Not being ordained at times denies a female official worker access to certain ministry settings, may inhibit them from employment as institutional chaplains, and may hinder our recruitment of female military chaplains; and

Whereas, The term “consecration” is rooted in Scripture and the term “ordination” is broadly recognized in the public sector,

Your Committee recommends that General Council adopt **Item 6.14, Proposal regarding Designation of Consecrated and Ordained** (page 146), in the **Report of the Corporate Secretary**.

Recommendation 4

It is recommended that the designation “Consecrated and Ordained” be used to indicate the denomination’s endorsement on all official workers, both male and female, who meet the stated qualifications for Alliance ministry and have successfully completed the consecration and ordination process outlined in the *Manual of The Christian and Missionary Alliance*.

COUNCIL ACTION: ADOPTED

Whereas, The C&MA in the United States is a diverse denomination that includes 38 language groups, and our diversity impacts the use of various titles typically related to ministry positions and even the existence of such titles in some languages;

Whereas, The current governing documents of the C&MA have the potential to cause confusion related to the use of the title pastor and clarity is needed;

Whereas, The polity and doctrine of the C&MA has always offered a balance between national uniformity and local autonomy;

Whereas, All Alliance leaders subscribe to the inerrancy and authority of Scripture but do not always interpret some passages in the same way;

Whereas, One of the historic strengths of the C&MA has been the capacity to function in unity while holding to diverse positions on some issues; and

Whereas, Alliance people and leaders hold differences of interpretation on Scripture passages related to the title of pastor and whether or not it is connected to the office of elder,

Your Committee recommends that General Council adopt **Item 6.15, Proposal regarding Use of the Title of Pastor** (pages 146–147), in the **Report of the Corporate Secretary**.

Recommendation 5

It is recommended that the title pastor, except lead pastor, may be used by a local church to refer to its male and female official workers if its biblical understanding allows.

COUNCIL ACTION: ADOPTED

Whereas, Licensing of official workers is handled by the district LO&CC, federal chaplain endorser, the President’s Office, Church Ministries, and Alliance Missions; and

Whereas, Consecration and ordination is handled by the district LO&CC,

Your Committee recommends that **Item 6.16, Proposal regarding the Designation of Reverend** (page 147), in the **Report of the Corporate Secretary** (stated below):

That the designation of reverend shall be issued by the LO&CC to all official workers who serve in roles both inside and outside of the local church, meet the stated qualifications for Alliance ministry, and have successfully completed the consecration and ordination process outlined in the *Manual of The Christian and Missionary Alliance*. Each local church may determine the use of this designation as appropriate in their context.

not be adopted and, in lieu thereof, your Committee recommends the adoption of the following substitute motion:

Recommendation 6

It is recommended that while the designation of reverend is conferred by the LO&CC upon completion of the consecration and ordination process outlined in the *Manual of The Christian and Missionary Alliance*, each local church may determine the use of this designation as appropriate in their context.

COUNCIL ACTION: ADOPTED

Whereas, The adoption of these proposals related to men and women in leadership will require extensive changes to the *Manual of The Christian and Missionary Alliance*; and

Whereas, These extensive changes are more efficiently handled by a smaller group of people,

Your Committee recommends that **Item 6.17, Proposed Amendment to C&MA Manual regarding Titles** (page 147), in the **Report of the Corporate Secretary** (stated below):

That Council 2023 empower the Board of Directors to conform the *Manual of The Christian and Missionary Alliance* to be consistent with the above changes, including the new name for

the Licensing, Ordination, and Consecration Council, and to eliminate indications a) that everyone who carries the title pastor is also an elder, and b) that eldership is automatically conferred by ordination, and to report these changes to Council 2025.

not be adopted and, in lieu thereof, your Committee recommends the adoption of the following substitute motion:

Recommendation 7

It is recommended that Council 2023 empower the Board of Directors, in consultation with the District Leadership Forum, to conform the *Manual of The Christian and Missionary Alliance* to be consistent with the actions taken by 2023 General Council, and report those changes to 2025 General Council.

COUNCIL ACTION: ADOPTED

Respectfully submitted,

Mr. Daniel R. Allen, chairperson
Rev. Ronald M. Lotz, vice chairperson
Rev. Kyle W. Kershner, secretary

2023 REPORT OF THE COMMITTEE ON MINISTRY SUPPORT AND DEVELOPMENT

*For as the soil makes the sprout come up
and a garden causes seeds to grow,
so the Sovereign Lord will make righteousness
and praise spring up before all nations.*
Isaiah 61:11

The Alliance has had a long-standing tradition of taking faith-filled risks and expecting God to move. Over the past two years, The Alliance took on the task of restructuring the finances of the Great Commission Fund (GCF) and our Committee is encouraged with the direction and state of implementation of these changes.

The Committee would like to express gratitude toward all those who were a part of implementing the new funding model as well as a new accounting system. In the midst of a major move of the National Office, we specifically commend the work of Mr. Kenneth E. Baldes and his team. There is no doubt that God has positioned this team in this place for this moment and we celebrate that they have met the challenges with grace and fortitude. We commend the work of Dr. Timothy G. Meier and Rev. Paul J. Crosby in developing the giving model and communicating the stories of The Alliance that have led to historic first time giving to the GCF. It is a blessing to be able to give a designated gift to the work or worker you love in addition to an undesignated gift to support the workers that we all love. The Committee acknowledges how the website redesign has streamlined the giving process. The Committee would like to express our trust in the transparency and stewardship of our leadership, and commitment of our Alliance family in the fulfillment of our work.

We celebrate the unexpected outpouring in designated giving but recognize the challenges of the shortfall to the undesignated fund. We were encouraged by the team's creation of the cascading principle to honor the intended gift while freeing up the funds to bridge the gap. Strategies are in place to improve communication about the undesignated fund and increase engagement with churches in GC Day and Year-end Offerings.

The Committee acknowledges the specific challenges that our family is facing at this time. We encourage the National Office to faithfully steward and monitor the needs of our workers in response to the realities of inflation and the falling dollar. We were made aware of the challenges Alliance University is facing and feel confident that the National Office is on top of them. Concerns were brought to our Committee regarding Project ReImagine's potential impact upon the GCF. We are reassured that no GCF monies have been or will be used and we appreciate the wisdom in avoiding debt to complete the project. We are excited about the income generating impact of "Project ReImagine" to the GCF for years to come.

As we consider the increasing budget for the next two years, we are excited to hear that we are close to fulfilling the wish list of Alliance Missions. We also celebrate that the new system of designated giving, with no overhead cost, has opened the door for new donors outside of The

Alliance partnering with individual workers and also fully funding specific projects. We challenge those pastors and churches who have not yet embraced this mission to join us in faithful support of our workers who are fulfilling our *All of Jesus for All the World* vision. Alliance international workers, we love and support you. Thank you for your flexibility and patience during this season of transition.

The Committee has studied the recommendation referred to it by the 2023 Report of the Corporate Secretary.

Your Committee recommends that General Council adopt **Item 6.1, Twenty-Four Month Budget for 2023–2024 and 2024–2025 Fiscal Years** (page 129), in the **Report of the Corporate Secretary**.

Recommendation 1

It is recommended that General Council approve a 2023–2024 Great Commission Fund budget totaling \$77,500,000 and a 2024–2025 Great Commission Fund budget totaling \$81,200,000.

COUNCIL ACTION: ADOPTED

Respectfully submitted,

Rev. Joseph M. Gerhart, chairperson
Mrs. LeeAnn M. Strecker, CWM, vice chairperson
Rev. Matthew A. Merendino, secretary

2023 REPORT OF THE COMMITTEE ON NOMINATIONS

APPOINTMENTS

Tellers/Business Session Ushers

Rev. Dennis D. Pust, chairperson
Mrs. Susan M. Close, National Office coordinator

Tellers and Ushers

(volunteers and National Office personnel will serve)

OFFICERS FOR 2025 COUNCIL COMMITTEES

Committee Relating to the President's Report

Rev. Marko R. Requena, chairperson	Rev. J J. Spurling, Sr., alternate
Mrs. Erika N. Thornton, CWM, vice chair	Ms. Donna A. Baptiste, CWM, alternate
Rev. Paul L. King, secretary	Rev. Kevin S. Batson, alternate

Committee on Nominations

Mrs. Kimberly R. Thomas, chairperson	Rev. David L. Gilmore, alternate
Rev. C. Randy Vinson, vice chairperson	Rev. Kent J. Sovine, alternate
Rev. Robert E. Zimmermann, secretary	Mrs. Marcia A. Nagel, alternate

Committee Relating to Special Reports and General Legislation

Mrs. Jennifer M. Bliss-Criswell, CWM, chair	Rev. Jeffrey W. Keady, alternate
Rev. Marvin E. Nelson, vice chairperson	Rev. Gabriel L. Norton, alternate
Rev. Christopher D. Tweedy, secretary	Mrs. Michelle R. Davis, CWM, alternate

Committee Relating to Church Ministries

Rev. Ronald M. Lotz, chairperson	Dr. Marc D. Trujillo, alternate
Rev. Kyle W. Kershner, vice chairperson	Mrs. Yong A. Cluck, alternate
Mrs. Gina J. Edmond, secretary	Mrs. Kimberly A. Valenzuela, CWM, alternate

Committee Relating to Alliance Missions

Rev. Eliat Aponte, chairperson	Dr. Bill R. Kuhn, alternate
Rev. Mark S. Reyes, vice chairperson	Dr. Kelly N. Douglas, CWM, alternate
Mrs. Geraldyn M. Brumley, secretary	Rev. Nhia V. Vang, alternate

Committee Relating to Ministry Support and Development

Mrs. Leeann M. Strecker, CWM, **chairperson** Rev. Dennis D. Findorff, **alternate**
Rev. Matthew A. Merendino, **vice chair** Mr. Kelly G. Vickers, **alternate**
Rev. David A. Havener, **secretary** Mrs. Amissha L. Bell, **alternate**

NOMINATIONS

The following names are placed in nomination for the offices designated:

Corporate Vice President: Term 2023–2027

Rev. Tae (Ted) S. Kang

Corporate Secretary: Term 2023–2027

Rev. Thomas George

Board of Directors: Term 2023–2027

Rev. Woodler Alezy	Rev. Hazael L. Morell
Ms. Jennifer K. Ashby, CWM	Dr. Phien T. Nguyen
Rev. Mark E. Ashton	Dr. Michael W. Plunket
Rev. Gabriel Bruno	Mrs. Laura L. Scharer, CWM
Dr. Robert R. Douglas	Mrs. Melissa L. Singfield
Rev. Javier Gomez Marrero	Mr. John A. Thomas

C&MA Benefit Board: Term 2023–2024

Mr. Travis Novy (international worker appointed by Board of Directors)

Committee on Rules: Term 2023–2027

Rev. Kenneth L. Cluck Jr.
Mr. Yamil D. Cirino
Rev. Jason D. Taylor

Committee on Theological Issues: Term 2023–2029

Dr. Stephen V. Elliott
Dr. Fernando A. Gonzalez
Dr. Christopher J. Vena

2025 Committee on Nominations

To be elected from DLF Nominees: 6 by plurality
(final results must include at least 1 international worker, 2 laypeople)

District Leadership Forum Nominees

Rev. James Ka Keung Chung (official worker), Port Washington, NY
Mrs. Sandra C. Kang, CWM (official worker), San Jose, CA
Rev. Stephen P. Wiggins (official worker), Mechanicsburg, PA

Rev. C. Paul Yang (official worker), Maplewood, MN
Mrs. Arlene Edd (layperson), Kayenta, AZ
Mrs. Haylee W. Gee (layperson), Delaware, OH
Mrs. Jennifer J. Vogel (layperson), Orange City, IA
Miss Michelle (CAC; international worker)
Rev. Brandon M. Nutter (international worker), Dominican Republic

2023 COUNCIL MANAGEMENT

The following individuals have served General Council 2023 in the roles indicated:

Moderator

Rev. Andrew H. Hawkins

Assistant Moderator

Mr. John A. Thomas

Assistant Corporate Secretaries

Rev. Erick Y. Loh, chairperson
Rev. Jason D. Taylor, minutes recorder
Dr. Sally V. Fry, CWM, record assistant

Respectfully yours,

Rev. Jonathan A. Wiggins, chairperson
Mrs. Kimberly R. Thomas, vice chairperson
Rev. C. Randy Vinson, secretary
Rev. Erin D. Bell
Dr. Stephen V. Elliott
Dr. Charles O. Galbreath
Mrs. Johanna G. Gonzalez Rodriguez
Mrs. Sandra C. Kang, CWM
Mrs. Marcia A. Nagel
Dr. Wanda F. Walborn, CWM
Rev. Stephen M. Westergren
Krisy

2023 REPORT OF THE COMMITTEE ON THE PRESIDENT'S REPORT

However, I consider my life worth nothing to me; my only aim is to finish the race and complete the task the Lord Jesus has given me—the task of testifying to the good news of God's grace. Acts 20:24

Alliance family, your Committee commends President John Stumbo and our Alliance leadership on running the good race in the name of our Lord Jesus Christ for the last decade. President Stumbo has not only provided strong leadership, he has also, and more importantly, pastored our denomination well. Through our Alliance family, Christ has birthed new life since last Council—new expressions of faith, new workers, and new neighborhoods hearing the Gospel. This reveals to us that the Kingdom of God is moving forward.

Specifically, we recognize the intentionality by which President Stumbo has led our denomination. We have seen in him a spirit of humility, obedience, and a willingness to take faith-filled risks. Over the past several years, these faith-filled risks, while creating tension, have launched us into movement. Your Committee wants to celebrate President Stumbo and the Alliance family in being intentionally engaged in these conversations. These conversations are setting the tone for the maximization of mission for today and future generations.

This maximization for mission will require us to concentrate on the five major changes (structure of Alliance Missions and the Great Commission Fund, polity regarding men and women, our Statement of Faith, and Project ReImagine) set before us during President Stumbo's second term. This is summarized as one of our core values of The Christian and Missionary Alliance—that we take faith-filled risks.

Our challenge to the Alliance family is to not just remain engaged in conversations but actively collaborate among these five areas of faith-filled risks. More than that, we challenge the family to reflect the posture of humility modeled by our leadership and maintain the unity of the Spirit for the sake of the gospel.

Your Committee has studied the recommendations referred to it by the 2023 Report of the Corporate Secretary.

MATTERS REFERRED FROM 2021 GENERAL COUNCIL FOR ADOPTION VERBATIM:

Your Committee recommends that General Council adopt **Item 5.1, Proposed Amendment to Section 1.1 of the Statement of Faith in Articles of Incorporation (A1) and General Bylaws (A2)** (pages 125–126), in the **Report of the Corporate Secretary**.

Recommendation 1

It is recommended that the **Statement of Faith, paragraph (a) in the Articles of Incorporation** (page A1-1) and **Section 1.1 in the General Bylaws** (page A2-1), in the *C&MA Manual*, which reads:

There is one God¹, who is infinitely perfect², existing eternally in three persons: Father, Son, and Holy Spirit.³ (¹Deuteronomy 6:4, ²Matthew 5:48, ³Matthew 28:19)

Be amended as follows:

There is one God¹ (**Deut. 6:4**), **Creator of all things (Rev. 4:11)**, who is infinitely perfect² (**Matt. 5:48**), existing eternally in three persons: Father, Son, and Holy Spirit (**Matt. 28:19**).³
(~~¹Deuteronomy 6:4, ²Matthew 5:48, ³Matthew 28:19~~)

The section will then read:

There is one God (Deut. 6:4), Creator of all things (Rev. 4:11), who is infinitely perfect (Matt. 5:48), existing eternally in three persons: Father, Son, and Holy Spirit (Matt. 28:19).

COUNCIL ACTION: ADOPTED

Your Committee recommends that General Council adopt **Item 5.2, Proposed Amendment to Section 1.2 of Statement of Faith in Articles of Incorporation (A1) and General Bylaws (A2)** (pages 126–127), in the **Report of the Corporate Secretary**.

Recommendation 2

It is recommended that the **Statement of Faith, paragraph (b) in the Articles of Incorporation** (page A1-1) and **Section 1.2 in the General Bylaws** (page A2-1), in the *C&MA Manual*, which reads:

Jesus Christ is true God and true man.⁴ He was conceived by the Holy Spirit and born of the Virgin Mary.⁵ He died upon the cross, the Just for the unjust,⁶ as a substitutionary sacrifice,⁷ and all who believe in Him are justified on the ground of His shed blood.⁸ He arose from the dead according to the Scriptures.⁹ He is now at the right hand of the Majesty on high as our great High Priest.¹⁰ He will come again to establish His Kingdom of righteousness and peace.¹¹ (⁴Philippians 2:6–11, ⁵Luke 1:34–38, ⁶1 Peter 3:18, ⁷Hebrews 2:9, ⁸Romans 5:9, ⁹Acts 2:23–24, ¹⁰Hebrews 8:1, ¹¹Matthew 26:64)

Be amended as follows:

Jesus Christ is **the** true God and true man (**Phil. 2:6–11**).⁴ He was **sent by the Father (John 20:21)**, conceived by the Holy Spirit, and born of the ~~v~~Virgin, Mary (**Luke 1:34–38**).⁵ He died ~~upon~~ the cross, the Just for the unjust (**1 Pet. 3:18**),⁶ as a substitutionary sacrifice (**Heb. 2:9**),⁷ and all who believe in Him are justified on the ground of His shed blood (**Rom. 5:9**).⁸

He arose from the dead according to the Scriptures (**1 Cor. 15:3–4**).⁹ He is now at the right hand of the Majesty on high as our great High Priest (**Heb. 8:1**).¹⁰ He will come again to establish His Kingdom of righteousness and peace (**Isa. 9:6–7**).¹¹ (~~⁴Philippians 2:6–11, ⁵Luke 1:34–38, ⁶1 Peter 3:18, ⁷Hebrews 2:9, ⁸Romans 5:9, ⁹Acts 2:23–24, ¹⁰Hebrews 8:1, ¹¹Matthew 26:64~~)

The section will then read:

Jesus Christ is the true God and true man (Phil. 2:6–11). He was sent by the Father (John 20:21), conceived by the Holy Spirit, and born of the virgin, Mary (Luke 1:34–38). He died on the cross, the Just for the unjust (1 Pet. 3:18), as a substitutionary sacrifice (Heb. 2:9), and all who believe in Him are justified on the ground of His shed blood (Rom. 5:9). He rose from the dead according to the Scriptures (1 Cor. 15:3–4). He is now at the right hand of the Majesty on high as our great High Priest (Heb. 8:1). He will come again to establish His Kingdom of righteousness and peace (Isa. 9:6–7).

COUNCIL ACTION: ADOPTED

Your Committee recommends that General Council adopt **Item 5.3, Proposed Amendment to Section 1.3 of Statement of Faith in Articles of Incorporation (A1) and General Bylaws (A2)** (page 127), in the **Report of the Corporate Secretary**.

Recommendation 3

It is recommended that the **Statement of Faith, paragraph (c) in the Articles of Incorporation** (page A1-1) and **Section 1.3 in the General Bylaws** (page A2-1), in the *C&MA Manual*, which reads:

The Holy Spirit is a divine person,¹² sent to indwell, guide, teach, empower the believer,¹³ and convince the world of sin, of righteousness, and of judgment.¹⁴ (¹²John 14:15–18, ¹³John 16:13 and Acts 1:8, ¹⁴John 16:7–11)

Be amended as follows:

The Holy Spirit is a divine person (**John 14:16–18**),¹² sent to indwell, guide, teach, **gift, empower, and bear His fruit in every** the believer (**John 16:13; 1 Cor. 12:4, 11; Acts 1:8; Gal. 5:22–23**).¹³ ~~and convince~~ **He convicts** the world of sin, of righteousness, and of judgment (**John 16:7–11**).¹⁴ (~~¹²John 14:15–18, ¹³John 16:13 and Acts 1:8, ¹⁴John 16:7–11~~)

The section will then read:

The Holy Spirit is a divine person (John 14:16–18), sent to indwell, guide, teach, gift, empower, and bear His fruit in every believer (John 16:13; 1 Cor. 12:4, 11; Acts 1:8; Gal. 5:22–23). He convicts the world of sin, of righteousness, and of judgment (John 16:7–11).

COUNCIL ACTION: ADOPTED

Your Committee recommends that General Council adopt **Item 5.4, Proposed Amendment to Section 1.4 of Statement of Faith in Articles of Incorporation (A1) and General Bylaws (A2)** (pages 127–128), in the **Report of the Corporate Secretary**.

Recommendation 4

It is recommended that the **Statement of Faith, paragraph (d) in the Articles of Incorporation** (pages A1-1-2) and **Section 1.4 in the General Bylaws** (page A2-1), in the *C&MA Manual*, which reads:

The Old and New Testaments, inerrant as originally given, were verbally inspired by God and are a complete revelation of His will for the salvation of men. They constitute the divine and only rule of Christian faith and practice.¹⁵ (¹⁵2 Peter 1:20–21 and 2 Timothy 3:15–16).

Be amended as follows:

The Old and New Testaments, inerrant as originally given, were verbally inspired by God and are a complete revelation of His will for ~~the~~ **our** salvation ~~of men~~. They constitute the divine and only rule of Christian faith and practice.¹⁵ (¹⁵2 Pet. 1:20–21; ~~and~~ 2 Tim. 3:15–**16 17**).

The section will then read:

The Old and New Testaments, inerrant as originally given, were verbally inspired by God and are a complete revelation of His will for our salvation. They constitute the divine and only rule of Christian faith and practice (2 Pet. 1:20–21; 2 Tim. 3:15–17).

COUNCIL ACTION: ADOPTED

Your Committee recommends that General Council adopt **Item 5.5, Proposed Amendment to Section 1.6 of Statement of Faith in Articles of Incorporation (A1) and General Bylaws (A2)** (page 128), in the **Report of the Corporate Secretary**.

Recommendation 5

It is recommended that the **Statement of Faith, paragraph (f) in the Articles of Incorporation** (page A1-2) and **Section 1.6 in the General Bylaws** (pages A2-2), in the *C&MA Manual*, which reads:

Salvation has been provided through Jesus Christ for all men; and those who repent and believe in Him are born again of the Holy Spirit, receive the gift of eternal life, and become the children of God.²¹ (²¹Titus 3:4–7)

Be amended as follows:

Salvation has been provided through Jesus Christ for all ~~men~~ people (1 John 2:2).~~÷and~~
†Those who repent and believe in Him are **justified by grace through faith (Rom. 3:21–24)**,
born again of the Holy Spirit (**Titus 3:4–7**), **delivered from the dominion of darkness,**
transferred into the Kingdom of God’s Son (Col. 1:13), ~~receive~~ granted the gift of eternal
life, and ~~become~~ adopted as the children of God (**Rom. 8:14–16, John 1:12**).²⁴ (~~²⁴Titus 3:4–~~
~~7~~)

The section will then read:

Salvation has been provided through Jesus Christ for all people (1 John 2:2). Those who
repent and believe in Him are justified by grace through faith (Rom. 3:21–24), born again of
the Holy Spirit (Titus 3:4–7), delivered from the dominion of darkness, transferred into the
Kingdom of God’s Son (Col. 1:13), granted the gift of eternal life, and adopted as the
children of God (Rom. 8:14–16, John 1:12).

COUNCIL ACTION: ADOPTED

Your Committee recommends that General Council adopt **Item 5.6, Proposed Amendment to
Section 1.8 of Statement of Faith in Articles of Incorporation (A1) and General Bylaws
(A2)** (pages 128–129), in the **Report of the Corporate Secretary**.

Recommendation 6

It is recommended that the **Statement of Faith, paragraph (h) in the Articles of Incorporation**
(page A1-2) and **Section 1.8 in the General Bylaws** (pages A2-2), in the *C&MA Manual*, which
reads:

Provision is made in the redemptive work of the Lord Jesus Christ for the healing of the
mortal body.²⁵ Prayer for the sick and anointing with oil are taught in the Scriptures and are
privileges for the Church in this present age.²⁶ (²⁵Matthew 8:16–17, ²⁶James 5:13–16)

Be amended as follows:

Provision is made in the redemptive work of the Lord Jesus Christ for the healing of the
whole person (Isa. 53:4–5, Matt. 8:16–17)~~mortal body.~~²⁵ Prayer for the sick and anointing
with oil are taught in the Scriptures (**James 5:13–16**) ~~and are as~~ privileges for the Church in
this present age (**Acts 4:30**).²⁶ (~~²⁵Matthew 8:16–17, ²⁶James 5:13–16~~)

The section will then read:

Provision is made in the redemptive work of the Lord Jesus Christ for the healing of the
whole person (Isa. 53:4–5, Matt. 8:16–17). Prayer for the sick and anointing with oil are
taught in the Scriptures (James 5:13–16) as privileges for the Church in this present age (Acts
4:30).

COUNCIL ACTION: ADOPTED

NEW AMENDMENTS TO STATEMENT OF FAITH:

Whereas, Much prayerful dialogue and consideration has been given to possible changes in our Statement of Faith;

Whereas, Due to time constraints, Council 2021 was not able to complete their deliberations and voting regarding the proposed Statement of Faith changes;

Whereas, Delegates at Council 2021, the Theological Issues Committee, and the official workers who engaged in the continuing National Conversation and/or responded to the 60-day period of feedback gave thoughtful input inspiring additional changes and edits; and

Whereas, These proposals strengthen the C&MA and its mission,

Your Committee recommends that General Council adopt **Item 6.18, Proposal to General Council regarding amendments to Statement of Faith** (page 148), in the **Report of the Corporate Secretary**.

Recommendation 7

It is recommended that the **Statement of Faith** recommendations below, **excluding Recommendation 12**, be adopted by General Council in the order presented and without amendments.

COUNCIL ACTION: ADOPTED AS AMENDED

Your Committee recommends that General Council adopt **Item 6.19, Proposed Amendment to Section 1.10 of Statement of Faith in Articles of Incorporation (A1) and General Bylaws (A2)** (page 148), in the **Report of the Corporate Secretary**.

NOTE: There was a typo in a Scripture reference initially stated as John 6:4. In the urgency to correct the typo, this recommendation was reposted online stating John 6:54 rather than the correct citation which is John 6:40. This recommendation is presented with that editorial correction.

Recommendation 8

It is recommended that the **Statement of Faith, paragraph (j) in the Articles of Incorporation** (page A1-2) and **Section 1.10 in the General Bylaws** (pages A2-2), in the *C&MA Manual*, which reads:

There shall be a bodily resurrection of the just and of the unjust; for the former, a resurrection unto life;³⁰ for the latter, a resurrection unto judgment.³¹ (³⁰1 Corinthians 15:20–23, ³¹John 5:28–29)

Be amended as follows:

There ~~shall~~^{will} be a bodily resurrection of **all people** (Acts 24:15). Our Lord Jesus Christ **will judge with perfect justice** (Acts 17:31, John 5:28–30) as the **unrepentant and unbelieving** are raised to the conscious anguish of eternal separation from God (Rev. 20:15, 21:8, 2 Thess. 1:9), and **repentant believers** are raised (John 6:40) to the **unending joy of eternal life with God** (Ps. 16:11, Rev. 21:1–4).~~the just and of the unjust; for the former, a resurrection unto life;³⁰ for the latter, a resurrection unto judgment.³¹ (³⁰1 Corinthians 15:20–23, ³¹John 5:28–29)~~

The section will then read:

There will be a bodily resurrection of all people (Acts 24:15). Our Lord Jesus Christ will judge with perfect justice (Acts 17:31, John 5:28–30) as the unrepentant and unbelieving are raised to the conscious anguish of eternal separation from God (Rev. 20:15, 21:8, 2 Thess. 1:9), and repentant believers are raised (John 6:40) to the unending joy of eternal life with God (Ps. 16:11, Rev. 21:1–4).

COUNCIL ACTION: ADOPTED

Your Committee recommends that General Council adopt **Item 6.20, Proposed Amendment to Section 1.5 of Statement of Faith in Articles of Incorporation (A1) and General Bylaws (A2)** (pages 148–149), in the **Report of the Corporate Secretary**.

Recommendation 9

It is recommended that the **Statement of Faith, paragraph (e) in the Articles of Incorporation** (page A1-2) and **Section 1.5 in the General Bylaws** (pages A2-1-2), in the *C&MA Manual*, which reads:

Man was originally created in the image and likeness of God: ¹⁶ he fell through disobedience, incurring thereby both physical and spiritual death. All men are born with a sinful nature, ¹⁷ are separated from the life of God, and can be saved only through the atoning work of the Lord Jesus Christ. ¹⁸ The portion of the impenitent and unbelieving is existence forever in conscious torment; ¹⁹ and that of the believer, in everlasting joy and bliss. ²⁰ (¹⁶Genesis 1:27, ¹⁷Romans 3:23, ¹⁸1 Corinthians 15:20–23, ¹⁹Revelation 21:8, ²⁰Revelation 21:1–4)

Be amended as follows:

Man **and woman**, ~~was originally~~ created in the image and likeness of God (**Gen. 1:27**); ¹⁶ ~~he~~ fell through disobedience, incurring ~~thereby~~ both physical and spiritual death (**Rom. 6:23**). ~~All men are~~ **Therefore, everyone** is born with a sinful nature (**Rom. 5:12**); ¹⁷ ~~are~~ **is** separated from the life of God (**Eph. 4:18**), and can be saved only through the atoning work of the Lord Jesus Christ (**Rom. 3:25**). ¹⁸ ~~The portion of the impenitent and unbelieving is existence forever in conscious torment;~~ ¹⁹ ~~and that of the believer, in everlasting joy and bliss.~~ ²⁰

(¹⁶Genesis 1:27, ¹⁷Romans 3:23, ¹⁸1 Corinthians 15:20–23, ¹⁹Revelation 21:8, ²⁰Revelation 21:1–4)

The section will then read:

Man and woman, created in the image and likeness of God (Gen. 1:27), fell through disobedience, incurring both physical and spiritual death (Rom. 6:23). Therefore, everyone is born with a sinful nature (Rom. 5:12), is separated from the life of God (Eph. 4:18), and can be saved only through the atoning work of the Lord Jesus Christ (Rom. 3:25).

COUNCIL ACTION: ADOPTED

Your Committee recommends that General Council adopt **Item 6.21, Proposed Amendment to Section 1.7 of Statement of Faith in Articles of Incorporation (A1) and General Bylaws (A2)** (pages 149–150), in the **Report of the Corporate Secretary**.

Recommendation 10

It is recommended that the **Statement of Faith, paragraph (g) in the Articles of Incorporation** (page A1-2) and **Section 1.7 in the General Bylaws** (pages A2-2), in the *C&MA Manual*, which reads:

It is the will of God that each believer should be filled with the Holy Spirit and be sanctified wholly, ²² being separated from sin and the world and fully dedicated to the will of God, thereby receiving power for holy living and effective service.²³ This is both a crisis and a progressive experience wrought in the life of the believer subsequent to conversion.²⁴ (²²1 Thessalonians 5:23, ²³Acts 1:8, ²⁴Romans 6:1–14)

Be amended as follows:

It is the will of God that **in Christ (Col. 1:27)** each believer ~~should be filled with the Holy Spirit and~~ be sanctified wholly (**1 Thess. 5:23**),²² being separated from sin, ~~and the world and~~ fully dedicated to ~~the will of God (Rom. 6:13), and filled with the Holy Spirit (Eph. 5:18),~~ thereby receiving power for holy living and effective service (**Acts 1:8**).²³ **Positional sanctification occurs at conversion while experiential sanctification follows and involves** ~~is both a~~ **decisive points of complete surrender (Rom. 12:1)** ~~crisis and a progressive experience (Gal. 5:16, 25) wrought through which Christ is formed in the life of the believer by the Spirit subsequent to conversion (Gal. 4:19; Rom. 6:1–14).~~²⁴ (²²1 Thessalonians 5:23, ²³Acts 1:8, ²⁴Romans 6:1–14)

The section will then read:

It is the will of God that in Christ (Col. 1:27) each believer be sanctified wholly (1 Thessalonians 5:23), being separated from sin, fully dedicated to God (Rom. 6:13), and filled with the Holy Spirit (Eph. 5:18), thereby receiving power for holy living and effective service (Acts 1:8). Positional sanctification occurs at conversion while experiential

sanctification follows and involves both decisive points of complete surrender (Rom. 12:1) and a progressive experience (Gal. 5:16, 25) through which Christ is formed in the life of the believer by the Spirit (Gal. 4:19; Rom. 6:1–14).

**COUNCIL ACTION: NOT ADOPTED
REFERRED TO BOARD OF DIRECTORS**

Your Committee recommends that General Council adopt **Item 6.22, Proposed Amendment to Section 1.9 of Statement of Faith in Articles of Incorporation (A1) and General Bylaws (A2)** (pages 150–151), in the **Report of the Corporate Secretary**.

Recommendation 11

It is recommended that the **Statement of Faith, paragraph (i) in the Articles of Incorporation** (page A1-2) and **Section 1.9 in the General Bylaws** (pages A2-2), in the *C&MA Manual*, which reads:

The Church consists of all those who believe on the Lord Jesus Christ, are redeemed through His blood, and are born again of the Holy Spirit. Christ is the Head of the Body, the Church,²⁷ which has been commissioned by Him to go into all the world as a witness, preaching the gospel to all nations.²⁸

The local church is a body of believers in Christ who are joined together for the worship of God, for edification through the Word of God, for prayer, fellowship, the proclamation of the gospel, and observance of the ordinances of Baptism and the Lord's Supper.²⁹ (²⁷Ephesians 1:22–23, ²⁸Matthew 28:19–20, ²⁹Acts 2:41–47)

Be amended as follows:

The Church consists of all those who believe ~~on~~ **in** the Lord Jesus Christ, are redeemed through His blood, and are born again ~~of~~ **by** the Holy Spirit. Christ is the Head of ~~the~~ **His** Body (**Eph. 1:22–23; Col. 1:18**), the Church,²⁷ which has been commissioned by Him to go into all the world **making disciples of all peoples (Matt. 24:14, 28:19–20)**. ~~as a witness, preaching the gospel to all nations.~~²⁸

The local church is a body of believers in Christ (**Eph. 5:30**) who are **called to love (1 Thess. 3:12) and** joined together for the worship of God, for edification through the Word of God, for prayer, fellowship, the proclamation of the gospel **through word and deed (Luke 4:18–19)**, and observance of the ordinances of Baptism and the Lord's Supper (**Acts 2:41–47**).²⁹ ~~(²⁷Ephesians 1:22–23, ²⁸Matthew 28:19–20, ²⁹Acts 2:41–47)~~

The section will then read:

The Church consists of all those who believe in the Lord Jesus Christ, are redeemed through His blood, and are born again by the Holy Spirit. Christ is the Head of His Body (Eph. 1:22–23; Col. 1:18), the Church, which has been commissioned by Him to go into all the world making disciples of all peoples (Matt. 24:14, 28:19–20).

The local church is a body of believers in Christ (Eph. 5:30) who are called to love (1 Thess. 3:12) and joined together for the worship of God, edification through the Word of God, prayer, fellowship, proclamation of the gospel through word and deed (Luke 4:18–19), and observance of the ordinances of Baptism and the Lord’s Supper (Acts 2:41–47).

COUNCIL ACTION: ADOPTED

Your Committee recommends that General Council adopt **Item 6.23, Proposed Amendment to Section 1.11 of Statement of Faith in Articles of Incorporation (A1) and General Bylaws (A2)** (pages 151–152), in the **Report of the Corporate Secretary**.

Recommendation 12

Whereas, The Alliance has always been a predominantly premillennial movement;

Whereas, The Alliance has also historically had some openness to those who embrace our mission and other aspects of our doctrine who may not be premillennial; and

Whereas, This proposal would require official workers to embrace all other areas of our Statement of Faith, including the imminent return of Jesus Christ and the missional impetus provided by His return,

It is recommended that a **Preamble** be added to the **Statement of Faith**, before (a) **in the Articles of Incorporation** (page A1-2) and before Section 1.1 **in the General Bylaws** (pages A2-2), and that **paragraph (k) in the Articles of Incorporation** (page A1-2) and **Section 1.11 in the General Bylaws** (pages A2-2) in the *C&MA Manual*, which reads:

The Second Coming of the Lord Jesus Christ is imminent³² and will be personal, visible, and premillennial.³³ This is the believer’s blessed hope and is a vital truth which is an incentive to holy living and faithful service.³⁴ (³²Hebrews 10:37, ³³Luke 21:27, ³⁴Titus 2:11–14)

Be amended as follows:

Preamble:

This preamble paraphrases the words of our founder, Dr. A. B. Simpson, penned in 1887. They are found in the preamble and body of the first constitution of what was then known as The Christian Alliance. We continue to embrace this spirit within The Christian and Missionary Alliance (The Alliance) today.

The Alliance is a family of believers who share in common the fullness of Jesus in His present grace and coming glory. The Alliance is not intended to be sectarian in a way that would divide it from the broader body of evangelical churches. Rather, it is the intent of The Alliance to fellowship and partner with all Christians, churches, and

denominations who, like us, cling to “the faith that was once for all entrusted to the saints” (Jude 3).

We understand that some will desire to be members and official workers in The Alliance who are in agreement with our mission and our doctrinal principles with the exception that they may not fully embrace the doctrine of the premillennial return of Jesus Christ. Such people may be received into membership and licensed for ministry so long as they embrace all the other tenets of our Statement of Faith and are willing to give the matter of premillennialism their honest and prayerful consideration.

Section 1.11:

The Second Coming of ~~the Lord~~ Jesus Christ, **our Lord and King (Rev. 19:16)**, is imminent (**Heb. 10:37; Rev. 22:20**)³² and will be **sudden (1 Cor. 15:52)**, personal, visible, and premillennial (**Acts 1:11; Matt. 26:64; Rev. 20:1–7**).³³ This is the believer’s blessed hope and is a vital truth which ~~calls us is an incentive to~~ holy living, **intentional witness**, and faithful service (**Titus 2:11–14**).³⁴ (~~Hebrews 10:37, Luke 21:27, Titus 2:11–14~~)

The amended section will then read:

Preamble:

This preamble paraphrases the words of our founder, Dr. A. B. Simpson, penned in 1887. They are found in the preamble and body of the first constitution of what was then known as The Christian Alliance. We continue to embrace this spirit within The Christian and Missionary Alliance (The Alliance) today.

The Alliance is a family of believers who share in common the fullness of Jesus in His present grace and coming glory. The Alliance is not intended to be sectarian in a way that would divide it from the broader body of evangelical churches. Rather, it is the intent of The Alliance to fellowship and partner with all Christians, churches, and denominations who, like us, cling to “the faith that was once for all entrusted to the saints” (Jude 3).

We understand that some will desire to be members and official workers in The Alliance who are in agreement with our mission and our doctrinal principles with the exception that they may not fully embrace the doctrine of the premillennial return of Jesus Christ. Such people may be received into membership and licensed for ministry so long as they embrace all the other tenets of our Statement of Faith and are willing to give the matter of premillennialism their honest and prayerful consideration.

Section 1.11:

The Second Coming of Jesus Christ, our Lord and King (Rev. 19:16), is imminent (Heb. 10:37; Rev. 22:20) and will be sudden (1 Cor. 15:52), personal, visible, and premillennial (Acts 1:11; Matt. 26:64; Rev. 20:1–7). This is the believer’s blessed hope and is a vital truth which calls us to holy living, intentional witness, and faithful service (Titus 2:11–14).

COUNCIL ACTION: ADOPTED

Respectfully submitted,

Rev. Omar D. Niebles, chairperson
Rev. Marko R. Requena, vice chairperson
Mrs. Erika N. Thornton, CWM, secretary

2023 REPORT OF THE COMMITTEE ON RULES

Your Rules Committee was charged with the responsibility to oversee the proceedings of General Council and has taken its task seriously to see that all reports are properly prepared and executed to enable Council delegates to easily see and grasp the legislation that has come before them. It is also our responsibility to assist committees and delegates to properly express their proposals in such a manner that they will be heard and understood without being mired in the conundrums of parliamentary procedure. We sincerely hope that we have been successful in this endeavor.

The Committee has examined the reports of General 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.

We rejoice in God's faithfulness and His divine hand that has rested on our gathering this week. To Him be all praise, honor, and glory.

Respectfully submitted,

Rev. Timothy D. Keller, chairperson
Rev. Mark A. Blake
Rev. Kenneth L. Cluck Jr.
Dr. Michael C. Gerhardt
Rev. Shanon Lee
Dr. Paul W. Marshall

2023 REPORT OF THE COMMITTEE ON SPECIAL REPORTS AND GENERAL LEGISLATION

The Committee has studied the recommendations referred to it by the 2023 Report of the Corporate Secretary.

Your Committee recommends that General Council adopt **Item 6.2, Proposed Amendment to Bylaws—Regular Meeting** (pages 129–130), in the **Report of the Corporate Secretary**.

Preferential voting was introduced to accommodate the different presidential voting timetables for offsite and onsite accredited delegates. Offsite delegates are given 24 hours to enter their vote for president, while onsite delegates vote in the time provided by the moderator. Item 6.2, if passed, eliminates the offsite delegate 24-hour voting window which means that all accredited delegates will vote simultaneously. This eliminates the need for preferential voting,

Recommendation 1

It is recommended that **Section 6.8, A. Regular Meeting**, in the General Bylaws (page A2-11), in the *Manual of The Christian and Missionary Alliance*, which reads:

Regular Meeting. Except as provided in Section 10.1 in connection with an amendment to the Articles of Incorporation of The Christian and Missionary Alliance or these Bylaws, one-third of the onsite accredited delegates listed in all Accreditation Reports submitted prior thereto shall constitute a quorum for any session of the regular meeting of the General Council. The presence of a quorum shall be announced by the presiding officer at the opening of each session of the regular meeting of the General Council and recorded by the corporate secretary in the minutes of the meeting. In the absence of a challenge to the contrary, a quorum shall be deemed to be present at all times thereafter during such session. For a presidential election, the act of the delegates shall be determined by preferential (instant runoff) voting, as described in *Robert's Rules of Order Newly Revised*.

Be amended as follows:

Regular Meeting. Except as provided in Section 10.1 in connection with an amendment to the Articles of Incorporation of The Christian and Missionary Alliance or these Bylaws, one-third of the onsite accredited delegates listed in all Accreditation Reports submitted prior thereto shall constitute a quorum for any session of the regular meeting of the General Council. The presence of a quorum shall be announced by the presiding officer at the opening of each session of the regular meeting of the General Council and recorded by the corporate secretary in the minutes of the meeting. In the absence of a challenge to the contrary, a quorum shall be deemed to be present at all times thereafter during such session. ~~For a presidential election, the act of the delegates shall be determined by preferential (instant runoff) voting, as described in *Robert's Rules of Order Newly Revised*.~~

The amended section will then read:

Regular Meeting. Except as provided in Section 10.1 in connection with an amendment to the Articles of Incorporation of The Christian and Missionary Alliance or these Bylaws, one-third of the onsite accredited delegates listed in all Accreditation Reports submitted prior thereto shall constitute a quorum for any session of the regular meeting of the General Council. The presence of a quorum shall be announced by the presiding officer at the opening of each session of the regular meeting of the General Council and recorded by the corporate secretary in the minutes of the meeting. In the absence of a challenge to the contrary, a quorum shall be deemed to be present at all times thereafter during such session.

**COUNCIL ACTION: TEMPORARILY ADOPTED FOR 2025 GC ONLY
(bring back to 2025 General Council)**

Your Committee recommends that General Council adopt **Item 6.3, Proposed Amendment to Bylaws—Presidential Elections** (pages 130–131), in the **Report of the Corporate Secretary**.

When offsite accredited delegate voting was introduced, 24 hours were allowed for their vote because it was believed that timely voting might be difficult for some offsite delegates who were in remote regions of the world or were in significantly different time zones. In retrospect, Alliance Missions believes that the benefit of simultaneous voting far outweighs any inconvenience caused by eliminating the 24-hour window for offsite delegates.

Recommendation 2

It is recommended that Section 6.10, D. Presidential Elections in the General Bylaws (page A2-14), in the *C&MA Manual*, which reads:

Presidential Elections. For delegates in attendance at General Council, election shall be by ballot as directed in Section 6.11.B. For offsite accredited proxy delegates, election shall be by directed proxy. The corporate secretary shall be the designated proxy. Offsite accredited proxy delegates shall deliver their directed proxy votes to the corporate secretary through a secure electronic Internet portal provided by the National Office during a period of 24 hours beginning with the election “stated order of business” described in Section 6.11.B.

Be amended as follows:

Presidential Elections. For delegates in attendance at General Council, election shall be by ballot as directed in Section 6.11.B. For offsite accredited proxy delegates, election shall be by directed proxy. The corporate secretary shall be the designated proxy. Offsite accredited proxy delegates shall deliver their directed proxy votes to the corporate secretary through a secure electronic Internet portal provided by the National Office ~~during a period of 24 hours beginning with the election “stated order of business” described in Section 6.11.B.~~

The amended section will then read:

Presidential Elections. For delegates in attendance at General Council, election shall be by ballot as directed in Section 6.11.B. For offsite accredited proxy delegates, election shall be by directed proxy. The corporate secretary shall be the designated proxy. Offsite accredited proxy delegates shall deliver their directed proxy votes to the corporate secretary through a secure electronic Internet portal provided by the National Office.

**COUNCIL ACTION: TEMPORARILY ADOPTED FOR 2025 GC ONLY
(bring back to 2025 General Council)**

Your Committee recommends that **Item 6.4, Proposed Amendment to Bylaws—Presidential Nominations** (pages 131–133), in the **Report of the Corporate Secretary** (stated below):

That Section 6.10, C. Presidential Nominations in the General Bylaws (pages A2-13-14), in the *C&MA Manual*, which reads:

Presidential Nominations. During the two years preceding the election of a president, the Committee on Nominations will receive names of suggested candidates up to 180 days prior to General Council; gather biographical and other information deemed appropriate regarding possible candidates; and validate those candidates who meet the current job qualifications. At least 90 days before General Council, the Committee will select at least one nominee and will publish the nominee's(s') biographical information on the C&MA website. Other candidates whose names are submitted to the Committee at least 180 days in advance, who are deemed by the Committee as qualified but are not selected by the Committee as their preferred nominee(s), and who are willing to let their names stand, shall be included on the final ballot. The Committee will publish on the C&MA website the biographical information for these additional candidates. All information gathered by the Committee on Nominations shall be kept confidential except for that which is published. Nominations from the floor of General Council shall not be accepted. The nominee(s)/candidate(s) for president shall be given time to address the General Council concerning their nominations.

Be amended as follows:

Presidential Nominations. During the two years preceding the election of a president, the Committee on Nominations **(utilizing a subcommittee deemed as the Presidential Search Committee consisting of the three Committee officers and three additional members chosen by the Committee)** will receive names of suggested candidates up to 180 days prior to General Council; gather biographical and other information deemed appropriate regarding possible candidates; and validate those candidates who meet the ~~current job~~ qualifications. **After vetting, the Presidential Search Committee will forward all qualified nominees to the full Committee on Nominations including a notation of its preferred nominee(s).** ~~At least 90 days before General Council, the Committee will select at least one nominee and will publish the nominee's(s') biographical information on the Alliance website. Other candidates whose names are submitted to the Committee at least 180 days in advance, who are deemed by the Committee as qualified but are not selected by the Committee as their preferred nominee(s), and who are willing to let their names stand, shall be included on the final ballot.~~

A total of one to three nominees shall be included on the ballot, and the Committee may designate their preferred nominee(s) with an asterisk. One week prior to the first day of General Council, the Committee will publish on the Alliance website the biographical information for these additional its selected candidates. Floor nominations shall be accepted if (1) the Committee on Nominations previously vetted the nominee and determined him to be qualified and (2) the nominee gives permission for his name to be nominated. All information gathered by the Committee on Nominations shall be kept confidential except for that which is published. ~~Nominations from the floor of General Council shall not be accepted.~~ The nominee(s)/candidate(s) for president shall be given time to address the General Council concerning their nominations.

The amended section will then read:

Presidential Nominations. During the two years preceding the election of a president, the Committee on Nominations (utilizing a subcommittee deemed as the Presidential Search Committee consisting of the three Committee officers and three additional members chosen by the Committee) will receive names of suggested candidates up to 180 days prior to General Council; gather biographical and other information deemed appropriate regarding possible candidates; and validate those candidates who meet the qualifications. After vetting, the Presidential Search Committee will forward all qualified nominees to the full Committee on Nominations including a notation of its preferred nominee(s). A total of one to three nominees shall be included on the ballot, and the Committee may designate their preferred nominee(s) with an asterisk. One week prior to the first day of General Council, the Committee will publish on the Alliance website the biographical information for its selected candidates. Floor nominations shall be accepted if (1) the Committee on Nominations previously vetted the nominee and determined him to be qualified and (2) the nominee gives permission for his name to be nominated. All information gathered by the Committee on Nominations shall be kept confidential except for that which is published. The nominee(s)/candidate(s) for president shall be given time to address the General Council concerning their nominations.

not be adopted and, in lieu thereof, your Committee recommends the adoption of the following substitute motion:

Recommendation 3

It is recommended that Section 6.10, C. Presidential Nominations in the General Bylaws (pages A2-13-14), in the *C&MA Manual*, which reads:

Presidential Nominations. During the two years preceding the election of a president, the Committee on Nominations will receive names of suggested candidates up to 180 days prior to General Council; gather biographical and other information deemed appropriate regarding possible candidates; and validate those candidates who meet the current job qualifications. At least 90 days before General Council, the Committee will select at least one nominee and will publish the nominee's(s') biographical information on the C&MA website. Other candidates whose names are submitted to the Committee at least 180 days in advance, who are deemed

by the Committee as qualified but are not selected by the Committee as their preferred nominee(s), and who are willing to let their names stand, shall be included on the final ballot. The Committee will publish on the C&MA website the biographical information for these additional candidates. All information gathered by the Committee on Nominations shall be kept confidential except for that which is published. Nominations from the floor of General Council shall not be accepted. The nominee(s)/candidate(s) for president shall be given time to address the General Council concerning their nominations.

Be amended as follows:

Presidential Nominations. During the two years preceding the election of a president, the Committee on Nominations (**utilizing a subcommittee deemed as the Presidential Search Committee consisting of the three Committee officers and no fewer than three committee members chosen by the Committee**) will receive names of suggested candidates up to 180 days prior to General Council; gather biographical and other information deemed appropriate regarding possible candidates; and validate those candidates who meet the ~~current job~~ qualifications. **After vetting, the Presidential Search Committee will forward all qualified nominees to the full Committee on Nominations including a notation of its preferred nominee(s).** ~~At least 90 days before General Council, the Committee will select at least one nominee and will publish the nominee's(s') biographical information on the Alliance website. Other candidates whose names are submitted to the Committee at least 180 days in advance, who are deemed by the Committee as qualified but are not selected by the Committee as their preferred nominee(s), and who are willing to let their names stand, shall be included on the final ballot. A total of one to three nominees shall be included on the ballot, and the Committee on Nominations may designate their preferred nominee(s) with an asterisk. Forty-five days prior to the first day of General Council, the~~ Committee will publish on the ~~C&MA Alliance~~ website the biographical information for ~~these additional~~ **its selected candidates. Floor nominations shall be accepted if (1) the Committee on Nominations previously vetted the nominee and determined him to be qualified and (2) the nominee gives permission for his name to be nominated.** All information gathered by the Committee on Nominations shall be kept confidential except for that which is published. ~~Nominations from the floor of General Council shall not be accepted.~~ The nominee(s)/candidate(s) for president shall be given time to address the General Council concerning their nominations.

The amended section will then read:

Presidential Nominations. During the two years preceding the election of a president, the Committee on Nominations (utilizing a subcommittee deemed as the Presidential Search Committee consisting of the three Committee officers and no fewer than three members chosen by the Committee) will receive names of suggested candidates up to 180 days prior to General Council; gather biographical and other information deemed appropriate regarding possible candidates; and validate those candidates who meet the qualifications. After vetting, the Presidential Search Committee will forward all qualified nominees to the full Committee on Nominations including a notation of its preferred nominee(s). A total of one to three nominees shall be included on the ballot, and the Committee on Nominations may designate

their preferred nominee(s) with an asterisk. Forty-five days prior to the first day of General Council, the Committee will publish on the C&MA website the biographical information for its selected candidates. Floor nominations shall be accepted if (1) the Committee on Nominations previously vetted the nominee and determined him to be qualified and (2) the nominee gives permission for his name to be nominated. All information gathered by the Committee on Nominations shall be kept confidential except for that which is published. The nominee(s)/candidate(s) for president shall be given time to address the General Council concerning their nominations.

**COUNCIL ACTION: TEMPORARILY ADOPTED FOR 2025 GC ONLY
(bring back to 2025 General Council)**

Your Committee recommends that General Council adopt **Item 6.5, Proposed Amendment to Bylaws—Nominations** (pages 133–134), in the **Report of the Corporate Secretary**.

Recommendation 4

It is recommended that Section 6.11, A. Nominations in the General Bylaws (page A2-15), in the *C&MA Manual*, which reads:

Nominations. The first reading of the report of the Committee on Nominations shall be given early in the General Council. The second reading with opportunity for additional nominations and final closing of nominations shall be given at a following business session. The time of the second reading shall be established and announced during the first reading. This lapse of time rule may be suspended and nominations from the floor with elections following immediately thereafter permitted, upon the approval of at least 80 percent of the accredited delegates listed in all Accreditation Reports submitted prior thereto and who vote. With respect to the election of the corporate vice president and corporate secretary, nominators shall be given a maximum of three minutes to make their nominations to the General Council and the nominees shall be given a maximum of five minutes to address the General Council concerning their nominations.

Be amended as follows:

Nominations. The first reading of the report of the Committee on Nominations shall be given early in the General Council. The second reading with opportunity for additional nominations and final closing of nominations shall be given at a following business session. The time of the second reading shall be established and announced during the first reading. This lapse of time rule may be suspended and nominations from the floor with elections following immediately thereafter permitted, upon the approval of at least 80 percent of the accredited delegates listed in all Accreditation Reports submitted prior thereto and who vote. With respect to the election of the **president**, corporate vice president, and corporate secretary, nominators shall be given a maximum of three minutes to make their nominations to the General Council and the nominees shall be given a maximum of five minutes to address the General Council concerning their nominations.

The amended section will then read:

Nominations. The first reading of the report of the Committee on Nominations shall be given early in the General Council. The second reading with opportunity for additional nominations and final closing of nominations shall be given at a following business session. The time of the second reading shall be established and announced during the first reading. This lapse of time rule may be suspended and nominations from the floor with elections following immediately thereafter permitted, upon the approval of at least 80 percent of the accredited delegates listed in all Accreditation Reports submitted prior thereto and who vote. With respect to the election of the president, corporate vice president, and corporate secretary, nominators shall be given a maximum of three minutes to make their nominations to the General Council and the nominees shall be given a maximum of five minutes to address the General Council concerning their nominations.

**COUNCIL ACTION: TEMPORARILY ADOPTED FOR 2025 GC ONLY
(bring back to 2025 General Council)**

Your Committee recommends that General Council adopt **Item 6.6, Proposed Amendment to Bylaws—Nominations and Elections** (pages 134–135), in the **Report of the Corporate Secretary**.

Recommendation 5

It is recommended that paragraph B, Elections, in Section 6.11, Nominations and Elections in the General Bylaws (page A2-16), in the *C&MA Manual*, which reads:

Elections. Autobiographical information shall be distributed at least one day prior to elections on each person nominated for corporate vice president, corporate secretary, and each person nominated for the Board of Directors. Nominees for the Board of Directors shall appear on the ballot in an order drawn at random, and the names of those persons nominated by the Committee on Nominations shall be so indicated by an asterisk. Except as provided in Section 6.11A, elections shall be a stated order of business at least one day following the closing of nominations. In the event that elections have not been completed before final adjournment, all incomplete elections shall be referred to the Board of Directors, which shall have the power to fill vacancies on behalf of the General Council until the next General Council. Election of the Board of Directors shall be in accordance with Section 7.4 of these Bylaws.

Be amended as follows:

Elections. Autobiographical information shall be distributed at least one day prior to elections on each person nominated for **president**, corporate vice president, corporate secretary, and each person nominated for the Board of Directors. Nominees for the Board of Directors shall appear on the ballot in an order drawn at random, and the names of those persons nominated by the Committee on Nominations shall be so indicated by an asterisk. Except as provided in Section 6.11A, elections shall be a stated order of business at least one

day following the closing of nominations. In the event that elections have not been completed before final adjournment, all incomplete elections shall be referred to the Board of Directors, which shall have the power to fill vacancies on behalf of the General Council until the next General Council. Election of the Board of Directors shall be in accordance with Section 7.4 of these Bylaws.

The section will then read:

Elections. Autobiographical information shall be distributed at least one day prior to elections on each person nominated for president, corporate vice president, corporate secretary, and each person nominated for the Board of Directors. Nominees for the Board of Directors shall appear on the ballot in an order drawn at random, and the names of those persons nominated by the Committee on Nominations may be so indicated by an asterisk. Except as provided in Section 6.11A, elections shall be a stated order of business at least one day following the closing of nominations. In the event that elections have not been completed before final adjournment, all incomplete elections shall be referred to the Board of Directors, which shall have the power to fill vacancies on behalf of the General Council until the next General Council. Election of the Board of Directors shall be in accordance with Section 7.4 of these Bylaws.

**COUNCIL ACTION: TEMPORARILY ADOPTED FOR 2025 GC ONLY
(bring back to 2025 General Council)**

Your Committee recommends that **Item 6.7, Proposed Amendment to Bylaws—Affirmation of Statement of Faith by Board of Directors** (pages 135–137), in the **Report of the Corporate Secretary** (stated below):

That Section 7.3. Membership (of the Board of Directors), in the General Bylaws (pages A2-17-18), in the *C&MA Manual*, which reads:

Section 7.3. Membership. The Board of Directors shall have 28 members, each of whom shall be a member in good standing of an accredited church of The Christian and Missionary Alliance, or shall be an attendee in good standing in a developing or affiliated church of The Christian and Missionary Alliance. The president, corporate vice president, and corporate secretary of The Christian and Missionary Alliance shall be members ex officio. In addition, the Board of Directors may invite corporate officers and other individuals to be present as the Board of Directors may consider necessary or advisable but without the right to vote. The membership of those receiving allowance from The Christian and Missionary Alliance shall not be more than nine. For purposes of these Bylaws, “those receiving allowance” shall mean those persons receiving direct or indirect salaries or stipends. The number of laypersons shall not exceed 14. Whether a person is considered to be receiving allowance or to be a layperson shall be determined by their status as of the opening business session of the General Council and shall not be changed, for purpose of nomination, until the opening business session of the next succeeding General Council. The ballot provided by the Committee on Nominations shall indicate those receiving allowance. Except for the three ex officio members, National Office personnel shall not be eligible to serve on the Board of Directors. Any person who

works for and is solely or primarily responsible to the National Office, whether or not said person lives in Colorado Springs or has an office at the National Office, shall be deemed to be National Office personnel. The following are exempted from this rule:

- a) International workers
- b) District superintendents and district directors
- c) College and seminary presidents
- d) Association presidents and executive secretaries
- e) Assistant district superintendents.

Be amended as follows:

Section 7.3. Membership. The Board of Directors shall have 28 members, each of whom shall be a member in good standing of an accredited church of The Christian and Missionary Alliance, or shall be an attendee in good standing in a developing or affiliated church of The Christian and Missionary Alliance, **and affirm the Statement of Faith of The Christian and Missionary Alliance, and agree in principle with the other Statements contained in the C&MA Manual.** The president, corporate vice president, and corporate secretary of The Christian and Missionary Alliance shall be members ex officio. In addition, the Board of Directors may invite corporate officers and other individuals to be present as the Board of Directors may consider necessary or advisable but without the right to vote. The membership of those receiving allowance from The Christian and Missionary Alliance shall not be more than nine. For purposes of these Bylaws, “those receiving allowance” shall mean those persons receiving direct or indirect salaries or stipends. The number of laypersons shall not exceed 14. Whether a person is considered to be receiving allowance or to be a layperson shall be determined by their status as of the opening business session of the General Council and shall not be changed, for purpose of nomination, until the opening business session of the next succeeding General Council. The ballot provided by the Committee on Nominations shall indicate those receiving allowance. Except for the three ex officio members, National Office personnel shall not be eligible to serve on the Board of Directors. Any person who works for and is solely or primarily responsible to the National Office, whether or not said person lives in ~~Ohio Colorado Springs~~ or has an office at the National Office, shall be deemed to be National Office personnel. The following are exempted from this rule:

- a) International workers
- b) District superintendents and district directors
- c) College and seminary presidents
- d) Association presidents and executive secretaries
- e) Assistant district superintendents.

The amended section will then read:

Section 7.3. Membership. The Board of Directors shall have 28 members, each of whom shall be a member in good standing of an accredited church of The Christian and Missionary Alliance, or shall be an attendee in good standing in a developing or affiliated church of The Christian and Missionary Alliance, and affirm the Statement of Faith of The Christian and

Missionary Alliance, and agree in principle with the other Statements contained in the *C&MA Manual*. The president, corporate vice president, and corporate secretary of The Christian and Missionary Alliance shall be members ex officio. In addition, the Board of Directors may invite corporate officers and other individuals to be present as the Board of Directors may consider necessary or advisable but without the right to vote. The membership of those receiving allowance from The Christian and Missionary Alliance shall not be more than nine. For purposes of these Bylaws, “those receiving allowance” shall mean those persons receiving direct or indirect salaries or stipends. The number of laypersons shall not exceed 14. Whether a person is considered to be receiving allowance or to be a layperson shall be determined by their status as of the opening business session of the General Council and shall not be changed, for purpose of nomination, until the opening business session of the next succeeding General Council. The ballot provided by the Committee on Nominations shall indicate those receiving allowance. Except for the three ex officio members, National Office personnel shall not be eligible to serve on the Board of Directors. Any person who works for and is solely or primarily responsible to the National Office, whether or not said person lives in Ohio or has an office at the National Office, shall be deemed to be National Office personnel. The following are exempted from this rule:

- a) International workers
- b) District superintendents and district directors
- c) College and seminary presidents
- d) Association presidents and executive secretaries
- e) Assistant district superintendents.

not be adopted and, in lieu thereof, your Committee recommends the adoption of the following substitute motion:

Recommendation 6

It is recommended that Section 7.3. Membership (of the Board of Directors), in the General Bylaws (pages A2-17-18), in the *C&MA Manual*, which reads:

Section 7.3. Membership. The Board of Directors shall have 28 members, each of whom shall be a member in good standing of an accredited church of The Christian and Missionary Alliance, or shall be an attendee in good standing in a developing or affiliated church of The Christian and Missionary Alliance. The president, corporate vice president, and corporate secretary of The Christian and Missionary Alliance shall be members ex officio. In addition, the Board of Directors may invite corporate officers and other individuals to be present as the Board of Directors may consider necessary or advisable but without the right to vote. The membership of those receiving allowance from The Christian and Missionary Alliance shall not be more than nine. For purposes of these Bylaws, “those receiving allowance” shall mean those persons receiving direct or indirect salaries or stipends. The number of laypersons shall not exceed 14. Whether a person is considered to be receiving allowance or to be a layperson shall be determined by their status as of the opening business session of the General Council and shall not be changed, for purpose of nomination, until the opening business session of the next succeeding General Council. The ballot provided by the Committee on Nominations

shall indicate those receiving allowance. Except for the three ex officio members, National Office personnel shall not be eligible to serve on the Board of Directors. Any person who works for and is solely or primarily responsible to the National Office, whether or not said person lives in Colorado Springs or has an office at the National Office, shall be deemed to be National Office personnel. The following are exempted from this rule:

- a) International workers
- b) District superintendents and district directors
- c) College and seminary presidents
- d) Association presidents and executive secretaries
- e) Assistant district superintendents.

Be amended as follows:

Section 7.3. Membership. The Board of Directors shall have 28 members, each of whom shall be a member in good standing of an accredited church of The Christian and Missionary Alliance, or shall be an attendee in good standing in a developing or affiliated church of The Christian and Missionary Alliance, **and affirm the Statement of Faith of The Christian and Missionary Alliance, and accept and live in accordance with the other Statements contained in the C&MA Manual.** The president, corporate vice president, and corporate secretary of The Christian and Missionary Alliance shall be members ex officio. In addition, the Board of Directors may invite corporate officers and other individuals to be present as the Board of Directors may consider necessary or advisable but without the right to vote. The membership of those receiving allowance from The Christian and Missionary Alliance shall not be more than nine. For purposes of these Bylaws, “those receiving allowance” shall mean those persons receiving direct or indirect salaries or stipends. The number of laypersons shall not exceed 14. Whether a person is considered to be receiving allowance or to be a layperson shall be determined by their status as of the opening business session of the General Council and shall not be changed, for purpose of nomination, until the opening business session of the next succeeding General Council. The ballot provided by the Committee on Nominations shall indicate those receiving allowance. Except for the three ex officio members, National Office personnel shall not be eligible to serve on the Board of Directors. Any person who works for and is solely or primarily responsible to the National Office, whether or not said person lives in **Ohio** ~~Colorado Springs~~ or has an office at the National Office, shall be deemed to be National Office personnel. The following are exempted from this rule:

- a) International workers
- b) District superintendents and district directors
- c) College and seminary presidents
- d) Association presidents and executive secretaries
- e) Assistant district superintendents.

The amended section will then read:

Section 7.3. Membership. The Board of Directors shall have 28 members, each of whom shall be a member in good standing of an accredited church of The Christian and Missionary

Alliance, or shall be an attendee in good standing in a developing or affiliated church of The Christian and Missionary Alliance, and affirm the Statement of Faith of The Christian and Missionary Alliance, and accept and live in accordance with the other Statements contained in the *C&MA Manual*. The president, corporate vice president, and corporate secretary of The Christian and Missionary Alliance shall be members ex officio. In addition, the Board of Directors may invite corporate officers and other individuals to be present as the Board of Directors may consider necessary or advisable but without the right to vote. The membership of those receiving allowance from The Christian and Missionary Alliance shall not be more than nine. For purposes of these Bylaws, “those receiving allowance” shall mean those persons receiving direct or indirect salaries or stipends. The number of laypersons shall not exceed 14. Whether a person is considered to be receiving allowance or to be a layperson shall be determined by their status as of the opening business session of the General Council and shall not be changed, for purpose of nomination, until the opening business session of the next succeeding General Council. The ballot provided by the Committee on Nominations shall indicate those receiving allowance. Except for the three ex officio members, National Office personnel shall not be eligible to serve on the Board of Directors. Any person who works for and is solely or primarily responsible to the National Office, whether or not said person lives in Ohio or has an office at the National Office, shall be deemed to be National Office personnel. The following are exempted from this rule:

- a) International workers
- b) District superintendents and district directors
- c) College and seminary presidents
- d) Association presidents and executive secretaries
- e) Assistant district superintendents.

**COUNCIL ACTION: TEMPORARILY ADOPTED FOR 2025 GC ONLY
(bring back to 2025 General Council)**

Your Committee recommends that **Item 6.8, Proposed Amendment to Bylaws—Affirmation of Statement of Faith by Officers** (page 137), in the **Report of the Corporate Secretary** (stated below):

That Section 8.1. Number (regarding officers of the C&MA), in the General Bylaws (page A2-24), in the *C&MA Manual*, which reads:

Section 8.1. Number. The executive officers of The Christian and Missionary Alliance shall consist of a president, a corporate vice president, and a corporate secretary. Other corporate officers shall include a treasurer and such officers as the Board of Directors may consider necessary or advisable. All officers must be general members of The Christian and Missionary Alliance as defined in Section 5.1A of these Bylaws.

Be amended as follows:

Section 8.1. Number. The executive officers of The Christian and Missionary Alliance shall consist of a president, a corporate vice president, and a corporate secretary. Other corporate

officers shall include a treasurer and such officers as the Board of Directors may consider necessary or advisable. All officers must be general members of The Christian and Missionary Alliance as defined in Section 5.1A of these Bylaws, **shall affirm the Statement of Faith of The Christian and Missionary Alliance, and agree in principle with the other Statements contained in the *C&MA Manual*.**

The amended section will then read:

Section 8.1. Number. The executive officers of The Christian and Missionary Alliance shall consist of a president, a corporate vice president, and a corporate secretary. Other corporate officers shall include a treasurer and such officers as the Board of Directors may consider necessary or advisable. All officers must be general members of The Christian and Missionary Alliance as defined in Section 5.1A of these Bylaws, shall affirm the Statement of Faith of The Christian and Missionary Alliance, and agree in principle with the other Statements contained in the *C&MA Manual*.

not be adopted and, in lieu thereof, your Committee recommends the adoption of the following substitute motion:

Recommendation 7

It is recommended that Section 8.1. Number (regarding officers of the C&MA), in the General Bylaws (page A2-24), in the *C&MA Manual*, which reads:

Section 8.1. Number. The executive officers of The Christian and Missionary Alliance shall consist of a president, a corporate vice president, and a corporate secretary. Other corporate officers shall include a treasurer and such officers as the Board of Directors may consider necessary or advisable. All officers must be general members of The Christian and Missionary Alliance as defined in Section 5.1A of these Bylaws.

Be amended as follows:

Section 8.1. Number. The executive officers of The Christian and Missionary Alliance shall consist of a president, a corporate vice president, and a corporate secretary. Other corporate officers shall include a treasurer and such officers as the Board of Directors may consider necessary or advisable. All officers must be general members of The Christian and Missionary Alliance as defined in Section 5.1A of these Bylaws, **and affirm the Statement of Faith of The Christian and Missionary Alliance, and accept and live in accordance with the other Statements contained in the *C&MA Manual*.**

The amended section will then read:

Section 8.1. Number. The executive officers of The Christian and Missionary Alliance shall consist of a president, a corporate vice president, and a corporate secretary. Other corporate officers shall include a treasurer and such officers as the Board of Directors may consider necessary or advisable. All officers must be general members of The Christian and

Missionary Alliance as defined in Section 5.1A of these Bylaws, and affirm the Statement of Faith of The Christian and Missionary Alliance, and accept and live in accordance with the other Statements contained in the *C&MA Manual*.

**COUNCIL ACTION: TEMPORARILY ADOPTED FOR 2025 GC ONLY
(bring back to 2025 General Council)**

Your Committee recommends that General Council adopt **Item 6.9, Proposed Amendment to Special Rules of Order—Standing Committees** (pages 137–142), in the **Report of the Corporate Secretary**.

Recommendation 8

This amendment organizes the existing duties of the Committee on Nominations in a more understandable manner, clarifies that no self-nominations will be accepted, and provides criteria to evaluate the qualifications of nominees for president, corporate vice president, corporate secretary, and the Board of Directors.

It is recommended that Article II, Section 2.1, Standing Committees in the Special Rules of Order (pages A3-1-3), in the *C&MA Manual*, which reads:

Section 2.1. Standing Committees.

A. Committee on Nominations. The Committee on Nominations shall consist of 13 members who serve through the next scheduled General Council. Members of the Committee on Nominations will be determined as follows:

- (1) At Large. Six at-large members shall serve on the Committee, including at least one international worker and two laypeople. In non-Council years, the District Leadership Forum shall nominate nine at-large nominees and report them to the Office of the Corporate Secretary. Of the nine nominees, at least two shall be international workers and three shall be laypeople. Election by the General Council shall be by plurality vote, with the six individuals receiving the greatest number of votes serving on the Committee. The six elected must include at least one international worker and two laypeople, thereby replacing others who may actually receive more votes.
- (2) Board of Directors. The Board of Directors shall appoint four members of the Board of Directors who are not eligible for reelection at the next scheduled General Council.
- (3) Officers. The Committee on Nominations shall nominate and report to the General Council the Committee's chairperson, vice chairperson, and secretary to serve through the next scheduled General Council.

The Committee on Nominations shall have the responsibility for the completion of membership of its Committee. Any vacancies will be filled in consultation with the district superintendents.

The Committee on Nominations shall nominate for election by the General Council the following: (a) the executive officers of The Christian and Missionary Alliance; (b) the members of the Board of Directors; (c) the Committee on Rules; and (d) special committees, if any.

The Committee shall report 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.

The Committee shall nominate and report the nominees (in consultation with current select committees, district superintendents, and/or the National Office) for each General Council select committee chairperson, vice chairperson, secretary for the next scheduled General Council.

The Committee on Nominations shall submit a report of the tellers, business-session ushers, and communion stewards as appointed by the corporate secretary. The tellers shall be responsible for distributing, collecting, counting, and verifying the ballots cast during the General Council elections. The head teller shall report in writing the results of the election(s) to the presiding officer of the General Council.

The Committee on Nominations shall distribute information as to the position of each nominee for the Board of Directors, such as district superintendent, pastor, educator, layperson, etc., in addition to the district where each resides. It also shall distribute a listing of the current Board of Directors, showing the non-retiring members and the retiring members.

No person's name shall be presented in nomination by the Committee on Nominations or by any accredited delegate unless the person's consent has been obtained and the person is a member in good standing of an accredited church of The Christian and Missionary Alliance, or is an attendee in good standing in a developing or affiliated church of The Christian and Missionary Alliance.

Be amended as follows:

Section 2.1. Standing Committees.

~~A.~~ Committee on Nominations.

Membership of Committee on Nominations:

The Committee on Nominations shall consist of 13 members who serve through the next scheduled General Council. Members of the Committee on Nominations will be determined as follows:

- (1) At Large. Six at-large members shall serve on the Committee, including at least one international worker and two laypeople. In non-Council years, the District Leadership

Forum shall nominate nine at-large nominees and report them to the Office of the Corporate Secretary. Of the nine nominees, at least two shall be international workers and three shall be laypeople. Election by the General Council shall be by plurality vote, with the six individuals receiving the greatest number of votes serving on the Committee. The six elected must include at least one international worker and two laypeople, thereby replacing others who may actually receive more votes.

- (2) Board of Directors. The Board of Directors shall appoint four members of the Board of Directors who are not eligible for reelection at the next scheduled General Council.
- (3) Officers. The Committee on Nominations shall nominate and report to the General Council the Committee's chairperson, vice chairperson, and secretary to serve through the next scheduled General Council.

Responsibilities of Committee on Nominations:

Completion of Membership: The Committee on Nominations shall have the responsibility for the completion of membership of its Committee. Any vacancies will be filled in consultation with the district superintendents.

Nominations from Committee: The Committee on Nominations shall nominate for election by the General Council the following: (a) the executive officers of The Christian and Missionary Alliance; (b) the members of the Board of Directors; (c) the Committee on Rules; and (d) special committees, if any.

Nominations from President: The Committee shall report 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.

Nominations of Select Committee Officers: The Committee shall nominate and report the nominees (in consultation with current select committees, district superintendents, and/or the National Office) for each General Council select committee chairperson, vice chairperson, secretary for the next scheduled General Council.

Tellers, Ushers, and Communion Stewards: The Committee on Nominations shall submit a report of the tellers, business-session ushers, and communion stewards as appointed by the corporate secretary. The tellers shall be responsible for distributing, collecting, counting, and verifying the ballots cast during the General Council elections. The head teller shall report in writing the results of the election(s) to the **appointed representative in the Office of the Corporate Secretary for verification prior to presentation to the** presiding officer of the General Council.

Board of Directors Legend: The Committee on Nominations shall distribute information as to the position of each nominee for the Board of Directors, such as district superintendent, pastor, educator, layperson, etc., in addition to the district where each

resides. It also shall distribute a listing of the current Board of Directors, showing the non-retiring members and the retiring members.

Nominee Consent and Church Membership: No self-nomination shall be accepted.

No person's name shall be presented in nomination by the Committee on Nominations or by any accredited delegate unless the person's consent has been obtained and the person is a member in good standing of an accredited church of The Christian and Missionary Alliance, or is an attendee in good standing in a developing or affiliated church of The Christian and Missionary Alliance.

Nominee Qualifications for positions of president, corporate vice president, corporate secretary, and Board of Directors: In addition to consent and church requirements in the above paragraph, no person's name shall be presented in nomination by the Committee on Nominations or by any accredited delegate unless the person:

- (1) In the power of the Holy Spirit lives a life that is above reproach. Embodies and models biblical principles that result in a Christ-like lifestyle, character, and attitude.**
- (2) Accepts and lives in accordance with the C&MA:**
 - a. mission, objectives, governance, and values**
 - b. Statement of Faith**
 - c. Statements and policies in the *C&MA Manual***
- (3) Prayerfully and personally contributes to the Great Commission Fund and leads any church/organization he/she oversees in appropriate C&MA engagement.**
- (4) Proven aptitude to meet the requirements of the position.**

The amended section will then read:

Section 2.1. Standing Committees.

Committee on Nominations.

Membership of Committee on Nominations:

The Committee on Nominations shall consist of 13 members who serve through the next scheduled General Council. Members of the Committee on Nominations will be determined as follows:

- (1) At Large.** Six at-large members shall serve on the Committee, including at least one international worker and two laypeople. In non-Council years, the District Leadership Forum shall nominate nine at-large nominees and report them to the Office of the Corporate Secretary. Of the nine nominees, at least two shall be international workers and three shall be laypeople. Election by the General Council shall be by plurality vote, with the six individuals receiving the greatest number of votes serving on the Committee. The six elected must include at least one international worker and two laypeople, thereby

- replacing others who may actually receive more votes.
- (2) Board of Directors. The Board of Directors shall appoint four members of the Board of Directors who are not eligible for reelection at the next scheduled General Council.
 - (3) Officers. The Committee on Nominations shall nominate and report to the General Council the Committee's chairperson, vice chairperson, and secretary to serve through the next scheduled General Council.

Responsibilities of Committee on Nominations:

Completion of Membership: The Committee on Nominations shall have the responsibility for the completion of membership of its Committee. Any vacancies will be filled in consultation with the district superintendents.

Nominations from Committee: The Committee on Nominations shall nominate for election by the General Council the following: (a) the executive officers of The Christian and Missionary Alliance; (b) the members of the Board of Directors; (c) the Committee on Rules; and (d) special committees, if any.

Nominations from President: The Committee shall report 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.

Nominations of Select Committee Officers: The Committee shall nominate and report the nominees (in consultation with current select committees, district superintendents, and/or the National Office) for each General Council select committee chairperson, vice chairperson, secretary for the next scheduled General Council.

Tellers, Ushers, and Communion Stewards: The Committee on Nominations shall submit a report of the tellers, business-session ushers, and communion stewards as appointed by the corporate secretary. The tellers shall be responsible for distributing, collecting, counting, and verifying the ballots cast during the General Council elections. The head teller shall report in writing the results of the election(s) to the appointed representative in the Office of the Corporate Secretary for verification prior to presentation to the presiding officer of the General Council.

Board of Directors Legend: The Committee on Nominations shall distribute information as to the position of each nominee for the Board of Directors, such as district superintendent, pastor, educator, layperson, etc., in addition to the district where each resides. It also shall distribute a listing of the current Board of Directors, showing the non-retiring members and the retiring members.

Nominee Consent and Church Membership: No self-nomination shall be accepted. No person's name shall be presented in nomination by the Committee on Nominations or by any accredited delegate unless the person's consent has been obtained and the person is a member in good standing of an accredited church of The Christian and Missionary Alliance, or is an

attendee in good standing in a developing or affiliated church of The Christian and Missionary Alliance.

Nominee Qualifications for positions of president, corporate vice president, corporate secretary, and Board of Directors: In addition to consent and church requirements in the above paragraph, no person's name shall be presented in nomination by the Committee on Nominations or by any accredited delegate unless the person:

- (1) In the power of the Holy Spirit lives a life that is above reproach. Embodies and models biblical principles that result in a Christ-like lifestyle, character, and attitude.
- (2) Accepts and lives in accordance with the C&MA:
 - a. mission, objectives, governance, and values
 - b. Statement of Faith
 - c. Statements and policies in the *C&MA Manual*
- (3) Prayerfully and personally contributes to the Great Commission Fund and leads any church/organization he/she oversees in appropriate C&MA engagement.
- (4) Proven aptitude to meet the requirements of the position.

**COUNCIL ACTION: TEMPORARILY ADOPTED FOR 2025 GC ONLY
(bring back to 2025 General Council)**

Your Committee recommends that General Council adopt **Item 6.10, Proposed Amendment to Bylaws—Board of Directors Removal** (pages 142–143), in the **Report of the Corporate Secretary**.

Recommendation 9

It is recommended that Article VII, Board of Directors, Section 7.15, Removal (page A2-22) in the *C&MA Manual*, which reads:

Section 7.15. Removal. Any member of the Board of Directors may be removed by the Board of Directors, with or without cause and without regard to any rights such member may have under internal procedures of The Christian and Missionary Alliance governing the Board of Directors, whenever, in the judgment of at least two-thirds of the Board of Directors then serving, the best interests of The Christian and Missionary Alliance will be served thereby.

Be amended as follows:

Section 7.15. Removal. Any member of the Board of Directors may be removed by the Board of Directors, with or without cause and without regard to any rights such member may have under internal procedures of The Christian and Missionary Alliance governing the Board of Directors, whenever, in the judgment of at least two-thirds of the Board of Directors ~~then~~ **serving**, the best interests of The Christian and Missionary Alliance will be served thereby.

The section will then read:

Section 7.15. Removal. Any member of the Board of Directors may be removed by the Board of Directors, with or without cause and without regard to any rights such member may have under internal procedures of The Christian and Missionary Alliance governing the Board of Directors, whenever, in the judgment of at least two-thirds of the Board of Directors, the best interests of The Christian and Missionary Alliance will be served thereby.

COUNCIL ACTION: TABLED
(bring back to 2025 General Council)

Respectfully submitted,

Rev. F. Dean Lancaster, chairperson
Mrs. Jennifer M. Bliss-Criswell, CWM, vice chairperson
Rev. Marvin Edward Nelson, secretary

2023 INITIAL CREDENTIALS REPORT

The corporate secretary has certified that:

- 1,915 accredited delegates
- 624 corresponding delegates

Total = 2,539

have registered as of 11:00 a.m., May 30, 2023.

SECOND PARTIAL CREDENTIALS REPORT

The corporate secretary has certified that:

- 1,971 accredited delegates
- 634 corresponding delegates

Total = 2,605

have registered as of 11:00 a.m., May 31, 2023.

THIRD CREDENTIALS REPORT

The corporate secretary has certified that:

- 1,991 accredited delegates
- 640 corresponding delegates

Total = 2,631

have registered as of 7:00 p.m., May 31, 2023.

FOURTH CREDENTIALS REPORT

The corporate secretary has certified that:

- 2,002 accredited delegates
- 642 corresponding delegates

Total = 2,644

have registered as of 11:00 a.m., June 1, 2023.

FINAL CREDENTIALS REPORT

The corporate secretary has certified that:

- 2,009 accredited delegates
- 642 corresponding delegates

Total = 2,651

have registered as of 11:00 a.m., June 1, 2023.



expectant

ALLIANCECOUNCIL2023

MEMORIALS 2021-2022

For to me, to live is Christ and to die is gain (Phil. 1:21).

We take this opportunity to recognize and honor those of our colleagues who have passed into the presence of Christ.

We have had the privilege of serving with these men and women who 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 God's family.

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 Alliance family have joined the ranks of the faithful and are worshipping Christ in heaven.

Official Workers Who Served in the United States/Overseas

Mrs. Mary Lou Adamson, wife of Rev. Duane D. Adamson; died November 25, 2021.

Mrs. Marilyn June Aller, former international worker; served in Colombia; died April 23, 2021.

Mrs. Antonia Alvarez, widow of Rev. José E. Alvarez; died July 12, 2021.

Rev. Donald E. Anderson Sr., retired pastor; served in the Mid-Atlantic, Eastern Pennsylvania, Central, and The Alliance Southeast Districts; died September 20, 2022.

Mr. Kenneth Gordon Anderson, former international worker; served in CAC; died September 10, 2022.

Dr. William L. Austin, retired pastor; served in the Eastern Pennsylvania, North Central, Mid-Atlantic, The Alliance South, and The Alliance Southeast Districts; died October 13, 2021.

Mrs. June R. Bainer, widow of Rev. Claude J. Bainer; died July 31, 2021.

Mrs. Retha Mae Baker, former international worker; served in Peru and Ecuador; died March 24, 2021.

Rev. Gordon Leigh Barker, former international worker; served in Bolivia and Chile; died December 4, 2022.

Rev. Gary S. Bawden, retired pastor; served in the North Central District; died March 1, 2022.

Rev. Harold L. Beatty, former pastor; served in the North Central and Alliance South Central Districts; died November 26, 2020.

Rev. Sylvester A. Belcher, retired pastor; served in the Rocky Mountain District; died July 31, 2022.

Mrs. Doloris Burns Biddulph, retired international worker; served in CAC; died July 17, 2021.

Rev. Miguel Bless, retired pastor; served in the Spanish Eastern, Puerto Rico, and The Alliance Midwest Districts; died April 18, 2022.

Mrs. Susan D. Bliss, wife of Rev. Bruce W. Bliss; died March 14, 2021.

Rev. John E. Bock, retired pastor; served in The Alliance South, Great Lakes, Northeastern, and The Alliance Southeast Districts; died December 1, 2021.

Rev. M. Jack Bohman Jr., pastor; served in the Central District; died January 23, 2022.

Dr. Scott R. Borderud, retired pastor, chaplain, and district superintendent; served in the Metropolitan, Western Pennsylvania, MidAmerica, Alliance Northwest, Mid-Atlantic, The Alliance South, and the Alliance South Central Districts; died October 24, 2021.

Rev. Loyal Edwin Bowman, former international worker; served in CAC and The Alliance Southeast District; died April 30, 2021.

Rev. Raymond O. Bridgham, retired pastor; served in The Alliance Southeast District; died February 14, 2022.

Mrs. Beulah Brown, widow of Rev. Donald E. Brown; died January 14, 2022.

Dr. David A. Brown, retired pastor; served in the Spanish Eastern, Ohio Valley, and The Alliance South Districts; died January 19, 2023.

Mrs. Pamela K. Brown, wife of Rev. Kenneth Brown; died January 9, 2023.

Rev. William James Brown, retired pastor; served in The Alliance Southeast District; died December 5, 2021.

Rev. John A. Carroll, retired pastor; served in the Ohio Valley District; died September 29, 2022.

Miss Mei Ngor M. Chan, CWM, retired official worker; served in the Western Pennsylvania District; died October 1, 2021.

Dr. Harvey C. Ching, former pastor; served in the Central Pacific and The Alliance South Districts; died November 29, 2021.

Mrs. Gabriela Cisneros, wife of Rev. Roman Cisneros Jr.; died September 14, 2021.

Rev. Roland E. Coffey, retired pastor; served in the West Central, Ohio Valley, Alliance New England, and The Alliance Southeast Districts; died June 12, 2022.

Rev. Leslie L. Conklin, retired pastor; served in the Rocky Mountain, The Alliance Midwest, and Eastern Pennsylvania Districts; died April 1, 2022.

Mrs. Leutitia Copeland, wife of Rev. Keith E. Copeland; died March 3, 2023.

Mr. Richard Firth Cutler, former international worker; served in Mongolia, Gabon, Guinea, and CAC; died October 2, 2021.

Miss Beverly J. Daller, retired National Office employee; died in 2022.

Rev. Michael W. Danchenko, retired pastor; served in the Alliance South Central and MidAmerica Districts; died April 26, 2022.

Mrs. Karen Elizabeth Dinius, former international worker; served in Bosnia; died May 21, 2022.

Rev. Qui Hung Doan, retired pastor; served in the Vietnamese District; died February 1, 2021.

Rev. Harold Donis, retired pastor; served in the Western Great Lakes, Rocky Mountain, North Central, The Alliance Midwest, Great Lakes, and MidAmerica Districts; died March 3, 2021.

Rev. Donald Dixon Draggoo, retired pastor; served in the Mid-Atlantic and The Alliance South Districts and the National Office; died January 8, 2023.

Mrs. Elin Mae Duncan, former international worker; served in CAC; died February 5, 2021.

Rev. Richard Duncan, retired pastor; served in The Alliance Southeast District; died April 7, 2021.

Mrs. Sarah Elizabeth Durling, retired international worker; served in CAC and Thailand; died January 10, 2022.

Rev. Robert W. Ellenberger, retired pastor; served in the Western Pennsylvania District; died August 12, 2021.

Rev. George C. Elmer, former pastor; served in the Alliance New England and The Alliance Southeast Districts; died May 20, 2022.

Mrs. Cleo Virginia Evans, retired international worker; served in CAC, and Malaysia; died February 10, 2022.

Mrs. Dorothy E. Evans, widow of Rev. Jack G. Conley and Rev. James L. Evans; died November 26, 2019.

Mrs. Doris May Ford, retired international worker; served in Thailand, CAC, and Malaysia; died April 28, 2022.

Rev. David G. Fox, retired pastor; served in The Alliance South District; died May 6, 2022.

Mrs. Lura Jane Fry, widow of Dr. William A. Fry; died May 5, 2021.

Rev. Donald Robb Furniss, former international worker and retired pastor; served in CAC and the Western Pennsylvania, Metropolitan, and The Alliance South Districts; died February 3, 2022.

Mrs. Elizabeth Furniss, former international worker; served in CAC; died October 18, 2021.

Mrs. Rhonda J. Gates, wife of Rev. Michael D. Gates; died March 9, 2021.

Rev. Arthur M. Gaunt, retired pastor; served in The Alliance Midwest, South Pacific Alliance, Metropolitan, and Eastern Pennsylvania Districts; died November 25, 2021.

Mrs. Ethel Goossen, widow of Rev. Clifford W. Lien; died June 17, 2021.

Rev. R. Mitchell Gregory Jr., former pastor; served in The Alliance South District; died February 27, 2023.

Mr. Ernest Lee Greif, pastor; served in the Alliance Northwest District; died January 24, 2021.

Mrs. Hazel C. Grubb, widow of Rev. R. D. Grubb; died January 4, 2022.

Rev. LeRoy R. Haenze, retired pastor; served in The Alliance South and the Alliance South Central Districts; died September 12, 2021.

Rev. Clarence Edward Hager, retired pastor; served in the Great Lakes, Metropolitan, The Alliance South, North Central, The Alliance Midwest, The Alliance Southeast, and Northeastern Districts; died July 10, 2021.

Rev. Han P. Ham, retired pastor; served in the Korean District; died June 20, 2022.

Mr. Duane L. Hanson, former pastor; served in the Central Pacific District; died May 16, 2021.

Rev. Stephen L. Harris, retired pastor; served in the Alliance South Central District; died February 11, 2022.

Miss Norma Joy Hart, retired international worker; served in the Republic of the Congo; died March 18, 2021.

Rev. James F. Hay Sr., retired pastor; served in The Alliance Southeast and The Alliance Midwest Districts; died February 19, 2022.

Mrs. Mary Catherine Hazlett, retired international worker; served in Ecuador and Indonesia; died January 31, 2023.

Rev. William E. Hazlett, retired pastor and evangelist; served in the Western Pennsylvania and The Alliance Southeast Districts; died December 28, 2021.

Mr. Chay Her, former pastor; served in the Hmong District; died November 22, 2021.

Dr. Dale Sims Herendeen, retired international worker; served in Korea and CAC; died December 24, 2021.

Rev. Millard Timothy Hixson, former international worker; served in Peru; died February 23, 2023.

Mrs. Jean Elizabeth Hotalen, retired international worker; served in the Democratic Republic of the Congo and Côte d'Ivoire; died January 10, 2023.

Miss Elizabeth Christine Howard, retired international worker; served in CAC; died October 13, 2022.

Mrs. Joyce Howard, wife of Rev. James N. Howard; died December 29, 2021.

Rev. Lieu V. Huynh, retired pastor; served in the Vietnamese District; died April 22, 2021.

Rev. Lawren J. Ingalls, retired pastor; served in the North Central District; died December 5, 2021.

Mrs. Jacqueline Elizabeth Ingram, former international worker; served in CAC; died July 20, 2021.

Rev. Jerome K. Jackson, retired pastor; served in the Rocky Mountain and The Alliance Southeast Districts; died November 14, 2022.

Miss Doris Louise Jacobson, retired international worker; served in the Philippines; died September 27, 2021.

Mr. Harold Leslie Johnson, former international worker; served in Ecuador; died April 30, 2021.

Rev. Hartvick T. Johnson, retired pastor; served in the Central Pacific and South Pacific Alliance Districts; died February 11, 2023.

Mrs. Mary Patricia Johnson, retired international worker; served in the Philippines and Malaysia; died December 15, 2021.

Mrs. Beulah Mildred Johnston, retired international worker; served in Thailand; died January 28, 2023.

Mrs. Winifred June Kaetzel, former international worker; served with CAMA and in CAC, Thailand, and the Laotian District; died November 6, 2021.

Rev. Richard J. Keller, retired pastor; served in the Western Great Lakes and North Central Districts; died April 14, 2022.

Mrs. Suzanne K. Kerrigan, retired National Office employee; died November 17, 2021.

Rev. Kenton E. Kreider, retired assistant pastor; served in the Eastern Pennsylvania District; died April 19, 2021.

Rev. Laird Lewis Kroh Sr., former international worker; served in CAC and the Western Pennsylvania District; died August 11, 2022.

Rev. Benjamin D. Kulp, retired pastor; served in the Alliance South Central District; died January 22, 2022.

Rev. Calvin Kin-Fun Lai, retired international worker; served in Germany; died September 4, 2022.

Rev. David G. Lanpher, former pastor; served in the Western Pennsylvania and North Central Districts; died July 1, 2021.

Dr. Gordon Frederick Larson, retired international worker; served in Indonesia; died August 7, 2021.

Rev. Thanh V. Le, retired pastor; served in the Vietnamese District; died November 3, 2021.

Mr. James E. Lee, former pastor; served in the Mid-Atlantic District; died August 29, 2021.

Rev. Jin K. Lee, retired pastor; served in the Korean District; died May 20, 2022.

Rev. Mark W. Lee, retired pastor; served in the MidAmerica, The Alliance Midwest, North Central, and Central Pacific Districts; died October 14, 2021.

Rev. Clyde A. Leimberer, retired pastor; served in the MidAmerica, The Alliance Midwest, and North Central Districts; died April 24, 2022.

Mrs. Betty Lensmith, CWM, widow of Mr. Eugene Lensmith and director of Christian Education; served in the Western Great Lakes District; died January 2, 2022.

Rev. Andrew Tak Yan Leung, former international worker and retired pastor; served in Suriname, Panama, and the Metropolitan District; died March 10, 2021.

Mrs. Lelia Jane Lewis, retired international worker; served in Indonesia; died March 22, 2021.

Mrs. Olga M. Lindsey, widow of Rev. Ralph W. Lindsey Sr.; died November 6, 2021.

Mrs. Claire Adele Livingston, former international worker; served in CAC; died August 31, 2020.

Rev. Robert Lucas Livingston, former international worker and retired pastor; served in CAC and the MidAmerica District; died October 26, 2022.

Mr. Tio Lo, former pastor; served in the Hmong District; died June 18, 2021.

Rev. Edgardo Lopez, retired pastor; served in the Puerto Rico District; died November 29, 2022.

Rev. David C. Lowe, retired pastor; served in the Ohio Valley, The Alliance Midwest, The Alliance Southeast, and The Alliance South Districts; died December 31, 2022.

Mr. Thompson Mai, assistant pastor; served in the Vietnamese District; died November 6, 2021.

Rev. Ronald Scott Maixner, former international worker and pastor; served in CAC and the North Central, Western Great Lakes, The Alliance Midwest, and the Rocky Mountain Districts; died September 11, 2021.

Rev. Jon J. Maki, former pastor; served in the Rocky Mountain and South Pacific Alliance Districts; died April 16, 2021.

Rev. Irving W. Malm, retired pastor; served in the North Central, Rocky Mountain, and MidAmerica Districts; died July 30, 2021.

Mrs. Evelyn Braden Mangham, retired international worker; served in CAC; died October 5, 2021.

Mrs. Martha H. Mangham, former international worker; served in Thailand; died May 16, 2021.

Rev. Robert Harold Mangham Sr., former international worker and pastor; served in Thailand, the National Office, and The Alliance South, Alliance Northwest, and The Alliance Southeast Districts; died July 5, 2022.

Rev. Gerald R. Mapstone, retired pastor; served in the Mid-Atlantic, Eastern Pennsylvania, Western Pennsylvania, and The Alliance Midwest Districts and the National Office; died February 14, 2023.

Rev. Richard W. Martin, retired pastor; served in the Western Pennsylvania District; died May 18, 2021.

Rev. Edward James Maxey, retired international worker; served in Indonesia; died September 11, 2022.

Mr. Jerry Melvin Mayer, former pastor; served in the Rocky Mountain District; died January 9, 2022.

Rev. Delbert Ross McKenzie, retired pastor; served in the Rocky Mountain and Alliance Northwest Districts and The Alliance Canada National Office; died January 7, 2023.

Rev. J. Laurie McLean, former international worker; served in Gabon; died April 7, 2021.

Miss Elizabeth Ellen McNeeley, former international worker; served in CAC; died May 10, 2021.

Mr. Carlos Humberto Mejia, former pastor; served in the Central Pacific District; died October 16, 2021.

Rev. Timothy J. Mills, former pastor; served in the Central Pacific District; died October 7, 2021.

Rev. Douglas Miller, retired international worker and pastor; served in Guinea, France, and the Metropolitan, Western Pennsylvania, and Central Districts; died October 17, 2021.

Mrs. Virginia Mink, widow of Rev. Alvin H. Mink; died October 8, 2021.

Rev. James E. Moore, retired pastor; served in the Western Pennsylvania, Alliance New England, and Central Districts; died August 2, 2021.

Mrs. Lois Ruth Nabors, former international worker; served in Thailand; died November 26, 2021.

Rev. Larry D. Nelson, retired pastor; served in the MidAmerica District; died December 7, 2022.

Mrs. Beverly Ann Nevel, wife of Rev. Mahlon D. Nevel; died January 15, 2022.

Rev. John Chanh Nguyen, retired pastor; served in the Vietnamese District; died February 23, 2022.

Rev. Thuan Q. Nguyen, retired pastor; served in the Vietnamese and Canadian Pacific Districts; died January 5, 2021.

Mrs. Carol Nielsen, widow of Dr. E. N. Nielsen; died October 21, 2021.

Rev. James B. Owens, former pastor; served in The Alliance South District; died November 30, 2021.

Rev. Jude E. Park, retired pastor; served in the Northeastern District; died October 22, 2022.

Rev. Lloyd Merrill Patterson, retired pastor; served in the Ohio Valley, Central, Great Lakes, The Alliance Midwest, and Rocky Mountain Districts; died December 22, 2021.

Rev. David Christian Paul, former international worker; served in Guatemala and the Rocky Mountain District; died October 15, 2021.

Rev. Richard Wallace Pendell, former international worker and retired pastor; served in CAC and the Northeastern, Mid-Atlantic, and Eastern Pennsylvania Districts; died May 6, 2020.

Rev. T. Kirk Petterson, retired pastor; served in the Great Lakes District; died March 8, 2019.

Rev. Tan M. Phan, former international worker and retired pastor; served in CAC and the Vietnamese District; died November 15, 2021.

Mr. John Phrasavath, former pastor; served in the Central Pacific District; died March 30, 2022.

Rev. Luke Sheu-Duen Poon, retired pastor; served in the Midwest Canadian and Canadian Pacific Districts and the Central Pacific, South Pacific Alliance, and Metropolitan Districts; died May 18, 2021.

Mr. Robert LeRoy Pope, former pastor; served in the South Pacific Alliance District; died January 11, 2023.

Rev. Reyes Perez Rangel, former pastor; served in the Alliance South Central District; died February 19, 2023.

Mrs. Barbara Kathryn Reed, former international worker and retired National Office employee; served in CAC and the Philippines; died January 21, 2022.

Rev. David L. Robinette, former pastor; served in the Ohio Valley District; died December 24, 2022.

Mrs. Ernestine LaRue Rodine, former international worker; served at Dalat International School; died November 1, 2022.

Mr. Richard Allen Rodine, former international worker; served at Dalat International School; died October 15, 2021.

Miss Carina Saarloos, international worker; served in Côte d'Ivoire and CAC; died October 15, 2021.

Mrs. Elfriede A. Schaeffer, widow of Rev. Donald D. Schaeffer; died January 9, 2022.

Mrs. Alvera E. Schletewitz, wife of Dr. Clayton J. Schletewitz; died October 16, 2020.

Dr. Clayton J. Schletewitz, retired pastor; served in the South Pacific Alliance and Central Pacific Districts; died May 19, 2021.

Rev. Saintilma J. Seide, former pastor; served in the Metropolitan District; died December 30, 2021.

Rev. Arni Shareski, former international worker, retired pastor, and former National Office employee; served in the Democratic Republic of the Congo and the Midwest Canadian and Metropolitan Districts; died November 22, 2022.

Mrs. Irene Shareski, former international worker; served in the Democratic Republic of the Congo; died April 28, 2022.

Rev. Robert G. Short, former pastor; served in The Alliance Midwest, The Alliance Southeast, The Alliance South, Alliance New England, and Northeastern Districts; died December 6, 2021.

Rev. Charles A. Sineath, retired pastor; served in The Alliance South District; died July 22, 2022.

Mr. Galen L. Skifstad, former pastor; served in the Rocky Mountain and North Central Districts; died May 12, 2021.

Rev. Samuel Joshua Smith, former international worker; served in Mexico; died February 13, 2022.

Mrs. Kathleen Florence Solvig, retired international worker; served in Côte d'Ivoire and Guinea; died August 8, 2022.

Rev. Donald J. Spence, former pastor and military chaplain; served in the Alliance New England and The Alliance Southeast Districts; died September 15, 2021.

Mrs. Donna Stadskev Stebbins, former international worker; served in CAC; died June 7, 2021.

Mrs. Mary Ann Stengele, retired international worker; served in CAC; died August 26, 2021.

Mr. Randall L. Stewart, former pastor; served in the Ohio Valley District; died November 12, 2021.

Mrs. Lucille Helen Stombaugh, retired international worker; served in Côte d'Ivoire and Gabon; died February 20, 2022.

Rev. R. Douglas Swinburne Jr., former pastor; served in the Central Pacific District and the National Office; died February 20, 2023.

Rev. Phan Minh Tan, former pastor; served in the South Pacific Alliance and Vietnamese Districts; died November 15, 2021.

Mrs. Rae Ann Tewinkel, wife of Rev. Joseph M. Tewinkel; died November 4, 2021.

Rev. Xay Bee Thao, former pastor; served in the Hmong District; died July 3, 2021.

Mrs. Hue An Truong, CWM, former official worker; served in the Vietnamese District; died September 24, 2021.

Rev. Philip C. Turner, retired pastor; served in the Northeastern District; died August 27, 2021.

Rev. Fred M. Valdez, former pastor; served in the Philippines, the Eastern Canadian and Central Canadian Districts, and the Alliance Northwest, South Pacific Alliance, and The Alliance Southeast Districts; died March 24, 2021.

Mrs. Janet Evelyn Van Schooten, retired international worker; served in Japan; died November 3, 2021.

Mrs. Vivian A. Vance, widow of Dr. Melvin E. Vance; died July 9, 2021.

Rev. Danny Vang, former pastor; served in the Hmong District; died November 2, 2021.

Mrs. Onelia Velez, widow of Rev. Ernesto Velez; died September 23, 2021.

Rev. Rong Van Vo, former pastor; served in the Vietnamese District; died June 21, 2022.

Mr. Richard Allen Voth, retired international worker; served in Argentina; died March 25, 2022.

Rev. Jack H. Wagoner, retired pastor; served in the Western Great Lakes, North Central, The Alliance Midwest, and MidAmerica Districts; died November 29, 2022.

Rev. Reynold E. Waltimeyer, former pastor; served in the North Central and Eastern Pennsylvania Districts; died January 7, 2022.

Rev. David W. Wang, retired pastor; served in the South Pacific Alliance District; died January 15, 2021.

Rev. John R. Wayne, retired pastor; served in the Central Pacific District; died December 28, 2022.

Mrs. Terry Welch, widow of Mr. Richard L. Welch; died August 8, 2021.

Rev. Franklin E. West, retired pastor; served in the South Pacific Alliance and the Central Pacific Districts; died March 5, 2021.

Dr. Arline M. Westmeier, former international worker; served in Colombia and the Puerto Rico District; died November 11, 2021.

Mrs. Phyllis L. Westover, wife of Rev. Hiram B. Westover; died March 31, 2021.

Mrs. Marcella Louise Whitmore, wife of Rev. Dennis E. Whitmore; died May 15, 2021.

Mrs. M. Louise Wiggins, wife of Rev. Herbert A. Wiggins; died February 27, 2022.

Mr. Dwight S. Williams, former pastor; served in the North Central, The Alliance South, MidAmerica, and The Alliance Southeast Districts; died December 14, 2021.

Mrs. Susan R. Williams, wife of Rev. John T. Williams; died March 22, 2021.

Rev. John Albert Wilson, retired international worker; served in Indonesia; died September 21, 2021.

Dr. Thomas Noel Wisley, former international worker; served in Thailand, CAC, and the Philippines; died July 15, 2021.

Rev. James Woehr, retired international worker; served in Chile; died February 6, 2022.

Mrs. Gail Worden, widow of Rev. Warren W. Worden; died September 10, 2021.

Rev. Paulos Xiong, former pastor; served in the Hmong District; died May 27, 2022.

Mr. Kung Meng Yang, former youth pastor; served in the Hmong District; died November 1, 2021.

Mrs. Youa H. Yang, wife of Rev. Pang Z. Yang; died March 12, 2021.

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.

2023 STATEMENT OF APPRECIATION

The president, on behalf of the delegates of the 2023 General Council in Spokane, Washington, 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 117th 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), Timothy D. Crouch, Rick J. Hemphill, Dianne S. Lamendola, Timothy G. Meier, Frederick (Buster) J. O’Riley II, Carrie L. Reinhard, Jenifer J. Rivera, Joshua S. Sadlon, Robert J. Sanford, Terry D. Smith, Carola A. Thompson, Gabe P. Tringale, and Kelvin L. Walker.

Council Program Coordinators: John P. Stumbo (chairperson), Robert J. Sanford (vice chairperson), Kenneth E. Baldes, Timothy D. Crouch, Timothy G. Meier, Terry D. Smith, and Kelvin L. Walker.

Council Administration: Caleb T. Baker, Pamela C. Burgo, Marc D. DeCoste, Dianne S. Lamendola, Joshua M. Lillie, Frederick (Buster) J. O’Riley II, Carrie L. Reinhard, Jenifer J. Rivera, Carola A. Thompson, Victor J. Velazquez, Kim E. Vincent, Crystal S. Wadin, 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.

Council Design and Communication Team: Andrew Carr, Erin B. Fettig, Karen J. Garrison, Katlyn E. Giberson, Jordan J. Goodoien, Fredrick (Rick) J. Hemphill, Sierra D. Hunt, Olivia McCash, Derek Nicol, Eli Pfau, Carrie L. Reinhard, Robert J. Sanford, Caylie N. Smith, Joshua H. Whiteman, and Rosie Xiong.

District Host: The gracious hospitality of the Alliance Northwest District: District Superintendent Monty C. Wright, district office staff, district pastors, and churches.

Alliance Missions Pre-Council: Timothy D. Crouch, Bao V. Her, Caleb T. Baker, Robert R. Douglas, Stacy E. Douglas, Timothy G. Meier, and guest speaker Kenneth L. Graham (president, C&MA Australia).

Council Cell Phone App: Jordan J. Goodoien, Katlyn E. Giberson, and Amanda M. Gove.

Registration and Information: Sandy Alderson, Christy Baldes, Sandra C. Childs, Carmen V. Chukes, Howie P. Close, Joy Cochran, Marc D. DeCoste, Carmen Figueroa, Laurel M. Friesen, Rebecca Grusendorf, Suzanne Knaus, Boe Knaus, Mary M. Lee, Jean B. Lyman, Tabitha D. Martin, Frederick (Buster) J. O’Riley II, Michelle Petties, Linda Jo Reed, Carrie L. Reinhard, Terri Smoak, Clover Stein, Darcy Stockdill, Cherrie Tekenaka, Victor J. Velasquez, June P. Wakeley, and Connie L. Wentz.

Service Handouts: Anna M. Beatty, Naz Bekele, Carmen V. Chukes, Joy E. Cochran, Michael Gilmore, Rebecca D. Hemphill, Josiah Jenkins, Suzanne Knaus, Boe Knaus, Joshua M. Lillie,

Tabitha D. Martin, Brent Nussbaum, Krysanna A. Nussbaum, David Prantner, Kati A. Prantner, and David L. Yoder.

Ushers: Jennifer K. Ashby, Mark E. Ashton, Celine Bower, Martin Chaaya, Stephen V. Elliott, Charles O. Galbreath, Evangeline (Annie) George, Thomas George, Sandra C. Kang, Tae (Ted) S. Kang, Matthew E. Kelly, Kristine E. Maxey, Hazael L. Morell, Thomas O. Myers, Julio A. Orozco, Gregory L. Rhodes, Pang Foua Y. Rhodes, Jonathan G. Schaeffer, Mary H. Schaeffer, Cathy D. Sigmund, John A. Thomas, Brenna Vickers, Ronald C. Walborn, and Wanda F. Walborn.

Council Store: John Bernard, Daniel N. Boal, Elizabeth Chapman, Chris Coakley, Jenna Coakley, David J. Hardie, Rebecca D. Hemphill, Jenna Jenkins, Jessica Lindred, Jean B. Lyman, and Clover Stein.

Children's Ministry: Stephanie Bogner, Jackson D. Broach, Kevin T. Broach, Leah T. Broach, Lincoln D. Broach, Patricia D. Chamberlin, Douglas L. Chamberlin, Chrissy Draper, Olivia, Tony Draper, Lisa J. Giesige, Caleb J. Grusendorf, Nathan J. Grusendorf, Kim Harris, Sara D. Just, Erika Laulainen, Brenna Modine, Abbie Nichols, Joshua S. Sadlon, Denine Silvernail, Maddie Tomaszewski, Taylor Venema, and Lisa L. Vogan.

ASL Interpretation: Sonshine Ministries team: Sean Chapman, Chelsea Hall, Christina Healy, Sarah Nielsen, and Araya Williams.

Plenary Personnel and Guest Speakers: Lori J. Albright, Charles O. Amoh, Chelsea M. Anderson, Eliat Aponte, Jennifer K. Ashby, Mark E. Ashton, Kenneth E. Baldes, Elizabeth A. Blanchard, Leah M. Broach, Edgar S. Castro, Isaac I. Charles, Grace E. Cheon, Brian Cook, Rodney F. Cosgrove, Sarah A. Bourns-Crosby, Martin Chaaya, Robb C. Childs IV, Paul J. Crosby, Timothy D. Crouch, Ana M. Cuevas, Charlie Dang, Mary N. Dang, Annie G. George, Thomas George, William A. Giovannetti, Jeremy K. Gorham, Stephen A. Grusendorf, Bryan W. Halferty, Bao V. Her, Paul J. Huneycutt, Claudia R. Irvin, Steve M. Irvin, Matthew E. Kelly, Yat Sing (Sam) Lai, Steven C. Lausell, Bruce D. Lyman, George (Ed) E. Mangham, Julie R. Mangham, Ivan R. Marti, Sr., Nareth May, Quinn K. McGarvey, Thomas J. McMurray, Timothy G. Meier, Anita L. Morrison, Ronald J. Morrison, Travis Novy, Bethany S. Nutter, Brandon M. Nutter, Kevin J. Oberg, Kevin M. Pies, Lisa M. Plunket, Michael W. Plunket, Esnilder Popo, Lisa C. Ramsey, Ronald L. Ramsey, Amy L. Roedding, Rosilio Roman III, Donald A. Schaeffer, Rachel G. Schaeffer, Martin C. Schappell, Cathy D. Sigmund, Paul W. Smith, Terry D. Smith, Albert R. Stombaugh, Lauralyn R. Stombaugh, John P. Stumbo, Josiah P. Stumbo, Sharon P. Thornton, Trent W. Thornton, Michelle A. Unwin, Jennifer L. Vogel, Kelvin L. Walker, Crystal S. Wadin, Scott R. Wakeley, Deborah A. Walker, Stephen A. Woerner, Monty C. Wright, Chris Yeung, and CAC workers: Matt, Rachel, Matthew, Megan, Jordan, Ernest.

Special Guests: Angel Barrientos Chuquillanqui, Bishop Eduardo Cajés, Annie Rose Cajés, Angel Barrientos Chuquillanqui, Andrew C. Denton, Don Dulaca, Wilhelmina Dulaca, Job Dao, Sadrac Diarra, Ken Graham, Merle Graham, Norman D. Hall, Rajan S. Mathews, Robert M. Myers, Yvan Rubio Oliva, Esnilder Popo, Elizabeth Rubio, Andrew J. Schaeffer, David Shin, Jong Sim, Melanie A. Wendel, and Timothy M. Wendel, Sr.

Alliance Family Prayer Ministry Team: Bradley C. Reynolds, Tina Reynolds (Prayer Ministry leaders) Eliat Aponte, Jennifer K. Ashby, Mark E. Ashton, Jae H. Chung, James K. Chung, Sarkis A. Diarbi, Thomas George, Tae (Ted) S. Kang, Pang Foua Y. Rhodes, Jonathan G. Schaeffer, Cathy D. Sigmund, Hendy Siu, Lantzia C. Thao, Kimberly A. Valenzuela, Jennifer L. Vogel, Kelvin L. Walker, Donald A. Wiggins, and Zane M. Williams

Music: Those who ministered in the various elements of the services including musicians and accompanists: Abigail Daniels, Timothy Daniels, Richard Miller, Richard Nobrega, Jessica Peterson, Abdias Rivas, Gabriel P. Tringale, Kelvin Walker, and Fredrick Washington, Jr.

Business Sessions: Andrew H. Hawkins (moderator), John A. Thomas (assistant moderator); Assistant Secretaries: Erick Y. Loh (chairperson), Sally V. Fry, and Jason D. Taylor.

Corporate Secretary's Office: Corporate Secretary Steven C. Lausell; Moderator Andrew H. Hawkins, Assistant Corporate Secretary Gary D. Friesen; Assistant Secretaries of Council: Erick Y. Loh (chairperson), Sally V. Fry, and Jason D. Taylor; Susan M. Close (coordinator), Pamela C. Burgo; Recorder of Public Service Minutes: Ciro Castro and Hannah Castro.

Lumi Global (Voting Devices): Doug Daub, Franziska Drechsler, and Brandon Russell.

Finance: Daniel R. Deutsch and Diane R. Fox.

Sound, Lighting, Video, and Projection Support: Backstage Productions Team: Brad Brooks, Courtney Brooks, Chris Burke, Spencer Burks, Tommy Butler, Clay Gover, Gary Pennington, Belle Hendrix, Matt Stigile, Claude Thomas, and Margaret Tompkins.

Tellers/Business Session Ushers: Dennis D. Pust (chairperson), Caleb Baker, Amelie Bower, Pam Burgo, Andrew Chang, Liz Chapman, Isaac Charles, Jarvis Crosby, Robin Dirks, John Ennis, Elliott Enns, Chad Fitzgerald, Leslie Fitzgerald, Laurel Friesen, Pablo Garcia, Crystal Garnett, Jesse Garnett, Ann Grinnell, Su Her, Shelly LaGrou, Lantzia Lor, Mae Moua, Emma Pellatz, Amy Roedding, Gary Roedding, Kassi Roedding, Connie Seale, Joshua Stager, Isaiah Vang, Zhong Vang, Kim Vincent, Peter Vincent, Tou D. Vue, Megan Weinert, Gene Wolske, Jessie Wolske, Calvin Xiong, Noah Yang, Sherman Yang, and Tou Zong Yang.

Council Committee Officers and Members: Daniel R. Allen, Eliat Aponte, Erin D. Bell, Stephen V. Elliott, Charles O. Galbreath, Joseph M. Gerhart, Johanna G. Gonzalez-Rodriguez, Sandra C. Kang, Kyle W. Kershner, Ronald M. Lotz, Kristine E. Maxey, Matthew A. Merendino, Omar D. Niebles, Marko R. Requena, Leeann M. Strecker, Erika N. Thornton, F. Dean Lancaster, Jennifer M. Bliss-Criswell, Marcia A. Nagel, Marvin Edward Nelson, Mark S. Reyes, Kimberly R. Thomas, C. Randy Vinson, Wanda F. Walborn, Stephen M. Westergren, Jonathan A. Wiggins, Xeng Yang (17727), and all the committee members as listed in the final minutes.

Committee on Rules: Timothy D. Keller (chairperson), Mark A. Blake, Kenneth L. Cluck, Jr., Michael C. Gerhardt, Paul W. Marshall, and Shanon Lee.

Exhibits: Marc D. DeCoste, Joshua M. Lillie, and Frederick (Buster) J. O'Riley II.

Tech Support: Brian G. Gowing and Meng Thao.

Spokane Hospitality Community: Jessica Deri, Ruth Fitzgerald, Nic Lawrence, Bethany Letcher, and Ashley Pearce.

COUNCIL ACTION: ADOPTED

SELECT COMMITTEES OF GENERAL COUNCIL 2023

COMMITTEE RELATING TO THE PRESIDENT’S REPORT

Rev. Omar D. Niebles, chairperson
Rev. Marko R. Requena, vice chairperson
Mrs. Erika N. Thornton, CWM, secretary

Ms. Donna A. Baptiste, CWM
Rev. Kevin S. Batson
Rev. Charlie Dang
Mrs. Jessica K. Entwistle
Mr. R. Alan Hannah
Mr. Mark J. Hembel

Mrs. Melissa Soo Ho
Mrs. Bethany N. Hutchison, CWM
Rev. Nathan W. Kemper
Rev. Paul L. King
Rev. David B. Linn
Mr. Eric G. Rodriguez

Rev. J J. Spurling
Rev. Spencer E. Sweeting
Rev. Steven C. Volstad
Rev. Ronald C. Walborn
Mr. Tsu Ya

COMMITTEE RELATING TO SPECIAL REPORTS AND GENERAL LEGISLATION

Rev. F. Dean Lancaster, chairperson
Mrs. Jennifer M. Bliss-Criswell, CWM, vice chairperson
Rev. Marvin Edward Nelson, secretary

Mrs. Elizabeth J. Batchman, CWM
Mrs. Meica B. Campbell, CWM
Mrs. Frieda W. Chu
Mrs. Rebecca A. Daniels, CWM
Mr. Timothy E. Hutchison
Mrs. Michelle R. Davis, CWM

Mrs. Penny S. Iverson, CWM
Rev. Jeffrey W. Keady
Mrs. Joanne Kreinbrook
Miss Fung-Yee Lam
Mr. Rajan S. Mathews

Rev. Gabriel L. Norton
Mrs. Andrea L. Scarrow, CWM
Rev. Chris D. Tweedy
Rev. Scott D. Wills
Mr. Jalu Xiong

COMMITTEE RELATING TO CHURCH MINISTRIES

Mr. Daniel R. Allen, chairperson
Rev. Ronald M. Lotz, vice chairperson
Rev. Kyle W. Kershner, secretary

Mr. Thomas Joshua Bencomo
Dr. Patrick A. Blewett
Mrs. Yong A. Cluck
Mrs. Gina J. Edmond
Rev. John P. Ennis
Rev. William A. Giovannetti
Rev. John J. Howard

Dr. Barbara A. Ihrke
Rev. William B. (Bear) King
Mr. J. Ross Moore
Mrs. Pang Moua
Mrs. Amy I. Nehlsen, CWM
Rev. Scott T. Ream
Rev. Kent J. Sovine

Dr. Marc D. Trujillo
Mrs. Kimberly A. Valenzuela, CWM
Mrs. Heather L. Wallace
Rev. Scott W
Rev. Chou Xiong, PhD
Mr. Randolph L. Zink

COMMITTEE RELATING TO ALLIANCE MISSIONS

Rev. Xeng Yang, chairperson
Rev. Eliat Aponte, vice chairperson
Rev. Mark S. Reyes, secretary

Mrs. Geraldyn M. Brumley
Ms. Jennifer M. Carver
Rev. James K. Chung
Dr. Kelly N. Douglas, CWM
Dr. Charles L. Folkestad
Mrs. Jamie N. Gerow
Mrs. Alexandra Godoy

Mr. Andrew A. Griffin
Rev. Timothy D. Heffer
Dr. Bill R. Kuhn
Mrs. Marilyn D. Lauffer, CWM
Rev. Brent D. Liberda
Rev. Michael A. Marczak
Mrs. Jessica L. McCullough

Rev. Stanley Samuel
Miss Constance G. Seale, CWM
Rev. Richard E. Sheets
Rev. Nhia V. Vang PhD
Rev. Craig B. Walter
Mrs. Kathryn L. Wiggins

COMMITTEE RELATING TO MINISTRY SUPPORT AND DEVELOPMENT

Rev. Joseph M. Gerhart, chairperson
Mrs. LeeAnn M. Strecker, CWM, vice chairperson
Rev. Matthew A. Merendino, secretary

Mrs. Amissha L. Bell
Rev. Robin W. Calderon
Rev. John W. Campbell
Rev. Alexander D. Culpepper
Mr. Daniel L. Cutler
Rev. James R. Entwistle

Rev. Dennis D. Findorff
Rev. David A. Havener
Mrs. Hilary E. Nelson
Rev. Brandon M. Nutter
Rev. Gregory R. Prow

Mr. David P. Sabater
Mr. B. Brian Snyder
Mrs. Valerie J. Stephens
Mrs. Reona Vang
Mr. Kelly G. Vickers

COMMITTEE ON NOMINATIONS

Rev. Jonathan A. Wiggins, chairperson
Mrs. Kimberly R. Thomas, vice chairperson
Rev. C. Randy Vinson, secretary

Rev. Erin D. Bell
Dr. Stephen V. Elliott
Dr. Charles O. Galbreath

Mrs. Johanna G. Gonzalez Rodriguez
Mrs. Sandra C. Kang, CWM
Mrs. Kristine E. Maxey

Mrs. Marcia A. Nagel
Dr. Wanda F. Walborn, CWM
Rev. Stephen M. Westergren

STANDING COMMITTEES OF GENERAL COUNCIL 2023

C&MA BENEFIT BOARD

Rev. Douglas G. Conley (2021–2025)
Rev. Richard D. Jueckstock (2021–2025)
Mrs. Karen L. Davie (2021–2025)
Mr. Gary R. Reese (2021–2025)
Mr. Christopher D. Tweedy (2021–2025)
Miss Janice L. Quinlan (2022–2023)
Rev. Mark D. Murphy (2023–2024)
Mr. Kenneth E. Baldes, vice president for Operations/treasurer*
*Currently vacant, director for Alliance Benefits**
Mrs. Bao V. Her, Alliance Missions representative
Rev. Ivan R. Marti Sr., Church Ministries representative

* = ex officio

COMMITTEE ON NOMINATIONS

Mrs. Kimberly R. Thomas, chairperson
Rev. C. Randy Vinson, vice chairperson
Rev. Robert E. Zimmermann, secretary
Rev. James Ka Keung Chung
Mrs. Haylee W. Gee
Mrs. Sandra C. Kang, CWM
Rev. Brandon M. Nutter
Mrs. Jennifer J. Vogel
Rev. Stephen P. Wiggins
Four Board of Directors members to be determined

COMMITTEE ON THEOLOGICAL ISSUES

Rev. Terry D. Smith, chairperson (2019–2025)
Ms. Jennifer K. Ashby, CWM (2021–2025)
Dr. Patrick A. Blewett (2021–2027)
Dr. Stephen V. Elliott (2017–2023)
Dr. Dean M. Erickson (2021–2027)
Dr. José R. Martinez-Villamil (2017–2023)
Rev. William A. Paul (2019–2025)
Dr. Lantzia C. Thao (2021–2027)

COMMITTEE ON RULES

Rev. Timothy D. Keller, chairperson (2019–2023)

Rev. Mark A. Blake (2021–2025)

Rev. Kenneth L. Cluck Jr. (2019–2023)

Dr. Michael C. Gerhardt (2021–2025)

Dr. Paul W. Marshall (2021–2023)

Rev. Shanon Lee (2023)

SUCCESSION TO OFFICE IN CASE OF DISASTER

Executive Officers

Dr. John P. Stumbo*
Rev. Tae (Ted) S. Kang*
Rev. Thomas George*⁺

Corporate Officers

Mr. Kenneth E. Baldes
Rev. Terry D. Smith
Dr. Timothy D. Crouch
Dr. Timothy G. Meier

Board of Directors

Dr. Jonathan G. Schaeffer
Mr. John A. Thomas
Dr. David K. Smith
Dr. Stephen V. Elliott
Krisy
Dr. Charles O. Galbreath
Ms. Jennifer K. Ashby, CWM
Rev. Mark E. Ashton
Rev. Thomas O. Myers
Dr. Paul William Smith
Dr. Celine Bower, CWM
Dr. Wanda F. Walborn, CWM
Dr. Julio A. Orozco
Mr. Hazael L. Morell
Dr. Cathy D. Sigmund, CWM
Dr. Pang Foua Y. Rhodes
Dr. Brenna K. Vickers
Rev. Javier Gomez Marrero⁺
Dr. Phien T. Nguyen
Dr. Rob R. Douglas⁺
Rev. Thomas R. Flanders⁺
Dr. Michael W. Plunket
Mrs. Melissa L. Singfiel
Rev. Woodler Alezy
Rev. Gabriel Bruno

District Superintendents

Rev. Jeffrey P. Brown
Rev. J. Wayne Spriggs
Rev. Jeffrey A. Miller
Dr. Michael D. Noel
Rev. Jonathan A. Wiggins
Rev. Kelvin L. Walker
Rev. Douglas G. Conley
Rev. David B. Linn
Rev. David A. Nagel
Rev. Nathan D. Howard
Dr. Lantzia C. Thao
Rev. Daniel J. Scarrow
Rev. Monty C. Wright
Rev. David L. Lane
Rev. David Gomez (12717)
Rev. Robert Tolman Petty
Rev. Eliat Aponte
Rev. Jae H. Chung
Rev. David L. Gilmore
Rev. Kent J. Sovine
Rev. Trevor G. Skalberg
Rev. Hung V. Pham

*Form Committee on Emergencies

⁺Also a district superintendent

NOTE: For security purposes, only a first name is listed for some international workers.

The Disaster Committee is explained in the *C&MA Manual* on page A2-28.

ACCREDITED DELEGATES

Ackerman, Tom	Atkinson, Olivia Marks	Bartlett, Joseph
Adams, Angela	Atkinson, Rene	Bashioum, Jess
Adams, Debbie	Auch, Todd	Bashioum, Rob
Adams, Natalie	Awabdeh, Manar	Batchman, Charles
Adams, Paige	Awabdeh, Raed	Batchman, Elizabeth
Adams, Sullivan	Badon, Samuel	Bateman, Timothee
Adams, Todd	Bae, Hunsuk	Batson, Kevin
Adrianoff, David	Bailey, Dawn	Baumgartner, Matt
Ahlgrim, Justin	Baker, Bob	Baxter, Elmer
Aigbogun, Allen	Baker, Roy	Baxter, Pearl
Ailes, Jim	Baker, Ryan	Beack, David
Albright, Lori	Baker, Sam	Beack, Valerie
Albright, Stephen	Baker, Sharri	Bean, Todd
Alcosiba, Lindsey	Baker, Steve	Beare, Archibald
Alcosiba, Candy	Baldes, Ken	Beatty, Anna
Alcosiba, Kevin	Baldwin, Bryce	Beatty, Sam
Alexander, Perry	Balint, Chris	Bebee, Rachel
Alezy, Woodler	Ballitch, Andrew	Becker, Ralph
Allan, Byron	Ballitch, Darcy	Beckwith, Keith
Allen, Darla	Bamogo, Jacques	Beddoe, Dave
Allen, Tim	Bamogo, Marie Andrea	Beehner, Kevin
Ames, Anders	Banceu, Annie	Belen, Hector
Amoh, Charles	Banks, Alex	Belknap, Bryant
Anderson, Ben	Baptiste, Donna	Belknap, Emily
Anderson, Chelsea	Baradi, Mimi	Bell, Amissha
Anderson, Mary	Baradie, William	Bell, Erin
Anderson, Wayne	Barber, Dillon	Bellar, Julee
Andrew, Bishop	Barber, Gary	Bellinger, Emily
Anglo, Micah	Barker, Tim	Bellinger, Kevin
Anthony, Doug	Barker, Mandy	Bellinger, Nancy
Anthony, Mary Lu	Barman, Kurt	Belsterling, Sam
Aponte, Debra	Barner, Phil	Bencomo, Cindy
Aponte, Eliat	Barner, Sandi	Benjamin, Jayme
Arias, Diego	Barnett, Patty	Bencomo, Joshua
Arndt, Becca	Barrera, Martin	Benjamin, Joshua
Arndt, Joel	Barrera, Teresa	Benner, Dusty
Arnold, Dan	Barta, Dennis	Bennett, Brad
Artuso, Rose	Barth, Joe	Bennett, Sarah
Ashby, Jen	Bartholomew, Scott	Bentley, Jacob
Ashton, Kelle	Bartl, Calvin	Bentley, Kay
Ashton, Mark	Bartl, Dan	Bentley, Terry
Atkins, Caleb	Bartl, Sharon	Bergen, Abby

Bergen, Reagan
Bergfalk, Rob
Berglund, Laurie
Berglund, Marty
Bertrand, Therese
Bill, Eric
Bill, Vicki
Billodeau, Pete
Binkele, Sarah
Binkele, Tim
Bird, Randy
Bird, Warren
Birr, Doug
Birr, Jean
Birr, Nathan
Birr, Richard
Birr, Sierra
Bishop, Beverly
Blackwell, Deanna
Blackwell, Scott
Blake, Jim
Blake, Kathleen
Blake, Mark
Blanchard, Betsy
Bletscher, Mark
Bletscher, Kathy
Blewett, Pat
Bleyaert, Doug
Bleyaert, Trena
Bliss-Criswell, Jennifer
Boal, Dan
Bobb, John
Bochman, Jeff
Bochman, Michael
Boda, Jamie
Boda, Matt
Bolin, Tim
Bolin, Yvonne
Bolstridge, Charlie
Bolstridge, Heather
Bolstridge, Jared
Bolstridge, PJ
Booze, Cameron
Boston, Bob
Botana, Joe
Botana, Kit

Botten, Baly
Bottom, David
Bouterse, Susan
Bower, Celine
Bowlus, David
Bowman, Curt
Bowman, Kendra
Bowman, Kerry
Bowman, Melissa
Bradley, Shawn
Bratton, Matt
Braun, Christian
Braun, Marcia
Brearley, Meghan
Brennan, Ally
Brennan, Shawn
Bretch, Dave
Brewster, Grant
Broach, Leah
Brooke, Bruce
Brooks, Tim
Brown, Andrew
Brown, Dan
Brown, Jeff
Brown, Jody
Brown, John
Brown, Jude
Brown, Kenneth
Brown, Krystal
Brown, Lendor
Brown, Otis
Brown, Otis
Brown, Richard
Brown, Sam
Brown, Terry
Brown, Wendy
Bruening, Paul
Bruening, Sue
Brumley, Jeddie (Geraldyn)
Brumley, Mark
Bruning, Sheryl
Bruning, Steven
Buchmann, Bj
Buchmann, John
Bucich, Dale
Buckheit, Tim

Buehler, Arnie
Buehler, Melody
Bui, Tri
Bujri, Mphiap
Bumre, John
Bunjang, Ndum
Bunker, Jeremy
Bunker, Julie
Bunonkrong, Yno
Buravah, Bryan
Burdick, Gary
Burg, Diana
Burgo, Peter
Burns, Brian
Burns, Katie
Burns, Lisa
Burns, Rob
Burns, Scotty
Burntvedt, Thor
Burris, Rocky
Burrough, Jason
Burrow, Marlana
Burrowes, Sean
Butler, Lewis
Bya, Siep
Byers, Eric
Byrom, Mark
Cabral, Ben
Cagwin, Joel
Calderon, Robin
Calentine, Scott
Campbell, John
Campbell, Kathy
Campbell, Meica
Campbell, Michael
Candelaria, Rafael
Carey, Ben
Carey, Sarah
Carico, Mike
Carico, Pam
Carlson, David
Carmona, Lorenzo
Carrick, Gregg
Carver, Jenn M.
Cassiday, Josh
Cassidy, Justin

Castillo, Donal A.
Castro, Edgar
Castro, Marcelo
Castro, Ciro
Caturan, Dan
Caturan, Merly
Cerwinske, Darin
Chaaya, Martin
Chamberlain, Dawn
Chamberlain, Steve
Chambers, Jeffrey
Chang, Alex
Chang, Andrew
Chang, Kao
Chang, Timothy
Chao, Yao (Johnny)
Chapin, Nate
Chapman, Charles
Charles, Isaac
Chavez, Susan
Cheung, Matthew
Chien, Stephen
Childs, Robb
Chon, Irma
Chon, Joseph
Chow, Alan
Chow, Peter
Chow, Tom
Christ, Tom
Christiansen, Phil
Chu, Frieda
Chu, Philip
Chu, Wayne
Chung, Jae Ho
Chung, James
Chung, Raymond
Chung, Sunnie
Cirino, Yamil D.
Cisneros, Ramon
Clason, Chad
Clason, Matt
Clason, Nicki
Clason, Rachel
Classen, Brian
Clerie, George
Clipperton, Alan

Clipperton, Angela
Cluck, Ken
Cluck, Yong
Cluraghty, Ashley
Cluraghty, Matthew
Clymer, Aaron
Coakley, Chris
Coats, Jon
Cochran, Joy
Cockerham, Hannah
Coffin, Ben
Coffman, Rev Monte
Coggins, Bob
Cogswell, Dan
Cohen, Jacob
Cohen, Matt
Coleman, Doug
Coleman, Jacqui
Coleman, Miriam
Coleman, Paul
Coleman, Zac
Collado, Bong
Collins, Jeramy
Collins, Kendra
Collins, Richard
Collord, Greg
Colon, Daniel
Combs, John
Combs, Tina
Condello, Brian
Conley, Doug
Connolly, James
Connolly, Laura
Connor, M. Timothy
Connor, Roberta
Conroy, Kirt
Conroy, Lynn
Conway, Andrew
Cook, Brian
Cook, Brittany
Cook, Kristofer
Cook, Randy
Cooney, Katherine
Cooney, Rick
Corby, Fran
Corby, John

Cordoves, Christian
Cordoves, Mayra
Corl, Dan
Cory, Chuck
Cory, Pat
Cosgrove, Rod
Cothran, Todd
Cotogna Denney, Raunwyn
Cowman, Meredith
Cox, Amy
Cox, Becky
Cox, Joseph
Craig, Jason
Craig, Myrna
Crank, Dale
Crawford, Brian
Crawford, Will
Cress, Marshall
Creutzberg, Bill
Crockett, Alyssa
Crockett, Myron
Crosby, Jarvis
Crosby, Paul
Crosby, Sarah
Crosby, Sharon
Crouch, Michele
Crouch, Tim
Croyle, Steve
Cruz, Monica
Cruzado, Rebecca
Cuevas, Ana
Cuevas, Jorge
Culpepper, Alex
Cutler, Daniel
Cutter, Marge
Cutter, Steve
Daigle, Elizabeth
Dainsberg, Brian
Dakrla, Luan
Dalbey, Micah
Dalen, Ash
Dang, Charlie
Dang, Mary
Daniels, Becky
Daniels, Tim
Danneker, Ed
Danneker, Sue

Daub, Douglas J.
Daugherty, Craig
Daum, Brian
Daum, Myron
Daum, Sharon
Davis, Andy
Davis, Brian
Davis, Enrique
Davis, Michelle
Davis, Patricia
Davis Jr., Rob
Davis, Ron
Davis, Sharon
Davis, Steven
Dayzie, Robert
DeGraw, Doyle
Deguzman, Augustine
DeHass, Jesse
DeHass, Kortney
Deisem, Dawn
Deisem, Michael
Deisem, Nathan
DeJesus, Eddie
Delaney, Don
Delaney, Rhonda
DelGrosso, Brandon
DeLong, Mike
DeLong, Terry
Deluca, Mike
Deluna, Charles
Deluna, Denise
Dely, Gareth
Dely, Nancy
DeMarco, Lisa
DeMuth, Jaeann
Deng, Thomas
Denton, Andrew
DeSagun, Bob
Deutsch, Dan
Devahl, Becky
DeWitt, Chip
Diarbi, Sarkis
Diarbi, Tamar
Dickey, Byron
Dieu, Mpyai
DiLuzio, Joe

Dindinger, Gary
Dinkler, Dan
Ditter, Jonathan
Ditter, Shennandoah
Dixon, David
Dixon, Joe
Do, Tung
Dodge, Emily
Dodge, Peter A.
Dodson, Micah
Doirin, Dimitry
Dolcine, Daniel
Donica, Samuel
Doniz, Jose L.
Donovan, Daryl
Donohue, Jon
Dorcin, Jeanine
Dorcin, Jeanine
Douglas, Kelly
Douglas, Rob
Douglas, Stacy
Douglass, Ben
Driscoll, Andy
Droke, Josh
Droke, Wendy
Drouillard, Loring
Drummond, Jason
DuBois, Josh
Dugan, Shawn
Duncan, Travis
Dunckel, Mona
Dunckel, Reuben
Dunham, Bill
Dunham, Melanie
Durias, Dan
Durow, Jeff
Dykhhouse, Allison
Dykhhouse, Andy
Dzadek, Christian
Eckert, Todd
Edmond, Gina
Edward, Lowell
Edwards, Cody
Edwards, Dan
Edwards, Dave
Edwardson, Dale

Ehly, Erin
Ehly, Philip
El Khoury, Rhoda
Elcock, Antoinette
Elliott, Steve
Ellis, Tyler
Elmer, Phil
Emerson, Janet
Emerson, Karl
Ender, Zach
Ennis, John
Enns, Mary Anne
Enns, Peter
Entwistle, Jessica
Entwistle, Jim
Episcopo, Brian
Erickson, Dean
Erickson, Heather
Erickson, Josh
Erikson, Matthew
Esposito, Amy
Esposito, Jason
Esposito, Logan
Ether, Bob
Ether, Judy
Eubank, David
Eubank, Krystal
Evans, Jim
Evans, Patty
Eveland, Neal
Eveland, Pat
Failing, Mark
Faltynski, Bryan
Fawcett, Steven
Felix, Karmen
Felix, Samuel
Ferreira, Leanna
Ferreira, Marcos
Ferrer, Jonathan
Fierro, Danny
Findorff, Dennis
Finkbeiner, Johnathan
Finkbeiner, Katie
Fischer, Steve
Fisher, Don
Fisher, Joe

Fisher, Nikki
Fitzgerald, Chad
Flaherty, Bob
Flanders, Chris
Flanders, Jordan
Flanders, Tom
Fleck, Jessica E.
Fledderjohann, Trent
Fleming, Gail
Flores, Chris
Flores, Rachel
Flores, Roberto
Flores, Vivi
Floris, Joe
Flynn, Tom
Folkestad, Chris
Folkestad, Chuck
Folkestad, Katie
Fontenot, Kevin
Foor, Aaron
Fowler, Evan
Fowler, Steve
Francia, Jeru
Francisco, Eric
Francisco, Mary
Frank, Kevin
Franks, Josh
Franks, Jennifer
French, Brian
Friesen, Gary
Friesen, Laurel
Fry, Austin
Fry, Sally
Fugate, Cheryl
Fugate, Robert
Fulkerson, Tim
Fuller, Paul
Fuller, Phil
Furman, Caroline
Furman, Jake
Galbreath, Charles
Galbreath, Mark
Gale, Isaac
Galgan, Josh
Galgan, Kelly
Gallagher, Greg

Gallahar, Todd
Ganzsarto, Brittany
Garcia, Angel
Garcia, Pablo
Garcia, Tommy
Garcia-Rodriguez, Rina
Gardner, Jacob
Garland, Sue
Garnett, Crystal
Garnett, Jesse
Garries, Daniel
Gay, Bonnie
Gebremeskel, Solomon
Geffers, Andy
Gentry, Dawn
George, Thomas
Gerdes, Chuck
Gerdes, Susie
Gerhardt, Janet
Gerhardt, Mike
Gerhart, Joe
Gerow, Jamie
Gerow, Kris
Giacobbe, Mark
Gibbs, Jared
Gibbs, Lynnea
Giberson, Katlyn
Giddings, Jerry
Gilmore, David
Gilmore, Michael
Ginsburg, Rob
Giovannetti, Bill
Gladfelter, Kevin
Glenn, Brandon
Go Thong, Bryce
Goble, Nathan
Godoy, Alexandra
Godoy, Xavier
Goerzen, Rob
Goins, Grant
Golingo, Jim
Golingo, Olwyne
Gomez, David
Gomez, Irma
Gomez Marrero, Javier
Gonzalez, Carlos

Gonzalez, Fernando
Gonzalez, Johanna
Gonzalez, Manuel
Gonzalez, Tom
Gorham, Jeremy
Gosline, Amanda
Gouin, Chad
Graham, Merle
Gramling, Erik
Gratis, Mike
Grauman, Keith
Grauman, Madeline
Graves, Steve
Greaves, Chris
Greene, Mark
Greenleaf, Brian
Greenleaf, Kim
Greenlief, Mike
Gregory, Dan
Gregory, Lee
Grier, Joy
Grier, Paul
Griffin, Andrew
Griffin, Meghan
Griffith, Dave
Grimes, Josh
Grimes, Laurel
Grimes, Ritch
Grinnell, Ann
Groh, Terri
Groop, Mike
Grossoehme, Nathan
Grossoehme, Serena
Grout, James
Gruber, Kara
Grusendorf, Steve
Gugger, Dennis
Gugger, Kaleb
Gugger, Terry
Guillory, Calvin
Guisinger, Stephen
Guittap, Dan
Gulstrom, Troy
Gusto, Steve
Guzman, Zahydee M.
Ha, Sky

Habel, TJ
Habel, Kristen
Hackett, Daniel
Hackett, Kathryn
Haddad, Bashar
Hager, Jay
Hager, Rhonda
Haggmark, Niel
Hahn, Jojo
Halferty, Bryan
Hall, David
Hall, Norman
Hall, Randolph
Hall, Timothy
Hands, Steve
Hang, Kong
Hang, Paphoua
Hannah, Alan
Hannold, Boyd
Hansen, Edith
Hansen, Erik
Hanson, Krista
Hardie, David
Harner, Bob
Harner, Diana
Harney, Sarah
Harper, Adam
Harrison, Deanna
Harrison, Randy A.
Harry, Donald Scott
Hart, Butch
Hartman, Stephen
Hartsock, Scott
Haskins, Cathy
Haskins, Doug
Hauer, Jon
Havener, Dave
Hawkins, Andy
Hawkins, Jean
Hawkins, Tim
Hayden, Matthew
Hayter, Del
Headley, Jolander
Heath, Brian
Heath, Julie
Heaton, Gretchen

Heaton, Mike
Hebert, Brian
Heffer, Meg
Heffer, Tim
Heiss, Corey
Heiss, Jessica
Hembel, Mark
Hemphill, Rick
Henderson, Jeremiah
Henning, Aaron
Hepokoski, Bob
Her, Bao
Her, May
Her, Xiong
Her, Su
Herbert, Jill
Herbert, Jim
Hercula, Kevin
Hercula, Nate
Herr, Shahlahng
Herrera, Patty
Herring, Leland
Herrmann, Andy
Hess, Angela
Heuberger, Daniel
Heuberger, Joy
Hewlett, Don
Hickok, Jody
Higgins, Rocky
Higgins, Shaina
Higgs, Tim
Hill, Gregory
Hill, Nate
Hilstad, Brandon
Hilstad, Melanie
Hinders, Tania
Hinders, Tom
Hiyabu, Asfaha
Ho, Andy
Ho, Melissa
Hober, Jeff
Hober, Kathy
Hodgdon, Dave
Hodson, Jeff
Hoekman, Heidi
Hoffman, Thomas

Hofman, Eric
Hofman, Wendy
Holcomb, Anya
Holcombe, Jeremiah
Holden, Darril
Holmes, Rigel
Homan, Sean
Hong, Jennifer
Horner, Brendan
Hostetler, Jared
Hostetler, Jennifer
House, Denes
Hovde, Jason
Howard, Cathy
Howard, Jake
Howard, John
Howard, Sarah
Howell, Nace
Hsu, Minghung
Hu, Tachung
Hubbell, Amy
Hubbell, Erron
Huffman, Terry
Huffman, Valerie
Hui, Himsy
Hui, Yuen Fong
Huneycutt, Paul
Hunsberger, Kathy
Hunsberger, Tom
Hunter, Mai Grace
Hunter, Steve
Hunter, Tom
Hurst, Ben
Husk, Kaitlin
Husk, Michael
Hutchison, Bethany
Hutchison, Lora
Hutchison, Tim
Hutton, Jorde
Hwang, Hannah
Hwang, Soo
Hyland, Justen
Ihrke, Barbara
Irvin, Claudia
Irvin, David
Irvin, Shannon

Irvin, Steve
Irving, JR
Iseman, John
Ishler, Jim
Iverson, Penny
Iverson, Tim
Jackson, Jack
Jackson, Ron
Jacobs, Britt
Jacobs, Eric
Jacobs, Ric
James, Buddy
James, Lynda K.
James, Steve
Janssen, David
Jantz, Andrew
Jaros, Jake
Jau, Wayne
Jeffrey, Joy
Jeffrey, Rob
Jelich, Ashley
Jenkins, Levi
Jerred, Doug
Jiang, Zhirong
John, Stanley
Johnson, Jim
Johnson, Mary Claire
Johnson, Sue
Jones, Charles
Jones, Dave
Jones, Haley
Jones, Karen
Jones, Karen
Jones, Kristi
Jones, Mark
Jones, Philip
Jones, Ron
Jones, Tami
Jones, Tony
Jones, Zachary
Jordan, John
Jorgenson, Danielle
Jorgensen, Jesse
Jorgenson, Todd
Julian, Ron
Junker, Randy

Just, Adam
Kalichman, Josh
Kalvig, Janice
Kamstra, Roj
Kan, Dominic
Kang, Sandy
Kang, Ted
Kannel, Amanda
Kannel, Brian
Karcesky, Nathan
Karwoski, Ben
Karwoski, Emily
Keady, Jeff
Keady, Debbie
Keller, Tim
Kellett, Steven
Kelley, Ken
Kelly, Matt
Kelly, Maxine
Kelly, Scott
Kelman, Tim
Kemper, Nate
Kennedy, Ronald
Kennedy, Shawn
Kenyon, Zach
Kershner, Kyle
Kham, Christy
Kim, Eunsil
Kim, Mitch
Kim, Stephen
Kimball, Hal
Kindred, Jacoby
King, Bear
King, Cade
King, Paul
King, Todd
Kinser, Jolene
Kirchner, Gail
Kirchner, Rick
Kirk, Angela
Kirk, Daniel
Klein, Leslie
Klein, Ted
Kling, Erik
Klosky, Debbie
Klosky, Frank

Knighton, Matt
Knisely, Andrew
Knisely, Diane
Koekemoer, Dawie
Koenigsberg, Joel
Kolins, Dan
Komarek, Ric
Kong, Joe
Kong, Kay
Konsa, Ha Krang
Kough, Matthew
Kpa, Lam
Kpa, Than
Kragt, Jerry
Kreinbrook, Eric
Kreinbrook, Joanne
Kreis, Steve
Kring, John
Kroitor, Kevin
Krueger, Delora
Krueger, Eric
Krueger, Marcia
Krueger, Mark
Ksor, Hyeche
Kubie, Scott
Kue, Naolue Taylor
Kuhn, Bill
Kuhn, Cheryl
Kuhn, Kevin
La Borde, Jordan
Laack, Steve
Laack, Tammy
Lackey, Isaiah
Lackey, Lottie
Ladaa, Simon
LaGrou, Joseph
LaGrou, Shelly
Lahn, Carletta
Lahn, James
Lai, Yat Sing
Lain, Krista
Lain, Larry
Lam, Fungyee
Lam, Jonathan
Lambertson, Kyle
Lamisere, Jeanbaptiste

Lancaster, Dean
Lancaster, Faith
Lance, Carol
Lance, Tom
Landes, Ben
Lane, David
Lang, Doug
Lang, Stephanie
Langub, Joseph
Lankford, Chris
Lankford, Melinda
Lanpher, Gordon
Lanpher, Noelle
Laos, Gaby
Lara, Jose Francisco
Laracuenta, Nelson
Laracuenta, Rebecca
Larson, Richard
Lashbrook, Eric
Lau, Jonathan
Lau, Colin
Lauffer, David
Lauffer, Merilyn
Laughlin, Justin
Lausell, Steven
Lavrinc, Danielle
Lavrinc, Wesley
Law, Will
Law, Peggi
Lawrence, Marty
Laws, Chris
Laws, Karla
Lawson, David
Lawson, Gabe
Lawson, Miriam
Lawther, Jeff
Lawther, Shirley
Lee, Alan
Lee, Jamie
Lee, Jeong Hun
Lee, Mee
Lee, Sam
Lee, Shanon
Lee, Peter
Lee, Phua
Lee, Preston

Lee, Sarah
Lee, Wang
Legg, Ryan
Leininger, Terry
Lemke, Weldon
Lendor, Otis
Leonard, Thomas
Lessing, Scott
LeTexier, Darlene
LeTexier, John
Lewins, Josh
Lewis, Jerome
Leyva, Francisco
Li, Changqing
Liang, Hui
Liberda, Brent
Licon Jr., David
Licon, Karina
Liggett, Jana
Lilite, Jean
Lillestolen, Lyn
Lillestolen, Peter
Lillie, Joshua
Lim, Patrick
Lin, Ben
Lin, Ben
Lincoln, Mark
Lindburg, MerriLee
Linder, Ken
Lindow, John
Lindquist, Troy
Linn, Barb
Linn, Dave
Linscombe, Erica
Linscombe, Jason
Lipanda, Adela
Lipp, Chris
Lithander, Kirk
Little Elk, Mark
Litton, Joe
Liu, Youping
Loewen, Bryan
Logsdon, Ricky
Loh, Erick
Long, Brian
Long, David

Lonsinger, Cleidy
Lonsinger, Jeff
Lopez, Daisy
Lopez, Guillermina
Lopez, Nicole
Lopez, Octavius Sr.
Lopez, Pedro
Lopo, Jeff
Lopo, Kylene
Lor, Lantzia
Lor, Tommy
Lotz, Ronald
Lower, Matt
Lucas, Adam
Lund, Beth
Lund, Harold
Lundeen, Gwen
Lundeen, Tom
Luther, Larrisa
Lyman, Bruce
Lyon, Matthew
Mabee, Duane
Mabee, Karla
Mabee, Sarah
MacFarlane, James
MacFarlane, Jody
Machmer, Skipp
Mack, Randy
MacKay, Deb
Madsen, Craig
Mager, Mike
Magstadt, Kyle
Magstadt, Molly
Maher, Len
Maldonado, Sonia
Malick, Bill
Malone, David
Malvig, Brian
Manchester, Jim
Manfred, David
Mangham, Barb
Mangham, Bill
Mangham, Breaden
Mangham, Ed
Mangham, Julie
Mangham, Kayceleigh

Mangham III, Tom
Manke, Natalie
Manke, Scott
Mann, Josh
Mansker, Derek
Mansker, Jenny
Manuel, David
Mapanao, Pacifico
Mapstone, Rob
Marczak, Mike
Marquez, Pedro
Marsh, Lamech
Marshall, Amy
Marshall, Laura
Marshall, Paul
Marshall, Peter
Marston, Gregg
Marti, Andres
Marti, Ivan
Martin, Chad
Martin, Ethan
Martin, Jon
Martin, Trey
Martinez, Gabriela
Martinez, Leo
Martinez, Marlon
Martinez, Renee
Martinez, Rio
Martinez-Villamil, Jose
Mason, Blythe
Mason, Donnie
Mathews, Rajan
Mathis, Monty
Matias-Carrello, Leida
Matos, Ida
Matsinger, Jack
Mattsson-Boze, Joel
Maxey, Krisy
May, Nareth
Mayhew, Peter
McCabe, Becky
McCabe, Shawn
McClure, Jonathan
McCoy, Jenny
McCoy, Seth
McCracken, Jeff

McCracken, Julianna
McCullough, Jessica
McDonald, Linnea
McEntee, Ben
McFadden, Bryce
McFarland, Holly
McFarland, Josh
McGarrigan, Cheryl
McGarvey, Branden
McGarvey, Carl
McGarvey, Quinn
McGarvey, Timothy
McGrath, Aimee
McKeen, Gini
McKeen, Nathan
McKelvey, Bart
McKelvey, Candi
McKelvey, Karmen
McKenzie, Matthew
McKerihan, Beth
McKerihan, Jim
McMillan, Brian
McMurray, Thomas
McNett, Doug
McPherson, Dan
McPherson, Hope
McPherson, James
Means, Melinda
Meerkreebs, Zach
Meher, Andrew
Meier, Rachel
Meier, Tim
Melendez, Joel
Melendez, Terri
Meléndez Morales, Ramón
Meneses de Los Ríos, Gilianys
Menso, Simeon
Mercurio, Carrol
Mercurio, Mike
Merendino, Matt
Merendino, Missie
Michaelis, David
Michaud, Michael
Miletti, Amy
Miletti, Chris
Miller, Bob
Miller, Brandon

Miller, Christy
Miller, Dustin
Miller, Jalane
Miller, Jeff
Miller, LeAnne
Miller, Luke
Miller, Morgan
Miller, Ryan
Millet, Carmelo
Millet, Juan
Milligan, Kathie
Milligan, Mike
Mindek, Doug
Miraflor, Herbert
Mireles, Kelli
Mitchell, Jessica
Mitchell, Jon
Mitchell, Joshua
Mitchell, Thomas
Moffett, Paul
Monreal, David
Monroe, Daniel
Monroig, Victor
Montero, Eric
Mooney, Barry
Moore, Anthony
Moore, Elaine
Moore, Harrison
Moore, Jay Ross
Moos, Marissa
Morales, Eliud
Morell, David
Morell, Hazael
Morell, Laura
Morgan, Sheri
Morris, Keicha
Morris, Steve
Morris, Paige
Morrison, Ron
Morrison, TJ
Morrow, Terry
Moses, Mouhannad
Moss, Tracy
Motley, Robin
Moua, Kong
Moua, Pang

Moua, Pang
Moua, Vang
Moyer, David
Moynihan, Jim
Mua, Happy
Muckel, Dave
Muckel, Ritzy
Mueller, Gina
Mueller, Kurt
Muir, Dan
Mulbah, Harris
Mullinax, Babs
Mullinax, Marshall
Muncy, Jeremy
Muncy, Jill
Murphy, Bill
Murphy, Dave
Murphy, Kitiya
Murphy, Mark
Muscattell Burris, Jessica
Musselman, Sue
Mutchler, Jonathan
Myers, Bob
Myers, Brian
Myers, Dave
Myers, Thomas
Myles, Ryan
Naegelen, DeeAnn
Naegelen, Jeff
Nagel, Dave
Nagel, Marcia
Neal, Jane
Neargarth, Tim
Neely, Gerad
Nehlsen, Amy
Nehlsen, Steve
Neigenfind, Connor
Neilson, Randy
Nelson, Carma
Nelson, Hilary
Nelson, Jason
Nelson, Jill
Nelson, Marv
Nelson, Phil
Nelson, Stephen
Nelson, Wendell

Nelson, Wyman Earl
Neville, Brian
Newburn, Joy
Newburn, Keith
Newburn, Randy
Newburn, Teri
Nguyen, Alison
Nguyen, Chinh
Nguyen, Phien
Nguyen, Tammy
Nguyen, Timothy
Nguyen, Tommy
Nguyen, Trang
Niebles, Omar
Noble, Amy
Noble, Rich
Noch, Andrew
Noel, Mick
Norton, Gabe
Norton, Jessica
Norton, Kevin
Norton, Shawn
Novy, Becca
Novy, Travis
Ntoto, Ngoma
Nussbaum, Brent
Nussbaum, Matthew
Nussbaum, Megan
Nutter, Bethany
Nutter, Brandon
Oberg, Bonnie
Oberg, Kevin
O'Connor, Adam
O'Connor, Sean
O'Farrell, Sue
O'Farrell, Teddy
Oleson, Eric
Olivo, Jay
Olney, Tom
O'Loughlin, Josiah
Olson, Jonny
Olson, Lisa
Ong, Debbie
Ong, Joe
Orelus, Gervines
Orozco, Ivania G.

Orozco, Julio E.
Orozco, Julio
Ortiz, Robbie
Otto, Jane
Overbeeke, Adriaan
Owczarek, Harry
Owczarek, Teshia
Owen, Lionel
Pace, Julian
Pace, Linda J.
Packard, Hannah
Page, Coulter
Pagenkemper, Joni
Pagenkemper, Karl
Pak, Shimon
Palacios, Carlos
Pang, Johnson
Pang, Keone
Panici, Lori
Paparo, Marty
Park, Jihoon
Park, Sam
Parker, Rob
Parnakian, Debbie
Parnakian, Tom
Paterson, Darlene
Patrick, Dale
Patterson, John
Paul, Ted
Paulson, Jesse
Paur, Bryan
Payne, Brice
Pederson, Chuck
Pederson, Kathy
Pelet, Gerrylyn
Pellatz, Brandon
Pellatz, Emma
Peloquin, Jenny
Peloquin, Pelly
Pena, Gerardo
Pena, Keren
Peppers, David
Perdomo, Efrain
Perez, Jose Ahmed
Perkins, Alex
Perkins, Kiersten

Persons, Bruce
Peterman, Karen
Peters, Frank
Peters, Marie
Peterson, Eric
Peto, Austin
Petty, Bob
Petty, Mary K.
Petty, Mona
Peyton, Anna
Peyton, Jeremy
Peyton, Matthew
Peyton, Wendy
Pfahler, Aaron
Pfahler, Ray
Pfahler, Wanda
Pham, Hung
Philistin, Roseline
Philistine, Gabriel
Phillips, Lonnie
Phillips, Nathan
Phillips, Tommy Preson
Pies, Kevin
Pilgrim-Hector, Judy
Pineda, Jessica
Pladdys, Amanda
Pladdys, John
Plumb, Corey
Plunket, Michael
Poepping, Rodney
Pofert, Tim
Polera, Sarah
Pollitz, Tim
Poole, Jake
Porter, Jeremiah
Porter, Rick
Porterfield, Blade
Poteet, Stuart
Potter, Ben
Potucek, Carolyn
Prantner, David
Prantner, Kati
Pratt, Brian
Pratt, Deanna
Praxl, Scott
Preston, Nick

Pritchard, Whitney
Prow, Greg
Prow, Mindy
Prussa, Wayne
Puglisi, Keith
Pullen, Don
Purath, Kipp
Pust, Brad
Pust, Dennis
Pyne, Faith
Quackenbush, Bruce
Quick, Tim
Quinlan, Janice
Quinn, Darlene
Quinn, Jeff
Ragasa, Raul
Rahlan, Then
Ralston, PD
Ramirez, Hector
Ramos, Franky
Ramsey, Lisa
Ramsey, Ron
Rañola, Rothie
Raposas, Ferdie
Rathbun, Alan
Ratzlaff, Carla
Ratzlaff, Travis
Ratzlaff, Verlyn
Ream, Missy
Ream, Scott
Reber, Kirk
Reckling, Nathan
Reese, John
Reeves, Jen
Reeves, Zach
Refuse, Gabert
Register, Mario
Reid, Collin
Reis, Pedro
Rentas, Juan Carlos
Repic, Joel
Requena, Heather
Requena, Marko
Resh, Andy
Reyes, Mark
Reyes, Lauren

Reynolds, Brad
Reynolds, David
Reynolds, Tina
Rhodes, Greg
Rhodes, Pang Foua
Rice, Brian
Richards, Duane
Richards, Sandra
Richards, Tyler
Richardson, Jesse
Riche, Ben
Richter, Luke
Richter, Tim
Ridout, Emily
Riemenschneider, David
Riemenschneider, Marina
Riggenbach, Scott
Ristow, Nick
Riter, Tye
Rivas, Isidro
Rivera, Bethany
Rivera, Madelin
Rivera, Miguel A.
Rivera, Xiomalis J.
Rmah, Ngoai
Robbins, Scott
Robertson, Joshua
Robinette, Spencer
Rockwell, Brandon
Rockwell, Jessica
Rockwell, Rock
Rodriguez, Art
Rodriguez, Miguel
Rodriguez, Pamela
Rodriguez, Rich
Rodríguez de Colón, Brenda
Rodriguez Del Toro, Eric
Roeber, Mark
Roedding, Amy
Rogers, Paul
Rojas, Daniel
Roman, Rosilio
Romary, Peyton
Ronk, Derrick
Roo, Penny
Roome, Sheri
Roome, Todd

Roos, Tony
Root, Charles
Rosado, Mike
Rose, Chad
Rose, Sandy
Ross, Casey
Ross, Eric
Rossi, Steve
Roth, Jennifer
Roush, Seth
Rousseau, Alex
Rowles, Darren
Rowley, Dani
Rudd, Jim
Rudisill, Andrew
Rugg, J.R.
Rugg, Melissa
Ruiz, Tim
Russell, Bri
Russell, Dan
Russell, Gary
Russell, Steve
Rutten, Andrew
Saba, Elden
Sabater, Claire
Sabater, David
Sacks, Jonathan
Sadlon, Joshua
Sales, Brandon
Salom, Paul
Sam, Daryl
Samuel, Stanley
Samuelson, Dan
Samuelson, Marty
Samuelson, Sam
Sanchez, Herman
Sanchez, Luis
Sande, Jack
Sanders, Martin
Sanders, Mary Lou
Sanders, Mike
Sandler II, Abraham E.
Sandler, Sheila
Sanford, Bob
Sankovich, Kendra
Sappia, Jim

Sappia, John
Sappington, Becky
Sappington, Don
Sartori, Mark
Sassaman, Andy
Savage, Jeff
Sawyer, Deke
Scarrow, Andrea
Scarrow, Dan
Scarrow, Lisa
Scarrow, Steve
Schaeffer, Andrew
Schaeffer, Don
Schaeffer, Jonathan
Schaeffer, Mary
Schaeffer, Rachel
Scharer, Laura
Schepens, Ben
Schepens, Dona
Schlieker, Peggy
Schmidt, Brian
Schmidt, Debbie
Schmidt, Greg
Schmidt, Nicole
Schmidt, Thomas
Schmitt, Jonathan
Schneemann, Kirk
Schnuerer, Cory
Schnuerer, Julie
Schober, Rachel
Schooping, Joshua
Scott, Brian
Scott, Susan
Seale, Connie
Seaman, Daniel
Searing, Mark
Searing, Reatha
Sefik, Thomas
Sefik, Krsitin
Seide, Emmanuel
Sente, Romualdo
Sepulveda, Albert
Setser, Brad
Setzer, Bob
Setzer, Sharon
Sevast, James

Sevast, Terry
Sexton, Bruce
Sexton, Sam
Sexton, Sam
Sexton, Sarah
Shalev, Christy
Shalev, Josef
Shao, Steven
Shawver, Jeremiah
Shawver, Lisa
Sheets, Beth
Sheets, Rick
Sherry, Wes
Shields, Laurel
Shields, Steve
Shirley, Tyler
Shore, Brian
Shuffield, Scott
Shute, Jacob
Shutes, Tim
Sickler, Brad
Siebert, Jason
Siebert, Micah
Sigmund, Cathy
Simmonds, Jason
Simon, Carol
Simon, Ken
Simon, Ray
Simonsen, Paul
Simonsen, Barbara
Simpson, Jeff
Sisay, Habtamu
Siu, Daih
Siu, Dok
Siu, Hendy
Siu, Khil
Skalberg, Holly
Skalberg, Trevor
Skelley, Brent
Slade, Deya
Slade, Scott
Slade, Scott
Slocum, Diane
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Smith, Bill
Smith, Charles

Smith, Chris
Smith, Craig
Smith, David
Smith, Denise
Smith, Donald
Smith, Elisabeth
Smith, Eric
Smith, Heather
Smith, Jeff
Smith, Joel
Smith, John
Smith, Joyce
Smith, Kathryn
Smith, LaDonna
Smith, Levi
Smith, Mac
Smith, Mark
Smith, Paul
Smith, Ruth
Smith, Terry
Smith, Trevor
Smithgall, Dwayne
Snodgrass, Andre
Snyder, Brian
Soderquist, Chuck
Sorensen, Gene
Sourile, Jimmy
Southam, Logan
Sovine, Kent
Sovine, Todd
Spainhour, Jeremy
Spent, Rick
Spoke, Michael
Spoonier, Gretchen
Spriggs, J. Wayne
Spurling, J
Spurling, Karen
St. Germain, Todd
Stacey, Courtney
Stacey, Silas
Stafford, Tom
Stager, Joshua
Stanley, Anthony
Stauffer, Steve
Steele, Bill
Stein, Rick

Steiner, Tim
Steinert, Aaron
Steinert, Timothy
Steinert, Violet
Stephens, Mike
Stephens, Valerie
Stephenson, Brad
Stephenson, Pam
Stevens, Clarence
Stevens, Neil
Stevens, Vera
Stewart, Joshua
Stine, Duane
Stine, Jeremy
Stine, Sue
Stinson, Mike
Stirzaker, Charlene
Stirzaker, John
Stoeckl, Paul
Stombaugh, Al
Stombaugh, Lauralyn
Stombaugh, Philip
Strecker, Drew
Strecker, LeeAnn
Strob, Kathryn
Strob, Nicholas
Stuart, Landon
Studebaker, Scott
Stumbo, John
Stumbo, Josiah
Stumbo, Joy
Stumbo, Sarah
Stumbo, Steve
Sugimura, Tom
Sulle, Jamie
Sullivan, Jason
Sullivan, Ryan
Sund, Greg
Sundem, Jens
Sundin, Larry
Surface, David
Suter, Jason
Suter, Matthew
Swanson, Caroline
Swanson, Gavin
Sweeting, Spencer

Sykes, Joshua
Szymanski, Caleb
Taber, Mark
Tait, Sam
Takawira, Lori
Takawira, Munya
Talbott, Joshua
Tallent, Adam
Tangeman, Gary
Tanks, DD
Taylor, Bryson
Taylor, Erin
Taylor, James
Taylor, Jason
Taylor, Paul
Taylor, Phill
Taylor, Ray
Tegeler, Pete
Tejada, Gabriela
Telecsan, Greg
Thao, Blong
Thao, Lantzia
Thao, Meng
Thao, Omeo
Thao, Toua
Thao, Yeng
Theron, Pieter
Thibodaux, Joshua
Thieu, Douglas
Thomas, Bill
Thomas, Bob
Thomas, John
Thomas, Kimberly
Thomas, Suresh
Thompson, Rich
Thompson, Nithin
Thompson, Carola
Thompson, Jack
Thorne, Kiarra
Thornton, Erika
Thornton, Jonathan
Thornton, Justin
Thornton, Sharon
Thornton, Trent
Thrane, Jeff
Titus, Paul

Todd, Kristi
Todd, Rich
Tonra, Chris
Toon, Marlene
Torres, Dania
Torres, Sunny
Tosten, Jesse
Towns, Deanna
Towns, Ira
Towns, James
Tran, An
Tran, Nha
Traver, Sandra
Travers, Mike
Tremper, Kurt
Tringale, Ashley
Tringale, Gabe
Trinkl, Mark
Trinkl, Nami
Trudel, Steve
Trujillo, Marc
Tsang, Thomas
Tsang, Tony
Tse, Win
Tucci, Mike
Turek, Paul
Turner, Dennis
Turner, Lori
Turner, Matt
Tweedy, Chris
Tyler, Andrew
Ullrich, Di
Ulrichs, Brian
Unrau, Nigel
Unrau, Riley
Unruh, Larry
Unruh, Sharla
Unwin, Michelle
Vagen, Erik
Valach, Renée
Valentin, Moises
Valentin, Ingrid
Valenzuela, Kim
Vallier, Adele
Vallier, Jon
Valliere, Dylan

Van De Mark, Shawn
Van Hoogen, Ernest
Van Ness, Jim
Van Ness, Leslie
Vang, Christian
Vang, Isaiah
Vang, Nhia Vang
Vang, Pang
Vang, Reona
Vang, Thai
Vang, Zhong
Vannett, Vince
Vanvlymen, Sharon
Varano, Greg
Varland, John
Vasquez, Moises
Vasquez, Rosa
Vega, Maylen
Velkamp, Millie
Venema, Ashleigh
Vickers, Brenna
Vickers, Kelly
Vigesaa, Lori
Villanueva, Hector
Vincent, Peter
Vinson, Olivia
Vinson, Randy
Visbeek, Jim
Vo, Alan
Vogel, Doug
Vogel, Jen
Vogan, Lisa
Volcy, Ricardo
Vue, Rev. Tou D Vue
Wadlow, Amy
Wagner, Walter
Wagoner, Nate
Wahlen, Christina
Wahlen, Erik
Wakeley, Scott
Walborn, Ron
Walborn, Wanda
Walker, Deborah
Walker, Jaynee
Walker, Kelvin
Walker, Magnus

Walker, Matthew
Walker, Ron
Walker, Sonja
Walker, Stan
Wall, Kezia
Wall, Stephen
Wallace, Heather
Wallace, Kirsten
Wallace, Richard
Wallace, Shawn
Walsh, Reid
Walter, Craig
Walter, Lori
Walters, Robin
Wancique, Chrispin
Wanless, Glenn
Warner, Brett
Warren, Barry
Washburn, Jerri
Washington, David
Weaver, Jered
Wedman, Michael
Weiher, John
Wells, Nathan
Wendel, Melanie
Wendel, Melanie
Wendel, Timothy
Wentz, Connie
Wertz IV, Harold
West, Jeff
West, Sondra
Westergren, Mary
Westergren, Steve
Weston, Gary
Wetzel, Daniel
Wetzel, Iris
Wharton, Jonas
Wharton, Beth
Wheeland, Duane
Wheeland, Norma
Whelsky, Cody
Whelsky, Samantha
Whidden, Lance
Whitaker, Amy
Whitaker, Tim
White, Michael

Whitworth, Judy
Wiggins, Brian
Wiggins, Don
Wiggins, Joel
Wiggins, Jonathan
Wiggins, Katie
Wiggins, Linda
Wiggins, Lindsay
Wiggins, Lisette
Wiggins, Lori
Wiggins, Mark
Wiggins, Rachelle
Wiggins, Scott
Wiggins, Steve
Wilkinson, Dawn
Williams, Adam
Williams, Brad
Williams, Christina
Williams, Michael
Williams, Nathan
Williams, Roberta
Williams, Trisha
Williams, Zane
Williamson, Tim
Williamson, Tim
Wills, Scott
Wilson, Andrew
Wilson, Kajavius
Wilson-Jen, Nancy
Winters, Andy
Wisley, Dan
Wisley, Sandi
Wisley, Scotty
Wissink, Tom

Witterman, Brooke
Woehr, Charlie
Woerner, Stephen
Woerner, Yire
Woldesemait, Negga
Wolske, Jessica
Wolske, Gene
Wolters, Denise
Wolters, Greg
Wood, Cary
Wong, David
Wong, Jordan
Wong, KC
Wong, Peter
Wood, Lauren
Woodard, Brian
Woods, Jim
Woolf, Chad
Workman, Blaine
Worley, Genevieve
Worley, Paul
Wright, Destined
Wright, Mary
Wright, Monty
Wright, Samuel
Wright, Sara
Wyatt, Sally
Xiong, Calvin
Xiong, Chou
Xiong, Jalu
Xiong, Samuel
Xiong, Xong
Ya, Tsu
Yang, Adam

Yang, Asia
Yang, Long
Yang, Naomi
Yang, Noah
Yang, Sherman
Yang, Shoua
Yang, Tom
Yang, Tou Zong
Yang, Vang
Yang, Xeng
Yi, Jonathan
Yip, Caleb
Yip, David
Yirdaw, David
Yoder, David
Young, Eddie
Young, Karissa
Young, Kenny
Young, Mark
Yu, Chialin
Yuen, Joel
Zatko, Jim
Zeal, Janelle
Zeal, Samo
Zell, Alex
Zewdu, Daniel
Zimmerman, Cindy
Zimmermann, Dave
Zimmerman, David
Zimmermann, Glen
Zink, Debbie
Zink, Randy
Zirbel, Zach
Zuvela, Janet

CORRESPONDING DELEGATES

Ackerman, Dorene
Adams, Jordan A.
Alaan, Cindi
Alaniz, Aaron

Albrecht, Gabby
Alcosiba, Rachel
Alderson, Bill
Alderson, Sandy

Alezy, Michelange
Allen, Dan
Allen, Kathi
Ames, Bella

Amoh, Ruth
Amstutz, Carrie
Amstutz, Jeff
Andrews, Gale
Andrews, Gale
Armstrong, Gary
Armstrong, Linda
Arnold, Gene
Ath, Sarah
Atkinson, Debbie
Atkinson, Vivianne Jean
Bache, Don
Badon, Violeta
Baker, Amy Jo
Baker, Caleb
Baker, Makenzie
Baker, Rachel
Baldes, Christy
Baldwin, Rachael
Barber, Kristen
Barber, Lori
Barhorst, Tina
Baron, Liliana
Baron, Nestor
Barrientos Chuquillanqui, Angel
Barth, Lynne
Bartl, Carol
Batson, Heather
Beaty, Jake
Becker, Sharon
Beehner, Stephanie
Best, Kathleen
Bils, John
Bird, Ginny
Birr, Paulette
Bishop, John
Bishop, Kay
Bitonti, Michael
Blake, Barbara
Blake, Christine
Bochman, Darlene
Boston, Brenda
Bottom, Debbie
Bourns, Jill
Bouterse, Michael
Bowen, Rachel

Bowlus, Meridee
Bradley, Courtney
Bradley, Lisa
Brandenstein, Denise
Brewster, Jenni
Broach, Kevin
Brooks, Kathy
Brown, Jenny
Brown, Kathy
Brown, Tonia
Bruggeman, Danelle
Bruyere, John
Bruyere, Kathy
Bubong, Re
Bucich, Heather-Mae
Buckheit, Pam
Bujri, Honh
Bullock, Mark
Bumblanh, Nhel
Bumblanh, Rika
Bumbre, Kayana
Bunjang, Yin
Burchett, Linda
Burdick, Kim
Burgo, Pam
Caban, Daisy
Cabral, Delia
Cabrera, Carlos
Cajes, Annie Rose
Cajes, Eduardo
Campbell, Paul
Caperig, Elena
Caperig, Joel
Carlson, Amy
Carr, Andy
Casey, Bob
Castillo, Consuelo
Castro, Hannah
Chan, San
Chang, KaoXu
Chapman, Elizabeth
Cheon, Grace
Cheon, Jonathan
Cheung, Rebecca
Childs, Sandy
Christiansen, Nancy

Chukes, Carmen
Chung, Milan
Cislo, Bryane
Cislo, Bryane
Close, Howie
Close, Susan
Clymer, Haley
Cockerham, John
Coffman, Veronica
Coggins, Bev
Collado, Gina
Concepcion, Ivette
Conkling, Joyce
Conley, Julie
Cook, Jennifer
Cook, Tamara
Corl, Molly
Cortez-Hernandez, Fernando
Cosgrove, Amy
Cothran, Renee
Crutchfield, Debi
Curry, Amber
Cutler, Moni
Dahm, Courtney
Dalbey, Reese
Daniels, Abigail
Dao, Job
Davis, Stephanie
Davis, Susan
DeCoste, Matt
DeCoste, Marc
DeGuzman, Geraldine
DeJesus, Norma
DeMarchi, Dale
DeMarco, Tony
Denton, Linda
Dessalegn, Yordanos
Diarra, Sadrac
Dickerson, Ashley
Dieu, Hoa
Dieu, Ntrom
DiLuzio, Meghan
Dirks, Donna
Dirks, Robin
Dolcine, Marie
Donovan, Elaine

Doyle, Ollie
Draper, Abby
Drechsler, Franziska
Duddles, Emmy
Dugan, Lili
Dulaca, Don
Dulaca, Wilhelmina
Durias, Carmela
Durow, Diane
Dyk, Beverly
Eding, Raymundo
Edwards, Jan
Eells, Bill
Eells, Debbie
Eldridge, Elaine
Ellis, Cathy
Ellis, Tiffany
Ender, Beth
Ennis, Beth Ann
Enns, Elliot
Episcopo, Hannah
Estrada, Israel
Estrada, Melissa
Failing, Diane
Faltynski, Laura
Fawcett, Debra
Felix, Gabrielle
Fettig, Erin
Fierro, Catalina
Figueroa, Carmen
Findorff, Lori
Fitzgerald, Leslie
Flynn, Kim
Fox, Diane
Frank, Karen
Franklin, Jerry
Franklin, Terry
Fredrick, Jim
Fung, Elaine
Galbreath, Ashley
Gallahar, Amanda
Garcia, Kim
Gardner, Christina
Garries, Pam
Garrison, Karen
Geiger, Brenda

Geiger, Jim
George, Evangeline (Annie)
Gerhart, Amy
Gilmore, Sadie
Gilmore, Tami
Ginsburg, Janelle
Glenn, Samantha
Goerzen, Danelle
Goheen, Justin
Gomez, Caleb
Gómez González, Samuel J.
Gonzalez, Paula
Gonzalez Mercado, Evelyn
Goodoien, Jordan
Gosline, Greg
Gosline, Helena
Gove, Mandy
Gowing, Brian
Graf, David
Graham, Ken
Grant, Cyndi
Grant, Sandy
Graves, Joy
Greaves, Kara
Greene, Susie
Gregory, Doreen
Griffin, Rodney
Grusendorf, Rebecca
Gugger, Nancy
Guittap, Kristen
Gulstrom, Colleen
Gusto, Ben
Gusto, Larry Paul
Gusto, Marlene
Guthrie, Cheryl
Guthrie, Jay
Hall, Alison
Hall, Cathy
Harms, Mary
Harris, Isaac
Harris, Kim
Harris, Lynn
Hart, Sheila
Hartley, Fred
Hartman, Sandi
Hayden, Lauren
Hayter, Carolyn

Heacock, Anna
Hembel, Bonnie
Hemphill, Becky
Hensley, Roberta
Her, Bao
Hercula, Brenda
Hercula, Natalie
Hernandez, Dan
Hernandez, Priscilla
Herrmann, Erika
Herrmann, Tim
Hessel, Karen
Hicks, Jerry
Hodgdon, Patti
Hodson, Christy
Hoffman, Heidi
Holcombe, Marika
Holden, Marie
Horner, Phyllis
Horner, Rachel
Hurley, Bryan
Hurrle, Monique
Hyland, Esther
Jackson, Dorica
Jackson, Helen
Jackson, Melissa
Jen, Fernando
Jenkins, Jenna
Johnson, Stacey
Jones, Billy
Jones, Marijane
Jones, Rebecca
Jordan, Gao Foua
Junker, Debbie
Jurado, Omar
Kaastad, Nancy
Karr, Aaron
Karr, Jenny
Karyan, Sosy
Keen, Rachel
Keller, Cheri
Kelly, Kat
Kennedy, Lois
Kensson (Pseud), Greg
Kim, Phillip
Kim, Rachel

Kindred, Jessica
King, Zach
Kirkman, Karl
Kirkman, Martha
Kitchen, Renee
Kitchen, Stephen
Knaus, Boe
Knaus, Suzanne
Knighton, Julie
Knight-Pinneo, Beth
Knight-Pinneo, Mitch
Komarek, Laura
Korsteva, Bethany
Kpa, Dung
Krantz, Amanda
Kringle, Laura
Kroitor, Jenny
Krueger, Ashley
Lambertson, Monica
Lamendola, Dianne
Lamendola, Joe
Lane, Susan
Laughlin, Jody
Laughlin, Peter
Lawson, Don
Lawson, Sylvia
Lee, Amy
Lee, David
Lee, Mary
Lee, Tim
Legg, Hunter
Leischer, John
Lemke, Yvonne
Lenis, Carlos
Lidia Ortega Piza, Elizabeth
Liggett, Larry
Lilite, Jodele
Lim, Sylvie
Lindquist, Lisa
Lindsey, Joshua
Lipp, Jen
Litton, Michele
Liu, Lirong
Loewen, Tammy
Long, Cindy
Lopez, Karen

Lor, Shining
Lotz, Cecelia
Lyman, Jean
Mack, Heidi
Madsen, Linda
Mager, Nicole
Malick, Debbie
Malick, Joel
Malone, Debbie
Malone, Janet
Malone, Janice
Malvig, Jennifer
Manchester, Denise
Mangham, Ann
Mangum, Josh
Mangum, Sarah
Mann, Bex
Mapanao, Mignon
Mapstone, Julie
Marks-Guerra, Veronica
Martin, Emillee
Martin, Madeline
Martinez, Renata
Mathews, Grace
Mathis, Shelley
May, Leakana
Maysonet, Hilda
McCash, Olivia
McCooley, Kathy
McCooley, Larry
McCracken, Fawn
McFarland, Pat
McFarland, Ric
McGarvey, Pat
McIntosh, Christi
McIntyre, Josh
McLaughlin, Troy
McMillan, Sarah
Medina, Lizzette
Mercurief, Evan
Mercurief, Julietta
Mesanko, Katie
Michaelis, Janine
Michaud, Kathy
Micklich, Chandelle
Miller, Pam

Mindek, Connie
Miraflor, Merly
Mitchell, Dori
Moeder-Chandler, Marlys
Moon, Hyung
Mooney, Ellen
Moore, Cheri
Moore, Sarah Beth
Morgan, Jeff
Morrison, Anita
Mosby, Eliza
Moua, Mae
Moulton, Shelley
Mua, Michelle
Muller Calderon, Rosanghela
Mullinax, Russell
Murphy, Doris
Murphy, Soni
Murray, Craig
Murschel, Marlene
Murschel, Mike
Myers, Cheri
Myers, Julie
Myers, Rachel
Myles, Elizabeth
Neilson, Sharon
Nelson, Debbie
Nelson, Kelli
Nelson, Miriam
Nguyen, Long
Nicol, Derek
Niebles, Kerri
Nussbaum, Krysanna
O'Connor, Lissette
O'Connor Spenst, Claudette
Oleson, Kathie
Olivo, Eileen
O'Loughlin, Veronica
Olson, Dan
O'Riley II, Buster
Orozco, Tatiana
Ortiz, Lauren
Orton, Alison
Owens, Megan
Pace, Allison
Padilla, Joseph
Page, Jessica

Park, Michelle
Park, Michelle
Park, Min
Paterson, Stephen
Patton, Jenna
Paul, Bidjeny
Paur, Carol
Petties, Michelle
Pfau, Eli
Pham, Phuong
Pharr, Jana
Pharr, Linda
Pharr, Nathan
Phillips, Candice
Phillips, Sarah
Pies, Elisiane
Plumb, Lynne
Plunket, Lisa
Poepping, Diane
Pofert, Judy
Popo, Esnilder
Porter, Dianne
Purath, Jenny
Pust, Tracey
Quick, Karen
Rahlan, Akok
Rainbolt, Christian
Ramirez, Vivian
Rand, Jim
Rand, Tina
Rangel, Humberto
Rañola, Linda
Raposas, Gemma
Ray, Doug
Ray, Laurie
Reckling, Jean
Rector, Steve
Reed, Linda Jo
Reese, Doris
Reid, Jene'
Reiland, Aubrey
Reinhard, Carrie
Reister, Daniel
Repic, Chelsea
Resurreccion, Joy
Resurreccion, Rob

Reynolds, Elena
Rhodes, Austin
Richardson, Rick
Richter, Stephanie
Ridout, Chad
Riter, Lori
Rivera, Ale
Rivera, Daniel
Rivera, Jeni
Rivera Cohen, Stephanie
Rmah, h' Lem
Rmah, Duk
Rmah, Ping
Rocham, Bun
Rockwell, Heidi
Rodriguez Silva, Elizabeth
Roeber, Deborah
Roedding, Gary
Roedding, Kassi
Rogers, Beth
Rojas, Yvette
Rolan, Byip
Rolan, Phi
Romni, Ama
Ronk, Deanna
Rousseau, Alyssa
Rowland, Diane
Rowland, Steve
Rowles, Kelli
Rowley, Steve
Rubio Oliva, Yvan
Ruch, Kristina
Ruiz, Jahaziel
Russell, Brandon
Rutten, Bailey
Salkeld, Brent
Salkeld, Judy
Sam, Birgit
Samuelson, Marcy
Sande, Debbie
Sappia, Kathy
Sappia, Lisa
Sartori, Marlene
Sawyer, Helen
Schappell, Janet
Schappell, Martin

Schmidt, Steve
Schmitt, Amanda
Schneemann, Heather
Schwan, Andrea
Schwan, Timothy
Seda, Catherine
Seeley, Monica
Seide, Pauline
Sellers, Jim
Sellers, Sherri
Shao, Rebecca
Sherry, Sarah
Shih, Jenny
Shin, David
Shore, Vicki
Sickler, Debbie
Siebert, Anne
Siebert, Brittany
Sim, Jong
Simon, Lorinda
Siu, Bol
Siu, Dreng
Siu, Hayit
Siu, Hbher
Siu, H'Rana
Siu, Thuy
Siu, Y Bla
Siu, Yosue
Skellie, Becky
Slade, Natalie
Slade, Veronica
Smith, Amanda
Smith, Caylie
Smith, Leah
Smith, Sara
Smith, Shelly
Smith, Terry
Smithgall, Shelise
Smoak, Terri
Smythe, Joel
Smythe, Lisa
Snodgrass, Margie
Snyder, Mari Lynne
Solberg, Ralph
Solberg, Sharon
Sophie Djo, Palong

Sorensen, Josh
Sovine, Jill
Spriggs, Janet
Stanley, Jisha
Stanwood, Gary
Stanwood, Katherine
Stein, Clover
Steiner, Sheryl
Stewart, Denise
Stine, Sarah
Stinson, Becky
Stockdill, Alyssa
Stockdill, Darcy
Stockdill, David
Strong, Rayna
Studebaker, Marianne
Stumbo, Joanna
Sullivan, Allison
Sullivan, Sandy
Sundin, Becky
Tait, Bill
Takenaka, Cherrie
Tangeman, Joy
Tarrazona, Cesar
Tarrazona, Pearla
Taylor, Julie
Telecsan, Brenda
Thao, Pang
Theron, Johanna
Thi, Jer
Thieu, Cheryl
Thomas, Julie
Thompson, Anna
Thompson, Bob
Thompson, Jeff
Thuer, Cynthia Thien Thi

Tillett, Dan
Toon, Marlene
Tosten, Emily
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Tremper, Terasue
Trujillo, Harold
Trujillo, Kimberly
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Villanueva, Mari
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Wakeley, June
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Walker, SchaeVonne
Wanless, Vivienne
Warren, Valerie
Washburn, Shannon
Washington, Toya

Weinert, Megan
Welch, Jenn
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Westerband, Alexandra
White, Valerie
Whiteman, Josh
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Wilkes, Deborah
Williams, Rachael
Williamson, Becky
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Wilson, Sonata
Wing, Tyrone
Wissink, Bonnie
Witterman, Michael
Wittman, Lori
Woehr, Elizabeth
Wong, Jane
Wong, Nancy
Woods, Edna
Wright, Amy
Xiong, Rosie
Y, Dreo
Y, Krot
Yamase, Lori
Yamase, Mel
Yang, Mai Neng
Yang, May
Yang, KZ
Yau, Andrew
Yau, Jennifer
Young, Virginia
Zimmermann, Barbara
Zimmermann, Nancy
Zollner, Dave

NOTE: For security purposes, some attendee names have been removed from this publication.