



2021-2022
REPORT OF THE PRESIDENT
JOHN STUMBO

Spokane, Washington | May 29-June 2, 2023



expectant

ALLIANCECOUNCIL2023

REPORT TO GENERAL COUNCIL 2023

May 29-June 2, 2023—Spokane, Washington

Report of the President (with Addenda)

President.....	1–2
Report on Alliance Place.....	3–6
Alliance Missions.....	7–18
Church Ministries.....	19–30
Development.....	31–43
Operations/Finance.....	45–52

Appendices

A. President.....	53–61
B. Alliance Missions.....	63–68
C. Church Ministries.....	69–80
D. Development.....	81–87
E. Operations/Finance.....	89–110

In Memoriam..... 111–120

Report of the Corporate Secretary..... 121–156

Notice of Meeting.....	157
Appendix—Parliamentary Procedure.....	158–159

If you would like to submit feedback to Council committee chairpersons regarding any of the reports, email your comments to council@cmalliance.org. They will be forwarded to the appropriate Council committee chairperson.

General Council has mandated that Council reports be available one month in advance of Council. Please study these reports carefully, print them out, and bring them with you.

For your convenience, these reports, all Council committee reports, and business reports/biographies will be available on the website and the free cell phone app (Alliance Council 2023).



expectant

ALLIANCECOUNCIL2023

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,





expectant

ALLIANCECOUNCIL2023

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.



expectant

ALLIANCECOUNCIL2023

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://cloud.cmalliance.org/s/MKYPngm2q8pD4ir> 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!

A handwritten signature in red ink, appearing to read 'Teg D. Al', with a long horizontal line extending to the right.



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 disciplemaking, 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



Work Specials, Approved Specials,
Vehicle Specials, some
Envision/CAMA/mm

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

2020–2021 (\$56.4 million budget)

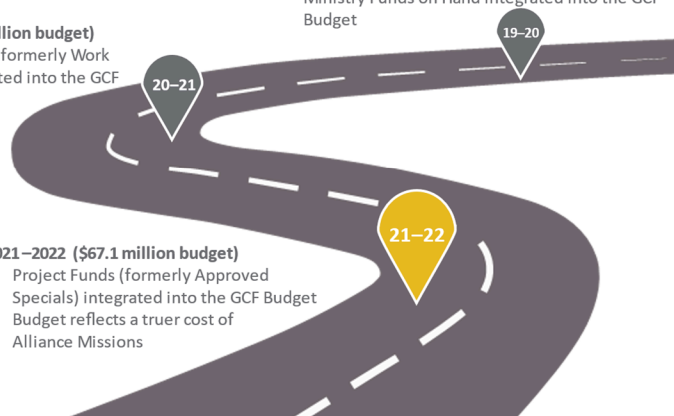
- Strategic Needs (formerly Work Specials) integrated into the GCF Budget

2021–2022 (\$67.1 million budget)

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

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



- 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										
<u>Key</u>					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.					
1 Adult Degree Completion Program; 2 Dual Enrollment; 3 Online										



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.

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	8728	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

Alliance World Fellowship

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	6,270	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.

Development—Funding

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.	Menomonie, WI, Menomonie 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.	Menomonie, WI, Menomonie 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.	Germantown, WI, CrossWay 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, Bloomington 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

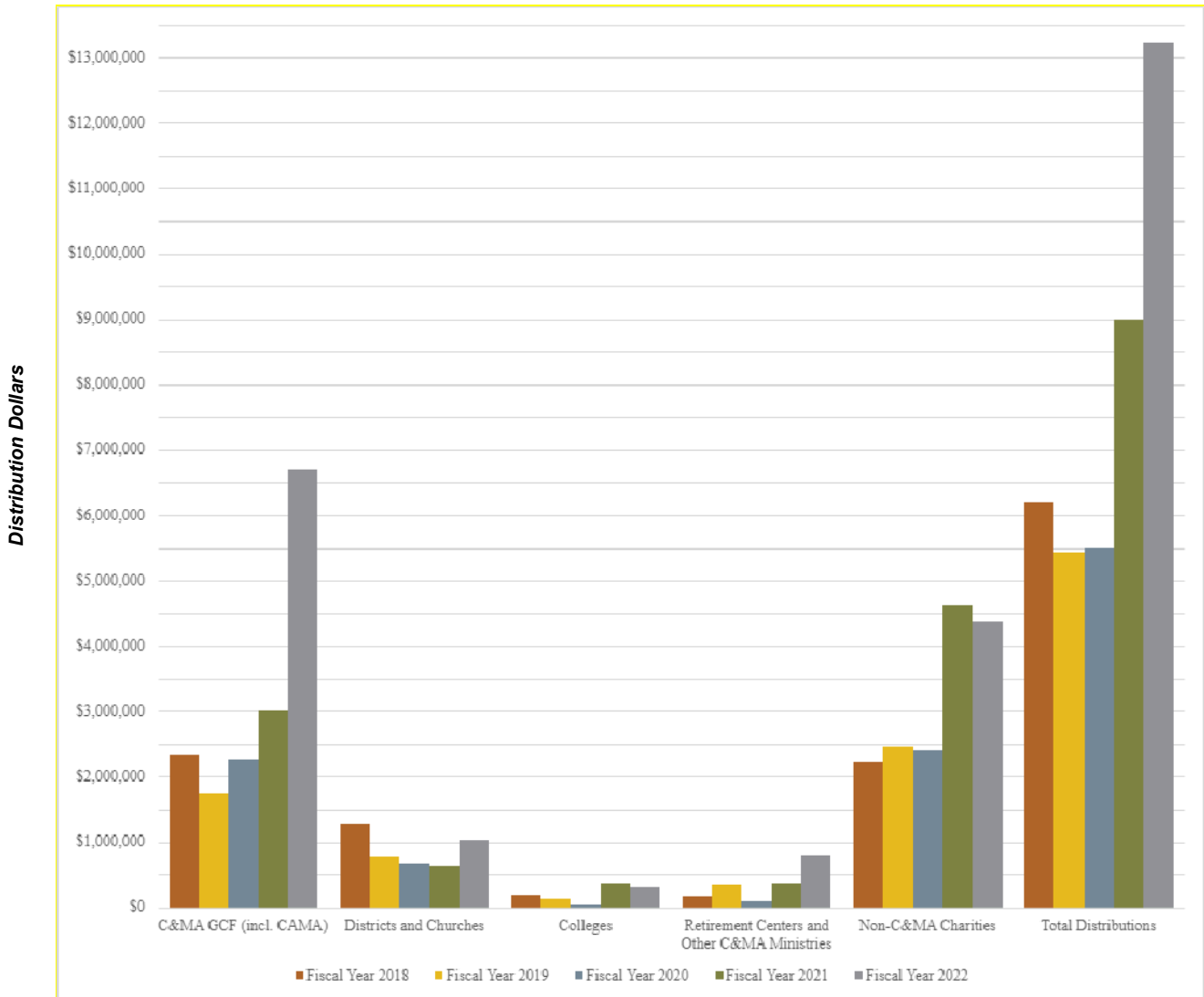
2021		GCF
96.	Zionsville, IN, Eagle Church	\$81,510
97.	Fortine, MT, Fortine Community Church	\$80,327
98.	Toledo, OH, First Alliance Church	\$80,221
99.	West Bend, WI, Community Church	\$79,447
100.	Gaithersburg, MD, Gaithersburg Chinese Alliance	\$79,396

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. CAMA)	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

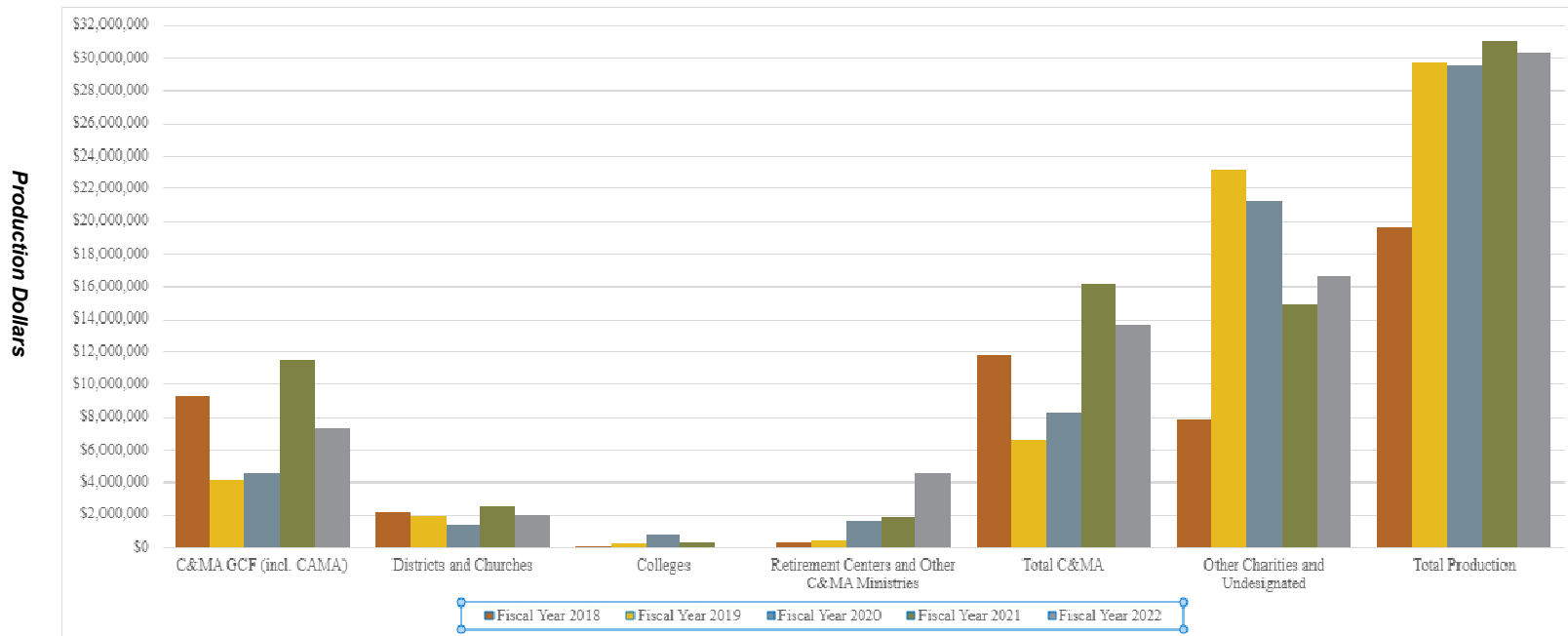


Note: Distributions reported above occurred in situations where Orchard has served as trustee or settling agent and do not include gifts received directly by the beneficiary from other third-party trustees or settling agents.

Orchard Alliance

PRODUCTION BY BENEFICIARY (NEW GIFT AND ESTATE PLANS)

Fiscal Year	C&MA GCF (incl. CAMA)	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	—	147,434,247	—	—	—	(27,865,942)	119,568,305
Savings and agreement accts	—	59,168,419	—	—	—	(286,030)	58,882,389
Time deposits	—	—	—	8,454,079	—	—	8,454,079
Students and residents	—	15,000,579	—	—	—	—	15,000,579
Annuities payable	—	—	3,450,833	234,906,843	596,800	—	239,927,349
Deferred revenue	972,873	—	—	—	—	—	972,873
Trust agreements	—	61,593,004	—	—	—	287,950	61,880,954
Bonds & notes payable/line of credit	—	—	51,798,537	217,899,500	39,593,644	(178,220)	309,113,481
Other custodial liabilities	497,459	—	—	—	—	—	497,459
Other liabilities	—	—	1,112,145	125,694,044	2,042,538	—	128,848,727
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							
Board-designated	20,792,681	—	—	—	—	—	20,792,681
Donor advised	—	20,118,285	—	—	—	—	20,118,285
Undesignated	15,883,426	65,055,574	(9,445,631)	138,685,689	23,256,080	1	233,435,139
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.	130,085,634	25,648,406	61,014,490	141,789,261	23,076,997	(54,702,321)	326,912,467
Service agreements	—	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	—	—	—	245,561	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 Acctg. 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



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 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.

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

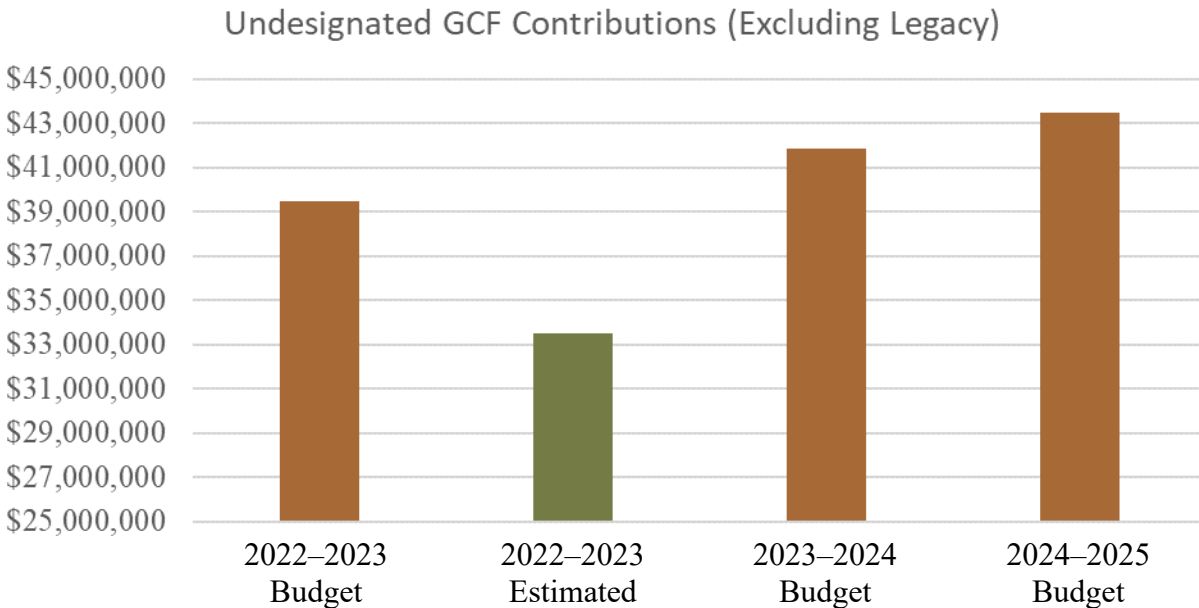
The proposed two-year budget builds upon the past four years. Specifically, we propose to grow from \$75.6 million in 2022–2023 to \$77.5 million in 2023–2024 and to \$81.2 million in 2024–2025. Both proposed budgets allocate 85 cents of the GCF dollar to Alliance Missions and Church Ministries and 15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

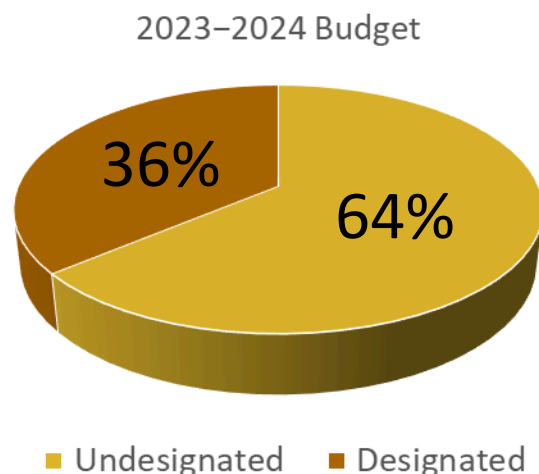
Ministry Funds Released/Appropriated include:

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

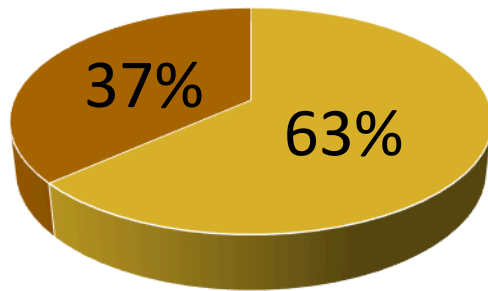
It’s worth noting that Appropriations Released includes \$600,000 of ministry cash reserves in 2023–2024 and another \$350,000 in 2024–2025. With these releases, we project to have 41 days of ministry cash reserves on hand on June 30, 2025.

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.



2024–2025 Budget



■ Undesignated ■ Designated

Area of Ministry Budgets

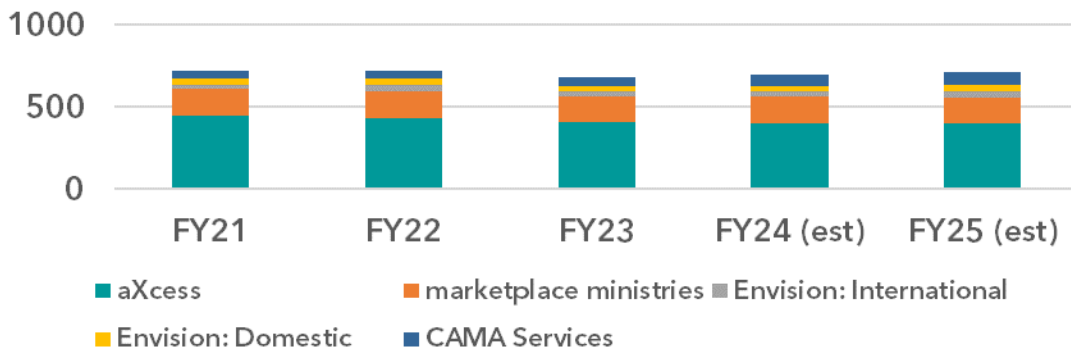
ALLIANCE MISSIONS
Undesignated Expenses 52 percent / Designated Expenses 48 percent

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 Headcount (and Targets)



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 McCooley 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!



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. Waltmyer, 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.

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.



expectant

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 158–159](#)) 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

May 26–30, 2025

Orlando, Florida

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**irgin, 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 **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~~)

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. 3:15–16–17).

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).

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~~ **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 6:4) 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 6:4) 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 5:23,²³ Acts 1:8,²⁴ Romans 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 (~~27~~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~~ **calls us** 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 154–156).

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

