

Report to the Twelve Districts

June 2012

WISCONSIN EVANGELICAL LUTHERAN SYNOD
Milwaukee, Wisconsin

Wisconsin Evangelical Lutheran Synod
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Congregation and District Ministry

The Congregation and District Ministry portion of the budget includes the Conference of Presidents (COP) and all entities overseen by the COP. These include:

Conference of Presidents

- Regular and special meetings of the Conference of Presidents and the Assignment Committee
- Travel and other expenses related to the office of district president
- Pastoral assistants provided for the congregations of the district president

Support Committee

- Grants and assistance provided to needy retired called workers and their spouses

Commission on Inter-Church Relations

- Regular meetings of the commission
- Travel expenses related to inter-church relations
- Limited support for sister church bodies

Ministry of Christian Giving

- Administration and staff salaries and office expenses
- Deferred gift counselors' salaries and travel expenses
- Current gift counselors' salaries and travel expenses
- Expenses for counselor training and consultation

Communication Services

- *WELS Connection*, *WELS Connection Close-up*, "Together," partial funding for *Forward in Christ* editorial staff
- *WELS Annual Report*
- *Book of Reports and Memorials, Report to the Twelve Districts, Proceedings*
- Web site content management
- Publication coordination and management

Synod Nominating Committee

Congregation and Ministry Support Group

- Commission on Worship
- Commission on Evangelism
- Commission on Special Ministries
- Commission on Lutheran Schools
- Commission on Youth and Family Ministry
- Commission on Adult Discipleship
- Commission for Congregational Counseling

Synod convention

District ministries

- Costs related to the functions of the districts, their praesidium, and their circuit pastors
- District conventions and other meetings
- District committees

Conference of Presidents

The Conference of Presidents (COP) is composed of the 12 district presidents, elected by their respective districts, and members elected by the synod in convention—the two synodical vice presidents, the synod secretary, and the synod president, who serves as chairman. The COP meets in person four times annually, as well as in monthly teleconferences.

The Conference of Presidents has responsibility in the following areas:

- supervising, maintaining, and strengthening biblical doctrine and practice;
- overseeing the calling process by providing calling bodies with call lists for pastors, teachers, and staff ministers, as well as serving as the committee that assigns ministerial candidates to their first calls;
- working with congregations to care and provide for the physical and spiritual needs of called workers;
- encouraging congregations and individuals in their financial support of the synod, primarily through Congregation Mission Offerings; and
- promoting the synod's mission and ministry in the districts.

The COP also oversees the work of the Congregation and Ministry Support Group, the Ministry of Christian Giving, and the synod's Communication Services office.

Upholding the divinity of the call

The 2011 synod convention dealt with questions and concerns arising from situations in which divine calls have been terminated for non-disciplinary reasons. The COP submitted a report outlining the general principles held regarding the divinity of the call and the need to deal lovingly with those who serve in called positions. That report was adopted by the convention with a resolution encouraging calling bodies to follow those principles as they make decisions about called positions. The COP was also asked to develop a set of guidelines for calling bodies to follow as they are confronted with such decisions. The COP is in process of developing those guidelines and will make them available as soon as they are completed.

The 2011 convention also asked the COP to consider the possibility of an appeals process for those whose positions have been eliminated for financial reasons; these situations will be addressed in connection with the above mentioned guidelines.

Congregation Mission Offerings

The 2011 synod convention noted that each year a number of congregations do not submit subscriptions for Congregation Mission Offerings (CMO) but do send offerings for the work of the synod. Others do not send any offerings to the synod to provide financial support for its work. The convention encouraged every congregation to participate both in submitting CMO commitments and in recognizing the importance of supporting our joint mission through CMO offerings. The district presidents have undertaken to contact such congregations and to encourage them in their participation in CMO.

Translation choices

The Conference of Presidents authorized the appointment of the Translation Evaluation Committee (TEC) in 2010. The assigned task of this committee was to evaluate the NIV 2011 and determine its suitability for use in the synod's publications. The committee was also asked to evaluate other existing translations that might be considered for use. The TEC initially concluded that the NIV 2011 would be suitable for use by WELS and reported that conclusion to the 2011 convention. The convention determined that more time was needed for study before a final decision could be made. The convention directed the TEC to lead an effort to arrive at consensus on translation principles, to continue its work of evaluating translations, and to submit a "final report" to the synod presidium in time for inclusion in the *Report to the Twelve Districts*. The convention also determined that a final decision should be made by an aggregate vote of the delegates at all 12 district conventions in June 2012, based on a ballot to be prepared by the synod presidium. At the time of this writing, the TEC's final report has not yet been completed and the exact form of the ballot has not yet been determined.

At its meeting in January 2012 the COP was informed that some of the issues that had appeared to require a quick decision were no longer applicable. For example, Northwestern Publishing House (NPH) has indicated that it can be flexible in its efforts to produce the *Christ-Light*® curriculum and that a quick decision on a translation may not be necessary. In addition, it has been learned that most NPH publications using the NIV 1984 version could continue to be published well into the future. In addition, the TEC has not had an opportunity to study other translations as extensively as it did the NIV 2011. For these reasons, the COP discussed whether it may want to encourage providing districts with the option to support a delay in the decision. All these matters will be clearer as the time for district conventions draws closer.

The synod convention also directed that another committee be appointed to investigate the feasibility and desirability of producing a new translation by confessional Lutherans. This Translation Feasibility Committee (TFC) was also given the task of determining the feasibility of producing a study Bible if the NIV 2011 is chosen. The TFC began its work in fall 2011 and will report its progress to the districts in 2012.

Guidelines for memorials to the synod

The synod presidium (the synod president and the two vice presidents) has the responsibility to review all memorials submitted for consideration by a synod convention and to determine which memorials will be forwarded to the convention for consideration. Memorials can be submitted by constitutional entities such as districts, conferences, circuits, associations, or individuals. In the future, memorials submitted by individuals will be considered only if signed by three or fewer individuals. This will assure that the presidium can contact the author(s) if there are questions about the memorial. If a memorial has the support of a larger group of people, those supporters can submit letters of support to the convention floor committee handling the memorial.

WELS-Canada

Even though WELS congregations in Canada are currently members of four WELS districts, they have for some time been organized as “WELS-Canada” in order to work together in providing mutual encouragement and support as they carry out their ministry in Canada. WELS-Canada elects its own president and chooses other individuals to assist in overseeing financial and other ministry matters.

WELS-Canada has expressed its desire to become a fully independent church body in fellowship with WELS at some time in the future. Prior to full independence, WELS-Canada is considering interim steps toward that goal. One possibility is that WELS-Canada would become a mission district of WELS, giving it greater input into decisions affecting missions and their ministry.

WELS-Canada is working closely with the presidents of the districts that would be affected by any change in status.

MLC early childhood center

The Conference of Presidents gave approval to Martin Luther College (MLC) to work with the Ministry of Christian Giving to gather funds for construction of an early childhood center. This will not be a synodwide offering seeking support of congregations, but will rather seek gifts from individuals who desire to support the project.

Task Force on Lutheran Schools

As directed by the 2011 synod convention, the COP appointed a Task Force on Lutheran Schools. The purpose of the committee is to study and recommend ways for our synod to strengthen its system of Christian education on all levels. The committee began its work in January 2012 and will report to the 2013 synod convention. Committee members include Teacher Steve Granberg (chairman), Teacher Timothy Mueller, Teacher Scott Schmudlach, Prof. Robert Klindworth, Pastor Phil Sievert, Pastor Phil Huebner, Teacher Dawn Aswege, and Teacher Linda Martens.

Time of Grace

The convention last summer acknowledged that the situation with Time of Grace and its status as a “Recognized Service Organization” (RSO) of the Lutheran Church–Missouri Synod (LCMS) was a source of some concern and confusion. The convention encouraged Time of Grace in its ministry of gospel proclamation; at the same time it expressed support for the Southeastern Wisconsin District presidium in its continuing efforts to bring the matter to a God-pleasing resolution.

The Southeastern Wisconsin District presidium reported its progress to the COP in October 2011. On the basis of conversations with Time of Grace and the LCMS official in charge of RSOs, the Southeastern Wisconsin District presidium reported to the COP that it determined that the relationship was not a violation of fellowship principles, since the LCMS and Time of Grace understood the wording in the RSO definition to mean something different than

the words say. It was the understanding of Time of Grace that the publicly stated requirements for an RSO to be in agreement with LCMS doctrine and practice and to commit to fostering the mission and ministry of the LCMS did not really mean what a WELS person would understand the words to mean, and that the LCMS was making no requirements of Time of Grace to alter its message to conform in any way to LCMS doctrinal positions.

In spring 2012, the Southeastern Wisconsin District presidium, along with President Mark Schroeder, met with leaders of the Lutheran Church–Missouri Synod to clarify how the LCMS defines and understands the Recognized Service Organization status. The LCMS explained that the published guidelines defining the relationship are intended to be used by the LCMS in evaluating organizations for this status and that the guidelines do not require an organization to change its message or its program to comply. It was this understanding that led Time of Grace and the presidium of the Southeastern Wisconsin District to conclude that the RSO status did not represent a violation or compromise of biblical fellowship principles.

The LCMS officials also reported that they are currently in the process of reviewing the entire RSO program with the intention of developing new requirements and guidelines. From what was said, the new guidelines may include requirements that would make it no longer possible for a WELS organization to have RSO status. Once those requirements have been adopted, Time of Grace has indicated that it will evaluate what is being required and take the appropriate steps.

Every member visit

The “In Christ Alone” long-range plan calls for an every member visit to be conducted in every congregation. Plans for this effort are now being developed under the guidance of First Vice President James Huebner.

Free conferences

A recent development has been the holding of free conferences as a way to work toward unity in the visible church based on true teaching. The COP has expressed support for such free conferences, assuming that they are conducted outside the realm of fellowship, and that, in keeping with their historical use, the goal is to bring about doctrinal clarity, clear up misunderstandings, and give a forum for the presentation of God’s truth.

With thanks

Two members of the COP will be concluding their service on the COP in June 2012. Rev. Vilas Glaeske, who has served as the president of the South Central District since 1983, has indicated that he would decline to be nominated for another two-year term. Rev. Joel Petermann, serving the North Atlantic District since 2004, has accepted a call to serve as president of Michigan Lutheran Seminary. We thank our gracious God for the faithful service of these men and ask God’s blessings on their continuing ministry.

Rev. Mark Schroeder, reporter

Rev. Mark Schroeder, president and chairman
Rev. James Huebner, first vice president
Rev. Joel Voss, second vice president
Rev. Robert Pasbrig, secretary
Rev. Jon Buchholz, Arizona-California District
Rev. Charles Degner, Minnesota District
Rev. Douglas Engelbrecht, Northern Wisconsin District
Rev. Vilas Glaeske, South Central District
Rev. John Guse, South Atlantic District
Rev. Theodore Lambert, Pacific Northwest District
Rev. Peter Naumann, Dakota-Montana District
Rev. Joel Petermann, North Atlantic District
Rev. Herbert Prahl, Western Wisconsin District
Rev. David Rutschow, Southeastern Wisconsin District
Rev. John Seifert, Michigan District
Rev. Earle Treptow, Nebraska District

WELS Support Committee

Our calling

The Support Committee has been established by the synod to carry out Christ's love for the faithful servants of the church who are now retired but do not have the financial resources to meet normal living expenses. The committee works to identify those individuals and/or their surviving spouses that have need and provide them with the level of financial support that allows them to live with dignity and in reasonable comfort. Requests for support need to be made and approved in order for assistance to be provided. Application forms are used to determine the level of need when requests are made.

The following considerations affect the financial assistance the Support Committee provides.

- The fund is not an entitlement program.
- The fund is not an extension of the synod's pension plan. The financial assistance received is a charitable gift from the synod to those in need.
- The fund is not established to provide temporary assistance for those who resign from the ministry.
- The fund does not grant financial assistance to those who need assisted living and nursing home care.
- The fund is not intended to be the main source of income. Assets and other means of income are expected to be used first, with Support Committee income supplementing those resources.

Our current situation

The committee is composed of five district first vice presidents of WELS with Pastor Mark Lindner of Janesville, Wis., serving as chairman. The first vice president in every district is the contact person for the Support Committee. The Support Committee looks to local pastors, circuit pastors, and district officers to be alert to possible circumstances of need on the part of retired called workers or their surviving spouses living in their district. These pastors inform the retired called worker/spouse needing help of the possibility of receiving financial assistance from the Support Committee and, if needed, communicate the situation also to the chairman of the Support Committee. In 2010 there were 32 family units throughout the synod receiving support. The amount budgeted to provide support for these family units was an expenditure of \$255,000 for the year. Sometimes during the course of a year, new requests are made to the Support Committee. Because of budgetary constraints, the Synodical Council was only able to approve a budget for 2011 of \$250,000. We thank our Lord for enabling our synod to take care of all those who needed assistance in 2011.

Looking ahead

The Support Committee continues to provide assistance to retired called workers and/or their surviving spouses as long as synod finances make it possible. At the beginning of 2012 there were 29 family units receiving support, calling for a monthly expenditure of \$22,154, and an annual budget for approved requests of \$265,848. The Support Committee budget is no longer able to cover the cost for subscriptions to *Forward in Christ*, *Meditations*, and *Wisconsin Lutheran Quarterly*. The Support Committee thanks Northwestern Publishing House for covering the costs of these subscriptions in both 2011 and 2012 to provide support recipients with the periodicals requested.

Rev. Mark Lindner, reporter

Rev. Mark Lindner, chairman

Rev. Douglas Free

Rev. Paul Naumann

Rev. John Steinbrenner

Rev. Donald Tollefson

Commission on Inter-Church Relations

Our calling

The WELS Constitution directs the Commission on Inter-Church Relations (CICR) to “serve under the Conference of Presidents by representing the synod in doctrinal discussions with other church bodies who are, or are not, in fellowship with the synod in order to ‘extend and conserve the true doctrine and practice of the Evangelical Lutheran Church’ ” and to “keep itself informed on the doctrinal trends in other church bodies.”

To carry out its calling, the CICR meets twice each year as a commission, including regular meetings with the Doctrine Committee of the Evangelical Lutheran Synod, for theological discussion, information sharing, and mutual encouragement. The CICR has also assisted individuals and churches that are seeking to take confessional Lutheran stances around the world. Finally, commission members stay abreast of happenings in other Lutheran church bodies around the world through periodical reading and with visits to several church conventions, conferences, and symposia.

Our current situation

The Evangelical Lutheran Synod

The Evangelical Lutheran Synod (ELS) is WELS’ American sister synod, with which WELS has been in fellowship since the Evangelical Lutheran Synod’s organization in 1918. Presently the ELS has about 20,000 souls in about 130 congregations.

Pastor Steven Lange attended the ELS convention in June 2011 as an official WELS observer. The convention adopted this vision statement for the ELS: “In the next five years, we will learn to more faithfully engage others with Jesus,” along with eight strategic plan goals proposed by the Planning and Coordinating Committee to carry out this mission. The convention also adopted some changes to the synod’s synodical structure in order to streamline its administration. A resolution to move from annual to biennial conventions was defeated.

The ELS Doctrine Committee and the CICR met in September 2011. Participants discussed an 1884 Synodical Conference essay by Professor C.F.W. Walther entitled “Church Fathers and Doctrine.” The essay and ensuing discussion gave participants an opportunity to clarify the relationship between the Holy Scriptures, our Lutheran Confessions, and church fathers and to better understand their appropriate use in theological discussions, especially in times of controversy. Everyone agreed that the Holy Scriptures hold the preeminent position as the only source of divine doctrine but that a faithful and honest use of our Lutheran Confessions is also entirely appropriate and beneficial, especially in inter-Lutheran theological discussions. Other issues discussed included the matter of Bible translations, worship practices, free conferences, the termination of divine calls, and our sister churches in the Confessional Evangelical Lutheran Conference (CELC).

Baltic and Eastern Europe

WELS’ sister churches in Ukraine and Latvia continue to face several challenges in their gospel ministry, especially economic. The bishop of the Ukrainian Lutheran Church (ULC), Pastor Slavik Horpynchuk, attended the 2011 WELS convention as a special guest, and the gospel work being done by the ULC was highlighted in the October 2011 *WELS Connection*. After several years of unrest in the Confessional Lutheran Church in Latvia (CLCL) due to inter-church strife, this small group of faithful Lutherans has managed to establish a measure of peace in its circles. The CICR maintains direct contact with confessional Lutherans in these regions through its contact man, Pastor Jon Balge.

Scandinavia

The CICR continues to promote contact and communication with sister churches in Sweden, Norway, and Finland. That work is especially carried out through the CICR contact man to Scandinavia, Pastor John Vieths. Annual trips provide him with an opportunity to preach, present essays and workshops, and strengthen the bonds of Christian fellowship through personal contact.

The Lutheran Confessional Church in Sweden (LBK) has been wrestling with the doctrine of church fellowship in recent years. A committee from the Stockholm congregation was assigned to resolve differences that had arisen over the issue within their congregation. The CICR appreciates the committee’s efforts to foster an attitude of brotherhood

and love with those inside and outside the congregation. However, work remains in clarifying the positions of various participants in the controversy. The LBK has also recently published worship materials similar to a hymnal supplement, which have been generally well received.

WELS' sister church in Finland, the Lutheran Confessional Church in Finland (SLT), continues to reach out to independent groups in that country for doctrinal discussions in the hope of establishing church fellowship ties, though success has been limited especially by differing positions on the doctrines of church and ministry.

Germany

The Evangelical Lutheran Free Church of Germany (ELFK) is a church body of roughly 1,500 members with about 40 congregations and preaching stations. Pastor Martin Wilde serves as president.

On Sept. 10, 2011, the ELFK celebrated the tenth anniversary of Martin Luther Schule in Zwickau. The school started with 15 children and now has 150 students in attendance. There are eight classes in four grades. Forty new pupils were admitted this past August.

The ELFK Theological Committee has recognized "unity in doctrine" with a congregation in Würzburg, the Freie evang.-luth. Stadtgemeinde (FELS). An official declaration of fellowship is still pending.

The seminary in Leipzig opened the school year with six students, five from the ELFK and one from Norway. MLC graduate Jacob Haag spent last year studying at Leipzig and is now a junior at WLS. The Leipzig seminary charges no tuition. The seminary program encompasses seven years of study.

A new youth/outreach Web site for the ELFK has been developed: www.totalunegal.de. The site contains devotions, a Q & A section, and announcements of youth activities sponsored by the ELFK. This Web site is an example of the ELFK's efforts to reach out to the lost in a society where it is so difficult to do gospel outreach.

The CICR, through its Germany contact man, seeks to maintain and strengthen the ties of fellowship between WELS and the ELFK. Prof. John Brenner is currently serving as contact man.

The Confessional Evangelical Lutheran Conference

The Confessional Evangelical Lutheran Conference (CELC) consists of confessional Lutheran church bodies throughout the world, including WELS. CICR members have consistently participated at CELC triennial meetings through their attendance and through their service as elected officers of the conference.

More than 100 registered delegates and visitors representing 33 different countries attended the Seventh Triennial Convention of the CELC in New Ulm and Mankato, Minn., June 4–6, 2011. Pastor Davison Mutentami, representing the Lutheran Church of Central Africa (Zambia), offered a keynote essay titled "The Mission of the Church." During the three-day convention, delegates voted to approve full or associate membership to three new churches: All Saints Lutheran Church of Nigeria, the Lutheran Confessional Church–Norway, and the East Seoul Canaan Church of South Korea. The convention also resolved to accept the invitation of the Evangelical Lutheran Synod of Peru to hold the 2014 convention there. This will be the first time that the convention has been held in South America. In 2012 regional conferences are scheduled to be held in Africa (Lusaka, Zambia) and Europe (Porto, Portugal).

Several new officers began service for the CELC at the 2011 convention. Rev. Daniel Koelpin (WELS) was installed as the new president and Prof. Michael Smith (ELS) as the new vice president. Elected to the Planning Committee were Pastor Michael Duncan (WELS) and Pastor Steven Petersen (ELS). Prof. John Brenner (WELS) has joined the Theological Commission, replacing Prof. Lyle Lange (WELS) who completed 15 years of service.

Free conferences

A free conference is a gathering that individuals attend, not as representatives of their church bodies, to discuss doctrinal and practical issues of the day. They are historically conducted outside the framework of fellowship (no joint devotions or prayers). In keeping with their historical use by American Lutherans, they have the goal of bringing about doctrinal clarity, clearing up misunderstandings between Lutheran church bodies, and giving a forum for the presentation of the truth of Holy Scripture and the Lutheran Confessions. Three free conferences of note took place in 2011–12.

In May 2011 President Mark Schroeder presented a paper entitled "Walking Together with Jesus: Church Fellowship and Its Implications for Confessional Lutherans" at the Emmaus Conference in Tacoma, Wash., with ELS President John Moldstad and Lutheran Church–Missouri Synod President Matthew Harrison reacting. In February 2012

President Harrison presented a paper at the Emmaus Conference entitled “The History and Prospects of Free Conferences” with Presidents Moldstad and Schroeder reacting. In November 2011, a Lutheran Free Conference was held at Martin Luther College with several WELS theologians participating. Prof. Mark Braun from Wisconsin Lutheran College, Milwaukee, read an essay by noted church historian Mark Noll titled “Is there any genuine Lutheranism left in American Lutheranism?” In addition, Prof. John Brug from Wisconsin Lutheran Seminary, Mequon, Wis., spoke on “Luther’s Doctrine of the Word: The Incarnate Word in the Written Word.” Prof. Joel Fredrich from Martin Luther College also reacted to one presentation. Attendees expressed great interest in pursuing additional free conferences in the future.

Convention observers

Commission members attend the conventions of several Lutheran church bodies. This enables the CICR to have first-hand information on churches within and outside WELS’ fellowship. Such visits also help other church bodies “put a face” with WELS.

CICR liaisons

In response to a request from the WELS Board for World Missions (BWM), the CICR initiated contact with WELS’ sister churches in Puerto Rico and Indonesia as these churches are moving from mission status funded by the BWM to the status of independent churches not funded or served by the BWM. This service involves the use of liaisons recruited by the CICR. The CICR liaison for Puerto Rico is Pastor Timothy Satorius and the liaison for Indonesia is Pastor Thomas Glende.

In addition, CICR member Prof. Kenneth Cherney is serving as a liaison to the Lutheran Church of Portugal, with whom WELS declared fellowship at the 2007 synod convention. Of special note, Pastor Antonio Canoa has been added to the pastoral roster and is currently serving the Lisbon group.

CICR Special Funds

The CICR oversees five special funds to cover our contact expenses and help sister churches in specific areas. The funds are the Baltic Eastern Europe Fund, Germany Support Fund, Portugal Fund, Puerto Rico Fund, and the Scandinavia Fund. Gifts may be sent to the Synod Administration Building, 2929 N Mayfair Rd, Milwaukee WI 53222.

A look ahead

This year CICR personnel will serve as convention observers in various places. Plans call for Pastor Thomas Jeske to attend the convention of the Church of the Lutheran Confession, and Pastor Steven Lange, the convention of the Evangelical Lutheran Synod. We see attendance at these gatherings as opportunities to express interest in what is happening in other churches and to keep ourselves informed about events and activities in their midst.

CICR contact men will make field visits to their specific areas of responsibilities as they can.

Finally, CICR personnel will continue monitoring more than 20 Lutheran publications to stay informed on the Lutheran scene in North America and around the world.

Rev. Peter Prange, reporter

Prof. Thomas Nass, chairman
Pres. Paul O. Wendland, vice chairman
Rev. Peter Prange, secretary
Rev. Jonathan Balge
Prof. John Brenner
Prof. Kenneth Cherney Jr.
Rev. Thomas Jeske
Rev. Steven Lange
Rev. Peter Prange
Rev. John Vieths
Rev. Keith Wessel

Advisory:

Rev. James Huebner, first vice president
Rev. Mark Schroeder, president

Ministry of Christian Giving

Our calling

WELS Ministry of Christian Giving's mission statement sums up well what this ministry is all about: "WELS Ministry of Christian Giving (MCG) encourages members to excel in the grace of giving (2 Corinthians 8:7) and assists them in making planned gifts to their congregations, synod, and WELS agencies." The MCG assists the Conference of Presidents (COP) with its responsibility to fund the synod. It assists by providing support information and encouragement for Congregation Mission Offerings to the district presidents, circuit pastors, and Ministry of Christian Giving district chairmen. The MCG also oversees 16 Christian giving counselors who serve the 12 districts of WELS. In addition, the MCG mails and e-mails periodic appeals to those who have made direct gifts to WELS and any who might be interested in making a direct gift to WELS.

Our current situation

This past year, 2011, has been a time of personnel change in the Ministry of Christian Giving. Ms. Jan Lampe, who worked for the synod for 34 years, retired at the end of October. Ms. Karen Martinez moved from being the WELS receptionist and part-time worker for the MCG to serving the MCG full time as an administrative assistant. Mr. Neil Scriver, who had served the Southeastern Wisconsin District as a semi-retired deferred counselor, fully retired June 30. Scriver's replacement, Mr. Jim Schwartz, began his service to our synod Jan. 1, 2012. Mr. Tom DeWitz, who had served the western portion of the Western Wisconsin District as a semi-retired deferred counselor, fully retired Sept. 30. Dewitz's replacement, Mr. Harold Mears, began his service as a semi-retired deferred counselor Oct. 1. Mr. Arnie Nommensen, who had served the South Central District and northern portion of the Northern Wisconsin District as a semi-retired deferred counselor, fully retired on Dec. 31. Nommensen's replacement, Pastor Rich Kogler, began his service as a full-time deferred counselor in the South Central and Arizona-California Districts on Oct. 1. Pastor Dave Dolan, who had served the northern portion of the South Atlantic District, all of the South Central District, and Southeastern Wisconsin District, retired on Dec. 31, and entered into a semi-retirement call on Jan. 1, 2012, serving the Southeastern Wisconsin District. Mr. Vern Caulk began his service to WELS as the current counselor for the South Central and Arizona-California Districts on Nov. 16.

In 2011 the MCG played a role in the launch of an improved online giving system on the synod and ministerial education school Web sites. The new system corresponds with a centralized database to improve the synod's processing of online transactions and users' access to their information.

A look ahead

The coming year presents the MCG with many interesting opportunities: training four new employees with different skill sets and responsibilities; expanding the use of the capabilities of the online donations system; utilizing the circuit pastor system to better communicate with and encourage congregations to support the work of WELS; striving to train, in collaboration with WELS Foundation, any development person who serves a WELS organization; and calling a new director of Christian Giving in preparation for Pastor Dave Liggett's retirement as director at the end of December.

The Ministry of Christian Giving is privileged to serve you by helping to fund the ministry of WELS. As you will read elsewhere in this report, the MCG is happy that these gifts in response to Christ's love are helping us as a synod to fulfill our calling of proclaiming the gospel to more and more people.

Rev. Dave Liggett, reporter

Mr. Mark Handeland

Rev. Kevin Schultz

Mr. Robert Trojan

Mr. Robert Tupper

Mr. Jerry VonDeylen

Mr. Dennis Walters

Advisory:

Rev. Dave Liggett

Communication Services

Our calling

Communication Services exists to assist the Conference of Presidents in communicating WELS' mission to the members of the synod. It is responsible for a clear and consistent communication of the synod's mission from the synod's national offices—and for exploring, supporting, and expediting innovative media usage, shared communication, and similar improvements on a continuing basis for WELS ministries and congregations. It is also responsible for reviewing and authorizing all new communications originating in the synod's national offices.

Current staffing includes:

- one full-time communications director,
- one full-time managing editor for *Forward in Christ*,
- one full-time Web content manager,
- one full-time communications specialist, and
- one part-time communications project manager.

Our current situation

Hired in March 2012, the new WELS communications director is Mr. Lee Hitter, who has experience in many facets of communication as the former news director of a television network in Green Bay, Wis. Hitter and the rest of the Communication Services staff are focused on working on the synod's major communications initiatives. The most important initiative is to coordinate the various WELS communications platforms so that they have a single, recognizable look and feel. The department's goal is also to layer key communications, in other words, to address key topics simultaneously across main communication channels, including:

- *WELS Connection*, the monthly video production viewed in more than eight hundred congregations;
- WELS Connection Close-up, the print companion piece to the video presentation;
- mailed monthly appeals from the Ministry of Christian Giving;
- *Forward in Christ*, WELS' official monthly publication with a print run of more than 42,000;
- "Together" e-newsletter, e-mailed to more than 5,100 called workers and about 3,900 laypeople—more than three hundred congregations also use the print version; and
- www.wels.net—the synod's official Web site averaging more than 40,000 unique visitors monthly.

WELS members should notice the same topics being discussed from different angles in each of these platforms each month. Communication Services' goal is to work with each area of ministry to identify their priorities—and then to communicate these priorities to laypeople and called workers alike through this cross-promotional strategy.

One of the new communication platforms introduced in 2011 is WELS Connection Close-up. It's designed as a worship-folder insert and intended to reinforce the video presentation by giving every member something to take home—something that helps continue the conversation and provide a call to action. Copies are provided to each subscribing congregation; the necessary funding was included in the Communication Services budget for the biennium.

The 2009 Ad Hoc Commission also recommended that Communication Services explore the use of online social networking in carrying out the synod's mission. In May 2010, Communication Services launched the WELS Facebook page www.facebook.com/welslutherans. It has already attracted more than 10,000 fans. The Facebook page is now the second leading source of traffic to www.wels.net and has proven to be a popular forum for laypeople to discuss content on the Web site, to support each other in their walk of faith, and to share their faith with others.

Communication Services continues to promote the use of the WELS identity, symbolized by the WELS logo and tagline "Christ's Love, Our Calling," among congregations and other synod-affiliated organizations. It is only through widespread, consistent use that this branding will become recognizable, and in turn valuable, to all synod entities.

A look ahead

Communication Services remains committed and able to continue developing content for all other essential internal communication tools, including

- *Report to the Twelve Districts*,
- *Book of Reports and Memorials*,
- *Proceedings*—the official record of each synod convention,
- live video streaming and reporting of convention proceedings, and
- *WELS Annual Report*.

Mr. Lee Hitter, reporter

Congregation and Ministry Support Group

Our calling

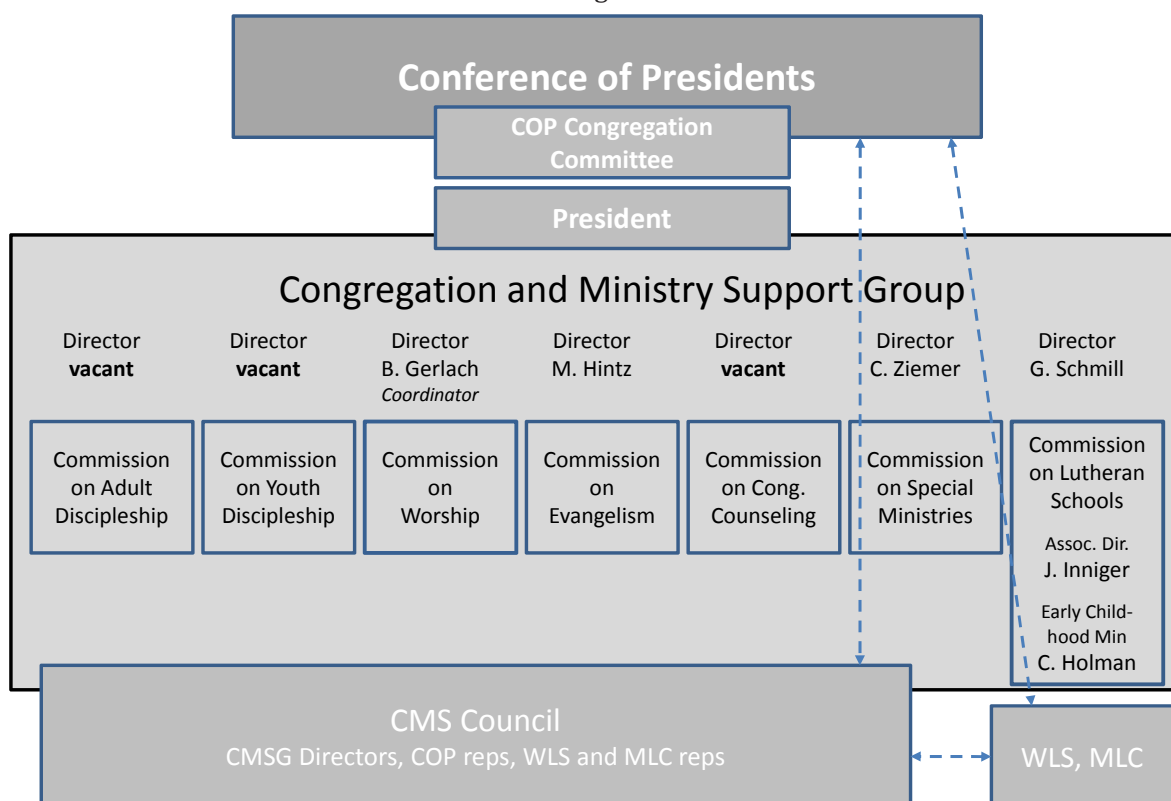
Budgetary realities since 2009 have required a downsized Congregation and Ministry Support Group (CMSG) with continued vacancies in some positions. In 2012 there are six people serving in called CMSG positions, down from 11 in 2009. This includes the new national coordinator for early childhood ministry, a position prioritized by the Conference of Presidents (COP) and filled in July 2011.

The Parish Assistance (PA) program ended in June 2010. The COP, following the input of a committee formed to recommend how congregational needs will be met without PA, established the Commission for Congregational Counseling (CCC) and appointed Pastor Jon Hein as chairman. Due to limited funding, the budget includes no director for CCC and only limited program funds.

The Commissions on Adult Discipleship and on Youth and Family Ministry also continue their work without directors and without synod subsidy support. They rely on dwindling special funds to carry on limited programs.

The CMSG budget does not include funds to fill any vacancies in the current biennium. The 2011 convention approved “Program priorities if funding becomes available” (*Proceedings*, pp. 75,76). Funding for a CCC director appeared in Tier 3. In February 2012 the Synodical Council (SC) accepted a COP recommendation to move the CCC director to Tier 1.

The current structure of the CMSG is shown in the following chart.



While the CMSG is significantly downsized and unable to deliver the same level of services as in the past, each unit still strives faithfully and creatively to serve congregations, schools, and their leaders. The unit reports that follow give some of the details of this service in the cause of our Lord Christ and his kingdom.

A look ahead

Along with the guidance provided to the directors by their commissions, guidance and coordination of CMSG program and priorities come in part from the Congregation and Ministry Support Council (CMSC), a group formed by the COP. The CMSC is chaired by First Vice President James Huebner and includes CMSG directors, three COP representatives (members of the Mission and Ministry Committee), Board for Ministerial Education representatives (Wisconsin Lutheran Seminary and Martin Luther College presidents, along with heads of continuing education), and WELS President Mark Schroeder.

The CMSG has been working on various stronger partnerships, as envisioned by the Ad Hoc Commission and by the 2009 synod convention. In the time that has passed since 2009, this work in progress seeks to answer these questions:

- How can the CMSG better serve alongside district presidents and a revamped circuit pastor system?
- How can district presidents encourage better usage of CMSG resources and programs?
- How will the CMSG be a part of the growing emphasis on continuing education of called workers and pursuit of excellence in our parishes and schools?

For additional information, contact Pastor Bryan Gerlach, 414-256-3265 or bryan.gerlach@wels.net.

Rev. Bryan Gerlach, reporter

Congregation and Ministry Support Council:

Rev. James Huebner, chairman and WELS first vice president

Teacher David Bauer, Martin Luther College

Rev. Charles Degner, Conference of Presidents

Rev. Bryan Gerlach, coordinator of the CMSG and director of WELS Commission on Worship

Prof. Rich Gurgel, Wisconsin Lutheran Seminary

Rev. John Guse, Conference of Presidents

Rev. Mike Hintz, director of WELS Commission on Evangelism

Teacher Jeff Inniger, associate director of WELS Commission on Lutheran Schools

Rev. Ted Lambert, Conference of Presidents

Rev. Peter Naumann, Conference of Presidents

Teacher Greg Schmill, director of WELS Commission on Lutheran Schools

Rev. Carl Ziemer, director of WELS Commission on Special Ministries

Advisory:

Rev. Paul Prange, administrator of WELS Board for Ministerial Education

Rev. Mark Schroeder, president

Pres. Paul O. Wendland, Wisconsin Lutheran Seminary

Pres. Mark Zarling, Martin Luther College

Appendix: Institute for Worship and Outreach

The Institute for Worship and Outreach (IWO) works under the auspices of the Conference of Presidents to assist and encourage pastors as they strive for excellence in public worship and mission outreach. The IWO is a group of WELS pastors who have become convinced, on the basis of study and ministry experiences, that worship forms and outreach methods can and must intersect confessionally and evangelically in efforts to proclaim the gospel of Jesus. With this perspective, they have come together to foster a unified philosophy of worship and outreach in WELS and to be a resource for pastors as they reach out to the lost with the gospel of Jesus in public worship.

The IWO carries out the following functions:

- **Publishing:** The institute publishes papers, articles, and blogs at www.worshipandoutreach.org.
- **Studying:** The institute is committed to an ongoing study of methods, practices, and customs that concern especially the interaction of worship and outreach. The institute assembles periodically and invites other WELS pastors to participate in the studying process.

- Training: Through resource development, program content, and publishing, the institute will assist pastors interested in developing an overall strategy of outreach that includes an emphasis on public worship.
- Consulting: When invited, members of the institute will work with individual pastors and/or groups of pastors to offer advice and counsel concerning specific challenges on the field.

During the past two years the IWO has presented to six districts; the Wisconsin Lutheran Seminary Symposium; Martin Luther College Evangelism Day; Wisconsin Lutheran Seminary Mission and Ministry; and the National Conference on Worship, Music, and the Arts. The members of the IWO are thankful for a Thrivent grant to help cover the costs during challenging financial times.

Rev. Jonathan Schroeder, reporter

Rev. Jonathan Schroeder, moderator

Rev. Jonathan Hein, co-moderator

Rev. Jonathan Bauer

Rev. Aaron Christie

Rev. Donn Dobberstein

Rev. Michael Geiger

Rev. Bryan Gerlach

Rev. Michael Hintz

Rev. James Huebner

Prof. Daniel Leyrer

Rev. Adam Mueller

Rev. David Scharf

Rev. Michael Schultz

Rev. John Steinbrenner

Rev. Nathan Strutz

Prof. James Tiefel

Rev. Earle Treptow

Rev. Chuck Westra

Rev. Jon Zabell

Commission on Lutheran Schools

Our calling

God's command to us as Christians continues to be clear: "Let the little children come to me, and do not hinder them, for the kingdom of God belongs to such as these" (Luke 18:16). The mission statement of the Commission on Lutheran Schools (CLS) is also clear: "To guide and assist congregations in advancing the gospel of Jesus by providing resources, training, and personal assistance for starting and strengthening Lutheran schools." It is with these two statements in mind that the CLS works to assist the synod's early childhood ministries (ECM), Lutheran elementary schools (LES), area Lutheran high schools (ALHS), and preparatory schools. The CLS helps congregations and schools welcome children and young adults into the Savior's waiting arms through the schools' outreaching and nurturing ministries.

Our current situation

The commission has historically provided resources, training, and personal assistance in a wide variety of ways:

- Serving as a visible link between 3,000 called workers and their church body through participation in various teachers' conferences and school visits throughout the synod.
- Developing approximately 350 call lists per year on behalf of the 12 district presidents.
- Managing personnel and statistical data for more than 3,000 teachers and 500 schools.

- Providing personal and electronic consulting with principals, directors, teachers, schools, and congregations to assist them with basic questions, legal questions, planning efforts, problem solving, and conflict resolution.
- Facilitating formative and summative assessments of directors, teachers, and principals.
- Facilitating the induction and mentoring of new teachers and principals.
- Accrediting 10 to 20 schools each year through a nationally validated, intensive self-study and site-visit process.
- Publishing a weekly electronic news bulletin, the CLS E-news.
- Encouraging new school leaders from the ranks of experienced teachers.
- Developing and hosting district, regional, and national conferences for teachers and school leaders.
- Producing Bible studies, handbooks, planning guides, and video resources.
- Providing onsite consulting services to congregations desiring to start or strengthen children's ministries.
- Developing promotional materials to assist schools in raising the congregation's and community's awareness of the school's mission to proclaim Christ through full-time Christian education
- Representing WELS schools to the general public through interaction with the National Council on Private School Accreditation, the Council for American Private Education, the United States Department of Education, and various other state and national education agencies and organizations.
- Developing partnerships with district school coordinators, Northwestern Publishing House, Martin Luther College, and many others to strengthen the instruction, materials, and curriculum within our schools. A list of resources is at connect.wels.net/lutheran-schools.
- Providing personal support of our schools through three called staff (Director Greg Schmill, Associate Director Jeff Inniger, and National Coordinator of Early Childhood Ministries Cindi Holman) and two support staff (Rachel DiGiorgio and Tierney Arndt).

During the last year, key areas receiving attention from the CLS included the following:

• **The growth of WELS early childhood ministries (currently numbering more than ten thousand students):**

The desire of the CLS to better serve our WELS early childhood ministries resulted in the recommendation to the Conference of Presidents that they establish the position of national coordinator of WELS early childhood ministries. Teacher Cindi Holman began serving in this role in July 2011. Through the ministry of this national coordinator, the CLS's ability to provide support and resources for early childhood ministries is greatly improved. These early months for this new position have been filled with listing and prioritizing goals; building relationships with early childhood personnel all over the synod; and supporting congregations, preschools, and child care centers with encouragement and resources. The early childhood district coordinators have been meeting monthly and are working on communication, resources, and ways to use early childhood as an evangelism opportunity. A task force is working on updating and revising Building Blocks, a tool designed to assist congregations and schools in establishing an early childhood ministry or evaluating and improving a current early childhood ministry.

WELS Lutheran Schools Enrollment by Level, 2007–2012

	<i>2007–08</i>	<i>2008–09</i>	<i>2009–10</i>	<i>2010–11</i>	<i>2011–12</i>
<i>Early childhood</i>	9,567	9,823	9,600	10,019	10,725
<i>Elementary</i>	25,712	25,289	24,597	24,300	24,644
<i>High school (ALHS)</i>	5,847	5,816	5,510	5,577	5,600

• **The continued decline in the number of Lutheran elementary schools (now at 324, down from 345 in 2006–07) and the recently reversed decline of enrollments in both LES and area Lutheran high schools:** While we pause to thank the Lord for the increase in enrollments reported to CLS, we continue our school-support efforts, which include increasing awareness of the critical issues affecting our schools; working to enhance the quality of instruction and leadership (WELS STEM); encouraging the accreditation of schools; developing materials to help increase faculty, parent, and congregation understanding of why our schools are important; providing limited on-site consulting through Forward with Lutheran Schools program.

• **The ongoing necessity of the Supplemental Contribution program:** Schools are currently asked to contribute \$4.00 per high school student and \$7.50 per elementary and early childhood student. Current numbers indicate that approximately 40 percent of WELS schools participate in the program. This includes 177 Lutheran elementary schools (54 percent), 14 Lutheran high schools (52 percent), and 8 stand-alone early childhood ministries (.05 percent). The program has provided approximately \$140,000 to support ministry to Lutheran schools. The funds have been allocated approximately as follows: \$6,000 for CAPE membership, \$12,000 for *Parents Crosslink* subscriptions, \$16,000 for STEM work, and \$18,000 for Learn360. Additional funds are allocated for salaries and office expenses, district ministry to schools, and for enhancing the Continuing Education for Called Workers efforts for WELS teachers.

• **Overall funding for the Commission on Lutheran Schools:** There has been significant fluctuation in synodical financial support for the CLS. At the beginning of this decade, the CLS's synod allocation was approximately \$450,000; in 2008–09 the allocation was \$250,000. In 2009–10 the allocation was approximately \$128,000, which was less than 1 percent of the synodical budget. The remaining funding for the national office came from school contributions, grants, and the use of special funds. Progress toward the goals of enhancing and delivering programming that is vital for strengthening schools and reversing enrollment trends was slowed or stopped by the limited funding available to the CLS. Beginning in 2010–11 and due to reallocation of CMSG funds, there was a significant increase to synodical financial support for the CLS to about \$214,000. With the addition of the national coordinator of early childhood ministries beginning in July 2011, the support for the CLS ministry rose to approximately \$300,000 in 2011 and should be approximately \$315,000 in 2012.

• **The WELS School Accreditation (WELSSA) program:** During the past two years, 31 schools hosted onsite visits. Ten schools received their initial accreditation in September 2011. Fourteen more schools plan to receive their initial accreditation in September 2012. This will bring the total number of WELSSA accredited schools to 93 during the first eight years of the program's existence. Another 22 schools are in the early stages of the process. WELSSA offers a separate self-study process for early childhood, elementary, and high schools. Newly revised standards for the elementary school level are now available.

• **The priorities of the CLS:** For the last decade, Challenge 2010 has served as the vision for the Commission on Parish Schools, now called the Commission on Lutheran Schools. With the arrival of 2010, it was decided not to produce a Challenge 2020 document but rather to establish clear priorities for the CLS office and to revisit those priorities every six months and adjust as needed. One of the greatest challenges facing CLS is holding to those established priorities and not doing ministry and providing resources that have not been identified as priorities. This is especially difficult considering the many challenges and opportunities for our school ministries and the lack of full-time agencies to help with onsite consulting/coaching and the strengthening of the families and youth of our congregations.

• **Forward with Lutheran Schools:** This ministry, which had been part of Parish Assistance, has been incorporated into the CLS. Forward with Lutheran Schools has continued to work to provide personal, onsite consulting services to congregations that desire to begin new children's ministries and also to congregations that desire to strengthen their schools through the Second Wind program. Through the use of part-time lead consultants and associates, the program has served some of the congregations that have requested help during the past year; however, the defunding of a full-time Forward with Lutheran Schools consultant position has greatly limited the availability of services and is resulting in onsite consultation not being available to all who seek it. Keeping the ministry of Forward with Lutheran Schools operating while also carrying out the other CLS priorities has proven to be challenging.

• **Communication:** The CLS is constantly striving to communicate more effectively with our teachers and school leaders. The strengthening of the CLS Weekly E-news is a key part of that effort. Each week more than 2,100 individuals receive critical information, educational insights and resources, news about our schools, and the vital link to call updates in their CLS Weekly E-news. Our goal is that all of our WELS teachers, directors, and principals receive and read this newsletter. All can sign up by visiting www.wels.net and clicking on "Subscriptions" at the bottom of the page. In addition, significant improvements to the CLS Web presence are planned, especially in connection with the work of the Conference of Presidents' Task Force on Lutheran Schools. Our goal is the development of an accessible, useable, and attractive CLS Web presence for our teachers and school leaders that provides information, resources, and the opportunity to interact.

A look ahead

The following areas will be a significant focus for the Commission on Lutheran Schools during the coming year(s).

• **Task Force on Lutheran Schools:** The COP Task Force on Lutheran Schools is working to strengthen and support WELS schools by responding to WELS schools' critical issues by developing a Web-based toolkit of new and/or existing resources. To do this, the task force is producing a set of guiding principles for Lutheran schools while considering critical issues such as defining a clear and compelling schools mission/vision, encouraging ongoing spiritual and professional growth for called workers and lay leaders, developing funding and governance models, supporting school leadership, and facilitating relationship building within and between schools and called workers. The task force is looking to begin providing resources shortly and to complete its work by the time of the synod convention in 2013.

• **WELS Strengthening Educators in Ministry (WELS STEM):** What began as a task force working to redesign the Team Ministry Process (TMP) has become a much larger, multi-year WELS initiative to Strengthen Educators in Ministry (WELS STEM). This effort focuses on three areas: New Teacher Induction, School Leadership Development, and Veteran Teacher Development. The task force consists of six members who have been serving for three-and-a-half years of what is expected to be at least a five-year redesign process leading to systemic programs that will continue to be reviewed and strengthened. The work and recommendations of the Team Ministry Process Redesign Task Force and the Continuing Education for Called Worker committee (CECW) were supported by the synod in convention through passage of the CECW resolution calling for a synodwide new teacher mentoring program and continuing education standards for all WELS teachers. In an effort to facilitate implementation of the CECW resolution, a part-time CECW for teachers coordinator has begun work as of January 2012 to facilitate and develop plans for new teacher mentoring and teacher professional growth in cooperation with Martin Luther College and the Commission for Lutheran Schools. The following is a synopsis of progress to date in the three areas of development:

1. The New Teacher Induction is thriving through New Teacher Center trained mentors who are working with some 50 first- and second-year teachers in the three Wisconsin districts and two outlying districts. The WELS STEM task force has patterned much of its work after that of the New Teacher Center from Santa Cruz, Calif., and its affiliate, the Wisconsin New Teacher Center. Supporting ministerial training school graduates during their formative initial years of ministry is critical for maximizing the synod's investment in these workers and is essential for the future health of our system of Lutheran schools. The redeveloped teacher mentoring program has been designed to bring mentors into first- and second-year teacher's classrooms for observation and coaching. It features training programs for mentors and periodic forums to support networking between mentors and beginning teachers. A WELS Induction Process Handbook has been written to facilitate greater understanding of and participation in the program. As the synod in convention resolved that the assignment of MLC teacher candidates be accompanied by a system of new teacher induction, efforts are now underway to extend the WELS New Teacher Induction Program to all new teachers in all districts of the synod. Reaching this goal will involve continued cooperation with New Teacher Center for mentor training, development of distance mentoring models via technology, the identification and training of qualified teachers as mentors, and the development of a financial model based on congregational support. Finally, full implementation of the induction program will support the seamless introduction of new teachers to formative and summative assessment models and ministry development plans (MDPs) being designed to promote continuing growth of WELS teachers. Presently the WELS New Teacher Induction Program is being managed by the CLS, trained lead mentors, and district induction team members. It is a goal to see oversight of the induction program transferred to Martin Luther College, where it will be overseen by a full-time professor of continuing education.
2. School Leadership Development: The Commission for Lutheran Schools has continued to implement the ten Leadership Institute Modules developed by New Teacher Center of Santa Cruz, Calif. This partnership has allowed the CLS to utilize the research and expertise of New Teacher Center to train WELS leaders to co-present Leadership Institute Modules for WELS principals, early childhood ministry directors, pastors, and other school leaders. The first WELS-sponsored Leadership Institute Module was held in November 2009, and since then 38 WELS leaders have been trained as Leadership Institute Module presenters, resulting in seminars being presented in all 12 districts reaching more than 181 WELS school leaders. The Leadership Institute Modules have been positively received by school leaders; however, they are simply a first step in strengthening school leaders. In the coming year, the CLS will examine mentoring models designed to supplement the Leadership Institute Modules and better enable principals to implement plans for positive school change. The institutes focus on the following areas:

- Culture and climate.
 - Time management and delegation.
 - Meeting facilitation.
 - Decision making.
 - Supervision—summative assessment.
 - Supervision—formative assessment.
 - Using data to improve instruction.
 - Professional learning communities.
 - Working with new teachers and school staff.
 - Vision and leadership style.
3. Veteran Teacher Development: The synod in convention adopted the proposal expressing an expectation for ongoing continuing education for all teachers and directed that standards for continuing education be developed along with a plan for creating, following, updating, and reporting a Ministry Development Plan (MDP). Continuing education standards for WELS teachers will be built upon the WELS Teaching Standards and Continuum. These teaching standards and the continuum will be rolled out to WELS schools in conjunction with training to support a model of formative and summative teacher assessment aimed at development of Ministry Development Plans to promote teacher growth and student learning. It is a goal to see future development of the continuing education standards and MDPs be coordinated through a full-time position at Martin Luther College.

• **Northwestern Publishing House (NPH) publications in cooperation with the CLS:**

1. *Law and Order in the Classroom*: The CLS recommends for use in 2012–13 a new faculty Bible study that helps teachers discuss the importance of applying law and gospel correctly in the classroom, including the use of scenarios to help teachers apply what they learn. The faculty discussion guide (22N1071, \$6.00) is intended to be used as a workbook by the participants, while the leader’s guide for the study is downloadable (22N1072E, \$15.00). They are available at www.nph.net.
2. *Foundations*: With plans in place to have *Foundations* available in fall 2013, NPH and the CLS are excited to provide this program that is designed to meet parents and congregations at their need points of love, joy, peace, and hope, and use this connection to strengthen the understanding of the foundations and the value placed on WELS schools. The program will be made up of a book, a faculty Bible study, parenting lessons, sermon studies, hymns and songs, and more. This suite of materials is being designed to remind parents and congregation members about the foundations and blessings of Christian education and to help bring parents and teachers and congregations into a closer partnership as they approach the education of children from a Christian perspective.
3. *Christ-Light*® 2: Due to the need for the synod to decide on a Bible translation to use in NPH publications, the plan for the *Christ-Light* revision has changed somewhat. Over the next year, NPH will focus significant attention on the Sunday school module. The plan is to publish the Sunday school module for the 2013–14 school year in a format that will be usable no matter which Bible translation a congregation prefers. NPH has developed a special curriculum Web site (www.nph.net/CL2) where one can view the Sunday school samples to see what that means. The Lutheran elementary school module will not be published until 2014 (or later). That delay gives us the opportunity to consider whatever translation decisions are made in 2012 or after that. Also important, the delay provides NPH with the opportunity to formally survey Lutheran elementary schools to find out how technology is being used for teaching *Christ-Light*. The results of the survey could suggest changes to the Lutheran elementary school module that create a better fit with the technology that teachers are able to use.

• **Technology:** Although the CLS has not been able to take the lead in developing a master plan for use of technology and online education in WELS schools, the CLS has a limited partnership with two significant efforts.

1. ALHS Online: The first effort is being led by the area Lutheran high schools to provide online courses for WELS schools. The group had hoped to hire a half-time director and provide courses beginning in January 2011, but a lack of funding has prevented this. However, Prof. Jim Grunwald of Martin Luther College has taken on the interim directorship, and as a result, ALHS Online has been able to offer courses in the 2011–12 school year. The courses have been well received, and plans are in place to not only continue but also expand the program.
2. The second effort is being led by DVI Consulting, which currently works with a number of our schools to make wise technology decisions and purchases. In addition, a process and resources are being piloted

to help our schools transition better to serve true 21st-century learners. This expanded process currently offers all of the following: standards development, school assessments, curriculum mapping, technology plan creation, fund identification project planning, professional development, technology deployments, and follow-up assessments.

- **Uncalled teachers:** As a result of downsizing within schools and the closing of once-thriving schools, there exists a significant number of qualified and willing, yet uncalled, teachers in WELS. Every effort is being made and will be made to use these teachers' names on call lists and to look for opportunities for these people to return to ministry.
- **National School Leadership Conference:** After being postponed for one year, the School Leadership Conference will be held June 25–28, 2012, at the Country Springs Hotel in Waukesha, Wis. The theme is *Christ In All To All*, based on 1 Corinthians 9:23. The conference will focus around three daily sub-themes: Christ Who Motivates Me; Christ Who Teaches Me; Christ Who Strengthens Me. In the past more than 400 WELS educators, pastors, and board members were encouraged in their school leadership through attendance at the triennial School Leadership Conferences.

As the Commission on Lutheran Schools works with all of the above, members continually express their gratitude to the Lord for the faithful service of all the teachers, principals, and staff of WELS schools! Their tremendous service to the children and families of the schools, their reflection of the love of Christ in all they say and do, and their willingness to go the extra mile make it a joy to partner with them in the ministry of our WELS schools.

Those working on behalf of Lutheran schools are blessed to receive daily comfort from the gospel, which flows to us from the eternal promises of our Savior. The news of free and full forgiveness, won for us by Jesus' death and resurrection, motivates us to carry out the daily tasks entrusted to our care. The Commission on Lutheran Schools' ministries are designed and delivered with one goal in mind—to extend and preserve the proclamation of that gospel to children and their families through Lutheran early childhood ministries, Lutheran elementary schools, area Lutheran high schools, and Lutheran prep schools.

May our gracious heavenly Father bless this effort for Jesus' sake. May the students who hear the proclamation of the gospel in WELS schools be well-equipped to lead faithfully the Lord's church well into the future!

Teacher Greg Schmill, reporter

Teacher James Sievert, chairman

Rev. Phil Heyer, secretary

Rev. Matt Brown

Mr. Ron Conradt

Teacher Steve Granberg

Teacher Shawn Herkstroeter

Mr. Jim Sexton

Advisory:

Teacher Cynthia Holman, national coordinator of early childhood ministries

Teacher Jeff Inniger, associate director

Prof. Robert Klindworth, Martin Luther College

Prof. Michael Quandt, Wisconsin Lutheran Seminary

Teacher Greg Schmill, director

Commission on Worship

Our calling

The Commission on Worship exists to help parishes in their central activity of worship that glorifies God and strengthens his people. Music and liturgy consume much of the commission's time, but "worship" includes far more: an interest in the style, the forms, and the setting of worship; in preaching; in liturgical orders and rites; in church music for the congregation, choir, soloists and instruments; in architecture and ecclesiastical arts.

Worship is the heart of all parish life, the time when the greatest number of members gathers to proclaim the gospel and receive God's life-giving power in Word and sacrament.

Our current situation

The last two years have brought significant blessings and milestones for WELS through the Commission on Worship.

The National Conference on Worship, Music, and the Arts

The National Worship Conference is the largest worship conference of all North American Lutheran church bodies (including events sponsored by the pan-Lutheran Association of Lutheran Church Musicians), even though WELS is one of the smaller Lutheran synods. The triennial conference took place July 19–22, 2011, both in St. Peter, Minn. (using a larger chapel for opening and closing events and enjoying air-conditioned dorm lodging) and in New Ulm, Minn. (to feature the new chapel at Martin Luther College).

The worship conference contributes to WELS efforts at continuing education and pursuit of excellence. Several of the almost 60 presentations related to the intersection of worship and outreach, including some cross-cultural themes. These continued the theme of the Symposium on Worship and Outreach, held in September 2010 at Wisconsin Lutheran Seminary. Many presentations advanced the education and expertise of those who serve us in worship, both called workers and lay leaders. Some of these topics focused on themes meant to strengthen our unity as expressed in worship. All enable us better to proclaim in worship "Christ's Love, Our Calling" to both the found and the lost.

Highlights from the 2011 conference:

- Sixteen newly commissioned musical settings ranging from piano (Twila Paris's "Lamb of God") to full orchestra ("Let Children Hear the Mighty Deeds"). This was far more ambitious than for any previous conference.
- A major focus of the conference was "passing the torch to the next generation." This includes not only children but also those in our educational system (Lutheran elementary school through seminary). We included several younger composers in the new commissions.
- A select children's choir of 48 voices, conducted by Mr. Joshua Pedde (assistant director of the famed Indianapolis Children's Choir and WELS member), was a highlight of the conference. This was the first time such a choir was part of the conference.
- A Thrivent grant, "Taking Worship to the Next Level," allowed teams from selected parishes to benefit from the conference and from ongoing consultation for up to a year after the conference to set and achieve goals that bring improvement in some aspect of worship. Possible areas of improvement include: quality, variety, planning, staffing.

Resources from the worship conference are available at connect.wels.net/worship. A double CD of conference highlights is available from Northwestern Publishing House.

Schools of Worship Enrichment

The Commission on Worship has offered Schools of Worship Enrichment since 2002. By 2011, the tenth anniversary of these events, it had served 256 churches. The soul membership of these churches served is 114,792—30 percent of WELS. School of Worship Enrichment events have been some of the most valuable and appreciated efforts of the Commission on Worship. Participant surveys at every site representing a wide variety of parishes throughout the country have given high marks to these events. Agenda, presentation, and worship modeling were revised in fall 2011 to help maintain the excellence of these events.

Christian Worship: Supplement

Sales of *Christian Worship: Supplement* (CWS) have far exceeded NPH projections from 2008. By early January 2012 1,739 accompaniment editions had been sold, indicating that a strong majority of WELS parishes are using CWS to some degree. The pew and spiral editions have combined sales of 45,488 copies.

In addition to the 255-page pew edition and the accompaniment edition, other editions (with sales) are: electronic (547) and guitar (537). Purchase of the electronic edition makes use of the pew edition optional.

The release of CWS in 2008 came exactly 15 years after the release of the hymnal *Christian Worship* (CW). This puts CWS at the midpoint between CW and a possible new hymnal in 2024.

Publishing

The commission publishes two bi-monthly newsletters: *Worship the Lord* and *Preach the Word*. These newsletters are used also in Hong Kong, Ukraine, Sweden, and parts of Latin America. In addition a growing number of non-WELS pastors are making use of *Preach the Word*.

In September 2010 Dr. Richard Gurgel from Wisconsin Lutheran Seminary (WLS) began a two-year term as editor of *Preach the Word* in connection with new efforts at continued education for pastors. Gurgel's work was funded initially by a WLS grant while the Commission on Worship funds the *Preach the Word* newsletter. In September 2012 Prof. em. Daniel Deutschlander begins a series on model text studies.

In May 2011 *Worship the Lord* began a new series planned by Rev. Jonathan Bauer and Katherine Tiefel related to choirs and other vocal groups in worship. The next series, focusing on worship and the Confessions and planned by Rev. Stephen Valleskey, begins in July 2012.

An updated edition of *Planning Christian Worship* was released serially over the last few years on the Commission on Worship Web site (not by NPH). The final portions became available in late 2011. Thanks to the writers—Pastors Daniel Deutschlander, Joel Gawrisch, and Jonathan Schroeder.

NPH released the electronic pew edition of *Christian Worship* in 2011. Sales at the beginning of 2012 were 103 copies.

Commission on Worship member Pastor Michael Schultz prepared a new service setting for guitar and piano in 2011, providing new tunes for the songs of the Lutheran liturgy. Music is available from the composer.

Partnerships

The commission appreciates valuable partnerships with the Institute for Worship and Outreach and with the Commission for Congregational Counseling for its Easter 2012 program (see pp. 12 and 32).

A look ahead

Ongoing activity

Many of the activities described above will continue in the future, encouraging WELS toward good worship variety and vitality. Development continues on several projects not mentioned above:

- revised/expanded worship curriculum (pending funding),
- a redesigned/expanded HymnSoft to be released in 2012, and
- Intranet resources on Connect.

New initiatives

Worship education resources

The 2010 *Report to the Twelve Districts* reported: "In November 2009 the Commission on Worship determined to place higher priority on resources for worship education. This will include a variety of Bible study approaches and possibly a professional volume on the theology of worship—pending funding to carry out such a project. Since the hymnal and *Christian Worship: Manual* were published in 1993, the Commission on Worship has published 16 projects, culminating in the 2008 hymnal supplement. (These projects include two ongoing newsletters and the serial *Worship Music* keyboard resource). The majority of these projects have been practical rather than educational resources. The last major publication for worship education was the 1996 curriculum *Come Worship Christ.*" Lack of funding has postponed progress on additional worship education resources. The commission looks forward to future opportunities to fill this need.

2017 Reformation anniversary

In anticipation of the 500th anniversary of the Reformation, the Commission on Worship is exploring revision of some historic Lutheran hymns. The language in translation of some hymns may be improved, making these worship masterpieces more accessible to 21st-century worshippers. New translations would speak with as much clarity and impact as found in newer English hymns, such as "In Christ Alone." In some cases, new music might be provided. See "Christ Jesus Lay in Death's Strong Bands" in *Christian Worship: Supplement* for an example of new music. The 2011 worship conference featured new translations of two historic texts, both with new tunes: "Jesus, Priceless Treasure" (*Christian Worship* 349); and "Where Wilt Thou Go?" (*The Lutheran Hymnal* 197). These new translations do not become "preferred for WELS usage" but are simply a step along the way toward possible consideration for future use.

2024 hymnal project

The WELS long-range plan adopted by the 2011 convention includes this goal under strategies for Congregation and District Ministry: "establish a committee to publish a new hymnal by the 500th anniversary of the first Lutheran hymnal (1524)." In 2024 our 1993 hymnal will be just over 30 years old. At the publication of *Christian Worship* (CW), the Commission on Worship suggested that a replacement not wait as long as the time from the 1941 TLH to CW—52 years. With many changes occurring in worship since the late 20th century, even 40 years may be too long between

hymnals. A goal of a new hymnal 30 years after CW allows for several benefits: earlier and wider usage of excellent new hymns (the “hymn explosion” of the late 20th century has continued), addressing beneficial worship trends, consolidating the primary worship resources into one book, and contributing to unity within WELS. The commission has taken initial steps by reviewing the possible scope and timeline for the project and, in cooperation with the COP, will launch the project later in 2012.

Background

What a difference a generation makes! The 1983 synod convention authorized a new hymnal project. The preceding and following years witnessed anxiety over several issues: changing language, loss of a long familiar hymnal (*The Lutheran Hymnal*), concern about an adequate talent pool for developing a WELS hymnal, change in worship, acceptance (and sales) of a new hymnal.

Christian Worship, the 1993 hymnal, went on to become the most successful denominational hymnal of the late 20th century—judged by the percentage of a denomination’s congregations adopting its hymnal. Well before its tenth anniversary, upwards of 95 percent of WELS congregations were using CW. As a “new/revised” hymnal, CW served remarkably well as a transition from *The Lutheran Hymnal*.

There have been other worship changes over the last generation. Many in WELS have appreciated a heightened emphasis on the priority of worship as a key factor driving all areas of congregational health and vitality. This appreciation is evident in several ways: participation in national worship conferences and Schools of Worship Enrichment, the growing number of congregations benefiting from part-time (and in a few cases, full-time) coordinators of worship or music, and sales figures for numerous worship publications that have appeared since 1993. The success of *Christian Worship: Supplement* illustrates both that churches recognize the value of enriching their worship with good new resources and that churches are willing to pay for these resources.

Direction

A new hymnal project will build on the positive momentum of the last generation. It will honor the heritage of CW while also echoing the 2003 mission statement that guided the preparation of *Christian Worship: Supplement*.

A new hymnal will assist worshipers and worship planners by providing them with a resource that

- reflects worship as proclamation of the gospel;
- affirms the liturgical and historic practice of the Church;
- provides an expanded repertoire of liturgical materials and hymnody;
- represents the best of a variety of musical genres appropriate for worship;
- intends to unify worship;
- is balanced, allowing worship to be both contextual and countercultural; and
- is beneficial to and useable by WELS members at church and at home.

In addition to the hymnal (print and/or electronic editions), the hymnal project will prepare a variety of supporting resources. These may include replacements for some or all of the following as well as other new products: *Christian Worship: Manual*, *Planning Christian Worship*, *Christian Worship: Handbook*, *Christian Worship: Altar Book*, *Christian Worship: Occasional Services*. In contrast to the span of years that released these CW editions (1993–2004), the hymnal project will strive to release all resources during 2024 and 2025.

Hymnal committee and funding

It is not viable to add responsibility for a new hymnal project to the existing Worship office workload. Since it is desirable for the director of the Commission on Worship to continue supervising existing Commission on Worship programs, the COP will call a director for the hymnal project. The COP will also appoint committee members to carry out the research and development of a new hymnal. Funding for the project has not been determined but will not rely on Congregation Mission Offerings.

For additional information, contact Pastor Bryan Gerlach, 414-256-3265 or bryan.gerlach@wels.net.

Rev. Bryan Gerlach, reporter

Rev. Jon Zabell, chairman

Mr. Philip Becker, vice chairman

Rev. Aaron Christie, secretary

Teacher Kevin Bode
Mr. Brian Heinitz
Dr. Kermit Moldenhauer
Rev. Michael Schultz

Advisory:

Rev. Bryan Gerlach, director
Mr. Carl Nolte, Northwestern Publishing House
Prof. James Tiefel, Wisconsin Lutheran Seminary

Commission on Evangelism

Our calling

One of WELS' objectives is "to foster a sense of urgency for the lost and to seize every opportunity the Lord provides to evangelize lost souls."

The Commission on Evangelism exists to assist congregations to seize every opportunity the Lord provides to evangelize lost souls. Its service to WELS is:

1. To develop and promote evangelism resources that faithfully proclaim the truth of Scripture to the lost.
2. To promote evangelism attitudes, structures, and programs consistent with Christian doctrine and the situation into which God has called a church, its pastors, and its people.
3. To promote the "equipping of the saints" for organized congregational evangelism and individual Christian witness.

Our current situation

An important objective of the Commission on Evangelism is to assist every WELS congregation with specific and ongoing guidance for evangelism planning, organization, and implementation of outreach strategies. The School of Outreach continues to be an important aspect of its work to help accomplish this objective.

School of Outreach

In the last two years, the School of Outreach program has been administered differently. Instead of the three-day weekend schedule which was the course for many years, participants from registered congregations now attend two one-day sessions that are separated by several months. At these sessions congregational leaders hear presentations on evangelism organization and outreach strategies. Presentations also include important aspects of a congregation's evangelism program such as friendship witnessing, raising awareness of a congregation's ministry in its area, welcoming guests to services, and assimilation of new members. District evangelism commissions provide trained advisors to make the presentations and work with the team of leaders from each congregation to apply the points of the presentations. After each session, advisors keep in contact with congregations to offer help and resources.

In 2010 this new approach for the School of Outreach was started in three districts: Michigan, South Atlantic, and Pacific Northwest. A total of 27 congregations participated. In 2011 another round of the new School of Outreach was held in another location in those three districts, and the program was started in six other districts: Arizona-California, Minnesota, Northern Wisconsin, South Central, Southeastern Wisconsin, and Western Wisconsin.

WhatAboutJesus.com

WhatAboutJesus.com, an outreach Web site produced by the Commission on Evangelism, continues to reach many people with God's Word.

- WhatAboutJesus.com posts new articles on a weekly basis. They are featured on the home page of the Web site.
- Daily devotions are sent out to more than seven thousand e-mail addresses every weekday morning. These devotions are written by WELS pastors. Daily devotions appear also at WhatAboutJesus.com and www.wels.net.
- The WhatAboutJesus.com page has been available on Facebook since February 2010. This has attracted hundreds of Facebook users to access the daily devotions as well as new and featured articles every week. Many of the users

have posted positive feedback, often saying how much they appreciated a certain devotion or how one of the articles applied well to situations that they were facing in their lives.

- WhatAboutJesus.com has a new look, which matches the design of www.wels.net. Functionality has been improved to help make it easier to navigate through the site.

Evangelism Day at Martin Luther College

The Commission on Evangelism partners with the faculty of Martin Luther College to enhance the evangelism training of students at the college. Annual evangelism days have been conducted on the MLC campus since 2005. The day for focusing on personal and congregational evangelism starts with a worship service, includes two workshops for each class, and offers various “elective” presentations. More than 40 individuals including pastors, teachers, staff ministers, and lay members make presentations.

New products

The Commission on Evangelism has produced a DVD called *Confidently Sharing Jesus with Friends* to help members talk about Jesus—especially with people they know. Watch and learn from a small group of Christians discussing opportunities, challenges, and aspects of reaching out to their friend with God’s Word. To view the trailer and access online resources, go to www.wels.net/evangelism.

The COE is also offering two new devotion booklets for congregations. These booklets are a collection of devotions taken from the daily devotions offered through the WhatAboutJesus.com Web site. The first booklet focuses on the passion history of Jesus and his resurrection recorded in Matthew chapters 26–28. The second discusses the source of our Christian joy—the grace of Jesus—based on the book of Philippians. Both devotion booklets are sold in packages of 10 for congregations to distribute to members and to use for outreach. Each package costs \$15 and can be ordered through Northwestern Publishing House, www.nph.net.

A look ahead

Beginning in 2012 the new approach for the School of Outreach will be held in every district of the synod. The plan in the next several years is to offer it in as many locations as possible to give most congregations the opportunity to participate at a convenient location.

The Commission on Evangelism is studying the rising trend of religious apathy in the United States. The commission is seeking to help and equip congregations to reach some of the growing number of people who are so focused on their secular lives that they don’t care about God, his Word, or the ministry of the church.

Encouraged by the use of the *Road to Emmaus* movie for outreach, two more movies are being planned. The first sequel will focus on Jesus’ teaching about the Kingdom of God/heaven as he talks with key individuals, particularly Peter, during the 40 days Jesus lived on earth after his resurrection. The second movie will present the truth that the gospel is for everyone by centering on Paul, particularly his mission experience in Philippi. The scripts are being developed by a committee made up of Pastors John Braun, Paul Hartman, Dave Kehl, and Mike Hintz. Boettcher/Trinklein, Inc., will be the producers. Funding for the movie is coming from a combination of grants, special funds, and gifts from individuals and congregations.

With the initiatives that the commission is planning in connection with its long-range plans, it is committing its efforts to helping congregations and individuals reach more people with the message of life and salvation through Jesus.

Rev. Michael Hintz, reporter

Rev. Donn Dobberstein, chairman

Rev. Michael Geiger

Rev. John Huebner

Rev. Timothy Otto

Rev. Douglas Tomhave

Advisory:

Rev. Michael Hintz, director

Prof. Daniel Leyrer, Wisconsin Lutheran Seminary

Commission on Special Ministries

Our calling

The Commission on Special Ministries offers spiritual and other services to people whose needs are not adequately met by the regular ministries of WELS parishes, schools, and agencies.

WELS Special Ministries reaches out to individuals, congregations, and families to offer specialized services and resources to address the special need(s) with which they are confronted. It serves people who are physically, mentally, or emotionally in need of special consideration in regard to their ability to learn, worship, and participate in local ministries and everyday living situations. It also serves thousands of people who are away from their church home, such as military personnel, people living overseas, and those in prison or some other institution.

To carry out its mission effectively and efficiently, the commission has appointed committees to focus on eight areas of special need. These committees include

- Health and Wellness Committee,
- Military Services Committee,
- Prison Ministry Committee,
- Intellectual and Developmental Disabilities Ministries,
- Mission for the Deaf and Hard of Hearing,
- Mission for the Visually Impaired,
- Care Committee for Called Workers, and
- Committee on Mental Health Needs.

While the commission gladly serves WELS members, the Lord continues to provide opportunities to also proclaim the gospel to people who are unchurched or have fallen away from their former church.

Our current situation

Through its leaders and committees, WELS Special Ministries mobilizes thousands of volunteers in a worldwide effort to meet the spiritual needs of people who might otherwise be ignored or forgotten. Due to the financial challenges of the past decade, all units of Special Ministries are entirely dependent on grants and the freewill offerings of individuals, congregations, and groups. Only the Special Ministries administrative office is funded through the synod budget.

A report on the work of the commission and its eight units' committees follows.

Health and Wellness

The WELS Health and Wellness Committee encourages and assists WELS members and their congregations as they offer programs and materials for the spiritual, physical, and mental care of people of all ages with special needs. The programs are designed to offer such help as requested within their parishes and the communities wherein they find themselves. The committee promotes and supervises ministry in the following areas: ministry to the aging, nursing and parish nursing, hospitals, long-term health care facilities, and independent and assisted living ministries. It also participates in the new WELS Chaplain Certification Program.

Ministry to the Aging includes the Serving Senior Symposium, which is aimed at congregational leaders, men and women, who want to learn, share ideas, and serve others. Ministry to the Aging also offers a "Ministry to Alzheimer's Patients and their Families" presentation.

The Health and Wellness Committee offers presentations and publishes materials to encourage and assist Christians to minister to others, especially those with special needs. It also offers counsel and instruction to pastors, congregations, and individuals as they nurture, guide, and assist people with special needs.

The WELS Nurses Association was established in 2011 by WELS nurses committed to serving their Lord and others through their profession. It chose "Nurses working together as servants of Christ" as its mission statement. The association "aims to educate and support nurses, encouraging them to serve others with Christ-centered care." Its statement of purpose lists the following activities:

- Spiritual support: Provide opportunities for nurses to develop and grow in faith to face challenges in their lives and work place.
- Education: Promote, develop, and facilitate educational programs through establishment of a speaker's bureau, a resource library for continuing education, and wellness information for the community.
- Consultation: Develop training programs that can be used by nurses in other segments such as parish nurses, home care nurses, hospital nurses, nurse educators, and student nurses.
- Advocacy: Promote development of a leadership pool to be utilized in a capacity identified by the WELS Nurses Association.
- Health resources: Develop a pool of volunteers and/or resources (health booklets, etc.) to be used for the community served and/or to disseminate during scheduled events.
- Volunteer care: Develop a database to serve in a variety of situations based on the needs of the community being served.
- Community liaison/Referral: Develop relationships with other organizations with a focus on programs to provide services of community served.

The former WELS Parish Nurses group has united with the WELS Nurses Association but will continue to provide educational opportunities, counsel, and support for parish nurses and those interested in beginning a parish nurse program in their congregation. Parish nursing provides practical ways for congregations to demonstrate loving Christian care and a clear gospel witness to members and the community. For more information or to get involved, visit www.welsnurses.net.

Military Services

The WELS Military Services Committee provides spiritual services to WELS members and others who serve in the U.S. Armed Forces. The committee carries out its mission through a ministry-by-mail program, a full-time civilian chaplain in Europe, and a national civilian chaplain and liaison to the U.S. military. The committee also participates in the new WELS Chaplain Certification Program.

Chaplain Joshua Martin serves hundreds of military personnel and civilians in Europe. He and his family live in Spiesheim, Germany (near Mainz and Frankfurt) and minister to military personnel and civilians scattered throughout Europe (www.wels.net/military-services).

As WELS' national civilian chaplain and liaison to the military, Pastor Paul Ziemer maintains a database of contact information for WELS members serving in the U.S. military. He prepares and distributes weekly devotions via e-mail and our Web site. Ziemer also coordinates training conferences for WELS military contact pastors; orients and mentors new military contact pastors; and, when possible, supervises periodic chaplain trips to the Middle East or other areas of hostility. However, in recent years the military has declined to provide the necessary clearances for a WELS chaplain to serve in areas of hostility.

One hundred twenty-five WELS pastors who live near military installations in the continental U.S. and select nations overseas stand ready to serve our military personnel and their families as part-time WELS civilian chaplains.

The Commission on Special Ministries continues to send free copies of *Meditations* and a printed monthly worship service to military personnel and civilians on its mailing list.

WELS Military Services is funded through designated gifts and grants. Offerings from individuals and groups such as the Organization of WELS Lutheran Seniors (OWLS) continue to flow into the Civilian Chaplaincy Special Fund.

Send names and addresses of those serving in the military or living in Europe to the Commission on Special Ministries at 2929 N Mayfair Rd, Milwaukee WI 53222. An online referral service is available at www.wels.net/military-services.

For more information, contact Pastor Joel Jaeger, Military Services Committee chairman, joel.jaeger51@gmail.com.

Prison Ministry

WELS Prison Ministry administers an extensive ministry-by-mail program and provides training opportunities for lay people and pastors who would like to begin a local jail or prison ministry.

Through the ministry-by-mail program, Prison Ministry has touched the lives of thousands of inmates throughout the United States. In addition to some face-to-face ministry in jails and prisons, it uses Bibles, Bible study correspondence booklets, devotional materials, pen pal letters, cards, bookmarks, and other religious materials to plant the seed of God's holy Word in the hearts of those incarcerated.

Partnering with Wisconsin Lutheran Institutional Ministries, WELS Prison Ministry supports a three-person Jail Ministry Training Team (Pastor Roger Zehms, Staff Minister Frederick Horn, and Pastor Richard Tuttle) that equips individuals and congregations for local jail and/or prison ministry. After initial training, the team offers supplemental training via online courses, occasional visits, and teleconferences.

The team conducted dozens of “Raising up Volunteers” meetings, and if finances allow, will conduct many more in the future. This effort has been largely funded by generous grants from the Siebert Lutheran Foundation of Wisconsin, Thrivent Financial for Lutherans, and the Antioch Foundation.

New prison ministry publications include the following:

- A simplified commentary on the Gospel of St. John.
- “Bread of Life”—a collection of more than two hundred Bible studies designed for inmates. The set includes a group of “Life Skills” Bible studies that focus on Christian living (sanctification). The series is available at connect.wels.net/special-ministries and on CD.
- A Bible correspondence course entitled “God is my anger manager.”
- “Righteous through faith,” a simplified commentary on Romans.

Prison Ministry continues to produce additional Bible study correspondence courses. It offers 18 level I booklets and 4 level II booklets. Level II booklets are sent to inmates after they have completed all of the level I booklets. As the name suggests, level II booklets are written at a higher reading level and provide more in-depth content. Prison Ministry shares all of its materials with Multi-Language Publications. After minor revisions, Multi-Language Publications passes on the materials to others, especially to home and world missionaries.

Printed materials for mentoring released inmates are continuing to be developed and provided. Prison Ministry offers *Facing Freedom*, a book to help inmates prepare for release, and “Water of Life,” a series of 30, 30-minute Bible studies intended for mentors to use with ex-offenders. “Friends in Christ—a Manual for Mentoring Ex-offenders” is also available.

The Milwaukee County Correctional Facility—South processes some 24,000 inmates each year. Two WELS chaplains, Mark Wenzel and Phil Merten, together with Staff Minister Martin Rosewicz, offer 20+ hours of Bible classes, worship services, and one-on-one counseling each week. Lead Chaplain Mark Wenzel schedules all religious programs at the institution. These WELS chaplains, together with local WELS volunteers, touch the lives of hundreds of inmates each week with the gospel. WELS Prison Ministry also has begun to expand the scope of its ministry by involving local WELS congregations in mentoring released inmates through the new “Backpack Program.” For more details on this effort or the entire ministry, contact specialministries@wels.net.

Funding for WELS Prison Ministry is provided solely through grants and gifts from organizations and individuals.

Materials and resources for jail and prison ministry are available for free. Contact Mr. Dave Nack, administrator of WELS Prison Ministry, at welspm@newulmtel.net, 507-354-3130, or P.O. Box 452, New Ulm MN 56073.

Intellectual and Developmental Disabilities Ministries

Intellectual and Developmental Disabilities Ministry addresses the spiritual needs of individuals who are intellectually and/or developmentally disabled. Committee members focus on three main areas:

- Special Needs Family Network, a parent/caregiver support system.
- Promotion and marketing of special education resources.
- Developing new program resources.

“Dear Christian Friend” is a special education curriculum that helps parents and churches teach people with developmental disability the basic truths of the Bible. The Intellectual and Developmental Disabilities Ministry partners with Jesus Cares Ministries to produce this and other helpful resources.

Through the “He Cares, We Care” program, volunteers send out encouraging cards and greetings to more than six hundred people with developmental disabilities.

“Joy in Jesus” is a new special education Bible study based on the book of Philippians.

For more information, contact specialneeds@wels.net or call 1-866-550-9357. Or contact Pastor John Zeitler, ministry chairman, at jzeitler@trinitybelleplaine.org.

Mission for the Deaf and Hard of Hearing

The WELS Mission for the Deaf and Hard of Hearing seeks to help congregations share the gospel of Jesus Christ with members of WELS and others who are deaf or hard of hearing.

The Mission for the Deaf and Hard of Hearing offers training and resources for ministry to deaf and hard of hearing people. The mission loans assistive listening systems to congregations as they seek to improve their ministry to hearing impaired people, and provides captioning for *WELS Connection*. It also produces a quarterly newsletter, *Open to All*, that is available upon request.

For information, contact Mr. Dean Weigand, Mission for the Deaf and Hard of Hearing chairman, at hrgimp@aol.com.

Mission for the Visually Impaired

The Mission for the Visually Impaired helps people who are visually impaired and others who may be unable to read due to physical or learning disabilities. It is manned by volunteers and headquartered in St. Paul, Minn. The mission produces devotional and other materials in Braille, large print, and on cassette tape. These materials are distributed free throughout the world to WELS and non-WELS visually impaired people. In particular, the mission provides many blind people in Africa with spiritual materials in Braille.

To order materials or to learn more, contact WELS Mission for the Visually Impaired at 375 Bridgepoint Dr, South St. Paul, MN 55075-2466; welsvisimp@aol.com. Mr. Bill Bremel is the chairman of the Mission for the Visually Impaired.

Care Committee for Called Workers

The Care Committee for Called Workers exists to assist WELS calling bodies in the spiritual, physical, intellectual, and emotional care of their called workers. The committee functions by supporting called workers and their families, encouraging them in their ministries, and enhancing their quality of life.

The free CD/DVD resource "Care to Care" provides a general overview of the purpose of the local care committee and portrayals of the three types of visits (entrance, annual, and transition) for which the local committee is responsible. The CD provides more detailed information about care committee work, including how to start a care committee, suggestions for the types of questions to ask during the visits mentioned above, and suggestions for activities that the committee can carry out. "Care to Care" was made possible through a grant from Thrivent Financial for Lutherans.

The committee also is developing resources to help called workers successfully plan and transition into retirement.

For more information, contact Pastor Paul Schaewe, committee chairman, at revpes2@hotmail.com.

Committee on Mental Health Needs

The Committee on Mental Health Needs assists WELS congregations, institutions, called workers, and lay members as they minister to one another in love, especially those who are experiencing mental health needs.

"Internet Addictions: Intervention and Treatment" is a program that can be adapted by WELS worker training schools and area Lutheran high school to inform faculty, dormitory staff, and students about Internet addictions and pornography addiction. Intervention, mentoring, and help for students is emphasized. The development of this program is funded in part by a grant from Thrivent Financial for Lutherans.

The committee has also developed a series of descriptions of mental health illness accompanied by a listing of Bible passages and Bible narratives to help Christians counsel other Christians who are afflicted with mental health needs. Mental health sensitivity and awareness brochures are also available. Brochures available at www.wels.net/special-ministries include: Ask a Therapist; Christian or Non-Christian Counselor; Therapy Models; and When to Refer.

The committee is continuing to develop a networking list and a certification/accreditation procedure for mental health professionals. This would include a required course in Bible-based counseling for mental health professionals in fellowship with WELS.

For more information, contact Prof. Alan Siggelkow, committee chairman, at asiggelkow@wi.rr.com.

WELS Chaplain Certification Program

The Commission on Special Ministries (CSM) has established a program for chaplaincy certification and ecclesiastical endorsement. This program is being initiated to promote continuing education in specialized areas of ministry and because many healthcare facilities, jails and prisons, and military bases are tightening their requirements for ministry in their facilities, especially if the pastor or layperson wants to reach out to more than one's own members. A grant

from Thrivent Financial for Lutherans provided seed money to begin the program for WELS and ELS pastors. Staff ministers and some laymen have also been accepted into the program.

The Chaplaincy Certification Committee is responsible for the implementation of the program. The committee members are Prof. Jim Pope (MLC), Prof. John Schuetze (WLS), Chaplain Dan Krause (WLIM), and Pastor Fred Kogler (Health & Wellness). Pastor Paul Ziemer (Military Services) serves as secretary; Pastor Carl Ziemer (CSM) is an *ex-officio* member; and Pastor Roger Zehms serves as the curriculum developer.

The committee is using the terms “chaplaincy certification” and “ecclesiastical endorsement.” Chaplaincy certification means that the applicant has fulfilled all of the class and clinical requirements for certification. Ecclesiastical endorsement means that the Chaplaincy Certification Committee and the Commission on Special Ministries are endorsing the applicant’s abilities and moral character for this specialized ministry.

For certification and endorsement, two different avenues of education are required:

- At least one unit Clinical Pastoral Education at an accredited institution. (Some units may be met by previous courses and/or experiential learning credit.) This program must offer some practical clinical experience. Such programs are usually offered through hospitals or other healthcare facilities.
- Three units of chaplaincy training offered by WELS through the Chaplaincy Certification Committee. (Some units may be met by previous courses and/or experiential learning credit.) The first course, prepared by Pastor H. Curtis Lyon, entitled “Communicating Forgiveness,” was offered online through Martin Luther College, New Ulm, during the fall semester of 2010. The second course, prepared by Prof. Alan Siggelkow, entitled “A Scriptural Approach to Dealing with Addiction,” was offered through Martin Luther College during the winter/spring semester of 2011. A third course, entitled “Your Chaplaincy and Ethical Issues,” was presented by Chaplain Dan Krause in 2011.
- In addition, two elective courses will be offered, one dealing with the special chaplaincy requirements for jail/prison ministry and the other for those who wish to specialize in doing ministry to the military.

The student is responsible for the costs of the program. Additional grants will be sought to provide scholarship assistance where necessary. A unit of CPE (1/4 year) is approximately \$400. (This varies by institution.) The first two courses through Martin Luther College—each three-credit courses—cost approximately \$725 each. The costs for the third basic course and the electives have not yet been determined. Applications for the program are received by the Chaplaincy Certification Committee through the Commission on Special Ministries’ office.

A look ahead

During the next year of the biennium, the Commission on Special Ministries and its committees will

- encourage called workers to participate in the WELS Chaplain Certification Program (civilian chaplains to the military; healthcare chaplains; and prison ministry chaplains);
- promote the new WELS Nurses Association and help the organization expand its services and programs to new locations in the United States and abroad;
- provide another regional training conference for military contact pastors in the United States;
- provide jail/prison ministry training at ten locations in the United States with a view toward establishing at least 6 new local jail/prison ministries;
- enhance the number and scope of WELS jail and prison ministries in the Minnesota District through a cooperative effort with Wisconsin Lutheran Institutional Ministries (WLIM) and the Lutheran Institutional Ministry Association (LIMA);
- provide mentor-training for ex-offenders at five new locations;
- develop and promote five new special education teaching resources;
- continue to develop and promote meaningful supports to families who have children with intellectual or developmental disabilities through the Special Needs Family Network and family support groups;
- provide a “caregiver retreat;”
- work with Jesus Cares Ministries to establish Jesus Cares Bible Programs at five new locations;
- provide further training in the field of autism spectrum disorder (ASD) through two workshops at different locations and continuation of the online course through Martin Luther College;
- post an American Sign Language (ASL) interpretation of additional hymns from *Christian Worship*; and
- encourage and help congregations to install inductive loop and assistive listening systems in churches and schools. The inductive loop systems enables people using hearing aids and cochlear implants to hear without using hard-wired devices.

For more information on any or all of the areas of special ministry, check out our Web page at www.wels.net/special-ministries or contact Pastor Carl Ziemer, director of the commission, at 414-256-3241; carl.ziemer@wels.net.

Rev. Carl W. Ziemer, reporter

Teacher Charles Buege, chairman

Rev. Joel Jaeger, vice chairman and chairman of the Military Services Committee

Mr. LeRoy Robbert, secretary

Mr. Leon Brands, chairman of the Prison Ministry Committee

Mr. Bill Bremel, chairman of the Mission for the Visually Impaired

Rev. Frederick Kogler, chairman of the Health and Wellness Committee

Rev. Paul Schaeewe, chairman of the Care Committee for Called Workers

Prof. Alan Siggelkow, chairman of the Committee on Mental Health Needs

Mr. Dean Weigand, chairman of the Mission for the Deaf and Hard of Hearing

Rev. John Zeitler, chairman of the Intellectual and Developmental Disabilities Committee

Advisory:

Mr. David Nack, administrator of the Prison Ministry office

Rev. Carl W. Ziemer, director

Commission on Youth and Family Ministry

Our calling

The mission of the Commission on Youth and Family Ministry is to help and encourage parents, pastors, and youth workers to carry out ministry to the children in their congregations. The commission provides materials and support to enhance the spiritual development of children from birth through college.

Our current situation

With no director in the Commission on Youth and Family Ministry office, the work of the commission is currently being done in two different ways. Committees are formed to carry out specific tasks such as planning for the International Youth Rally, completing projects like the Everyday Bible Study series, and overseeing the ongoing work of the *Kid's Connection* DVD. Each district of the synod has a Commission on Youth and Family Ministry district coordinator. These coordinators have been trained to help congregations carry out youth work with Y-Me (Youth Ministry Enhancement) workshops. They also maintain a district Web site that they can use to share information and materials within their district as also with other districts.

A look ahead

Looking to the future, the commission has several challenges facing it. One challenge is to find a way to fund the ongoing work the commission is doing. Members are hoping to establish a Youth Rally Fund. This fund would provide seed money that can be used for planning and preparation in advance of a youth rally. This fund would be used in two ways. It would be used to pay early expenses. It would also cover any unforeseen expenses at the end of the rally. The fund will also be used to assist districts that are planning regional rallies. The Commission on Youth and Family Ministry could loan "seed" money to a district for early expenses. Then the district can repay the fund after the rally is over. With careful planning, each rally will work to come in under budget so that the Youth Rally Fund will be replenished and available for youth rallies far into the future.

Another important project of the commission is *Kid's Connection*, the youth-focused counterpart to *WELS Connection*. Throughout its 17-year history, funding for *Kid's Connection* came from the cost of subscriptions and special grants. This year the Commission on Youth and Family Ministry was not able to secure any grant to fund it. Therefore, the commission is in the position of asking the synod to provide some funding for *Kid's Connection*, or it may have to be discontinued.

The mission of the Commission on Youth and Family Ministry is the mission of our church. Although the challenges seem great, commission members are confident that Jesus will bless the children of WELS congregations as the commission takes to heart and carries out the theme, "Christ's Love, Our Calling."

Rev. Thomas Schneider, reporter

Rev. Thomas Schneider, chairman
Rev. Richard Warnecke, vice chairman
Staff Minister Thomas Banaszak
Rev. Benjamin Berger

Advisory:

Prof. Stephen Geiger, Wisconsin Lutheran Seminary
Rev. Raymond Schumacher, Northwestern Publishing House
Prof. David Sellnow, Martin Luther College

Commission on Adult Discipleship

Our calling

God calls his people to grow in the grace and knowledge of our Lord Jesus Christ. The WELS Commission on Adult Discipleship provides congregational leaders continuing education and resources to proclaim the Word and help people apply it to their lives.

Our current situation

Adult Discipleship's faithful administrative assistant, Ms. Carolyn Sachs, recently accepted a position in a different ministry in WELS. The commission's members are grateful for her service and look forward to the day when the Lord grants us a director, unfunded since 2009, and staff to be about the work of assisting churches in the area of adult spiritual growth. The commission's current staffing limitations hinder members' abilities to develop new training events and resources. The absence of an administrator will continue to make it difficult to respond to needs and opportunities. When funding is available, the commission anticipates a director for Adult Discipleship.

Schools of Adult Bible Study

The Commission on Adult Discipleship has produced the first of a two-part continuing education course for pastors who lead Bible studies: a five-hour, three-session course for pastors. By fall 2012, most of the pastors in 9 of the 12 districts will have received the benefit of this training. Feedback has been very positive, and commission members are well into the development of the second phase of this training: a two-day active learning workshop for pastors, teachers, and lay leaders of adult Bible studies.

Internet Bible Study

Adult Discipleship began to offer a synodwide online Bible study in fall 2011. Churches subscribe and people gather together locally for the live study. Prof. John Brug taught "End Times" to the South Atlantic District as a pilot project. Then the commission offered to the whole synod Pastor Jon Schroeder teaching "Our Calling." The commission thanks Pastor Tom Kock, the project coordinator, and the adult discipleship team from the South Atlantic District (Pastors Marty Mielke, Steve Prah, Ben Pederson, and Dave Panitzke.) Thanks also to Mr. Martin Spriggs, WELS Chief Technology Officer, for helping set this up.

Marriage enrichment

The Commission on Adult Discipleship remains committed to helping congregation leaders help married couples apply the means of grace to their marriage. Favorable responses indicate the need and appreciation for this ministry. The commission served hundreds of couples and trained dozens of pastors in eight districts through its 2011-12 marriage enrichment event, "Sticky Marriage." Couples learn to apply the gospel to their marriage as they accomplish objectives such as "cultivate our commitment," "determine our rallying cry," "respond to bids for connection," and "find the power to keep loving."

Heart in Focus, a Christian financial course

Resources for *Heart in Focus* (facilitator's kit, participant's guide, PowerPoint/video) are available through Northwestern Publishing House at www.nph.net. One-day Train the Trainer workshops are available on request (requiring a minimum of 10 participants) to help those who will lead this effort in their congregation or community. For information, contact Adult Discipleship, 414-256-3278.

Schools of Stewardship and other Faith Focused Finance workshops

The Ministry of Christian Giving continues to promote the schools of stewardship. The cadre of leaders is diminishing because of a lack of continuing training and support; however trained leaders are still available by request.

Road to Emmaus

This DVD, discussion guide, and Bible study are available through Northwestern Publishing House at www.nph.net. More than one hundred churches took advantage of two special bulk-purchase offers.

Women's ministry

The National WELS Women's Leadership Conference was held July 16–18, 2010, at Wisconsin Lutheran Seminary with more than one hundred women attending. The Women's Ministry Committee has gathered Bible studies written by women for women, formed a review committee of those studies, and posted them online. They've also been arranging for a network of contact women in parishes.

A look ahead

Schools of Adult Bible Study

In 2012 the Commission on Adult Discipleship will continue to put much of its energy into teaching the first part of the School of Adult Bible Study for pastors at their conferences. It's likely that the commission will need to continue to offer this to some conferences in 2013. However, the commission's effort is already shifting into the final development of a follow-up, 7-session, 10-hour course to offer continuing education for pastors, teachers, and laypeople who lead Bible studies. Commission members are working to provide the best available practices for creating, writing, teaching, and facilitating adult Bible studies. The commission plans to offer this to the districts by early 2013.

Internet Bible study

The commission has scheduled three online Bible classes for 2012: Pres. Mark Zarling teaching "God's Amazing Grace Revealed in Some Amazing Names," Pastor Don Patterson teaching "The Life of Joseph," and Pres. Paul Wendland teaching a class yet to be determined. For more information, visit connect.wels.net/adulthooddiscipleship or contact the project coordinator, Pastor Thomas Kock, at thomasdkock@gmail.com.

Marriage enrichment

The 2012–13 WELS Marriage Enrichment Weekend event is entitled "Distracted Marriage." Participants will use God's Word and promise to work together to meet objectives such as: 1) Give our marriage the attention it deserves, 2) Build our connection by taking time, 3) Tune in to each other, 4) Fight distractions, 5) Fight fair, and 6) "Special-ize" our marriage. WELS Marriage Enrichment Weekends are available for regions where more than one pastor agrees to be trained for using the resource. The commission offers assistance in setting up the weekend and teaching the couples who participate. In this way district leaders are trained and provided with resources for leading the event in their churches or area. For information, contact Pastor Randy Hunter at randy.hunter@st-andrew-online.org.

Road to Emmaus

Pastors Dave Kehl (Commission on Adult Discipleship), John Braun (Northwestern Publishing House), Paul Hartman (Multi-Language Publications), and Mike Hintz (Commission on Evangelism) continue to develop two sequels to *Road to Emmaus*. As with the first DVD, Boettcher-Trinklein, Inc., will produce the project. One DVD will be on the meaning of the kingdom of God (Jesus' teaching from Easter to Pentecost); the second will be from Pentecost to Revelation (the church on earth and what we are to do).

Women's ministry

The Women's Ministry Committee continues to gather and post Bible studies as well as women's ministry resources and ideas. The committee also continues to seek names to build the network of contact women throughout the districts. Web resources have been freshly redesigned and incorporated into the WELS Web site. The committee is beginning to plan the next National WELS Women's Leadership Conference. It will take place July 19–21, 2013.

Small group ministry

With input from advisors from Wisconsin Lutheran Seminary, the Commission on Adult Discipleship intends to

continue to seek out leaders in the area of small group Bible study and make their resources and experiences available to others. More WELS churches are growing in their understanding and practice of small group Bible studies. The commission intends to seek them out to help them network for their own sake but also to develop a network of WELS churches who will be available to teach others about small group ministry.

Rev. Randy Hunter, reporter

Rev. Randy Hunter, chairman

Rev. Tom Kock

Rev. Phil Spaude

Advisory:

Prof. Stephen Geiger, Wisconsin Lutheran Seminary

Rev. Dave Kehl, former administrator

Commission for Congregational Counseling

Our calling

The Commission for Congregational Counseling (CCC) is the newest of the seven commissions in the Congregation and Ministry Support Group (CMSG). The CCC assists WELS congregations to assess and evaluate ministry, review biblical teachings and principles that impact ministry, develop plans to adjust and expand ministry in appropriate ways, and carry out their plans over a period of time. The CCC serves under the direction of the Conference of Presidents, serving as a means for them to provide encouragement and support to their congregations.

Our current situation

The CCC formally launched its program ministry in 2012. It began with E12, a worship/outreach/leadership module that worked with congregations to develop a comprehensive ministry plan focusing on Easter 2012. E12 provided a wide variety of materials. It also trained congregational leaders how to replicate similar efforts in the future.

The goal was for 400 churches to participate in E12. Almost 500 WELS and ELS congregations participated. More than 2,600 people, both called workers and laity, received weekly e-mails offering instruction and encouragement. Approximately a half-million postcards were sent out, inviting unchurched members of the community to join congregations on Easter. Further information regarding the efforts and blessings of E12 can be found at connect.wels.net/ccc.

Also this year, the CCC began training regional counselors who can work one-on-one with congregations. These counselors may be asked to help direct churches through a course of self-study, make plans to modify and/or develop ministry, and provide ongoing encouragement and advice as those plans are implemented. Areas of emphasis for the CCC would be planning and leadership training. Some counseling work has already begun. The goal would be to have 30 such counselors active by the end of 2012.

A look ahead

The CCC would like to call a director, if not in the second half of this biennium, then in the first year of the next biennium. The job description and qualifications for a CCC director have already been drafted. A full-time director would allow for ongoing training and coordination of CCC counselors and better synchronization of the CCC services with the other areas of the CMSG. These are vital in allowing the CCC to fully meet all the requests for assistance as it strives for stronger and healthier congregations.

Rev. Jonathan Hein, reporter

Rev. Jonathan Hein, chairman

Rev. James Huebner

Rev. Adam Mueller

Rev. David Scharf

Prof. James Tiefel

Rev. Doug Tomhave

Continuing Education for Called Workers Committee

The importance of continuing education for gospel ministers & gospel ministry

From the beginning of our Wisconsin Synod, a key emphasis of our walking together has been seeking to ensure that the work of the public ministry is entrusted to reliable men and women who are equipped to teach others. It would be hard to estimate the amount of money, time, and manpower devoted to this task over all the years of synod history. However, just a cursory look at the investment of money, time, and manpower in one biennium should convince even the casual observer that a well-trained corps of public ministers is a central task near and dear to our church body.

We thank God that during the last decade this commitment to a well-trained and equipped corps of public ministers has begun more and more to expand beyond graduation from Martin Luther College (MLC) or Wisconsin Lutheran Seminary (WLS). Just as we would not say to an eighth-grade confirmand that he or she knows everything there is to know about Christian doctrine as that confirmand dons the white robe, so also we know that it would be foolish to say that a called worker knows everything he or she will ever need to know about the gospel ministry once the bachelor of science in education, or master of divinity, diploma is in their hands.

Just the rapid pace of change and explosion of information in a digital age places a considerable challenge before the called worker to know how to understand the culture in which the souls live whom we seek to edify and evangelize. But even without noting the challenges of rapid cultural change, just the importance of the task entrusted to those in public ministry already speaks volumes about the need for ongoing growth and study in all the skills and tasks of ministry in classroom and parish. If this understanding of the need for ongoing training has been growing in almost every profession that deals with the public, how much stronger can the argument be made for continued growth among those whose calling is to deal with the eternal welfare of blood bought souls!

That is why we thank God for the renewed and growing commitment in our synod to make the ministry-long spiritual and professional growth of our called workers a high priority. In response to the report of a specially appointed ad hoc committee, this emphasis was sounded by the 2009 synod convention. A resolution at that synod convention re-established the Continuing Education for Called Workers Committee. Along with giving our committee its renewed charter, the synod's resolution added this resolve: "That this committee (CECW) take steps to develop 'a coordinated and comprehensive program of continuing education for called workers that meets real ministry needs.'" In keeping with that encouragement, two additional resolutions were adopted at the 2011 synod convention that begin to lay the groundwork for what this "coordinated and comprehensive program of continuing education" might look like.

But we cannot leave behind this restatement of the importance of continuing education for public ministers without underlining that such growth is not just vital professionally. For those who deal with the gospel, the most important growth is always spiritual. It is absolutely critical that we continue to equip and encourage our public ministers of the gospel to grow in the grace and knowledge of the Lord Jesus Christ. We need our called workers, who offer spiritual nourishment to others, to do so from hearts that have drunk deeply from the Water of Life, from souls that have again and again tasted and seen for themselves how good is he who is the Bread of Life.

Such a twin emphasis of spiritual and professional growth explains what is found below.

Membership and purpose of the CECW

When the 2009 synod convention re-established an active CECW committee, this was bringing back to life a committee that had functioned previously in the 1990s and early 2000s. Unfortunately, earlier efforts were stymied by a lack of funding and by a lack of manpower being devoted to the work of continuing education. In the past few years, both MLC and WLS have been able to devote a portion of a faculty member's call to focus on the task of continuing education.

Here is how the committee is structured. The CECW is chaired by the synod's first vice president. The committee itself is made up of representatives of the synod's terminal schools (MLC for teachers and staff ministers; WLS for pastors),

as well as representatives from the Congregation and Ministry Support Group (CMSG). Our worker training schools and the CMSG share responsibility for providing opportunities and resources to called workers to continue to grow after graduation.

The goal of this committee is to foster a working partnership between the groups within our synod who are providing continuing education. That allows the wisest use of available resources as the committee seeks to carry out the work of promoting and providing continuing education without needless duplication or accidental gaps. While the committee itself is not responsible for carrying out this work, the committee's responsibility is making sure that critical continuing education needs for called workers are being addressed by the groups represented on the committee. In particular, the committee recognizes that the synod intends MLC to be a key hub for continuing education activity for teachers and staff ministers just as the school serves to supply those workers to our synod. That same is true for WLS for pastors. Just as the seminary has its work to provide well trained pastors for our congregations, so it is also intended that WLS be a key hub for continuing education activity and resources for our pastors.

The challenge for our congregations

Another key focus of the CECW is to look for way to help more congregations to actively support the spiritual and professional growth of their teachers, staff ministers, and pastors. A special four-page insert in *Forward in Christ* in September 2010, produced through the CECW, encouraged congregations to take a more active role in supporting the spiritual and professional growth of their called workers.

We are thankful to note that a slowly growing number of congregations appear to be recognizing that investing in the continued spiritual and professional growth of their called workers is a good stewardship of time, money, and manpower. Helping to keep workers spiritually strong and growing professionally is a true investment in the gospel ministry of the congregation. But it is more than that. Such investment in our called workers is an investment in gospel ministry beyond the walls of our own congregations. When our called workers make the most of God given gifts and talents, the fruit of that growth often finds a way to be a blessing to our church body as a whole.

How can congregations assist their called workers in pursuing such growth? There are two key ways that congregations can provide that support. First, it is important for congregations to recognize that time devoted to growth is not vacation time or time away from ministry. Time devoted to spiritual and professional growth is key ministry time. Congregational leaders can partner with their called workers by helping them to guard in their schedules sufficient time to devote themselves to the pursuit of spiritual and professional growth.

The other key way for congregations to partner is by providing regular financial support to assist with the costs of pursuing such growth. Courses, workshops, and seminars are usually not free. For congregations looking for a benchmark, investing \$1,000-\$1,500 per worker per year may provide a good start. For example, about \$1,000 would cover the current estimate for the annual costs to the congregation of the new teacher induction program or the mentoring program for new pastors. Each initiative would provide a fairly complete package of initial continuing education for a new teacher or a new pastor. Even after the first years of ministry are passed, maintaining such a line item in the budget would allow pastors, teachers, and staff ministers to pursue additional growth opportunities. As congregations consider working such line items into their budgets, it would be good to consider a line item that is budgeted each year. It would also be wise to allow what is not spent in any budget year to be kept in reserve for future years. Some years the costs of courses and workshops may be higher than others.

In providing for the cost of continuing education, both MLC and WLS are at work to partner with congregations. Both schools are looking for ways to enlarge the amount of scholarship money available so as to help congregations and called workers to afford this pursuit of growth in ministry.

Continuing education for teachers and staff ministers

The sharpened focus on continuing education for called workers sounded by the Ad Hoc Commission (2009) and the re-establishment of the CECW by the synod convention of 2009 found specific support and direction in the proposal adopted by the synod convention of 2011. This proposal, titled "Continuing education for WELS called teachers," gives detailed directions, marching orders if you will, for the teacher side of the CECW.

The CECW has been taking steps to encourage collaborative efforts between the synod entities responsible for continuing education for teachers and staff ministers—the Commission on Lutheran Schools (CLS), the Board for Ministerial Education (BME), and Martin Luther College (MLC). These collaborative efforts are focused on carrying out the synod resolutions adopted by the 2011 synod in convention.

What follows is a referencing of specific directives (resolves) of the 2011 synod convention resolution (in bolded italics below) and the action and activity of the CECW, in collaboration with the responsible synod entities, to carry those directives out.

a) that WELS expect ongoing continuing education by its called teachers

The CECW is seeking synodwide implementation of the CLS Strengthening Educators for Ministry (STEM) initiatives since they involve support for all aspects of teaching ministry—mentoring beginning teachers, veteran teacher development, and leadership development.

b) that WELS develop standards for continuing education that include creating, following, updating, and reporting a plan of continuing education to be called a Ministry Development Plan (MDP)

The BME has provided funding to enable the CLS to engage a part-time continuing education coordinator, Jim Henrickson, to assist in developing the tools, instruments, and procedures for MDPs and a plan to pilot them. Jim Henrickson began his work in January 2012.

e) that the assignment of Martin Luther College (MLC) teacher candidates be accompanied by a system of new teacher induction

The COP, in its October 2011 meeting, approved the requirement of a two-year system of new teacher induction (NTI) for assigned graduates of MLC.

The CLS, with the assistance of the part-time continuing education coordinator, Jim Henrickson, will be expanding the program of NTI piloted in the Southeast Wisconsin District (SEW) to more synodical districts beginning with May 2012 MLC assignees. The synod's NTI program involves extensive training for mentors who will provide a minimum of two years of close support to all beginning teachers.

A plan is in place to add a full-time NTI coordinator as part of MLC's continuing education program. The NTI coordinator will plan for and coordinate a synodwide implementation for all MLC assignees beginning in May 2013.

h) that the Commission on Lutheran Schools (CLS) in collaboration with MLC and Wisconsin Lutheran Seminary (WLS) be authorized to create the necessary procedures and instruments to pilot and test the details of this system of continuing education; and be it resolved,

i) that a system be developed whereby the MDPs are reported and managed

In addition to the part-time and full-time positions referenced above, and as the Lord wills and MLC continuing education funds become available, a full-time veteran teacher and leadership development coordinator will oversee continuing education beyond the system of NTI.

j) that calling bodies be expected to provide the necessary resources of time and money so that teachers may maintain appropriate continuing education status; and be it further resolved

k) that the Conference of Presidents (COP) and the Synodical Council (SC) plan for the resources of time and money needed to support a system of continuing education for WELS teachers

The COP passed a motion in its October 2011 meeting to require that "any time an MLC teacher candidate is assigned, the school is charged \$1,000/year fee for two years. This will supply the school with a trained Instructional Mentor." The fee pays for all costs associated with the beginning teacher's mentoring.

This policy will be enacted for all schools assigned teacher candidates in the districts where the NTI program is implemented during the May 2012 partial rollout. It will be enacted in all districts when the synodwide rollout occurs in 2013.

In addition to encouraging and supporting the above enactments of the 2011 synod resolution for teacher continuing education, the CECW continues to encourage the CLS and MLC to offer its continuing education efforts.

CLS efforts include coordinating New Teacher Induction in the Southeastern Wisconsin District, facilitating national conferences such as the National School Leadership Conference in June 2012, and offering Leadership Institute Modules in districts throughout the synod.

MLC provides a variety of continuing education courses for credit at the request of schools, teachers, and districts; opportunities for independent study; graduate-level coursework leading to the Master of Science in Education degree; post-baccalaureate teacher licensure for early childhood, elementary and secondary licenses; synod teacher and staff

minister certification; and certificates of educational technology. The CECW encourages the CLS and MLC to develop additional continuing education programs in the areas of leadership, instruction, early childhood, and staff ministry through the creation of master's degrees and certificate programs.

Continuing education for pastors

As we come to what is being done to supporting spiritual and professional growth for pastors, it is important to note that the various units of the Congregation and Ministry Support Group (CMSG) are valuable partners in the work of helping all our called workers continue to grow. From the training in teaching adults being provided by the Commission on Adult Discipleship, to the Chaplaincy Certification program developed by the Commission on Special Ministries, to the National Worship Conferences sponsored by the Commission on Worship, each of the units of the CMSG provides invaluable help and resources for pastors looking to strengthen their skills as they partner with lay leaders to carry out gospel ministry. Much more detailed reports on those emphases in continuing education are found in the reports of the units of the CMSG.

However, when it comes to much of the day-to-day encouragement for pastors in continuing education, WLS is specifically tasked by our synod to provide opportunities and resources for pastoral continuing education. In summer 2010, in order to mark the increased attention on the work of continuing education in our synod, the seminary established Grow in Grace: the Institute for Continuing Education. Although the seminary serves more than just pastors in its continuing education efforts, it is the pastors of our fellowship who are the chief focus of WLS's continuing education efforts.

We give thanks to God that significant gifts from foundations have allowed the work of Grow in Grace described below to move forward without impacting the regular synodical or seminary budgets.

Here are the vision, mission, and goals of Grow in Grace:

Vision

The vision of Grow in Grace is that pastors in fellowship with WELS will find Grow in Grace a welcome partner in planning and implementing their pursuit of personal spiritual growth and professional lifelong learning.

Mission

The mission of Grow in Grace is to advance the cause of the gospel in the 21st century by making ministry impacting continuing education resources available and accessible and by connecting pastors with partners who will encourage them in their spiritual and professional growth.

Goals

Curricular resources: Develop and/or deliver affordable ministry impacting curriculum in the four theological disciplines offered by Wisconsin Lutheran Seminary (biblical, historical, systematic, and practical).

Mentoring for new pastors and continuing support: Provide formal and informal collaborative opportunities for called workers to learn from one another, as well as celebrate ministry milestones with their peers.

Evaluating ministry: Develop and/or deliver tools that a pastor can use to assess his ministry faithfulness and plan for spiritual and professional growth in partnership with lay leaders and ministry peers.

Encouraging informal learning: Develop and/or deliver ministry impacting informal learning resources that enable individual pastors and/or groups of pastors to carry out spiritual and professional growth outside of the more formal boundaries of education.

Here are some highlights of what is happening under each of those four goals at this time.

Curricular resources

1. Study of graduate degree programs begins: Prof. emeritus David Kuske studied the continuing education programs of other seminaries with the hope of discovering whether a repeating core curriculum with electives might be a good way to strengthen our course offerings. The hope would be that a repeating core of courses would increase opportunities for pastors to pursue growth in specific areas of ministry in which they have particular interests and gifts. Such specialization seems to fit well in our continuing education program since we have only a limited amount of specialization within our M.Div. program.

2. Online courses offer new opportunities for growth: In the summer of 2010, WLS began to offer online continuing education courses. While these courses aren't intended to replace face-to-face classes, online courses do provide

opportunity for pastors and other called workers to pursue further study without needing to travel from their place of ministry. Grow in Grace is working to provide a wide range of courses that will be offered online each year during the fall semester (September–November), spring semester (January–March), and summer (June–August). The arrival on campus of Dr. Sue Holtz, WLS's coordinator of educational technology, has greatly helped WLS's online program move ahead. Dr. Holtz brought with her years of experience in facilitating online education within the University of Wisconsin system.

3. Matching scholarships are available: Along with our regular continuing education scholarship program, Grow in Grace has established a matching scholarship initiative. The seminary matches dollar for dollar whatever a calling body contributes towards a for-credit WLS course taken online, on campus, or at a satellite location. This scholarship is meant to encourage congregations to invest in the continuing education of their called workers. Grow in Grace continues to pursue funding to place this matching scholarship on a solid, long-term foundation.

Mentoring for new pastors and continuing support

Pastor Partners initiative begins: Pastor Partners (see graphic at the end of this report) is the name given to the Grow in Grace initiative that seeks to provide mentors for new pastors as well as providing ongoing support and encouragement for experienced pastors (see points 1-2 below). Pastor Partners also seeks to provide retreats for pastors and spouses at key ministry milestones (see point 3 below). It is hoped that what we learn from the first steps of this initiative will allow the “pastor side” of continuing education to bring to the 2013 synod convention as comprehensive a plan for continuing education as what was brought by the “teacher side” to the 2011 convention.

1. Mentoring of new pastors moves ahead: A generous three-year grant was received to help move the mentoring of new pastors from its initial pilot stage to a fully operational support system for new pastors. By the time that grant ends, the goal, God-willing, is to have a tested and successful system in place that provides a well-trained mentor for every WLS graduate for the first three years of ministry. As the program gains a track record and evidence of its blessings, congregations calling WLS graduates will take ownership of the program so that all future mentoring costs are borne by the calling body. We hope to develop a program that is so clearly beneficial that congregations will have no trouble recognizing this as ministry dollars well spent. A rough estimate of the cost to a congregation for the mentoring initiative would be \$1,000 per year.
2. Plans begin to train coaches: A small but growing number of WELS pastors have experienced the blessings of working with a trained coach who can provide one-on-one encouragement in planning and implementing plans for growth in ministry. While less directive in approach, such coaching plays a similar role to what mentors provide for new pastors. The long-term goal, only in the infancy of implementation, is to develop a growing number of trained WELS coaches who could offer such encouragement and assistance to pastors.
3. First celebration of ministry retreat held: In addition to providing mentors to new pastors and coaches for experienced pastors, the other key feature of Pastor Partners is organizing retreats for pastors and spouses at key ministry milestones. The first such retreat, celebrating ten years of pastoral ministry (WLS graduating classes of 2001 and 2002), took place in San Antonio in April. The goal is to continue to offer this retreat every year while also adding another such celebration every two years. By 2018, we would be offering every year celebration events for pastors (and spouses) out 3 years (marking the end of mentoring), 10 years, 25 years, and at retirement. The costs previously mentioned for the mentoring program would cover the costs of the retreat for pastors (and spouses) finishing their third year. Congregations would be encouraged to consider providing time and financial resources for their pastor and his wife to attend the 10th, 25th, or retirement celebrations as one way to express thanks for their pastor's years of ministry.

Evaluating ministry

1. Spiritual and professional growth resources delivered to circuits: In May 2011, an essay and resource packet was forwarded to every circuit pastor. This essay and resource packet provided a way for circuit pastors to assist each pastor in his circuit to develop an individual spiritual and professional growth plan. In January and February of 2012, all circuit pastors were contacted to find out what worked well in those materials and what could be strengthened.

2. New packet of resources to be developed: On the basis of the feedback received from circuit pastors, a new packet of resources is being developed. The goal is to deliver this updated package to all circuit pastors by the end of this summer. The current plan is to offer an improved packet each year so that it can become a more and more useful tool to help more and more pastors to plan for spiritual and professional growth no matter how different their learning styles, gifts, or ministry settings may be.

Encouraging informal learning

A new blog—The Shepherd's Study: In order to expand ideas and resources for growth, a group of WELS pastors are working together to provide books reviews and summaries in every area of theological study. The fruit of these pastors' labors will be a blog on the Grow in Grace Web site called The Shepherd's Study. The goal is to offer a new book review and summary every week. The blog is scheduled to debut this summer. The blog will also make all book reviews and summaries available as digital recordings so that pastors can download and listen to the material on a smart phone or other mobile devices.

1. Spiritual growth conference is planned: A three-day spiritual growth conference has been planned by the South Atlantic District for October of this year. The agenda is simple: it is focused entirely on helping called workers strengthen their personal devotional life of Word and prayer. Once this conference has been developed for the South Atlantic District, the hope will be to offer it to other interested districts, conferences, or circuits.
2. A monthly pastoral circuit is featured: The Grow in Grace Web site continues to feature one pastoral circuit per month. This is being done to strengthen the spiritual and professional growth plans of circuits by offering samples of what other circuits are doing to foster spiritual and professional growth.

Closing

It is with thanks to God that we acknowledge the progress he has allowed in called worker continuing education in our synod during these past few years. May God in his grace continue to foster among all our called workers a growing zeal to fan into flame both faith and gifts for ministry—all for the sake of evangelizing and edifying eternal, blood-bought souls!

Prof. David Bauer; Prof. Richard Gurgel; Prof. John Meyer, reporters

Rev. James Huebner, chairman and first vice president of WELS

Prof. David Bauer, director of continuing education, Martin Luther College

Rev. Bryan Gerlach, coordinator of WELS Congregation and Ministry Support Group

Prof. Richard Gurgel, director of continuing education, Wisconsin Lutheran Seminary

Rev. Peter Kruschel, mission counselor

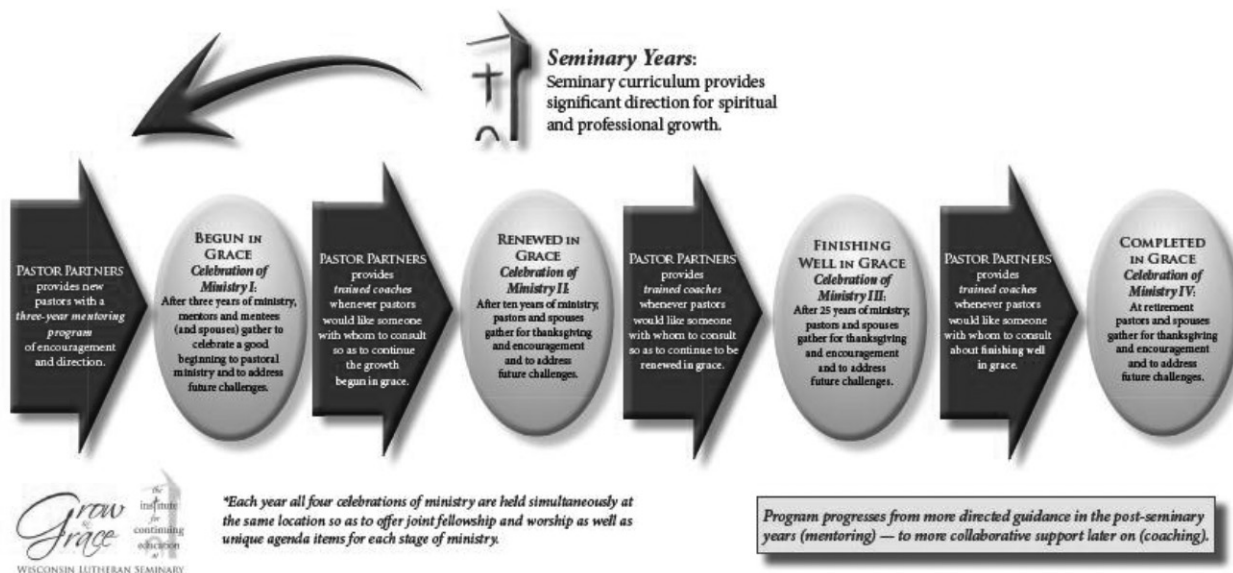
Prof. John Meyer, director of graduate studies, Martin Luther College

Rev. Paul Prange, administrator of WELS Board for Ministerial Education

Teacher Greg Schmill, director of WELS Commission on Lutheran Schools

PASTOR PARTNERS | *strengthening and supporting pastors from seminary to sunset*

PASTOR PARTNERS seeks, throughout a pastor's ministry, to enhance spiritual and professional health by offering a system for growth and development. Longer-term, individualized relationships of mentoring and coaching are woven together with group celebrations at key ministry milestones.



Ministry Support

The Ministry Support category of the budget includes the Synodical Council and all entities overseen by the Synodical Council. These include:

Synodical Council

- Expenses for regular and special meetings of the Synodical Council
- Expenses for the Accounting Oversight Committee

President's Office

- Compensation for the synod president
- Reimbursement of costs to the congregations of the vice presidents
- Office staff serving the president, the Conference of Presidents, the Synodical Council
- Travel expenses for the synod praesidium
- Special support for displaced called workers
- Colloquy expenses

Synod Archives

WELS Historical Institute (see p. 108)

Publication Coordinating Commission

WELS Christian Aid and Relief

- Expenditures related to humanitarian aid and relief programs; all funding for Christian Aid and Relief is provided by gifts from individuals and congregations and special grants

Technology Services

Financial Services

Human Resources

Facilities

- All expenses related to the maintenance and operation of the Synod Administration Building, including insurance and utilities

Synodical Council

The Synodical Council (SC) is responsible for the implementation of all decisions and resolutions made by the synod in convention and for overseeing all activities of the synod in pursuit of its mission (other than those that are the specific responsibility of the Conference of Presidents). The SC also has the authority to act in behalf of the synod between conventions when proper and necessary. The Convention Compliance listing is included in this report (p. 43) and provides a summary of the progress made to date in implementing convention resolutions.

As it carries out the broad oversight described above, the SC is responsible for monitoring, evaluating, and overseeing all programs of ministry carried out by the synod. A major responsibility of the SC is the management of all financial activities of the synod, assuring fiscal soundness, preparing and updating support forecasts, and monitoring expenditures in order to maintain a balanced budget. In the years when the synod meets in convention, the SC is

responsible for working with all areas of the synod to develop and propose a balanced biennial ministry financial plan (budget) that supports the work of the synod in keeping with its needs and its long-term plan.

The SC also has oversight of the various subsidiary organizations of the synod, including the WELS Church Extension Fund, the WELS Foundation, WELS Investment Funds (WIF), Northwestern Publishing House, the WELS Voluntary Employee Benefits Association (VEBA), and the WELS Pension Plan.

Long-range planning

In the year leading up to the synod convention in 2011, the SC oversaw the development of a long-range comprehensive ministry plan intended to outline where our synod hopes to be, under God, in the year 2017. In the early stages of the development of this plan, the SC identified a number of strengths of the synod that the plan would build on, as well as weaknesses that the plan needed to address. The plan, entitled "In Christ Alone," was presented to the 2011 convention and adopted. The "In Christ Alone" plan is included in this report of the SC on p. 44.

The plan was not designed as a "strategic plan" with detailed strategies and programs. Rather, it offers a broad outline of goals and objectives to guide ministry planning and budgeting in all areas. The specific and detailed strategies to implement the plan are being developed by each area of ministry.

The plan was also not designed to be final and unchanging. Progress toward goals will be tracked, with adjustments noted as changing circumstances and opportunities warrant. About 2015, a new long-range plan document will be developed, extending out for another ten years, with the result that areas of ministry will always be looking forward as they develop their strategies and programs.

Synodical Council committees

The SC is organized into three standing committees. The Finance Committee is responsible for establishing the support forecast and the overall level of spending for budgetary planning. The Finance Committee also monitors budgetary performance and works closely with the chief financial officer to oversee the general financial situation of the synod. The Administration Committee is responsible for developing and implementing general policies and procedures, providing general oversight for the synod's subsidiary organizations, and providing recommendations for compensation (with the input of the Compensation Review Committee) and other Human Resources related matters (with input from the Human Resources Advisory Committee.) The Ministry Committee oversees the plans and activities of all areas of ministry and works to evaluate and monitor how the various areas of ministry are carrying out their tasks in keeping with the long-range plan and the stated goals of the synod.

There was a significant change in committee responsibilities in 2011. Prior to 2011, the Finance Committee not only determined the planned expenditure levels for the synod based on the Support Forecast, but it also made the initial recommendations for allocation percentages to the various areas of ministry. The latter responsibility has now been assigned to the Ministry Committee. Once the Finance Committee establishes the overall spending amount in the budget, the Ministry Committee determines the percentage allocations to each area of ministry in keeping with the general guidelines provided in the "In Christ Alone" long-range plan. In this way, the group with the responsibility of overseeing ministry activities is the group responsible for determining the level of funding for those activities.

Financial information

A goal of the SC has been to provide complete and clear financial information to the synod's members. This information is provided on pp. 61-69 and pp. 120-124.

Relocation of the synod headquarters

In 2010 the Synodical Council had begun to address the problem of maintenance needs at the Mayfair Road Synod Administration Building. Cost estimates were obtained for needed maintenance and repairs; those estimates were in the range of \$1.5 to \$2 million. A short time later, the synod was approached by a developer who indicated a desire to purchase the Mayfair Road property. A full summary of the actions taken by the SC in response to that offer is included in the Facility Services report on p. 59.

Since the information in this report was gathered in January of this year, and since the situation is a constantly changing one, some of the circumstances in the report may have changed significantly. Updated reports will be provided to the districts for review at their conventions in summer 2012.

Proposed bylaw change

The SC is recommending a change to the synod bylaws; it will be forwarded to the 2013 synod convention for

approval. The change would include the position of chief technology officer in the listing of advisory members of the SC in section 5.00 of the bylaws. In addition, the change would include a new section defining the position in the following way:

Section 5.80 Chief Technology Officer

(a) There shall be a chief technology officer who, under the direction of the president, shall have overall responsibility for the technology activities of the synod. These activities include the responsibility for the technical infrastructure and activities of the synod, the security of all synodical information, the development and maintenance of financial systems to support the work of all synodical agencies, the integrity of synod databases, and provisions for reliable digital communications.

(b) The chief technology officer shall be hired by the president after consultation with the Synodical Council. He shall be an employee of the synod and accountable to the president.

(c) The chief technology officer shall be responsible for areas of ministry support assigned to him by the president. He shall be an advisory member of any board, commission, and committee of the synod assigned by the president or otherwise specified in these bylaws.

This bylaw change reflects current staffing and programs in place and does not represent the establishment of a new position.

Appreciation for faithful service and welcome

We are thankful for the service of SC members whose time on the SC came to an end during the past year and welcome those who have begun to serve. Pastor Phil Koelpin departed from the SC when his term as chairman of the Board for World Missions expired. He was replaced by the new chairman of the Board for World Missions, Pastor Larry M. Schlomer. Mr. Harvey Dunn, the lay representative of the South Central District, and Mr. Ron Hillmann, the lay representative of the Northern Wisconsin District, ended their service to the SC when they moved to other districts. Dunn has been replaced by Mr. Charles Fiedler; Hillmann's replacement has not yet been appointed. Pastor Doug Engelbrecht, one of the three Conference of Presidents representatives on the SC, completed his term of service. He was replaced by Pastor Joel Petermann of the North Atlantic District. Petermann has since accepted a call to serve as president of Michigan Lutheran Seminary; at this time, another Conference of Presidents representative has not yet been named. Mr. Mark Massmann and Mr. David Metzger joined the SC as lay representatives from the South Atlantic District (replacing Mr. Dale Anderson) and the North Atlantic District (replacing Mr. Rodger Anderson). Pastor Keith Free, administrator for Home Missions, joined the SC as an advisory member following the retirement of Pastor Harold Hagedorn.

The following lay representatives will complete their term of service in summer 2012: Mr. Kurt Austad (Nebraska District), Mr. Seth Hansen (Dakota-Montana District) and Mr. Tom Schlittenhart (Arizona-California District). Their replacements will be elected by their respective districts.

We thank God for the faithful service of those whose time on the SC has come to an end. We also ask God to bless the new members with faith, wisdom, and dedication.

Rev. Mark Schroeder, reporter

Rev. Mark Schroeder, president and chairman
Mr. Kurt Austad, Nebraska District
Mr. Warren Ehlke, Pacific Northwest District
Mr. Charles Fiedler, South Central District
Mr. Seth Hansen, Dakota-Montana District
Mr. Philip Hempel, Michigan District
Rev. Philip Hirsch, chairman of WELS Board for Ministerial Education
Mr. Paul Holzhueter, Minnesota District
Mr. Mark Massmann, South Atlantic District
Mr. David Metzger, North Atlantic District
Teacher James Moeller, teacher-at-large
Rev. Peter Naumann, Conference of Presidents
Rev. David Rutschow, Conference of Presidents

Mr. Tom Schlittenhart, Arizona-California District
Rev. Larry M. Schlomer, chairman of WELS Board for World Missions
Rev. Jonathan Schroeder, pastor-at-large
Mr. Timothy Snyder, Southeastern Wisconsin District
Mr. John Tappe, Western Wisconsin District
Rev. Earle Treptow, pastor-at-large
vacant, Conference of Presidents
vacant, Northern Wisconsin District
Rev. Charles Westra, chairman of WELS Board for Home Missions

Advisory:

Rev. Keith Free, administrator of WELS Board for Home Missions
Rev. Bryan Gerlach, coordinator of the Congregation and Ministry Support Group
Mr. Lee Hitter, director of communications
Rev. James Huebner, first vice president
Rev. Daniel Koelpin, administrator of WELS Board for World Missions
Rev. Dave Liggett, director of the Ministry of Christian Giving
Mr. Todd Poppe, chief financial officer
Rev. Paul Prange, administrator of WELS Board for Ministerial Education
Mr. Martin Spriggs, chief technology officer
Rev. Joel Voss, second vice president

2011 WELS convention compliance listing

Committee, resolution	Responsible group	Resolution description	Due by
1-03	COP	Plan 2013 convention at Martin Luther College	July 2013
1-06, 1-08	COP	Develop process for elective ending of divine calls; consider possibility of appeals; encourage congregations to follow adopted procedures regarding divine call; encourage ongoing study	Ongoing
1-07	COP	Appoint Task Force on Lutheran Schools to provide assistance and support	November 2011; initial meeting in January 2012
4-02	SC	Continue to use Financial Stabilization Fund	Ongoing
6-01	COP, MCG	Encourage faithfulness in CMO and the study of Christian stewardship	Ongoing
7-01	President	Appoint Communications Committee	Summer 2012
7-02	SC, COP	Encourage and provide funding for efforts to expand external communications efforts	July 2013
12-01	COP	Consider filling vacant CMSG director positions as funding becomes available	Ongoing
13-01	SC	Consider replenishment of \$300,000 funding for the Publication Coordinating Commission	2013 budget process
17-01	Christian Aid and Relief	Encourage member support and develop increasing cooperation with other WELS entities	Ongoing
18-01	SC, areas of Ministry	Implement "In Christ Alone" long-range plan, adopt measuring criteria, communicate plan's details	Ongoing
19-01	COP, Translation Evaluation Committee (TEC)	Communicate translation evaluation principles, address concerns about gender usage and prophecy passages	May 2012
19-02	Praesidium	Appoint committee to evaluate feasibility of a confessional Lutheran translation; report to districts in 2012	October 2011 begun; March 2012
19-03	COP, TEC	Final report of the TEC to the district conventions; prepare ballot for district convention voting on translation issue	March 2012
20-01	COP, SC, CLS, CECW	Develop program for continuing education for teachers, with process for tracking; progress report to the districts	March 2012
20-02	COP, SC, CECW	Develop program for continuing education for pastors, with process for tracking; progress report to the districts	March 2012
21-01	SEW District Praesidium	Report to the COP regarding Time of Grace	Initial report given in October 2011; further in Nov–Dec 2011

WELS Long-Range Plan

“In Christ Alone”

Underlying principles

“Everything that was written in the past was written to teach us, so that through endurance and the encouragement of the Scriptures we might have hope. May the God who gives endurance and encouragement give you a spirit of unity among yourselves as you follow Christ Jesus, so that with one heart and mouth you may glorify the God and Father of our Lord Jesus Christ” (Romans 15:4-6).

We affirm that only the gospel of Jesus Christ can create and sustain faith. Thus, spiritual results related to the growth of the holy Christian church are completely in the hands of God the Holy Spirit. The Holy Spirit uses the means of grace to accomplish the results that only he can work, and he has entrusted the means of grace to human beings as his messengers. It is, therefore, a stewardship issue that we are outlining in this document. We want to be faithful stewards of the resources God has given us by planning our activities (sometimes called “strategies”) in order to move toward the goals (sometimes called “results”) for the visible church known as WELS, which we, under God’s blessing, hope to attain.

At the heart of our planning for the future is our desire to seek the lost as well as nurture the found. We do that as individuals and as congregations working together in a confessional Lutheran church body, that is, we carry out our gospel ministry together while standing squarely on all the truths of Scripture as expressed by the Lutheran Confessions. At all times and in all we do our focus is the cross of Christ Jesus.

In planning for the future, the leaders of our synod not only desire to be good stewards but also recognize that they are responsible to the members, called workers, congregations, commissions, and boards of the synod. We trust them to do their work, and ask them to provide reports as they have the opportunity. The leadership groups of our synod, in particular the Synodical Council (SC) and Conference of Presidents (COP), will continue to review the synod’s organizational structure so that it operates in the best and most appropriate way, fostering a spirit of unity, supporting the gospel ministry we carry out together, and making the most of every opportunity the Lord places before us. Therefore, we place all things confidently into the hands of our gracious God and make our plans in this working document in keeping with his revealed will.

“In Christ Alone, This Cornerstone, This Solid Ground”

Foundation for long-range planning—our purpose

For the purpose of communicating to people inside and outside of our church body, the synod in convention has adopted this purpose statement: “As men, women, and children united in faith and worship by the Word of God, the Wisconsin Evangelical Lutheran Synod exists to make disciples throughout the world for time and for eternity, using the gospel in Word and sacrament to win the lost for Christ and to nurture believers for lives of Christian service, all to the glory of God.”

The focused purpose of our work as a corporate synod structure is summarized in our constitution:

“The object and purpose of the synod shall be to extend and conserve the true doctrine and practice of the Evangelical Lutheran Church:

- a) By assisting and counseling in every appropriate way the pastors, teachers, and congregations affiliated with the synod;
- b) By establishing and maintaining theological seminaries, colleges, academies, schools, and other institutions of learning;
- c) By establishing and maintaining home and world missions and such charitable institutions as it may deem appropriate to its calling;
- d) By printing, publishing, purchasing, selling, and disseminating literature that maintains Lutheran doctrine and practice;
- e) By furnishing appropriate literature for parish schools, Sunday schools, missions, institutions, and churches.”

For the purposes of planning, of marshalling resources as good stewards of God's blessings, and of encouraging unity in spirit, the leaders of our synod have noted the constitutional priorities articulated by recent synod conventions and have summarized the purpose of our work as a synod with this planning guide: "The Wisconsin Evangelical Lutheran Synod exists to give all glory to God by upholding, defending, and proclaiming the truth of the Holy Scriptures as articulated in the Lutheran Confessions, and by providing a means for congregations and their members to extend the reach of their God-given mission of proclaiming the gospel in Word and Sacrament through joint mission efforts at home and abroad and through the training of called workers."

"In Christ Alone My Hope Is Found"

Long-range plans—the picture in 2017

Under God's blessing and by grace alone, we hope to see the following ambitious and realistic snapshot of our work in 2017. Details follow in the section entitled "Strategies to Reach Long-Range Plans."

Worldwide identity as confessional Lutherans

As we approach the 500th anniversary of the Reformation, we note the potential realignment of confessional Lutherans in North America and beyond so that by 2017:

1.1 - WELS will be more widely known as a confessional Lutheran church body, firmly founded on the Holy Scriptures and joyfully proclaiming the saving love of Jesus Christ in Word and sacrament to as many people as possible around the globe.

World Missions

Recognizing the need for billions of souls to hear the gospel, by 2017, the Board for World Missions (BWM) will:

2.1 - have a world mission team (from administration to national churches) that agrees on a scriptural understanding of missiological terms and philosophy.

2.2 - have six regional seminaries (5 in 2010),

2.3 - ten national theological professors (6 in 2010),

2.4 - ten functional Bible Institutes (8 in 2010), and

2.5 - regular curricula supplemented by distance learning.

2.6 - publish at least 1/3 of the necessary Bible Institute and seminary course materials in at least 20 languages.

2.7 - operate in 30 countries (23 in 2010).

2.8 - serve over 150,000 souls worldwide (107,000 in 2010).

Home Missions

Recognizing that the process of encouraging, enhancing, establishing, developing, and enriching missions in North America involves partnerships with congregations, groups, and individuals, by 2017, the Board for Home Missions (BHM) will:

3.1 - open 8 new missions a year (4 in 2010).

3.2 - support 8 new ministry enhancements a year (10 in 2010).

3.3 - subsidize mission efforts in 200 congregations (150 in 2010), with eight missions and five ministry enhancements achieving self-support every year.

Ministerial Education

Mindful of the precious Lutheran heritage of the unconditional gospel that has been passed to our generation with remarkable clarity, by 2017, the Board for Ministerial Education (BME) will:

4.1 - graduate from Wisconsin Lutheran Seminary (WLS) approximately 30 pastor candidates annually (42 in 2010), reflecting the actual number of pastor-track students already enrolled in 2010 at MLC. The COP recognizes that the smaller classes result in a workable 10% vacancy rate in our parishes (5% in 2010). As we open more missions and as congregations grow, there will be a need for more candidates.

4.2 - graduate from Martin Luther College (MLC) approximately 55 teacher candidates (50 in 2010) who can serve anywhere annually, allowing every Early Childhood Center, Lutheran Elementary School, and area Lutheran High School to be staffed by synodically-certified directors, principals, and teachers. There will be 45 additional graduates annually who can serve only in limited geographic locations (40 in 2010).

4.3 - graduate from MLC staff minister candidates and those trained for part-time and volunteer service to meet the needs of congregations.

4.4 - in collaboration with the COP and Congregation and Ministry Support Group (CMSG), have in place for all ministerial education schools self-supporting continuing education courses in a wide variety of formats for called workers, with a strong component of equipping the saints for the strengthening of congregations.

4.5 - have working relationships between WLS, MLC, Michigan Lutheran Seminary (MLS), Luther Preparatory School (LPS), and Home and World Missions to serve the needs of each of our mission fields, home and abroad, and our sister churches in the Confessional Evangelical Lutheran Conference (CELC).

Congregation and District Ministry

Recognizing the vital importance of congregational health and the impact of called workers growing spiritually, personally, and professionally, by 2017, the COP and the CMSG will collaborate with WLS and MLC to provide counsel, resources, and training for all congregations to:

5.1 - strive for an increasing percentage of participation in worship and Bible study.

5.2 - improve assimilation, relationships and personal connections, and service opportunities in church and community, with an emphasis on Christian vocation.

5.3 - strengthen the overall quality of education, specifically instruction and leadership, in our early childhood centers, Lutheran elementary schools (LES), area Lutheran high schools, and other children's ministries, so that they demonstrate excellence in both nurture and outreach.

5.4 - find ways to connect with the people of their communities and make use of outreach opportunities to share Jesus' love with as many people as possible, including those with special needs.

5.5 - support formal and informal programs for the spiritual, personal, and professional growth of called workers.

5.6 - support the work of the synod with 10-15% of offerings for Congregation Mission Offerings (CMO) (7%, 2010), with 100% of congregations participating (92% in 2010).

5.7 - reflect synodical unity and vitality in all aspects of congregational doctrine and practice.

Publishing

Mindful of one of the main reasons we joined together as a synod, by 2017, Northwestern Publishing House (NPH) will:

6.1 - work toward providing dignified and quality materials that identify us as a confessional Lutheran church body that is serious about what we believe and interested in sharing our witness with the world.

6.2 - coordinate the publishing plans and needs of the boards and commissions of the synod and NPH to avoid duplication and promote consistency.

6.3 - explore and implement all methods of proclaiming our message, including print and digital media, in a cost-effective way.

6.4 - develop literature for adults, teens, and elementary children that helps them grow in knowledge and devotion to the gospel of Jesus Christ and the confessional Lutheran truths we treasure.

6.5 - develop material that can be translated and shared through the Multi-Language Publication efforts among other cultures in our country and worldwide.

Resources

7.1 - It is the stated goal of WELS leadership and the synod in convention to have Congregation Mission Offerings serve as the primary source of financial support for synodical ministries. In order to carry out the plans and goals listed in this long-range plan, under God's blessing and by his grace alone, by fiscal year 2017 we pray that our synodical ministry plan will be funded by unrestricted gifts of \$39 million per fiscal year with \$27.5 million of that coming from Congregation Mission Offerings (\$29.6 million with CMO of \$20.9 million in fiscal year 2010-11). The increase in CMO amounts to congregations moving from giving 7% of their offerings to 10% of their offerings.

Except for publicity and communication purposes, publishing efforts will most logically be funded by Northwestern Publishing House through the sale of the material. For projects that cannot recover the cost of development, the Publication Coordinating Commission may seek budgetary funds or special gifts to fund new projects.

Resource allocation

With the direction of recent synod conventions, and flowing from the plans above, in fiscal year 2016-17:

8.1 - Missions will utilize 40-50% of CMO and Financial Stability Fund (FSF) resources (40% in 2011).

- Ministerial Education will utilize 30-40% of CMO and FSF resources (30% in 2011).

- Congregation and District Ministry will utilize 10-15% of CMO and FSF resources (14% in 2011).

- Ministry Support will utilize 10-15% of CMO and FSF resources (16%, including 5% debt retirement, in 2011).

“In Christ Alone, Jesus Commands My Destiny”

Strategies to reach long-range plans

Worldwide Identity as Confessional Lutherans

In the years leading up to 2017, WELS will:

- 1.1.1 - clearly and consistently express ourselves to the world as confessional Lutheran in doctrine and practice.
- 1.1.2 - maintain communication with the church bodies of the CELC and seek out the fellowship of other confessional Lutheran churches around the world.
- 1.1.3 - make every effort to identify confessional Lutherans in the United States and to rejoice in doctrinal unity when such unity can be determined.

World Missions

In the years leading up to 2017, the BWM will:

- 2.7.1 - enter new fields as God gives the opportunity.
- 2.9.1 - work with Home Missions and Ministerial Education to build awareness of the Church’s mission to the lost and support of World Missions work among called workers and constituency.
- 2.2/4.1 - work with Ministerial Education to develop a worldwide ministerial education system on the model of basic Christian instruction, then Bible Institute, then seminary.
- 2.6.1 - publish foundational materials at all levels of theological development in as many targeted languages as possible.
- 2.9.2 - streamline administration and increase joint planning with other administrative units.

Home Missions

In the years leading up to 2017, the BHM will:

- 3.1.1 - prioritize funding with a balance of immediate opportunities and targeted efforts for long-range impact.
- 3.4.1 - streamline the communication, support structure, and resources in the field and in the offices.
- 3.2.1 - provide proactive assistance and strategies to reach the lost with the gospel.
- 3.3.1 - mentor new personnel in mission settings.
- 3.5.1 - partner with World Missions, Ministerial Education, and other leaders to communicate the urgency for outreach and to develop helpful tools and resources.

Ministerial Education

In the years leading up to 2017, the BME will provide coordination, stressing efficiency and fiduciary responsibility, as:

- 4.1.1 - Wisconsin Lutheran Seminary (WLS) and Martin Luther College (MLC) graduate students who are confessional in stance, evangelical in approach, mission-minded in spirit, culturally sensitive, appropriately flexible, and zealous to nurture and to equip the saints.
- 4.5.1 - Michigan Lutheran Seminary (MLS) and Luther Preparatory School (LPS) graduate students prepared to succeed at Martin Luther College.
- 4.5.2 - MLC continues to recruit students from prep schools, area Lutheran high schools, public schools, home schools, and adults in our fellowship considering another career.
- 4.2.1 - MLC expands its efforts in the training of principals, early childhood directors, and early childhood workers.
- 4.4.1 - the ministerial education schools expand their efforts in continuing education of called workers, education of international students for service in their ethnic groups of origin, and education of those who want to serve part-time or as volunteers in the congregation.
- 4.5.3 - it monitors the needs of the synod and encourages the schools to tailor their recruitment efforts to match those needs.
- 4.1.2 - the schools continue aggressively to recruit candidates for pastoral ministry, recognizing that, in every year, at every time, “the harvest is plentiful, but the workers are few,” so that we graduate from Wisconsin Lutheran Seminary as many pastoral candidates as possible.
- 4.2.2 - the schools continue aggressively to recruit candidates for teaching ministry, recognizing that, in every year, at every time, “the harvest is plentiful, but the workers are few,” so that we graduate from Martin Luther College as many teaching candidates as possible.
- 4.5.3 - the schools increase the diversity of their student bodies.

Congregation and District Ministry

Recognizing the emphases in this area changing to “training the trainers,” in the years leading up to 2017, the COP will:

- 5.4.1 - foster the ministries of the CMSG (the Commissions on Congregational Counseling, Worship, Evangelism, Adult Discipleship, Youth and Family Ministry, and Special Ministries) to provide counsel, resources, and training to congregations and all called workers.
- 5.3.1 - foster the ministry of the Commission on Lutheran Schools to provide training, assistance, expertise, and resources for the precious and valuable resources we have in our early childhood ministries, Lutheran elementary schools, and area Lutheran high schools, and other children’s ministries, looking for new opportunities and sustainable models of Lutheran education.
- 5.5.1 - work with WLS, MLC, and the CMSG to foster spiritual, personal, and professional growth for all called workers through flexible programs of continuing education and mentoring, to enable the called workers better to equip, empower, and encourage lay members in their vocations and in volunteer service for their congregations.
- 5.1.1/6.1.1 - establish a committee to plan and develop a new hymnal by the 500th anniversary of the first Lutheran hymnal (1524).
- 5.6.1 - work with all congregations to increase CMO using the 10/10 plan.
- 5.7.1 - work with parasynodicals to enlist and coordinate their support roles in funding and ministry.

Publishing

In the years leading up to 2017, NPH will:

- 6.2.1 - plan materials that will help us celebrate the 500th anniversary of the Lutheran Reformation in 2017.
- 6.1.2 - continue to publish materials that will help congregations carry out their ministries through the printed or digital word.
- 6.4.1 - explore new confirmation instructional material.
- 5.1.1/6.1.1 - put plans in motion to publish a new hymnal by the 500th anniversary of the first Lutheran hymnal (1524).

Resources

7.1.1 - In order to fund an annual ministry plan with unrestricted gifts of \$39 million in 2017, plans will be put in motion which will rely solely on the grace of God and his promises of undeserved love through Christ Jesus and will be applied to the hearts of God’s people through a carefully organized every-member visit for every member of WELS. The plans will offer specifics on how to do that in every congregation of WELS – tailored for small, middle-sized, and large congregations. The plans will feature materials that will be brief but pointedly directing all to the “why” of joyful and generous financial stewardship – the cross and empty tomb of Jesus – and will include the “how to” of joyful and generous financial stewardship through a percentage of income offered, through special gifts (a possible special offering for the 500th anniversary of the Reformation), and through planned and deferred giving (estate planning).

Leadership

In the years leading up to 2017, the SC and COP will continue to work together to make the most of opportunities the Lord is placing before us. Issues “on the table” include:

- 9.1.1 - reviewing church governance issues (process and function of synod conventions, boards, size of SC, etc.).
- 9.2.1 - reviewing the size and number of districts, the size of circuits, possible term limits for district officials.
- 9.3.1 - reviewing the size and efficiency of synod technology, communication, and fiscal support offices.
- 9.4.1 - emphasizing continuing education for all called workers.
- 9.5.1 - encouraging collaboration in synodical support and ministerial endeavors.
- 9.6.1 - continuously updating the strategic plan so that the process continues beyond 2017.

Accounting Oversight Committee

Our calling

The Accounting Oversight Committee serves the synod, its schools, its subsidiaries, and its affiliates that are under the oversight of the Synodical Council (SC). The committee serves the SC by assisting in ensuring that appropriate accounting policies and internal controls are established and financial systems are efficient and effective; retaining external auditors; assisting in ensuring that financial personnel have the requisite skills; and by assisting in ensuring that financial reports are prepared timely, accurately, and in compliance with generally accepted accounting principles.

The committee keeps the Synodical Council informed of its action through the Synodical Council's appointed member of the committee. The synod's schools; subsidiaries; and affiliate boards, commissions, and committees are informed through WELS' chief financial officer.

Our current situation

The committee has engaged the independent audit firm of Baker Tilly Virchow Krause LLP to conduct the annual audit of the consolidated financial statements of the synod, its schools, and its subsidiaries for the fiscal year ended June 30, 2011. All audit reports were issued on schedule, which was within five months of year end. All audits were completed within five months of year end, and all entities received an unqualified opinion, the best you can get, on the financial statement's compliance with generally accepted accounting principles. In addition, the auditors identified no significant deficiencies or material weaknesses in the synod's, schools', and subsidiaries' control environment. Copies of the annual financial statements, quarterly consolidated financial statements and quarterly budget reports are available on the synod's Financial Services Connect site, connect.wels.net/financial-services.

In addition to the annual synod financial statement audits, the committee engaged the independent accounting firm CliftonLarsonAllen, LLP to audit the WELS VEBA Group Health Plan and WELS Pension Plan for 2010. These financial statements also received unqualified opinions for 2010 and the auditors did not identify any significant deficiencies or material weakness in the control environment.

In November 2011, in compliance with a convention resolution, the Accounting Oversight Committee requested proposals for audit services from several qualified independent firms. The firm of CliftonLarsonAllen, LLP was selected as successor auditor of the synod, schools, subsidiaries, and the WELS VEBA and Pension Plan for the next five years. The ongoing strengthening of synodwide financial accounting and reporting capabilities combined with the competitive market among CPA firms resulted in a significant decrease in fees by switching all audits to CliftonLarsonAllen.

A look ahead

We continue to believe that there are significant opportunities to reduce costs and drive out administrative inefficiency. Our belief has been repeatedly confirmed by our independent auditors, and in November 2011 the Synodical Council resolved to have the synod president initiate the investigation of duplication of services and functions. Coupled with our concerns about inefficient services and functions is the synod's organizational structure for supporting services. We strongly believe that the leadership talent in finance, technology, human resources, communication, and mission advancement at the synod level should administer their respective functions and services at the schools and subsidiaries. We are hopeful that progress will be made to increase efficiency through reduced duplication of services and functions with the synod president's leadership on this initiative.

Mr. Tom Walters, reporter

Mr. Tom Walters, chairman

Mr. Jim Freer

Mr. Carl Rudolph

Mr. Tom Schlittenhart

Advisory:

Mr. Todd J. Poppe, chief financial officer

Publication Coordinating Commission

Our calling

WELS Publication Coordinating Commission (PCC) coordinates and prioritizes the publishing and media production of the synod's boards and commissions and Northwestern Publishing House (NPH). In the past it has solicited publishing proposals for material that would not recover the cost of production and yet are deemed by the boards and commissions of the synod to be important. The commission reviewed and evaluated those proposals and awarded funds from the Publication Fund to those it considered vital.

Our current situation

In the past financial struggles of WELS, most of the financial resources in the Publication Fund of the Publication Coordinating Commission were moved to the Financial Stabilization Fund in order to help other areas of ministry weather financial challenges. All the projects that were approved in the past have either been completed or have sufficient funds to cover their completion. The commission has not been able to fund new projects because of the depleted Publication Fund.

The 2011 synod in convention and the Synodical Council approved the return of a portion of the Publication Fund when additional funds would become available. To date those funds have not been available and the PCC has been unable to fund any new projects.

The Publication Coordinating Commission sees a number of worthy projects in the future that will require funds to complete them. Some of them include

- a new pastoral ministry textbook for Wisconsin Lutheran Seminary (WLS),
- a new counseling textbook for WLS,
- a new evangelism textbook for WLS,
- a new pastoral leadership textbook for WLS,
- a new homiletics textbook for WLS,
- translation of *God So Loved the World* into Chinese,
- two new videos as a follow up to *Road to Emmaus*,
- material for the celebration of the 500th anniversary of the Lutheran Reformation, and
- a new hymnal planned for 2024.

Some of these projects are already in development with authors or committees working on them. The videos and the material for the 500th anniversary of the Reformation will require funding soon. Planning and development funds for a new hymnal will be needed soon as well. A new catechism for confirmation instruction and related materials has received attention and discussion because of the discussion on a new Bible translation. That project has not yet made the above list, but it seems logical that it would appear shortly. Additional projects exist in the imagination and creativity of others. With the growth of electronic delivery of material, the committee wishes to explore its use in more depth.

The committee has asked boards and committees to share their publishing ideas. The goal is to work toward a coordinated approach that eliminates duplication of effort even if we cannot fund those projects. We still believe that publishing plans of the boards and committees of the synod should be channeled through the Publication Coordinating Commission in order to maintain some coordination and consistency.

A look ahead

The future remains unclear at this point. First, the committee does not know whether funds will be available for the projects that it sees in the near future at this time, and, second, it does not know whether it will have the resources to pursue any longer term projects. Discussion on these two points continues with the confidence that the Lord of the church will provide what is needed to publish his truth.

Rev. John Braun, reporter

Rev. John Braun, chairman and vice president of Northwestern Publishing House
Rev. Bryan Gerlach, Congregation and Ministry Support Group
Rev. Paul Hartman, Board for World Missions
Rev. Curtis Jahn, Northwestern Publishing House
Rev. Brian Keller
Rev. Harlyn Kuschel

WELS Archives

Our calling

The archives of the Wisconsin Evangelical Lutheran Synod is the official repository for records of historical value created by and about WELS and its congregations, called workers, and related parasynodical organizations and institutions. Its mission is to gather, preserve, and make available documentary evidence of the ongoing life and work of the synod and to offer a useful information service to synod administration, called workers, and congregations.

Our current situation

The archives space at Wisconsin Lutheran Seminary, although full, is well organized. Materials are accessible to researchers. The contents of the boxes of unprocessed materials are known, and the boxes are shelved. But the shelves are full, and new items coming into the archives are again being stacked wherever room can be found. Very soon this will make accessing the organized materials difficult, if not impossible.

We are thankful that the materials in the archives at present are accessible. However, crucial tasks such as preserving gathered items, systematic collecting of documents into the archives, advising areas of ministry and congregations on how to manage and preserve records, managing electronic records, and planning for disasters, for example, are not being done. It is also to be noted that the current archives space is not only insufficient in size but because its climate cannot be controlled it is also unsuitable for preservation of the historical record of our synod.

A look ahead

Already in 1995 the synod in convention recognized that the archival program needed full-time staffing to operate effectively and recommended the hiring of a full-time archivist and support staff. However, to date funds have not been allocated, and the positions of synod archivist and synod historian remain vacant since the 1999 retirement of Prof. Martin Westerhaus, who had served in both capacities.

In 2010 a committee appointed by President Schroeder studied the archives situation yet again, this time in consultation with a trained archivist. That committee submitted a report along with a resolution that urged the immediate hiring of an archivist. To date that position is not funded. It was hoped that space would be available for archives in the new synod headquarters. It remains to be seen whether that will happen.

If the synodically mandated mission of the archives program is to be achieved, a full-time archivist is needed. If the preservation of our synod's history in documentation and artifact is to be successful, the collection needs to be properly housed.

Prof. John P. Hartwig, reporter

Christian Aid and Relief

Our calling

WELS Christian Aid and Relief combines the efforts of the former Committee on Relief and Humanitarian Aid Committee of the Board for World Missions. Bylaw changes pertaining to this newly formed committee were approved at the 2011 synod convention. Christian Aid and Relief is the synod's "ministry of compassion," bringing physical relief to victims of natural disasters in the form of cash grants, food, clothing, and medical supplies. Christian Aid and Relief also partners with WELS missionaries to support humanitarian aid projects to help build bridges to proclaim the gospel. The mission of Christian Aid and Relief is drawn from the scriptural encouragement, "Therefore, as we have opportunity, let us do good to all people, especially to those who belong to the family of believers" (Galatians 6:10). Because of all that Christ has done for us, we are eager to reflect Christ's love and compassion to those in need. We seek to personalize our efforts by distributing our funds first through our church and then through other trusted secular agencies.

Current situation

Christian Aid and Relief is not funded in the WELS budget but by the special gifts of WELS members.

From Jan. 1 through Dec. 31, 2011, total expenditures for relief projects were \$507,870—\$206,650 was expended for domestic relief efforts and \$301,220 for foreign relief efforts. In addition, \$259,108 was designated for humanitarian aid projects for fiscal year 2011–12.

Major opportunities to provide relief in the past year centered in Japan where \$170,750 dollars was granted for earthquake and tsunami relief, working through our WELS missionary and the national Lutheran church of Japan. More recently, several WELS Japanese-speaking volunteers traveled to Japan to assist with personal outreach efforts to the community through a community center. Funds from Christian Aid and Relief are supporting world mission work among several orphanages in Haiti. Christian Aid and Relief also partnered with the WELS Nurses Association and Wisconsin Lutheran College to send volunteer nurses to provide medical care on the border between the Dominican Republic and Haiti. \$11,900 was granted in support of the Central Africa Medical Mission.

Other domestic relief activities include \$17,250 for tornado disaster relief in Alabama and Missouri. Volunteers from several WELS congregation also personally assisted in the clean-up efforts. Additional funding was granted for flood relief to Milwaukee area congregations, general aid to food pantries, inner city relief, and general aid for called workers and congregational members.

Christian Aid and Relief continues to work with the WELS Board for World Missions, WELS missionaries, and sister congregations of the Confessional Evangelical Lutheran Conference around the world in funding humanitarian aid projects. Below is a list of this year's granted projects, totaling nearly \$260,000.

Nigeria: Funds have been granted to Nigeria to help organize the distribution of health care for the extremely impoverished people and to help provide humanitarian aid during natural disasters. The ability to offer care and provide humanitarian aid to Nigeria's unchurched will serve as a bridge to invite villagers to church to hear the gospel. Funds will also be used to stock a pharmacy that will serve the community. The location will allow for community advertising and the possibility of offering printed outreach materials. Drilling of another borehole will also be possible this year. These water systems placed near the church provide opportunities for the pastor and members to reach the unchurched.

Zambia: Aid granted to Zambia provides for home-based care that bridges the physical and spiritual care for the chronically ill and dying. This allows for compassionate connections between clients and caregivers, as they help those with AIDS, TB, malaria, and other chronic and terminal illnesses. Realizing that health education improves through literacy, funds have been granted in Zambia to offer refresher courses for those who teach reading and writing. These courses are especially helpful to mothers, the primary caregivers spiritually and physically. Bicycles are donated to help people get to the classes and for the volunteer facilitators to travel between literacy groups. The villagers who are reached through this aid improve their reading and writing skills and benefit from regular

devotions and exposure to the church. The drilling of more boreholes will also be funded in Zambia, resulting in excellent opportunities for the pastors and members to reach out to the villagers.

Cameroon: In Cameroon, funds have been granted to build a new four-bed clinic. This clinic will provide dispensing of medicines and equipment. The village chief and some village elders are members of the local church that has provided land for the clinic. This opportunity helps the church to become an integral part of the village. The clinic allows for spiritual instruction and training and is located where biblical materials can be distributed. This site also makes it possible for called workers to meet with villagers and invite them to church.

Malawi: Malawi has been granted funds to drill boreholes next to our local churches, which will help outreach efforts of pastors and members to the community. The Central Africa Medical Mission in Malawi and Zambia has also received special needs funding from Christian Aid and Relief for medical supplies and transportation needs.

Russia: Funding has been granted to Russia to provide food, clothing, and medicine for the needy. These gifts will allow for the law-gospel pamphlets to be distributed and to invite people to Bible instruction classes. This will let the workers' light shine in the area and grow their reputation of helping those in need. Aid has also been granted to assist institutions such as hospitals, rehab centers, orphanages, and halfway houses. The government values this work and presence, which is very important as it opens the doors for Bible classes and Christian counseling. Through this ministry, Sunday school lessons are left in public schools, and Bible classes for the disabled and orphans are offered.

Bulgaria: Funding was granted to Bulgaria to offer food assistance, opening the door for Bible study and devotions. Aid has also been granted for assistance in nursing homes, orphanages, and other institutions. These gifts open doors for worship services, Bible classes, devotions, and the distribution of printed materials. Additional aid has been supplied to a Christian home that delivers food and medicine to the needy at in-home meetings. Communicating Christ classes, spiritual classes, and devotions bring God's Word to the people in Bulgaria.

Mexico: In Mexico, aid has been granted for the opening of a community center. Meals are served at this location. Food, clothing, and medicine are given to those with the greatest need in the community. Through these gifts, the church is establishing a Christian reputation with the hope of one day building a mission out of the community center. Aid also has been granted to provide equipment for sewing, cooking, and computer classes. This allows for mission outreach through free classes.

India: Medical aid to India has been approved to provide supplies for major hospitals and rural health clinics. Basic necessities such as blood pressure cuffs, oxygen tanks, stretchers, thermometers, sterilizers, and masks will be supplied. Funds have also been granted for the digging of between 20 to 25 fresh water wells. Financing has also been granted for approximately 30 to 35 simple toilets, one of the more sorely needed projects in India.

As with most of the humanitarian work in India, these projects may not open new doors directly for gospel "bridge building," but they will help to ensure that the doors to India will remain open for WELS counselors living and working there. These kinds of projects are necessary for our presence in India to continue; it is excellent and necessary public relations with the local medical community, government officials, influential families, and legislators.

Nepal: Aid supplied to Nepal provides funding for ten medical clinics. At each clinic, a medical person and a gospel worker minister to the physical and spiritual needs of those who receive care. Christian literature is distributed. Each clinic leads to the formation of a Bible study group, and nearly all of these clinics have developed into local churches. Financial support has also been granted for Nepal orphanages, which will support schooling and supply clothing, health care, and food for ten orphans. This provides Christian instruction, and with God's help, these young people are nurtured to become leaders in the church in Nepal. Aid is provided to reach out to women in rural and remote areas to offer activities and sessions to improve basic skills. Offering these skills provides opportunities to share the gospel. Funds have been granted to offer literacy help to the uneducated Christian and non-Christian people. Together, hopefully they will learn to read the Bible and participate in Bible study programs. This will help strengthen the church there and help the Christians more adequately explain the good news to others. As people in the area receive free education from the Christian people, goodwill is strengthened. Aid also provides textbooks to three hundred higher secondary level students in several districts in the area of Tibet. This opens doors for sharing the gospel in these areas and also helps to train future leaders and teachers of the Christian church. Aid to offer agricultural training programs and micro-business plans for Christians has also been provided. This effort supports the general health and well-being of the people, but also helps the health of the church in Nepal and hopefully helps it reach the goal of becoming self-supporting.

Pakistan: In Pakistan, funding has been provided for midwife training. This is a three-month training course on how to perform safe deliveries in the villages. This gains the goodwill of the families and communities, thus allowing for more gospel witnessing in the local villages. Humanitarian aid has also been granted to provide medical procedures for members of about two hundred poor families. These desperate people learn through this kindness of the Great Physician of body and soul. Financial aid continues to be supplied for a private hospital to maintain the good reputation for the care it provides. This grant helps to supply hospital beds, operating lights, and a ventilator. This hospital and its Christian staff maintain good relations with the local Muslim leaders, thus enabling the staff to freely distribute Christian literature through the Bible Correspondence and Teaching School, which is currently serving more than 26,000 children and adults. Aid has also been granted for food distribution at Christmas and Easter in neighborhoods bordering Christian homes and schools.

WELS Christian Aid and Relief also continues to provide help for families with catastrophic personal and medical difficulties. We thank the Lord for moving the hearts of WELS members to show how much they care with their prayers and gifts of love.

A look ahead

Annually, Christian Aid and Relief reviews humanitarian aid grant requests forwarded from the Board for World Missions. These projects help build bridges for proclaiming the gospel to the people in WELS' mission fields.

WELS Christian Aid and Relief continues to look for ways to improve its communication to WELS members. New *Lifeline* video formats have been developed so that those who support the work can see firsthand how their gifts are being used. The Web page, www.wels.net/relief, continues to offer timely information and a convenient way to donate online for Christian Aid and Relief projects. Members can also find us on Facebook at Christian Aid and Relief. Committee members and volunteers also make presentations to various groups to "tell our stories," letting WELS members know about the needs and opportunities to help people through Christian Aid and Relief. DVDs of *Lifeline* videos and other written materials and photos are also available upon request. Christian Aid and Relief is partnering with other WELS agencies, such as WELS Kingdom Workers, Wisconsin Lutheran Child and Family Service, our synod's ministerial education schools, and WELS Nurses Association, to coordinate volunteers to assist in relief efforts when appropriate.

Rev. Robert Hein, reporter

Rev. Robert Hein, chairman

Staff Minister Tom Hering, secretary

Mr. Sam Izzat

Rev. Harmon Lewis

Teacher Gary Thoma

Mr. Mark Vance, director of operations

Support Services

Support Services is the area that encompasses Financial Services, Technology, Human Resources, and Facility Services. These areas support the ministry of the synod and its four ministerial education schools.

Technology

Our calling

WELS Technology exists to support the work of synodical organizations and areas of ministry by providing a strong technical infrastructure, facilitating digital communications, assisting congregations and called workers to better leverage technology, and coordinating technology initiatives that can't be done at smaller organizational levels. To best accomplish these objectives WELS Technology is made up of ten related "service areas." Together the dedicated men and women that support these service areas seek to help the spread of the gospel with technology tools the Lord continues to make available in the 21st century.

The ten WELS Technology service areas include IT administration, workstations and peripherals, project management, disaster recovery, servers and storage, documentation and training, end-user support, network and telephony, application and Web development, and application and Web maintenance. In order to provide these services WELS technology has organized itself into three departments that handle different service components. These departments exist solely to support the ministry efforts of Home and World Missions, Ministerial Education, Congregation and Ministry Support Group, other synod agencies, and to a lesser degree individual churches and schools. Great care has been taken to organize according to ministry need. As a result, the services provided by these departments can be tied directly to the activities of those areas of ministry.

Information Services provides maintenance and support for all synod technical infrastructure, provides end-user help desk support, ensures integrity of network and data, and manages access to technical assets. Currently mailroom and reception desk activities also fall into this area.

Software Services provides development and programming services that fill synod application requests, integrates applications with other related synod systems as necessary; manages the quality and efficient collection of synod data, especially as it relates to called worker and congregation information; and determines future application development platforms and best practices. This team also coordinates the creation and management of www.wels.net and associated Web applications and Web sites, provides support for more than 50 WELS Web sites, creates and maintains tools to enable synod communications, and promotes and facilitates Web usage and technologies to internal and external groups.

Project & Administration Services provides and coordinates project and program analysis services to all areas of ministry, provides documentation and training, coordinates management of all projects in the technology portfolio, and acts as primary project office for "significant" projects that require complex coordination. This group also provides strategic planning, budgeting, resource management, and training.

Our current situation

A much leaner Software Services was formed by combining both Application Development and Web Services to improve workflow and produce more efficient and quality systems through iterative testing and documentation. This year, the development of online forms and data management processes met synod programming requests for many event registrations, online subscriptions, and effective data collection and reporting methods. Benefit Plans and WELS Church Extension Fund projects focused on streamlining business processes and migrating to newer

technologies. Measures were also taken for facilitating better collaboration among church leaders through continuous enhancements of our Connect Intranet applications.

Online donations to the synod and synod schools continue to increase. As a result, one major project undertaken by Software Services was a new online donations tool integrated into www.wels.net and connected to the Luther Preparatory School, Michigan Lutheran Seminary, Martin Luther College, and Wisconsin Lutheran Seminary Web sites. BlackBaud's NetCommunity was rolled out mid-winter and now provides a more seamless connection with the synod's donor management and gift tracking system called Raiser's Edge. This should save significant time in gift processing and will also provide a way for more potential donors to be added to the system.

Software Services is also leading the initiative to replace the aging synod database called Progress. The new system, now called WELSource, will launch in 2012. Thousands of hours have been spent planning and architecting a solution that will provide accurate data about our called workers, churches, schools, performance evaluations, pension benefits, and the calling process.

Synod Web sites are built using a variety of open source tools for Web pages, blogging, learning, and e-commerce, which are then customized to meet synod ministry needs. Visitors are encouraged to explore our newly released areas of ministry Web sites, the What About Jesus outreach site, the WELS Foundation site, and a WELS Investment Funds site, all built using the Drupal platform. These were the final sites migrated off the old www.wels.net host. Additional online products are used to reduce costs and to promote ministry for newsletter subscriptions, video hosting, and live streaming. Social networking strategies are underway in cooperation with Communication Services to reach out to online communities and newfound friends.

The Information Services team has strengthened the technical infrastructure that supports all electronic assets of the synod and its subsidiaries. Improvements such as an updated wireless network, an improved e-mail filter, increased data storage capacity, and enhanced virtual server infrastructure have made our networks and the data stored there more secure. Some of these improvements have also increased the resilience of our technology and made it more available as well.

Late in 2011, Information Services began to provide voice and e-mail support for Wisconsin Lutheran Institutional Ministries using the new communication platform called Microsoft Lync 2010. The same technology was also deployed at the Synod Administration Building. School staff and Christian giving counselors who access our financial systems remotely are now able to do so with greater ease and security by using a recently deployed Citrix Secure Gateway. The newest project has been the upgrade of synod e-mail servers, which makes access to e-mail, calendars, and contacts easier and provides greater ability to manage the growing amount of e-mail necessary to accomplish the synod's work.

Two popular programs continued to see growth in the past year—ShopWELS and FinalWeb. ShopWELS, the synod's cooperative buying program, added a number of new vendors including AT&T and Apple. All participants in the program provide discounts to WELS organizations, and some even to WELS members. More information is available at www.shopwels.net. FinalWeb is the synod's partner for Web site hosting. More than five hundred churches now use it to provide information to potential visitors and prospects online.

Our future

In 2012 WELS Technology will aim to increase synod office efficiencies and begin to roll out a new WELSource application that will touch all aspects of ministry by redesigning and migrating processes away from an antiquated database system. By renovating this core system, new enhancements will improve service levels for individuals, congregations, schools, the divine call system, and other core processes critical to the synod's mission. This modern, Web-based system will replace a character-based system that has changed little in over 25 years.

In conjunction, an improved church/school locator search tool is underway to expand search categories and display popular synod *Yearbook* information. The team will also focus on releasing a newly developed Cristo Palabra Web site to further support Spanish ministry and outreach in the native language. This site will have a similar purpose and content to the popular What About Jesus Web site. Further work with our ministerial education schools has started in areas of alumni management and event registration using the Blackbaud product suite. The goal is to provide a consistent online experience for alumni who would like to stay in touch with their former school and support its work.

As the way people interact online evolves, so must our strategies to innovate creatively and deploy new technology. More than 25 Web sites and 42,000 unique visitors to the www.wels.net site alone each month from 134 countries is

evidence that people are seeking Jesus on the Web, and WELS Technology must help ministries to reach out with the Word to bring people to faith. A focus will be given to improving the current mobile applications that provide text, audio, and video content to smartphone users. Additions will include church/school locator features as well as the ability to search the synod *Yearbook* for called workers and their contact information.

Throughout 2012 WELS Technology will be combining a number of security products into one package that will provide protection for all servers and desktop computers. Additional features of the new e-mail servers will be deployed to allow better archiving and security for important business messages and to meet regulatory standards. The Connect infrastructure that has already been improved will be strengthened with a rebuilt staging platform for testing and deployment of new applications. Consideration will also be given to hosting certain applications or systems in cloud-based facilities to reduce cost and overhead while increasing stability and ease of access.

The WELS Technology team looks forward to opportunities for service. As God has made new technologies available for our use, the team strives to be good stewards of them and enable the synod's ministries to use them to spread the precious news of Jesus Christ's death and resurrection. To him be the glory.

Mr. Martin Spriggs, reporter

Financial Services

Our calling

Financial Services prepares and provides accounting and financial information and services that support and serve WELS ministries. This is done by

- providing timely, accurate, and complete financial statements, reports, and analyses that facilitate ministry;
- providing God-pleasing, efficient, and effective financial services and operations that are in accordance with policies, procedures, and regulations; and
- installing and maintaining internal control systems that safeguard the assets God has provided.

The services carried out by Financial Services include audit, accounting, and financial statement preparation for the synod and its three subsidiaries located at the Synod Administration Building; gift processing; accounts payable; accounts receivable; unclaimed property; special funds accounting; payroll; budgeting and forecasting; risk management; insurance; records retention; cash management and investments; contract review; corporate credit card program; tax advisory services; legal services coordination; and preferred vendor contracting. Human Resources and Facility Services report to the chief financial officer, and, as the synod president's designate, the chief financial officer serves as advisor to Northwestern Publishing House, WELS Church Extension Fund, WELS Foundation, WELS Investment Funds, WELS Pension Commission, and WELS VEBA Commission. Also, Financial Services provides accounting and financial expertise and advisory services to the four ministerial education schools.

Our current situation

The synod support for Financial Services was decreased nearly \$400,000 from the prior biennium. As a result, Financial Services is operating with four fewer positions, the important but not critical internal audit function has been eliminated along with other consulting services, and virtually every line item in the budget has been reduced. On top of the reductions, Financial Services has assumed responsibility for facility operation and management as well as Human Resources.

In light of the reductions, the area is focusing on maintaining day-to-day operations, such as accounts payable, payroll, and gift processing. Although the area budget has been severely reduced, efficiency and effectiveness gains continue to be realized. Recently, the following occurred:

- Completed all audits within five months of year end.
- Coordinated the synod's request for proposal to provide audit services to the synod, its schools, its subsidiaries, and to WELS VEBA and WELS Pension Plan, which resulted in a significant decrease in fees.

- Implemented electronic image processing of bank lock box receipts to speed up gift recording.
- Developed, in collaboration with World Missions, foreign bank account creation, utilization, and monitoring program to reduce risks and enhance controls and implemented policies and procedures for compliance with Foreign Bank Account Reporting (FBAR) requirements.
- Collaborated with Information Technology on the implementation of enhanced online gifting and giving solutions for the synod and its schools.
- Developed and implemented policies governing intermediate term investments and debt compliance.
- Coordinated implementation of the corporate credit card program by all synodical entities.
- Automated the creation and delivery of period financial reports for areas of ministry.
- Reviewed, reconciled, and developed procedures governing health savings accounts and life insurance billings.
- Developed a long-range synod support forecast in support of the Long-Range Ministry Plan.
- Developed a planning template to measure resource alignment within and across areas of ministry to facilitate planning and resource allocation.

A look ahead

Although the scope and abilities of Financial Services are reduced by the funding reductions, staff members will continue to seek out and implement changes that reduce costs, increase effectiveness, and/or strengthen internal controls. Included in these efforts are:

- Issue, in collaboration with the synod’s schools and Northwestern Publishing House, a request for proposal for the provision of banking services.
- Continue evaluation of processes, systems, and talent to identify efficiency and effectiveness opportunities.
- Evaluate adequacy of the synod’s self-insurance reserve and consider expansion of the program.
- Collaborate with Information Technology on the development and implementation of a comprehensive records management and retention plan.
- Leverage purchasing power through negotiated contracts for goods and services.
- Collaborate with areas of ministry and the schools on the development of a comprehensive travel policy.
- Create an automated consolidated financial reporting model to facilitate unaudited quarterly financial statements and annual audited financial statements.

In summary, the Financial Services team is honored to serve and is prepared to use the available resources and its God-given skills and abilities to support the ministries of WELS.

Mr. Todd J. Poppe, reporter

Human Resources

Our calling

Human Resources (HR) is responsible for the synod’s varied human resource functions across all entities. These functions include employment, compensation and benefits, and employee relations. HR also serves as a resource to congregations and to affiliated groups and entities on these matters as well as federal and state legal requirements concerning personnel.

Our current situation

After more than a decade of faithful service, health issues forced the director of human resources, Mr. Roger Crawford, to take a disability retirement in October 2011. In his absence, the day-to-day functions of human resources were fulfilled with assistance from Financial Services and the Benefit Plans Office. Mr. Todd Scott assumed the role of director of human resources in March 2012.

The focus of HR over many months has been the revision and standardization of personnel policies for corporate WELS, its four ministerial education schools, and its subsidiaries. The intent is to ensure that called and lay workers are equitably and fairly compensated across all entities. The goal is to have the revised policies effective July 1, 2012.

In late 2009, the Human Resources Advisory Committee (HRAC) was formed. The HRAC's purposes include ensuring that HR policies and procedures are established, policies and procedures are consistently applied across all synodical entities, HR systems are efficient and effective, the HR function is staffed appropriately and that staff has the requisite training and experience, and investigation and review of any issue related to HR.

The HRAC championed the review and standardization of personnel policies mentioned above and has developed a new HR operating model that utilizes not only the hired HR talent but also relies heavily on the HR talent across the synod by using them as volunteers to respond to questions. Initially, these volunteers will be used to assist congregations and affiliates with questions on WELS Compensation Guidelines and various state and federal reporting requirements.

A look ahead

Praying for God's guidance and blessing:

- HR will work collaboratively with the synod's schools and subsidiaries to implement the standardized personnel policies and procedures.
- HR, under the leadership of the HRAC, will move from test to full implementation of the new operating model
- The new director of human resources will be integrated into the WELS team.
- HR will request proposals for the administration of the synod-sponsored tax sheltered annuity program under Section 403(b) of the Internal Revenue Code.
- HR will request proposals for the administration of the synod-sponsored flexible spending plan under Section 125 of the Internal Revenue Code for health insurance premiums, child care costs, and qualifying medical expenses.
- HR will be proactive in coaching leadership of WELS regarding immediate and potential HR issues.
- HR will develop the WELS Compensation Guidelines for the 2013–15 biennium.

Mr. Todd J. Poppe, reporter

Facility Services

Our calling

Facility Services provides support service to the ministries conducted at or through the synod corporate headquarters in Milwaukee, Wis., which is generally referred to as the Synod Administration Building (SAB). This objective is accomplished by providing a God-pleasing physical work environment that is conducive to ministry operations and by creating a welcoming feeling to passersby, visitors, guests, and employees.

Our current situation

The synod owns two properties comprising more than 100,000 square feet of space but needs only one property and 30,000-35,000 square feet.

One property is located on Mayfair Road in Milwaukee, Wis., and is commonly referred to as the Synod Administration Building (SAB). The SAB consists of two connected 1970s era buildings on about 2.4 acres with a total of 69,000SF. Areas of ministry, Financial Services, Human Resources, Technology, Communications, and Ministry of Christian Giving occupy about 85 percent of the 30,000 square foot south building. WELS Benefit Plans, WELS Church Extension Fund, WELS Foundation, and WELS Investment Funds occupy about 25 percent of the 39,000 square foot north building. Previously, the north building leased space to WELS affiliates like Christian Life Resources and Wisconsin Lutheran Institutional Ministries and to secular not-for-profit and for-profit entities.

In early 2011, the synod accepted an unsolicited offer to purchase the SAB and place earnest money in escrow. The developer planned to raze the buildings and construct a large, upscale apartment complex on the site. The purchase offer provided the developer until November 2011 to complete its due diligence, secure financing, and obtain the necessary municipality approvals and zoning change. In late October 2011, the developer informed the synod that the proposed project was not feasible, and the purchase contract was cancelled. As customary in commercial real estate

transactions, the earnest money was fully refundable to the purchaser until the end of the due diligence period, so the synod received no compensation for the late cancellation of the purchase contract.

Following acceptance of the sale of the SAB, the synod endeavored to relocate the synod corporate headquarters without the use of mission offerings. After a thorough review of the synod's space requirements and geographical preference, a relocation property with 33,000 square feet. was identified in the Milwaukee suburb of Pewaukee, Wis. The property was under the control of a financial institution that had recently been acquired, so the property owner and financier were both under pressure to sell the property. Thus, the synod was able to acquire the property at a substantial discount, but to receive the discount the offer could not contain contingencies, such as the sale of the SAB, and the sale needed to close quickly. In early August, the synod purchased the property and agreed to lease the space to the seller through October.

Upon learning of the cancelled SAB sale contract, the Synodical Council resolved that both properties be offered for sale to reduce the risks and costs associated with owning two properties. The SAB has an asking price of \$3.4 million with the goal of selling the building to an owner occupant. If a developer is again interested in the property, the sale price could be about half the listing price. The Pewaukee property has an asking price of \$3.9 million with the goal of selling to an investor or owner occupant.

In addition to the two office properties, the synod owns one parsonage. In late 2009, this property was significantly damaged by broken water lines that went unnoticed for several weeks. In addition, the landscaping and yard were in need of cleanup and updating as the property has been vacant for a period of time. Restoration and improvements were made with insurance proceeds for the water damage and the donation of time and materials from a very generous WELS member who owns an area construction company. The property was offered for sale in early spring 2011 but no offers have been received due to the depressed housing market.

A look ahead

The parsonage was taken off the market with the possibility of housing needs with several vacancies at the SAB. The disposition of the property will be reevaluated after the positions are filled.

Facility Services will continue to work diligently on the maintenance and operation of both the SAB and Pewaukee properties until one of the properties is sold. As disposition of the properties becomes clearer, Facility Services will coordinate the remodeling or reorganization or relocation and do its best to ensure that the impact on ministry is minimized.

Since the information in this report was gathered in January of this year, and since the situation is a constantly changing one, some of the circumstances in the report may have changed significantly. News on the buildings will continue to be reported in the "Together" e-newsletter, and updated reports will be provided to the districts for review at their conventions in summer 2012.

Mr. Todd J. Poppe, reporter

Ministry financial plan and results

Financial results for 2010–11

The Lord continues to provide financial blessings during these times of economic uncertainty. For the synod and its four ministerial education schools, these blessings are evidenced by a surplus of \$5.3 million in unrestricted funds for the fiscal year ended June 30, 2011. Unrestricted support and revenues of \$64.7 million were received, and expenses of \$59.4 million were incurred. The surplus was primarily attributed to greater than planned enrollment at the schools, spending restraint, and improved investment returns. The surplus is being used to restore reserves drawn down by prior years' investment losses and to strengthen reserves in light of the planned draw down during the 2011–13 biennium.

Expenses are funded in two ways—from the Operating Fund and from other funds. The Operating Fund is used for the synod supported portion of programs and services for Home and World Missions, Ministerial Education, Congregation & District Ministry, and Ministry Support. For the year ended June 30, 2011, the Operating Fund spent \$29.6 million on ministry and supporting services. This was \$600,000 less than planned, but \$200,000 more than the prior year. The positive variance to the plan reflects an unbudgeted second-year wage freeze, continued spending restraint, and efficiency gains mainly in Technology and Financial Services. The growth in expenses over the prior year, although minimal, is primarily the result of health care cost increases.

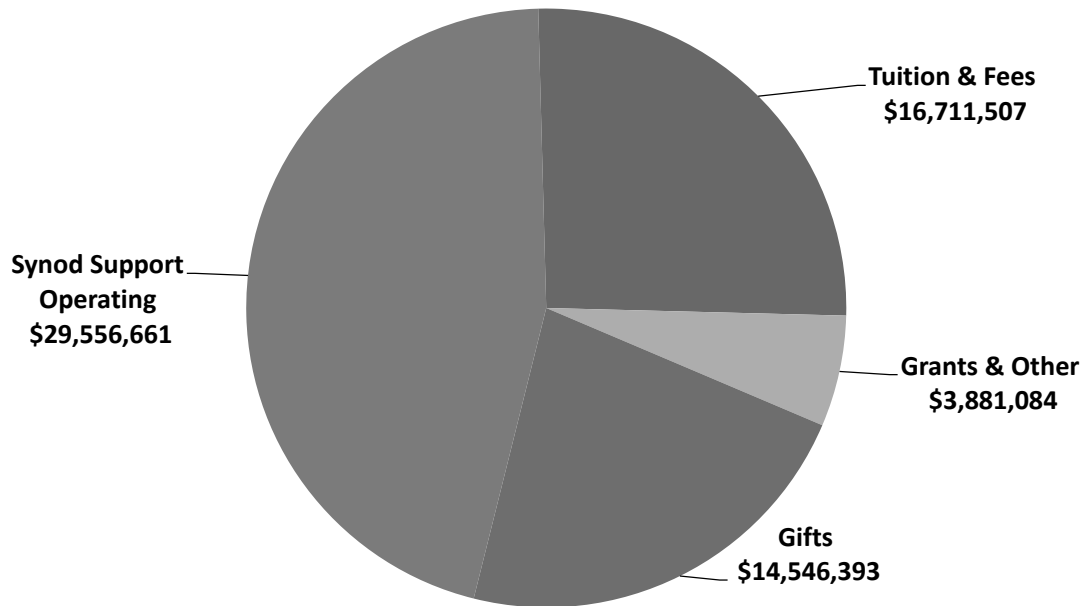
Synod Operating Fund support is primarily provided by Congregation Mission Offerings (CMO) with the remainder being provided by the Financial Stabilization Fund (FSF). CMO totaled \$21.0 million, which was \$700,000 less than planned and \$400,000 less than the prior year. The impact of this shortfall was lessened by reduced spending with the remaining \$100,000 being made up by the FSF.

Additions to the FSF consist of all unrestricted, non-CMO sources of support. FSF additions totaled \$8.7 million and were \$900,000 better than planned but \$400,000 less than the prior year. Gifts from individuals were \$2.1 million greater than planned and \$1.0 million more than the prior year; an unanticipated gift of \$1.5 million was received from one individual. All other sources fell short of the plan with the most significant decline being in foundation grants. The balance in the FSF as of June 30, 2011, was \$10.2 million, a net increase over the prior year of \$100,000.

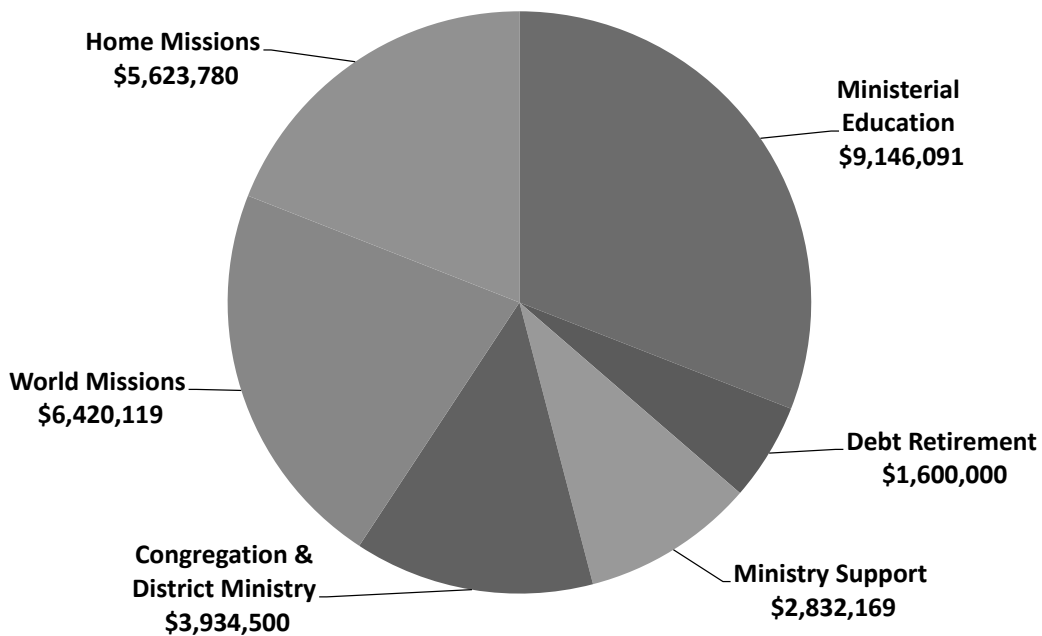
Other funds include special funds, tuition, and fees. Special funds are used to accumulate and account for gifts and grants where donors have restricted the use to a specific ministry program or service. These gifts are considered temporarily restricted until qualifying expenses are incurred at which time the restriction is satisfied and the funds are transferred to unrestricted to cover the qualifying expenses.

In total, special fund expenses exceeded the plan by \$600,000 and were \$200,000 more than the prior year. Missions, both Home and World, special fund expenses decreased from the plan and from the prior year by more than \$1 million as the result of decreased funding from WELS Kingdom Workers. This was more than offset by Ministerial Education where expenses were \$1.4 million more than planned. This was primarily the result of improved enrollments for which tuition and fees were \$1 million more than planned. The remainder was primarily funded by the schools' improved investment returns.

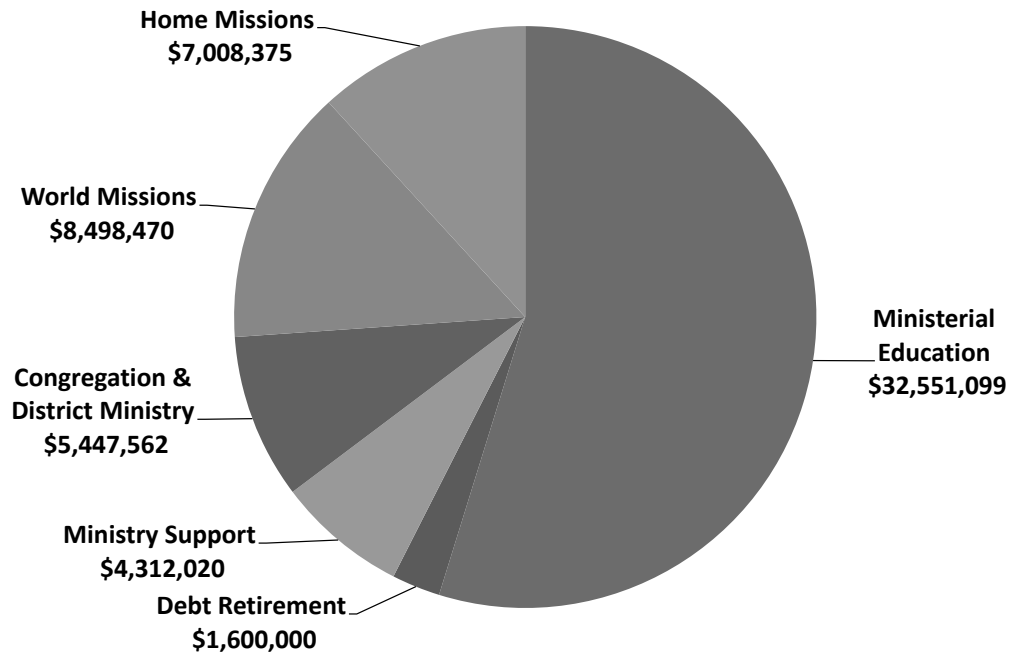
**FY 2010-11 Support
\$64,695,645**



**FY 2010-11 Synod Operating Support Allocations
\$29,556,659**



FY 2010-11 Expenses
\$59,417,526



WELS Ministry Financial Plan
Financial Results for 2010-11

	Actual	% of total	Plan	% of total	Variance to Plan	
<u>Synod Support</u>						
Home Missions	\$ 5,623,780	19.0%	\$ 5,652,605	18.7%	\$ 28,825	-0.5%
World Missions	6,420,119	21.7%	6,512,810	21.6%	92,691	-1.4%
Ministerial Education	9,146,091	30.9%	8,994,737	29.8%	(151,354)	1.7%
Congregation & District Ministry	3,934,500	13.3%	4,149,590	13.7%	215,090	-5.2%
Ministry Support	2,832,169	9.6%	3,281,258	10.9%	449,089	-13.7%
Debt Retirement	1,600,000	5.4%	1,600,000	5.3%	-	0.0%
TOTAL	\$29,556,659		\$30,191,000		\$ 634,341	-2.1%

<u>Special, gifts, tuition, fees</u>						
Home Missions	\$ 1,384,595	2.3%	\$ 1,798,643	3.0%	\$ (414,048)	-23.0%
World Missions	2,078,351	3.5%	2,643,100	4.4%	(564,749)	-21.4%
Ministerial Education	23,405,008	39.4%	22,011,640	37.0%	1,393,368	6.3%
Congregation & District Ministry	1,513,062	2.5%	1,426,400	2.4%	86,662	6.1%
Ministry Support	1,479,851	2.5%	1,377,381	2.3%	102,470	7.4%
TOTAL	\$29,860,867		\$29,257,164		\$ 603,703	2.1%

<u>Total Funding</u>						
Home Missions	\$ 7,008,375	11.8%	\$ 7,451,248	12.5%	\$ (442,873)	-5.9%
World Missions	8,498,470	14.3%	9,155,910	15.4%	(657,440)	-7.2%
Ministerial Education	32,551,099	54.8%	31,006,377	52.2%	1,544,722	5.0%
Congregation & District Ministry	5,447,562	9.2%	5,575,990	9.4%	(128,428)	-2.3%
Ministry Support	4,312,020	7.3%	4,658,639	7.8%	(346,619)	-7.4%
Debt Retirement	1,600,000	2.7%	1,600,000	2.7%	-	0.0%
TOTAL	\$59,417,526		\$59,448,164		\$ (30,638)	-0.1%

Please refer to pp. 120-124 for the schedules that show the consolidated financial results and include the synod, its four ministerial education schools, and the synod's subsidiaries—Northwestern Publishing House, WELS Church Extension Fund, WELS Foundation, and WELS Investment Funds.

Financial plan for 2011–13 and beyond

Economic instability continues. Mid-year results for 2011–12 reflect an uncertain future. For calendar year 2011, CMO of \$20.5 million was \$460,000 or 2.2 percent less than the prior year and \$340,000 less than projected. Congregations failed to meet their subscriptions, and receipts from unsubscribed congregations were less than projected. The plan for this biennium was based on congregations meeting their subscriptions, and increasing them by 3 percent for 2012, and by an additional 3 percent for 2013. Because receipts were less for calendar year 2011, the subscriptions for 2012 need to increase by about 5 percent in order to meet the plan. At this point, subscriptions for calendar year 2012 are unknown.

Also at mid-year, other major sources of support—gifts from individuals and bequests—are less than expected and less than received in the prior year.

Should subscriptions, gifts from individuals, and bequests not meet planned amounts, ministry reductions may be necessary next year. An updated financial report and support forecast will be provided to each district prior to its convention.

For now, the plan remains as approved by the synod in convention and is reflected in the schedule on the following page.

Looking forward to the 2013–15 biennium, the synod continues to work on refining its planning process so as to better align the goals and strategies stated in the long-range plan with the anticipated available funding. Detailed planning for the next biennium will start in spring 2012. The areas of ministry and the schools will be working on refining their plans throughout the summer of 2012 so as to present the initial draft of the financial plan to the Synodical Council for review at its fall meeting.

**WELS Ministry Financial Plan
Fiscal Years 2010-11 through 2012-13**

	2010-11 Actual			2011-12 Plan			2012-13 Plan		
	Synod Support	Special, gifts, tuition, fees	Total Funding	Synod Support	Special, gifts, tuition, fees	Total Funding	Synod Support	Special, gifts, tuition, fees	Total Funding
Home Missions									
Board and Administration	464,999	16,439	481,438	543,795	37,000	580,795	566,160	22,000	588,160
Multi-cultural Ministry	1,926,124	341,541	2,267,665	2,013,037	547,300	2,560,337	1,920,583	533,600	2,454,183
Campus Ministry	372,851	54,220	427,071	365,968	62,700	428,668	381,957	81,000	462,957
Outreach Ministry	2,731,602	673,191	3,404,793	2,472,400	1,621,700	4,094,100	2,660,000	1,414,700	4,074,700
Joint Mission Council Ministry	128,204	299,204	427,408	5,000	330,200	335,200	5,000	332,000	337,000
TOTAL	5,623,780	1,384,595	7,008,375	5,400,200	2,598,900	7,999,100	5,533,700	2,383,300	7,917,000
World Missions									
Board and Administration	461,082	5,397	466,479	491,250	90,600	581,850	500,650	90,600	591,250
Africa	1,623,717	523,262	2,146,979	1,454,603	357,900	1,812,503	1,539,331	423,200	1,962,531
Europe	674,782	51,588	726,370	529,055	155,800	684,855	556,244	156,000	712,244
Latin America	741,428	239,166	980,594	663,635	176,100	839,735	660,778	170,200	830,978
Native America	296,668	78,514	375,182	220,900	50,000	270,900	228,000	50,000	278,000
East Asia	855,128	341,872	1,197,000	829,591	549,467	1,379,058	838,227	567,252	1,405,479
South Asia	452,341	213,214	665,555	417,255	260,399	677,654	436,935	259,296	696,231
Asia-Pacific Rim	455,495	230,654	686,149	243,000	368,861	611,861	244,995	382,761	627,756
Joint Mission Council Ministry	56,448	5,174	61,622	390,700	57,400	448,100	403,600	57,400	461,000
Multi-Language Publications	691,057	128,013	819,070	568,150	25,100	593,250	574,100	25,100	599,200
Humanitarian Aid	-	153,943	153,943	-	5,000	5,000	-	5,000	5,000
Other	111,973	107,554	219,527	137,361	805,000	942,361	141,240	1,105,000	1,246,240
TOTAL	6,420,119	2,078,351	8,498,470	5,945,500	2,901,627	8,847,127	6,124,100	3,291,809	9,415,909
Ministerial Education									
Board and Administration	460,861	1,852,593	2,313,454	859,452	165,800	1,025,252	653,356	165,800	819,156
Wisconsin Lutheran Seminary	1,141,000	4,148,953	5,289,953	1,178,218	4,691,007	5,869,225	1,280,724	4,047,610	5,328,334
Martin Luther College	3,681,530	11,362,566	15,044,096	3,188,133	12,718,247	15,906,380	3,016,053	13,306,537	16,322,590
Luther Preparatory School	2,476,100	3,823,261	6,299,361	2,009,248	4,143,044	6,152,292	2,078,602	4,218,562	6,297,164
Michigan Lutheran Seminary	1,386,600	2,217,635	3,604,235	1,127,549	2,432,451	3,560,000	1,149,865	2,741,235	3,891,100
TOTAL	9,146,091	23,405,008	32,551,099	8,362,600	24,150,549	32,513,149	8,178,600	24,479,744	32,658,344
Congregation & District Ministry									
Congregation & Ministry Support	807,144	1,089,716	1,896,860	824,700	1,592,500	2,417,200	893,800	1,576,500	2,470,300
Conference of Presidents	63,387	74,142	137,529	65,500	250,000	315,500	65,600	250,000	315,600
Christian Giving	1,406,557	151,498	1,558,055	1,563,400	100,800	1,664,200	1,734,500	100,800	1,835,300
Communication Services	379,295	80,906	460,201	464,200	141,500	605,700	480,300	141,500	621,800
District Ministries	887,788	-	887,788	909,000	-	909,000	931,800	-	931,800
Convention	-	-	-	85,300	80,000	165,300	-	-	-
CICR	5,323	104,201	109,524	59,800	75,000	134,800	58,800	50,000	108,800
Support	385,006	12,599	397,605	380,000	10,000	390,000	390,000	-	390,000
TOTAL	3,934,500	1,513,062	5,447,562	4,351,900	2,249,800	6,601,700	4,554,800	2,118,800	6,673,600
Ministry Support									
Facilities	122,264	309,060	431,324	149,700	477,000	626,700	153,600	479,100	632,700
Synodical Council	156,570	6,521	163,091	159,200	60,000	219,200	161,200	10,000	171,200
Synod Praesidium	253,283	14,766	268,049	297,500	33,000	330,500	303,600	18,000	321,600
Technology	1,064,021	211,855	1,275,876	1,237,300	176,100	1,413,400	1,287,400	121,100	1,408,500
Financial Services	1,042,660	232,085	1,274,745	1,207,300	-	1,207,300	1,252,600	-	1,252,600
Human Resources	193,371	938	194,309	199,800	-	199,800	204,400	-	204,400
CARE	-	704,626	704,626	-	790,000	790,000	-	790,000	790,000
TOTAL	2,832,169	1,479,851	4,312,020	3,250,800	1,536,100	4,786,900	3,362,800	1,418,200	4,781,000
Debt Retirement	1,600,000	-	1,600,000	1,600,000	-	1,600,000	1,600,000	-	1,600,000
TOTAL	4,432,169	1,479,851	5,912,020	4,850,800	1,536,100	6,386,900	4,962,800	1,418,200	6,381,000
TOTAL ALL	29,556,659	29,860,867	59,417,526	28,911,000	33,436,976	62,347,976	29,354,000	33,691,853	63,045,853

WELS COMPENSATION GUIDELINES

Salary Matrix

2012-13

Range Spread	14,143	14,850	15,557	16,264	16,972	17,679	18,386	19,093
<i>30-Yr Service Incr.</i>	471	495	520	543	568	591	616	639
Ranges	A	B	C	D	E	F	G	H
<i>Experience</i>								
0	28,286	29,700	31,115	32,529	33,943	35,358	36,772	38,186
1	28,757	30,195	31,634	33,072	34,511	35,949	37,388	38,826
2	29,229	30,690	32,154	33,615	35,079	36,540	38,004	39,465
3	29,700	31,185	32,673	34,158	35,646	37,131	38,619	40,104
4	30,172	31,680	33,193	34,702	36,214	37,723	39,235	40,744
5	30,643	32,175	33,713	35,245	36,782	38,314	39,851	41,383
6	31,115	32,670	34,232	35,788	37,350	38,905	40,467	42,023
7	31,586	33,165	34,752	36,331	37,917	39,497	41,083	42,662
8	32,058	33,660	35,271	36,874	38,485	40,088	41,699	43,302
9	32,529	34,155	35,791	37,417	39,053	40,679	42,315	43,941
10	33,000	34,650	36,310	37,960	39,620	41,271	42,931	44,581
11	33,472	35,145	36,830	38,504	40,188	41,862	43,546	45,220
12	33,943	35,640	37,350	39,047	40,756	42,453	44,162	45,859
13	34,415	36,135	37,869	39,590	41,324	43,044	44,778	46,499
14	34,886	36,630	38,389	40,133	41,891	43,636	45,394	47,138
15	35,358	37,125	38,908	40,676	42,459	44,227	46,010	47,778
16	35,829	37,620	39,428	41,219	43,027	44,818	46,626	48,417
17	36,300	38,115	39,947	41,763	43,595	45,410	47,242	49,057
18	36,772	38,610	40,467	42,306	44,162	46,001	47,857	49,696
19	37,243	39,105	40,987	42,849	44,730	46,592	48,473	50,335
20	37,715	39,600	41,506	43,392	45,298	47,183	49,089	50,975
21	38,186	40,095	42,026	43,935	45,865	47,775	49,705	51,614
22	38,658	40,590	42,545	44,478	46,433	48,366	50,321	52,254
23	39,129	41,086	43,065	45,021	47,001	48,957	50,937	52,893
24	39,600	41,581	43,585	45,565	47,569	49,549	51,553	53,533
25	40,072	42,076	44,104	46,108	48,136	50,140	52,168	54,172
26	40,543	42,571	44,624	46,651	48,704	50,731	52,784	54,812
27	41,015	43,066	45,143	47,194	49,272	51,322	53,400	55,451
28	41,486	43,561	45,663	47,737	49,839	51,914	54,016	56,090
29	41,958	44,056	46,182	48,280	50,407	52,505	54,632	56,730
30	42,429	44,551	46,702	48,823	50,975	53,096	55,248	57,369
31	42,901	45,046	47,222	49,367	51,543	53,688	55,864	58,009
32	43,372	45,541	47,741	49,910	52,110	54,279	56,480	58,648

Synodical salary range assignment

Teacher	A-C
Principal	B-D
Prep professor	B-D
Staff minister	B-D
Prep vice president	C-E
Prep dean	C-E
College professor	C-E
Home missionary	C-E
World missionary	C-E
Associate administrator	C-E
Mission counselor	C-E
Prep president	D-F
College vice president	D-F
College dean	D-F
Seminary professor	D-F
Seminary vice president	D-F
Administrator	D-F
College president	E-G
Seminary president	E-G

Above base compensation components for called workers:

1. Cost of living adjustment (using ACCRA data or similar COL index)
2. Cash housing allowance (using the 2008 HUD Fair Market Rental Values + 1% for 2011–12, then another 1% increase for 2012–13)
3. Social Security allowance (7.65% of salary, cost of living adjustment, and housing value—cash housing or fair market rental value of parsonage/teacherage)
4. Housing equity of 2% of entry level base for workers in provided housing (parsonage or teacherage)
5. VEBA health insurance (\$1,000 deductible)
6. WELS Pension
7. Reimbursement for business-related expenses such as travel and conferences.

Available for download: An Excel compensation worksheet is available for download on the Human Resources page on Connect, <http://connect.wels.net/human-resources>, under “Compensation.” See the “Instructions” tab for up-to-date compensation information and links to additional resources.

Compensation for synod president and congregational support for vice presidents

The synod president is compensated with a salary based on column “H.” In addition to the base salary and the other components of compensation listed with the compensation guidelines, in 2011–12 the president will receive above-base compensation in the amount of \$40,211. In 2012–13, this component of the president’s compensation will be increased by 1 percent to \$40,613.

The proposed budget for the next biennium includes funding for the first and second vice presidents’ congregations in the amounts of \$20,000 and \$10,000, respectively. The congregations of the vice presidents are free to request and utilize these funds as they see fit to cover the expenses and lost ministry time as a result of the synodical duties of their pastors.

Available for download: Salary matrices and compensation worksheets are available for download on the Human Resources page on Connect, <http://connect.wels.net/human-resources>, under “Compensation.”

Board for World Missions

Our calling

The motto that is currently used to define the synod's work is "Christ's Love, Our Calling." God's love in Christ is extended to the entire world as clearly indicated in John 3:16, which states, "God so loved the world that he gave his one and only Son." In keeping with that love and the assignment given by the synod's constitution, the Board for World Missions has as its calling ". . . the responsibility of sharing the gospel of Jesus Christ for the discipling of all people living outside the United States of America and Canada and those people who, because of cultural barriers, have not been made the responsibility of other agencies of WELS" (WELS Bylaws, Sec. 6.1). The Lord has promised blessing with the proclamation of his Word, and once again those blessings are evident.

Our current situation

During 2011, 2,036 souls were added to the groupings of believers in our fellowship, bringing the total of those baptized to 86,502 in the 23 fields where WELS is doing work. This is not including the approximate 32,000 who are being served in seed-sowing ministries in Asia and Africa but who have not been fully organized into congregations or national churches.

Worldwide the national churches field 146 pastors, 17 student pastors, 13 vicars, and 194 evangelists who serve the spiritual needs of 533 congregations and 132 preaching stations. The expatriate missionary force numbers 42 full-time missionaries and 8 teachers. Sixty-one lay workers are also presently serving in various fields.

Statistics are reported online and have been divided into two categories: 1) church planting efforts that involve resident missionaries and 2) alternate strategies where outreach and ministry are done through assistance offered in areas of the world where WELS has no resident missionary. To access statistics, e-mail jmo@wels.net. Information concerning independent sister churches who receive specialized help from WELS can be found in the report of the Commission on Inter-Church Relations (p. 6).

The work of World Missions is overseen by seven administrative committees. They are the

- Africa Administrative Committee, oversight of Cameroon, Malawi, Nigeria, and Zambia;
- Asia-Pacific Rim Committee, oversight of Indonesia and Japan;
- East Asia Administrative Committee, oversight of work among Chinese-speaking peoples;
- Europe Administrative Committee, oversight of Albania, Bulgaria, and Russia;
- Latin America Administrative Committee, oversight of Brazil, Colombia, Cuba, Dominican Republic, and Mexico;
- Native American Administrative Committee, oversight of work on the White Mountain and San Carlos Reservations; and
- South Asia Administrative Committee, oversight of India, Nepal, and Pakistan.

The administrative committees consist of pastors, teachers, and laymen who volunteer to manage and facilitate the work of the world fields assigned to them. The 29 administrative committee members are appointed by the Board for World Missions and are accountable to the board for the activities in their respective fields. The reorganized five-man Board for World Missions was authorized by the 2007 synod convention. It consists of two pastors, one teacher, and two laymen who are elected by the synod in convention. The restructuring has been a blessing in enabling the board to do strategic planning and, when necessary, to make strategic decisions and move resources rapidly.

Expansion

Over the past two years exploratory visits were conducted in Guatemala, Haiti, and Korea. The explorations were prompted by the interest of people desiring the gospel in these areas. As a result of these explorations, limited mission work is being done in Haiti and Korea through alternate mission strategies until such time as the feasible long-range ministry plan can be determined. Whatever expansion the Board for World Missions authorizes can only be enabled at this time by the deployment of manpower and resources from existing areas and/or the use of

alternate forms of mission outreach. Special Funds were used to ensure a four-year commitment to a sorely needed fourth professor at Asia Lutheran Seminary and two Graduate Mission Associates to East Asia. Those positions have been filled but will be difficult to sustain if the special funds supporting them are not replenished. The Administrative Committee for Latin America Missions has recently committed a Latin America Traveling Theological Educator (LATTE) professor to Bolivia for three years to finish instruction of pastors desiring a thorough training in confessional Lutheranism. It is in the Lord's hands whether or not this church will join our fellowship.

Initiatives for cross-cultural outreach have also been developed in collaboration with the Board for Home Missions and the Pastoral Studies Institute (PSI) at Wisconsin Lutheran Seminary. They include the formation of Cristo Palabra de Vida (Christ Word of Life) for Hispanic/Latino outreach, the calling of two Asian Pastoral Studies Institute graduates to do mission development in Indochina, and a program to promote and facilitate outreach to Muslims in the United States and around the world. Further details on these latter developments can be found in the report of the Joint Mission Council (p. 83).

Noteworthy activities

Nepal and Pakistan

Since 2002 a total of nine Bible-storying workshops have been conducted in Nepal. Since many in Nepal are illiterate, the catechism is being taught through these Bible stories. Trained nationals are now participating in the teaching, and congregations are being formed through the efforts of those who take the Word back to their respective places of residence. All told the number of people being reached in Nepal through WELS materials and those trained by WELS is now more than 13,700 in the Scripture learning program and reaches into 29 of the 75 districts of the country.

World Missions is working closely with Wisconsin Lutheran Seminary's Pastoral Studies Institute to find ways to advance training of a select few to the Bible institute and seminary stages. After five years, more than 256,000 pieces of literature have been distributed in Nepal. Through baptisms and ongoing training of leaders in Scripture, a small confessional Lutheran church has been formed that numbers more than four thousand souls.

In Pakistan more than 30,000 students have now been enrolled in the Bible Correspondence and Teaching School courses. Most of these numbers are children being trained in Christian schools of other denominations, although close to four thousand of these courses are distributed to villages by workers via bicycles. This effort, begun in 2006, has now resulted in the distribution of 154,000 pieces of literature in this Muslim country. The requests for WELS materials have been huge since no other mission agency has provided materials for children that have the Urdu translation and graphic illustrations like those provided through WELS Multi-Language Publications. Through Bible workshops and Christian instruction via the Internet, our Pakistani contact, his immediate family, and a significant number of his staff have been confirmed as Lutherans. A small confessional Lutheran church in that country now numbers 36 communicants. This small church has been at the forefront of outreach through medical clinics and flood relief efforts at which Christian literature is distributed. World Missions is continually uplifted by this courageous witness of the Christian community in Pakistan in the face of heavy Muslim opposition.

Chinese outreach

Outreach to the Chinese people, the most populous ethnic grouping on earth, has received priority status in the World Missions program since 2003. Three major emphases in this work are:

1. Education—encouragement to the Board for Ministerial Education to enable Mandarin training to gifted students at WELS ministerial education schools in the United States. Since the 2009 synod in convention encouraged the study of Mandarin, a committee, consisting of representatives from all four ministerial education schools, has set forth a program enabling Mandarin language study for ministerial students and providing courses that offer more awareness of eastern culture and history. Outreach in eastern Asia is also being done through teaching English as a Foreign Language. There are currently around 55 teachers, many of them graduates of Martin Luther College, who are teaching English language courses and sharing the gospel with inquiring students on off hours.
2. Literature—the production of appropriate religious materials in Chinese. A major effort to produce and publish Chinese Christian materials is currently taking place in Hong Kong.
3. Theological training—of pastors and lay workers for outreach and ministry to the Chinese. Asia Lutheran Seminary in Hong Kong trains workers for gospel outreach to Chinese-speaking peoples in the surrounding region.

Innovative theological education

If our Christian beliefs and Lutheran confessional message are to impact the world, it will be done in part by training

as many national pastors, lay leaders, and theological professors as possible. In recent years creative approaches and new technological developments have greatly enhanced WELS' ability to train others. The Latin America Traveling Theological Educators (LATTE) program provides faculty mobility for teaching pastoral students in countries of Central and South America and the Caribbean. The Apache Christian Training School provides ministerial training for adults on both the San Carlos and White Mountain Reservations. It is currently offering about one hundred Apaches the opportunity of instruction for service in forms of ministry that might not otherwise be available to them. In Africa, the Greater Africa Theological Studies Institute has provided an avenue for gifted pastors to continue their education. Regional seminaries such as Asia Lutheran Seminary in Hong Kong train workers for vast areas of the world. Extended learning courses can be delivered through technology to remote areas where WELS missionaries cannot go. Wisconsin Lutheran Seminary's Pastoral Studies Institute is working with World Missions to certify the training provided in other theological education programs and world seminaries as well as to train ethnic pastors in the United States for missionary work overseas. The addition of a World Missions seminary professor at Wisconsin Lutheran Seminary who is financed by World Missions enables teaching visitations and curriculum development at national church seminaries around the world. This position will help to pioneer educational possibilities for distant locations.

Publications

An ongoing publishing push for Christian literature, evangelism tools, Bible study materials, and theological courses in a variety of languages is a major emphasis in World Missions. Most of this work is coordinated through the Board for World Missions' Multi-Language Publications (MLP) Committee. A full list of the publications can be found in the Multi-Language Publications Catalog or online at www.nph.net. The work of MLP is foundational for cost-effective evangelism and training in the many diverse and remote areas of the world and more so in light of missionary shortages. MLP materials also provide communication tools for cross-cultural work being done in established and mission congregations in the United States.

The World Mission Collection at Wisconsin Lutheran Seminary now contains 2,471 titles in 65 languages (see the Seminary Library online catalog at www.wls.wels.net). The NPH inventory for MLP lists 743 titles in 45 languages. MLP has been responsible for putting more than two million items in print since its inception in 1996. Distance learning programs, using primarily the Bible Teachings Series, have touched as many as 50,000 people in South Asia and Latin America.

Brad Wordell, missionary to Japan, has accepted the call to serve as both missionary advisor to Japan and as Asian publications coordinator, coordinating the vast translation and publishing work that needs to be done for ten languages in the Asian arena. The balance between these two functions has been given much thought as it pertains to the next year and a half; after that time responsibilities will be reviewed and perhaps adjusted in light of circumstances.

Sustained fellowship with independent churches

As increasing numbers of national churches approach independent, sister-church status, positioning for the future will require a plan for maintaining a healthy, ongoing fellowship and partnership with them. To that end the Board for World Missions and the Commission on Inter-Church Relations (CICR) have developed guidelines by which the working relationship of emerging national churches can be transferred from World Missions to the Commission on Inter-Church Relations.

The Confessional Evangelical Lutheran Conference (CELC) was established to provide a forum in which sister church bodies and emerging national churches could gather around Scripture for mutual support, fellowship, and encouragement in reaching the lost. The conference gathered for its sixth triennial conference on June 4–6, 2011. It was held on the campuses of Martin Luther College in New Ulm, Minn., and Bethany Lutheran College in Mankato, Minn. Daily attendance averaged 73 with a total of 33 churches represented. Two regional conferences were held in the spring of this year. The first African CELC Regional Conference gathered at the Lutheran Church of Central Africa's seminary in Lusaka on April 18–20, and a European Regional Conference is taking place at Porto, Portugal, May 10–12. The next triennial gathering will take place in 2014 in Lima, Peru. The CELC has upgraded its Web site, www.celc.info, and provides summarized activities of member churches; visitors are welcome.

Safety and security concerns

Several countries in which WELS has operated have been identified as very high risk for problems like kidnapping and possible accidental or intentional executions by criminals and extremists. Included among these are Mexico, Nigeria, Nepal, Indonesia, and Pakistan. In 2010 the expatriate team in Mexico was moved to a new location for safety

reasons. World Missions continues to work with insurers and professional security agents to constantly monitor circumstances in dangerous countries. The goal is to carry out the work and yet minimize as much as possible any significant dangers to WELS workers.

A look ahead

It appears World Missions will be able to enter the next biennium reasonably confident that its current program can be sustained. Making this possible, however, is the heavy commitment of its special funds, which, unless they are generously replenished, may leave us with some serious further reduction of programs after the biennium is over. World Missions commits the future of the program to the Lord in prayer. With the world's population at 7 billion and growth of around 80 million souls annually, Board for World Missions' members are convinced that there has never been a larger mission field or greater opportunity to spread the gospel than right now. When considering those who don't know Jesus, World Missions cannot help but come to the conclusion that by far the greatest number of them are in countries other than the United States. If WELS members are looking at the Lord's leading in events around us, we cannot overlook the fact that, in spite of discouraging developments in the church and world, the Lord has greatly blessed our church body's efforts to reach out to peoples of other nations and cultures. The 32,642 souls in our world mission fellowship in 1990 have more than doubled to more than 86,000 today, and if we added the people who are currently willing to be under WELS' spiritual guidance there are more than 100,000 who need to be further nurtured, trained, and empowered to reach out to those around them. Some of World Missions' plans to accomplish as much as it can with limited resources include indigenization and alternate strategies.

Indigenization

Indigenization is the strategy toward national church self-dependency. Progress in World Missions is often perceived in terms of opening new fields, but progress can also be seen in phasing missionaries out of existing fields after the foundation for a self-dependent church has been laid. Whenever a solid foundation is laid by teaching the whole counsel of God, it is vital to encourage the national church to become increasingly self-disciplining, self-administering, self-propagating, and self-supporting within the context of its own culture. Wherever there is national ownership of the gospel work, the work moves forward at a better pace and ultimately enables manpower and resources to be redeployed elsewhere for the spread of the gospel.

Alternate strategies

The Board for World Missions and its administrative committees are committed to using cost-effective alternate mission strategies to achieve objectives wherever feasible. These alternatives can either supplement or, in some instances, replace the more traditional, long-term, resident missionary-team approach used in the past. The following is only a sampling of some of these alternate, cost-effective strategies. Many are financed through special funds.

- Short-term visitation teams (for theological training, nurturing fellowship, limited projects/goals)
- English as a Second Language (ESL)/English as a Foreign Language (EFL) (as a supplement to outreach)
- Laity who travel, work, or manage overseas businesses for assistance in mission outreach
- Providing printed religious materials and Bible study courses
- Humanitarian aid (as a form of outreach to less accessible countries)
- Outreach to internationals on United States campuses
- Seed-sowing ministries (radio, TV, satellite, literature, Web sites)
- Regional seminaries and traveling theological education teams
- Sabbatical programs that include active and retired professors, pastors, and teachers
- Seminary exchange programs
- Extended education programs that use technology whenever feasible
- Providing Bible and Bible commentary translations

Christian Aid and Relief

The Board for World Missions is particularly enthused about the possibilities of working in partnership with the newly formed Christian Aid and Relief. This collaboration will enable rapid response for disaster relief in areas where WELS has missionaries and national churches. The goodwill that such prompt help elicits is often enormous—and crucial in lands openly hostile to the gospel. This committee will also provide opportunity for following up in some disaster areas with continued assistance and gospel proclamation, even after first responders have departed. World Missions is proceeding cautiously in countries like Haiti and Pakistan to use humanitarian assistance as a bridge for gospel witness. This approach has already been greatly blessed in countries like India, Indonesia, and Nepal.

Technology

The prospect of using technology to leverage WELS' theological education programs is also anticipated. Given the variety of countries in which WELS works, determining how to do extended education and/or distance learning in each remains a challenge. Most teaching missionaries have taken an Internet class provided by Martin Luther College that offers instruction on how to design and construct online courses. There have been meetings with instructional technologists from Wisconsin Lutheran Seminary and Wisconsin Lutheran College to discuss technological teaching possibilities with BWM representatives. A list serve has been created for the exchange of ideas amongst missionaries and stateside educators. The rapid development of different forms of technology raises hopes, but also requires much study before significant investment is made. Two upcoming conferences are focusing on these complicated matters:

- **Christ In Media Institute Conference:** Oct. 12–14, 2012, at Bethany Lutheran College, Mankato, Minn. Its purpose is to advance the effective use of technology for gospel outreach in world missions.
- **Asia Publications Conference:** Oct. 29–Nov. 2, 2012, at Hong Kong Retreat Center. Its purpose is to advance translation and publishing efforts of the Evangelical Lutheran Synod/WELS fellowship in Asia.

Mission Information Center

In the process of reducing costs and redirecting its program WELS Kingdom Workers' Board of Directors made a conscious decision to downsize its offices and transfer the operation of what was formerly called the Mission Information Center back to the synod's offices. This transfer took place in December 2011. Missions Promotions is currently organizing the display kits, and the functions of the Mission Information Center have now been assimilated into that department. It will be referenced on Connect and www.wels.net as Mission Display Kits and no longer as the Mission Information Center.

Transition counselor

Over the summer months the Missions Operations office and the Human Resources office arrived at a service agreement with retired Pastor John Kurth to serve part time as transition counselor for oversight of the Orientation, Repatriation, and Third Culture Kids programs that are sponsored by the board. Many may remember that Pastor Kurth originally organized these programs and helped the BWM to see them as vital. We are thankful that he has agreed to serve in this capacity and want him and others to know that he has the full backing of the board as he carries out his duties. One of his responsibilities will be to mentor a replacement to fill this position long term.

Thanks

The World Missions team continues to seek the prayers, interest, and support of all the members of WELS for the work of reaching the world's lost, which is at the very core of our synod's mission. May our Lord bless our calling in regard to worldwide gospel outreach so that as many souls as possible might know Christ's love.

Rev. Dan Koelpin, reporter

Rev. Larry M. Schlomer, chairman
Dr. Robert Anderson, secretary
Rev. Howard Mohlke
Mr. Keith Moore
Mr. Danny Wehmeyer

Advisory:

Rev. Dan Koelpin, administrator
Rev. Mark Schroeder, president
Mr. Melvin Schuler, director of WELS Missions Operations

Board for Home Missions

Our calling

Many congregations, including mission churches, have their own Web site. The Web site of Peace in Jesus, Boise, Idaho (peaceinjesus4vietnamese.org), includes devotions written by Peace in Jesus's pastor, Dan Kramer. Below are excerpts from a devotion found there titled "A Titanic Rescue Mission."

"We are coming up to the 100-year anniversary of the sinking of the Titanic (April 15, 1912). Much of the event remains shrouded in mystery. Why did it sink so quickly? With sufficient lifeboats, why did 1,500 passengers die? . . . Too many of the crew and passengers panicked and lifeboats went off with few or even no survivors. With a mission so vital, too many were not ready, willing, or able to rescue those who were perishing.

"Some have described the outreach work of the church as a rescue mission. Those saved by the grace of God have been pulled out of the waters of everlasting death in hell. And now our work; our calling, our lives are to bring more people into the life raft as we witness about what our Savior Jesus Christ has done (God the Holy Spirit creates faith, the triune God is the one who saves—we are called to witness)."

The Board for Home Missions works to coordinate the rescue mission of souls through the establishing and supporting of mission churches. We have been given a blessed directive from our Lord to go out with his message of salvation to all people. Home Missions has also been given a wonderful responsibility from our church body to coordinate and support this directive. We ask your prayers for ministry in Home Missions so many more will hear the only message that saves and many more will be rescued from the drowning waters of hell through faith in the Savior, Jesus Christ.

Our current situation

Home Missions is serving 11 missions in the establishment phase (exploratory), 24 missions in the development phase (mission status), 9 ministries in the enhanced phase, and 16 cross-cultural ministries. It also supports campus ministries throughout the United States. Another 114 congregations are classified as mission congregations since they have loans with Church Extension Fund below the market rate of interest.

The last months of the 2009–11 biennium brought several significant events to Home Missions. WELS Church Extension Fund, Inc. (CEF), gave Home Missions a grant of \$1 million to be used to assist mission churches in their efforts to purchase land or construct a worship facility. The Synodical Council (SC) recommended an increase of \$350,000 to the base budget of Home Missions for the 2011–13 biennium budget. The Board for Home Mission's fall 2010 approved two-year regional mission board concept took shape. And a Hmong pastor, Pastor Pheng Moua, was called to be the national Hmong consultant.

WELS Church Extension Fund grant

After receiving the \$1 million grant from the CEF, the Board for Home Missions Executive Committee (BHM EC) set up criteria as to the disbursement of this grant. At the end of May 2011, the BHM EC selected 6 churches (out of 20 applicants) to receive portions of the grant. The recipients are Peace in Jesus, Boise, Idaho; Spirit of Life, Caledonia, Mich.; Christ, Denver, Colo.; Moncks Corner, S.C. (a new mission church that at the time of this writing didn't have a church name); Amazing Love, New Lenox, Ill.; and Trinity, Woodbridge, Va. Of these six churches, two have closed on purchasing existing facilities for their next worship location (Boise and Woodbridge), one is attempting to purchase an existing 2006 constructed worship facility (New Lenox), one is going to use their grant to assist in the build out of their current worship site (Denver), one, in addition to their portion of the grant is having a fundraising effort for their building project (Caledonia), and one just received a pastor in spring 2012 and will now proceed with his help (Moncks Corner). Each of the churches selected were actively looking to move forward with the next step in their ministry and had land and/or building fund monies already offered. With the additional funds from the grant, it allowed them the opportunity to move forward more quickly. Over the coming years the BHM EC will monitor these churches to see what effect the grant had on their ministry.

Home Missions gives thanks for the wonderful partnership it enjoys with the CEF. Through the years, the CEF's management of the gifts and investment WELS members have made truly has been a blessing for Home Missions. Since 1993 when the grant program was introduced, more than \$24 million has been granted to mission congregations to assist in the purchase of land and the building or buying of worship facilities. These grants have enabled mission churches the opportunity to move forward in their ministries and to continue to reach out with the gospel of Jesus Christ. To learn more about or to consider an investment, go to www.cef.wels.net.

New mission congregations

In April 2011 the BHM EC authorized the opening of four mission congregations: Leamington, Ontario, Canada (Pastor Mark Story); Moncks Corner, S.C. (Pastor Jonathan Quinn); Morristown, Tenn. (WLS graduate Matthew Westra assigned May 2011); and Vail, Ariz. (WLS graduate Colin Rieke assigned May 2011). In recent years, the majority of missions that have opened have partnering congregations or a group of members from a congregation who have laid the groundwork to start the mission. Partnering congregations and/or neighboring WELS members usually continue to support the mission especially during its early years. That is the case with Moncks Corner. Beautiful Savior in Summerville, S.C., has been an active partner. That is the case also in Vail, Ariz., where Grace, Tucson, has been an active partner. And that is the case also in Morristown, Tenn., where Living Word, Johnson City, Tenn., has been an active partner.

In this day and age when it's often a struggle to have funds to open missions, partnering congregations are vitally important to assist with starting a mission. A number of years back Pastor Wayne Schulz (called to glory in October 2011) wrote a manual titled "Prepared to Daughter." More recently, Mission Counselor Peter Krushel has reworked that document. Titled "Who Will Go? We Will Go!"; this document allows interested congregations the opportunity to thoroughly study the option that they might be a partner with Home Missions to start a mission church. You can find that document at connect.wels.net/home-missions.

Regional approach for board representation

At the 2010 Board for Home Missions meeting the BHM decided to go with a regional approach for Home Missions for two years. There are four regions: East, North, South, and West. The East Region is composed of the North Atlantic District, Michigan District, Southwestern Wisconsin District, and Northern Wisconsin District. The South Region is composed of the South Atlantic District and South Central District. The North Region is composed of the Western Wisconsin District, Minnesota District, Dakota-Montana District, Nebraska District, and the Colorado Mission Board. The West Region is composed of the Arizona-California District and Pacific Northwest District. The regional approach will be evaluated at the fall 2012 Board for Home Missions meeting. During the winter and spring of 2012 each region will have its second round of meetings.

With a four-region approach, the BHM Executive Committee is composed of eight men, one pastor and one layman from each region. In addition, the chairman of the Board for Home Missions, Pastor Chuck Westra, serves on the executive committee. When the BHM Executive Committee meets, each district mission board has two regional men to represent their requests to the BHM EC.

Although the 13 mission districts are grouped in four regions, each district still has two men from their district who serve on the BHM. Each district still has its own district mission board that is active in serving its district in the many ways district mission boards serve. Each district will still look for new sites for new missions and encourage congregations in their district to consider new ministries to reach more lost souls. The bottom line is district mission boards remain as they have been.

We give thanks to the Lord for the many faithful volunteers who serve on the 13 district mission boards. We also give thanks for the tireless hours the mission counselors offer in working with mission pastors and congregations, district mission boards, and many others in their desire to see the gospel reaching many more hearts. The mission counselor team consists of Pastor Mark Birkholz, Pastor Peter Kruschel, and Pastor Ed Schuppe.

In fall 2011 at the WELS-Canada Annual General Meeting, the delegates voted to move forward toward becoming an independent church body (this has been a vision of WELS-Canada for some time). The delegates saw the first step toward independence is for WELS-Canada to become a mission district. The Board for Home Missions Executive Committee will act on this recommendation. If the BHM EC gives its approval, since the 16 congregations and one preaching station are in two districts, at the 2012 district conventions, those districts will need to give their approval for this step to be taken. If WELS-Canada does become a mission district, it will have a pastor and a layman who will become a part of and serve on the Board for Home Missions.

What helped propel WELS–Canada forward was a gift from The Hallmark Foundation, operated by WELS members in Canada. Hallmark has proposed to offer \$350,000 on an annual basis to help WELS–Canada become an independent church body. As WELS–Canada works through this transition, Home Missions funds that help support seven Canadian missions (close to \$500,00 in 2011–12) are planned to be cut back and eventually would no longer be needed. Thus, not only will the gift bless WELS–Canada’s ministry, it will bless WELS ministry as Home Missions will have additional funds to open more missions.

Cross-cultural ministries

Through the past years, Home Missions has identified that around 30 to 35 percent of its budget is used to support cross-cultural ministries. Currently Home Missions supports Hispanic, Hmong, Lao, Sudanese, Korean, Japanese, Chinese, Navajo, and Vietnamese ministries. In a number of the mission congregations there are multiple cultures represented in their membership. As WELS has continued to reach out throughout the United States, it is seeing congregations having multicultural memberships, mirroring the multicultural face of our country.

Besides Anglos, the Hispanic population is the second largest culture WELS is reaching with the gospel of Jesus Christ. Every weekend there are 16 locations that have Hispanic worship. On average, each week 1,800 to 2,000 worship. To help coordinate and direct Hispanic ministry, Home Missions uses the services of WELS’ national Hispanic consultant, Pastor Tim Flunker. Through his efforts Home Missions is able to maintain Hispanic ministry as well as determine how best to expand outreach to Hispanics.

Another culture WELS is reaching with the gospel of Jesus Christ is the Hmong culture. WELS has nine Hmong pastors. There are close to 700 souls being served in the congregations these men serve. In spring 2011, Pastor Pheng Moua declined the call to serve as National Hmong Consultant. Following that, the BHM EC authorized a more extensive study of what might be the next step for Hmong ministry. After detailed feedback from Hmong and Anglos familiar with and working with Hmong ministry, the BHM EC made the decision that for two years a committee would serve the Hmong. Called the Hmong Asian Committee (HAC), from August 2011 through August 2013 this committee will serve Hmong ministry as well as Asian ministries. The BHM EC also authorized that Home Missions administrator Pastor Keith Free serve as chairman of HAC. Along with Pastor Free, committee members include two Hmong pastor—Pastor Bounkeo Lor and Pastor Pheng Moua—and two Anglo pastors—Pastor Bob Edwards and Pastor Dan Solofra.

To further organize Hmong ministry as well as to provide an overview of the Pastoral Studies Institute program, Prof. Allen Sorum organized and hosted a Hmong/Anglo pastor conference at Wisconsin Lutheran Seminary in fall 2011. A national Hmong conference will be held in Kansas City July 27–29, 2012. Another Hmong/Anglo Pastor and Vicar Conference will be held Oct. 10–11, 2012 (site to be determined).

Campus ministry

Campus ministry is in the Home Missions budget. The Campus Ministry Committee (CMC), chaired by Pastor Ken Brokmeier, ably serves the campuses that offer campus ministry. The primary purpose of campus ministry is to be a student’s “church home” while away at college. In addition to supporting WELS members attending college, some campus ministries strive to take the gospel to others. One of those campuses is True North WELS Campus Ministry, serving the students attending the University of Minnesota. In fall 2011, True North offered their students (and students from Martin Luther College and Bethany Lutheran College) the opportunity to take part in the “Jesus Challenge.” Through a coordinated effort, the goal was to share the good news of Jesus Christ with more than 30,000 students—in one day! This is one example of how a campus ministry is working to reach many more souls.

In addition to your prayers on behalf of campus ministry, a major way churches and individuals can assist campus ministry is by sharing names and contact information of students who are attending college. Perhaps your church can designate a family who has a senior in high school to get the names of fellow 12th graders going to college. Perhaps your church can form a committee to do this or the office secretary can do it. The key is that each spring the names and contact information of high school seniors who are going to college are shared with the CMC secretary. Send contact information to CMC Secretary, 2929 N Mayfair Road, Milwaukee WI 53222 or e-mail cm@wels.net.

BHM’s partners

Home Missions has valuable partners. In addition to the WELS Church Extension Fund mentioned earlier, Home Missions gives thanks for:

- **WELS Kingdom Workers (WKW), www.kingdomworkers.com:** Each year WKW helps support national projects for both Home and World Missions. For 2012 WKW is supporting twelve Home and World projects at a cost of \$297,000. In addition to this support, WKW provides and coordinates many lay volunteers in a variety of settings.

- **Lutheran Women’s Mission Society (LWMS), www.lwms.org:** On an annual basis, through the caring communication of LWMS members, many missionaries and their families receive encouraging cards and letters as well as thoughtful care packages. In addition, there are special projects that LWMS rallies help support financially. From the spring and fall rallies in 2011, Home Missions received gifts of \$105,000 for a number of special projects. In addition, at the LWMS national convention in June 2011, Home Missions received \$35,000 for the Vicar in Missions program along with another \$80,000 for children ministries in the Caribbean. The 2012 National Convention takes place at Winston-Salem, N.C., from June 21–24.
- **Multi-Language Publications (MLP), www.wels.net/mlp:** With an ever growing number of cultures our church body is blessed to reach, it has become more and more important to produce spiritual materials in various languages. We thank the MLP for doing just that.

Another valuable member of the Home Missions team has been Mr. Mel Schuler, director of Mission Operations. Since June 2001 Schuler has been serving our synod, first working exclusively with Home Missions. Starting in July 2008 he began serving both Home and World Missions. Schuler has brought his business expertise to missions. He has helped many to better understand the intricacies of the budgets as well as helped organize the office staff so there is no longer a Home and World staff, but a mission staff. Having served on the North Atlantic District Mission Board for many years as well as being on the Board for Home Missions during a good portion of those years, Schuler has been involved with our church’s mission work for many years. That formal connection is coming to an end as Schuler will retire by the end of the fiscal year, June 30, 2012. We thank Schuler for his service. We know there have been many blessings through his ministry and many more souls have had the opportunity to hear about their Savior, Jesus Christ.

A look ahead

1. Home Missions continues to plan to open new missions and new ministries. To assist in this process in 2012, Home Missions is looking to involve Home Missions administrators (BHM, BHM Executive Committee, district mission boards, boards, and committees) and staff (mission counselors, consultants, etc.) in identifying, defining, clarifying, and affirming the mission, philosophy of ministry, vision, and appropriate strategic goals for the next four-five biennia. During the process Home Missions also looks to identify all the resources and strategies that might be appropriately marshaled so as to seize the opportunities and resolve the issues, challenges, and barriers for carrying out the mission-vision, again over the next four to five biennia. The purpose is to create a working (that is, a dynamic, ever-changing) mission/philosophy of ministry/vision/strategic planning document that will guide the work of Home Missions for the next four to five biennia. Our prayer is that with a mission/philosophy of ministry/vision/strategic plan document in hand, the Board for Home Missions, its administrative leaders, and church planting partners throughout North America will be able to know and enthusiastically support mission expansion with their specific prayers, generous gifts and offerings, heartfelt encouragement, and abundant human and other resources.
2. Home Missions continues to look for ways in which to partner with existing congregations either to start new missions or ministries or to give them the counseling and appropriate resources so they can move forward to open new congregations or start new ministries.
3. Communication: To help synod members see how the Lord is blessing the gospel proclamation in North America, Home Missions is attempting to be more visible in our church body. Just as world missionaries share the blessings of gospel ministry when they are in the United States on furloughs, Home Missions wants to do the same. Using the vast resources of personnel it has (district mission board members, mission pastors, etc.), Home Missions wants to share how God’s powerful gospel message is at work. To that end, a mission PowerPoint presentation is available to share in WELS churches and schools. If your church or school would like a presentation, contact missionspeaker@wels.net.

Scripture is very clear that it is only the work of the triune God that saves people lost in their sins. We give thanks that the Lord uses Home Missions to be a part of the rescue mission team. To read more about how the Lord is working through Home Missions, go to www.wels.net/missions.

Rev. Keith Free, reporter

Rev. Charles Westra, chairman

Mr. John Beeskow, Michigan Mission District

Rev. John Dorn, Northern Wisconsin Mission District

Dr. Keith Eldred, Colorado Mission District

Rev. Jerome Enderle, North Atlantic Mission District

Dr. August Gabert, Pacific Northwest Mission District

Rev. Timothy Gauger, Michigan Mission District
Rev. Jeremy Glowicki, Minnesota Mission District
Mr. Eugene Hammerson, Arizona-California Mission District
Mr. Thomas Hansen, Dakota-Montana Mission District
Rev. Jonathan Hein, South Atlantic Mission District
Rev. Stephen Helwig, Nebraska Mission District
Mr. John Isleb, Southeastern Wisconsin Mission District
Mr. Steven Kalscheuer, Western Wisconsin Mission District
Mr. Daniel Kemnitz, Northern Wisconsin Mission District
Mr. Paul Kuske, North Atlantic Mission District
Mr. Paul Mattek, South Central Mission District
Mr. Donald Niemann, Nebraska Mission District
Mr. David Sauer, Minnesota Mission District
Rev. Lloyd Schlomer, Dakota-Montana Mission District
Rev. Caleb Schoeneck, South Central Mission District
Mr. Donald Schuppe, South Atlantic Mission District
Rev. Douglas Semenske, Southeastern Wisconsin Mission District
Rev. Wayne Uhlhorn, Colorado Mission District
Rev. Daniel Wagenknecht, Arizona-California Mission District
Rev. Craig Wasser, Pacific Northwest Mission District

Advisory:

Rev. Keith Free, administrator
Rev. Mark Schroeder, president
Mr. Melvin Schuler, director of WELS Missions Operations

Joint Mission Council

Our calling

The Joint Mission Council (JMC) oversees those mission opportunities that are the operational responsibility of both the Boards for World and Home Missions. The members of the council are the elected chairmen and administrators of both boards, the director of Missions Operations, and a representative designated by each board.

The present focus of the Joint Mission Council is to

- coordinate the actions of World Missions and Home Missions in situations where normal ministry responsibilities of both boards overlap,
- provide resolution of conflicts between the two boards as a result of overlapping ministries,
- coordinate the future expansion of multicultural ministries to enhance the reaching of more lost souls both in North America and the homelands of those being served, and
- continue to work on developing a structure that will best facilitate the mission outreach of these areas of ministry.

Our current situation

The Joint Mission Council is currently concentrating on the following four areas of ministry:

Outreach in Thailand—This ministry is unique in its close ties with Hmong and Lao churches in the United States with connections through relatives and friends living in Thailand. Currently eleven WELS mission areas are operating in the Thailand area with nearly one thousand baptized souls speaking three different languages: Thai, Hmong, and Laotian.

A new Thailand-Laos Oversight Committee was formed by the Joint Mission Council in 2010 to join two tracks that were formerly under different administrations. Much progress has been made to form them into one organized, cohesive church body (LET—Lutheran Evangelical Church of Thailand). To help accomplish this, Pastor Kenneth Pasch entered Thailand as field coordinator in November 2010.

The field currently has two Bible institutes for the training of future church workers. A Hmong and Lao pastor from the United States work together with two local Thai pastors to lead the training of future leaders. In August 2010, five of the seven students who graduated from the seminary in ChiangRai were assigned as pastors in village churches.

Two congregations are currently close to finishing up construction on new worship facilities, and another is waiting for enough funds to start.

Two WELS Kingdom Workers volunteers are putting the majority of their effort into expanding the Thai Crafts project to make it both self-sustaining and profitable as a way to supply funding for students and outreach ministry. Another congregation has purchased land for rubber trees and still another rice fields as ways to support their ministries. Regularly scheduled lay volunteer mission efforts from the United States provide people opportunity to experience and contribute to Thailand mission work through evangelism, medical, training, humanitarian, and building trips.

Cristo Palabra de Vida—In 2011 the Cristo Palabra de Vida National Council met three times via teleconference to discuss various aspects of Hispanic outreach.

The council is working on preparing a pastoral conference in which pastors and vicars who are working in Spanish language outreach, whether they are holding weekly worship services or weekly Bible classes in Spanish, will gather to discuss the topics of stewardship, worship, and leadership. This pastoral conference is one effort the council advocates to increase fellowship and communication among the 33 congregations currently involved in Hispanic outreach in the United States.

The Cristo Palabra de Vida National Council also maintains contact with the Pastoral Studies Institute (PSI) program at Wisconsin Lutheran Seminary through its advisor, the Home Missions Hispanic Outreach Consultant. This allows

the national council to be aware of the three students in the Cristo Palabra de Vida PSI program. One man will be finishing his work and be ready for assignment in May 2012. The other two are entering their vicar year, and will, Lord willing, be ready for assignment in May 2013.

The Cristo Palabra de Vida National Council continues to provide training seminars for any congregation that desires to work with the Hispanic population in its neighborhood. These seminars provide awareness about the efforts needed to reach out cross-culturally. The seminars also help individual congregations prepare a plan to do cross-cultural outreach that is tailor-made for their local gifts and abilities. The national council uses the Home Missions Hispanic Outreach Consultant for many of these seminars.

By the grace of God, 16 congregations in WELS have weekly worship in Spanish. They serve more than 1,700 people. Three congregations are independent, that is, not affiliated with an existing congregation. The other 14 congregations are working with or under existing congregations, which provide subsidy in the form of building and/or pastoral assistance. Additionally, 16 more existing congregations have weekly Bible classes in Spanish, serving approximately 250 people.

Besides those congregations, there are more than 80 other congregations that are involved in outreach to the Hispanic community, often using free English classes to create friendships so that the gospel can be shared. It is the desire of the Cristo Palabra de Vida National Council to encourage, equip, and enable those congregations to offer Bible classes in Spanish or simplified English. These opportunities would then lead to worship services in Spanish or simplified English.

Muslim outreach—The WELS Muslim Outreach Committee intends to call a full-time pastor who is experienced specifically with reaching out to Muslims. This pastor would identify and investigate areas in North America where there are both concentrations of Muslims and interest by WELS entities to reach out to Muslims. Once an area or areas are identified, this coordinator would develop and propose a plan in conjunction with the WELS Muslim Outreach Committee. Information for outreach to Muslims is available at www.truthinlovetomuslims.com. A DVD featuring a Bible study for outreach to Muslims has been developed and is now available.

Sudanese outreach—The Lord has blessed outreach opportunities to Sudanese refugees. Services in the Sudanese language Nuer are being held in Des Moines, Iowa, and Omaha, Neb., with an average attendance of 30 and 28, respectively. In 2011 there were a total of 36 adult confirmations among the refugees attending these two congregations. One Sudanese member from each congregation serves as translator for Bible information classes (BIC). Members also lead the worship services in the Nuer language. One man from the Omaha congregation is in the Pastoral Studies Institute program. Although outreach opportunities exist in Sudan, current security concerns and funding are keeping us from sending mission workers into the area.

A look ahead

The Joint Mission Council is currently working with the various committees or groups to enhance their respective ministries. The plans for the near future are:

Outreach in Thailand—A priority for Thailand in the future will be greater development of the leadership and direction of a national church—the Lutheran Evangelical Church of Thailand (LET). Decisions of salary levels, building priorities, ministry development, and outreach opportunities will continue. The Thailand seminary system continues to work with Wisconsin Lutheran Seminary and the Pastoral Studies Institute to create a uniform theological training program for future evangelists and pastors. Future planning will focus on recreating the energy in Chiang Mai to establish a stronger outreach to the ethnic Thai, the largest group in Thailand numbering around 65 million, 95 percent of whom are Buddhist. Requests for mission outreach in Vietnam, Myanmar (Burma), and other surrounding countries that are less accessible to us will need to be reviewed. Print and Web resources will be redesigned to create a uniform communication in Thailand and to the synod. Coordination and collaboration between the Asian Ministry Committee in the United States and the Thailand Laos Oversight Committee will be essential to maximize the unique partnership for involvement, support, and prayers emerging from ethnic links across the ocean.

Cristo Palabra de Vida—The Lord has helped us to see many new opportunities. The national council wants to actively encourage more congregations to see these opportunities in their neighborhoods and open their church doors to these people. More than 650 congregations have Hispanics living in a close proximity to their worship facilities. Home Missions' Hispanic consultant will be assisting the national council to help these congregations reach the lost who speak Spanish or are culturally connected to the Spanish language.

Muslim outreach—The goal is to have a called, full-time pastor—a Muslim Outreach Coordinator—carry out outreach according to the plan proposed and adopted by the Muslim Outreach Committee. Benchmarks would be established to track the progress of this outreach. With more than 2.2 billion Muslims in the world and the number rapidly growing in the United States, WELS has no choice but to develop a strong outreach program to the world of Muslims. This is in the face of the world of Islam that is singularly focused on world domination. It is a battle of fear versus love. WELS has all the right tools and the power of God in carrying out this Great Commission. The time is now.

Sudanese outreach—Because of the security issues in Sudan, the Joint Mission Council has not been able to establish a firm outreach in this country. Members of the congregations in the United States continue to correspond with family and friends in their home countries. Plans for the Des Moines, Iowa, congregation include getting more of the youth involved through music. The youth of both ethnic groups are forming a joint band to serve their congregation. Outreach efforts and training continues in Des Moines and Omaha, Neb., with a watchful eye for the day that WELS might extend its efforts to other U.S. cities and southern Sudan.

The Lord has provided many opportunities for the Joint Mission Council and WELS mission boards to share the gospel message. Pray that the Lord of the harvest will provide the resources to meet these opportunities.

Mr. Melvin Schuler, reporter

Dr. Robert Anderson, member of WELS Board for World Missions
Rev. Keith Free, administrator of WELS Board for Home Missions
Mr. Philip Hempel, representative of WELS Board for Home Missions
Rev. Daniel Koelpin, administrator of WELS Board for World Missions
Rev. Larry M. Schlomer, chairman of WELS Board for World Missions
Mr. Melvin Schuler, director of WELS Missions Operations
Rev. Charles Westra, chairman of WELS Board for Home Missions

Board for Ministerial Education

Our calling

And the things you have heard me say in the presence of many witnesses entrust to reliable men who will also be qualified to teach others” (2 Timothy 2:2).

The continuing scriptural purpose of the Board for Ministerial Education (BME) is the preparation of ministers of the gospel to proclaim Christ’s love in the congregations, schools, and mission fields of our fellowship. The BME recognizes the special blessing that WELS has of a predominantly first-career ministerium. This report gives you an overview of the efforts to coordinate that work. The reports from the four ministerial education schools demonstrate how they are carrying out their mission on your behalf. The report on continuing education highlights an effort that has gained a great deal of momentum in recent months as we carry out synod convention resolutions for the good of the church in cooperation with the Congregation and Ministry Support Group and the Conference of Presidents.

Our current situation

As a result of a resolution from the 2009 synod convention, the ministerial education schools have all resolved to be part of a process with the prayerful result that WELS grow a cadre of called workers with interest and experience in Chinese history, culture, philosophy, and language. Students in the prep schools should receive a solid background in history, culture, and foreign language acquisition skills. Students at MLC should have the opportunity to study Mandarin beginning in the 2012–13 school year. Students at WLS should have the opportunity to keep their Mandarin skills current.

The BME has formed a working group on programmed maintenance to keep up with capital needs on our campuses and identify sources for increased funding in this area. The board notes a growing consensus that any capital campaigns at the schools are to be conducted in coordination with the Ministry of Christian Giving and are to be reviewed and adopted as a regular part of the synod budget process.

With the blessing and encouragement of Home and World Missions’ administrations, the ministerial education schools are establishing increasingly close partnerships with the world mission fields in our fellowship in order to help in the development of their individual ministerial education programs. For example, in keeping with their mission, the prep schools now partner with Asia Lutheran Seminary and WELS/ELS mission efforts in Southeast Asia. They are involved in the catechetical training of international students, looking to plant, water, and nurture gospel seeds, confident that the Lord of the church will work through his Word and prepare these students for gospel proclamation as the various circumstances in their countries permit. With world mission members approaching one-quarter of our present domestic membership; with exploding immigrant populations in the U.S. from places other than Europe; and with U.S. citizens emigrating in increasing numbers, particularly to Asia; it is important for WELS’ ministerial education schools to identify and train for those changed needs.

A look ahead

At the same time, we will remain mindful of the precious Lutheran heritage of the unconditional gospel that has been passed to our generation with remarkable clarity and will continue to educate our students to serve as faithful ministers of the gospel who subscribe without reservation to the Lutheran Confessions.

Rev. Paul Prange, reporter

Rev. Philip Hirsch, chairman

Rev. Kenneth Brokmeier

Rev. George Ferch

Mr. William Finn
Rev. Douglas Free
Teacher Richard Gibson
Mr. Hogey Holtz
Mr. Kyle Koltz
Teacher Kurt Rosenbaum
Mr. Dean Waldschmidt
Rev. Thomas Westra
Staff Minister Jon Woldt
Rev. Michael Woldt

Advisory:

Pres. Matthew Crass, Luther Preparatory School
Pres. Daniel Johnson, Wisconsin Lutheran College
Mr. Todd J. Poppe, WELS chief financial officer
Rev. Paul Prange, administrator of WELS Board for Ministerial Education
Rev. Mark Schroeder, WELS president
Pres. Paul O. Wendland, Wisconsin Lutheran Seminary
Pres. Mark Zarling, Martin Luther College
Dr. William Zeiger, Michigan Lutheran Seminary

Wisconsin Lutheran Seminary

Our calling

The year was 1863. The nation was in the middle of a great civil war. Our church was still in its infancy. Undaunted, our synod established a seminary in Watertown. The call was clear. Our Savior's Great Commission to "make disciples of every nation" still empowered and directed his church. The immediate need before our synod's eyes was compelling. Vast numbers of German immigrants were making a new homeland in the American Midwest. Harassed and helpless, they were like sheep without a shepherd. The seminary was founded to gather those scattered sheep and lead the gathered flocks into the rich pastures of God's Word.

One hundred and fifty years later, our calling remains the same. Certainly with the passage of years and the expansion of our synod's vision to include gathering people from every tribe, tongue, and nation, the seminary's vision, too, has broadened. Our central task remains the same, however. We are preparing the next generation of pastors to serve the needs of the worldwide mission of WELS.

Is this too broad a vision? Do we embrace too large a task? Consider this: in A.D. 30, the ratio of workers (12 apostles) to total population (170 million) was 1 to 14 million. Insurmountable odds some might say. But look what Jesus did through them by the power of his Spirit! Now that ratio is one WELS pastor for every 5.7 million people in this world. Still an insurmountable task! But this represents only the pastors among our called workers, and it only represents WELS among all the Christian churches in the world. Above and beyond any merely human calculation, God's Word breathes courage into hearts, "Arise, shine! Your light has come!" Christ's love empowers and compels us to carry out his calling.

Recently, WELS has also given greater prominence and urgency to another aspect of the seminary's ministry. The continuing education of called workers has long been part of our mission, but our brothers and sisters in Christ have directed us to redouble our efforts. We are eager to do our part in fostering a synodwide culture of lifelong learning and an ongoing pursuit of excellence by called workers.

Our calling

Enrollment

In May the seminary presented 30 graduates for assignment to the public ministry of the church and 23 students for assignment to a year of vicarship. For the traditional program, total enrollment for the 2011–12 school year stood at 127. Here is a breakdown of this last year’s enrollment figures and projections for the next four:

	Current Year	2012-2013	2013-2014	2014-2015	2015-2016
Seniors	30	35	22	30	30
Middlers	23	32	33	31	25
Juniors	34	35	33	27	30
Special	1	1	1	1	1
Total On-Campus	88	103	89	89	86
Vicars	35	22	30	31	29
Emergency	4	2	2	2	2
Total Off-Campus	39	24	32	33	31
TOTAL STUDENT BODY	127	126	121	122	117

Although enrollment is still on the decline, it is encouraging to see that it does seem to be stabilizing. Average class size hovers around 30. It is also heartening to hear that there is a substantial uptick in the enrollment at the two prep schools, and even Martin Luther College is reporting slightly better numbers for the pastor track than last year’s.

Through the work of our Pastoral Studies Institute, the seminary offers pre-pastoral and pastoral training to men from non-English speaking immigrant groups within the United States, to second career students, and to special students who don’t fit into any easily defined category. PSI enrollment figures for the current year are listed below:

PSI students	2011–12
Cristo Palabra De Vida	3
Asian Ministerial Training	11
PSI Second Career	3
“Special”	2
Total PSI students	19

Vicar Placement 2012

Last year 35 men were assigned as traditional vicars. This year, there were only 23 men available for assignment to our mission and established congregations. Wisconsin Lutheran Seminary worked together with the Board for Home Missions and the Conference of Presidents to identify suitable congregations so that the church could place vicar candidates as equitably as possible. Naturally, due to the relatively small number of vicar candidates, quite a few suitable congregations did not receive a vicar this year.

Seminary Chorus

The seminary's best ambassadors are the students themselves. This is certainly true of the seminary chorus. In the spring of 2012, the chorus went on a 12-day tour to congregations in the North Atlantic District. The seminary chorus proclaims the Word of God in song and sets a confessional standard for church music. Through the chorus, the seminary develops our students' musical skills and practical aptitudes for leading their congregations in worship.

Financial Aid

Financial aid from the seminary's scholarship fund to its students in the 2011-12 school year totaled approximately \$360,000. Through God's rich blessing, the seminary has been able to continue increasing the average amount each student receives, thus keeping pace with rises in tuition.

School year	WLS total financial aid	Average aid per student	WLS tuition
2007-08	\$ 361,775.00	\$ 2,740.72	\$6,490.00
2008-09	\$ 339,090.00	\$ 2,898.21	\$6,910.00
2009-10	\$ 356,150.00	\$ 3,124.12	\$7,280.00
2010-11	\$ 405,000.00	\$ 3,648.64	\$7,570.00
2011-12*	\$ 359,850.00	\$ 4,043.26	\$7,885.00

*as of 1/30/12

Paul once said to the Philippian congregation, "Your gifts are a fragrant offering . . . pleasing to God" (Phillipians 4:18). They were his partners in the gospel. Love compels us to say the same to all those who gave their gifts to the Scholarship Fund. It was good of you to remember us! The seminary received \$472,787 in gifts to the Scholarship Fund for the entire 2010-11 fiscal year and \$291,358 for the first six months of the 2011-12 fiscal year.

The financial aid distributed by WLS represents only about half of the total amount students receive in assistance. Many of them also receive generous grants from the Seibert Foundation, the Salem Foundation, the Kropp Scholarship Fund, the Brooks Foundation, and from many individuals and congregations. Average total assistance from all sources came to \$6,404 per student during the 2010-11 school year and \$7,587 for the first six months of this school year. The combined tuition assistance, service awards, and scholarship grants from all sources are the equivalent of the seminary's tuition at the present time.

It should be mentioned that this tuition cost represents only about a third of the total cost to educate a pastoral student here at WLS. The rest of the cost is covered by synod subsidy (in other words, from your Congregation Mission Offerings) and unrestricted gifts to the seminary.

Based on observations from student financial aid applications for the past couple of years it seems that their ongoing or current financial needs have stabilized. Student level of indebtedness has also decreased somewhat.

Curriculum development

The revised curriculum with its senior thesis and flex hour has been implemented. We are learning a great deal as we work through it the first time. We will evaluate its impact after we complete our first year with it. While it is safe to say there have been a few difficulties in implementation, the response of WLS seniors has been overwhelmingly positive. The senior thesis gives them an opportunity to dig more deeply into a theological project of special interest to them.

Pastoral Studies Institute

The Pastoral Studies Institute (PSI) of Wisconsin Lutheran Seminary has a key role to play in the seminary's mission to offer pastoral training to members of WELS and continuing education to various church bodies in our worldwide fellowship. The following list gives some idea of the scope of the PSI's responsibilities:

- The PSI continues to allow the seminary the flexibility to respond to the pastoral training needs of individuals with special circumstances. This year, for example, at the request of representatives of the Evangelical Lutheran Synod, WLS is providing a special pastoral training program for Kyun-Young Chung of Seoul, South Korea, focusing largely on one-on-one instruction in order to mitigate difficulties in English communication.
- The PSI continues to provide many opportunities for its traditional students to experience cross-cultural outreach in various settings (urban, rural, Hispanic).
- The PSI continues to partner with satellite seminary training operations in North America, including *Cristo Palabra de Vida* and the Asian satellite seminary program.
- Through the World Mission Seminary Professor, Kenneth Cherney Jr., the PSI coordinates the sending of seminary professors to teach overseas. Prof. Cherney himself spends nearly a half year off campus on teaching trips to world mission fields and seminaries. He also consults with world mission training programs upon their request on matters of curriculum and continuing education. The Greater Africa Theological Studies Institute (GRATSI)—a cooperative continuing education venture between the Lutheran Church of Central Africa and Wisconsin Lutheran Seminary—is one happy outcome of such consultations. WLS professors who taught overseas during 2011 include:
 - o Hong Kong: Professors Geiger and Bivens
 - o India: Prof. Cherney
 - o Malawi: Prof. Cherney (GRATSI)
 - o Mexico: Prof. Cherney
 - o Ukraine: Prof. Wendland
 - o Zambia: Prof. Korthals (GRATSI)

Prof. E. Allen Sorum, the current director of the PSI, has begun a strategic review of the work of the PSI. He wishes to evaluate aspects of its work by asking those whom it serves and with whom it serves to respond to survey instruments. Is the Pastoral Studies Institute making use of every opportunity? Is it exploiting the right opportunities? Is it reaching and serving the best candidates? Sorum hopes to complete the review in the first half of 2012.

Grow in Grace—the Institute for Continuing Education at WLS

The mission of Grow in Grace is to advance the cause of the gospel by making continuing education resources available and accessible and by connecting pastors with partners who will encourage them in their spiritual and professional growth. Prof. Richard Gurgel serves as Grow in Grace's director. In order to sharpen and focus its vision, Grow in Grace held a think tank in September. Below you will find a list of goals that grew out of the think tank as well as Grow in Grace's progress to date in achieving them:

1. Develop and deliver curricular resources:
 - Prof. em Kuske has agreed to study other seminaries with the hope of determining whether or not a repeating core curriculum with electives might be a good way of strengthening course offerings.
 - Continuing education makes a significant impact on faculty workload whether offered on or off campus, face to face, or online. Grow in Grace has developed a plan to produce and offer online courses in a way that makes the best use of limited faculty resources.
 - Growth in subscribers to online courses has been slow but steady. Three online courses were offered in spring 2012 with a total of 24 enrolled, by far the best number during a regular semester.
 - Scholarship funding remains a critical need. The seminary would like to match dollar for dollar whatever a calling body contributes to the tuition costs of its called workers.
2. Develop the Pastor Partners initiative:
 - Pastor Partners offers support to WELS pastors at all stages of ministry. Grow in Grace does this by providing mentors for new pastors and by offering ongoing coaching for more experienced pastors who desire it. Recognizing the value of observing ministry milestones with one's peers, the institute wishes to sponsor celebratory events for pastors who have been serving 3 years, 10 years, 25 years, and at retirement. The first such event was held in San Antonio in April 2012 for pastors who graduated from WLS in 2001 and 2002.
 - God has blessed the institute's efforts in mentoring pastors. Beginning with only three candidates from WLS's 2010 class, Prof. Gurgel and Pastor Daron Lindemann have expanded the program by training eight new mentors to

serve 15 graduates of the 2011 class. Within a few years, the institute hopes to have in place a proven system that provides a well-trained mentor for every WLS graduate during his first three years of ministry.

- This initiative has been made possible through a generous three-year grant from Antioch II Foundation. Grow in Grace will work with the Conference of Presidents to help congregations see the demonstrable benefits of these efforts so that they will gladly support it in their budgets once the grant money has been expended.

3. Evaluating ministry

- Grow in Grace is committed to develop and deliver tools to help pastors assess their ministry faithfulness as well as plan for spiritual and professional growth in partnership with both lay leaders and ministry peers.
- In May 2011 a resource packet was forwarded to every circuit pastor to use in helping each one of the pastors in his circuit to develop such plans for growth. By no means a finished product, the resource packet will be improved as we get more feedback.

4. Encouraging informal learning

- Recognizing that continuing education happens in many informal as well as formal ways, Grow in Grace also seeks to encourage and to serve as a clearing house for informal learning opportunities.
- Prof. Gurgel continues to serve as contributing editor for "Preach the Word," a bimonthly newsletter intended to encourage pastors in their preaching. The printed word is matched with online resources available at the Grow in Grace Web site.
- "The Shepherd's Study" is a new blog to be featured on the Grow in Grace Web site. A group of WELS pastors will be providing book reviews and summaries covering every area of theological study.
- Each month on the Grow in Grace Web site a pastoral circuit is featured, giving details of what these pastors are doing to spur each other on as brothers growing together in the Word. The goal is to provide a space where good ideas can be shared.

Faculty highlights

- On Aug. 28, 2011, Pastor Joel D. Otto was installed as professor of church history and practical theology in WLS's opening service.
- On Sept. 2, 2011, WLS celebrated the 25th anniversary of Prof. Gurgel's ministry.
- On April 22, 2012, a special service of thanksgiving was held for Professors Bivens and Brug to mark their 40th year in the ministry.
- Dr. John Lawrenz, an instructor at Asia Lutheran Seminary, returned to WLS for the fall semester to teach.
- Professors Brenner, Cherney, Geiger, Quandt, Schuetze, and Tackmier continued work towards degrees at the master's level or higher.

2011–12 school year highlights

- Prof. Cherney, our world mission seminary professor, has now taken the lead of the Spanish satellite training program, Cristo Palabra de Vida.
- Prof. Sorum hosted a conference on Oct. 12–13, 2011, to discuss the future of the Asian Ministerial Training Program.
- Professors Cherney and Wendland continue to serve on the Translation Evaluation Committee. Prof. John Brug and Prof. Daniel Leyrer participate in the work of the Translation Feasibility Committee.
- The fall symposium continues to be a popular event on the seminary's campus. The Symposium on Lutheran Schools attracted 443 participants. An invitation to school principals was also sent out, and their response was gratifying.

Governing board

After a time of fluidity, the membership of our board is once again entering a time of greater stability. In the 2011 synod convention, Pastor Thomas Westra was reelected as chairman. The following represents a brief listing of some of the key matters that occupied the board's attention in the past year:

- Understanding and working towards a greater clarity in defining the responsibilities of the governing board in relation to the school's administration and to the synod.
- Wrestling with the issue of faculty workload. As reported to the synod in the 2011 *Book of Reports and Memorials*, this is a matter of increasing concern to the board. How does the seminary achieve a good balance in apportioning administrative loads and teaching loads (both in the traditional program and in continuing education); in allowing release time for professors who study for advanced degrees? How can the seminary reduce the impact on workload from Winterim or from synodical and congregational service both mandated and elective?
- Authorizing the formation of two faculty/board/student committees:

1. A tuition and financial aid committee to study the question of how WLS might plan the best use of its financial aid resources both now and in the future especially in view of rising tuition costs.
 2. A strategic planning committee to update the mission vision statement in view of the seminary's key mission challenges and opportunities in the next five years.
- Holding in abeyance the calling of an 18th professor in view of budgetary stringencies (see below).

Fiscal and property

Revenue from synod subsidy (CMO) and through mission advancement

For FY2012 the seminary's synod subsidy was increased by \$37,000. Below you will see a comparison chart for gifts the Lord's people directed to the seminary over and above Congregation Mission Offerings (CMO) for the fiscal years ending in 2010 and 2011.

Type of funds	Fiscal year	
	2010	2011
Unrestricted	283,409	297,235
Temporarily restricted	598,355	444,044
Permanently restricted	97,813	57,265
Total	979,577	798,544

In addition the seminary was blessed last year with unrestricted bequests totaling \$268,987 as well as a temporarily restricted bequest of \$191,700 for financial aid. For the first six months of FY2012, WLS received unrestricted gifts totaling \$181,414; temporarily restricted gifts totaling \$264,904; and permanently restricted gifts of \$81,010. The seminary was also blessed with unrestricted bequests in the amount of \$199,821; with \$219,185 in temporarily restricted bequests to the Scholarship Fund; and with a scholarship endowment of \$135,000. The total of all bequests for the first six months of FY2012 was \$554,006.

Synod subsidy and special gifts are precious to the seminary as evidence of God's grace and as demonstrations of faith and love on the part of his people.

Legacy Society

In view of the fact that many of God's people are remembering the seminary in their estate plans, WLS is pleased to announce the establishment of the Legacy Society of Wisconsin Lutheran Seminary. Eligible members include men and women who have made, or intend to make, a planned or deferred gift to benefit Christ's mission at the seminary. A society like this allows WLS to thank God's people today for their gifts of tomorrow. Already 81 people have indicated that they have included the seminary in their future financial plans and have enrolled as charter members.

Budget reductions and performance

In order to keep its operating fund budget in balance, the seminary has had to make spending cuts of \$650,000 in FY2012. These projects have either been postponed, or the seminary has had to use extra-budgetary sources of funding to sustain them. They include the following:

Project	Amount saved from Operating Fund Budget
Exterior doors/security system (funded outside the budget)	\$175,000.00
1 st phase of road repaving (postponed)	\$200,000.00
Mower and vehicle (postponed)	\$50,000.00
18th faculty position (postponed)	\$70,000.00
Student and staff wages (paid from special funds)	\$100,000.00
Misc. expense reductions	\$71,815.00

To meet expenses, the seminary continues to rely heavily on its unrestricted money in its spending plan. In FY2011, \$607,000 was used to subsidize the operating budget. In FY2012, \$687,000 will be used either to subsidize the operating budget or to pay for special projects. The current designated unrestricted balance in the Seminary Fund is \$621,026, down from its balance of \$758,659 at the end of FY2011. If WLS meet its budgetary targets, there will be approximately \$300,000 of designated unrestricted monies left at the end of FY2012. To avoid even more cuts, the seminary will likely have to dip into its \$500,000 contingency fund for FY2013.

The larger point is simply this: the revenue model the seminary has been operating with is not sustainable in its current form. By the next biennium, WLS will either have to find other major sources of revenue or make substantial cuts in spending. Programmed maintenance continues to be a significant concern in all this. Some programmed maintenance projects—such as the road repaving—has been put off for years. In effect the seminary is borrowing from the future, and when the projects are eventually done, they will very likely cost more.

Vicar program

A note for those who closely read financial statements. Those who have followed the seminary’s previous budgets will notice a sudden “leap” in revenue—to the tune of \$579,031. This is due to the fact that the vicar program was transferred to our ledger last spring. The funding model and administration of the program remains the way it has always been.

Building and grounds projects completed

Some programmed maintenance projects simply could not be postponed. In the past year the seminary has installed a new security access system for the auditorium and administration buildings and for the dormitory. New exterior doors were also installed in the dormitories. New roofs were installed on the Tiefel, Otto, Geiger, and Cherney homes. The chancel carpeting in the auditorium was also replaced.

Technology

This has been a time of transition for technology at the seminary. Continuing education has brought with it increased demands and expectations. Dr. Sue Holtz has been spending the last year getting to know how professors use technology, seeing where they perceive issues, and considering how the seminary could make better use of technology to achieve its goals. As health issues restrict Mr. Barry Washburn’s ability to serve, he is preparing Dr. Holtz to serve as technology director. Projects completed or in the works include:

- Moving the seminary’s seven Web sites and Seminary Online to its new host at Orion group.
- Redesigning and updating Grow in Grace’s continuing education Web site to be compatible with mobile devices as well as traditional computers. Opening on June 5, the Continuing Education Store should be fully integrated with the continuing education Web site. The Continuing Education Store will enable WLS to take online registrations for fall courses and for the symposium.
- A majority of professors now use Seminary Online for their course materials. The Learning Management System allows for sharing of materials and provides a common space for discussion of relevant topics outside the classroom.

- Disaster preparedness documentation is an ongoing project to ensure that the seminary has the documentation in place to restore vital digital resources if they fail catastrophically. In this connection WLS has been working with WELS chief technology officer, Mr. Martin Spriggs, soliciting his advice on how to better use technology here at WLS and to offer his perspective on how WLS might better respond to the communities it serves.

A look ahead

“Arise, shine, for your light has come!” Whatever challenges the seminary may encounter along the way in this pilgrim life, we know we walk in the perpetual sunlight of Christ’s grace. So we look to the future with confidence, hoping in him for the following blessings:

- **150 years of grace:** Discussing ways the seminary might recognize and celebrate the seminary’s 150th anniversary, not just with a look backward but also with a look forward to the ways WLS might serve the synod better in preparing and supporting pastors for the worldwide ministry of WELS. The newly empanelled strategic planning committee mentioned earlier will play a key role in this.
- **Continuing education:** Continuing to invest the time and effort into a continuing education program that truly meets the needs of called workers and that lays a firm foundation for self-support.
- **Faculty workload:** Coming up with sober and sensible ways to make use of WLS’s gifted faculty for the benefit of Christ’s church, recognizing that the synod must not overburden them.
- **Budget:** Cooperating with the synod to craft a realistic seminary budget for the next biennium that funds WLS’s mission (including program maintenance needs) in a way that can be sustained.

As the seminary moves ahead, it is important that it keep its balance in the twin aspects of its mission. WLS will want to ensure that it continues to have the necessary manpower and financial support to maintain excellence both in the training of WELS pastors and in providing continuing education.

Pres. Paul O. Wendland, reporter

Rev. Thomas Westra, chairman
 Rev. Peter Unnasch, vice chairman
 Mr. Philip Becker, secretary
 Rev. John Dolan
 Dr. Arthur Eggert
 Rev. Eric Hartzell
 Teacher Michael Hein
 Mr. Gerald Zimpelmann

Advisory:

Rev. Paul Prange, administrator of WELS Board for Ministerial Education
 Rev. David Rutschow, president of Southeastern Wisconsin District
 Rev. Mark Schroeder, WELS president
 Pres. Paul O. Wendland, Wisconsin Lutheran Seminary

Martin Luther College

Our calling

Martin Luther College (MLC) is your college of ministry, owned and operated by the Wisconsin Evangelical Lutheran Synod. Consequently, MLC exists to serve the ministry needs of the synod. It does so by providing pre-seminary training for men who desire to train for pastoral ministry so that they can enroll at Wisconsin Lutheran Seminary. It does so by training men and women to serve as teachers and staff ministers for our churches and schools. It does so by providing continuing education opportunities for called workers currently serving in ministry.

The governing board of Martin Luther College, in its September 2011 meeting, adopted an updated mission statement that more fully communicates the expanded role of continuing education entrusted to MLC and the growing

opportunities to partner with WELS mission fields in training gospel servants. The updated mission statement follows:

The mission of Martin Luther College is to train a corps of Christian witnesses who are qualified to meet the ministry needs of the Wisconsin Evangelical Lutheran Synod (WELS) and who are competent to proclaim the Word of God faithfully and in accord with the Lutheran Confessions in the Book of Concord.

To fulfill this mission, Martin Luther College carries out all instruction and programs of student life according to the gospel as revealed in the inspired and inerrant Word of God. With the guidance of the Holy Spirit, the college desires

- *To strengthen the student in a consecrated spirit of love for God and his Word;*
- *To educate the student for faithful, capable, intelligent citizenship in today's world;*
- *To assist the student in acquiring the knowledge, attitudes, and skills needed for service in the church and for lifelong learning; and*
- *To encourage the student in developing and demonstrating a heart for service in the church, community, and world.*

To meet the current ministry needs of WELS, Martin Luther College

- *Prepares men for pastoral training at Wisconsin Lutheran Seminary;*
- *Prepares men and women for service as teachers and staff ministers in the synod's churches, schools, and other institutions;*
- *Prepares men and women for other church ministries, both full and part time, responding to the needs of WELS;*
- *Prepares international students for ministry in partnership with WELS mission fields; and*
- *Provides programs of continuing education that meet the ministerial needs of the WELS.*

May a gracious Savior pour out his blessing upon our endeavors so that his saving name is glorified, precious souls edified, and lost souls sanctified.

Our current situation

Students—undergraduate

MLC began the 2011–12 academic year with an on-campus undergraduate enrollment of 697, a slight decrease from the previous year. This student body represents 30 different states and 6 foreign countries. The chart below breaks out the enrollment in the various programs of study as the second semester started. (Enrollment after mid-year graduation and the normal transfers in and out of MLC stands at 665, again a slight decrease from a comparable time a year ago.)

Program of study	Number enrolled as of Jan. 31, 2012
Pre-seminary studies	151
Early childhood education	60
Elementary education	199
Secondary education	29
Staff ministry	7
Double major—ECE and elementary	40
Double major—Elementary and secondary	161
Double major—Staff ministry and education	6
Double major—Staff ministry and parish music	1
Educational studies	3

Students—graduate and continuing education

In addition to those undergraduate students served, MLC also has 95 students enrolled in the Master of Science in Education program. Teachers who enroll in the master's program have the option to choose one of four areas of emphasis: educational technology, instruction, leadership, and special education. Currently, 7 are enrolled in educational technology emphasis; 33 enrolled in instruction emphasis; 35 enrolled in leadership emphasis; 20 enrolled in special education emphasis.

Another 806 students participated in continuing education courses offered through MLC. These students, many of whom are teachers currently serving, furthered their expertise by taking classes in education, technology, religion, science, writing, etc.

Adding all these efforts together, MLC taught courses to 1,202 different students last year.

An administrative change will be implemented this summer. Currently the office of graduate studies and the office of continuing education are two separate offices. On Aug. 1, these offices will be combined to enhance efficiency in the admissions and records process on campus.

The Office of Graduate Studies and Continuing Education is working closely with the synod's Continuing Education for Called Workers (CECW) committee. The 2011 synod convention endorsed the broad outlines of a system of continuing education for called teachers. Working with the CECW and with the Commission on Lutheran Schools specifically, the focus is on new teacher support. Discussions about calling a professor of continuing education to direct a new teacher induction program are occurring. Support for veteran teachers is also on the discussion agenda. It is MLC's privilege to partner with the CECW and the Commission on Lutheran Schools to further the education of the synod's teachers.

Faculty

With gratitude to the Lord Jesus for providing gifts to his church, MLC acknowledges the following ministry milestones.

Retirements after this school year:

- Richard Ash, professor in the math/science division. He has served 44 years, with 13 of those years at MLC.
- Ronald Shilling, professor in the music division. He has served 49 years, with 47 of those years at DMLC/MLC.

Anniversaries in ministry during this school year:

- John Meyer—25th anniversary in ministry.
- Jeffrey Schone —25th anniversary in ministry.
- Wayne Wagner—40th anniversary in ministry.

Board service concluded:

- Pastor Roy Beyer has served two six-year terms and is ineligible for reelection. MLC gratefully acknowledges his service.

Teacher Gregory Diersen has accepted a call to serve as professor in the math/science division. A call for the vacancy in the music division is being reviewed since the administration has asked all departments to conduct a strategic plan for the years ahead and evaluate department needs, enrollment projections, and financial resources.

Eleven faculty members are pursuing graduate degrees. Four are pursuing a master's degree, and seven are pursuing doctorates. Currently 43 percent of faculty members hold a master's degree, 26 percent hold two master's degrees, and 24 percent hold doctorates. It is an expectation of newly called professors to pursue studies leading to a doctorate.

Continuing education for all faculty members is a priority. Each year the college holds a two- or three-day Fall Faculty Conference. In August 2011, Dr. Paul Anderson, professor of English at the University of Miami, Ohio, and director of the Joyce Howe Center for Writing Excellence, conducted a two-day workshop on teaching and assessing writing. The college's Writing Across the Curriculum Committee continues to engage the faculty with ideas learned in the workshop. Common book readings, lunchtime presentations and discussions, and an online mentor program are other faculty continuing education efforts.

Early Childhood Learning and Training Center

In the past ten years the number of early childhood ministries has surpassed the number of elementary schools in WELS. As this trend became evident, the Conference of Presidents requested MLC to train more early childhood

educators to serve in these 400-plus preschools. In the last five years, the number of MLC students training for early childhood ministries has increased from 62 to 112. The current Early Childhood Learning Center, however, is inadequate for training this increased enrollment. Already in 2009 the MLC Governing Board called for the construction of a new Early Childhood Learning Center to adequately meet the training needs of future early childhood educators. Those needs include experiences with infants and toddlers, adequate clinical experiences as sophomores and juniors, and adequate student teaching experiences. Additionally, the college is called upon to provide continuing education for current early childhood teachers and to partner with Mrs. Cindi Holman, national coordinator for early childhood ministries, as she develops and offers in-service programs.

To address these needs, the MLC Governing Board, the Conference of Presidents, and the Synodical Council approved the construction of a new Early Childhood Learning Center. Construction of the new facility is slated to begin July 1, 2012, with completion in December of this year. MLC is excited to construct this facility in which future early childhood teachers will be trained and in which current early childhood teachers can receive training onsite and via distance education.

Finances

As a college MLC is grateful for the commitment of the synod to its college of ministry. We pray that we might continue to be excellent stewards of the resources of the college, both the buildings and equipment and the continued outpouring of gifts from God’s people.

The chart below demonstrates in the most simplistic fashion the “bottom line” finances of the college. The rebound in MLC’s “reserves” is due to underspending the operating budget, reductions in personnel, and continued generosity of God’s people bringing special gifts. Please note that pressing needs of the college remain: increased financial aid to reduce student indebtedness, programmed maintenance needs already identified and prioritized at \$2.9 million, an expansion or new construction of an early childhood learning center, and restoration of faculty strength in line with Higher Learning Commission guidelines—these are among the key concerns.

	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
Opening enrollment	723	712	724	697	Unknown
Tuition, board & room	\$14,370	\$14,800	\$15,250	\$15,710	\$16,340
Synod subsidy	\$4,500,000	\$3,651,030	\$3,681,530	\$3,188,133	\$2,926,375
Unrestricted net assets end of fiscal year	\$2,372,120	\$3,973,559	\$5,967,185	Unknown*	

* prepared in January 2012

Use of MLC unrestricted funds

As of June 30, 2011, the unrestricted fund balance at MLC totaled \$5,967,185. The Governing Board of MLC has designated a large portion of these funds to support specific items and needs at MLC as follows:

<i>Name of fund/Purpose</i>	<i>Amount</i>	<i>Description</i>
Economic Sustainability Fund	\$1,750,000	Board designated funds to be spent at approval of the MLC Governing Board and specifically intended to address the Higher Learning Commission directives. Goal is to establish a fund covering 25 percent of the operating budget, presently \$4 million. It is likely that the deficit projected for FY 2012 will force MLC to dip into this reserve fund, shortly after the fund was established.
Program maintenance	\$750,000	Due to severe cuts in the MLC operating budget in recent years, funds have not been available to adequately maintain facilities. While sustainable for a short period of time, it is not feasible over extended periods of time. The MLC campus is in dire need of repairs that could not be delayed, thus the Board set aside these funds to be used for facility repairs in the next biennium. In the last 12 months, MLC has invested roughly \$750,000 into the repair of campus facilities. However, the list of urgent repairs needed on the MLC campus continues to grow, amounting to an additional \$2.92 million.
Scholarship Fund	\$2,680,126	MLC has committed to provide students in excess of \$2.1 million in assistance for each year of the biennium. The amounts designated here include \$1 million for both FY 2011 and FY 2012, which is estimated to be the difference between the \$2.1 million commitment per year and the funding received from donor contributions and distributions from scholarship endowments. In addition, a one-time distribution from the BME of \$290,000 was also set aside by the board, from which the earnings will provide additional scholarships. The remaining balance had been set aside by the board in prior years to fund student assistance.
Miscellaneous and other	\$530,370	This amount includes deferred financing costs associated with the Brown County bond issued to MLC. It further includes amounts designated for other specific purposes at the college.
Undesignated	\$256,689	This amount represents the portion of the unrestricted funds that are truly undesignated and available. As a point of reference, average monthly expenditures at MLC over the last six months are \$1.32 million per month.

Student cost and indebtedness

College education costs and student indebtedness are a concern across the country and also at MLC. The following statistics demonstrate the need for our church body to aggressively consider ways to increase financial aid so that the ministries of future called workers are not jeopardized by extreme financial debt burden.

	Percentage of graduating class with debt	Average amount of debt
1999-2000	52%	\$ 8,296
2007-2008	63%	\$ 15,151
2008-2009	77%	\$ 18,415
2009-2010	63%	\$ 21,799
2010-2011	70%	\$ 22,555

The governing board of Martin Luther College has been aggressive in trying to deal with this growing problem.

- The board has a strategic policy in place not to increase costs (tuition, board and room, fees) by more than 5 percent in any given year. For the last three fiscal years, the rate of increase has been kept at 3 percent.
- The board approved an increase of 4 percent for FY2013 with the stipulation that MLC accept tuition payments via credit card. The acceptance of credit card payments has been a frequent request of parents and students but also comes at a cost. The higher tuition increase will allow MLC to offer this option.
- For fiscal year 2011–12 an increase of 3 percent was implemented, of which 2 percent was directed to fund additional student financial assistance, bringing budgeted assistance to roughly \$2.1 million.
- The board will continue to monitor unrestricted reserves and through them provide as much student assistance as is fiscally possible.
- A WELS approved campaign is currently underway at MLC and synodwide. The target of this campaign is to raise \$3 to \$5 million in support of the construction of the new Early Childhood Learning Center—scheduled to begin in July 2012—and to offer financial aid scholarships for both undergraduate students and for current teachers in the field who wish to enroll in various online classes.

A look ahead

Recruitment plans

As mentioned earlier, MLC began 2011–12 with a slight decrease in on-campus undergraduate enrollment. To meet the future needs for pastors and teachers, MLC is increasing its recruitment efforts in the area Lutheran high schools and prep schools. A fourth recruiter was restored to the recruitment staff. This enables our four admission counselors to contact more students and contact them more often with the goal of enrolling at least 10 percent of area Lutheran high school graduates and of enrolling a higher percentage of prep school graduates.

A second facet of the recruitment plan is to obtain the names and contact information of all WELS high school students who attend public schools or are homeschooled. To accomplish this, MLC is asking pastors to return this requested information to MLC. A third facet of the recruitment plan is to partner with missionaries to identify potential international students who could be trained at MLC and then return to share the gospel in their homelands.

Finally, MLC would like it to be known that undecided students are welcome. If a high school student is 100 percent sure the student wants to be an accountant, nurse, etc., MLC understands that the student should be directed elsewhere. If, however, the student is less than 100 percent sure they want to be an accountant, nurse, etc., then encourage those students to begin at MLC where they can grow in their faith and where they receive an education that will help them in whatever direction the Lord leads. Whether these students stay at MLC or transfer to another institution, they are receiving an excellent education, studying God’s Word, worshiping daily in chapel, and being supported by Christian friends and teachers. Undecided students are welcome at MLC.

Mandarin

The 2009 synod convention asked WELS’ ministerial schools to identify ways to offer Mandarin. The Board for

Ministerial Education and the MLC Governing Board encouraged MLC to explore offering Mandarin. After receiving an Antioch II grant for a two-year pilot program, MLC will begin teaching Mandarin in the 2012–13 academic year. Working in cooperation with WELS representatives in China and in Hong Kong, a native Chinese individual who is a Christian and in fellowship with us will be invited to teach Mandarin at MLC. In return, the individual will receive free tuition to take any undergraduate or graduate courses and free room and board. This individual will enjoy taking religion courses, attending chapel, and enjoying Christian fellowship. Each year some of our graduates volunteer to serve in China. Knowing more about Chinese culture and having a beginning facility with Mandarin will aid their efforts in China.

One generation . . . to another!

At the time of this writing, the MLC administration and governing board are still working with details related to the implementation of the senior housing component of the “One Generation to Another: An Intergenerational Ministry Proposal.” The college has received permission from the Synodical Council to sell a portion of land for the development of the senior housing. These proceeds will be used for construction and/or operational costs of the Early Childhood Learning and Training Center. Readers are reminded that the senior housing portion of the intergenerational ministry proposal requires no synodical or college dollars. A WELS developer of senior housing and The Lutheran Home Association are key partners in the concept.

Strategic planning

A Vision for Leadership 2010+ was a strategic planning document that guided MLC in the previous six years or so. The administration of the college took dedicated time during the summer of 2011 to continue the dynamic process of strategic planning and to integrate our strategic plans with the WELS long-range plan. A draft document entitled “Compelled to Speak” was presented to the governing board in September 2011. This document outlines the following overarching goals:

Christ’s love compels us to speak

1) About the blessings of the Great Commission.

Focus: Instruct God’s people in understanding Christian education as an integral part of the Great Commission.

2) About training the next generation of “speakers”

Focus: Recruit and retain a growing corps of Christian witnesses, trained in classroom and community, to seize expanding opportunities for outreach.

3) About the precious gifts God calls to MLC for service in his church.

Focus: Enhance faculty strength and expertise to better serve our students.

4) In the media of today

Focus: Extend MLC’s ministry throughout the world using the tools of technology.

5) About God’s amazing providence

Focus: Demonstrate joyful trust that God provides through his generous people.

Under each goal four to eight initiatives are listed that elaborate on the foci presented above. The next step is to have the academic divisions and the staff departments undergo an intensive strategic planning exercise to consider these initiatives. Divisions and department can change, or remove, or enhance, or add to the proposals. Tentative timeline has the divisions and departments completing their work by midsummer, with a report ready for the fall 2012 meeting of the MLC Governing Board. May Jesus bless this effort, always reminding his people: “Many are the plans in a man’s heart, but it is the LORD’s purpose that prevails” (Proverbs 19:21).

Pres. Mark Zarling, reporter

Rev. Michael Woldt, chairman

Rev. Michael Schultz, vice chairman

Teacher Steven Rosenbaum, secretary

Rev. Roy Beyer

Teacher Keith Bowe

Teacher Jonathan Hahm

Rev. Jonathan Kolander

Mr. Steven Loehr

Rev. Michael Otterstatter
Mr. Timothy Petermann
Mr. Barry Price
Mr. William Steinbrenner
Rev. Jeffrey Wegner

Advisory:

Rev. Charles Degner, president of the Minnesota District
Mr. Randy Matter, board appointed advisory member
Rev. Paul Prange, administrator of WELS Board for Ministerial Education
Rev. Mark Schroeder, WELS president
Pres. Mark Zarling, Martin Luther College

Luther Preparatory School

Our calling

Luther Preparatory School (LPS), Watertown, Wis., has a single mission: To encourage and prepare young people for a lifetime of service in the public ministry of the Wisconsin Evangelical Lutheran Synod. That mission is central to everything we do—in the classroom, in co-curricular activities, in worship services, and in the personal guidance given to every student.

LPS is owned and operated by WELS. The synod has given LPS the privilege and responsibility to carry out this important work. The LPS Governing Board, faculty, and staff are grateful to the synod, which supports the work of LPS with its prayers and gifts.

Historically, 55 percent of LPS graduates have enrolled at Martin Luther College (MLC), New Ulm, Minn., since LPS was formed in 1995.

In the 2011-12 school year, LPS graduates made up 20 percent of the MLC student body and 35 percent of MLC's pastor track students. LPS graduates comprise more than 40 percent of the Wisconsin Lutheran Seminary student body.

Our current situation

Enrollment

For the past three years enrollment has increased. LPS opened school year 2011-12 with 403 students, an increase of 20 percent from three years ago. It is quite likely that there will again be a solid increase in enrollment this fall.

Students hail from 29 states, 9 foreign countries, 160 congregations, and all 12 WELS districts. More than two-thirds of students come from lay families.

Recruitment to LPS, with an eye on future full-time gospel ministry, remains a top priority. LPS always invites and welcomes all WELS upper-grade students to visit its campus, "shadow" a prep student, and spend a night in one of the dormitories to get a feel for prep life. Every school year LPS hosts "Phoenix For A Day," a fall play, a musical, children's theater, grade school basketball tournaments, etc.—events that bring approximately two thousand WELS grade school students on campus. Over the summer LPS offers several basketball, volleyball, and music camps that afford hundreds of WELS grade school students and their parents an opportunity to take a close look at their synod school.

Luther Prep reinstated its wrestling program in November 2011. It hopes to advance to a varsity level soon.

Preparing for the mission

The LPS curriculum is designed to prepare students to meet or exceed the requirements of MLC. LPS recognizes the need and desire for future musicians in our Lutheran congregations and classrooms. More than 90 percent of LPS students take piano lessons, with several of them advancing to take organ lessons. Many are involved in the string, brass, and wind ensembles. Because the biblical languages are critical for the work of future pastors and in order to

prepare all students for language studies, all freshmen take first-year Latin, and all students take at least three years of Latin, German, or Spanish.

LPS has received accreditation from both WELSSA (Wisconsin Evangelical Lutheran Synod School Accreditation) and AdvanceED-NCA. LPS will continue to meet the standards set forth in the accreditation process to maintain its accredited status.

Because LPS is a mission-driven school for gospel proclamation, it offers age-appropriate experiences in speaking the gospel. All seniors take part in the Taste of Ministry program, in which prospective pastor students spend two days with an area WELS pastor, and prospective teacher students spend two days in a classroom with an area elementary school teacher. Project Timothy is a program designed to provide mission, ministry, and cross-cultural experiences to LPS students. Approximately 40 students will assist with outreach and education programs of mission congregations in the Caribbean, Eastern Europe, Florida, Georgia, Texas, California, and South Carolina. Also, senior boys are given the opportunity to prepare and speak an evening devotion to the student body.

Each year the entire junior class visits Martin Luther College. By the time LPS students graduate each one will have met at least four times with an MLC recruiter. An array of missionaries, professors, teachers, pastors, and MLC and WLS students present topical ministry workshops LPS's annual Ministry Day. The entire student body takes part in Ministry Day. Sophomores also take an annual trip to the seminary, and seniors in the LPS pastor track visit the seminary each fall for worship, class visitation, and a tour. A strong majority of the class of 2012 will be enrolling at Martin Luther College this fall.

The Word is central in all LPS does. Worship services are held twice daily; all classes are taught from a scriptural perspective; and students are encouraged in their personal devotional lives. The Holy Spirit working through the means of grace continues to encourage and prepare young people for lives of gospel ministry and service.

A look ahead

In recent years the enrollments at MLC and WLS have decreased. If history is an indicator, the recent increases in Luther Prep's enrollment will soon translate into increased enrollments at both MLC and WLS. We praise God for his goodness.

In May 2009 LPS saw a 20 percent reduction in synod subsidy. Ten positions were eliminated. In July 2011 LPS recognized another 20 percent reduction in synod subsidy. LPS was able to weather this past reduction in part because of restrained spending on maintenance projects, increased enrollment, and additional faculty workloads. LPS also received a one-time \$430,000 grant from the synod and spent its undesignated financial reserves (approximately \$500,000). These financial resources will not be at our disposal in the coming biennium.

Through the labors of the saints who have gone before us, the Lord of the church has blessed WELS for the past 146 years with a campus in Watertown committed to ministerial education. Luther Prep remains dedicated to the same purpose. LPS is grateful to the synod for its prayers, support, and gifts. LPS is grateful to the parents who with Hannah-like faith offer their sons and daughters as gifts to Christ's gospel ministry.

Pres. Matthew Crass, reporter

Rev. Kenneth Brokmeier, chairman
Rev. Timothy Spaude, vice chairman
Prof. John Meyer, secretary
Rev. John Eich
Rev. Stephen Hein
Teacher Fred Pahmeier
Dr. Doug Rall
Mr. Ralph Schmidt Jr.

Advisory:

Pres. Matthew Crass, Luther Preparatory School
Rev. Herb Prah, president of the Western Wisconsin District
Rev. Paul Prange, administrator of WELS Board for Ministerial Education
Rev. Mark Schroeder, WELS president

Michigan Lutheran Seminary

Our calling

The special purpose of Michigan Lutheran Seminary (MLS) is to train students for the public ministry of the gospel and to enroll them upon graduation at Martin Luther College, New Ulm, Minn.

Our current situation

Enrollment

MLS opened school year 2011–12 with an enrollment of 228. The enrollment had been trending downward in recent years. This year's enrollment is the second year in a row with a substantial increase over the previous year (2009–10, 181; 2010–11, 195). In the second semester, two additional students joined the student body.

Particularly encouraging is the current freshman class, which has 81 students; it is 35 percent larger than last year's ninth-grade class. Applications for the freshman class for 2012–13 are a little behind last year's, but substantially ahead of all the years before 2011. We anticipate another year of growth for MLS in 2012–13.

MLS continues to send nearly 50 percent of its graduates to Martin Luther College; about 10 percent of MLC's student body is MLS alumni. Prof. Andrew Naumann serves as the recruitment director for domestic students; he oversees the program to encourage students to come to MLS and to encourage MLS students to go to Martin Luther College.

MLS continues its more than 30 years of experience in working with international students with 20 students from Apacheland, Canada, China, Colombia, Germany, Korea, Latvia, and Mexico. All are from congregations or missions in fellowship with WELS. Prof. Norval Kock serves as the recruitment director for international students.

MLS is uniquely situated to teach international students. With one-third of MLS students commuting every day, there are enough local families to serve as hosts for the international students for weekends and holidays. The host family tradition is strong. But with two-thirds of the students in the dorm, there is enough activity every night and on weekends that international students have every opportunity to assimilate. MLS knows how to test applicants for their ability in English and to handle the rigorous academic program at MLS and how to help them with English-as-a-second-language and other tutoring when they arrive. The summer vacation ends with an International Students Camp to orient new international students to life in the United States and at MLS.

MLS understands that for students from some countries, the next step for training for the ministry is returning to their own country to study rather than attending MLC. We are pleased to help those students train for the ministry in whatever way is best for the mission field from which they come. For example, German students come typically for only the junior year. Then they return to secular high school and university education before enrolling in their seminary. They report to MLS that they value highly their year in the United States, especially for the training in English, Latin, religion, and church history.

Preparing for the mission

MLS is a mission-driven school for gospel proclamation. While its students are preparing for the exact curriculum they will encounter at Martin Luther College, they are also having age-appropriate experiences in speaking the gospel.

In Scripture, Titus was a student of the apostle Paul and accompanied him on several of his missionary journeys. Today Titus lends his name to a program that allows current students to have similar mission experiences. In the spring and summer, Project Titus students give up their vacations to participate in domestic and foreign trips, helping missions and congregations in our fellowship reach out with the gospel.

All seniors participate in the Taste of Ministry program, which places prospective pastor students with a pastor for an extended weekend and prospective teacher students in an area Lutheran elementary school classroom for a couple of intensive days of work. Some boys choose to participate in both aspects of this program.

Every student learns to play piano. Each year more than ten percent of the graduating class can already play the organ for worship. Our Lutheran heritage in music is encouraged in that all students are involved in musical instruction and performance each year.

Juniors are invited with their parents to Junior Night, at which representatives from Martin Luther College and Wisconsin Lutheran Seminary explain what preparation for the ministry at their level entails. By the time students graduate, each one will have met at least four times with an MLC admissions counselor.

Junior students also spend time canvassing door-to-door for congregations or missions in our fellowship.

Sophomores spend a week in the early spring touring Wisconsin Lutheran Seminary and Martin Luther College. Much of the funding for this trip comes from special donations, for which the school is grateful.

Freshmen welcome pastors, teachers, and missionaries to their classrooms for Frosh Ministry Day in order to hear how service in the ministry of the gospel might be for them. The entire student body participates in a mission seminar each January. The seminar highlights different aspects of the synod's gospel outreach each year.

The daily encouragement of faculty and staff and classmates and friends keeps the ministry of the gospel at all times before students of MLS.

Faculty

With thanks to God, the MLS Governing Board completed the calling process to fill the vacancy in the president's office of the school. In mid-January, Pastor Joel Petermann of Amherst, N.H., announced that he was accepting the board's call. President Petermann and his family plan to move to Saginaw at the end of this school year.

With the vacancy in the president's office and growth in our student body, the school was again challenged this year to cover all teaching and extracurricular assignments. In 2010-11 concerned friends of the school offered generous gifts designated to support an emergency instructor. These gifts allowed the school to keep the emergency instructor who was installed in January 2011 for school year 2011-12. The instructor teaches two English courses, helps to supervise the dormitory, and coaches girls' sports. With a larger enrollment, the school added a third female tutor to the faculty.

Facilities

No changes were made to the campus structures in 2011-12 because of limited funding. However, generous gifts to the MLS Foundation allowed the school to reupholster and refurbish the 440 chapel chairs after 25 years of constant use. This project completes the chapel renovation project that began in December 2010. MLS now has an updated chapel/auditorium with improved acoustics that serves the school's programs very well. Supporters of the MLS Foundation funded all aspects of the chapel project.

The school has a great need to replace the furniture in over half of the rooms in the school's two dormitories. The furniture is built of particle board, is over 35 years old, and is in poor condition. The school is working with the MLS Foundation and other resources to take care of this need.

Our continuing mission

Michigan Lutheran Seminary is now well into its second century of serving the synod as a preparatory school. In that time of service, 2,235 of the 4,508 graduates have gone on to ministerial education schools, with more than 700 of them becoming pastors. These numbers do not include the men who became pastors and teachers from 1885-1907, when MLS was the ministerial education school of the former Michigan Synod.

The MLS family appreciates with gratitude to the Lord the continued opportunity to serve the synod. The school looks forward to continuing its mission of training high school students for the ministry of the gospel and enrollment at Martin Luther College.

Dr. William Zeiger, reporter

Rev. George Ferch, chairman, Southeastern Wisconsin District

Rev. James Naumann, vice chairman, Michigan District

Prof. David Bauer, secretary, Minnesota District

Teacher Steven Carlovsky, Southeastern Wisconsin District

Mr. Loren Mathison, Western Wisconsin District

Mr. Peter Naumann, Pacific Northwest District

Rev. Philip Paustian, Northern Wisconsin District

Rev. Benjamin Tomczak, South Central District

Advisory:

Rev. Paul Prange, administrator of WELS Board for Ministerial Education

Rev. Mark Schroeder, WELS president

Rev. John Seifert, president of the Michigan District

Dr. William Zeiger, acting president of Michigan Lutheran Seminary

Subsidiaries

A number of subsidiary groups serve the synod. These entities do not receive support from the synod's operating budget. Each of these is governed by a board that is accountable to the synod via the Synodical Council.

Northwestern Publishing House

Our calling

The constitution of WELS states, "The object and purpose of the synod shall be to extend and conserve the true doctrine and practice of the Evangelical Lutheran Church." Then it lists a number of activities we do together as a synod, including "printing, publishing, purchasing, selling, and disseminating literature that maintains Lutheran doctrine and practice" and "furnishing appropriate literature for parish schools, Sunday schools, missions, institutions, and churches." For more than 120 years Northwestern Publishing House (NPH) has prepared materials that are consistent with Lutheran doctrine and practice.

NPH does not receive funds from WELS' budget. It funds the publication of Lutheran material through the sale of those materials to individuals, congregations, and schools. The bylaws of the constitution indicate that the proceeds NPH receives should be used to develop and publish new materials. NPH's calling is to continue to proclaim God's love in Christ through the careful use of the resources God grants. WELS' long-range plan assumes the function of NPH.

Our current situation

NPH continues to produce materials it considers important to WELS congregations, including Christmas and Lenten kits, vacation Bible school courses, Bible study materials, bulletin covers, *Meditations*, *Christ-Light*® curriculum, and worship resources. NPH also has assisted WELS boards and commissions to prepare and distribute material to congregations. For example, it distributed Multi-Language Publications material, provided distribution services to boards and commissions, and produced monthly issues of *Forward in Christ*. NPH is working with Lutheran Schools to produce a series entitled *Foundations* that will help Lutheran elementary schools (LES) focus on their mission. NPH recently published a faculty Bible study to help LES teachers focus on the use of law and gospel in the classroom.

NPH appreciates the sensitivity expressed concerning financial impact that the decision of which translation to choose for publications will have upon it. However, NPH does not wish the decision to be based on what it may need. More importantly NPH believes that the decision on which translation WELS should use in its publications—and therefore which translation NPH will use as it prepares the materials our congregations and schools will use—should be motivated by the study of the translations and what will best serve God's people and give glory to Christ.

NPH continues to improve the *Christ-Light* curriculum. The new curriculum will be interactive and user friendly, making better use of current educational strategies and techniques. Because of the uncertainty of the translation discussion, NPH has explored different ways for congregations to adapt the curriculum to more than one translation. At this time NPH is preparing a Sunday school version of the *Christ-Light* curriculum that is compatible with all the major translation choices. This approach will not weaken the educational goals of the curriculum but will allow classroom teachers to assign memory work from the translation chosen by the congregation. NPH will provide resources for whatever translation congregations choose. Sample lessons are posted at www.nph.net/CL2.

Some new *Christ-Light* electronic material (on CDs) that was created with NIV84 is now available. These resources include music that will help students memorize texts and teaching pictures for each level. This material can be used with the current *Christ-Light* curriculum as well as the new, when it is released. NPH will publish the LES component of *Christ-Light* after the new Sunday School curriculum is released.

For now, using NIV84 for other published materials can continue under "fair use" provisions of the copyright law. For example, NPH has made assignments for *Meditations* for 2012–13 already and will use the NIV84. NPH will have to

make assignments for 2013–14 this spring and will most likely continue with NIV84 since it appears WELS will not be able to come to a consensus on a translation before NPH must assign the devotions to authors.

The future seems to direct NPH to explore the use of electronic distribution, and NPH has moved in that direction. Bible studies have long contained electronic resources, mostly leaders' guides, but we are offering many Bible studies as downloadable versions on our Web site. Children's music is now almost entirely downloadable. An electronic version of *Christian Worship* is now available, and some new approaches will be included in the update of Hymnsoft.

The growth of e-readers has suggested that NPH provide books in that format. NPH currently has the New Testament volumes of the People's Bible available for Kindle and Nook readers. The recent release of *The Narrow Lutheran Middle* (D. Deutschlander) included a version that can be downloaded for either reader. In addition, other existing titles will also be released, including the daily devotion book *The Word Speaks* (K. Kratz), for e-readers. NPH will continue to consider other titles for release for e-readers.

A look ahead

As those at NPH look ahead, we thank and praise God for the blessings he has provided. The future is not for us to know. Nevertheless, we look ahead with a desire to be good stewards of the resources God has graciously given, a positive—even hopeful—attitude, and a willingness to work while we have the opportunity.

NPH's ongoing projects include resources for Christmas and Lent, *Parents Crosslink*, *Meditations*, and *Forward in Christ*. Other projects include new devotional books, materials available for download and use on congregational Web sites, professional books for pastors, and a continuation of the "A Lutheran Looks At" series and the "Bible Discovery" series.

NPH gives thanks for the service of Dr. Eugene M. Baer and Rev. Robert Gurgel, both of whom have completed their elected service on NPH's Board of Directors.

Rev. John Braun, reporter

Prof. John Hartwig, chairman
Rev. Joel Schroeder, vice chairman
Mr. William Strutz, secretary
Mr. Edward Wolf, treasurer
Mr. David Neujahr
Mr. Matthew Plocher
Mr. Christopher Snyder
Rev. John Stellick
Prof. Keith Wessel

Advisory:

Mr. Todd J. Poppe, WELS chief financial officer

WELS Historical Institute

Our calling

The WELS Historical Institute works to preserve and present the story of God's grace to WELS. Board members are dedicated to serving the Lord by preserving our story of his grace. Because of the efforts of institute members (more than 300) and help from the Friends of the Landmark Church, the institute senses a renewed interest in WELS history. Institute members work to strengthen existing programs and to develop new vehicles for telling the story of God's work throughout the history of WELS. Donations to the institute have increased; volunteers are asking for ways to help; and our museum is a cherished gathering place where WELS members can come and appreciate our story.

Our current situation

The institute continues to publish the *WELS Historical Institute Journal* and *WELS Historical Institute Newsletter* each year. The editor for both of these publications is Prof. John Brenner. Articles dealing with people and events from the synod's past should be submitted to Prof. Brenner to be considered for publication.

The institute also works to restore and preserve the Salem Landmark Church Museum, constructed in 1863 in north Milwaukee. The building is located in an area that has direct links to the founding of the Wisconsin Synod in 1850. The museum, on the lower level of the church, houses artifacts and pictures from the synod's past. The church and museum are open for tours, which should be arranged in advance with Dr. Joel Pless.

In 2011 the WELS Historical Institute and Friends of the Landmark Church hosted a second series of fall presentations at the Salem Landmark Church Museum in Milwaukee. The series was called "Great Leaders of the Past" and covered the life, writings, and contributions of three leaders who served as presidents of the Lutheran Church-Missouri Synod (LCMS) or WELS in the 18th and 19th century. Prof. John Brug presented on Pastor Friedrich Wyneken, LCMS president during the 1840 and 1850s. Pastor Mark Wagner presented on Pastor Johannes Bading, WELS president, and highlighted Bading's 1865 sermon preached for people mourning the loss of President Abraham Lincoln. Finally, Dr. Mark Braun presented on Pastor W. O. Brenner, WELS president, and shared primary source information (personal letters) showing a rare glimpse into Brenner's leadership style during a period of transition when WELS and the LCMS split. DVDs of the presentations are available for a donation of \$15. Please check our Web site, www.welshistory.org, for more information. The WELS Historical Institute will present another fall series of presentations this year. The theme is "Great Missions of Our Synod: Past and Present." This series of presentations will focus on the early history of our synod's world mission fields and will conclude with the exciting story of a present world mission field. The tentative dates are Sept. 8, Sept. 29, and Oct. 13.

The Salem Landmark Church Museum will celebrate its 150th anniversary in 2013. The institute has tentatively set Aug. 10, 2013, as the day to celebrate. On that day the institute will have a short service, open the cornerstone of the building, and provide tours and presentations. An anniversary committee has been established to plan the activities.

Prior to the celebration event, special gifts are being collected and will be used to fund work in the following areas:

1. Restoration of the interior walls (two side walls) of the church: The budget is \$15,000.
2. Erection of a state historical marker: Will identify the building as a museum for WELS as a place of interest associated with the birthplace of WELS. The budget is \$5,000, with the goal of dedicating this marker on the anniversary event in 2013.
3. 150th anniversary events: Budget is \$5,000 and will cover costs for the cornerstone opening and other items for the day.

Gifts can be given directly to our treasurer, Mr. Duane Kuehl, 4984 West Wabash Ave., Milwaukee WI 53223.

The institute operates with no budgetary support from WELS. The work is supported by gifts and membership dues. Membership information can be found at www.welshistory.org. The WELS Historical Institute has recently been approved as a Thrivent Choice organization. Members of Thrivent Financial for Lutherans who are eligible to participate in Choice Dollars can now designate the WELS Historical Institute as a recipient of their Choice Dollars.

Synod members who have documents and/or artifacts to be preserved are invited to contact the temporary WELS archives caretaker, Prof. John Hartwig, or the Historical Institute president, Prof. Robert Bock. Contact members of the board by e-mail at welshistory@gmail.com. Visit our newly redesigned and updated Web site, www.welshistory.org.

Prof. Robert Bock, reporter

Prof. Robert Bock, president
Mr. Daniel Nommensen, vice president
Mrs. Naomi Plocher, secretary
Mr. Duane Kuehl, treasurer
Prof. John Brenner, editor
Mr. Ken Artlip
Prof. James Korthals
Rev. Joel Leyrer
Mr. Steven Miller
Dr. Aaron Palmer
Dr. Joel Pless
Ms. Charlotte Sampe
Rev. Raymond Schumacher

WELS Church Extension Fund, Inc.

Our calling

WELS Church Extension Fund, Inc., (CEF) is a self-supporting, not for profit corporation and subsidiary of WELS. Its primary mission, or calling, is to provide financing for capital projects to support mission congregations that are under the direction of the WELS Board for Home Missions (BHM). WELS CEF provides loans and grants to qualified mission congregations so they can acquire land and ministry facilities to serve as tools for gospel outreach.

Our current situation

The funding to carry out WELS CEF's mission comes primarily from investments and gifts. Individual WELS members, WELS congregations, and WELS affiliates may invest in CEF certificates. More than 4,200 investors have entrusted WELS CEF with more than \$73.1 million, which provides funds for the Loan Program. Gifts and bequests made directly to WELS CEF are earmarked for the Grant Program.

Loan Program

Between July 1 and Dec. 31, 2011, seven facility construction and improvement projects were completed resulting in final WELS CEF loan balances of \$6.4 million. WELS CEF expects to have approved financing for 3 land purchases, 5 existing facility purchases, and 14 facility construction projects by June 30, 2012. Total loans outstanding are \$126.4 million and consist of 225 WELS congregations and affiliates. CEF's current base loan rate is 4 percent for eligible mission congregations looking to obtain initial land and facilities.

Grant Program

WELS CEF provides matching grants to eligible mission congregations after they have provided a minimum 10 percent down payment for a land purchase, existing facility purchase, or new facility construction project. A congregation's down payment combined with a CEF matching grant allows the mission congregation to move forward with a more manageable loan payment. \$769,000 has been granted to 7 mission congregations through the first half of the current fiscal year. WELS CEF anticipates disbursements of another 12 grants totaling \$1.9 million by the time the district conventions are held. Since 1993, more than \$24.5 million in CEF matching grants have been disbursed to mission congregations across North America.

A look ahead

WELS CEF has actively sought to assist WELS Board for Home Missions (BHM) in the development and support of new mission openings. WELS CEF approved a special \$1 million grant to the BHM in the 2010–11 fiscal year to be used by mission congregations for land and facility projects. Three of the six selected recipients of the special grant have since secured financing through WELS CEF and obtained existing facilities for ministry. The fourth mission congregation is actively negotiating the purchase of an existing church facility, the fifth is developing a construction loan request, and the sixth is a new mission start in Moncks Corner, S.C., where a full-time missionary just arrived in May 2012.

Those at WELS CEF pray that, by God's grace, WELS CEF will continue to benefit from positive operational results and be able to provide additional special grants over-and-above our matching grant programs to help assist more mission congregations. WELS CEF anticipates an average of 3 land purchases and 12 construction projects requiring \$9 million for annual loan needs and \$2 million for annual grant needs over each of the next three to five years. WELS CEF continues to encourage individual WELS members, congregations, and affiliated organizations to invest in CEF loan, savings, and retirement/IRA certificates and consider gifts and bequests to WELS CEF to help support WELS CEF's mission and close partnership with WELS Board for Home Missions. WELS CEF's grant programs will rely on the continued gifts of WELS members.

Annual meeting

WELS CEF has no shareholders. WELS congregations are its members. Its articles and bylaws require an annual meeting of members. This year's meeting will be held in conjunction with the Board of Directors meeting, tentatively set for Sept. 12–13, 2012, in Milwaukee. Congregations are not expected to have a representative at this meeting, and no business is required to be transacted. Advisory, non-binding recommendations can be made at this meeting or sent at any time to the WELS CEF president.

For more information on WELS Church Extension Fund, contact its office toll-free at 1-866-511-7793; cef@wels.net; or visit cef.wels.net.

The purchase of WELS CEF securities are subject to risks, which are described in our Offering Circular. This is not an offer to sell, nor the solicitation to buy our securities. We will offer and sell our securities only in states where authorized. WELS CEF certificates are unsecured general debt obligations. WELS CEF is not a bank or regulated financial institution. This offering is made solely by the Offering Circular. Not FDIC or SIPC insured. Not a bank deposit. No synod guarantee.

Mr. James Buelow, reporter

Board of Directors:

Mr. Paul Beitlich, chairman
Mr. David Waldek, vice chairman
Mr. Kenneth Zehm, secretary
Mr. Rodney Christ
Rev. Richard Schleicher
Mr. John Tappe
Mr. Joseph Worischeck

Advisory:

Rev. Keith Free, administrator of WELS Board for Home Missions
Mr. Melvin Schuler, director of WELS Missions Operations

Officers:

Mr. James Buelow, president
Mr. Jared Justman, vice president
Mr. Kenneth McGhee, vice president
Mr. Gene Williams, vice president
Mr. Todd J. Poppe, treasurer

WELS Foundation, Inc.

Our calling

WELS Foundation exists to help God's people support gospel ministry through WELS. It provides planned giving services and administrative support for gifts benefiting WELS congregations and ministries.

Established in 1965, WELS Foundation, Inc., is one of seven Support Services entities of WELS. As a WELS subsidiary corporation, WELS Foundation serves God's kingdom by providing gift administration for complex gifts that ultimately benefit WELS congregations and ministries. WELS Foundation does not receive financial support from the synod's operating budget but instead relies primarily on unrestricted gifts and administrative fees to cover its operating costs.

WELS Foundation is the foundation of choice for members, entities, and affiliates of WELS. It is the only foundation whose purpose is to facilitate donors' desires to support WELS ministries. Over the last two years WELS Foundation has been privileged to administer and distribute \$11.8 million in donor directed gifts to various WELS ministries.

Our current situation

WELS Foundation provides various giving opportunities including charitable gift annuities, charitable remainder trusts, donor advised funds, and endowment administration.

As of Dec. 31, 2011, the total assets were \$70.6 million with net assets of \$40.3 million. The net assets held by WELS Foundation are managed for the benefit of the WELS ministries as designated by the donor. These ministries

include WELS synodical ministries (i.e. Home and World Missions, ministerial education schools), congregations, and numerous affiliated ministries such as area Lutheran high schools.

Charitable gift annuities

A charitable gift annuity is a contract between a WELS member and WELS Foundation by which the member makes a gift of cash or securities in exchange for fixed quarterly annuity payments for life. After the Lord calls him or her home, the remainder of the gift annuity will be distributed to the congregation or ministry as designated. Income payments from a charitable gift annuity may begin immediately, may be deferred until a specific date in the future, or may be deferred until an unspecified date in the future.

As of Dec. 31, 2011, WELS Foundation administered 593 charitable gift annuities with a total market value of \$8.5 million.

Charitable remainder trusts

A charitable remainder trust is created when a donor transfers cash, securities, or real estate into a charitable trust, but keeps a specified income interest—usually for life. When the trust ends per the donor's designation, the assets in the trust pass to the designated beneficiaries such as the church and/or synod.

As of Dec. 31, 2011, WELS Foundation serves as trustee for 170 charitable remainder trusts with a combined market value of \$24.8 million.

Donor advised funds

A donor advised fund is a charitable giving vehicle wherein an individual, family, or corporation makes an irrevocable, tax-deductible contribution of cash, securities, or other property to WELS Foundation and at any time thereafter can recommend grant distributions to qualified WELS ministries. The fund can be established with current gifts, deferred gifts (i.e. charitable gift annuities, charitable remainder trusts), and testamentary gifts (i.e. wills, living trusts, beneficiary designations of life insurance policies, or retirement accounts).

WELS Foundation's donor advised fund program provides an alternative to a private family foundation. WELS members can accomplish many of the same goals, but with far less administrative work and expense.

As of Dec. 31, 2011, WELS Foundation administered 30 donor advised funds with a total market value of \$977,254.

Endowment funds

Endowment funds are permanently restricted funds established to receive and administer all gifts that are designated by the donor(s) for an endowment from sources such as cash, stocks, bonds, mutual funds, bequests, life insurance, charitable gift annuities, insurance policies, trusts, real estate, personal property, or any other gift, whether current or deferred.

Lord willing, expenditures from endowments further the work of the church by providing ongoing financial support for ministry until the Lord returns.

WELS Foundation administers synodical endowment funds for WELS Ministerial Education and WELS Missions. In addition, donor designated endowments have been established for the benefit of WELS congregations or ministries.

As of Dec. 31, 2011, WELS Foundation administered 25 endowment funds with a total market value of \$14.4 million.

Other gift administration services

WELS Foundation also provides gift administration for letters of instruction, gifts of securities, real estate, charitable IRA rollovers, life insurance contracts, agricultural crops, and other donor designated gifts.

Educational Webinars

In 2011, WELS Foundation hosted a series of 12 educational Webinars offered by PG Calc. The monthly Webinars were timely presentations on various planned giving topics and made available by WELS Foundation at no cost to WELS Christian giving counselors, advancement officers, and congregational planned giving committee leaders. Contact WELS Foundation for recordings of past Webinars or to participate in future session.

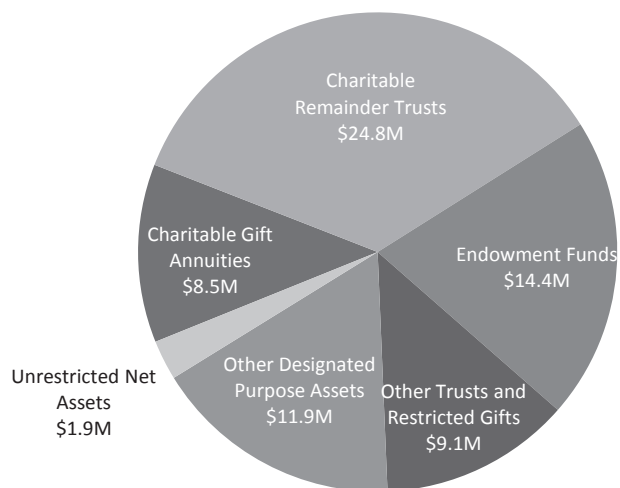
A look ahead

To carry out its mission, WELS Foundation will continue to identify the most cost-effective means to:

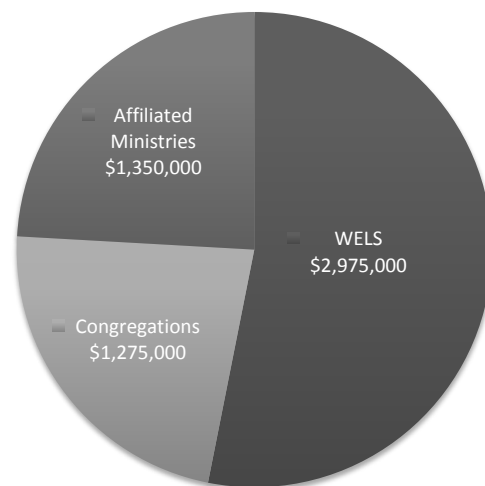
- Provide knowledgeable planned giving support to members through WELS Christian giving counselors and other WELS advancement representatives.

- Provide various planned giving opportunities including charitable gift annuities, charitable remainder trusts, donor advised funds, and endowment administration.
- Provide printed and online educational material regarding various planned giving opportunities for WELS and WELS-affiliated ministries.

**Total Assets of \$70.6M
as of December 31, 2011**



**Distributions to Ministries of \$5.6M
January 1, 2011 - December 31, 2011**



Mr. James Holm, reporter

Directors:

- Mr. Paul Beitlich, chairman
- Mr. Donald Schuppe, vice chairman
- Mr. Mark Schulz, secretary
- Mr. Tim Boerneke
- Mr. Eugene Braam
- Mr. James Brenn
- Mr. Gene Knoll
- Mr. Timothy McDonald
- Rev. Paul Prange
- Rev. Dave Liggett, ex-officio

Advisory:

- Rev. Mark Schroeder, WELS president

Officers:

- Rev. Dave Liggett, president
- Mr. James Holm, vice president
- Mr. Jeff Grant, vice president
- Mr. Richard Wichinski, vice president
- Mr. Todd Poppe, treasurer

WELS Investment Funds, Inc.

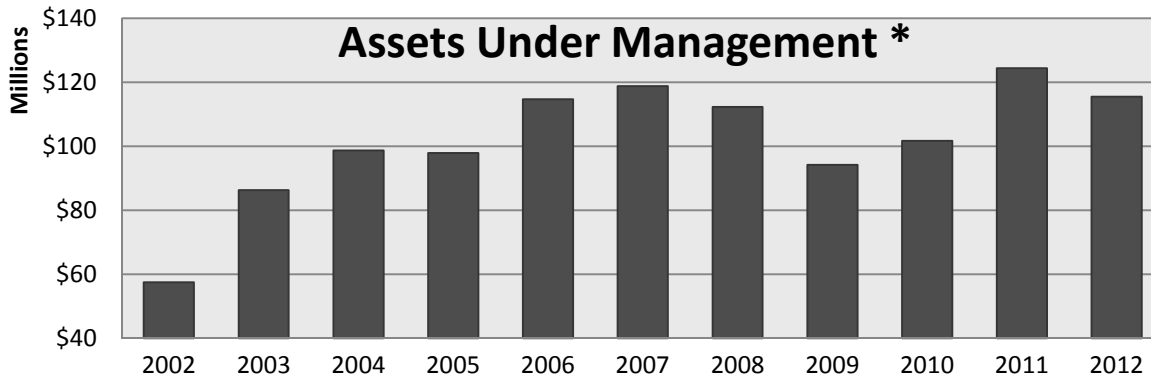
Our calling

The mission of WELS Investment Funds, Inc., (WIF) is to strengthen and enhance the ministries of WELS and WELS affiliated organizations by providing professionally managed investment portfolios. WIF maintains a long-term investment perspective while serving as the administrator of two investment portfolios: WELS Equity Fund and WELS Income Fund. A portfolio comprised of 60 percent WELS Equity Fund and 40 percent WELS Income Fund, referred to as the WELS Balanced Allocation, is the portfolio specifically designed for trust, endowment, and scholarship funds within WELS. More than 90 percent of our participants utilize the Balanced Allocation for their investments.

Our current situation

More than 165 WELS organizations invest in the WELS Funds. In number, the 131 congregations and affiliates represent the largest group of investors. Collectively, more than \$63 million has been invested by congregations and affiliates. The largest single investor is WELS Foundation, Inc. WELS Foundation's \$53.2 million in charitable remainder trusts, charitable gift annuities, endowments, and donor advised funds represents 46 percent of the total investment in the WELS Funds.

As of Dec. 31, 2011, WIF's assets under management totaled \$117.3 million, a decrease of 6 percent since June 30, 2011. Volatile can sum up the market in calendar year 2011. The market's gains, experienced in the first half of the calendar year, were essentially wiped out in the last half of the calendar year, which resulted in the market ending rather flat. There were three predominant news items that created and are predicted to continue creating market headwinds: European debt; gridlock in Washington, D.C.; and U.S. debt.



*2002-2011 assets are June 30th Fiscal Year-end totals. 2012 assets are Fiscal Year 2012 through December 31, 2011

AVERAGE ANNUAL TOTAL RETURN for the period ending Dec. 31, 2011					
	6 Months	One Year	Three Years	Five Years	Ten Years
WELS Balanced Allocation*	-4.9%	-0.8%	12.0%	2.0%	5.3%
WELS Equity Fund	-10.4%	-6.0%	12.4%	-1.1%	4.4%
WELS Income Fund	3.3%	6.6%	10.3%	5.7%	5.8%

Past performance is no guarantee of future results. Investment return and principal value will fluctuate so that fund units, when redeemed, may be worth more or less than their original cost. *Hypothetical returns that would have been received on an investment of 60% WELS Equity Fund and 40% in the WELS Income Fund for the period indicated.

A look ahead

WIF's Board of Directors, and officers, in conjunction with its outside investment consulting firm, will continue to monitor the market trends and evaluate any impact on the WIF portfolio. It will also continue to work closely with the Ministry of Christian Giving, WELS Technology, and WELS Communication Services in order to better serve and inform WELS ministries about the investment portfolios available through WELS Investment Funds.

If your congregation or school has an endowment or scholarship fund and you desire more information about WELS Investment Funds, visit www.welsfunds.net. If you have further questions, contact us toll free at 1-877-888-8953 or by e-mailing WELSFunds@wels.net.

Past performance is no guarantee of future results. The performance data is current as of Dec. 31, 2010, and is subject to change at any time based on market and other conditions. Participating in a WELS Fund or the WELS Balanced Allocation is subject to investment risks, including possible loss of the principal amount invested. Withdrawals are payable by WELS Investment Funds exclusively from the net assets of the WELS Fund in which you participate. Accounts are not protected or insured by the FDIC or SIPC and are not guaranteed by WELS; WELS Foundation, Inc.; or any other person or entity. This is not an offer to sell or request to buy securities. The offering is made solely by the Offering Circular. At this time, the WELS Funds are NOT available to WELS-affiliated organizations located in Connecticut, Maryland, Mississippi, Pennsylvania, Tennessee, Vermont, or Virginia.

Mr. Mark Arnold, reporter

Directors:

Mr. Kevin Eismann, chairman
Mr. Jon Bruss, vice chairman
Mr. James Abitz
Mr. Daniel Eastman
Mr. Dennis Walters
Mr. Max Wenck
Mr. Kenneth Zehm

Officers:

Mr. Mark E. Arnold, president
Mr. Jeffery Grant, vice president
Mrs. Monica Peavy, secretary
Mr. Todd J. Poppe, WELS chief financial officer and treasurer

Advisory:

Rev. Dave Liggett, administrator of WELS Ministry of Christian Giving

WELS Benefit Plans

Our calling

The WELS Benefit Plans Office serves synodical workers and organizations through the administration of the WELS Voluntary Employee Benefits Association (VEBA) and the WELS Pension Plan. Oversight of each plan is the responsibility of separate commissions appointed by the Synodical Council. Each commission is composed of four laymen, a pastor, and a male teacher from the active worker roster. Contributions toward the cost of plan benefits and operations are held in separate trusts, which are invested in diversified accounts with outside money managers overseen by an independent investment advisory firm. Both plans employ outside professionals providing benefit design, actuarial, consulting, banking, legal, and auditing services.

Our current situation

The WELS VEBA Plan became compliant with all health care reform mandates starting in 2011. Plan actuaries estimated that the cost of these mandates would add 1.5-2.0 percent to ongoing health contribution rates. Results for the 2011 plan year have not yet been tabulated. Based on anecdotal review, it does not appear that the impact of the mandates exceeded the estimates. 2012 health contribution rates increased 8 percent over 2011 rates.

Prescription drug costs continue to be the number one driver of health care cost escalation. The area of specialty drugs to treat various forms of cancer, multiple sclerosis, and other debilitating chronic disease is nearly 25 percent of total drug costs for the VEBA plan. Efforts to keep these costs in check will be under review for 2012.

Administration of both the VEBA and Pension Plans changed beginning with the open election for 2012. A new vendor partner, bswift, is now providing online enrollment/eligibility, online access of member benefit information, and billing services. The open election process went well in fall 2011. Benefit Plans staff is now working with bswift to develop the ongoing administrative processes.

The WELS Pension Commission continues to focus on managing plan assets and liabilities in order to return the plan to 100 percent funding status over the next few years. The funding status was negatively impacted by the late 2007–08 investment markets collapse. Much time was devoted in 2011 on looking for investment alternatives that would provide rates of return in line with targeted objectives. The effort is challenging in an environment of fluctuating equity markets and low interest rates for fixed income.

Unaudited results from the 2011 plan years show net assets available for benefits in the VEBA and Pension trusts as \$24.7 million and \$111.2 million, respectively. In comparison, 2010 audited values for each trust, VEBA and Pension respectively, were \$26.7 million and \$114.1 million.

Health care reform efforts are in a holding pattern as the U.S. Supreme Court is expected to rule on the legality of at least some of the elements in June 2012. The outcome of the November 2012 elections will also impact the implementation of health care reform mandates.

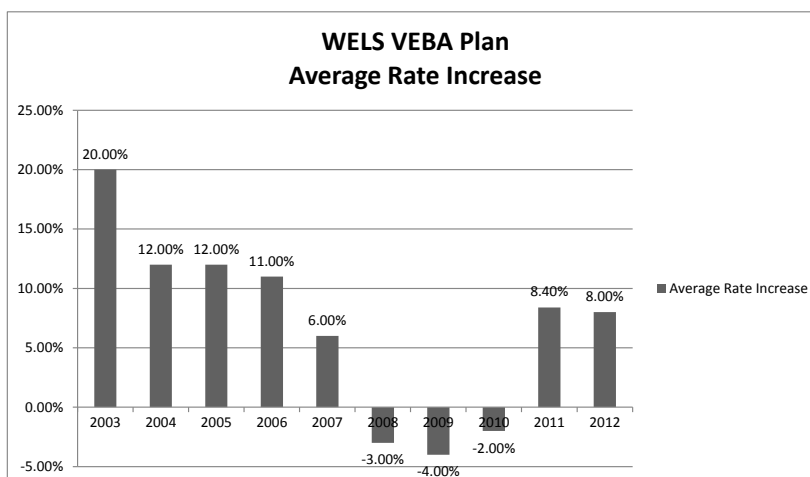
The Pension Commission established the 2012 contribution rate for each full-time eligible worker at \$2,048. These contributions cover the actuarially determined cost of providing pension benefits to current retirees and future pension benefits to active WELS workers through a defined benefit pension plan. Future contribution rates will be set with the goals of getting to the 100 percent funding level and keeping pace with the growing number of retirees who will be due benefits in the coming years.

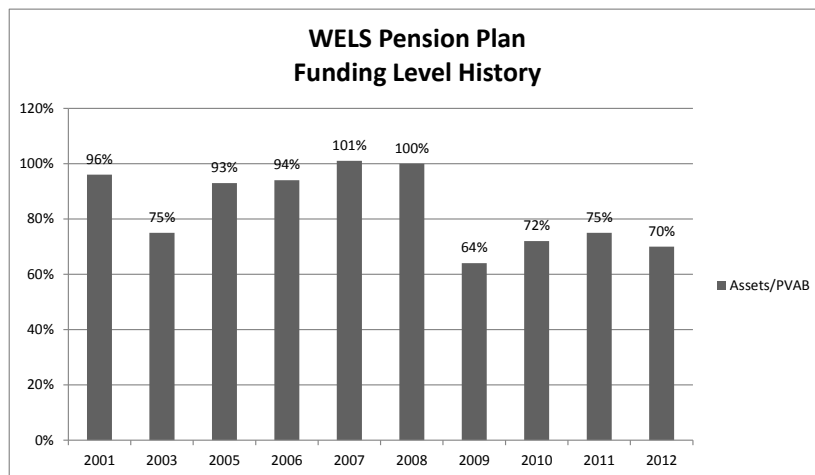
A look ahead

WELS Benefit Plans will undertake a rebranding effort to come under the WELS logo and communication formats. Members already saw the initial changes during the 2012 open election period. Work will begin soon on revamping the Web site, letterheads, and communication documents to reflect the WELS logo.

The VEBA Commission continues to manage the Plan’s assets to lower than recent historic levels while maintaining sufficient reserves to pay future claims and expenses. This is done in an environment of medical cost inflation that continues to outpace cost increases for other goods and services.

The Benefit Plans Office continues to look for strategies that enhance the relationship between the plans, workers, and the organizations that support the plans. Commission members and Benefit Plans staff are very aware of the impact that their decision making has on the cost of ministry plans while maintaining meaningful benefits for workers. These efforts provide the ongoing value of “walking together” in support of future WELS ministry work.





For more information about WELS Benefit Plans, visit www.welsbpo.net.

Mr. Jon Flanagan, reporter

WELS VEBA Commission:

Mr. Richard Hudock, chairman
 Capt. Doug Miller, vice chairman
 Mr. Jeff Timm, secretary
 Mr. Charles Adrian
 Rev. Richard Agenten
 Teacher Chris Fischer

Advisory:

Mr. Jon Flanagan, director of Benefit Plans
 Mr. Joshua Peterman, benefits manager
 Mr. Todd J. Poppe, WELS chief financial officer

WELS Pension Commission:

Mr. Gene Szaj, chairman
 Rev. David Kolander, vice chairman
 Teacher Scott Uecker, secretary
 Mr. Robert Abramowski
 Mr. Scott Heins
 Mr. Roger Kamin
 Mr. David McCulloch

Advisory:

Mr. Jon Flanagan, director of Benefit Plans
 Mr. Joshua Peterman, benefits manager
 Mr. Todd J. Poppe, WELS chief financial officer

Committee on Constitutional Matters

Our calling

The Committee on Constitutional Matters (CCM) serves under the Conference of Presidents (COP) to interpret the constitution and bylaws for the synod and its constituency. It is responsible for maintaining and distributing accurate updates of these documents as changes are made by the synod in convention.

The current edition of the WELS Constitution and Bylaws and the Constitution for the Districts is available on the WELS Web site at www.wels.net/about-wels/synod-reports. You may also contact the President's Office to request a printed copy.

Rev. Paul Naumann, reporter

Rev. Paul Naumann, chairman

Rev. Steven Korth

Judge Victor Manian

WISCONSIN EVANGELICAL LUTHERAN SYNOD

Consolidating Schedule of Financial Position
Year Ended June 30, 2010

ASSETS

	WELS	WLS	MLC	LPS	MLS	NPH	WELS CEF	WELS Foundation	WELS Funds	Eliminations	Consolidated
ASSETS											
Cash and cash equivalents	\$ 13,555,789	\$ 78,871	\$ 3,940,932	\$ 135,083	\$ 30,701	\$ 353,365	\$ 9,105,552	\$ 2,182,091	\$ 52	\$ -	\$ 29,382,436
Cash restricted for gift annuities and trusts payable	-	-	-	-	-	-	-	4,343,167	-	-	4,343,167
Investments	25,213,955	7,865,980	7,148,587	929,249	857,962	4,034,114	10,691,620	58,965,625	101,685,633	(84,564,991)	132,827,734
Accounts receivable, net	494,061	29,364	224,116	61,242	4,726	433,257	-	-	-	(12,478)	1,234,288
Pledges receivable, net	1,622,901	-	586,879	20,611	-	-	10,359	1,231,806	-	-	3,472,556
Accrued interest receivable	214,774	-	-	-	-	-	429,358	193	91,350	-	735,675
Inventories	-	94,075	122,384	17,844	11,839	2,264,530	-	-	-	-	2,510,672
Mortgages and land contracts receivable	6,939	-	-	-	82,104	-	-	-	-	-	89,043
Property and real estate held for sale	77,400	-	-	-	-	-	2,238,568	1,258,205	-	-	3,574,173
Loans receivable from congregations, net	-	-	-	-	-	-	120,699,320	32,742	-	(291,224)	120,440,838
Cash surrender value on life insurance policies	-	82,574	151,361	-	11,017	-	-	1,167,328	-	-	1,412,280
Assets held in trust - outside WELS	376,211	-	1,190,193	-	-	-	64,903	-	-	-	1,631,307
Other assets	182,130	161,271	1,240,666	105,732	47,882	126,444	15,946	-	-	(776)	1,879,295
Contributions receivable - Foundation	6,795,793	208,328	443,571	16,097	1,515,581	-	820,633	-	-	(9,800,003)	-
Beneficial interest - assets held by WELS Foundation	9,884,127	1,049,639	1,557,602	305,536	213,305	-	-	-	-	(13,010,209)	-
Property, plant and equipment, net	7,603,247	3,521,278	23,364,498	8,357,568	6,258,642	2,091,363	-	-	-	-	51,196,596
Due from related party	3,391	1,739,177	6,638,005	1,116,794	-	-	61,290	-	-	(9,558,657)	-
TOTAL ASSETS	<u>\$ 66,030,718</u>	<u>\$ 14,830,557</u>	<u>\$ 46,608,794</u>	<u>\$ 11,065,756</u>	<u>\$ 9,033,759</u>	<u>\$ 9,303,073</u>	<u>\$ 144,137,549</u>	<u>\$ 69,181,157</u>	<u>\$ 101,777,035</u>	<u>\$(117,238,338)</u>	<u>\$ 354,730,060</u>

WISCONSIN EVANGELICAL LUTHERAN SYNOD

Consolidating Schedule of Financial Position (continued)
Year Ended June 30, 2010

LIABILITIES AND NET ASSETS

	WELS	WLS	MLC	LPS	MLS	NPH	WELS CEF	WELS Foundation	WELS Funds	Eliminations	Consolidated
LIABILITIES											
Accounts payable	\$ 399,020	\$ 30,314	\$ 720,200	\$ 66,322	\$ 24,053	\$ 263,205	\$ 6,733	\$ 25,039	\$ -	\$ (14,205)	\$ 1,520,681
Accrued expenses and other liabilities	2,330,216	119,023	383,925	182,312	69,096	528,369	1,136,884	591,682	87,119	-	5,428,626
Deferred revenue	27,750	81,706	157,754	22,927	1,857	411,001	-	-	-	-	702,995
Retiree health benefits payable	3,181,069	-	-	-	-	-	66,097,629	-	-	(2,334,856)	3,181,069
Certificates payable	-	-	-	-	-	-	-	-	-	-	63,762,773
Liabilities to other beneficiaries	-	-	1,072,127	-	-	-	-	5,539,266	-	-	6,611,393
Deposits held in custody	1,150	6,881	28,178	55,976	39,693	-	44,049	-	-	-	175,927
Liabilities to outside agencies and organizations	2,421,826	-	-	-	-	-	-	-	-	19,460,124	21,881,950
Gift annuities and trusts payable	-	-	-	-	-	-	-	23,617,899	-	-	23,617,899
Reserve for tuition refunds and grants	-	-	797,274	-	-	-	-	-	-	-	797,274
Statement certificates	3,141,632	-	-	-	-	-	-	-	-	(3,141,632)	-
Bonds payable	6,235,000	-	6,235,000	-	-	-	-	-	-	(6,235,000)	6,235,000
Due to related party	-	172,052	-	-	183,230	-	-	117,016	-	(472,298)	-
Total Liabilities	<u>17,737,663</u>	<u>409,976</u>	<u>9,394,458</u>	<u>327,537</u>	<u>317,929</u>	<u>1,202,575</u>	<u>67,285,295</u>	<u>29,890,902</u>	<u>87,119</u>	<u>7,262,133</u>	<u>133,915,587</u>
NET ASSETS											
Unrestricted	14,304,500	4,401,065	3,973,559	1,403,464	181,198	7,975,498	50,883,843	14,493,998	101,689,916	(57,207,878)	142,099,163
Temporarily restricted	15,754,171	5,020,096	27,207,775	8,833,622	7,711,319	125,000	885,524	12,040,834	-	(54,282,384)	23,295,957
Permanently restricted	18,234,384	4,999,420	6,033,002	501,133	823,313	-	25,082,887	12,755,423	-	(13,010,209)	55,419,353
Total Net Assets	<u>48,293,055</u>	<u>14,420,581</u>	<u>37,214,336</u>	<u>10,738,219</u>	<u>8,715,830</u>	<u>8,100,498</u>	<u>76,852,254</u>	<u>39,290,255</u>	<u>101,689,916</u>	<u>(124,500,471)</u>	<u>220,814,473</u>
TOTAL LIABILITIES AND NET ASSETS	<u>\$ 66,030,718</u>	<u>\$ 14,830,557</u>	<u>\$ 46,608,794</u>	<u>\$ 11,065,756</u>	<u>\$ 9,033,759</u>	<u>\$ 9,303,073</u>	<u>\$ 144,137,549</u>	<u>\$ 69,181,157</u>	<u>\$ 101,777,035</u>	<u>\$ (117,238,338)</u>	<u>\$ 354,730,060</u>

WISCONSIN EVANGELICAL LUTHERAN SYNOD

Consolidating Schedule of Activities
Year Ended June 30, 2010

Unrestricted

	WELS	WLS	MLC	LPS	MLS	NPH	WELS CEF	WELS Foundation	WELS Funds	Eliminations	Consolidated
MEMBER SUPPORT AND REVENUES											
Member support											
Offerings from congregations	\$ 21,337,333	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 21,337,333
Gifts and memorials	7,481,418	283,409	715,018	301,313	339,759	-	427,360	1,964,682	-	(2,466,314)	9,046,645
Bequests	2,284,045	39,690	521,993	27,990	22,389	-	-	25,471	-	(200,000)	2,721,578
Total Member Support	31,102,796	323,099	1,237,011	329,303	362,148	-	427,360	1,990,153	-	(2,666,314)	33,105,556
Revenues											
Student tuition and fees	-	845,338	8,714,712	2,441,427	842,923	-	-	-	-	-	12,844,400
Activity fees and retail sales	2,598,253	95,955	564,964	204,655	123,813	6,271,014	-	541,943	11,629,632	(12,558,910)	9,471,319
Interest and dividends	62,164	98,264	47,765	1,720	63,408	101,232	6,235,227	46,278	3,113,922	(2,599,850)	7,170,130
Net realized and unrealized gain (loss) on investments	(49,096)	353,585	175,616	(20,637)	-	331,810	735,055	182,007	10,877,725	(10,877,725)	1,708,340
Net loss on sale of property and real estate held	-	-	-	-	(19,851)	-	-	-	-	-	(19,851)
Change in value of trust agreements	-	-	-	-	(1,216)	-	-	697	-	-	(519)
Net change in value - endowments below historical gift value	-	-	-	-	-	-	-	-	-	-	-
Other	-	343,966	-	-	-	-	-	1,255,546	-	-	1,599,512
Transfers from other funds	385,003	58,965	116,301	450,419	64,628	54,726	330,675	692,978	14,380	(90,886)	2,077,189
Total Revenues	3,135,240	2,875,329	12,689,656	5,738,924	2,690,138	6,758,782	7,300,957	2,719,449	25,635,659	(34,693,614)	34,850,520
Donor redesignation	-	-	-	5,355	-	-	-	-	-	-	5,355
Net assets released from restriction	6,096,635	1,087,325	2,021,851	501,191	467,508	154,000	735,539	3,521,714	-	(3,118,072)	11,467,691
Total Member Support and Revenues	40,334,671	4,285,753	15,948,518	6,574,773	3,519,794	6,912,782	8,463,856	8,231,316	25,635,659	(40,478,000)	79,429,122
EXPENSES											
Program services											
Ministerial education	9,821,597	3,805,236	14,347,079	5,871,985	3,302,861	-	-	-	-	(10,551,229)	26,597,529
World missions	8,941,083	-	-	-	-	-	-	-	-	(906,347)	8,034,736
Home missions	7,637,194	-	-	-	-	-	-	-	-	(796,728)	6,840,466
Congregational and district ministries	10,395,754	-	-	-	-	-	-	-	-	(2,781,709)	7,614,045
Northwestern Publishing House	-	-	-	-	-	6,714,071	-	-	-	(122,524)	6,591,547
Total Program Services	36,795,628	3,805,236	14,347,079	5,871,985	3,302,861	6,714,071	-	-	-	(15,158,537)	55,678,323
Support services											
Ministry support - subsidiaries	-	-	-	-	-	-	4,514,995	4,105,141	515,712	(1,046,917)	8,088,931
General and administrative	4,244,887	-	-	-	-	-	-	-	-	-	4,244,887
Transfers to other funds	-	-	-	-	-	-	-	3,482,073	17,610,545	(21,092,618)	-
Total Support Services	4,244,887	-	-	-	-	-	4,514,995	7,587,214	18,126,257	(22,139,535)	12,333,818
Total Expenses	41,040,515	3,805,236	14,347,079	5,871,985	3,302,861	6,714,071	4,514,995	7,587,214	18,126,257	(37,298,072)	68,012,141
CHANGE IN NET ASSETS											
NET ASSETS (DEFICIT) - Beginning of Year	15,010,344	3,920,548	2,372,120	700,676	(35,735)	7,776,787	46,934,982	13,849,896	94,180,514	(54,027,950)	130,682,182
NET ASSETS - END OF YEAR	\$ 14,304,500	\$ 4,401,065	\$ 3,973,559	\$ 1,403,464	\$ 181,198	\$ 7,975,498	\$ 50,883,843	\$ 14,493,998	\$ 101,689,916	\$ (57,207,878)	\$ 142,089,163

WISCONSIN EVANGELICAL LUTHERAN SYNOD

Consolidating Schedule of Activities (continued)
Year Ended June 30, 2010

	Temporarily restricted										Consolidated	
	WELS	WLS	MLC	LPS	MLS	NPH	WELS CEF	Foundation	WELS Funds	Eliminations		
MEMBER SUPPORT AND REVENUES												
Member support	\$ 7,171,378	\$ 598,355	\$ 540,815	\$ 243,190	\$ 65,703	\$ 200,000	\$ 526,416	\$ 553,842	\$ -	\$ (1,123,427)	\$ 8,776,272	
Gifts and memorials	144,635	16,371	-	-	40,531	-	-	1,386,482	-	(953,015)	635,004	
Bequests	7,316,013	614,726	540,815	243,190	106,234	200,000	526,416	1,940,324	-	(2,076,442)	9,411,276	
Total Member Support	321,549	103,812	262,462	17,776	20,432	-	-	1,251,395	-	-	1,977,426	
Revenues	1,600,111	361,119	419,227	64,272	84,886	-	-	5,049,326	-	-	7,578,941	
Interest and dividends	(12)	-	-	-	-	-	-	(447,375)	-	-	(447,387)	
Net realized and unrealized gain on investments	(582,869)	87,007	(20,324)	7,962	130,695	-	44,008	(2,171,973)	-	(360,805)	(2,866,299)	
Net loss on sale of property and real estate held	-	25,948	-	27,600	61,493	-	-	-	-	(115,041)	-	
Change in value of trust agreements	-	(343,966)	-	-	-	-	-	(1,255,546)	-	-	(1,599,512)	
Redesignated fixed asset additions	64,169	822	187,538	-	-	-	-	2,105	-	-	294,634	
Net change in value - endowments below historical gift value	235,077	5,000	3,413,060	-	-	-	-	14,923	-	(3,668,060)	-	
Other	1,638,025	239,742	4,261,963	117,610	297,506	-	44,008	2,442,855	-	(4,143,906)	4,897,803	
Transfers from other funds	-	(158,151)	-	-	-	-	-	-	-	-	(158,151)	
Total Revenues	(6,096,635)	(1,087,325)	(2,021,851)	(501,191)	(467,508)	(154,000)	(735,539)	(3,521,714)	-	3,118,072	(11,467,691)	
Donor redesignation	2,857,403	(391,008)	2,780,927	(140,391)	(63,768)	46,000	(165,115)	861,465	-	(3,102,276)	2,683,237	
Net assets released from restriction	12,896,768	5,411,104	24,426,848	8,974,013	7,775,087	79,000	1,050,639	11,179,369	-	(51,180,108)	20,612,720	
CHANGE IN NET ASSETS	\$ 15,754,171	\$ 5,020,096	\$ 27,207,775	\$ 8,833,622	\$ 7,711,319	\$ 125,000	\$ 885,524	\$ 12,040,834	\$ -	\$ (54,282,384)	\$ 23,295,957	
NET ASSETS - Beginning of Year												
NET ASSETS - END OF YEAR												

WISCONSIN EVANGELICAL LUTHERAN SYNOD

Consolidating Schedule of Activities (continued)
Year Ended June 30, 2010

	Permanently restricted										
	WELS	WLS	MLC	LPS	MLS	NPH	WELS CEF	WELS Foundation	WELS Funds	Eliminations	Consolidated
MEMBER SUPPORT AND REVENUES											
Member support											
Gifts and memorials	-	\$ 97,813	\$ 151,029	\$ 410	-	-	-	\$ 341,556	\$ -	-	\$ 590,808
Bequests	12,146	-	564,571	-	-	-	-	654,015	-	-	1,230,732
Total Member Support	<u>12,146</u>	<u>97,813</u>	<u>715,600</u>	<u>410</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>995,571</u>	<u>-</u>	<u>-</u>	<u>1,821,540</u>
Revenues											
Change in value of trust agreements	1,424,793	19,182	9,921	4,000	4,895	-	-	(10,085)	-	(1,401,068)	51,638
Other	-	1,048	1,861	-	-	-	-	93	-	-	3,002
Total Revenues	<u>1,424,793</u>	<u>20,230</u>	<u>11,782</u>	<u>4,000</u>	<u>4,895</u>	<u>-</u>	<u>-</u>	<u>(9,992)</u>	<u>-</u>	<u>(1,401,068)</u>	<u>54,640</u>
Donor resignation	-	158,151	-	(5,355)	-	-	-	-	-	-	152,796
CHANGE IN NET ASSETS	<u>1,436,939</u>	<u>276,194</u>	<u>727,382</u>	<u>(945)</u>	<u>4,895</u>	<u>-</u>	<u>-</u>	<u>985,579</u>	<u>-</u>	<u>(1,401,068)</u>	<u>2,028,976</u>
NET ASSETS - Beginning of Year	<u>16,797,445</u>	<u>4,723,226</u>	<u>5,305,620</u>	<u>502,078</u>	<u>818,418</u>	<u>-</u>	<u>25,082,887</u>	<u>11,769,844</u>	<u>-</u>	<u>(11,609,141)</u>	<u>53,390,377</u>
NET ASSETS - END OF YEAR	<u>\$ 18,234,384</u>	<u>\$ 4,999,420</u>	<u>\$ 6,033,002</u>	<u>\$ 501,133</u>	<u>\$ 823,313</u>	<u>\$ -</u>	<u>\$ 25,082,887</u>	<u>\$ 12,755,423</u>	<u>\$ -</u>	<u>\$ (13,010,209)</u>	<u>\$ 55,419,353</u>

