

Book of Reports and Memorials

May 2011

WISCONSIN EVANGELICAL LUTHERAN SYNOD
Milwaukee, Wisconsin

Wisconsin Evangelical Lutheran Synod
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Foreword

Convention theme

The theme of the 2011 WELS synod convention is once again “Christ’s Love, Our Calling.” The theme is the same as the 2009 convention. In 2009 the theme was highlighted in two essays dealing with the means of grace and Christian vocation. This year’s essays, dealing with the sacramental life and care of souls, complete the four-part “Christ’s Love, Our Calling” theme. We see Christ’s love as he strengthens and nourishes his church through the sacraments, and we respond to his love as we are called to provide spiritual care to souls who are members of his church and to souls around the world to whom we are called to preach and proclaim the gospel of Jesus Christ.

Major items for consideration at the 2011 convention include the proposed synod budget for 2011–13 and the proposed long-range plan, as requested by the 2009 convention.

The Book of Reports and Memorials

This *Book of Reports and Memorials* (BORAM) is intended to summarize, both for convention delegates and for the synod’s entire constituency, the business that will come before the convention. It contains reports from all synodical entities describing the synod’s activities during the past year and providing information about current efforts and future plans. It also contains memorials, which are formal requests to the convention to address specific issues.

Floor committees

The convention’s business will be addressed by 26 floor committees. Each committee is assigned a specific area to address or task to perform during the convention. The floor committees, along with their chairmen, are listed on p. 1.

Floor committees will function during the convention as required by their assignment. Meeting rooms are assigned to committees as needed. Floor committee chairmen are responsible for scheduling the times of the floor committee meetings and for seeing to it that their committees are provided with the informational resources they need to complete their work. Advisory delegates are available to the committees as resources.

Delegates

All voting delegates are assigned to floor committees. Delegates are expected to attend convention sessions unless their floor committee is scheduled to meet. Advisory delegates may attend floor committee meetings upon consultation with the floor committee chairman. Floor committee chairmen may at any time request that the committee conduct its work without the presence of advisors.

Contents of BORAM

Reports from various areas of ministry, committees, departments, and other entities are included in BORAM. If memorials are directly related to matters assigned to a floor committee, the memorial is assigned to that floor committee. Miscellaneous memorials dealing with other issues will be addressed by Floor Committee #21. All memorials can be found on pp. 155-158.

Some memorials may be submitted after the deadline for inclusion in BORAM. These are referred to as “unprinted memorials” because they are not printed in BORAM. Instead, they are printed and distributed to delegates during the summer and are assigned to appropriate floor committees.

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Additional information online

WELS' Internet Web site, www.wels.net, was redesigned and reorganized in 2009. Information on www.wels.net is designed for non-members and the average layperson who may not be familiar with the synod as a whole. There is an area designated for synod convention, which can be found at www.wels.net/convention.

All WELS leadership materials and resources are available on Connect, WELS' Intranet for called workers and congregational leaders: <http://connect.wels.net>.

Convention floor committees

Committee	Assignment	Chairman
#1	Conference of Presidents	Pastor Douglas Free
#2	Synodical Council	Pastor Samuel Hacker III
#3	President's report	Pastor Norm Burger Jr.
#4	Finance and budget	Pastor Daniel Habben
#5	Inter-Church Relations	Pastor John Koelpin
#6	Ministry of Christian Giving	Pastor David Schneider
#7	Communications	Prof. Steven Thiesfeldt
#8	Support Services	Dr. Ronald Buelow
#9	World Missions	Pastor Timothy Spaude
#10	Home Missions	Pastor Ross Else
#11	Ministerial Education	Pastor Jonathan Voss
#12	Congregation and Ministry Support Group	Pastor Kevin Klug
#13	Northwestern Publishing House and WELS Historical Institute	Prof. Michael Quandt
#14	WELS Church Extension Fund	Pastor Samuel Clemons
#15	WELS Foundation and WELS Investment Funds	Mr. Gary Gilgen
#16	WELS Benefit Plans	Mr. David Schwantz
#17	Christian Aid and Relief	Teacher Stephen Schultz
#18	Long-range plan	Pastor Daniel Wagenknecht
#19	Bible translation	Pastor Thomas Jeske
#20	Called worker continuing education	Pastor Donn Dobberstein
#21	Miscellaneous memorials	Pastor Fred Casmer
#22	Constitutional matters	Dr. Mark Braun
#23	Elections	Teacher Rendell Koepfel
#24	Resolutions	Prof. John Nolte
#25	Membership and attendance	Staff Minister John Meyer
#26	Steering	Pastor John Guse

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

Floor Committee #1

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 is entrusted with the following broad responsibilities:

- Overseeing all matters of doctrine and practice to insure that the synod, its congregations and other entities, and its called workers remain faithful to the Scriptures and to the Lutheran Confessions.
- Working to maintain and strengthen the synod's unity in doctrine and practice, as well as in its purpose and mission.
- Assisting congregations in the calling process by providing call lists and advice.
- Providing counsel to congregations either directly or through the circuit pastors of the district.
- Overseeing the various ways in which the congregations and individual members provide financial support for the work of the synod, including the consideration of special offerings that may be held periodically. The COP oversees the work of the Ministry of Christian Giving.
- Promoting the synod's mission and ministry in the districts.

The COP works in close cooperation and consultation with the Synodical Council (SC). Three district presidents, along with the president and vice presidents, serve as members of the SC. In keeping with a resolution of the 2009 convention, the COP and SC meet together annually as a way to increase communication and coordination between the two leadership groups.

The budget category entitled "Congregation and District Ministry" includes funding for the COP, district and circuit ministries and services, and entities accountable to the COP (Ministry of Christian Giving, Communication Services, Congregation and Ministry Support Group, Commission on Inter-Church Relations, and the Support Committee).

Doctrine and practice

Each district president is entrusted with the responsibility of overseeing doctrine and practice in his district, as well as carrying out discipline in matters of doctrine and practice when necessary. To assure consistency from one district to another, the COP devotes considerable time dealing with issues related to doctrine and practice as they arise and providing counsel and advice to COP members. District presidents often recommend to pastor and teacher conferences doctrinal topics that would be valuable to study and discuss.

One continuing area of discussion is the matter of congregational practices in the areas of worship, outreach, and organization. While fully committed to the scriptural principle of Christian freedom, the COP continues to encourage congregations to determine carefully those things that lie within the realm of Christian freedom and then to exercise Christian freedom with wisdom, brotherly love, and extensive consultation with others in our fellowship who may be affected. The COP maintains, as it has in the past, that our practice in all of these areas should be consistent with our doctrine and should reflect a unified understanding of scriptural principles. It continues to encourage open and brotherly discussion of these matters at circuit, conference, and district meetings, convinced that such discussions, done in a spirit of Christian love and based on an ongoing study of God's Word, are essential to maintaining our unity, our understanding of Christian freedom, and our clear identity as a confessional Lutheran church body.

Report on the termination of divine calls

In the last decade, economic challenges and declining enrollments have at times led the synod and congregations to eliminate the positions and to terminate the divine calls of called workers. Because there have been questions about whether terminating divine calls for financial reasons is permitted in Scripture, the 2009 synod convention asked the COP to study the matter and to submit a report to the 2011 convention. Delegates will receive a copy of this report before the convention, and it will be posted on the synod convention Web site, www.wels.net/convention.

Continuing education

The 2009 convention adopted the recommendation of the Ad Hoc Commission that WELS develop a comprehensive

and flexible program of continuing education for called workers. The committee for Continuing Education for Called Workers (CECW) was given the task of developing this program and beginning its implementation. The CECW is chaired by First Vice President James Huebner and includes representatives from the COP, the Commission on Lutheran Schools, Martin Luther College, and Wisconsin Lutheran Seminary. A three-year special grant enabled the seminary to release Prof. Richard Gurgel from some of his teaching responsibilities in order to oversee the development of the program. A complete report of the committee's progress begins on p. 38.

Assignment of ministerial candidates

In its role as the Assignment Committee of the synod, the COP continually monitors the number of candidates graduating from Martin Luther College (MLC) and Wisconsin Lutheran Seminary (WLS). The vast majority of assignments are made in May, with a smaller number assigned at the time of the mid-year graduation at MLC. In the event that candidates are unassigned in May, assignments are made at any time that candidates are requested by congregations. In the past several years some graduates from both MLC and WLS have not been assigned in May. Most of the candidates not initially assigned in 2010 were assigned in the months that followed.

In the next few years, class sizes at Wisconsin Lutheran Seminary will be significantly smaller than in the recent past. This means that recruitment of young men for the pastoral ministry remains a high priority. The COP will continue to remind all WELS members to encourage young people to prepare for service as pastors, teachers, and staff ministers.

Funding

While the SC is responsible for formulating and recommending the synod's ministry program and budget, the COP is responsible for funding the ministry program and budget adopted by the synod in convention.

The COP agrees with and supports the principle that the foundational support for the mission and ministry of the synod is the Congregation Mission Offering (CMO). Other sources of financial support, such as gifts from individuals, bequests, and foundations, are great blessings, and they also play an important role in providing the resources for the synod's mission and ministry. But these are all in a sense "one-time" gifts that can vary greatly from year to year. CMO, on the other hand, is a more reliable and consistent source of financial support. CMO also reflects the support of the members of the entire synod for the work of the synod.

The COP worked to encourage congregations to meet their CMO commitments in 2010, in spite of the economic challenges. With God's help, gifts from congregations met and even slightly exceeded the amount projected. We are grateful to our congregations for their faithfulness.

Since CMO serves as the foundation for financial support, it is one of the main factors considered in budget planning. Expansion, and even maintenance, of the synod's work depends on increasing levels of offerings from congregations. However, due to the economic challenges in recent years, CMO has actually decreased. The COP will continue to encourage congregations to increase commitments more substantially in the coming biennium.

The COP is grateful for the congregations that faithfully support the work of the synod through CMO. At the same time, it is a matter of some concern that in 2010, 65 congregations provided no financial support for the synod; another 40 congregations provided only minimal support. The district presidents will continue to encourage congregations to walk together also in their financial support for the work of the synod.

Additional financial information can be found in the reports of the Synodical Council (p. 49), Finance and Budget (p. 77), and the Ministry of Christian Giving (p. 11).

Jubilee debt retirement offering

The Year of Jubilee was a special offering that began in the fall of 2008 and officially concluded with the 2009 convention. By the time the offering had concluded, the gifts received in the offering coupled with budgetary allocations had reduced the synod's capital debt of \$22.4 million to approximately \$15 million. Even though the offering concluded in 2009, gifts have continued to be received for debt retirement. It is projected that by the 2011 convention, the original capital debt of the synod will have been reduced nearly by half to \$11.8 million. Budgetary allocations will continue to amortize the debt until it is eliminated in 2019. We thank God for this blessing.

Congregation and Ministry Support Group

The 2009 convention restructured the Board for Parish Services. The restructuring eliminated the board but retained the six commissions that had been governed by the board. These commissions (Lutheran Schools, Evangelism, Worship, Adult Discipleship, Youth and Family Ministry, Special Ministries), along with the new Commission for

Congregational Counseling (which was established by the 2009 convention), are now grouped together in what is called the Congregation and Ministry Support Group (CMSG).

The purpose of the Commission for Congregational Counseling (CCC) is to provide assistance, expertise, and resources to congregations needing special assistance or desiring to improve or enhance their ministry. The COP appointed five members to this commission, with Pastor Jonathan Hein serving as the chairman. The CCC has been working to define the nature and scope of its task and will soon begin to offer its services to congregations.

All of the commissions of the CMSG are directly accountable to the Conference of Presidents through their directors. The COP regularly receives reports, reviews the plans and work of the commissions, issues calls for full-time positions, and appoints members of the commissions.

Because of the rapid growth in the number of programs for early childhood education, the COP established the position of national coordinator of early childhood ministries for the Commission on Lutheran Schools. Mrs. Cynthia Holman received and accepted the divine call to serve in this position.

Budgetary limitations have made it impossible to fill the vacant positions of director of Youth and Family Ministry, director of Adult Discipleship, and director of Congregational Counseling. In spite of the vacant positions, these commissions continue faithfully to carry out their work within the limitations of staffing and funding.

Vicar program

The COP is responsible for assigning vicar candidates to their places of service for the vicar year. As the cost of the vicar program has increased, fewer congregations are able to afford the cost of a full-time vicar. The COP has appointed a committee to evaluate the situation and explore options that will enable the vicar program to continue in a way that is affordable to congregations and that will continue to meet the needs of the seminary in training pastors.

Proposed bylaw revision

The current WELS bylaws call for a Communication Services Commission. This commission was originally put into place when the work of the Commission for Communication on Financial Support was divided into two parts, the Ministry of Christian Giving and the office of Communication Services. Each of these newly constituted entities was supported and governed by its own commission.

Experience has shown that the responsibilities for communicating the synod's mission can be accomplished by the office of Communication Services without a supporting commission. The Conference of Presidents is recommending that the bylaws be amended to eliminate this commission. The recommendation will be dealt with by Floor Committee #22 (Constitutional Matters).

Completion of service

In July 2010 Pastor Joel Frank retired from full-time pastoral ministry and completed 20 years of service as president of the Nebraska District. We thank him for his years of faithful service as a district president and as a member of the COP. He continues to serve in the pastoral ministry in a semi-retired capacity.

A look ahead

The COP has identified a number of major issues to which it will give extensive attention in the coming year:

1. Enhancing our walk together

- Balancing Christian freedom with Christian love and sanctified judgment
- Encouraging evangelical admonition and correction
- Fostering cooperation and understanding among synodical and parasynodical ministries
- Communicating the efforts of the COP in overseeing doctrine and practice
- Supporting and allowing for a healthy variety in worship practices on the one hand and ensuring our worship practices confess and reflect Lutheran theology on the other

2. Addressing the declining enrollments in Lutheran schools and seeking solutions

3. Evaluating the most effective and beneficial ways to support and carry out the vicar program

4. Discussing funding issues and encouraging congregational faithfulness in Congregation Mission Offerings

5. Outlining the proper time and place for one-year calls

6. *Identifying and communicating the blessings of God on our synod*

7. *Working to avoid reductions in ministry due to failures in planning and/or stewardship*

8. *Improving the synod's ability to help congregations address challenges and problems*

Christ's Love, Our Calling

The Conference of Presidents invites all members of the synod to join in thanking God for the love that he has shown to us in Christ. It's a love that touches all of us as individuals, as a gracious God assures us through Word and sacrament of his full and free forgiveness. It's also a love that touches our synod with blessings far beyond what we could ask or imagine. We pray that as God reminds us of his love, we will continue faithfully and joyfully to carry out the calling that he has given to stand on his Word and to share that Word with the world.

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 Prah, Western Wisconsin District

Rev. David Rutschow, Southeastern Wisconsin District

Rev. John Seifert, Michigan District

Rev. Earle Treptow, Nebraska District

WELS Support Committee Floor Committee #1

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 33 family units throughout the synod receiving support. The amount budgeted to provide support for these family units was an expenditure of \$262,116 for the year or \$21,814 per month. 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 2010 of \$265,000. We thank our Lord for enabling our synod to take care of all those who needed assistance in 2010. (Note that the budget for the Support Committee is combined with Special Support in the charts on pp. 46, 47, and 81).

Looking ahead

The Support Committee continues to provide assistance to retired called workers and/or their surviving spouses as synod finances make possible. At the beginning of 2011 there were 31 family units receiving support, calling for a monthly expenditure of \$21,072, and an annual budget for approved requests of \$252,864. 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 2010 and 2011 to provide support recipients with the periodicals requested.

Rev. Mark Lindner, reporter

Rev. Mark Lindner, chairman

Rev. Paul Naumann

Rev. John Steinbrenner

Rev. Donald Tollefson

Commission on Inter-Church Relations Floor Committee #5

Our calling

WELS Bylaws charge 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” and to “keep itself informed on the doctrinal trends in other church bodies.” This function is in keeping with the object and purpose of the synod: “to extend and conserve the true doctrine and practice of the Evangelical Lutheran Church” (WELS Constitution, Article IV).

Our current situation

The Evangelical Lutheran Synod

The Evangelical Lutheran Synod (ELS) is our American sister synod, with which we have been in fellowship since its organization in 1918. Presently the ELS has approximately 20,000 members in about 130 congregations. The CICR maintains contact with the ELS in a variety of ways in order to express and foster our unity in faith.

In September 2009 the CICR met with the ELS Doctrine Committee. At this meeting we concluded our discussion of the topic of women communing women, with both synods agreeing to refrain from the practice. The CICR will meet with the ELS Doctrine Committee again in September 2011.

Pastor Steven Lange attended the ELS convention in June 2010 as the CICR observer. At this convention the ELS reelected President John Moldstad Jr. and Vice President Glenn Obenberger to their offices.

Several CICR members joined other WELS representatives to meet with ELS leaders at the Evangelical Lutheran Confessional Forum, held at Wisconsin Lutheran Seminary in October 2010. The forum spent several hours talking

about Lutheran worship. It was encouraging to see the unity of thought present among the leaders of our two synods on this topic. It is fair to say that God has given WELS some good years in its relations with the ELS.

Baltic States and Eastern Europe

Through its contact man, the CICR seeks to provide encouragement and appropriate assistance to the Confessional Lutheran Church in Latvia, the Ukrainian Lutheran Church, and other church bodies and individuals in Eastern Europe as the need arises. A turnover in personnel in the contact man position limited communication with these churches in the past biennium. The newly-elected contact man, Pastor Jonathan Balge, has restored that communication with a personal visit in January 2011.

Scandinavia

The Lutheran Confessional Church in Sweden, the Lutheran Confessional Church in Norway, and the Lutheran Confessional Church in Finland are our sister churches in Scandinavia. In the past biennium the Lutheran Confessional Church in Norway organized as a separate church body. Formerly its congregations had been a part of the Lutheran Confessional Church in Sweden. Geographical distance and cultural uniqueness led to the formation of the new church body.

The Lutheran Confessional Church in Sweden (LBK) decided to close its seminary due to dwindling financial support and a shrinking student population. In lieu of operating its own seminary, the church will offer financial aid to young men who wish to enroll in the seminaries of its sister churches. The LBK continues to study and discuss the doctrine of fellowship to ensure that its churches share a consistent doctrine and evangelical practice.

As reported in *Report to the Twelve Districts* in 2010, the Lutheran Confessional Church in Finland established fellowship with St. John's Lutheran Church, an independent congregation in Vasa, Finland. Pastor Ola Österbacka of St. John's presented one of the essays at the Lutheran Confessional Church in Finland's convention in 2010, and the two groups are now working together to carry out mission work to Swedish-speaking people on the west coast of Finland.

Our sister churches in Scandinavia have been meeting with a number of independent, confessional congregations and small church bodies for doctrinal discussions. They are exploring the potential for practicing fellowship with these churches in the future.

Pastor John Vieths serves as the contact man to these churches. Annual trips provide opportunities to preach and teach, lead workshops, and foster personal contacts.

Germany

The Evangelical Lutheran Free Church of Germany (ELFK) is our sister church in Germany. The ELFK is faithful to its calling of proclaiming the gospel in a country in which confessional Lutheranism faces many challenges. The ELFK currently numbers some 1,309 members in 33 congregations and preaching stations, served by 17 pastors. Pastor Martin Wilde serves as president. Despite its relatively small size the ELFK is quite active, maintaining its own Concordia Bookstore in Zwickau, the Lutheran Theological Seminary in Leipzig, a flourishing Kindercamp, a "Stephanus Project" for charitable work, and an elementary school in Zwickau.

During the 2010–11 school year, the seminary in Leipzig had an enrollment of seven, including five German students, a student from the Lutheran Confessional Church in Norway, and a WELS student who will be enrolling at Wisconsin Lutheran Seminary in fall 2011. In 2011 one pastor of the ELFK attended Summer Quarter at Wisconsin Lutheran Seminary, Mequon, Wis. Four ELFK teenagers were enrolled at Michigan Lutheran Seminary in Saginaw during the 2010–11 school year. These educational exchanges have proven beneficial for both synods.

Martin Luther School in Zwickau is in its tenth year of operation. The enrollment stands at 145 students in grades 1-4. The school not only serves children of the ELFK, but it is also an outreach arm for the church body.

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

CICR liaisons

In addition to the three contact man positions previously listed, the CICR also maintains contact and provides encouragement and assistance to our sister churches in Portugal, Puerto Rico, and Indonesia through liaisons. The liaisons to those churches, respectively, are: Prof. Kenneth Cherney, Pastor Timothy Satorius, and Pastor Thomas Glende.

CICR special funds

The CICR oversees special funds that are used to cover its contact expenses and to help sister churches in specific areas. The funds are the Baltic Eastern Europe Fund, the Germany Support Fund, the Portugal Fund, the Puerto Rico Fund, and the Scandinavia Fund. Gifts to these funds may be sent to the Synod Administration Building.

Declaration of fellowship

The CICR is recommending to the delegates of the 2011 WELS convention that WELS officially declare fellowship with the Evangelical Lutheran Confessional Church of Puerto Rico (see Memorial 2011-05 on p. 157). This church began as a WELS mission, but the church is now self-supporting, independent, and served entirely by national pastors. It has been WELS' practice to have an official synodical declaration of fellowship when it recognizes that a mission church has reached the status of a sister church, no longer under the supervision of the WELS Board for World Missions.

The Commission on Inter-Church Relations is inviting representatives from the Evangelical Lutheran Confessional Church of Puerto Rico to the 2011 WELS convention. Arrangements are being made by the CICR liaison to Puerto Rico, Pastor Timothy Satorius, as the CICR has now assumed responsibility for contacting the church in Puerto Rico.

The CICR recognizes that the church's doctrinal statements are in accord with the teachings of the Bible and the statements of the Lutheran Confessions. It is on this basis that a declaration of fellowship is recommended.

Outside contacts

In the past biennium two CICR members attended national church body conventions outside our fellowship: Pastor Thomas Jeske attended the convention of the Church of the Lutheran Confession and Prof. James Pope attended the convention of the Lutheran Church–Missouri Synod. Scheduling conflicts prevented CICR attendance at the Protestant Conference's annual meeting. We see attendance at these conventions as valuable in gathering firsthand information and enabling personal contacts.

In addition, Prof. Kenneth Cherney represented the CICR at the Confessional Leadership Conference in Ft. Wayne, Ind., in June 2010. Representatives from around the world met at the conference to exchange ideas about the potential realignments in world Lutheranism that might result from the Evangelical Lutheran Church in America's decision in its 2009 churchwide assembly to approve the ordination of homosexual clergy.

The Confessional Evangelical Lutheran Conference

WELS and its sister churches comprise the Confessional Evangelical Lutheran Conference (CELC). The 21 churches of the CELC meet in a plenary convention every three years.

The CELC is scheduled to meet in convention June 4–6, 2011, on the campus of Martin Luther College, New Ulm, Minn., under the theme "The Church." Convention activities will include a day-trip to Bethany Lutheran College and Seminary in Mankato, Minn. Convention delegates will gather around Word and sacrament, share doctrinal papers, exchange information on their churches' ministries, and enjoy mutual encouragement. The essayists at this convention will come from Ukraine, Zambia, Germany, and Mexico.

Visitors may attend any of the convention's worship services and sessions. The schedule and a visitor registration form are available at www.celc.info.

Translation Evaluation Committee for WELS

Several CICR members are serving on the Translation Evaluation Committee for WELS, tasked with evaluating the 2011 revision of the New International Version. The synod in convention will consider the committee's report (see p. 36 for a preliminary report).

A look ahead

The CICR continues to explore the possibility of assisting with the organization of free conferences where topics pertinent to confessional Lutherans could be presented and discussed. It believes such conferences are best organized at the grass roots level, but it stands ready to assist as it can.

God willing, in the next biennium CICR members will serve as convention observers, and contact men will visit their areas of responsibility.

In addition, CICR members will continue monitoring more than 20 Lutheran publications to stay informed on Lutheranism in North America and around the world.

Prof. James Pope, reporter

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

Advisory:

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

Ministry of Christian Giving Floor Committee #6

Our calling

WELS Ministry of Christian Giving works on behalf of the Conference of Presidents to remind every WELS member that Christ's love is our calling to "excel in the grace of giving." The ministry carries out this mission through two broad but distinct efforts. First, it helps gather Congregation Mission Offerings (CMO). It also works to encourage direct gifts to WELS, or individual mission offerings, above and beyond congregational offerings. It does this through mailed appeals, coordination of special offerings, and by assigning Christian giving counselors to every congregation to assist members in carrying out their charitable intentions to the benefit of the synod.

Our current situation

The Ministry of Christian Giving has been working as part of an effort to improve the utilization of circuit pastors in synod districts. The Ministry of Christian Giving obtained a Thrivent grant that funded the production of a new circuit pastors' training manual and allowed training sessions to be held in 2010. There will be another series of training sessions again in 2011 that will involve WELS Human Resources Director Roger Crawford.

Over the last couple years the Ministry of Christian Giving has had to reduce its budget by 34 percent. In order to do this, changes were made to funding appeals and to staffing. The costs of mailing appeals are now covered from the gifts that come in, which means less money for the areas of ministry featured. The Christian giving staff decreased from 17 full-time equivalents (FTE) before fiscal year 2008-09 to 11.2 FTEs at present. This reduction results in 1,920 fewer calls being made each year. The mandated decrease in travel expenses has also impacted the Christian giving counselors' efforts to faithfully serve as expected.

A look ahead

In fiscal years 2011-13 the Ministry of Christian Giving is grateful to God that it is able to begin adding back counselor staff. Mr. Harry Mears, who has served as a deferred counselor for the past five years and recently was serving in a semi-retired role, will retire at the end of June 2011. Mr. Arnie Nommensen, who served as a deferred counselor for the past 13 years and recently was serving in a semi-retired role, will retire at the end of December 2011. Pastor Dave Dolan will enter into a semi-retired call at the end of December 2011. In part by replacing these who were serving part-time with full-time staff, the Ministry of Christian Giving will take its counselor staff to 12.4 FTE in the next fiscal year. This will result in 600 additional calls being made on charitable donors. The long-term goal is to raise the number of Christian giving counselors to 18 FTE. The Ministry of Christian Giving also wants to thank Mrs. Jan Lampe, who will retire at the end of October 2011, for her 35 years of service at the Synod Administration Building.

The continuing work of the Ministry of Christian Giving includes the Congregation Mission Offerings process and the mailing of appeals. It also strives to continue building up the endowment funds for ministerial education and

missions, particularly through deferred gifts. It is coordinating a Walking Together worship service for November 2011 and year two of the “Christ’s Love, Our Calling” four-year stewardship program. Nearly two thousand subscribers access resources to encourage joyful giving through “An Encouraging Word” e-newsletter. Finally, the ministry is working with WELS Technology to launch a new online donations page this year and with WELS Communication Services to redesign printed materials with the new WELS look.

Rev. Dave Liggett, reporter

Mr. Mark Neumann
Rev. Kevin Schultz
Mr. Robert Trojan
Mr. Jerry VonDeylen
Teacher David J. Voss
Mr. Dennis Walters

Advisory:

Rev. Dave Liggett

Communication Services Floor Committee #7

Our calling

The Communication Services Commission (CSC) 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

The major emphasis of CSC over the past year has been to fully integrate recommendations of the Ad Hoc Commission dealing with synodical communications (BORAM 2009, p. 194).

Specifically, its priority has been to unify and coordinate the various WELS communications platforms so that they have a single, recognizable look and feel. The goal has also been to layer key communications, in other words, 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 new 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 3,800 laypeople—more than three hundred congregations also use the print version; and
- www.wels.net—the synod’s official Web site averaging more than 85,000 unique visitors monthly.

WELS members should notice the same topics being discussed, but from different angles in each of these platforms each month. The goal has been to work with each area of ministry to identify their priorities and then communicate

these priorities to laypeople and called workers alike through the use of this cross-promotional strategy. The intent has been to convey a strategic rather than random approach to synodwide ministry.

As mentioned above, one of the new communication platforms introduced in the last year is WELS Connection Close-up. It's designed as a worship-folder insert and is 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 CSC budget approved at the last convention and is included again in the budget for the coming biennium. Note, a portion of the funding comes from dollars that had been used to publish the former *Mission Connection* newspaper. Surveys indicated *Mission Connection* was not well read. The feeling was that a more attractive, concise piece more closely tied to the rest of WELS' communications would be better received and would prove to be more valuable to the synod.

The Ad Hoc Commission also recommended exploring 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 eight thousand fans, more than the number of fans of Facebook pages of many major newspapers in cities around the country, including Milwaukee, Minneapolis, St. Louis, and others. The Facebook page is now the second leading source of referrals 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 walks of faith, and to share their faith with others. Here are just some of the reactions:

- “The page is awesome, and I look forward to each and every post. What a great way to spread the good news!”
- “It seems like every day I have some doubt, or some crisis of faith crop up in my mind; WELS always shows up on Facebook to ease my burden and remind me of my salvation in Jesus Christ. Thank you so much.”

CSC continues to promote the use of the WELS identity, symbolized by the new 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

The major new initiative for the next biennium is to fully leverage WELS' newly designed Web site as an outreach tool to more fully benefit all congregations. The goal is to secure \$50,000 in grant money for each year of the next biennium, which will allow Communication Services to conduct a modest Internet campaign designed to attract the interest of the unchurched and drive them to www.wels.net. There, the intent is that they would be introduced to the gospel message and encouraged to contact local WELS congregations through the locator service on the Web site. Until WELS can promote the Web site to the outside world, the site will continue to attract largely WELS visitors. Without such promotion, an outreach strategy is incomplete.

Long term, an opportunity exists to more clearly establish WELS as a beacon of confessional Lutheranism in the public eye by hiring a staff person to concentrate on “external” communications—communications designed for audiences outside of our WELS fellowship. In particular, this person would seek to promote WELS and its mission in secular and other religious media by generating story ideas and issuing news releases on a regular basis. This person would also look for opportunities to promote the mission of WELS through cost-effective advertising campaigns. Communication Services is convinced that a heightened awareness within the general public of the WELS identity and what WELS preaches and teaches stands to enhance the outreach efforts of every congregation. Until adequate support from the operating budget can be secured, this will remain an unmet opportunity.

At current staffing levels, 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*.

The Conference of Presidents is proposing to the convention that Communication Services' current commission structure be discontinued in the interests of best stewardship of resources. The Communication Services Commission was created in 1993 when the Commission for Communication on Financial Support was divided into two

commissions—one for encouraging financial support, the other for promoting communication in general. Over time, it has become clear the costs of organizing and conducting meetings of the CSC members have outweighed the benefits. It's difficult for the commission, meeting quarterly, to offer meaningful advice on day-to-day communications operations. Communications strategies can be sufficiently developed by the the director of communications in consultation with the president and the administrators of the areas of ministry. The director of communications is recommending creation of an informal committee to advise him on trends in the field and how they can impact the delivery of information.

Mr. Joel Hochmuth, reporter

President Mark Schroeder, chairman

Prof. Daniel Leyrer, *Forward in Christ* consultant

Advisory:

Rev. John A. Braun, Northwestern Publishing House

Mr. Joel Hochmuth, director of communications

Ms. Alicia Neumann, Web content manager

Mr. Martin Spriggs, chief technology officer

Ms. Julie Wietzke, managing editor for *Forward in Christ*

Nominating Committee

Floor Committee #23

These candidates have been chosen by the synod Nominating Committee to be presented to the delegates of the 61st biennial convention of the Wisconsin Evangelical Lutheran Synod. The delegates will elect one man for each position listed unless otherwise indicated. Incumbents are noted by an asterisk (*).

Synodical Council

Pastor-at-large

Joel Jenswold, Bangor, Wis.

Brian Keller, Adrian, Mich.

Earle Treptow, Denver, Colo.*

Board of Appeals

Parish pastor

James Langbartels, Imlay City, Mich.

Joel Leyrer, Wauwatosa, Wis.

James Schumann, Orlando, Fla.

Teacher

Joel Burmeister, Phoenix, Ariz.

Gene Jaeger, Watertown, S.D.

James Moeller, Watertown, Wis.

Layman

Kennith Gosch, Aberdeen, S.D.

A. Frederick Nell, Westland, Mich.

James Schroeder, Wautoma, Wis.

Board for World Missions

Chairman (pastor)

Michael Duncan, Fort Atkinson, Wis.

Richard Krause, Pewaukee, Wis.

Larry M. Schlomer, Houston, Tex.

Member (pastor, teacher, or layman)

James Haag, Muskego, Wis.

Kevin Loersch, Watertown, Wis.

Danny Wehmeyer, Deltona, Fla.*

Board for Home Missions**Chairman (parish pastor)**

Timothy Gauger, Rockford, Mich.

Wayne Uhlhorn, Colorado Springs, Colo.

Charles Westra, Columbia, Tenn.*

Board for Ministerial Education**Teacher**

Greg Diersen, Watertown, S.D.

Justin Gregorius, Fond du Lac, Wis.

Jon Woldt, Fond du Lac, Wis.*

Laymen (vote for 2)

Richard Brucker, Boulder, Colo.

Hogey Holtz, Saginaw, Mich.*

Mike Krueger, Midland, Mich.

John Postelli, Stevensville, Mich.

Robert Russell, Littleton, Colo.

Dean Waldschmidt, Fond du Lac, Wis.

Wisconsin Lutheran Seminary Governing Board**Chairman (parish pastor)**

Eric Hartzell, Georgetown, Tex.

David Peters, Union Grove, Wis.

Thomas Westra, Cincinnati, Ohio*

Commission on Worship**Chairman (pastor, teacher, or layman)**

Aaron Christie, Waukesha, Wis.

Paul Rydecki, Las Cruces, N.M.

Jon Zabell, Green Bay, Wis.*

Commission on Special Ministries**Chairman (pastor, teacher, or layman)**

Charles Buege, Livonia, Mich.*

Jonathan Kehren, Penryn, Calif.

David Rosenbaum, Merritt Island, Fla.

Commission for Congregational Counseling**Chairman (pastor, teacher, or layman)**

Jonathan Hein, Summerville, S.C.*

Ronald Koehler III, Tucson, Ariz.

Wayne Uhlhorn, Colorado Springs, Colo.

Northwestern Publishing House Board of Directors**Pastor**

James Langebartels, Imlay City, Mich.

Joel Schroeder, Overland Park, Kans.

Philip Wilde, Bristol, Wis.

Layman

Matthew Plocher, Ann Arbor, Mich.

Kevin Traub, Middleville, Mich.

Dennis Schultz, Wauwatosa, Wis.

Rev. Robert Pasbrig, reporter

Rev. Robert Pasbrig, chairman
Rev. Jonathan Bergemann, North Atlantic District
Rev. Donald Buch, Western Wisconsin District
Rev. Joel Gaertner, Northern Wisconsin District
Rev. Raymond Kimbrough, Southeastern Wisconsin District
Rev. Henry Koch, Minnesota District
Rev. Stephen Mueller, Pacific Northwest District
Rev. Dale Raether, South Atlantic District
Rev. D. Thomas Rawerts, Dakota-Montana District
Rev. Richard Schleicher, South Central District
Rev. Alois Schmitzer III, Michigan District
Rev. Paul Schulz, Arizona-California District
Rev. Philip Spaude, Nebraska District

Congregation and Ministry Support Group

Floor Committee #12

Our calling

Following recommendations of the Ad Hoc Commission, the 2009 synod convention placed the former Parish Services under the Conference of Presidents (COP). In October 2009 the COP reconfigured the former Parish Services units into a new Congregation and Ministry Support Group (CMSG).

“The convention spent considerable time discussing the role of the synod in helping to strengthen congregations and their members as they carry out their ministries. The convention recognized that the units of Parish Services provide valuable help to congregations, and it wanted to ensure that those resources are more widely accessible and utilized. Since the district presidents are called to supervise doctrine and practice in congregations, the convention eliminated the Board for Parish Services and the position of BPS administrator and placed the units of Parish Services under the responsibility of the COP. The intent of this decision was to create a closer and more direct cooperative relationship between the district presidents and the resources available to them and the congregations in their districts” (“Together,” Oct. 19, 2009).

The role of the CMSG is similar to the role of the former Parish Services, with the enhancements noted above. As stated in the 2009 *Book of Reports and Memorials*: “The role of [CMSG] is to provide direct assistance to congregations so that they might carry out gospel ministry in the most faithful way on the local level. . . .

“[CMSG] provides this assistance through its individual units that give focused attention to specific areas of congregational life. Resources that are offered include printed material, ‘schools’ for specialized leadership training, conferences, consultation, ministry networking, and Web connections. . . . Each unit of [CMSG] works with district coordinators to assess the particular needs of the district parishes and schools . . . ” and to provide resources to meet those needs.

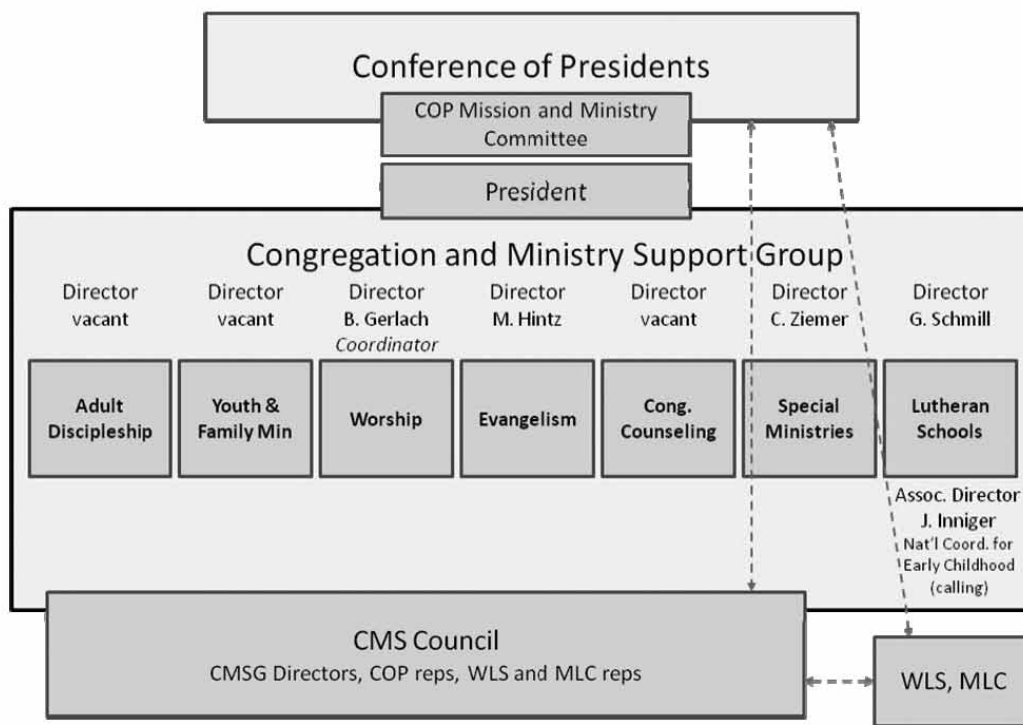
Our current situation

Budgetary realities have required a downsized CMSG and vacancies in some positions. In 2011 there are five directors and one coordinator, down from 11 positions in 2009. This includes a new position prioritized by the COP, the national coordinator of early childhood ministries. Mrs. Cynthia Holman accepted this call in February and will assume full-time responsibility as the national coordinator of early childhood ministries on July 1.

The Parish Assistance program ended in June 2010. “The COP appointed a committee to recommend how congregational needs will be met when the Parish Assistance program comes to an end in June. The issuing of this call will depend on the recommendations of the committee now developing the new program. The committee will look at all options for serving congregations, including the establishment of a new commission with newly defined responsibilities. The committee will . . . bring recommendations to the COP in April [2010]” (“Together,” Jan. 25, 2010). The COP, following the recommendations of this committee, formed the Commission for Congregational Counseling (CCC) and appointed Pastor Jon Hein as chairman. Due to limited funding, the proposed budget includes no director for CCC and only limited program funds.

Along with the guidance provided to the directors by their commissions, guidance and coordination of the CMSG program and priorities come in part from the Congregation and Ministry Support Council (CMS Council), a group formed by the COP. The council is chaired by First Vice President James Huebner and includes the 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 current structure of the CMSG, determined by the COP, is shown in the following chart. The proposed budget does not include funds to fill any of the vacancies noted.



Although 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

The CMSG has been working on various stronger partnerships, as envisioned by the Ad Hoc Commission and by the 2009 synod convention. In the months that have passed since the COP reconfigured the CMSG in October 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. 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

Teacher Greg Schmill, director of WELS Commission on Lutheran Schools

Rev. John Seifert, Conference of Presidents

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

Although the Institute for Worship and Outreach includes members of the Congregation and Ministry Support Group (CMSG), it is not a program of the CMSG. It includes leadership from parish pastors, Wisconsin Lutheran Seminary, and the Conference of Presidents.

Discussion began in spring 2009 to discover new ways to help parishes and pastors make improvements in both worship and outreach, areas which are sometimes pitted against each other, areas in which some seem to specialize at the expense of the other, areas which benefit from high priority, training, and resources. In addition to goals of improvement in both areas, other goals are to realize benefits to WELS in terms of 1) healthy, vibrant parishes better supporting the worldwide mission of WELS, and 2) unity and trust being strengthened within WELS through consensus and creativity in worship and outreach.

With a goal of best serving pastors and congregations, institute members conducted several listening sessions in the districts in spring 2010. Institute members helped to shape the Symposium on Worship and Outreach, held in September 2010 at Wisconsin Lutheran Seminary. (The three essayists and the symposium preacher were Institute for Worship and Outreach members.) Institute members also gave presentations to the Nebraska District Pastors Conference in January 2011.

The institute's leaders are thankful for a Thrivent grant to help cover costs during challenging financial times. The current "moderators" of the institute are Rev. Jonathan Schroeder and Rev. Jon Hein.

Commission on Lutheran Schools

Floor Committee #12

Our calling

God's command to us as Christians is 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 our synod's early childhood ministries, Lutheran elementary schools, area Lutheran high schools (ALHS), and preparatory schools. The CLS helps our congregations and schools welcome children and young adults into the Savior's waiting arms through WELS schools' outreaching and nurturing ministries.

Our current situation

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

- Facilitating formative and summative assessments of directors, teachers, and principals.
- Facilitating the induction and mentoring of new teachers and principals.
- Accrediting 10 to 15 schools each year through a nationally validated, intensive self-study and site-visit process
- Serving as a visible link between three thousand called workers and their church body through participation in various teachers' conferences and school visits throughout the synod.
- Developing approximately three hundred call lists per year on behalf of the 12 district presidents.
- Managing personnel and statistical data for more than three thousand teachers and five hundred schools.
- Publishing a weekly electronic news bulletin.
- Developing and hosting district, regional, and national conferences for teachers and school leaders.
- Producing Bible studies, handbooks, planning guides, and video resources.
- 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.
- Consulting with principals, directors, teachers, schools, and congregations to assist them with legal questions, planning efforts, problem solving, and conflict resolution.
- 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 Northwestern Publishing House, Martin Luther College, Wisconsin Lutheran College, the Continuing Education for Called Workers Committee, district school coordinators, and others to strengthen teachers and materials within our schools.
- Providing personnel support of our schools through two directors and two support staff.

During the last two years, 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 Commission on Lutheran Schools to serve better WELS early childhood ministries resulted in the recommendation to the Conference of Presidents to establish the position of national coordinator of early childhood ministries. The Conference of Presidents began calling for this position in October 2010. Teacher Cynthia Holman has accepted the call to be this coordinator. She will assume the position at the Synod Administration Building beginning July 1. Through the ministry of this national coordinator, the Commission on Lutheran Schools' ability to provide support and resources for early childhood ministries will be greatly improved.
- **The continued decline in the number of Lutheran elementary schools (now at 328, down from 345 in 2006-07) and the decline of enrollments in both our Lutheran elementary schools and area Lutheran high schools (see chart on next page):**

WELS Lutheran Schools Enrollment by Level, 2006–11

<i>Level</i>	<i>2006–07</i>	<i>2007–08</i>	<i>2008–09</i>	<i>2009–10</i>	<i>2010–11</i>
<i>Early childhood</i>	9,354	9,567	9,823	9,600	10,019
<i>Elementary</i>	26,035	25,712	25,289	24,597	24,300
<i>High School (ALHS)</i>	5,912	5,847	5,816	5,510	5,577

Support efforts include increasing awareness of the critical issues affecting our schools; working to enhance the quality of instruction and leadership; encouraging the accreditation of schools; developing materials to help increase faculty, parent, and congregational understanding of why WELS schools are important; providing limited onsite consulting through Forward with Lutheran Schools’ Second Wind 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 39 percent of WELS Lutheran schools participated in the program this last year. This includes 174 elementary schools (53 percent), 14 high schools (51 percent), and 10 self-standing early childhood ministries (6 percent). The program has provided approximately \$146,686 to support ministry to Lutheran schools. The funds have been allocated as follows: \$5,774 for CAPE membership, \$12,000 for *Parents Crosslink* subscriptions, and \$17,670 for Learn360. Additional funds are allocated for salaries and office expenses; district ministry to schools; and for enhancing the WELS STEM process including New Teacher Induction, School Leadership Development, and Veteran Teacher Develop programs.
- **Overall funding for the Commission on Lutheran Schools:** There has been significant fluctuation in synodical financial support for the Commission on Lutheran Schools. At the beginning of this decade, the commission’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 one 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 Lutheran Schools. Beginning in 2010–11 and due to reallocation of Congregation and Ministry Support Group funds, there was a significant increase to synodical financial support for Lutheran Schools to about \$214,000. Current budget plans allow for an additional full-time called position of national coordinator of early childhood ministries beginning in July 2011. As a result of this staff increase, the support for Lutheran Schools’ ministry is proposed to be \$300,000 in 2011 and \$315,000 in 2012.
- **The WELS School Accreditation (WELSSA) program:** During the past two years, 22 schools hosted onsite visits. Twelve schools were accredited in September 2010. Ten more schools plan to be accredited in September 2011. This will bring the total number of WELSSA accredited schools to 82 during the first seven years of the program’s existence. Another 24 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 elementary schools are now available.
- **The priorities of the Commission on Lutheran Schools:** 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 commission’s 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:** The ministry of Forward with Lutheran Schools, which had been part of Parish Assistance, has been incorporated into the Commission on Lutheran Schools. Forward with Lutheran Schools has continued to provide personal, onsite consulting services to congregations who desire to begin new children’s ministries and also to congregations who 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 as requested during the past year; however, the defunding of a full-time Forward with Lutheran Schools consultant position has limited the availability of services and is resulting in the onsite consulting not being available to all who seek it. Efforts by the Commission on Lutheran Schools to keep the ministry of Forward with Lutheran Schools operating while also carrying out its other priorities have become overwhelming.

A look ahead

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

WELS Strengthening Educators in Ministry (WELS STEM)

What began as a redesign of the Team Ministry Process 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 New Teacher Induction is thriving in the Southeastern Wisconsin District where New Teacher Center trained mentors are working with almost 40 first- and second-year teachers. The WELS STEM task force is patterning 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 teachers' classrooms for observation and coaching. The program features training programs for mentors and periodic forums to support networking between mentors and beginning teachers. Plans are to expand the new teacher induction to additional districts next year.

The School Leadership Development effort currently offers half-day Leadership Institute Modules in 10 of our 12 districts and is planning regional events in Wisconsin and Minnesota for the summer of 2011. These modules are especially designed for principals, early childhood ministry directors, and other school leaders. Pastors and teachers with leadership roles and goals are also encouraged to attend appropriate modules. More than 30 WELS school leaders have been trained to co-present the ten modules of the Leadership Institute, which include:

- 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
- Vision and leadership style.

The Veteran Teacher Development effort has produced WELS Teaching Standards and the WELS Continuum of Teacher Development. The newly developed teaching standards establish a clear continuum of instructional practices for both beginning and experienced teachers. Principals in three districts are being trained in the use of these standards for instructional supervision and improvement. Progress in this area is dependent on additional offerings of Modules 5-6 and other workshops to develop skills in standards-based supervision of instruction.

Foundations

Produced in partnership with Northwestern Publishing House, the Foundations program 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 and 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, orientation programs, home visit materials, and much more. This suite of materials is being designed to inform parents and congregation members about the advantages of Christian education and to help bring parents, teachers, and congregations into a closer partnership as they approach the education of children from a Christian perspective.

Technology

Although the Commission on Lutheran Schools has not been able to take the lead in developing a master plan for use of technology and online education in WELS schools, the commission has partnered with two significant efforts.

1. The first effort is being led by the area Lutheran high schools (ALHS) 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. It is still hoped that some courses can be made available for fall 2011. The group continues to seek grants to help with a two-year pilot project.
2. The second effort is being led by DVI Consulting, which will work with WELS schools to make wise technology decisions and purchases. In addition, a process and resources will also be available to help our schools transition better to serve true 21st-century learners. This expanded process will offer all of the following: standards develop-

ment, school assessments, curriculum mapping, technology plan creation, fund identification, project planning, professional development, technology deployments, and follow-up assessments. God-willing, the process will be piloted with an ALHS federation during the second half of the 2010–11 school year.

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 on call lists and to look for opportunities for these people to return to ministry.

Critical issues

There exist a significant number of critical issues impacting the health of WELS schools. The commission continues to encourage discussion of these issues and the development of strategies to work through these issues in order to strengthen WELS schools.

National School Leadership Conference

After being postponed for a year, the next School Leadership Conference is scheduled for 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 four hundred WELS educators, pastors, and board members were encouraged in their school leadership through attendance at the triennial school leadership conferences.

Christ-Light 2

Northwestern Publishing House continues its major revision of the Christ-Light® curriculum, which is well under way and on schedule. The lessons for prekindergarten through grade six will be released in April 2012 for use in the 2012–13 school year.

As the Commission on Lutheran Schools works with all of the above, it continually expresses its gratitude to the Lord for the faithful service of all of 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 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. Our 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 our Lutheran 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

Floor Committee #12

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.

Christian Worship: Supplement

The hymnal supplement was developed by a committee of the Commission on Worship. The 255-page pew edition debuted at the July 2008 worship conference and served as the centerpiece of the conference. Other editions are: Accompaniment, Electronic Pew, and Guitar. Electronic editions enable creation of customized worship folders and provide a wide variety of musical accompaniment options.

The release of *Christian Worship: Supplement* came exactly 15 years after the release of the hymnal *Christian Worship*. This puts the supplement at the midpoint between a possible new hymnal in 2023.

Sales of the supplement have exceeded Northwestern Publishing House projections. By April 2010 almost 1,500 accompaniment editions had been sold. This indicates that a strong majority of WELS parishes are using *Christian Worship: Supplement* to some degree.

Christian Worship: Supplement *introduction*

To help parishes make the best use of the supplement, a number of helps for introducing this resource were provided (some online), including

- a Bible class series on selected supplement hymns,
- a midweek Advent worship series,
- an updated edition of *Planning Christian Worship*,
- a professionally recorded 2-CD set of highlights using a wide variety of instruments, and
- a series of *Worship the Lord* newsletter articles.

Four concertatos based on *Christian Worship: Supplement* hymns were commissioned by the supplement committee and were published by Northwestern Publishing House in May 2009.

Seventy-five workshops were scheduled from September 2008–March 2009 to introduce the supplement in the districts. Those unable to attend a workshop were able to view a recorded session online. Those parishes that have only recently acquired *Christian Worship: Supplement* may access the introduction materials online.

Schools of Worship Enrichment

The Commission on Worship has offered Schools of Worship Enrichment since 2002. By early 2010 it had served 222 churches. The soul membership of these churches is 105,447—over one-fourth of WELS. School of Worship Enrichment events have been some of the most valuable and appreciated efforts of the commission. Participant surveys at every site, representing a variety of parishes throughout the country, have given high marks to these events.

Publishing

In addition to preparing the content of *Christian Worship: Supplement*, 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. An independent 2008 survey showed that 67 percent of WELS pastors read *Preach the Word* 75 percent of the time or more, and 82 percent of those who read it find it useful for their preaching.

In September 2010 Prof. Richard Gurgel from Wisconsin Lutheran Seminary began a two-year term as editor of *Preach the Word* in connection with new efforts at continued education for pastors. Gurgel's work is funded (for now) by a seminary grant, while the Commission on Worship funds the newsletter.

In May 2011 *Worship the Lord* began a new series planned by Rev. Jonathan Bauer and Ms. Katherine Tiefel related to choirs and other vocal groups in worship. The previous series, "Worship Words to Wrestle With," ran from May 2009 to March 2011 and is available on Connect. Thanks to Rev. Aaron Christie for organizing this series and to the several writers who contributed.

Worship Music: A Resource for Lutheran Keyboard Musicians, a biannual publication of the Commission on Worship and Northwestern Publishing House, will cease publication in 2010. For ten years this niche publication served musicians with less keyboard skill or training as well as more experienced musicians. We thank those who served on the publication committee led by Commission on Worship vice-chairman Phil Becker.

An updated edition of *Planning Christian Worship* was released serially over the last few years. The final portions became available earlier this year. Thanks to the writers: Prof. Daniel Deutschlander, Pastor Joel Gawrisch, and Pastor Jonathan Schroeder.

A look ahead

Depending on adequate budgetary support, some of the plans below may need to be adjusted, reduced, or delayed.

The National Conference on Worship, Music, and the Arts

This 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 will take 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 last two synod conventions put heightened emphasis on missions and ministerial education. The Ad Hoc Commission report highlighted the need for continuing education and pursuit of excellence. Several of the almost 60 presentations at the 2011 conference relate to the intersection of worship and outreach, including some cross-cultural themes. These continue the theme of the Symposium on Worship and Outreach, held in September 2010 at Wisconsin Lutheran Seminary. Many presentations advance the education and expertise of those who serve us in worship, both called workers and lay leaders. Some of these topics focus on themes meant to strengthen our unity as expressed in worship. All enabled us better to proclaim in worship "Christ's Love, Our Calling" to both the found and the lost.

New at the July 19–22, 2011, conference are the following highlights:

- Sixteen newly commissioned musical settings ranging from piano (Twila Paris' "Lamb of God") to full orchestra ("Let Children Hear the Mighty Deeds"). This is far more ambitious than any previous conference.
- A major focus is "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 have included several younger composers in the new commissions.
- A select children's choir of 30-40 voices, conducted by Joshua Pedde—assistant director of the famed Indianapolis Children's Choir (and WELS member).
- In line with the Ad Hoc Commission report, the Commission on Worship is working with Wisconsin and Minnesota toward obtaining continuing education units for those attending the conference—especially Lutheran elementary school teachers and musicians.
- A Thrivent grant, entitled "Taking Worship to the Next Level," in which teams from selected parishes will benefit from the conference and from ongoing consultation for up to a year after the conference to set and achieve goals that bring significant improvement in some aspect of worship. Possible areas of improvement include: quality, variety, planning, staffing. Improvement in worship is not only for the sake of worship but also for stronger impact on outreach and assimilation.

More information about the conference is available at www.wels.net/events.

Ongoing activity

Many of the activities described above will continue in the future: encouragement toward good worship variety and vitality, Schools of Worship Enrichment, and cultivation of future church musicians.

Development continues on several projects not mentioned above, including

- revised/expanded worship curriculum (pending funding),
- redesigned/expanded HymnSoft, 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 (including 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 on Worship 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 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 will feature 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 draft of a WELS long-range plan presented to 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).” If this goal is achieved, our 1993 hymnal would be just over 30 years old. At the publication of *Christian Worship*, the Commission on Worship suggested that a replacement not wait as long as the time from the 1941 *The Lutheran Hymnal* to *Christian Worship*—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 *Christian Worship* 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 liturgical resources into one book, and engendering unity within WELS. The Commission on Worship, in cooperation with the Conference of Presidents, will provide a hymnal project proposal to the 2012 district conventions.

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

Floor Committee #12

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

School of Outreach

A key objective of the WELS 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 the commission's work to help accomplish this objective. But instead of the intensive three-day schedule of the past, a new approach was launched.

Participants from registered congregations come to two one-day workshops that are scheduled several months apart. Pastors from the area, who have been trained in the new School of Outreach program, make the presentations. At each of the workshops, there are breakout sessions at which the presenters work with individual congregations to advise them regarding outreach plans and strategies. In the months following each of the workshops, these advisors make several contacts to offer follow-up assistance specific to the needs of congregations.

In 2010 this new approach to the School of Outreach was introduced in three districts: Michigan, South Atlantic, and Pacific Northwest. A total of 27 congregations participated.

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 six 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.

Road to Emmaus movie

WELS Adult Discipleship, Evangelism, and Communication Services, along with Northwestern Publishing House and Boettcher/Trinklein, Inc., worked together to make the *Road to Emmaus* movie available in quantity at a discounted price for use in connection with an Easter 2010 outreach program. Four hundred seventy congregations took advantage of this special offer and ordered a total of 86,000 DVDs. Some of the main ways in which the movie was used:

- Given by members to friends, relatives, associates, neighbors.
- Given by churches to visitors who attended worship services.
- Offered to people who attended a special event at church/school.
- Sent/given to those on the congregation's prospect list

Comments from congregations that used the movie as part of their Easter outreach efforts:

- “Excellent outreach tool for our members. They could simply give it to a friend or neighbor with little pressure and a lot of confidence that they were giving something meaningful and well produced.”
- “A couple families that had never stepped foot into our church came because of this effort.”
- “A sixth-grader in our church has a sixth-grade friend with cancer. Our member gave the video to the boy, and now the cancer-stricken boy has decided it is his favorite movie! He is no longer afraid to die.”

The special offer for congregations to purchase *Road to Emmaus* in quantity at a discounted price for outreach efforts was repeated in connection with Easter 2011. Again there was strong interest. Congregations ordered nearly 36,000 DVDs.

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.

Evangelism resources

The Commission on Evangelism produces many materials to help congregations with their evangelism programs and assist individuals with their Christian witness. Some of these products are sold at Northwestern Publishing House and others are available free at the Evangelism area of ministry site on Connect, <https://connect.wels.net/evangelism>.

District evangelism coordinators

Arizona-California: Pastor Brian Pechman
 Dakota-Montana: Pastor Peter Sulzle
 Michigan: Pastor Joel Thomford
 Minnesota: Pastor Michael Dietz
 Nebraska: Pastor David Olson
 North Atlantic: Pastor Frederick Guldberg
 Northern Wisconsin: Pastor David Scharf
 Pacific Northwest: Pastor Timothy Schwartz
 South Atlantic: Pastor Jonathan Scharf
 South Central: Pastor John Hering
 Southeastern Wisconsin: Pastor Steven Pagels
 Western Wisconsin: Pastor Joseph Fricke

A look ahead

The new approach for the School of Outreach was introduced and conducted in three districts in 2010. Now that the materials are produced and the program is set, the goal is to introduce the new School of Outreach in the other nine districts in 2011 and 2012. The Commission on Evangelism works closely with district evangelism coordinators and their commissions to arrange and implement the program. Over the next several years, our intent is to conduct the program annually at different locations in each district so that all congregations have an opportunity and are encouraged to attend.

A major product will be introduced in 2011—a DVD on friendship evangelism. This resource is designed to help Christians grow in their confidence and ability to share their faith, especially with people that they know. The professionally produced DVD will encourage, instruct, and demonstrate sharing our faith with friends and family.

Encouraged by the use of *Road to Emmaus* for outreach, another movie is being planned. The movie’s theme passage is Acts 1:3: “After his suffering, he showed himself to these men and gave many convincing proofs that he was alive. He appeared to them over a period of forty days and spoke about the kingdom of heaven.” The movie will present and apply Jesus’ teaching about the kingdom of God/heaven as he meets and talks with some of the individuals who are depicted in the gospel accounts of his ministry. There still is much work to be done to script and produce the movie, but the commission’s goal is for this to become another useful tool for congregations and individuals to tell the good news of Jesus Christ.

Rev. Michael Hintz, reporter

Rev. Donn Dobberstein, chairman
Rev. John Huebner
Rev. Timothy Otto
Rev. Douglas Tomhave

Advisory:

Rev. Michael Hintz, director
Prof. Daniel Leyrer, Wisconsin Lutheran Seminary

Commission on Special Ministries Floor Committee #12

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

The Commission on Special Ministries employs three full-time called workers—the director of Special Ministries, a civilian chaplain to the military serving in Europe, and a prison ministry administrator. A national civilian chaplain to the military serves part time. The latter two positions are supported entirely by special gifts and grants. Under the direction and support of these and other leaders, the commission mobilizes thousands of unpaid volunteers in a worldwide effort to meet the spiritual needs of people who might otherwise be ignored or forgotten. The work of the commission, as well as that of its eight committees, is described in the following paragraphs.

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.

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.

Parish Nursing provides a practical way for congregations to demonstrate loving Christian care and a clear gospel witness to members and the community. For help on how to begin a program, visit www.wels.net/special-ministries.

The WELS Nurses Association was organized in 2010 and works closely with WELS Health and Wellness. Its mission is to “work together as servants of Christ.” Visit www.welsnurses.net or call 262-677-3485.

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.

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 part-time national civilian chaplain and liaison to the military.

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 regular contact with many WELS troops and their families. He coordinates training conferences for WELS military contact pastors and orients and mentors new military contact pastors. When military clearance and funding permit, he supervises periodic chaplain trips to the Middle East or other areas of hostility.

One hundred twenty-two 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*, a printed monthly worship service, and taped audio and/or video worship services to military personnel and civilians on its mailing list.

WELS Military Services is funded through designated gifts and grants. Committee members pray that this vital ministry might soon receive synodical funding again. Offerings from individuals and groups such as OWLS continue to flow into the Civilian Chaplaincy Special Fund.

Send the 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, chairman of the Military Services Committee, jaegerj@sbcglobal.net.

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 a central office in New Ulm, Minn, a small staff utilizes the services of hundreds of volunteers to manage a ministry-by-mail program that has reached more than 55,000 inmates. Volunteers prepare regular mailings, correct Bible correspondence tests, and serve as pen pals to inmates.

Partnering with Wisconsin Lutheran Institutional Ministries, WELS Prison Ministry supports a four-person Jail Ministry Training Team 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 Jail Ministry Training Team has trained hundreds of lay volunteers and called workers from congregations in 10 of the 12 WELS districts. This effort has been largely funded by grants from Thrivent Financial for Lutherans outside of Wisconsin and the Siebert Lutheran Foundation within Wisconsin.

WELS Prison Ministry and Wisconsin Lutheran Institutional Ministries continue to seek volunteers for face-to-face jail and prison ministry. Through a program called “Raising up Volunteers for Jail Ministry,” they identify and recruit laypeople to bring the gospel to inmates in local institutions. This effort has been largely funded by generous grants from the Siebert Lutheran Foundation of Wisconsin. For more information, contact specialministries@wels.net.

New prison ministry publications include a simplified commentary on the Gospel of St. John; “Bread of Life”—a collection of more than 200 Bible studies especially designed for inmates, which includes a group of “Life Skills Bible studies” that focus on Christian living (sanctification); and a Bible correspondence course entitled “God is my anger manager.” In development is a simplified commentary on Romans. Jail and prison ministry resources are available free of charge from WELS Prison Ministry.

For information, contact Mr. Dave Nack, prison ministry administrator, at welspm@newulmtel.net or 507-354-3130.

Intellectual and Developmental Disabilities Ministry

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; and
- 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 jzeit@frontiernet.net.

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.

It is estimated that loss of hearing affects more than 300 million people worldwide. One in three people over 65 years of age and one in two over the age of 80 have a hearing loss. Ninety percent of hearing losses can be helped with hearing instruments, and ten percent can be treated medically and/or surgically. Yet fewer than five percent of those who could benefit actually use a hearing instrument.

The Mission for the Deaf and Hard of Hearing offers training and resources for ministry to deaf and hard of hearing people. 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 unable to read normal print. 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.

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 siggelka@wls.wels.net.

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 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,” is being offered through Martin Luther College during the winter/spring semester of 2011. A third course, entitled “Your Chaplaincy and Ethical Issues,” will be presented by Chaplain Dan Krause in 2011. This course may include some online work as well as face-to-face meetings.
- 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

Although the number of people with special needs seems to be expanding, the funds that WELS has allocated to serve people with special needs has dramatically decreased during the past decade. At the same time, our Lord's directive to "love one another" remains clear and compelling. Heed his invitation. Your good works will shine brightly in this dark world and move people to glorify our Father in heaven (Matthew 5:16). WELS Special Ministries is committed to helping you and your congregation serve as many as possible with "the one thing needful." For more information, visit www.wels.net/special-ministries.

For more information on any or all of the areas of Special Ministries, 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 Schaewe, 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

Floor Committee #12

Our calling

One of the most compelling examples of Christ's love is found in Matthew 19:4. There Jesus said, "Let the little children come to me, and do not hinder them, for the kingdom of heaven belongs to such as these." The mission of the Commission on Youth and Family Ministry is to help and encourage parents and congregations as they bring their little children to Jesus. Of course, the work of this commission is not just for the little children; rather the commission provides materials and encouragement for children from birth through college.

Only two years ago, the commission was blessed with two full-time workers and a budget that enabled the commission to create Web sites, put on workshops, and create materials that WELS members desired. Currently there is no funding for the position of director of the Commission on Youth and Family Ministry. The commission's budget for 2010-11 is \$20,000. The loss of manpower and decrease in the budget has resulted in the elimination of the LivingBold and *Kid's Connection* Web sites. Projects like the Everyday Bible Study Series, begun with grant money, are being completed. With the help of Northwestern Publishing House, materials that had been produced in the past are being reprinted and promoted. Funding for *Kid's Connection* will sustain production for a few more months, but it also has an uncertain future. Planning for an International Youth Rally in 2012 has begun.

Obviously the current situation of the Commission on Youth and Family Ministry seems to make the future of the commission appear bleak. The reality is that the work of the commission will continue with or without a director because the work is important. The commission will look for ways to fund *Kid's Connection*. It will continue to plan and prepare youth rallies. It will seek to address the issue of Christian parenting. The district coordinators of the Commission on Youth and Family Ministry will assess the needs within their districts and seek to fill those needs by working with gifted people in their districts as well as networking with gifted people in other districts. Without

a director it might seem that the commission has no direction. The truth is that the direction of the Commission on Youth and Family Ministry has never come from anyone other than Jesus. He said, "Let the little children come to me!" We are confident that Jesus will bless the children of our congregations as we take to heart and carry 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 Floor Committee #12

Our calling

God calls his people to grow in the grace and knowledge of our Lord Jesus Christ. 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

The commission continues to function without an administrator. This limitation has hurt the development of new training and resource development. Commission members believe the absence of an administrator will continue to make it difficult to respond to needs and opportunities in a timely manner. When funding is available, the commission anticipates a director for Adult Discipleship.

Administrative assistant Carolyn Sachs continues to be the "voice" of Adult Discipleship when people call the office. She serves the commission and works with Pastor Mike Hintz, director of WELS Commission on Evangelism, to track and develop the commission's budget.

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, carolyn.sachs@wels.net.

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 continued training and support; however, trained leaders are still available.

Road to Emmaus

This DVD film is available for purchase through Northwestern Publishing House, www.nph.net. You can also download a free Bible study and discussion guide. During the special pre-Easter bulk-purchase offer, more than one hundred churches purchased more than 85,000 copies in 2010 and 36,000 copies in 2011.

School of Adult Bible Study

Pastors Tom Kock and Randy Hunter have written the first part of this two-part training course for Bible study leaders. During fall 2010 and winter 2011 the commission field-tested the first part: a four-hour, three-session course for pastors. The Conference of Presidents has endorsed the course, and district presidents are currently working with conference chairmen to schedule this event for conferences in 2011 and 2012. Some districts have asked commission

members to be the teachers. Others have asked that the commission train district men to teach the course to the conferences in their districts. The commission is happy to accommodate either approach. It is beginning now to develop the second part of this two-part training course for Bible study leaders (see “A look ahead,” below).

Women’s ministry

The National WELS Women’s Leadership Conference was held July 16–18, 2010, at Wisconsin Lutheran Seminary with more than 100 women attending. The Women’s Ministry Committee has gathered Bible studies written by women for women, formed a review committee for those studies, and posted them online. They also have been arranging a network of contact women in each district to understand the local needs for women’s ministry and to provide a two-way communication for more widely sharing Christ-centered materials, models, and ideas for congregational use. For more information, visit www.wels.net/women.

A look ahead

School of Adult Bible Study

The commission plans to focus much of its energy on delivering the first part of the School of Adult Bible Study to the conferences in 2011 and 2012. Pastors Tom Kock and Randy Hunter have begun developing the second part. It will be a seven-session, ten-hour course to offer continuing education for pastors, teachers, and lay leaders who lead Bible studies. The commission is working together with Wisconsin Lutheran Seminary and Martin Luther College education departments to provide the best available practices for teaching adult Bible studies. The hope is to have this second part available by summer 2012.

WELS stewardship for 2011 and 2012—“Christ’s Love, Our Calling”

Pastors Dave Kolander, Aaron Christie, Joel Heckendorf, and Ray Schumacher completed year two resources that will be available online in May 2011. A group of Minnesota pastors—Pastors Brian Kom, Charles Degner, Eric Schroeder, Henry Koch, and Don Meyer—has begun work on the next resources. Year three will be launched in May 2012.

Women’s Ministry Committee

The Women’s Ministry Committee and its sub-committees continue to gather and post Bible studies, women’s ministry resources, and ideas. Online studies and helps will increase. The committee will also continue to build the network of contact women in districts to help local congregations with their women’s ministry needs. The committee is beginning to plan the next National WELS Women’s Leadership Conference to be held in 2013.

Marriage enrichment

The Commission on Adult Discipleship remains committed to helping congregation leaders help married couples apply the means of grace to their marriage. Extremely favorable responses indicate the need and appreciation for this ministry. Pastor Randy Hunter, who has led these events for the past decade, continues to prepare WELS Marriage Enrichment Weekends. He leads these weekends only for regions where more than one pastor agrees to be trained to lead future events. In this way the commission is training district leaders and will provide future resources to them.

Small group ministry

The commission will seek out leaders in the area of small group Bible study in order to 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 help them develop a network of WELS churches who will be available to teach others about small group ministry.

Road to Emmaus sequels

Pastors Dave Kehl (Commission on Adult Discipleship), John Braun (Northwestern Publishing House), Paul Hartman (Multi-Language Publications), and Mike Hintz (Commission on Evangelism) are developing the concept for two sequels to *Road to Emmaus*. The first sequel will follow the events from Easter through Pentecost to address the confusing notions about the kingdom of God. The final movie will concentrate on the Church’s purpose, energy, and hope understood in the messages from Pentecost to Revelation. As with the first DVD, Boettcher-Trinklein (BT Media) will produce the project.

Rev. Randy Hunter, reporter

Rev. Randy Hunter, chairman

Rev. Tom Kock

Rev. Phil Spaude

Advisory:

Prof. Kenneth Cherney Jr., Wisconsin Lutheran Seminary
Rev. Dave Kehl, former administrator
Rev. Robert Koester, Northwestern Publishing House
Ms. Carolyn Sachs, administrative assistant
Rev. Raymond Schumacher, Northwestern Publishing House
Rev. Ross Stelljes, Martin Luther College

Commission for Congregational Counseling

Floor Committee #12

Our calling

The Commission for Congregational Counseling exists to assist 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.

Our current situation

A new commission to help churches fulfill their calling

In early 2010, a task force was appointed to recommend how congregational needs would be met when the Parish Assistance program ended in June 2010. The committee brought its recommendations to the Conference of Presidents in April 2010, which included the formulation of a new commission that would provide short-term assessment and advice to congregations seeking to identify ways to improve their ministry. The Conference of Presidents, following the recommendations of this committee, formed the Commission for Congregational Counseling (CCC) and appointed Rev. Jonathan Hein as chairman.

The commission's goals

The task force set out the following goals. To meet these, it recommended calling a full-time director for the commission. His responsibilities would include:

- Developing various programs that are able to serve a variety of congregations and ministry situations.
- Developing written materials designed to lead congregations through a process of self-analysis and long-range planning.
- Identifying and training consultants and advisors who will carry out CCC programs in congregations.
- Communicating with congregational leaders to monitor progress and assist them to identify and overcome challenges.
- Partnering with the presidents of the districts and the district circuit pastors to identify congregations seeking counseling and to monitor the congregation's progress in carrying out its ministry plans.
- Encouraging and coordinating the services of the other commissions of the Congregation and Ministry Support Group when their input would be valuable to congregations in carrying out assessment and planning.

Funding has not been available for a full-time director. Therefore, for the past year the CCC members have been working towards meeting those goals.

A look ahead

E12 outreach model

The first program the CCC will launch will be a synodwide outreach campaign for Easter 2012. It will provide materials for every aspect of that day: worship, outreach, fellowship, and follow up. It will include an action plan, laying out congregational tasks beginning three months before Easter and concluding three weeks after Easter. Most materials will be provided at no cost. (Some outreach material may include some modest costs.) The goal of the E12 program is not only to aid Easter outreach efforts but also to provide for congregations a model of how to plan an aggressive and cohesive outreach effort.

Consultation work begins

The CCC continues to assimilate and develop resources for helping congregations with the processes of self-analysis,

planning, community assessment, leadership training, etc. The commission is currently identifying potential consultants who will use these resources in congregational counseling. Those consultants will begin work this fall.

Requests for CCC assistance have already been made and scheduled. For additional information about the CCC or to request assistance, please contact Pastor Jonathan Hein, 843-873-5522 or pastorhein@gmail.com.

Rev. Jonathan Hein, reporter

Rev. Jonathan Hein, chairman

Rev. James Huebner

Rev. Adam Mueller

Rev. David Scharf

Prof. James Tiefel

Rev. Doug Tomhave

Translation Evaluation Committee Floor Committee #19

An important decision is looming for WELS, since a major revision of the New International Version (NIV) is being published that will replace the NIV as we know it. WELS congregations and individuals who use the NIV will have to decide in the next year or two if they want to continue with the revised NIV or look for a different English Bible translation.

The revision has been referred to as the NIV 2011 in some preliminary publications, because the first copies are expected in March 2011. The year 2011 has significance for Bible translators because it is the 400th anniversary of the King James Version of 1611. The proper name of the revision, however, will simply be the “NIV” since it will replace the existing translation. Bible Gateway, the Internet mecca of Bible translations, is referring to the revised text as NIV @ 2010 since it was finished and first distributed in 2010.

It is not surprising that a revision of the NIV has appeared. The Committee on Bible Translation (CBT) that prepared the NIV in the 1970s has been meeting annually ever since to consider possible improvements. The original NIV charter made provision for periodic updates so that the NIV would not become obsolete as the English language changes. The NIV text as we know it has been frozen since 1984, when the NIV that was first published in 1978 underwent a modest revision. NIV overseers say that it is time for an update, since it has been more than 25 years.

The CBT has also prepared previous revisions. The CBT published a revision of the NIV in England in 1997 called the New International Version Inclusive (NIVI). In 2005 they published Today’s New International Version (TNIV) in the United States. In both of these cases, however, the NIV text of 1984 continued to be published alongside the revision. The difference now is that the NIV 2011 will become the NIV and will replace the NIV of 1984. The organization that oversees the NIV, formerly the International Bible Society but presently called Biblica, is adamant that the existing NIV will not be published by anyone after 2011.

Although it complicates the lives of those who read and teach the Bible, it seems to be the new norm that English Bible translations will be revised periodically. Many other major translations have undergone recent revisions.

Translation	Original publication	Revision
New American Standard Bible (NASB)	1971	1995
New Living Translation (NLT)	1996	2007
English Standard Version (ESV)	2002	2007
Holman Christian Standard Bible (HCSB)	2003	2009

And lest we complain too vehemently, we should remember that Luther himself kept tinkering with his German translation until the day he died. To a certain extent, the work of Bible translation is never finished.

To learn about the nature of the changes in the NIV 2011, one should read the “Notes from the Committee on Bible Translation” available at www.Biblica.com and www.BibleGateway.com. In this 11-page document, the translators

state that the reasons for the changes fall into three basic categories: 1) changes in English, 2) progress in scholarship, and 3) concern for clarity. Depending on how one calculates, about five to eight percent of the words of the NIV are changed. There are changes in about 39 percent of the verses of the NIV.

Under the microscope particularly will be the new NIV's use of inclusive language. When the NIVI and the TNIV were published, there was considerable criticism that their use of gender neutral language went too far. In response, the CBT reconsidered all of the 3,600 gender changes that were included in the TNIV. They altered some 1,100 of them in the NIV 2011. It remains to be seen if this toning down of gender neutral language will meet with widespread approval.

To its credit, the CBT conducted a major study of gender language in English using a 4.4 billion word database called the Collins Bank of English, so that their decisions could be based on actual usage and not on subjective opinions. They discovered, for example, that "the gender-neutral pronoun 'they' ('them'/'their') is by far the most common way that English-language speakers and writers today refer back to singular antecedents such as 'whoever,' 'anyone,' 'somebody,' 'a person,' 'no one,' and the like." In other words, it is considered normal to say, "Whoever wants to be my disciple must deny themselves and take up their cross and follow me" (Matthew 16:24 TNIV).

Another area of special concern will be the new NIV's treatment of biblical prophecy. At issue here will be the question: Does the translation of the Old Testament clearly point to Jesus as the promised Messiah?

The Translation Evaluation Committee began working in August 2010 to help WELS as it studies the NIV 2011 and makes a decision about what Bible translation should be used in WELS publications. Chairman of the committee is Paul Wendland, president of Wisconsin Lutheran Seminary. Other committee members are Pastor John Braun (Northwestern Publishing House), Prof. Kenneth Cherney (Wisconsin Lutheran Seminary), Prof. Thomas Nass (Martin Luther College), and Pastor Joel Petermann (Conference of Presidents). They have been scrutinizing the text of the NIV 2011 ever since it was published online on Nov. 1, 2010. They welcome input from all WELS members on this issue.

The committee's preliminary opinion is that the new revision may be a possibility for WELS, but committee members would like the input of more WELS theologians. The committee is coordinating a review of all the changes in the NIV 2011, involving faculty members of Wisconsin Lutheran Seminary and Martin Luther College, Northwestern Publishing House editors, and Conference of Presidents members, beginning in January 2011. A more detailed report of the results of this reviewing will be shared with the synod in convention. The committee will also provide opportunities for study and input from the wider WELS ministerium as the year progresses. It seems apparent that there are many improvements in the NIV 2011, including Acts 3:21, which had long been criticized by Lutherans in the existing NIV. Lutherans will also applaud the NIV 2011's even clearer translation of Romans 3:23-26, so crucial for the understanding of justification. But admittedly there are some passages that have been weakened, and the question is whether any of these latter passages demand that the translation be rejected.

WELS, of course, does not mandate a Bible translation. Congregations and individuals are free to use whatever version they want. The only decision the synod needs to make is what translation will be used in its publications. Northwestern Publishing House has been granted permission to use the existing NIV in new publications through the year 2013, but no longer after that. As the WELS convention in 1979 authorized the use of the NIV in the publications of WELS, so a future convention will have to make a similar decision again.

To read further about the work of the committee or about the task of biblical translation in general, go to the convention Web site, www.wels.net/convention, to find articles published by members of the committee as well as the latest information on the committee's progress.

Without doubt, a change in our commonly used Bible translation is bound to cause some anxiety and agitation. Rather than cursing the multiplicity of choices in the modern English-speaking world and demonizing the translations we don't prefer, however, we should be thankful that God has provided his Word to us in such abundance. We should work together in carefully evaluating our choices and pray that God guides us to a wise decision in this important matter.

Prof. Thomas P. Nass, reporter

Pres. Paul O. Wendland, chairman

Rev. John A. Braun

Prof. Kenneth A. Cherney Jr.

Prof. Thomas P. Nass

Rev. Joel V. Petermann

Continuing Education for Called Workers Committee

Floor Committee #20

Interest in and pursuit of continuing education for called workers has been in the works in WELS for more than 20 years. We recognize with thanksgiving to our gracious God the blessings of all the past efforts in our midst that encouraged continuing education. In fall 2007, the Conference of Presidents (COP) proposed a renewed effort in this important area of synodical ministry. Following a “Think Tank” report in August 2008, the Ad Hoc Commission’s recommendation to the 2009 convention, and funding for the seminary’s continuing education chair through a grant, in February 2010, the COP appointed a new committee for Continuing Education for Called Workers. It is envisioned that Wisconsin Lutheran Seminary (WLS) will develop programs for pastors and that a partnership of Martin Luther College (MLC) and the Commission on Lutheran Schools will develop programs for teachers and staff ministers. All plans and programs will be designed to revolve around gospel motivation and incorporate God’s First Article gifts, the varied ways in which adults (called workers) learn, and the support and encouragement we enjoy as members of the body of Christ. Congregational support, both spiritually and financially, will be critically important for the plans of the Continuing Education for Called Workers Committee to unfold in the years to come.

Guiding principles for continuing education for called workers in WELS

Continuing education in WELS is motivated by the gospel. This means:

- We thank God for what his gospel has already accomplished in moving called workers toward excellence in ministry.
- We remember it is the gospel that empowers and renews public ministers to face the ongoing challenges of ministering with joy and hope.
- We recognize God’s law in all its uses (curb, mirror, guide) also has a role to play in assisting called workers to remain faithful in the use of their gifts.
- We know the most critical part of continuing education is for called workers to “grow in the grace and knowledge of our Lord Jesus Christ” (2 Peter 3:18).
- We offer encouragement and resources to help called workers grow in personal and professional study of the Word that remembers to apply law and gospel first to their own hearts.
- We trust the gospel to nurture faithfulness in called workers so they embrace excellence in every aspect of ministry.

Continuing education in WELS honors all God’s gifts, including his First Article gifts. This means:

- We support a culture of excellence in ministry by discovering and designing continuing education resources that assist called workers to grow in knowledge and skill in every aspect of ministry.
- We encourage called workers to stay current in useful advances in every field of knowledge so that they can make the most of every ministry opportunity.
- We assist called workers to grow in practicing discernment of philosophies and approaches to ministry that may undermine God’s truth.

Continuing education in WELS values the many ways individual called workers learn throughout their lives. This means:

- We help more called workers recognize that continuing education includes growth opportunities that happen naturally every day.
- We help more called workers become life-long, self-directed learners.
- We recognize the importance of standards that guide and or measure professional growth as well as the importance of providing flexible methods and resources to meet those standards.
- We value informal study, both individual and group, as a legitimate avenue by which spiritual and professional growth may be fostered.
- We value excellent formal courses of study and degree programs that model wise learning strategies that meet real ministry needs.

- We help called workers identify where they have already been growing as well as helping them gain deeper insight into the ways they learn best.
- We help called workers be purposeful and planned in their growth, while trusting that God can always improve on our plans.
- We help called workers craft personal learning plans that are realistic, challenging, and informed by ministry needs.
- We recognize the primary goal of continuing education plans for called workers is spiritual and professional growth that impacts ministry.
- We recognize the importance of systems of support and accountability to provide regular encouragement for called workers in reaching the goals of their continuing education plans.

Continuing education in WELS delights in the beauty of the body of Christ. This means:

- We remember in all continuing education efforts that Christ designed us for interdependent service to one another.
- We help called workers grow in valuing how they can learn with and from their brothers and sisters in public ministry.
- We help called workers grow in valuing how they can learn with and from the lay leaders in their congregations.
- We help called workers value the encouragement and accountability others in the body of Christ can provide to assist them in their continuing education plans.
- We help congregations grow in recognizing the importance of spiritual and professional growth on the part of their called workers.
- We help congregations grow in recognizing that they are investing in gospel ministry when they provide their workers with time and financial assistance to pursue such growth.
- We recognize that a comprehensive and coordinated system of continuing education is a concern of every area of the synod and deserves the same careful attention as our pre-ministerial training.
- We acknowledge that special responsibilities to plan and coordinate continuing education belong to MLC, WLS, and the Congregation and Ministry Support Group (CMSG).
- We recognize the value of the Continuing Education for Called Workers Committee as it seeks to foster coordinated continuing education efforts.
- We recognize that ultimate responsibility for the continuing education program rests with the COP as they oversee and support this effort.

“Pastor side” of continuing education for called workers

In summer 2010, Wisconsin Lutheran Seminary established “Grow in Grace: the Institute for Continuing Education at Wisconsin Lutheran Seminary.” In response to the 2009 synodical resolution and in keeping with the dual role the synod has long entrusted to WLS, Grow in Grace was established to signal the seminary’s renewed commitment to provide resources and opportunities that enable it to partner with called workers—especially pastors—in the lifelong challenge of spiritual and professional growth. Because of two generous grants, the work of Grow in Grace was able to move ahead without a single dollar from the seminary or synodical budget.

Through the work of Grow in Grace the seminary has launched the beginning of what is envisioned to develop under God’s blessing into a five-pronged approach to support the spiritual and professional growth of called workers. This approach will continue to be developed and refined by seeking input from called workers and lay leaders throughout the synod. In particular, a think tank of called and lay leaders will be gathered annually at the seminary in Mequon, Wis. (beginning in September 2011) to help strengthen and improve the work of Grow in Grace. Through the synod’s Continuing Education for Called Workers Committee, Grow in Grace also seeks to partner with other continuing education providers in the synod, in particular Martin Luther College and the Congregation and Ministry Support Group.

The work of Grow in Grace is focused on “holding up the prophet’s hands” to encourage and strengthen called workers in the often challenging work of proclaiming the gospel. The five areas of emphasis in the work of Grow in Grace are:

1. Develop online resources for individual and group study.

- a. A Grow in Grace Web site, www.wlsce.net, was launched in September 2010 to expand the amount of digitally delivered growth ideas and tools that can be used by individual called workers and groups of called workers.
- b. A companion Web site was also launched called “Proclaim Grace!”, www.preaching.wlsce.net. This site is coordinated with a two-year emphasis on growth in preaching found in the bi-monthly newsletter *Preach the Word*. This site features sermons, articles, interviews, and book reviews that can take individual pastors and groups of pastors into issues that impact preaching far beyond what can be shared in a brief, four-page newsletter.

- c. All of this is in addition to the many digital resources that the seminary library has been offering for several years already.
- d. Steps are being taken with Northwestern Publishing House to develop an online version of *Wisconsin Lutheran Quarterly* with the hope of making that theological journal more readily accessible to more called workers.

2. Offer courses and presentations on- and off-campus and online.

- a. As they have for many years, seminary faculty—and adjunct faculty—continued to offer briefer presentations/ workshops and longer for-credit courses both on and off campus. Each year hundreds of called workers benefit from these offerings.
- b. As of the summer of 2010, online courses have been added to what is being offered. As of the 2011–12 school year, the plan is to offer multiple online courses throughout the year (fall, spring, and summer semesters).
- c. In order to encourage more congregations to invest in the continued spiritual and professional growth of their called workers, the seminary launched a one-year pilot project (September 2010–August 2011) that provides matching gift scholarships. These scholarships match dollar for dollar everything a calling body contributes to the tuition cost for any on-campus, satellite, or online for-credit course. Efforts are continuing to obtain funding that would allow this program to continue to bear fruit beyond the summer of 2011.

3. Strengthen continuing education in and through conferences (circuit pastors as key continuing education encouragers).

- a. As of January 2011, each month a pastoral circuit is featured on the Grow in Grace Web site to share spiritual and professional growth ideas with other circuits in the synod. The goal is to offer circuit pastors a rich array of workable options to foster stronger programs of spiritual and professional growth in their circuits.
- b. Beginning in the summer of 2011, circuit pastors will receive a packet of materials that can be used to help all pastors in their circuit develop a spiritual and professional growth plan. Pastors would work with their circuit pastor and a ministry peer to encourage one another in putting that plan into action. The long-term goal is to make this an annual event in every circuit.
- c. Long-term plans also call for partnering with district and conference leaders and agenda committees to assist them in strengthening their planned study agendas so as to do even more to further spiritual and professional growth in their midst.

4. Mentor new pastors.

- a. Already in May 2010 a pilot project began that supplied an experienced pastoral mentor to three seminary graduates. The goal is to improve and strengthen this program until sufficient trained mentors are available to offer an experienced pastoral mentor to every seminary graduate.
- b. The mentor program would last for the first two to three years of ministry and conclude with a retreat in which all mentors (and spouses) would gather with those they have mentored (and their spouses) to celebrate the growth that has occurred and to plan how to continue that growth in the years ahead.

5. Sponsor retreats (Parish Ministry Enhancement 3, 10, and 25 years post graduation) and sabbaticals.

- a. As mentioned above, the seminary would sponsor a three-day retreat for pastors and wives that marks the end of the mentoring program and offers encouragement to continue the spiritual and professional growth of those first years of ministry. Some of the best of what was once called PME-1 (Parish Ministry Enhancement, also known as “Total Recall”) would be incorporated into this retreat.
- b. Together with WLS Alumni, plans have begun to sponsor a three-day retreat for pastors and their wives who are marking 10 years of ministry. This retreat would be modeled after what had been called PME-15, which was very well received during its short run in the 1990s. The first retreat is scheduled for April 2012.
- c. The seminary would sponsor a retreat for pastors and wives as they mark 25 years of gospel ministry. The main encouragement of this retreat would be to encourage pastors to finish well as they contemplate the closing decades of their pastoral ministry.
- d. Because some space is currently available in the seminary dormitory even during the school year, the seminary is making dormitory space available to pastors who would be interested in using the campus as a place for a brief sabbatical for ministry planning. Pastors could make use of the resources of the seminary library, attend chapel, audit classes, as well as simply enjoy the beauty of the seminary campus.

While much of the work of Grow in Grace is simply renewing, strengthening, and expanding continuing education efforts that have long been an accepted part of the seminary’s work, what are new efforts are the mentoring of WLS graduates and partnering with pastoral circuits to assist all pastors in developing spiritual and professional growth

plans. Since these two efforts are only in their infancy and there is much to learn about what may work best, the Continuing Education for Called Workers Committee is not yet ready to bring an informed and detailed proposal to this synod convention. However, as the next two years allow for growth and refining of these plans, the committee hopes to present to the 2013 synod convention a strong field-tested proposal from what is learned.

“Teacher side” of continuing education for called workers

Those prayerfully considering continuing education for called WELS teachers are thankful to God that many encouragements to continuing education for teachers are already in place. The Commission on Luther Schools (CLS) has planned and begun implementing programs supporting continuing education for new teachers, veteran teachers, and school leaders. The members of the Continuing Education for Called Workers Committee who addressed continuing education for teachers felt that the time was right to formalize these many activities.

The following report is intended to serve as detailed rationale for a proposal that will be presented for consideration at the 2011 synod convention.

1. God demonstrates his faithful love for all mankind and for his church through the establishment of the public ministry.

God would have all men to be saved and to come to a knowledge of the truth. And God desires that those whom he has graciously called to faith should grow in the grace and knowledge of their Lord and Savior Jesus Christ. While God has called and equipped every one of his royal priests to partner in both these endeavors, he has instituted the public ministry whereby leaders are provided. The Lord does not do this because we have earned or deserved such service and leadership, but purely because of his faithful love.

As called public ministers, WELS teachers humbly serve in positions that are worthy of double honor.

WELS teachers have been brought into the holy Christian church through the saving work of the Holy Spirit, gifted for the ministry of teaching, and called by this same Holy Spirit to serve full-time in this form of ministry. They spend years in rigorous preparation in biblical, doctrinal, and secular knowledge in order to be useful to God and his church in this ministry. Though they are worthy of “double honor” (1 Timothy 5:17), they serve humbly, not seeking monetary reward (1 Peter 5:2) nor men’s praise.

The scope of a called teacher’s call is dual in nature—spiritual and professional (education).

A called teacher serves the students and the church through gospel ministry and Christ-centered instruction and guidance in God’s Word, but the Lutheran school is not only a vehicle for spiritual instruction. Like its public counterparts, the Lutheran school also begins to prepare students with the knowledge and skill they will need for the many different callings God may give them as citizens of this temporal world.

2. Those who serve in the public ministry must prove faithful.

Public servants of the Word are in positions of responsibility, not only for themselves but also for those whom they have been called to serve. The Bible is clear, “Now it is required that those who have been given a trust must prove faithful” (1 Corinthians 4:2).

3. Faithfulness to one’s calling includes continuous growth, both spiritually and professionally.

Those who serve the spiritual needs of others are expected by God to continue to expand and develop the necessary knowledge and skills to be and remain effective. This spiritual activity is important both for themselves personally and for the benefit of their ministry and those to whom they minister. The apostle Paul urged beginning pastor Timothy, “I remind you to fan into flame the gift of God, which is in you” (2 Timothy 1:6). Young Timothy was prepared to begin service in the public ministry, but his initial preparation was not deemed sufficient for a lifetime of ministry. Also, in the professional realm of education, teachers must not rest on the strength of what they learned in their undergraduate days. In a conference paper in the mid 1990s, Prof. Emeritus A.J. Schulz explained, “One of the engaging challenges of teaching is that subject matter changes, the technology of teaching changes, and in some ways children also change in what they need in order to learn. In a very real sense the needs that the Lutheran teacher was originally called to meet are in almost constant state of change. *The very important attribute of faithfulness* (1 Corinthians 4:2), not only to the Word but also to the service we are called to render, moves the Lutheran teacher to keep abreast of these changes. Commitment to faithfulness constantly *confronts the called teacher with the decision how best to keep expertise and judgment finely tuned*” (emphasis added).

4. Current spiritual and educational challenges in our society highlight the need for continuing spiritual and professional growth for called teachers.

The activity of Satan and his evil angels has and continues to be abundantly evident in the families and children of WELS. In our day, divorce, cohabitation, substance abuse, spiritual lethargy, poor stewardship, materialism, misplaced priorities, and the list could go on, are prevalent among many WELS members who send their children to our Lutheran elementary schools. As the devil throws us off balance with changes in his tactics, WELS teachers must keep footing that is securely planted in the Word of God through continued spiritual growth.

It is no secret that one of the most significant issues in our synod is the enrollment decline of our Lutheran elementary schools. Since its high point of more than 31,000 students in 1991, the enrollment has dropped by almost 25 percent. Recently in a single year, from the fall of 2008 to the fall of 2009, WELS schools lost more than 1,300 students. During the same time 20 teachers lost their positions.

Although there are many factors contributing to the enrollment decline that are outside a teacher's control, the crisis is real, and the need to address it is urgent. Research is compelling—teachers have the single greatest impact on the school and classroom atmosphere and classroom instruction. Re-envisioning Lutheran education for today's generation requires more than enthusiasm and dedication. It requires teachers willing to retrain and improve. It is important that our teachers avail themselves of the advances in teaching design and practice that allow them to serve a greater share of the current and future generations of families with our unique gospel-centered elementary instruction.

5. WELS called teachers have received conflicting messages regarding continuing education.

On the one hand, synod leadership has stressed that "competency" of called workers "presumes continuing professional learning in order to prevent stagnation" (Schmeling & Nelson, 2001, p. 89). On the other hand, it has been argued that continuing education is a personal matter and should be voluntary. Through policy and practice, WELS and its congregations have too often communicated that continuing education is of secondary importance. Called workers are often assigned duties outside their full-time position that require seven days per week of labor and are rarely allowed release time to compensate for those additional duties or to pursue further study. In tight budgetary times, funds for continuing education are often the first to get cut.

6. Any continuing education resolution must also include the support necessary for called teachers to accomplish it.

A clear, consistent message concerning WELS called teacher continuing education conveys the expectations and provides the supporting resources to achieve them. Scripture reminds us, "Do not muzzle the ox while it is treading out the grain" (1 Corinthians 9:9). The church can be guilty of taking advantage of the zeal and dedication of called workers, and it can be tempting to strive for ministry goals at the expense of those who serve us. If we intend for called teachers to spend more time and money in continuing education, then they must also be afforded the necessary time and money to accomplish it.

7. Research supports teacher professional development that is intensive, ongoing, collaborative, and connected to practice.

Studies have found that professional development that is sustained and intensive leads to student achievement gains. Coherent, content-focused professional development sustained over six or more months and involving 49 or more hours of instruction produced significant gains in student achievement (approximately 21 percentile points), while instruction that is limited to 14 hours or fewer with little follow up—the kind found in most workshops, conferences, and in-services—has no effect on student achievement (Yoon, Duncan, Lee, Scarloss, & Shapley, 2007).

8. The accepted norms for continuing education in the teaching profession include teaching standards, mentoring/induction, programs of supervision, professional development plans, and maintaining licensure.

Research suggests that effective programs of teacher professional development include teacher standards, new teacher induction, and regular teacher evaluation that results in a professional development plan. Beginning teachers are novices to the profession who have been prepared for entry into it. A program of new teacher induction overseen by a veteran teacher/mentor establishes professional habits in the beginning teacher that ensure initial as well as ongoing success. Upon completion of the induction process, ongoing peer evaluation and collaboration enable

teachers to reflect upon their practice according to teaching standards. These activities facilitate the creation of a professional development plan that meets the needs of the teacher and the ministry goals of the school and calling body. Following a professional development plan guides meaningful teacher growth and continued evaluation.

9. WELS teachers and schools will be blessed through a program of professional development that includes teaching standards, mentoring novice teachers, supervision programs, ministry development plans, and maintaining certification.

A WELS program of continuing education for its teachers would do well to make use of the expertise of valid and reliable research. Therefore a program of continuing education for called workers should encourage teachers to collaborate with peers, to meet standards of effective teaching, and to engage in learning that is intensive and ongoing and that emphasizes practical application to teaching. To accomplish this, however, requires that WELS create and monitor clear standards for such development, set expectations that are appropriate for novice and veteran teachers, provide professional development opportunities to assist schools and teachers in reaching their goals, and ensure that the resources of time and money are regularly and adequately provided for faculties to carry it out.

The Commission on Lutheran Schools (CLS) has already begun tackling many of these tasks through its Strengthening Educators for Ministry (STEM) initiative. Through STEM, CLS has developed WELS teaching standards that mirror those of INTASC and also begun a program of new teacher induction in southeastern Wisconsin with the hope of replicating it in other areas. Additionally, the STEM committee is developing procedures and instruments that will assist principals and veteran teachers in evaluating their ministries and creating plans to improve them.

10. Ministry development plans

An important component of a WELS program of teacher continuing education is a Ministry Development Plan (MDP). The MDP is a tool that teachers can use to reflect on their spiritual and professional gifts, the duties with which they have been entrusted, and the needs of their calling body and the church at large. A teacher creates an MDP in consultation with peers and formally reports on its content and progress to the school administration, congregation, and the Commission on Lutheran Schools. While we recognize that it is the Lord who determines one's steps (Proverbs 16:9), an MDP enables planned and focused growth.

A Ministry Development Plan includes goals for both spiritual and professional growth. A well-rounded Ministry Development Plan will include spiritual growth through personal and group Bible study, regular worship, attendance at worship activities and doctrinal papers at conferences, and workshops and coursework to grow in God's Word and apply it to ministry. It will also contain plans for growth in professional aspects of teaching through independent reading and study, attendance at conferences and workshops, participation in inservices and professional learning communities, and courses and programs of study related to teaching responsibilities.

A Ministry Development Plan should include both formal and informal activities. Teachers grow informally when they read books and articles related to their responsibilities, conduct classroom research, or participate in events such as Webinars. Formal activities include attending teachers' conferences and faculty training, leading workshops and sectionals, writing articles and papers, and completing coursework. Research shows that professional development that is job-embedded, sustained, intensive, collaborative, and connected to practice leads to increased student achievement (Darling-Hammond et al., 2009; Yoon et al., 2007). A complete Ministry Development Plan will include all types of the above activities, but especially those that research has linked to student growth.

11. Synod certification

Synod certification is the means by which district presidents and congregations ensure that called teachers meet the qualification for ministry as outlined in Scripture, which includes the ability to teach (1 Timothy 3, 2 Timothy 2, Titus 1). The Continuing Education for Called Workers Committee proposes a dual-tiered system of synodical teacher certification. New teachers shall be granted initial certification. When they have completed the program of new teacher induction, they will receive their continuing certification. Continuing certification is given to those who have successfully completed the new teacher induction. An ongoing status of continuing synod certification expects a teacher will continue to create, implement, and update an approved Ministry Development Plan at regularly specified intervals. Motivated out of love for Christ, teachers will want to maintain their certification as a measure of faithfulness to their calling. A teacher's certification status will be determined by the CLS and will be reported on the teacher information forms that are supplied to calling bodies.

12. Necessary support

The Commission on Lutheran Schools has already begun to develop the necessary procedures and instruments that carry out the details in this report. We recommend that policy be considered at the convention level and that the details of implementation be done in a smaller setting and at the local level. Instruments to help guide teachers and schools through the process and a format for the Ministry Development Plans will need to be established. The process will need to be created with input from various constituencies, and the instruments will need to be developed and field tested before they can be used. A system for reporting and managing the MDPs will also have to be developed. Looking to the future, synodical resources will be necessary to support a system of continuing education for WELS teachers.

Martin Luther College and Wisconsin Lutheran Seminary will need to use existing programs of continuing education and develop additional ones to provide resources for WELS teachers and schools that will facilitate ongoing, collaborative, and job-embedded professional development. Without an accompanying infrastructure of continuing education resources that are readily available and affordable, our teachers and schools will struggle to achieve the type of continuing education for called workers envisioned by the 2009 synod convention.

Prof. David Bauer; Prof. Richard Gurgel; Rev. James Huebner; 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

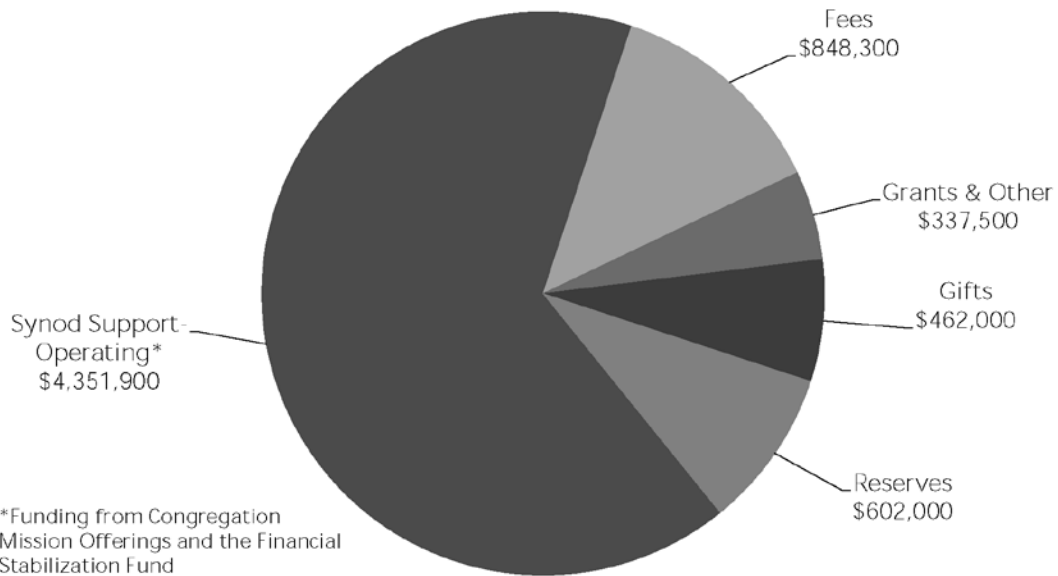
Rev. Peter Kruschel, mission counselor

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

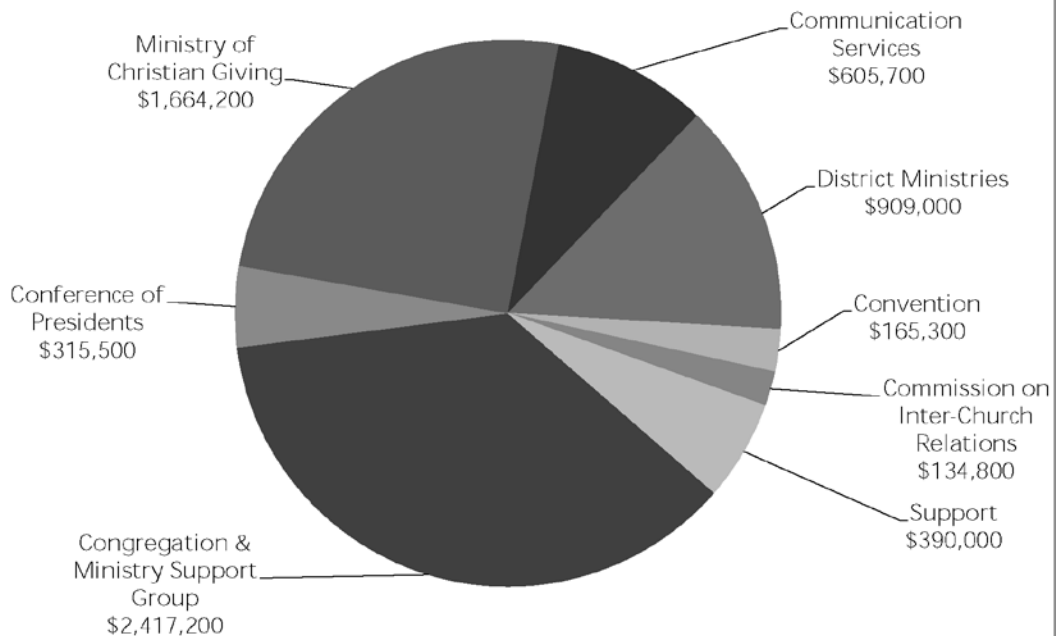
Rev. Paul Prange, administrator of WELS Board for Ministerial Education

Teacher Greg Schmill, director of WELS Commission on Lutheran Schools

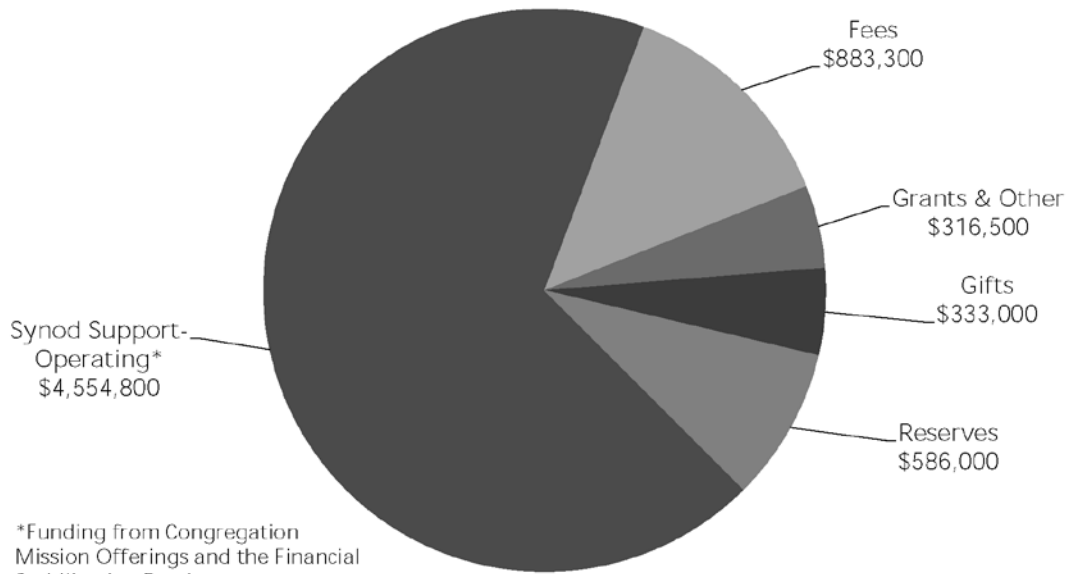
FY 2011-12 Support
 Congregation & District Ministry
 \$6,601,700



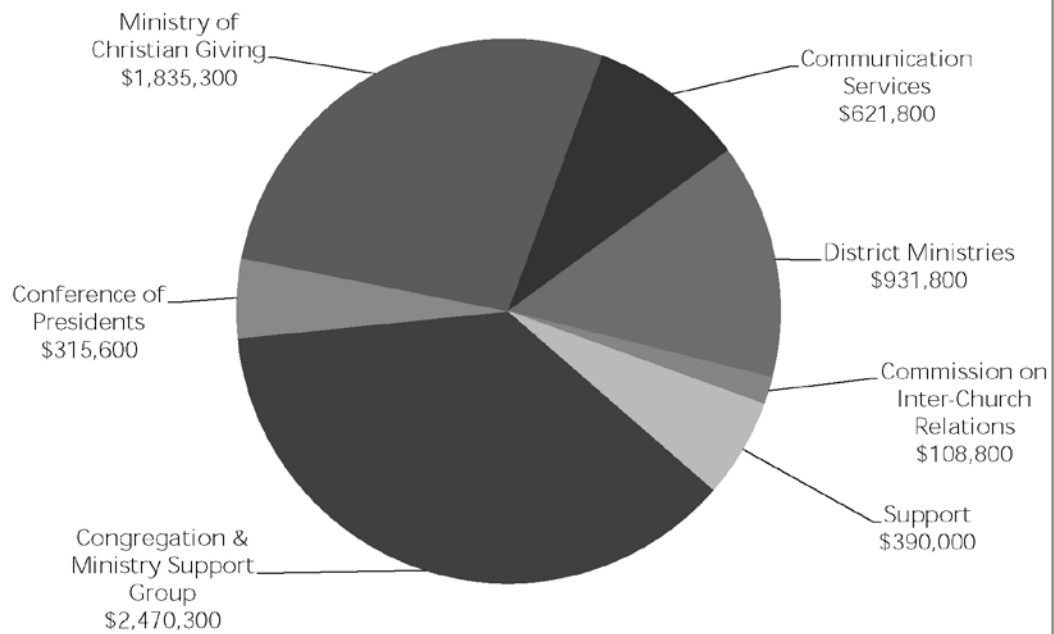
FY 2011-12 Expenses
 Congregation & District Ministry
 \$6,601,700



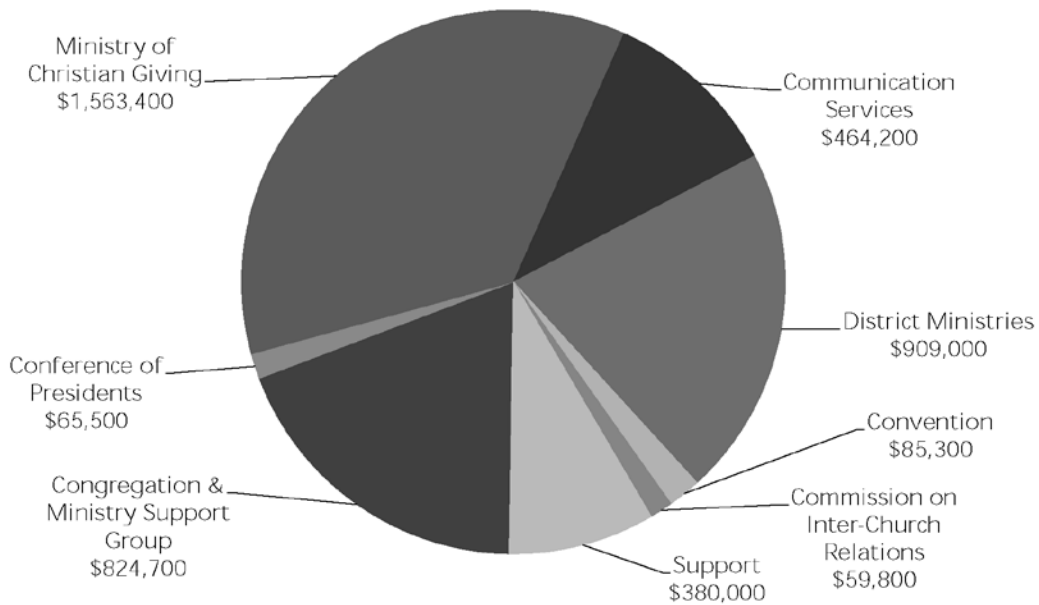
FY 2012-13 Support
 Congregation & District Ministry
 \$6,673,600



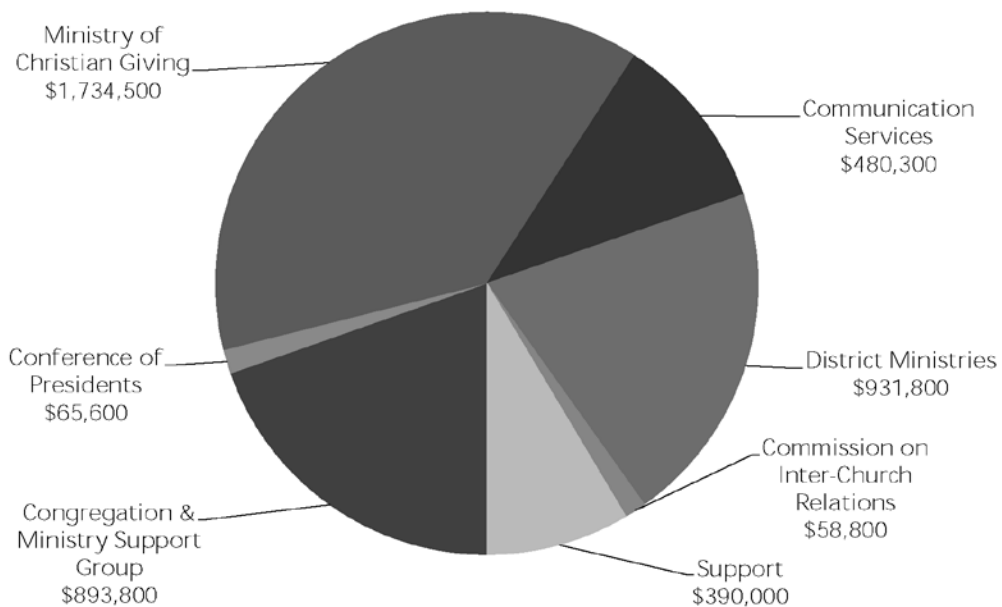
FY 2012-13 Expenses
 Congregation & District Ministry
 \$6,673,600



FY 2011–12 Synod Operating Support Allocation
 Congregation & District Ministry
 \$4,351,900



FY 2012–13 Synod Operating Support Allocation
 Congregation & District Ministry
 \$4,554,800



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

Facilities

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

Synod Archives

WELS Historical Institute (see p. 142)

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

Synodical Council

Floor Committee #2

The Synodical Council (SC) is composed of the following 21 members: one lay member elected by each of the 12 districts of the synod, three district presidents elected by the Conference of Presidents, and six at-large members elected by the synod in convention (two pastors, one teacher, and the chairmen of the boards for World Missions, Home Missions, and Ministerial Education). The synod president serves as chairman and votes only in the case of a tie. Advisory members include the synod vice presidents, the administrators of the three areas of ministry, the coordinator of the Congregation and Ministry Support Group, the chief financial officer, the chief technology officer, the director of the Ministry of Christian Giving, and the director of Communication Services. In order to address the wide range of issues for which it is responsible, the SC is organized into three committees: Administration, Finance, and Ministry. The chairmen of the three committees, along with the synod president, serve as the Executive Committee of the SC.

According to the synod's constitution and bylaws, the SC has the following responsibilities:

- It shall be responsible for all activities of the synod in pursuit of its mission, other than those specifically conferred on the Conference of Presidents.
- It has the authority to act on behalf of the synod between conventions in keeping with the directives and resolutions of the convention.
- It is responsible for overseeing and evaluating all programs of ministry carried out by the synod and coordinating the execution of all decisions made by the synod in convention.
- It prepares and submits for approval a ministry plan (along with a budget) to the synod. The budget for the ministry plan is required to be balanced, based on the Support Forecast adopted by the SC. The budget is to reflect fiscal integrity, sound planning, and faithful stewardship.
- It is responsible for the management of all synodical property, funds, and investments.
- It oversees and implements a process of long-range planning approved by the convention and carried out by the areas of ministry and other departments of the synod.

The SC holds regularly scheduled meetings three times per year as it works to carry out its broad responsibilities. At least once each year, the SC meets with the Conference of Presidents. Special face-to-face meetings and teleconferences are held if necessary.

Long-range plan

Resolution 20-02 of the 2009 synod convention (*Proceedings*, p. 61) directed the SC, with input from the areas of ministry and in coordination with the Conference of Presidents, to develop and present a long-range strategic plan to the 2011 convention. This plan began to be developed in fall 2009 and spring 2010, with a progress report shared with the districts in summer 2010, and is now being presented to the 2011 synod convention for adoption.

A task force was formed, under the chairmanship of First Vice President James Huebner, to develop the long-range plan. From the beginning, it was decided that the plan would be designed not as a lengthy and detailed compilation of strategies, but rather as a broad outline of the direction that the synod and its ministries would take. It was intended to describe where the synod, under God, hoped to be in the year 2017. Once the broad "road map" is adopted, the expectation is that those entrusted with carrying out the plan will develop specific strategies and programs to carry out the work described in the long-range plan.

The task force sought and received significant input from the SC, the Conference of Presidents, the areas of ministry, and other synodical departments and entities. After the draft proposal was presented to the districts, changes and adjustments were made during the fall of 2010 and winter of 2011 in response to the feedback received. The final proposed long-range plan was adopted by the SC in February 2011 and is being presented for adoption by the 2011 convention. Under the theme "In Christ Alone," the plan is printed on pp. 59-63 and is being recommended by the SC, with the full support of the Conference of Presidents, for adoption.

Joint meetings with the Conference of Presidents

Resolution 24-04 of the 2009 convention (*Proceedings*, p. 72) called for the SC and the COP to meet together at least once a year to foster greater communication and coordination between the synod's two leadership groups. The two groups met together immediately after the 2009 convention and again in April 2010. These meetings will continue in the future. In convention years, the meeting will take place immediately before or after the convention; in non-convention years, the meeting will take place in the fall of the year at the synod administration building.

The closer working relationship between the SC and the COP is already bearing fruit. Both groups are united in their support of major issues such as the proposed budget and the proposed long-range plan. The meetings have also served to give each group a better understanding of and greater support for the work of the other.

Ministry plan (budget) development process

A new process for developing the synod ministry program was begun in the 2009–2011 biennium and was improved and refined for 2011–2013. Some of the features of that process are:

- The support forecast is a comprehensive estimate of the financial resources that will be available to carry out the synod's mission and ministry. The forecast considers past trends, current information such as Congregation Mission Offering (CMO) subscription performance and the balance in the Financial Stabilization Fund, and future estimates based on past trends and CMO commitments. The support forecast was initially prepared in the fall of 2010 and served as the basis for initial program and budget planning.

- The SC, on the basis of the support forecast, assigned initial synod support allocations for the areas of ministry in the spring of 2010.
- The areas of ministry, with those allocations in mind, outlined their ministry plans and determined the level of special funds (new gifts and reserves) that would be used to supplement the synod support that had been allocated in order to carry out those plans.
- The President's Advisory Council (PAC) served as a program and budget committee to analyze the various plans and to craft a comprehensive spending proposal that reflected the use of both operating dollars and special funds. The proposed ministry plan was presented to the SC for discussion and input in November 2010. The PAC then crafted a final proposal that was submitted to the SC in February 2011. After making a number of adjustments and changes, the SC adopted the ministry plan proposal and is recommending it to the 2011 convention for approval.
- The SC commended the areas of ministry for their work, their broad-based cooperation in carrying out the planning process, and their willingness to deploy reserves to support the ministry plan.
- Specific features and goals of the proposed ministry plan and budget are outlined in the ministry plan proposal printed on p. 79.

Implementation of convention resolutions

The SC is responsible for overseeing the implementation of convention decisions. A "Convention Compliance Listing," printed on pp. 54 and 55, summarizes the status of efforts to carry out the resolutions of the 2009 convention.

Subsidiary organizations

The SC receives regular reports from all WELS subsidiaries (Benefits Plans Office, Northwestern Publishing House, WELS Church Extension Fund, WELS Investment Funds, and the WELS Foundation). Although each of these subsidiaries is governed by an elected or appointed board, they are all under the general supervision of the SC and are ultimately responsible to it. A separate report from each of the subsidiary organizations is included in this book.

Human Resources Advisory Committee

The SC appointed a special standing committee to evaluate the human resources functions of the synod and to provide recommendations for improving and enhancing the service provided. The Human Resources Advisory Committee reports to the SC and will present a summary of its work to the convention.

Reduction in special funds

In Resolution 21-04 (*Proceedings*, p. 64) the 2009 convention directed that efforts be made to reduce the number of special funds while ensuring that gifts to any special fund be used in keeping with the ministry program adopted by the synod. Significant progress has been made in reducing the number of special funds, with some funds being eliminated by spending them down in keeping with donor intent and with others being combined or transferred to the more general divisional funds where appropriate. New special funds will be established only when the purpose of that fund is clearly consistent with or beneficial to the ministry programs adopted by the synod or by the areas of ministry.

The use of special funds to support the work of the synod has also been made much more transparent in the ministry financial planning and reporting process. In the ministry financial plan proposal to be considered by this convention, all synodical expenditures—including those supported by the use of special funds, grants, gifts, and fees—are clearly outlined and described.

Potential relocation of the synod headquarters

The synod has received an offer to purchase the current Synod Administration Building (SAB) located on Mayfair Road in Milwaukee. The offer is consistent with the appraised value of the building and with valuations established by the current market. As a result of that offer, the SC initiated the process of evaluating the synod's options, including remaining in the current location or selling the current building and replacing it with a new building in another location or by purchasing an existing building in the Milwaukee area. As the SC began the process, it reiterated the commitment to use no mission offerings for any relocation project.

The synod's Committee on Constitutional Matters has advised that the SC has the constitutional authority to make decisions regarding the synod's property. Any action taken by the SC would be followed by a report of those decisions to the next synod convention with accompanying information and rationale.

The SC recognizes that there is much to be said in favor of the current location of the synod's headquarters. The current SAB is well located and easily accessible both to the public and to those who are involved in synodical

business. The current SAB provides adequate space to house the operations of the synod. In fact, the total space in our two buildings far exceeds the synod's needs and allows for the leasing of surplus space to outside tenants. Parking space is sufficient. The neighborhood is desirable and safe.

The primary problem to be considered is the fact that little attention has been given to maintenance of the buildings for the past 20 years. If the SAB remains in its current location, the synod's property management firm has estimated that WELS will be required to make a significant investment in the current facilities. The estimates for needed maintenance (structural and mechanical, not merely cosmetic) are between \$2 million and \$2.5 million. We do not have a ready funding source to utilize for this scope of work. Such improvements would also be necessary to attract tenants to the significant space that it now unoccupied. The move to different facilities would avoid the need to invest significant dollars in a 1970s era building. It should be noted that the synod does not now have those funds, and improvements could only be made if funds were shifted from mission and ministry programs.

To determine how much space is actually needed by the synod and its subsidiaries, areas of ministry and departments were asked to complete a survey of their current and future needs. The results of the survey were shared with a space planner who determined that the synod needs approximately 30,000 square feet to meet immediate needs and provide for modest expansion in the future.

If a relocation were to occur, we would have two options. One would be to build new facilities on land already owned by the synod (such as the campus of Wisconsin Lutheran Seminary in Mequon, Wis.). New construction is estimated to cost \$125-150 per square foot (this includes furnishings but not all potential site improvements). A conservative estimate would place the cost of a new building on synod-owned land at \$3.7 to \$4.5 million.

A second option is to purchase existing office space in the Milwaukee area. (Leasing space would not be economical, since the synod would lose its tax exempt benefits.) After describing the space needs and the general location preferences, seven existing office buildings were identified as potential sites. The list was narrowed, and we are continuing the process of evaluating the various locations.

Synodical capital debt

By the time the synod meets in convention in July, the synod's capital debt, identified as \$22.4 million in 2007, will have been reduced to an estimated \$11.8 million. This significant reduction has been achieved through regular budgetary allocations and through the generous gifts received from congregations and individuals in the Year of Jubilee offering that took place in 2008-2009. The current amortization schedule calls for budgetary payments of \$1.6 million annually; this schedule will eliminate the debt completely within eight years. If the debt repayment is accelerated, the current allocations for debt retirement would be freed to support other ministry.

Other SC actions since the district conventions

- Adopted a policy governing international travel
- Received a report that the synod has received \$100,000 in reimbursement from Church Mutual as a result of the misappropriation of funds that took place in connection with the Joint Mission Council's ministry to the Hmong community. The matter has been referred to the authorities in Minnesota for investigation.
- Expressed appreciation to areas of ministry for reducing travel and meeting costs by more than the \$400,000 called for by the 2009 synod convention.
- Approved the suggested bylaw revisions for the structures of World Missions and WELS Christian Aid and Relief. Both of these recommended bylaw changes will be addressed by Floor Committee #22 (Constitutional Matters).
- Suggested continuing discussion on the matter of governance issues, particularly as they involve the relationship of the governing boards of the synodical schools with the SC and with various synodical administrative offices.
- Approved the request of Martin Luther College (MLC) to lease two acres of off-campus land to an outside group for the construction of a senior living center, provided that such a project would not interfere with the current or future early childhood needs of the college. This arrangement will be designed so that no legal or organizational ties or risks to the college or synod are involved, but it is in keeping with MLC's desire to provide its students with intergenerational contacts as they prepare for ministry.
- Supported the plans of Martin Luther College to provide improved early childhood facilities if funding becomes

available. This would be accomplished either through renovation of existing facilities or the construction of a new building on land already owned by the synod.

- Supported the placing of the position of full-time synod archivist in Tier 1 of the programs to be carried out if funding becomes available.
- Requested and received a list of full-time equivalent positions in the areas of ministry, with a comparison to previous levels of staffing.
- Authorized the sale of the last synod-owned parsonage in the Milwaukee area.

Appreciation

Several members of the SC have completed their faithful service. Lay representatives Mr. Dale Anderson and Mr. Rodger Anderson completed their terms in summer 2010. Pastor Harold Hagedorn retired as administrator for Home Missions in fall 2010. Pastor Phil Koelpin, the chairman of the Board for World Missions, completes his final term at the 2011 convention. We thank God for these faithful gifts to his church and pray for his continued blessings on them and their families.

Rev. Mark Schroeder, reporter

Rev. Mark Schroeder, president and chairman
Mr. Kurt Austad, Nebraska District
Mr. G. Harvey Dunn, South Central District
Mr. Warren Ehlke, Pacific Northwest District
Rev. Douglas Engelbrecht, Conference of Presidents
Mr. Seth Hansen, Dakota-Montana District
Mr. Philip Hempel, Michigan District
Mr. Ron Hillmann, Northern Wisconsin District
Rev. Philip Hirsch, chairman of WELS Board for Ministerial Education
Mr. Paul Holzhueter, Minnesota District
Rev. Philip Koelpin, chairman of WELS Board for World Missions
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. Jonathan Schroeder, pastor-at-large
Mr. Timothy Snyder, Southeastern Wisconsin District
Mr. John Tappe, Western Wisconsin District
Rev. Earle Treptow, pastor-at-large
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. Joel Hochmuth, 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	Compliance
1-02 and 6-01	COP, MCG	Utilize circuit pastors to encourage CMO	Ongoing	Circuit pastor meetings held in districts, now being carried out; plans to encourage congregations with little or no CMO
1-03,04	COP	Conduct study of doctrine of the call regarding terminations	2011	COP report completed and being presented to the 2011 convention
1-09	COP	Plan 2011 convention at LPS	Ongoing	Completed
1-10	COP	Encourage congregations to use Heart in Focus	Ongoing	Addressed by district presidents and continuing
4-01	SC, AoM, President, CFO	Make necessary budget adjustments, including \$400,000 in travel/meeting costs	2009, 2010	Completed; actual savings exceeded the \$400,000
4-02	COP, President	Encourage congregations to remit VEBA premium from premium holiday	2009	Completed; many congregations participated, contributing to the achievement of a balanced budget
6-02	COP, MCG	Encourage participation in Walking Together	2009, 2010	Completed and continuing
7-01	CSC	Continue communication initiatives	Ongoing	Carried out and further efforts in progress; <i>WELS Connection Close Up</i> being produced; plans to use public Web site more effectively under development
8-01	SC, CFO, President	Continue to refine budget process	2010	New budget process in place and carried out successfully; Financial Stabilization Fund working as designed; efforts to incorporate special fund use in the overall budget completed
8-02	Technology	Continue improvements to systems and services, encourage greater usage	Ongoing	Carried out and further efforts in progress
9-02	BME, BWM	Study offering Mandarin at synodical schools	2011	In progress
10-01	BHM	Work toward implementing vision of opening new missions and enhancing existing programs	2011	Pilot reorganization of BHM with regional boards initiated; proposed budget includes three new mission starts and other enhancements
12-02	President, COP, CW	Encourage use of <i>Christian Worship: Supplement</i>	Ongoing	Completed and continuing; <i>Christian Worship: Supplement</i> utilized beyond projections
13-01	CEF	Encourage investment in CEF	Ongoing	Carried out and continuing
13-02	WELS Foundation	Continue to explore improvement of outside advisory services	Ongoing	Completed
13-03	WIF	Encourage synodical entities to invest in WIF	Ongoing	Carried out and continuing
13-05	VEBA	Streamline communications and evaluate partnerships	Ongoing	Carried out and continuing

2011 WELS convention compliance listing (cont.)

Committee, resolution	Responsible group	Resolution description	Due by	Compliance
Various	CCM	Revise and publish bylaws as required by resolutions	2009	Completed
18-02	COP, HR	Revise policy for dealing with allegations of sexual impropriety	2009	Completed
20-01	President	Publish Lines 94-346 from the Ad Hoc report	2009	Completed
20-02	SC, COP, AoM	Develop comprehensive long-range plan; report to districts	2010 and 2011	Completed and being presented to the 2011 convention
20-03	BHM, COP	Retain Vicar in Mission Setting program	2010 and 2011	Program is retained and continues
20-04	SC, BHM, BWM	Expansion of mission efforts	2010 and 2011	Careful expansion included in proposed 2011-13 budget
21-01	President, MCG	Explore ways to improve coordination with all entities in funding appeals; letter to parasynodical organizations	2010	Continuing
21-03	COP	Analyze function and staffing level of MCG	2011	Carried out in conjunction with budget process
21-04	President, CFO, AoM	Develop gift policy 1) to insure proper use of gifts; 2) to limit the number of special funds by spending down and eliminating	2011	Begun and continuing; clearly defined understanding of restricted and unrestricted gifts; number of special funds significantly reduced; areas of ministry must demonstrate need for creating new funds
22-02	COP, districts	Improve circuit pastor system; training program for circuit pastors; reduce size of circuits where possible	2011	Completed
22-03	President, COP Parish Services	Implement restructuring of Parish Services and its functions	2009	Completed
23-01	BME	Explore ways to increase financial assistance	2011	Begun and continuing
23-02	COP	Re-establish Continuing Education for Called Workers Committee and begin to develop program for continuing education	2010 progress 2011	Committee appointed, directors assigned and functioning for pastor and teacher education; funding secured; initial progress being reported to 2011 convention
23-03	COP	Initiate synodwide doctrinal studies on timely and pertinent issues	2010	First study available; second study in development
24-04	COP, SC, President	Hold at least one joint meeting	2010, 2011	Meeting held in April 2010 and November 2011; future meetings to take place annually
24-05	SC	Review lines of accountability	2009	Partially completed and continuing
24-07	Technology	Investigate technologies for use in synod's mission	Ongoing	Continuing
25-01,02	BME	Work toward reduction of tuition and cost per student as possible and appropriate	2011	Continuing
25-04	BME	Study use of rebates for those entering ministry	2011	Continuing

Accounting Oversight Committee

Floor Committee #2

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, 2010, all audit reports were issued on schedule, which was within five months of year end. All of the entities that were audited received an unqualified opinion, the best you can get, on the financial statement's compliance with generally accepted accounting principles. In addition, consolidated financial statements for the synod are now prepared quarterly. Copies of the annual financial statements, quarterly consolidated financial statements, and quarterly budget reports are available on Connect, the synod's Intranet site, <http://connect.wels.net/financial-services>.

Although the financial statements received unqualified opinions, the auditors did identify a significant deficiency in internal controls at Martin Luther College (MLC). A significant deficiency is an indication that controls should be strengthened to avoid potential errors in accounting and reporting and to improve the controls over the custody of MLC's assets. The significant deficiency at MLC is the result of accounting duties in the business office not being appropriately segregated. We are pleased to report that MLC has, and is continuing to, work steadily on addressing this segregating of duties deficiency. We expect the significant deficiency at MLC will be addressed by June 30, 2011.

The committee engaged the independent accounting firm of Clifton Gunderson, LLP to audit the WELS VEBA Group Health Plan and WELS Synod Pension Plan for 2009. These financial statements also received unqualified opinions for 2009. The 2010 audits are scheduled to be completed by the end of May 2011. The audits could easily be completed earlier but will be delayed until May pending receipt of audited financial statements from the investment fund managers who hold the investable assets of these two benefit plans.

A look ahead

The 2005 synod convention increased synod support for Financial Services and related technology systems. The result was timely audits, accurate financial statements, and needed financial management information systems. Because of deep cuts enacted by the 2009 convention, Financial Services and Technology could again be at risk of not meeting the needs of the synod, its schools, and its subsidiaries. The staff is commended for its commitment, efficiency, and provision of excellent service to WELS, its leadership, and its ministries while being understaffed.

The committee continues to believe that there are significant opportunities to reduce costs and drive out administrative inefficiency. Our belief was confirmed by our independent auditors. The auditors reported that WELS duplicates numerous support functions by operating on a decentralized basis at various locations and that contributes to segregation of duties deficiencies in most major transaction cycles due to limited staff at various locations. The auditors point to finance, human resources, information technology, payroll, banking, and the Ministry of Christian Giving as examples of functions that can be delivered more efficiently with less risk on a centralized basis.

Fiscal year 2010–11 marks the end of our five-year audit engagement with Baker Tilly Virchow Krause LLP. In keeping with the synod convention resolution, shortly after the end of the year this committee will initiate a request for proposal process for the selection of an independent audit firm for the next five years.

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 Floor Committee #13

Our calling

WEELS 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 current struggles of WELS, most of the financial resources in the Publication Fund of the Publication Coordinating Commission were moved to the 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 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,
- a new video as a follow up to *Road to Emmaus*,
- vacation Bible school subsidy,
- 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. Others still await an author and time to develop. Additional projects exist in the imagination and creativity of others. The commission is not aware of them and cannot pursue discussions that will bring them to light because of the lack of funds.

The Publication Coordinating Commission has, however, initiated a plan at least to facilitate the discussion of publishing ideas and plans of other boards and commissions of the synod by establishing a subcommittee for that purpose. The goal is to work toward a coordinated approach that eliminates duplication of effort.

A look ahead

Considering the current financial situation of the synod, the commission has diminished funds for publication of projects. Members 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. The future may not be clear at this point, but we must simply rely on the Lord's blessing so that we can continue to proclaim his gospel with quality materials that reflect our confessional standards.

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
Teacher Jeff Inniger, Congregation and Ministry Support Group
Rev. Curtis Jahn, Northwestern Publishing House
Rev. Brian Keller
Rev. Harlyn Kuschel
Rev. Wayne Schulz, Board for Home Missions

WELS Archives Floor Committee #2

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 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 up 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 it must be noted that 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 disaster planning, for example, are not being done. It is also to be noted that the current archives space is not only insufficient in size but also unsuitable for preservation of the historical record of our synod. Again this summer mold became a problem when the temperature and humidity were above average.

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.

WELS has again and again recognized that the synod's archival program urgently needs additional and better suited space and had planned the construction of a new facility to be funded by the Forward in Christ anniversary offering. However, those plans were not carried out. The current location of the archives is unsuitable for our synod's archival collection because it is full and the temperature and humidity cannot be controlled. The collection is in need of a larger facility and one that is better suited for archival purposes.

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 yet another report along with a resolution that urged the immediate hiring of an archivist. The finance committee of the Synodical Council, however, did not approve budgeting for an archivist.

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. This should not be put off any longer.

Prof. John P. Hartwig, reporter

WELS Long-Range Plan

Floor Committee #18

“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 (Article IV): “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:

- 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:

- have a World Missions team (from administration to national churches) that agrees on a scriptural understanding of missiological terms and philosophy.
- have six regional seminaries (five in 2010), ten national theological professors (six in 2010), ten functional Bible Institutes (eight in 2010), and regular curricula supplemented by distance learning.
- publish at least one-third of the necessary Bible Institute and seminary course materials in at least 20 languages.
- operate in 30 countries (23 in 2010).
- serve more than 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:

- open ten new missions a year (four in 2010).
- support 40 new ministry enhancements a year (10 in 2010).
- subsidize mission efforts in 200 congregations (150 in 2010), with 10 missions and 40 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:

- 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 Conference of Presidents recognizes that the smaller classes result in a workable ten percent vacancy rate in our parishes (five percent in 2010). As we open more missions and as congregations grow, there will be a need for more candidates.
- 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).
- graduate from MLC staff minister candidates and those trained for part-time and volunteer service to meet the needs of congregations.
- in collaboration with the COP and Congregation 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.

- 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 MSG will collaborate with WLS and MLC to provide counsel, resources, and training for all congregations to:

- strive for an increasing percentage of participation in worship and Bible study.
- improve assimilation, relationships and personal connections, and service opportunities in church and community, with an emphasis on Christian vocation.
- 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.
- 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.
- support formal and informal programs for the spiritual, personal, and professional growth of called workers.
- support the work of the synod with 10 to 15 percent of offerings for Congregation Mission Offerings (CMO) (7 percent in 2010), with 100 percent of congregations participating (92 percent in 2010).
- 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:

- 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.
- coordinate the publishing plans and needs of the boards and commissions of the synod and NPH to avoid duplication and to promote consistency.
- explore and implement all methods of proclaiming our message, including print and digital media, in a cost-effective way.
- 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.
- develop material that can be translated and shared through Multi-Language Publications’ efforts among other cultures in our country and worldwide.

Resources

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 seven percent of their offerings to ten percent 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:

- Missions will utilize 40 to 50 percent of CMO and Financial Stabilization Fund (FSF) resources (40 percent in 2011).
- Ministerial Education will utilize 30 to 40 percent of CMO and FSF resources (30 percent in 2011).
- Congregation and District Ministry will utilize 10 to 15 percent of CMO and FSF resources (14 percent in 2011).
- Ministry Support will utilize 10 to 15 percent of CMO and FSF resources (16 percent, including 5 percent 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:

- clearly and consistently express ourselves to the world as confessional Lutherans in doctrine and practice.
- maintain communication with the church bodies of the Confessional Evangelical Lutheran Conference (CELC) and seek out the fellowship of other confessional Lutheran churches around the world.
- 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:

- enter new fields as God gives the opportunity.
- 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.
- work with Ministerial Education to develop a worldwide ministerial education system on the model of basic Christian instruction, then Bible Institute, then seminary.
- publish foundational materials at all levels of theological development in as many targeted languages as possible.
- streamline administration and increase joint planning with other administrative units.

Home Missions

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

- prioritize funding with a balance of immediate opportunities and targeted efforts for long-range impact.
- streamline the communication, support structure, and resources in the field and in the offices.
- provide proactive assistance and strategies to reach the lost with the gospel.
- mentor new personnel in mission settings.
- 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:

- 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.
- Michigan Lutheran Seminary (MLS) and Luther Preparatory School (LPS) graduate students prepared to succeed at Martin Luther College.
- MLC continues to recruit students from prep schools, area Lutheran high schools, public schools, home schools, and adults in our fellowship considering another career.
- MLC expands its efforts in the training of principals, early childhood directors, and early childhood workers.
- 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.
- it monitors the needs of the synod and encourages schools to tailor their recruitment efforts to match those needs.
- 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.
- 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.
- 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:

- 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.
- 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.
- 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.
- establish a committee to plan and develop a new hymnal by the 500th anniversary of the first Lutheran hymnal (1524).
- work with all congregations to increase CMO using the 10/10 plan.
- work with parasynodicals to enlist and coordinate their support roles in funding and ministry.

Publishing

In the years leading up to 2017, NPH will:

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

Resources

In order to fund an annual ministry plan with unrestricted gifts of \$39 million in 2017, plans will be put in motion that 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:

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

Christian Aid and Relief

Floor Committee #17

Our calling

WELS Christian Aid and Relief is a newly formed committee combining 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 are being presented to the 2011 synod in 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, which can 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, Christians are eager to reflect Christ's love and compassion to those in need. Christian Aid and Relief seeks to distribute 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 July 1, 2009, through June 30, 2010, its total expenditures were \$468,849 with \$320,699 designated for domestic relief efforts and \$148,150 for foreign. From July 1, 2010, through Dec. 30, 2010, its expenditures were \$272,075 total, with \$103,780 designated for domestic and \$168,295 for foreign.

Major opportunities to provide relief in the past two years were centered in Haiti, where \$173,635 was granted for earthquake relief. In addition, a team of WELS volunteers traveled to Haiti to provide medical assistance and Christian compassion. More recently \$25,000 was granted for cholera relief efforts in Haiti, \$21,000 for Hurricane Tomas relief through the WELS mission in St. Lucia, \$10,000 for volcano relief through the WELS mission in Indonesia, \$22,000 for flood relief through a world mission contact in Pakistan, and \$35,000 in support of the Central Africa Medical Mission.

Other domestic relief activities include \$36,000 for flood disaster relief in Tennessee, Illinois, and Wisconsin; \$36,500 for tornado disaster relief in Minnesota, Oklahoma, and Montana; \$7,000 for fire disaster relief to the WELS mission in Boise, Idaho; and general aid to food pantries, inner-city relief, and general aid for called workers and congregational members.

Other world relief activities included \$12,000 for Ukraine general aid, \$7,060 for hurricane disaster relief in Mexico, \$7,500 for Thailand seminary student aid and medical supplies, and \$350 for Malawi wind damage repairs.

Many thousands of dollars were also given to support areas of humanitarian aid through home and world missionaries, offering opportunities to show how much WELS cares by bridging gospel proclamation with acts of compassion. \$215,375 was granted for humanitarian aid projects for 2009–10, and \$183,825 was granted for 2010–11. Major items include \$156,125 for boreholes in Africa (Malawi, Nigeria, Zambia) and India; \$69,200 for food/clothing/personal needs through our mission activities in Africa, Thailand, Albania, Bulgaria, Russia, India, Nepal, and Pakistan. \$51,015 was granted for medical supplies and \$122,860 for literacy programs, mosquito nets, sanitary toilets, agricultural projects, educational support, and a coffee corner/reading room.

The committee continues to also provide help for families with catastrophic personal and medical difficulties.

Committee members thank the Lord for moving the hearts of WELS members to show they care with their prayers and gifts and the members of the former Committee on Relief and Humanitarian Aid Committee for their faithful efforts.

A look ahead

Annually, Christian Aid and Relief will review humanitarian aid grant requests from the Board for World Missions. These projects will build bridges for proclaiming the gospel to those WELS serves in mission fields. The committee is also investigating opportunities for volunteers to assist with these efforts through short-term mission trips.

WELS Christian Aid and Relief continues to look for ways to improve its communication to synod members. New video formats are being developed so that those who support the work can see firsthand how their gifts are used. Its Web page, www.wels.net/relief, offers timely information and a convenient way to donate online for Christian Aid and Relief projects. Committee members 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. The committee is partnering with other WELS agencies, such as WELS Kingdom Workers, Wisconsin Lutheran Child and Family Service, and our synod's worker training schools, 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

Floor Committee #8

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

Floor Committee #8

Our calling

WELS Technology is made up of dedicated technical professionals whose goal it is to serve the synod by

- maintaining a technical infrastructure to support core business functions,
- building software applications to facilitate synod worker job functions,
- assisting in synod communications (internal and external) by providing solutions like Web sites and other online services,
- delivering secure and reliable access to synod databases, and
- providing guidance to congregations on the effective use of technology for ministry.

In order to consistently meet these goals, WELS Technology is divided into three departments:

- Administration/Project Services,
- Information Services, and
- Software Services.

What follows is a summary of each department, work completed in the previous year, and future plans.

Information Services

Information Services is made up of five staff members:

- director of Information Services,
- security administrator,
- network administrator,
- help desk specialist, and
- mailroom clerk.

Information Services' role is providing, maintaining, and supporting WELS' computing and telephony infrastructure. This includes all computers, servers, network equipment, and connections for the workers in the Synod Administration Building and other remote workers. Since the 2009 synod convention, Information Services has been operating without a dedicated staff person to set up and maintain employee workstations. In addition, another staff person has been reassigned from other duties to handle help desk support.

Information Services has supported the Connect platform (the synod's Intranet) by preparing, maintaining, and upgrading servers and storage equipment. Data backups for Connect and all important systems are done daily or more often in some cases. During the recent Connect 2010 upgrade, Information Services assisted with the implementation of new hardware for the production, staging, and development environments. Recently, Windows 7 and Office 2010, Microsoft's latest operating system and office suite, have been deployed to make even better use of Connect.

Almost all of our data center has been virtualized in the past two years. This means that each physical server is actually running multiple virtual servers; each virtual server working and acting like separate servers used to.

Because less hardware is used overall, there is less power consumption and less initial cost for that hardware. Virtualization will continue to shrink our hardware costs and increase our efficiency in the future.

Cost savings have also been experienced through switching to lower-cost and often better products for e-mail SPAM management, anti-virus protection, remote support tools, and network monitoring. Some of these products are “open source” and therefore free. There is time needed to learn to install and configure them, however.

Within the next two years, the synod’s e-mail environment will be upgraded, giving better protection of stored mail and improved archiving and retention management of the large volume of messages our servers handle. In addition, we will deploy Microsoft’s Office Communication Server, called Lync 2010. It is our hope that Lync 2010 will both enhance our internal phone capabilities and provide a platform for synod agencies to communicate via instant message, audio, video, and desktop sharing at very low or no cost.

Software Services

Software Services is made up of three staff members:

- director of Software Services,
- senior software engineer, and
- media specialist.

Software Services’ role is maintaining the synod’s databases and building applications to manage that data and other content needed by synod workers. In order to meet organization needs and given the small size of the department, outside consulting is often necessary.

The Connect 2010 upgrade included a major update to the underlying software used to support Connect. This major update included the upgrade of more than 40 forms, 70 reports, and 15 applications. All of this work was completed in a four-month period with minor impact to the end user.

The collection of school statistics and the associated reporting process has been automated. This is very similar to the congregation statistics collection process and saves time for the Commission for Lutheran Schools.

A new Connect application called “Called Worker and Organization Search” was completed this year. This allows a Connect Web site visitor to be able to find *Yearbook* type information related to called workers and all synod organizations (i.e. district boards, congregations, schools, etc.). The tool can be accessed by clicking on the “Search Center” link at the top of the Connect home page (<http://connect.wels.net>). The Connect Web site is reserved for synod called workers and congregation leaders.

The new www.wels.net Web site went live in 2010 on a new Web hosting platform with a completely redesigned look. The site is a popular destination to more than a million visitors. WELS-associated Web sites also received a makeover to coordinate with the WELS brand and identity. WELS blogs, Streams media, locator search, e-commerce sites, online registrations, WELS.net University, and WELS subsidiary sites (Church Extension Fund, WELS Foundation and WELS Investment Funds) share the same look and feel. The WELS Kingdom Workers Web site was also migrated and redesigned. More than seven thousand Facebook friends found and liked the new www.wels.net page (since September 2010), which has subsequently led more people to visit the site.

More than 11,000 subscribers now enjoy an updated look to eight e-newsletters. This much improved, self-service subscription process provides an easy way to manage subscription information. The “Together” newsletter and Daily Devotions are the most popular subscriptions, sending to more than six thousand subscribers each.

This year, the Streams media Web site (<http://streams.wels.net>) was completely migrated to the www.wels.net Web site. Although hosted on www.wels.net, the video and image assets are stored on free media hosts at vimeo.com (video) and Flickr.com (images). This was a smooth transition and has greatly reduced disk storage needs while boosting visibility of these offerings.

Special moments were captured on video this past year. Relief volunteers shared their experiences in Haiti, while many WELS members were able to donate online to support their efforts. WELS members gave insight on what it means to be a believer in “In Our Own Words.” *WELS Connection* video and live Web streaming gave people a glimpse of how WELS members worship their Savior at call days, graduations, and concerts. Streams content brings many visitors to www.wels.net. The audio version of the Daily Devotion is one of the most popular podcasts with 10,546 visitors listening in 2010. More than 12,000 visitors listened to the music of WELS musicians featured on the radio.

In the upcoming year much time will be spent enhancing Connect to include Enterprise Content Management (ECM) functionality. ECM allows any content contained on Connect to be “tagged” with information that will allow the system to automate many functions including approvals, publishing, and routing. Perhaps the biggest benefit of ECM is the automation of the synod’s Records Retention Policy. Records retention is important as it prevents the loss of key synod documents like official meeting minutes, contracts, and human resources related materials. It also insures the proper destruction of documents that should not be preserved. Both are important in cases of litigation.

More time will also be spent in the upcoming year converting paper forms to digital ones. This saves valuable data input time. As information is entered on a Web form it can be automatically inserted into a database once approved by the form owner. In the past, Web-enabled forms have allowed departments to reduce the number of workers dedicated to this function.

Administration/Project Services

Administration/Project Services’ role is to provide strategic direction to the WELS Technology department and the synod at large. It also provides necessary support services like budget management, project management, as well as documentation and training services.

Administration/Project Services is made up of 3.5 staff members:

- chief technology officer,
- administrative assistant,
- senior project manager, and
- technology trainer (part time).

Recently a new online donations and event management application from BlackBaud called SPARK was implemented. BlackBaud is the current vendor who provides the synod’s financial and donation management systems. The SPARK platform will support the fundraising initiatives of areas of ministry, the Ministry of Christian Giving in particular, as well as the ministerial education schools. SPARK Web landing pages will enable each entity to retain their individual “branding.” There are a number of benefits the synod will realize as a result:

- SPARK integrates with Raisers Edge, which allows online gifts to be directly processed, saving entry time and ensuring accuracy.
- Constituent numbers will grow as the Web-based registration forms sync with Raisers Edge.
- SPARK’s e-mail marketing function can drive new and renewing support, eliminating the need for Ministry of Christian Giving to use other services.
- Software Services will be freed from the support, development, and maintenance role

A project management Web site for Multi-Language Publications was developed and implemented on Connect. By accessing this Connect-based platform, missionaries, translators, and other workers can collaborate on the same document, track changes to a document as it is revised, and then manage it through the layout process. Other information can be shared online through calendars, announcements, meetings, and other project management tasks.

WELS Technology has been actively involved in examining the needs of the synod archives. Most documents created by synod agencies are already in digital format and need to be treated appropriately if they are a candidate for the archives. However, the archives are currently without a funded archivist. This issue and other related challenges with the synod archives were the subject for review by a committee headed up by Synod Secretary Robert Pasbrig (see p. 157 for Memorial 2011-04 titled “Synod archives and archivist”).

The WELSTech Podcast is a weekly, radio-style Internet show that has been offered for more than three years. Through show topics, guest interviews, and a resource heavy Web site, listeners and Web visitors can keep up to date on technologies that can be used by congregations and schools to spread the gospel. Topics range from Web sites to church database software to free resources for teachers. Shows are released each Wednesday at <http://welstech.wels.net>. The show’s hosts are Ms. Sallie Draper, WELS technology trainer, and Mr. Martin Spriggs, chief technology officer.

FinalWeb is the Web hosting service provided to WELS organizations for \$21/month. More than four hundred WELS organizations are currently using the service. It provides professionally designed templates and a content management system that allows for multiple authors to add and maintain content remotely. There is no software to download; only a Web browser is needed.

ShopWELS is the synod's cooperative buying program. New vendors continue to be added. A notable addition is Verizon for cell phone service. WELS called workers can purchase Verizon cell phones and plans for a 22 percent discount. Xerox was also recently added as a copier provider. Computers, office products, and even church organs can be purchased through the program. For more information, go to www.shopwels.net.

Numerous workshops and training sessions were offered over the last year. They include: Evangelistic Web sites, Mind Like Water: A Productivity System for Shepherds/Teachers, Reaching Out In A Digital World, FinalWeb for Dummies, FinalWeb for Teachers, and Digital Immigrants vs. Digital Natives.

In the year ahead a major Business Process Analysis effort will get underway. Through this project each area of ministry will be examined to determine any efficiencies that can be gained through technology. Existing business processes will be documented and then recommendations made. The goals of the project are to

- document all business processes in each area of ministry to determine efficiencies and provide documentation for cross training and personnel transition,
- provide clear and complete documentation to technology teams for implementation when necessary,
- uncover specific or general inefficiencies and inner- or cross-departmental duplication, and
- provide data to Enterprise Content Management (ECM) processes for use in data architecture and Records Management activities.

WELS Technology is continually looking for ways to be better stewards of God's resources in the area of technology. Many opportunities exist to spread the gospel to an ever shrinking world. WELS Technology stands ready to assist the synod and its congregations to do the same.

Mr. Martin Spriggs, reporter

Financial Services Floor Committee #8

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; preferred vendor contracting; and facilities oversight. 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.

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:

- Rolled out for the second biennium a budgeting model that incorporates operating support, direct gifts to ministry (special funds), and the four ministerial education schools.
- Created and implemented a Conflict of Interest policy for the synod, its schools, and its subsidiaries that requires annual reporting of potential conflicts and the prohibition of board, commission, or committee member involvement in decisions when conflicts exist.
- Created and implemented an Information Security Policy in compliance with the Federal Red Flag Rules.
- Created, in collaboration with Home Missions, World Missions, and the schools, a policy outlining protocol and approval of travel to foreign counties.
- Completed a competitive market review of the synod's insurance program to achieve cost savings and value added efficiencies within acceptable risk parameters.
- Created and implemented a corporate rental car agreement for the benefit of the synod, its schools, and its subsidiaries. The program can also be accessed by congregations and members.
- Initiated an ethnography study of financial workflows to streamline and improve business processes.
- Successfully merged the accounting records of Wisconsin Lutheran Seminary (WLS), Luther Preparatory School (LPS), Michigan Lutheran Seminary (MLS), and Martin Luther College (MLC) into the synod's accounting database.
- Facilitated implementation of desktop depositing at LPS and MLC.

A look ahead

Although the scope and abilities of Financial Services are reduced by the budget 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:

- Coordinate 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.
- 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.
- Issue and evaluate, in collaboration with the synod's schools, requests for proposal from service providers of payroll and human resources solutions utilizing the Mangrove platform.
- Evaluate adequacy of the synod self-insurance reserve and consider expansion of the program.
- Collaborate with Information Technology on the development and implementation of comprehensive records management and retention plans.
- 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.
- Monitor and refine usage of the Financial Stabilization Fund.
- Develop a long-term support forecast in collaboration with areas of ministry as they work on the ministry plan for 2017.
- Collaborate with Information Technology on the implementation of enhanced online gifting and giving solutions.
- Create a consolidated financial database with remote access for both technical and managerial use.

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

Mr. Todd J. Poppe, reporter

Human Resources

Floor Committee #8

Our calling

WELS Human Resources oversees the personnel functions for synod personnel, including communication and implementation of personnel policies, recruitment of non-called staff, compensation and benefit analysis for called and lay workers, performance assessment programs, and provision of advice to supervisors on matters such as federal and state legal requirements concerning the treatment of personnel.

This department assists WELS organizations in addressing called worker care issues such as compensation, “minister of the gospel” tax treatment, and risk management issues related to personnel matters.

Incident reporting

In addition to legally mandated reporting to authorities, any charge, report, or allegation of sexual misconduct or physical abuse that has been made of an incident involving pastors, teachers, vicars, full- or part-time employees, and volunteers in any capacity must be reported to the synod president, administrator of Lutheran Schools, or director of Human Resources. In 2009, the Conference of Presidents adopted the Sexual Misconduct Policy. This document is located on Connect at <http://connect.wels.net/human-resources> under “Policies and Procedures.”

“Minister of the gospel” tax treatment

“Minister of the gospel” under Section 107 of the Internal Revenue Service (IRS) Code is a tax treatment often incorrectly applied or not applied to all, especially for male called teachers. Male called workers (pastors, staff ministers, and teachers) serving in WELS’ teaching and pastoral ministries are “ministers of the gospel.” A common error made by churches with schools is treating a male teacher as an “employee” for Social Security purposes and withholding FICA. Another common error is treating these men as “self-employed” for both income tax and Social Security purposes and issuing an IRS Form 1099. Under the “dual status” of this section of the IRS Code, “ministers” are employees for income tax purposes (state and federal) but self-employed for Social Security purposes. IRS Publication 517 covers this tax code and is located online at www.irs.gov/publications/p517/index.html.

The WELS Tax Manual is updated annually to provide WELS organizations current information on this and other tax-related information relevant for called workers and organizations. The WELS Tax Manual is available on Connect at <http://connect.wels.net/financial-services> under “Tax Information.”

WELS Shepherd Plan Solution-403(b)

In July 2007, the IRS issued final regulations under Section 403(b) of the Internal Revenue Code (the “Code”). These regulations were generally effective Jan. 1, 2009. These final regulations provide for significant changes in the way 403(b) plans must be maintained and administered. One of the regulations requires organizations to comply with “universal availability,” making their 403(b) plan available to any employee that is paid one thousand or more hours in a 12-month period. Plan documents should have been in place by Dec. 31, 2009.

WELS and the Evangelical Lutheran Synod partnered with Hahn Financial Group, Inc., to provide employees in our respective organizations tax sheltered annuity arrangements under section 403(b). Hahn Financial Group is the plan advisor; American United Life/OneAmerica provides access to the funds for the plan; and Goldleaf Partners serves as the Third Party Administrator. As of Jan. 31, 2011, the Plan investments exceeded \$32.6 million.

The Plan, implemented on Jan. 1, 2009, meets all requirements of the new regulations. As a 403(b)(9) pre-tax retirement plan, the WELS Shepherd Plan Solution allows participants to make tax-deferred payroll contributions on an ongoing basis. The Plan includes a Roth provision for individuals wanting to contribute at 403(b) levels on a “post-tax” basis.

By design, the Plan is at no cost to WELS organizations. In addition, the synod provides fiduciary liability coverage for participating organizations.

As the synod’s denominational 403(b) plan, the Plan allows called workers that qualify for the Housing Allowance under Section 107 of the IRS Code to maintain this allowance on disbursements from the Plan in retirement.

Information on the new regulations and the Plan are available at <http://connect.wels.net/human-resources> under "Benefits."

WELS Flexible Spending Plan

WELS Flexible Spending Plan (Section 125) was implemented for synod-paid employees and synodical school workers effective January 2005 and is available for adoption by WELS organizations under the Association Plan offered. WELS' provider is ProcessWorks, Inc., located in Brookfield, Wis. Member organizations are able to adopt the plan for a nominal fee and pay per-employee rates at the synod level. All banking and administration is accomplished directly between the provider and the member organization. The WELS Flexible Spending Plan summary plan description is available at <http://connect.wels.net/human-resources> under "Benefits."

WELS VEBA for synodical workers

The budget for this biennium called for reducing synod's costs in providing continued medical coverage for eligible employees. Effective with the 2010 plan year, employees had the option of enrolling in WELS VEBA at the \$1,000 deductible level at no cost or at the \$500 deductible plan level by paying the difference in the premium costs. This change will provide an estimated annual cost savings of \$418,000. With the Flexible Spending Plan in place, an employee's share of the premium cost is deducted on a pre-tax basis.

Compensation guidelines

The published salary schedules for the 2011–13 biennium are printed on pp. 88-90. In its November 2010 meeting, the Synodical Council approved a one percent adjustment to the entry-level base pay (0 years, Column A) over the entry-level base from the 2010–11 schedule. The proposed 2012–13 schedule also projects a one percent adjustment to the entry-level base over 2011–12. In addition to the salary schedule adjustments, the 2011–12 cash housing will be based on a one percent increase to the 2008 HUD Fair Market Rents and keeping COLA at the 2010–11 level. Salary matrices and compensation worksheets for budget projections are available for download at <http://connect.wels.net/human-resources> under "Compensation."

Vicar program

The amount of vicar compensation and contribution by participating congregations is set annually by the Conference of Presidents. Medical benefits under the WELS VEBA group medical plan, payroll taxes, and reimbursement of housing/utilities exceeding \$400/month are included in the amount set by the Conference of Presidents. The congregation's contribution for 2011–12 is \$3,000/month. In addition, congregations provide business mileage reimbursement at the synodical rate and travel reimbursement to and from assignment.

Our current situation

Human Resources continues to operate without clerical support due to budget constraints. The position of Human Resources advisor was added and is currently in the Human Resources budget for the balance of the biennium.

The Human Resources Advisory Committee held its first face-to-face meeting in December 2009 and presented its recommendations to the Synodical Council at its November 2010 meeting. A report will be submitted at convention. This committee is made up of three WELS members in human resource management positions in the private sector and the chairman of the Synodical Council Compensation Committee. WELS Human Resources deeply appreciates the support the committee members provide its department.

Key activities performed by WELS Human Resources over the last two years:

- Continued to expand human resource materials on Connect for WELS organizations, including compensation worksheets to assist WELS organizations in budgeting compensation and benefits for called workers.
- Collaborated with the Evangelical Lutheran Synod (ELS) and partner organizations in implementing and communicating the WELS/ELS Shepherd Plan Solution. Although each synod has its own denominational plan under this program, the cumulative investments by plan participants continue to reduce the costs for individuals investing in the Plan. As of Jan. 31, 2011, the aggregate of WELS and ELS member contributions is just under \$32.6 million. Six hundred fifty-one (651) WELS and 88 ELS organizations have developed their 403(b) plans under the WELS Shepherd Plan Solution, bringing the number of eligible participants to the Plan to 4,312 employees. Approximately 1,537 WELS and ELS participants have account balances.
- Conducted ongoing training for ministerial students at Martin Luther College and Wisconsin Lutheran Seminary in child abuse and sexual misconduct prevention.

- Conducted circuit pastor training in child abuse prevention.
- Continued ongoing collaboration with Wisconsin Lutheran Child & Family Service (WLCFS) in supporting displaced workers needing spiritual support and outplacement services.

A look ahead

Human Resources will continue to

- work with areas of ministry and synodical schools in coordinating timely information and support for workers;
- work with the Synodical Council's designated committees in determining how Human Resources might better serve synod-operated organizations; and
- support WELS organizations in areas related to personnel management and regulatory compliance.

Questions can be directed to hro@wels.net or by calling 414-256-3268.

Mr. Roger Crawford, reporter

Facility Services

Floor Committee #8

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 SAB consists of two connected 1970s era buildings on about 2.5 acres. The south building houses the areas of ministry and ministry support services, including Technology, Communications, and the Ministry of Christian Giving. The south building is about 85 percent occupied. The north building is leased to WELS subsidiaries and affiliates, like Wisconsin Lutheran Institutional Ministries, and to secular not-for-profit and for-profit entities. The north building is approximately 70 percent vacant. While the goal is to have the building 100 percent leased, the condition of the building and the economy have curtailed new tenant interest.

Before the real estate market decline, the synod was contacted by multiple developers who expressed interest in purchasing the property. It quickly became clear that the value of the property was the site, not the buildings. The developers didn't feel that the buildings were salvageable, and their proposals were based on razing the building and redeveloping the property.

During the last two years, developer inquiries ceased, so some initial, superficial refurbishing was begun. In fall 2010, a developer made an offer to purchase the building. The offer was attractive, but the synod was not in a position to act on the offer as quickly as the developer desired, so the purchase offer expired. Although the offer expired, the developer remains interested in the building. The purchase offer was shared with the Synodical Council at their November meeting. The Synodical Council directed the administration to develop a facility analysis that considers the current and future ministry space needs; identifies deficiencies of the SAB and the associated abatement costs; has the SAB appraised; and evaluates alternative site options.

In February 2011, the administration reported the results of the analysis the Synodical Council requested.

- Ministry plans require about 30,000 square feet. The SAB has more than 68,000 square feet.
- Refurbishing the SAB would cost more than \$2.8 million.
- The SAB is appraised at \$3.15 million.
- Constructing a 30,000 square-foot building will cost approximately \$3 million (\$100 per square foot), exclusive of the cost of the site and equipment.
- Acquiring and equipping an existing facility will cost approximately \$85 per square foot.

Based on the results of the analysis and a preliminary property search in the greater-Milwaukee area, the Synodical Council approved moving forward with the potential sale of the Synod Administration Building and the pursuing of a new location.

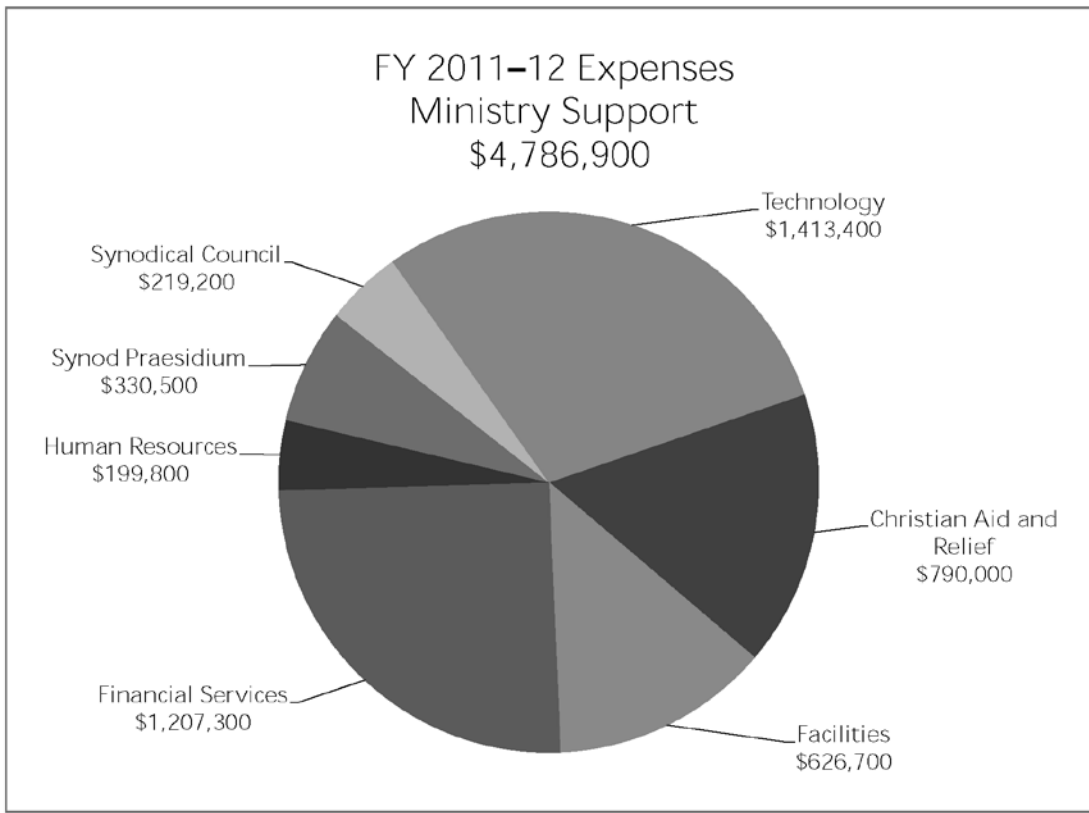
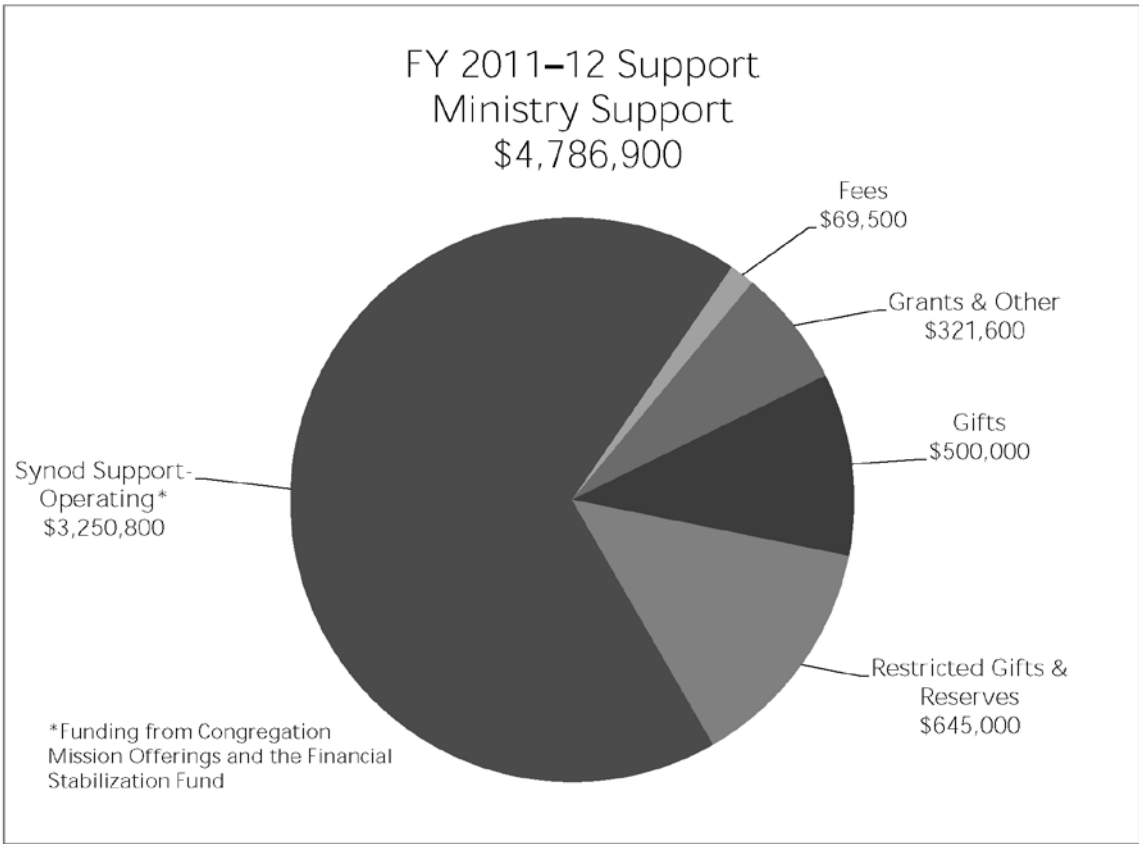
In addition, the synod owns one parsonage. In late 2009 this property was significantly damaged by broken water lines that went unnoticed for several weeks. In addition, the landscaping and yard are in need of cleanup and updating as the property has been vacant for several years. Restoration and improvements are being 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 home construction company.

A look ahead

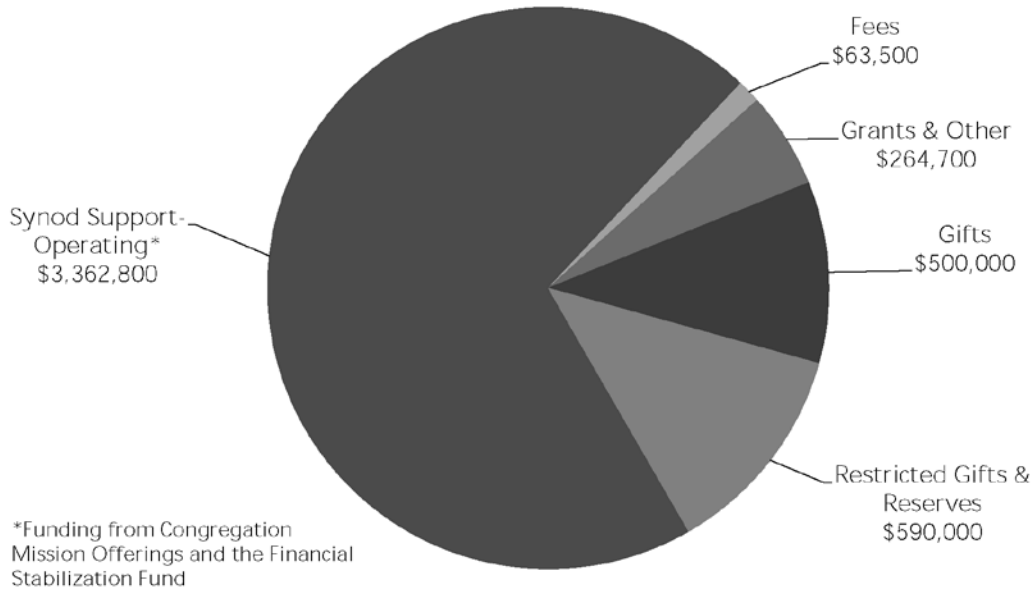
With completion of the repairs to the parsonage it will be placed on the market for sale. Given the numerous improvements and desirable neighborhood, it is expected that the home will be sold within six months as long as the country does not slip into another recession.

The development and implementation of the plan to sell the SAB and move to a new location will be a major undertaking for Facility Services and the areas of ministry.

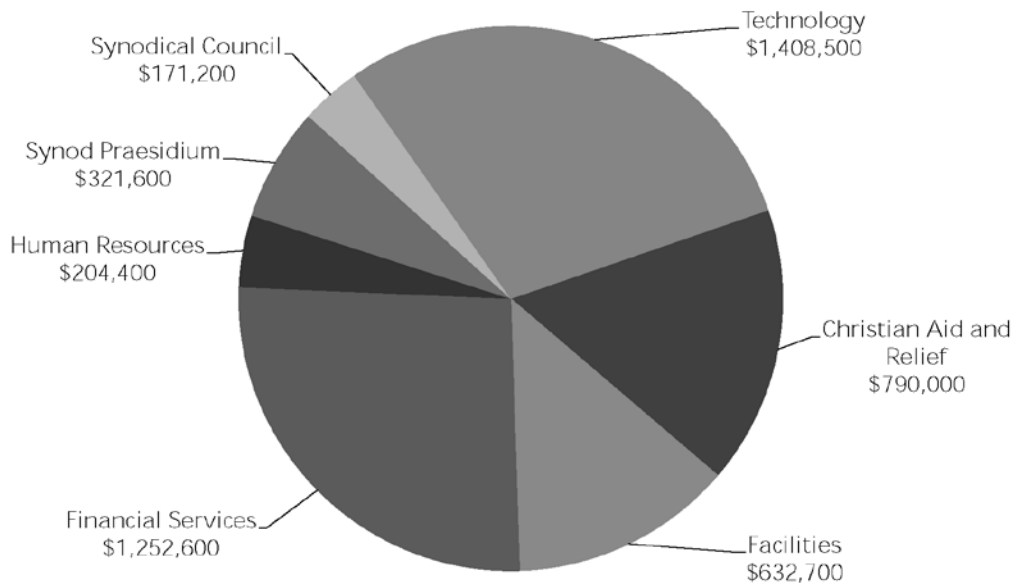
Mr. Todd J. Poppe, reporter



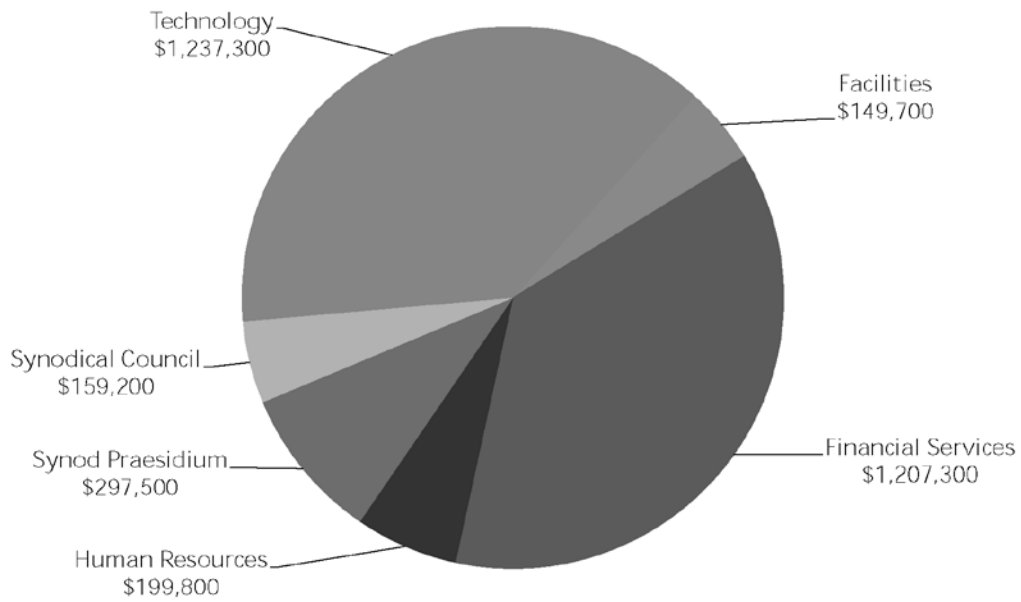
FY 2012–13 Support
Ministry Support
\$4,781,000



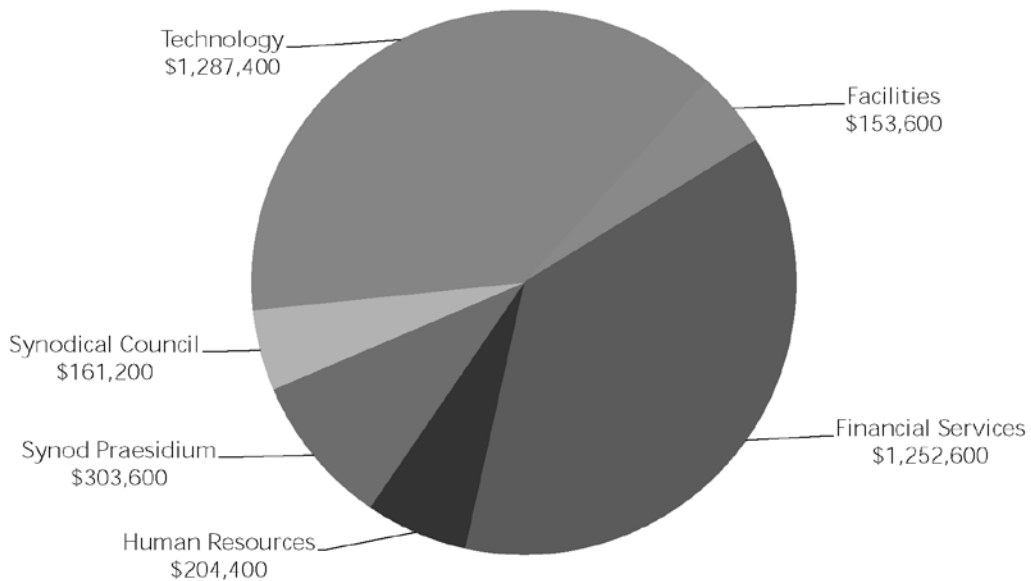
FY 2012–13 Expenses
Ministry Support
\$4,781,000



FY 2011–12 Synod Operating Support Allocation
 Ministry Support
 \$3,250,800



FY 2012–13 Synod Operating Support Allocation
 Ministry Support
 \$3,362,800



Finance and budget

Floor Committee #4

Financial planning and results for 2009–11 biennium

In the early spring of 2009, the nation and world were in the trough of the economic recession. WELS was not spared from the severe economic downturn. A pledge of \$3 million per year from an individual had to be rescinded. The Schwan Foundation operating support had to be reduced from \$8.0 million to \$2.5 million. Congregation Mission Offerings (CMO), the rock of synod support, was also less, but only slightly.

Facing these economic realities, the formation of the financial plan for 2009–11 called for marked decreases in all areas of ministries. World missionaries were recalled, Home Missions' ministries were curtailed, teaching ranks at synodical schools were reduced, vacancies in the Congregation and Ministry Support Group (formerly Parish Services) were not filled, and Ministry Support positions were eliminated. In total, synod support of ministry dropped from \$38 million to \$29 million, nearly a 25 percent reduction.

Faced with these financial challenges, the Synodical Council boldly made a significant change to the synod's financial planning or budget model. The change expanded the scope of the financial planning. Historically, the financial plan only considered the synod's Operating Fund. The expansion added areas of ministries' special funds and WELS' four ministerial education schools. (Previously, only the synod support to the schools was included in the financial plan).

In addition, the Synodical Council felt compelled to increase the reliability of the support forecast so as to mitigate the effect of mid-year support changes and the corresponding expense cuts. The key element of this effort was the establishment of the Financial Stabilization Fund (FSF). Before the FSF was established, the financial plan was based on the support forecast for CMO and other sources of operating support, such as gifts from individuals, foundation grants, and bequests. While the CMO forecast, which is based on congregations' intent or subscription, has been fairly accurate in recent years, non-CMO sources of support have varied widely with little advance notice. Because these non-CMO sources are difficult to predict, the Synodical Council concluded that good stewardship would spend these dollars in the year or years after they are received rather than in the year they are expected to be received.

In this new approach, all unrestricted non-CMO support flows into the FSF in the year received and will only be spent in the following year or years. Expected benefits of the FSF include the following:

- It emphasizes the foundational nature of CMO.
- It enables better planning because non-CMO funding is already on hand before it is used.
- It provides up to one year to address unanticipated reduced funding levels.
- It reduces the likelihood of needing to cut back on ministry in the middle of the year.
- It provides a mechanism for accumulating funds for capital or special projects.

Financial plan development for 2009–11

As pointed out previously, the financial picture at the start of the 2009–11 biennium was bleak. Faced with a nearly 25 percent reduction in synod support for ministry, the synod in convention adopted a financial plan that resulted in reductions for all areas of ministry and included a wage freeze and a reduction in health care benefits.

The first fiscal year of the biennium, FY 2009–10, areas of ministry were able to tighten their belts further than what was required by the financial plan. The result was a \$200,000 operating surplus that was derived primarily from expenditure restraint by World Missions and Ministry Support. Please see pp. 160-164 for the Consolidating Schedules of Financial Position and Activities for FY 2009–10.

With the uncertainties of the economic recovery, to further reduce costs, wages were again frozen for the second fiscal year of the biennium, FY 2010–11. With these changes in place, the forecast as of February 2011 is again pointing to a balanced result for the year.

During the biennium, the FSF has worked as planned. While individual sources of support have varied significantly from the financial plan, the forecasted balance of the FSF is expected to be \$2.4 million greater than anticipated. The

high balance in the FSF is primarily attributed to expenditure restraint; congregation gifts made possible by the WELS VEBA premium holiday; a large bequest; and a large gift from an individual that more than offset lower foundation support, investment income, and other revenue.

The following schedule presents a summary of performance, actual or forecasted, compared to the budget for both the Operating Fund and the Financial Stabilization Fund.

OPERATING FUND

	Actual FY 2009-10	Budget FY 2009-10	Variance Favorable/(Unfavorable) Amount	Percent	Forecast FY 2010-11	Budget FY 2010-11	Variance Favorable/(Unfavorable) Amount	Percent
Support								
Gifts from Congregations	\$ 21,337,333	\$ 21,375,000	\$ (37,667)	-0.2%	\$ 20,903,000	\$ 21,696,000	\$ (793,000)	-3.7%
Conversion/Financial Stabilization Funds	8,270,000	8,270,000	-		8,668,530	8,495,000	173,530	2.0%
Total Subsidy Support	29,607,333	29,645,000	(37,667)	-0.1%	29,571,530	30,191,000	(619,470)	-2.1%
Synod Support of -								
Home Missions	5,717,433	5,717,448	15	0.0%	5,627,800	5,652,605	24,805	0.4%
World Missions	6,284,600	6,494,247	209,647	3.2%	6,279,500	6,512,810	233,310	3.6%
Ministerial Education	9,588,249	9,626,664	38,415	0.4%	8,892,030	8,994,737	102,707	1.1%
Congregation & District Ministry	4,459,211	4,462,902	3,691	0.1%	4,087,900	4,149,590	61,690	1.5%
Ministry Support	3,223,118	3,343,739	120,621	3.6%	3,084,300	3,281,258	196,958	6.0%
Debt Repayment	121,830	-	(121,830)		1,600,000	1,600,000	-	
Total Expenses	29,394,441	29,645,000	250,559	0.8%	29,571,530	30,191,000	619,470	2.1%
Surplus (Deficit)	\$ 212,892	\$ -	\$ 212,892		\$ -	\$ -	\$ -	

FINANCIAL STABILIZATION FUND

	Actual FY 2009-10	Budget FY 2009-10	Variance Favorable/(Unfavorable) Amount	Percent	Forecast FY 2010-11	Budget FY 2010-11	Variance Favorable/(Unfavorable) Amount	Percent
Financial Stabilization Fund (FSF)								
Beginning Balance	\$ 808,000	\$ -	\$ 808,000		\$ 10,105,059	\$ 8,495,000	\$ 1,610,059	19.0%
Additions:								
Foundation Grants	4,470,500	5,320,000	(849,500)	-16.0%	3,896,000	4,620,000	(724,000)	-15.7%
Gifts from Individuals	1,562,281	1,150,000	412,281	35.9%	3,195,000	1,200,000	1,995,000	166.3%
Unrestricted Bequests	2,273,862	1,400,000	873,862	62.4%	1,600,000	1,400,000	200,000	14.3%
Investment Income	(28,683)	100,000	(128,683)	-128.7%	50,000	125,000	(75,000)	-60.0%
Other Revenue	81,658	525,000	(443,342)	-84.4%	60,000	450,000	(390,000)	-86.7%
VEBA Premium Holiday Gifts	724,549	-	724,549		-	-	-	
Total Additions	9,084,167	8,495,000	589,167	6.9%	8,801,000	7,795,000	1,006,000	12.9%
Operating Surplus (Deficit)	212,892	-	212,892		-	-	-	
Transfer In (Out)	-	-	-		(8,668,530)	(8,495,000)	(173,530)	2.0%
Ending Balance	\$ 10,105,059	\$ 8,495,000	\$ 1,610,059	19.0%	\$ 10,237,529	\$ 7,795,000	\$ 2,442,529	31.3%

Proposed financial plan for 2011–13 biennium

Planning for the 2011–13 biennium was initiated in spring 2010, about 15 months before the start of the biennium. The planning was based on the preliminary support forecast for the biennium and the draft of the long-range ministry plan. Based on the support forecast, areas of ministry were provided preliminary planning amounts for synod support. The Synodical Council charged the synod president to work with the areas of ministry to draft an initial financial plan (budget) within these allocations for review at its fall 2010 meeting. With this general direction by the Synodical Council, the areas of ministry, working with their boards or commissions, proceeded to develop ministry plans with the synod support allocations provided and the goal of maintaining or carefully expanding ministry.

It became clear early in the planning phase that the desire to increase wages 3.5 percent would result in ministry reductions. But after two years of wage freezes, the Synodical Council did want to provide at least a modest increase in wages for synodical workers. The Synodical Council established a wage increase of 2.0 percent for FY 2011–12 and 2.5 percent for FY 2012–13. In addition, during the planning phase, the Synodical Council learned of an unanticipated, one-time increase from a family foundation of \$1 million for each year of the biennium. Finally, a gift of \$1.5 million was received from an individual. These two unexpected support increases shored up the Financial Stabilization Fund and the support allocations to ministry.

In fall 2010, the synod president presented a preliminary proposed financial plan to the Synodical Council for consideration. The plan not only maintained ministry but also provided for careful growth in Home and World Missions while maintaining a three-tiered, four school ministerial education system. The proposed financial plan relies heavily on area of ministry use of reserves or one-time funds to sustain ongoing ministries. To maintain ministries at the levels planned beyond the 2011–13 biennium, support from CMO and all other sources will need to grow at three or four times the rate of inflation to make up for the use of reserves in the proposed financial plan.

Please refer to the area of ministry reports contained elsewhere in this document for the ministry plans for each area. Following is a summary of the support forecast and the proposed financial plan for each year of the biennium along with comparative information for the current biennium.

Support forecast for 2011–13 biennium

The support forecast for the biennium is based on the following trends and assumptions:

1. Congregation Mission Offerings (CMO)—congregations will meet their calendar year 2011 subscriptions, which are level with 2010 receipts. CMO will increase 3.0 percent for calendar years 2012 and 2013.
2. Financial Stabilization Fund (FSF)—holds all unrestricted non-CMO support for the year or years after receipt.
 - a. Schwan Foundation: Based on stated intentions of a \$3 million grant for 2011 and an increase of 10 percent for 2012 and 2013.
 - b. WELS Foundation: Represents the distributions from a donor-designated fund. In 2011, the donor has designated 100 percent of the earnings for general operating support plus \$1 million from the proceeds of an investment sale. For 2012 and 2013, the forecast assumes that 20 percent of the investment earnings will be allocated to the general support of the synod's ministries based on the donor's expressed intent.
 - c. Gifts from individuals: Includes Walking Together, Mission Partners, and other gifts from individuals and congregations.
 - 1) Walking Together is based on modest annual growth.
 - 2) Mission Partners program is being restructured such that gifts will be restricted to the specified ministry, so this form of operating support is no longer included in the support forecast.
 - 3) Other gifts are based on modest annual growth.
 - d. Unrestricted bequests: Represents estate gifts to the ministry and/or mission of WELS and is based on the lower end of actual gifts received during the prior five-year period.
 - e. Investment income: Represents earnings on operating funds and a gradual increase in short-term interest rates on money market funds and depository accounts.
 - f. Other revenue: Represents income for services provided and assumes the amount will remain constant during the biennium.

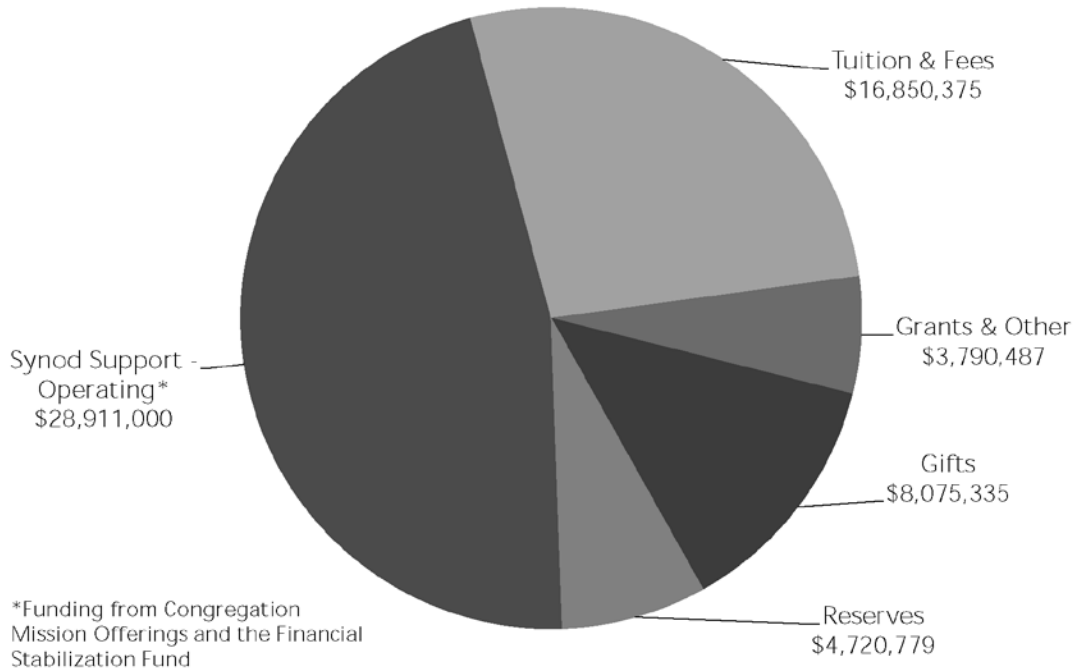
Budget Summary															
2009-10 Actual				2010-11				2011-12				2012-13			
Home Missions	Synod Support & Ministry Transition		Special, gifts, tuition, fees	Total Funding	FTE	Synod Support		Special, gifts, tuition, fees	Total Funding	FTE	Synod Support		Special, gifts, tuition, fees	Total Funding	FTE
	Synod Support & Ministry Transition	Special, gifts, tuition, fees				Synod Support	Special, gifts, tuition, fees				Synod Support	Special, gifts, tuition, fees			
Board and Administration	431,878	231,937	14,900	663,815	3.85	508,974	14,900	573,874	3.85	543,795	37,000	580,795	22,000	588,160	4.10
Multi-cultural Ministry	1,936,986	574,004	517,443	2,510,990	2.00	1,959,074	517,443	2,486,517	2.00	2,013,037	547,300	2,560,337	533,500	2,454,183	2.00
Campus Ministry	353,176	46,736	17,528	399,912	1.00	383,825	17,528	401,353	1.00	365,968	62,700	428,668	81,000	462,957	1.00
Outreach Ministry	2,995,393	798,803	500,438	3,794,196	4.00	2,670,732	500,438	3,171,170	3.00	2,472,400	1,621,700	4,094,100	1,414,700	4,074,700	3.00
Joint Mission Council Ministry	-	268,281	748,334	268,281	4.00	120,000	748,334	868,334	4.00	5,000	330,200	335,200	332,000	337,000	0.00
TOTAL	5,717,433	1,919,751	1,798,643	7,637,194	14.85	5,652,605	1,798,643	7,451,248	13.85	5,400,200	2,598,900	7,999,100	2,383,300	7,917,000	10.10
World Missions															
Board and Administration	395,997	124,300	340,500	520,297	4.65	527,900	340,500	868,400	4.65	491,250	90,600	581,850	90,600	591,250	4.90
Africa	1,662,065	589,071	628,800	2,251,136	13.00	1,705,060	628,800	2,333,860	13.00	1,454,603	357,900	1,812,503	423,200	1,962,531	13.00
Europe	550,718	105,851	217,000	656,569	2.25	715,750	217,000	932,750	2.25	529,055	155,800	684,855	156,000	712,244	2.50
Latin America	714,241	303,913	131,800	1,018,154	7.25	783,700	131,800	915,500	7.25	663,635	176,100	839,735	170,200	830,978	7.25
Native America	250,403	136,230	140,700	386,633	1.00	258,300	140,700	399,000	1.00	220,900	50,000	270,900	228,000	278,000	1.00
East Asia	792,545	425,726	495,400	1,218,271	8.00	867,000	495,400	1,362,400	8.00	829,591	549,467	1,379,058	838,227	1,405,479	9.00
South Asia	433,808	430,597	213,100	864,405	3.00	459,800	213,100	672,900	3.00	417,255	260,399	677,654	436,935	696,231	4.00
Asia-Pacific Rim	493,708	212,337	189,100	706,045	2.00	403,500	189,100	592,600	2.00	243,000	368,861	611,861	244,995	627,756	3.00
Joint Mission Council Ministry	244,555	35,874	-	280,429	0.00	120,000	-	120,000	0.00	390,700	57,400	448,100	403,600	461,000	3.00
Multi-Language Publications	619,144	39,171	52,000	658,315	3.00	540,600	52,000	592,600	3.00	568,150	25,100	593,250	57,400	599,200	3.00
Humanitarian Aid	-	167,142	181,000	167,142	0.00	-	181,000	181,000	0.00	-	5,000	5,000	-	5,000	0.00
Other	127,416	86,270	53,700	213,686	1.00	131,200	53,700	184,900	1.00	137,361	805,000	942,361	1,105,000	1,246,240	1.00
TOTAL	6,284,600	2,656,482	2,643,100	8,941,082	45.15	6,512,810	2,643,100	9,155,910	45.15	5,945,500	2,901,627	8,847,127	3,291,809	9,415,909	51.65
Ministerial Education															
Board and Administration	500,206	233,347	513,000	733,553	2.00	207,650	513,000	720,650	1.00	859,452	165,800	1,025,252	165,800	819,156	1.45
Wisconsin Lutheran Seminary	946,235	3,953,200	4,442,539	4,899,435	35.76	1,171,227	4,442,539	5,613,766	39.76	1,178,218	4,691,007	5,869,225	4,047,510	5,328,334	39.76
Martin Luther College	3,900,620	11,535,194	11,542,533	15,435,814	144.50	3,681,530	11,542,533	15,227,063	141.50	3,188,133	12,718,247	15,906,380	13,306,537	16,322,590	139.75
Luther Preparatory School	2,616,069	3,255,916	3,301,252	5,817,985	55.25	2,518,530	3,301,252	5,819,782	55.50	2,009,248	4,143,044	6,152,292	4,218,562	6,297,164	57.25
Michigan Lutheran Seminary	1,625,119	1,677,743	2,209,316	3,302,862	39.31	1,415,800	2,209,316	3,625,116	39.31	1,127,549	2,432,451	3,560,000	2,741,235	3,891,100	42.31
TOTAL	9,588,249	20,655,400	22,011,640	30,243,649	276.82	8,994,737	22,011,640	31,006,377	277.07	8,362,600	24,150,549	32,513,149	24,479,744	32,658,344	280.52

SUMMARY	2009-10 Actual				2010-11				2011-12				2012-13			
	Synod Support & Ministry Transition	Special, gifts, tuition, fees	Total Funding	FTE	Synod Support	Special, gifts, tuition, fees	Total Funding	FTE	Synod Support	Special, gifts, tuition, fees	Total Funding	FTE	Synod Support	Special, gifts, tuition, fees	Total Funding	FTE
Home Missions	5,717,433	1,919,761	7,637,194	14.85	5,652,605	1,798,643	7,451,248	13.85	5,400,200	2,598,900	7,999,100	10.10	5,533,700	2,383,300	7,917,000	10.10
World Missions	6,284,600	2,656,482	8,941,082	45.15	6,512,810	2,643,100	9,155,910	45.15	5,945,500	2,901,627	8,847,127	51.65	6,124,100	3,291,809	9,415,909	51.65
Ministerial Education	9,588,249	20,655,400	30,243,649	276.82	8,994,737	22,011,640	31,006,377	277.07	8,362,600	24,150,549	32,513,149	279.52	8,178,600	24,479,744	32,658,344	280.52
Congregation & District Ministry	4,459,211	1,798,974	6,258,185	38.10	4,149,590	1,426,400	5,575,990	36.85	4,351,900	2,249,800	6,601,700	37.20	4,554,800	2,118,800	6,673,600	38.85
Ministry Support	3,223,117	1,430,253	4,653,370	33.70	3,281,258	1,377,381	4,658,639	34.40	3,250,800	1,536,100	4,786,900	31.45	3,362,800	1,418,200	4,781,000	30.95
MLC Chapel	-	2,263,056	2,263,056	-	-	-	-	-	-	-	-	-	-	-	-	-
Debt/Retirement	121,830	-	121,830	-	1,600,000	-	1,600,000	-	1,600,000	-	1,600,000	-	1,600,000	-	1,600,000	-
TOTAL	29,394,440	30,723,926	60,118,366	408.62	30,191,000	29,257,164	59,448,164	407.32	28,911,000	33,436,975	62,347,976	409.92	29,354,000	33,691,853	63,045,853	412.07

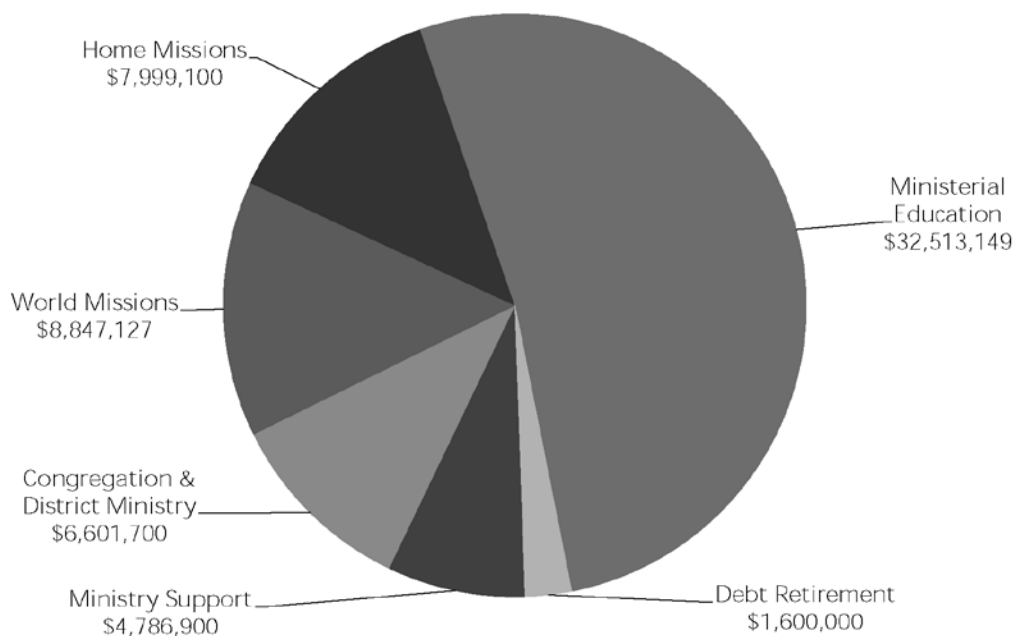
Synod Support	2009-10		2010-11		2011-12		2012-13	
	% of total	% change	% of total	% change	% of total	% change	% of total	% change
Home Missions	19.5%	-1.1%	18.7%	-1.1%	18.7%	-4.5%	18.9%	2.5%
World Missions	21.4%	3.6%	21.6%	3.6%	20.6%	-8.7%	20.9%	3.0%
Ministerial Education	32.6%	-6.2%	29.8%	-6.2%	28.9%	-7.0%	27.9%	-2.2%
Congregation & District Ministry	15.2%	-6.9%	13.7%	-6.9%	15.1%	4.9%	15.5%	4.7%
Ministry Support	11.0%	1.8%	10.9%	1.8%	11.2%	-0.9%	11.5%	3.4%
MLC Chapel	0.0%	-	0.0%	-	0.0%	-	0.0%	0.0%
Debt/Retirement	0.4%	1213.3%	5.3%	1213.3%	5.5%	0.0%	5.5%	0.0%
TOTAL		2.7%		2.7%		-4.2%		1.5%

Total Funding	2009-10		2010-11		2011-12		2012-13	
	% of total	% change	% of total	% change	% of total	% change	% of total	% change
Home Missions	12.7%	-2.4%	12.5%	-2.4%	12.8%	7.4%	12.6%	-1.0%
World Missions	14.9%	2.4%	15.4%	2.4%	14.2%	-3.4%	14.9%	6.4%
Ministerial Education	50.3%	50.3%	52.7%	2.5%	52.1%	4.9%	51.8%	0.4%
Congregation & District Ministry	10.4%	-10.9%	9.4%	-10.9%	10.6%	18.4%	10.6%	1.1%
Ministry Support	7.7%	0.1%	7.8%	0.1%	7.7%	2.8%	7.6%	-0.1%
MLC Chapel	3.8%	-100.0%	0.0%	-100.0%	0.0%	-	0.0%	0.0%
Debt/Retirement	0.2%	1213.3%	2.7%	1213.3%	2.6%	0.0%	2.5%	0.0%
TOTAL		-1.1%		-1.1%		4.9%		1.1%

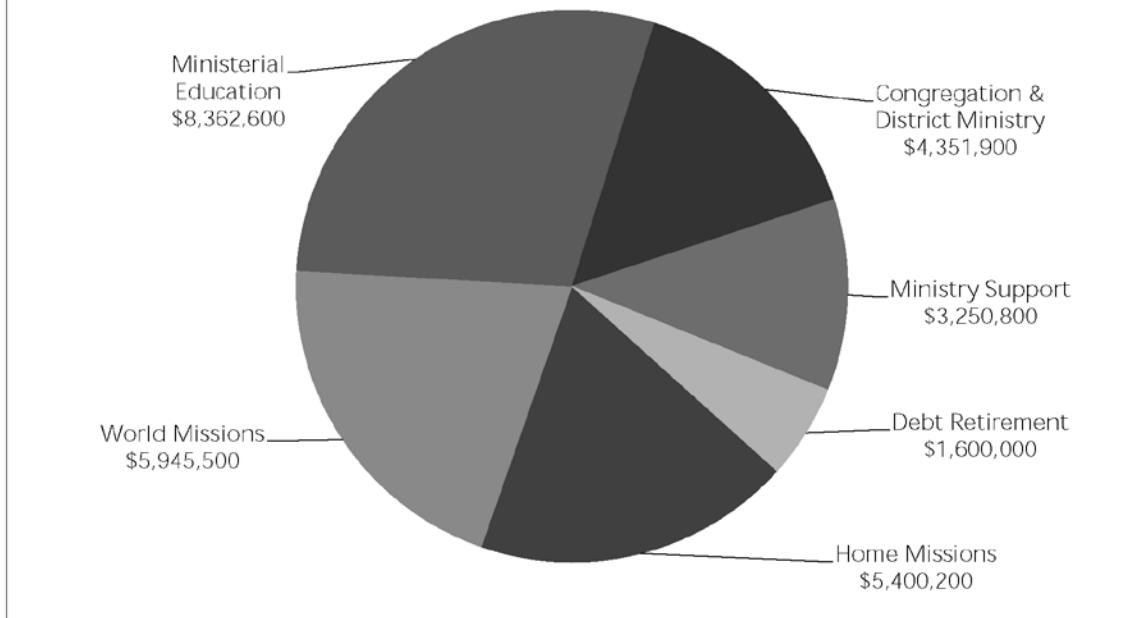
FY 2011–12 Total Ministry Plan Support
\$62,347,976



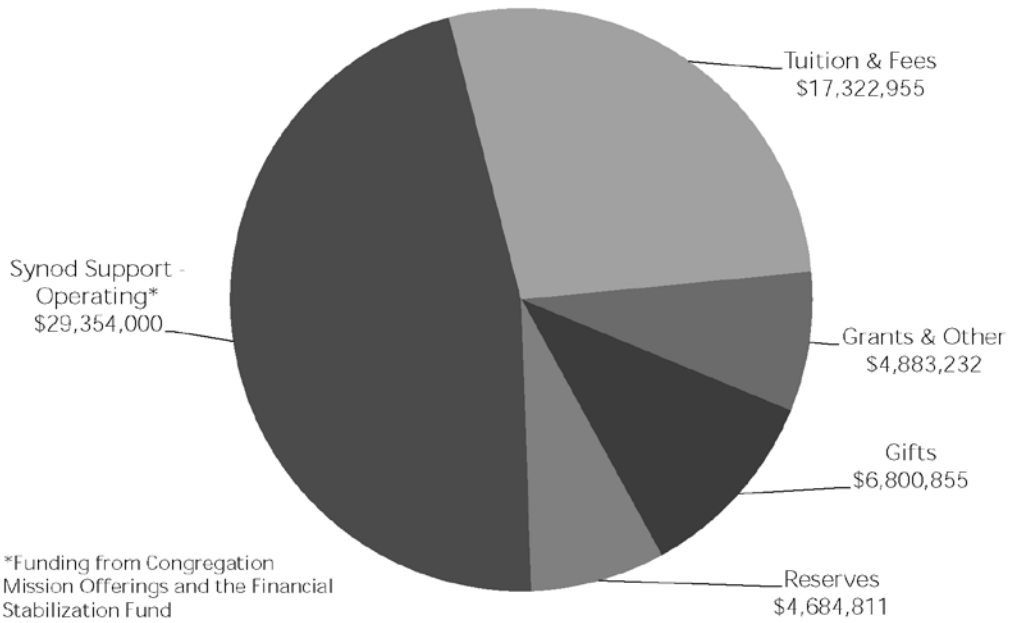
FY 2011–12 Total Ministry Plan Expenses
\$62,347,976



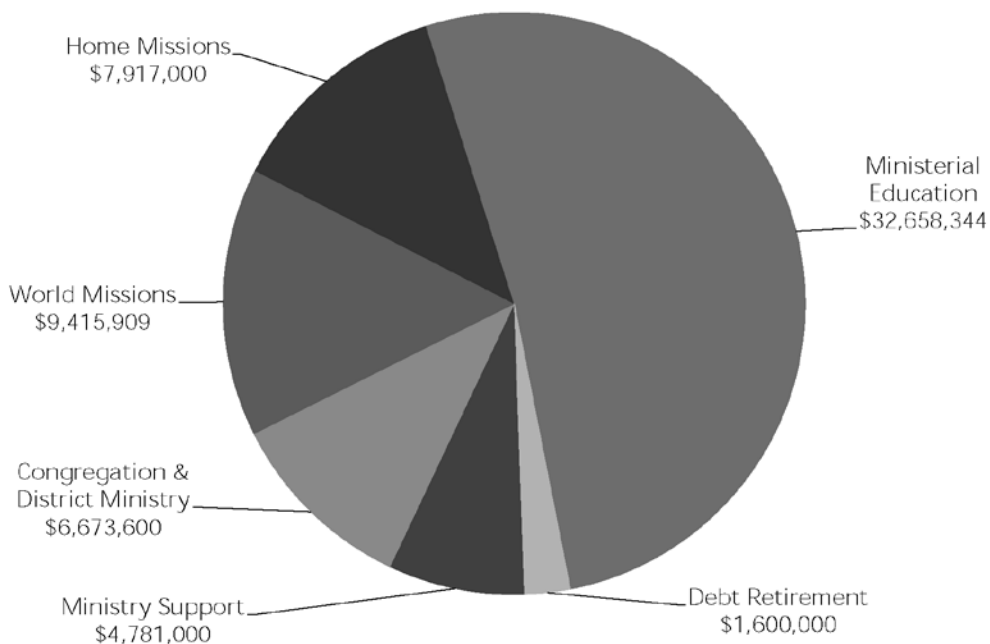
FY 2011–12 Synod Operating Support Allocation
\$28,911,000



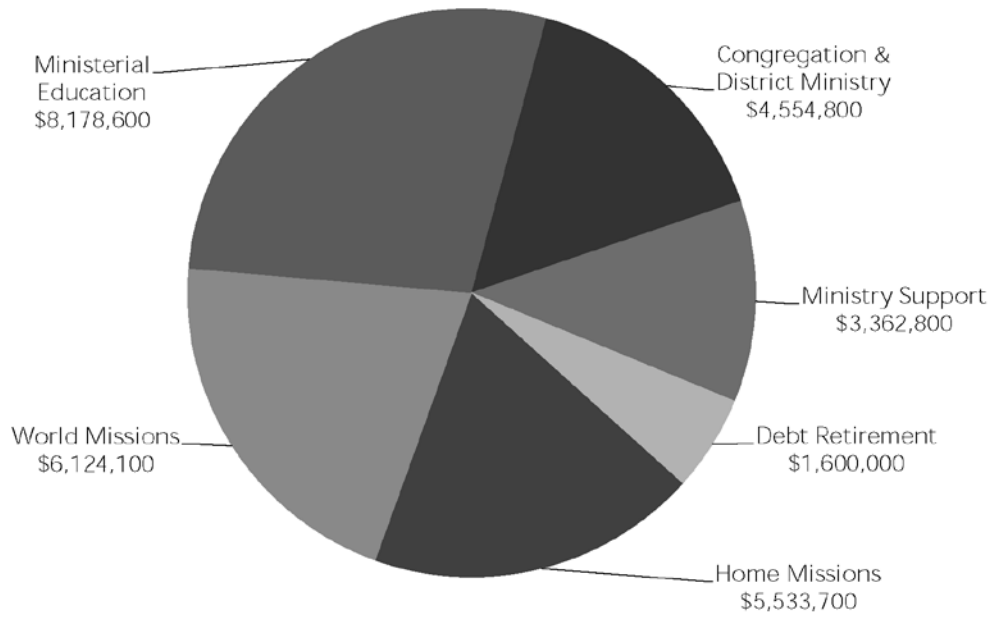
FY 2012–13 Total Ministry Plan Support
\$63,045,853



FY 2012–13 Total Ministry Plan Expenses
\$63,045,853



FY 2012–13 Synod Operating Support Allocation
\$29,354,000



WELS COMPENSATION GUIDELINES

Salary Matrix

2011-12

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	28,006	29,406	30,807	32,207	33,607	35,008	36,408	37,808
1	28,286	29,700	31,115	32,529	33,943	35,358	36,772	38,186
2	28,757	30,195	31,634	33,072	34,511	35,949	37,388	38,826
3	29,229	30,690	32,154	33,615	35,079	36,540	38,004	39,465
4	29,700	31,185	32,673	34,158	35,646	37,131	38,619	40,104
5	30,172	31,680	33,193	34,702	36,214	37,723	39,235	40,744
6	30,643	32,175	33,713	35,245	36,782	38,314	39,851	41,383
7	31,115	32,670	34,232	35,788	37,350	38,905	40,467	42,023
8	31,586	33,165	34,752	36,331	37,917	39,497	41,083	42,662
9	32,058	33,660	35,271	36,874	38,485	40,088	41,699	43,302
10	32,529	34,155	35,791	37,417	39,053	40,679	42,315	43,941
11	33,000	34,650	36,310	37,960	39,620	41,271	42,931	44,581
12	33,472	35,145	36,830	38,504	40,188	41,862	43,546	45,220
13	33,943	35,640	37,350	39,047	40,756	42,453	44,162	45,859
14	34,415	36,135	37,869	39,590	41,324	43,044	44,778	46,499
15	34,886	36,630	38,389	40,133	41,891	43,636	45,394	47,138
16	35,358	37,125	38,908	40,676	42,459	44,227	46,010	47,778
17	35,829	37,620	39,428	41,219	43,027	44,818	46,626	48,417
18	36,300	38,115	39,947	41,763	43,595	45,410	47,242	49,057
19	36,772	38,610	40,467	42,306	44,162	46,001	47,857	49,696
20	37,243	39,105	40,987	42,849	44,730	46,592	48,473	50,335
21	37,715	39,600	41,506	43,392	45,298	47,183	49,089	50,975
22	38,186	40,095	42,026	43,935	45,865	47,775	49,705	51,614
23	38,658	40,590	42,545	44,478	46,433	48,366	50,321	52,254
24	39,129	41,086	43,065	45,021	47,001	48,957	50,937	52,893
25	39,600	41,581	43,585	45,565	47,569	49,549	51,553	53,533
26	40,072	42,076	44,104	46,108	48,136	50,140	52,168	54,172
27	40,543	42,571	44,624	46,651	48,704	50,731	52,784	54,812
28	41,015	43,066	45,143	47,194	49,272	51,322	53,400	55,451
29	41,486	43,561	45,663	47,737	49,839	51,914	54,016	56,090
30	41,958	44,056	46,182	48,280	50,407	52,505	54,632	56,730
31	42,429	44,551	46,702	48,823	50,975	53,096	55,248	57,369
32	42,901	45,046	47,222	49,367	51,543	53,688	55,864	58,009

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
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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

Floor Committee #9

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 2009, 1,396 souls were added to the groupings of believers in our fellowship, bringing the total of those baptized to 84,466 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 147 pastors, 11 student pastors, 6 vicars, and 198 evangelists who serve the spiritual needs of 517 congregations and 192 preaching stations. The expatriate missionary force numbers 39 full-time missionaries and 8 teachers. Forty-four 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 carolyn.feltner@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. 8).

The work of World Missions is overseen by seven recently reorganized 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 and Haiti. The explorations were prompted by the interest of people desiring the gospel in these areas. Whatever new 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. That position has now been filled. 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. 105).

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 176,000 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 three thousand souls.

In Pakistan more than 24,000 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 three thousand of these courses are distributed to villages by workers via bicycles. This effort, begun in 2006, has now resulted in the distribution of 118,000 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 60 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 Mission's 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.

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 celebrated its 15th anniversary during its fifth triennial conference held in Kiev, Ukraine, on June 3–5, 2008. There were 85 in attendance representing 20 churches. The upcoming triennial gathering will take place June 4–6, 2011, at Martin Luther College, New Ulm, Minn., with some activities also being carried out on the campus of Bethany Lutheran College in Mankato, Minn.

Office operations combined

Over the past biennium the Boards for Home and World Missions approved the combining of support staff personnel into one joint mission office. This change has been in place for nearly two years and seems to be working very well as it lends to efficiencies in equipment and leverages the skills and strengths of the respective workers on behalf of both mission programs.

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, 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 6.8 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 84,000 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 Committee. 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.

Resolution

The Board for World Missions desires to rectify an oversight going back to its restructuring at the 2009 convention. The submitted bylaw change did not include specificity for the board members to come from a representation of

pastors, teachers and laymen. For the sake of good order and for the guidance of the synod's Nominating Committee, the board asks that the resolution found on p. 152 of the report of the Committee for Constitutional Matters, which was submitted and approved by the Synodical Council, also be affirmed by the synod in convention.

Thanks

Finally, World Missions would like to give special thanks to Pastor Philip Koelpin, who has served as the board's chairman since 1999 and on the board and its committees in various capacities since 1983. His prior terms of service make him ineligible for another term. His dedication and zeal for mission outreach, his faithful service, his leadership, and his adept chairing of numerous meetings with complicated issues has earned the respect and gratitude of our board.

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.

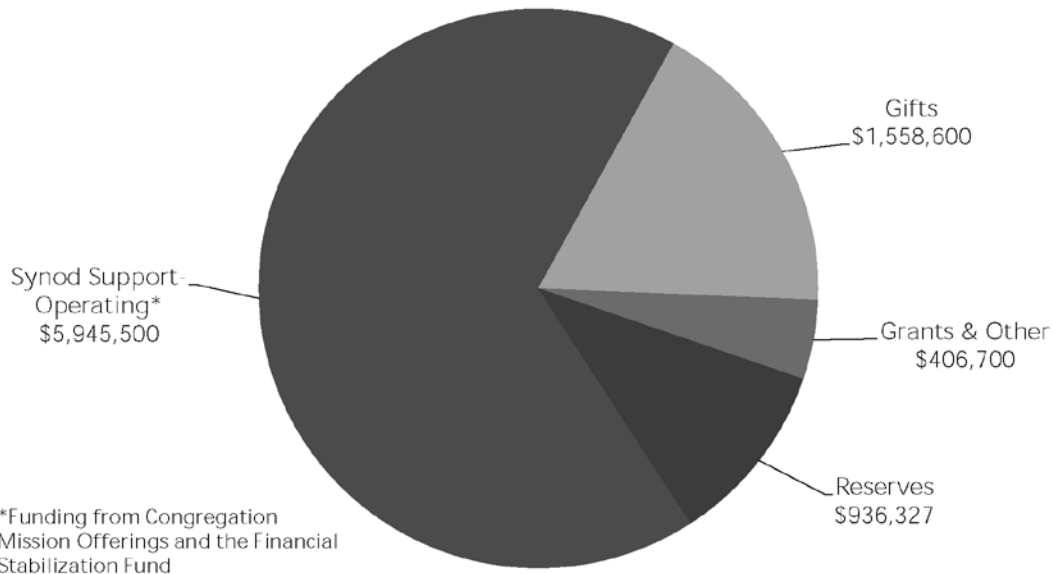
Rev. Dan Koelpin, reporter

Rev. Philip Koelpin, chairman
Dr. Robert Anderson, secretary
Rev. Howard Mohlke
Mr. Keith Moore
Mr. Danny Wehmeyer

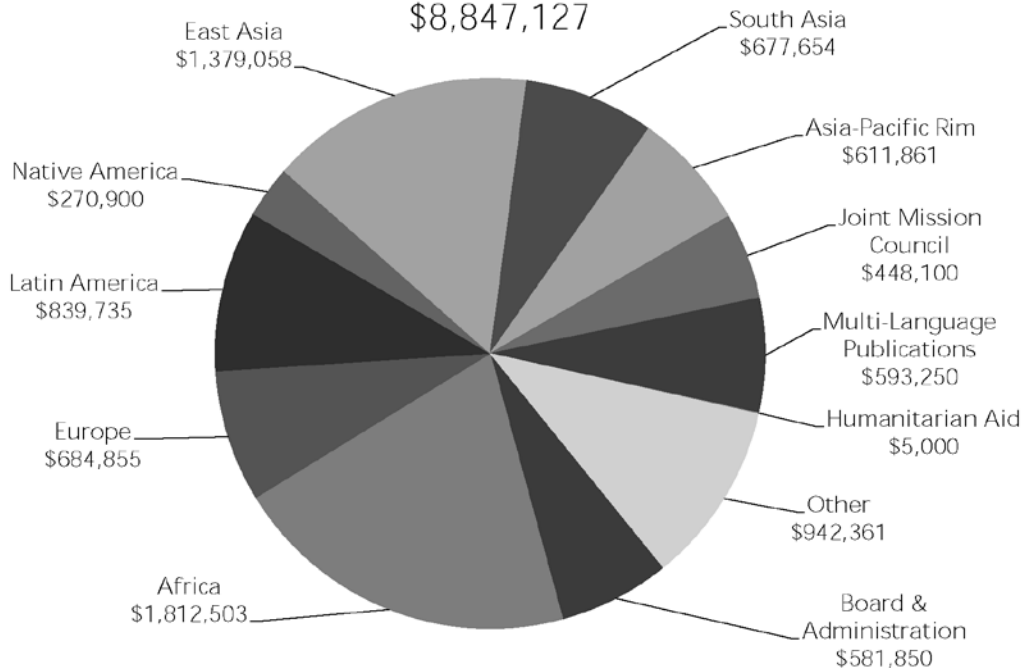
Advisory:

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

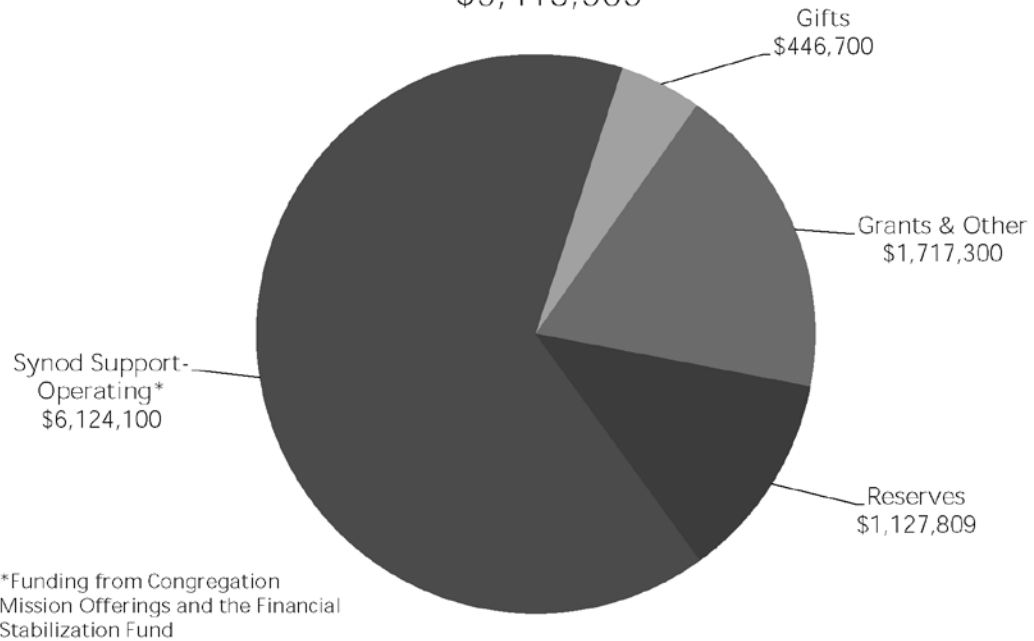
FY 2011–12 Support
World Missions
\$8,847,127



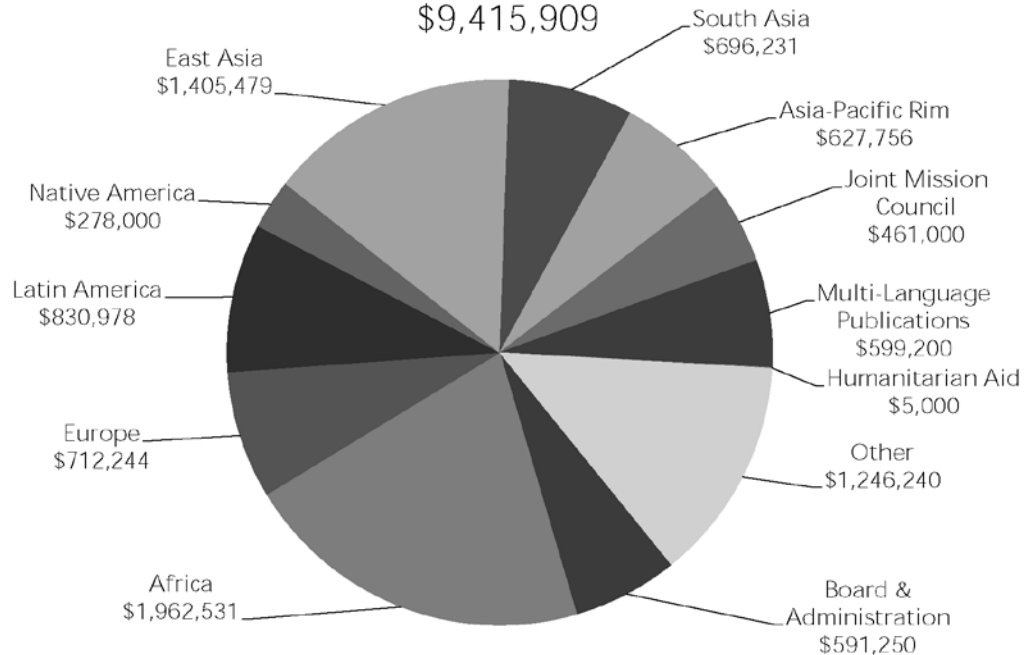
FY 2011–12 Expenses
World Missions
\$8,847,127



FY 2012–13 Support
World Missions
\$9,415,909



FY 2012–13 Expenses
World Missions
\$9,415,909



Board for Home Missions

Floor Committee #10

Our calling

When the disciples came back from town to bring Jesus some food at the well in Samaria, he directed their “eyes” to see an important opportunity for ministry when he said, “Open your eyes and look at the fields! They are ripe for the harvest” (John 4:34). Indeed, down through time throughout the world, there have been opportunities for God’s people to share the message of salvation through faith in Jesus Christ. Through the eyes of faith, we also are able to see Jesus’ directive.

The Board for Home Missions (BHM) seeks to serve our Savior, Jesus Christ, through our ministry together in the Wisconsin Evangelical Lutheran Synod. The board feels that it is a part of its mission to hold the countless opportunities to proclaim Christ to the lost before its brothers and sisters in WELS. With its God-given resources, Home Missions seeks to reach those who are lost. Its primary focus in reaching the lost with its God-given resources is to start new churches and ministries in the mission fields of North America. By God’s grace our eyes of faith have been opened so that we can see our Savior from sin in the person of Jesus Christ. We realize that God’s Word must be proclaimed if others are to see their Savior through eyes of faith (Romans 10:17). May God bless our efforts as we seek to proclaim the living Christ to a dying world.

Our current situation

Despite 2009 synod convention cuts in all areas of ministry, Home Missions was able to proceed with some modest ministry expansion. At its December 2009 meeting, the Board for Home Missions Executive Committee used divisional funds to authorize two establishing ministries (new starts). One of them is in Castle Rock, Colo., and the other is in Kansas City, Mo. (Hmong pastor). The board also authorized four enhancement ministries (financial assistance to existing ministries). Those included the support of a full-time Hispanic pastor in Phoenix and partial support of a second pastor at Salt Lake City, Utah. In addition, the board offered support to four mission congregations in the form of a mission program subsidy agreement, which gave more financial support to those congregations. In April 2010, two congregations received enhancement funding to help support two pastors—one in a growing ministry and one in a bilingual Hispanic ministry. Due to synod budget constraints, this was the extent of financial support that Home Missions was able to offer to new openings and new ministries during the past biennium.

At this time Home Missions is serving

- 8 missions in the establishment phase (exploratory),
- 21 missions in the development phase (mission status),
- 8 ministries in the enhanced phase, and
- 15 cross-cultural ministries.

Home Missions also supports campus ministries throughout the United States. Another 111 congregations are classified as mission congregations since they have loans with WELS Church Extension Fund, Inc., below the market rate of interest.

Active in support of these ministries are 13 district mission boards; three mission counselors—Pastors Mark Birkholz, Peter Kruschel, and Ed Schuppe; a national Hispanic consultant, Pastor Tim Flunker; a campus ministry committee chaired by Pastor Ken Brokmeier; and various other committees. Currently the Hmong National Consultant position is vacant.

Since October 2010, the WELS Hmong Lao Ministry Committee, working with the BHM Executive Committee, has been determining the next step for this ministry. At a Jan. 12 meeting (following a December 10–11 conference of Hmong pastors, vicars, and elders), the recommendation was made to call a Hmong pastor as the full-time consultant for Hmong ministry. This recommendation will be acted on by the BHM Executive Committee.

For 24 years Pastor Harold Hagedorn actively supported Home Missions as administrator. On Sept. 30, 2010, he retired from this ministry. A service of thanksgiving to our Lord for Hagedorn's faithful service was held Sept. 24 at St. John, Wauwatosa, Wis. Although Home Missions has not tallied all the areas of outreach ministry that were touched by Hagedorn's ministry, it knows that he kept the eyes of our church body on the "fields ripe for harvest."

With the retirement of Hagedorn, the second year of the biennium has been one of transition. At its September 2010 meeting, the Board for Home Missions called Pastor Keith Free to serve as administrator. He was led to accept that call and began serving at the Synod Administration Building on Nov. 29, 2010.

The fall 2010 meeting of the Board for Home Missions brought another change to the work in Home Missions. An evaluation task force had been appointed to review the form and function of Home Missions. After numerous meetings, extensive research, and a large number of interviews, the evaluation task force brought a number of recommendations to the board in its fall meeting. Ten of the task force's recommendations were approved.

The most significant change was the grouping of current district mission boards into regional boards. There are four regions: the East, North, South, and West. The East Region is composed of the North Atlantic District, Michigan District, Southeastern 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 Colorado Mission Board. The West Region is composed of the Arizona-California District and Pacific Northwest District. The effectiveness of the regional approach will be evaluated at the fall 2012 Board for Home Missions meeting.

While the 13 mission districts are grouped in four regions, each district still has two men from its district who serve on the Board for Home Missions. Each district still has its own district mission board, which 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 that district mission boards remain as they have been.

With a four-region approach Home Missions now has a BHM Executive Committee of eight men made up of one pastor and one layman from each region. In addition, the chairman for the Board for Home Missions, Pastor Charles Westra, serves on the executive committee. When the BHM Executive Committee meets, this will give each district mission board two regional men to represent their requests to the BHM Executive Committee. In the past, only 4 of the 13 districts had direct representation to the BHM Executive Committee. For some time Home Missions had heard from its district mission boards that it had a communication gap between the executive committee and the district boards. The regional approach is an attempt to bridge that gap.

In addition to bridging the communication gap, Home Missions feels that the regional approach offers a great opportunity for increased training. More training for district mission boards has been identified as a point of emphasis, and it is hoped that the regional structure will provide a format for this activity. Home Missions also hopes for increased opportunities for encouragement and accountability. There will be a forum for sharing ideas and opportunities. Districts can share plans and serve one another as accountability partners with the regional chairmen coordinating the efforts.

A look ahead

One of the thoughts the Evaluation Task Force shared in its document is that the Board for Home Missions continue to keep before WELS members the opportunities WELS has to open more missions. At the February Synodical Council meeting, Home Missions made a presentation that indicated there are more than 30 sites currently identified by district mission boards as locations for new missions. At some of these sites, much preliminary work has been done. What Home Missions needs to go forward are the financial resources.

To help fellow synod members see how the Lord is blessing the gospel proclamation in Home Missions, the BHM 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, Home Missions has a mission presentation it would like to share in WELS churches and schools. For more information, contact missionspeaker@wels.net.

There are three items that should enhance the opportunities for Home Missions to open new missions and to start new ministries.

1. The Synodical Council has a proposed budget that will increase Home Missions' budget by \$350,000 for the 2011–12 fiscal year. With that additional funding, two to three missions are planned to be opened.
2. WELS Church Extension Fund (CEF), Inc., had a board meeting at the end of February 2011. At that meeting, the CEF Board of Directors gave a \$1 million grant to Home Missions. Following the CEF charter that its funds are for land and facility, Home Missions will consider ways to use this gift to assist mission congregations. Home Missions gives thanks to the Lord for this special gift from CEF and prays the Lord's blessings on the use of this gift.
3. In addition to the current ways WELS Kingdom Workers (WKW) supports Home Missions through Faith in Action volunteers and financial support of national mission projects, WKW is looking at creative ways of using its chapters to directly assist mission congregations in outreach ministry.

In addition to its Church Extension Fund and WELS Kingdom Workers partners, Home Missions is thankful for its partnership with the Lutheran Women's Missionary Society (LWMS). LWMS offers support through gifts, promotion of missions, and befriending of missionaries and their families. The 2011 annual Lutheran Women's Missionary Society convention is in Milwaukee from June 23–26.

As Home Missions uses its varied resources and sees potential resource and manpower support increasing, it believes in the next biennium, with the Lord's blessings, it can open new missions and start new ministries. BHM members pray the Lord will so bless Home Missions so some of the fields ripe for harvest will have laborers sharing the precious gospel message of forgiveness through faith in our Lord and Savior Jesus Christ. To Christ Jesus be the glory now and always.

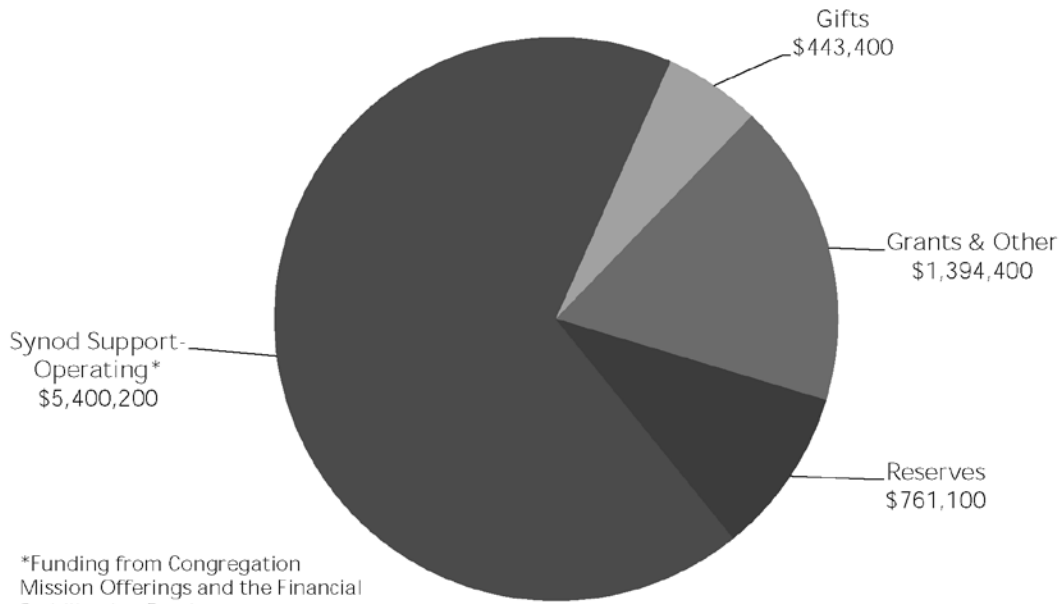
Rev. Keith Free, reporter

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

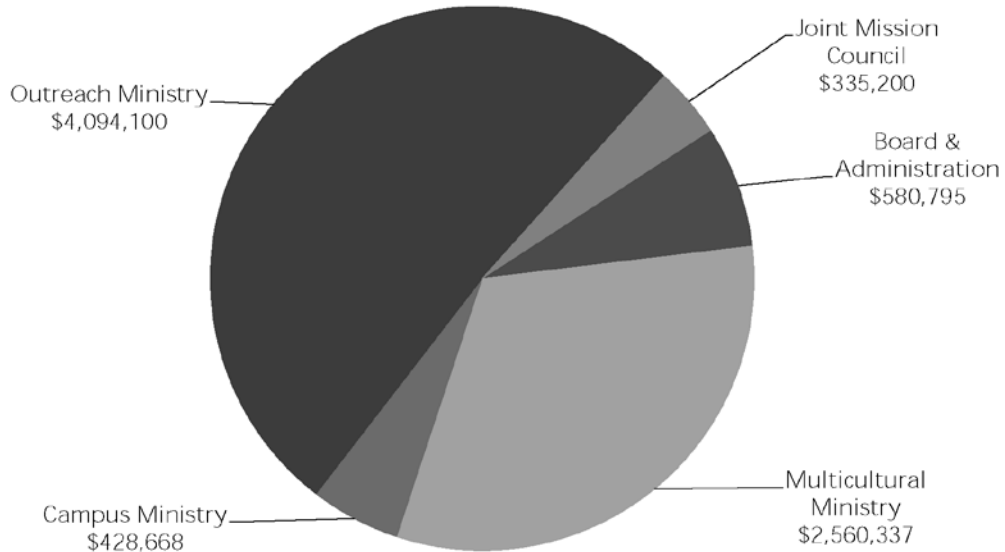
Advisory:

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

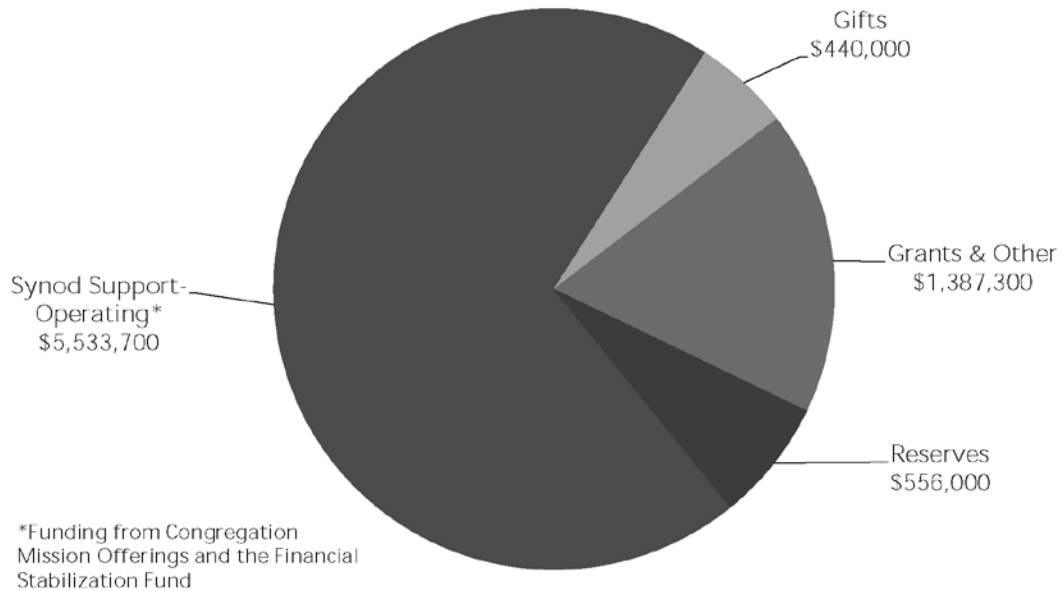
FY 2011-12 Support
Home Missions
\$7,999,100



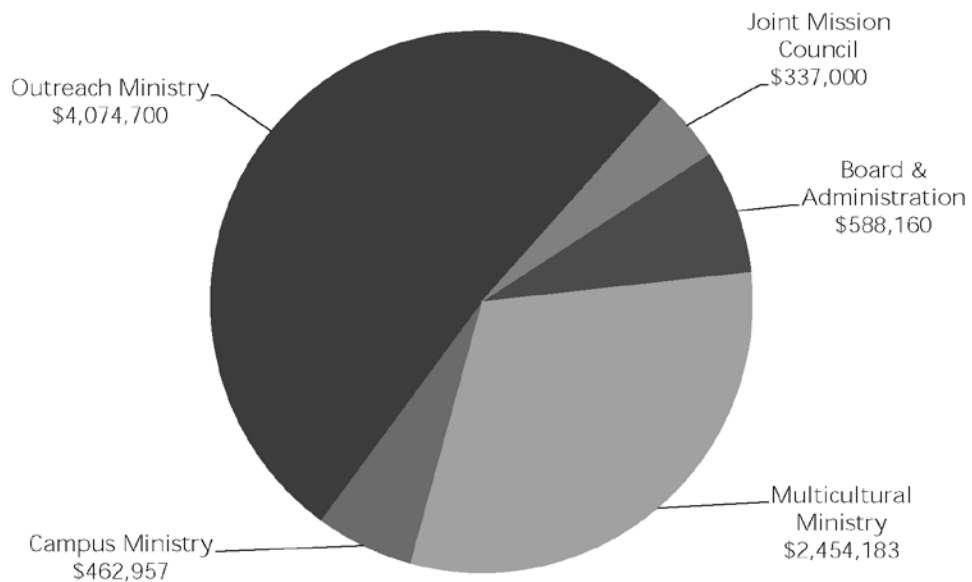
FY 2011-12 Expenses
Home Missions
\$7,999,100



FY 2012–13 Support
Home Missions
\$7,917,000



FY 2012–13 Expenses
Home Missions
\$7,917,000



Joint Mission Council

Floor Committees #9 and #10

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:

- **Hmong and Lao ministries in Thailand**—Eleven WELS missions operate in the Thailand area. Some of these were formerly under World Missions and others under the Hmong Lao Ministry Committee of Home Missions. A new Thailand-Laos Oversight Committee was formed by the Joint Mission Council to join the two former tracks under one organized church body (Lutheran Evangelical church of Thailand). Pastor Kenneth Pasch was called and installed as the new field coordinator in November 2010. He is also working with Pastors David Lor and Tom Chaleunsouk, Hmong pastors from the United States, and two WELS Kingdom Workers volunteers (Ms. Katie Lehman and Ms. Liz Meister) to support the local efforts. The Thai Village handicraft program helps to support the ministry and students. The church is serving three cultures with three languages: Thai, Hmong, and Laotian. The field currently has three Bible Institutes for the training of future church workers. In August 2010, seven Hmong men graduated from the seminary in Chiang Rai and are currently serving the church as pastors and teachers. Three congregations are currently close to construction phase for worship facilities.

- **Cristo Palabra de Vida**—In May 2010 the Hispanic/Latino Outreach & Training program through the Pastoral Studies Institute graduated one man who was assigned to work in Phoenix in team ministry at Santo Tomas. Two other Spanish-speaking men are currently studying for ministry through the Pastoral Studies Institute with expectations that they will graduate in May 2012. The Cristo Palabra de Vida National Council continues to provide training seminars for any congregation that desires to work with the Hispanic population in their neighborhood.

By the grace of God, 16 congregations in WELS have weekly worship in Spanish. They serve more than 1,500 people. Additionally, 16 more congregations have weekly Bible classes in Spanish, serving approximately 225 people. More than 75 other congregations 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 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**—WELS Muslim Outreach has moved away from offering presentations to congregations. It is working to identify areas that have a Muslim ethnic base to be developed into mission fields. In conjunction with identifying potential mission fields, it is identifying WELS members with a Muslim background who could serve in a ministry capacity. Pastor Walter Westphal is currently the developer/mentor who is identifying potential mission areas and ministry candidates. Information for outreach to Muslims is available at www.truthinlovetomuslims.com. A DVD featuring a Bible study has been developed and is now available.

- **Sudanese outreach**—The Lord has blessed the outreach opportunities in Des Moines, Iowa, to reach Sudanese refugees with the gospel. After more than four years of working with the refugees and instructing them, several Sudanese will be confirmed this summer. Recently ten children were baptized. Although opportunities exist in Sudan, current security concerns and funding are keeping WELS from sending men into this 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:

- **Hmong and Lao ministries**—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. Decisions of salary levels, building priorities, ministry development, and outreach opportunities will be funneled to them. The Thailand seminary system is also working with Wisconsin Lutheran Seminary and the Pastoral Studies Institute to create a uniform theological training program for future evangelists and pastors. Efforts will increase to establish a stronger ethnic Thai leadership to reach more of the 65 million Thai, most of whom are Buddhist. Requests for mission outreach in Vietnam and other surrounding countries that are less accessible will need to be addressed. Print and Web resources will be redesigned to create a uniform communication in Thailand and to the synod. Discussions are also underway for joining the two former mission fields under one government licensing agency for practical and logistical reasons. Coordination and collaboration between the Hmong Lao 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 U.S. Hmong congregations. A long-range plan is being developed to engage many more lay volunteer teams from the United States for assisting with short-term humanitarian aid and evangelism outreach programs and receive the blessing of the experience.
- **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. There are more than 350 congregations who have Hispanics living in a close proximity to their worship facility. The 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 trained person with a Muslim background do mission work in the United States. This person would be pastorally trained to serve an ethnic congregation and also be able to serve in a “mission counselor” role for congregations wishing to do outreach to Muslims. Eventually this person also would help to train and mentor other Muslim background believers to serve in WELS outreach to Muslim mission fields. The developer/mentor position is a permanent part of the program for the near future.
- **Sudanese outreach**—Because of the security issues in Sudan, WELS has not been able to establish a firm outreach in the country. Outreach efforts continue in Des Moines with a watchful eye for the day that WELS might extend its efforts to 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 us with 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. Philip Koelpin, 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

Floor Committee #11

Our calling

“**A**nd 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 Ministerial Education is the preparation of candidates for the public ministry of the gospel to proclaim Christ’s love in the congregations, schools, and mission fields of our fellowship. A special emphasis of the last biennium has been to identify and meet the continuing and changing needs of our church body at this point in the history of the holy Christian church. 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.

Our current situation

The 2009 synod convention asked the Board for Ministerial Education (BME) to explore ways to increase financial assistance, working toward a reduction of tuition and cost per student as possible and appropriate, and studying the use of rebates for those entering the ministry. The BME has increased the dollars available for the schools to use for financial assistance by releasing money formerly held in a quasi-endowment. Considerable work remains to be done by a new working group on financial assistance to decrease the educational debt load of students graduating from Martin Luther College (MLC). The idea of rebates is still under discussion.

The BME is discussing its philosophies and formulas for distribution of subsidy to the schools. The prep schools are likely to see subsidy at about \$5,000 per student, which would match the parent contribution in tuition. The college is likely to see a similar per-student subsidy rate, while Wisconsin Lutheran Seminary (WLS) students on campus are likely to be subsidized at about \$11,500 per student. While the school governing boards are attempting to establish small, prudent reserves to cushion the blow of any future recession, these subsidy levels seem to be using up any reserves faster than they can be replenished, making the current funding model unsustainable.

The BME has also 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 BME would like any capital campaigns at the schools to be conducted in coordination with the Ministry of Christian Giving and to be reviewed and adopted as a regular part of the synod budget process.

The 2009 convention also asked the BME to study the offering of Mandarin at synodical schools. Under the chairmanship of the academic dean of Wisconsin Lutheran Seminary, Prof. Paul Zell, a Mandarin Study Committee brought recommendations that were forwarded from the BME to the schools. The recommendations should be substantially implemented in the next biennium, 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. Students at WLS should have the opportunity to keep their Mandarin skills current.

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. The BME has seen progress at all three educational levels in the last biennium. 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. The college has received a formal interpretation of immigration law that would allow international graduates to serve in the United States as well as in their countries of origin. Wisconsin Lutheran Seminary continues to refine its programs under the World Missions seminary professor and the director of the Pastoral Studies Institute. 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 our ministerial education schools to identify and train for those changed needs.

In response to the 2009 synod convention's adoption of recommendations from the Ad Hoc Commission, the ministerial education schools are working with the new Congregation and Ministry Support Group and the Conference of Presidents to expand current efforts in continuing education of called workers, and education of laity for service in their own congregations in efforts like the Congregational Assistant Program.

Last fall, the governing boards of the schools gathered with the members of the BME and synodical officials to discuss governance issues that have arisen since the incorporation of the schools. The brotherly discussion laid valuable groundwork for clarifying the roles and relationships of staff in the business and fiscal offices, technology, human resources, facilities management, and mission advancement.

A look ahead

Attempting to identify what is best for the church, the BME will prayerfully consider how to be more efficient and responsive to current circumstances and needs. At the same time, it 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 students to be candidates for service 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. Tracy Linn

Teacher Kurt Rosenbaum

Mr. William Schmidt

Rev. Thomas Westra

Teacher 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

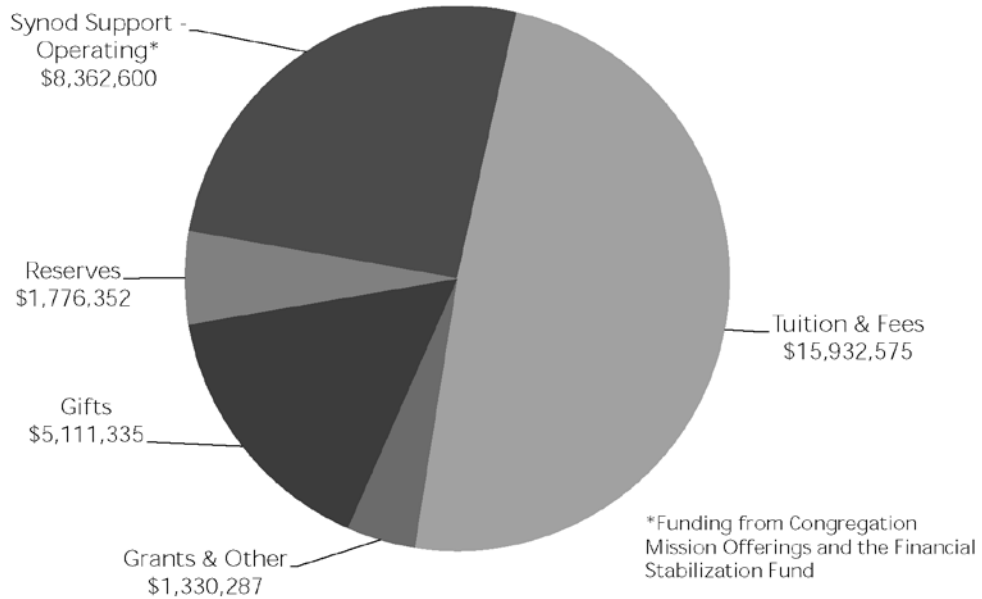
Rev. Mark Schroeder, WELS president

Pres. Paul O. Wendland, Wisconsin Lutheran Seminary

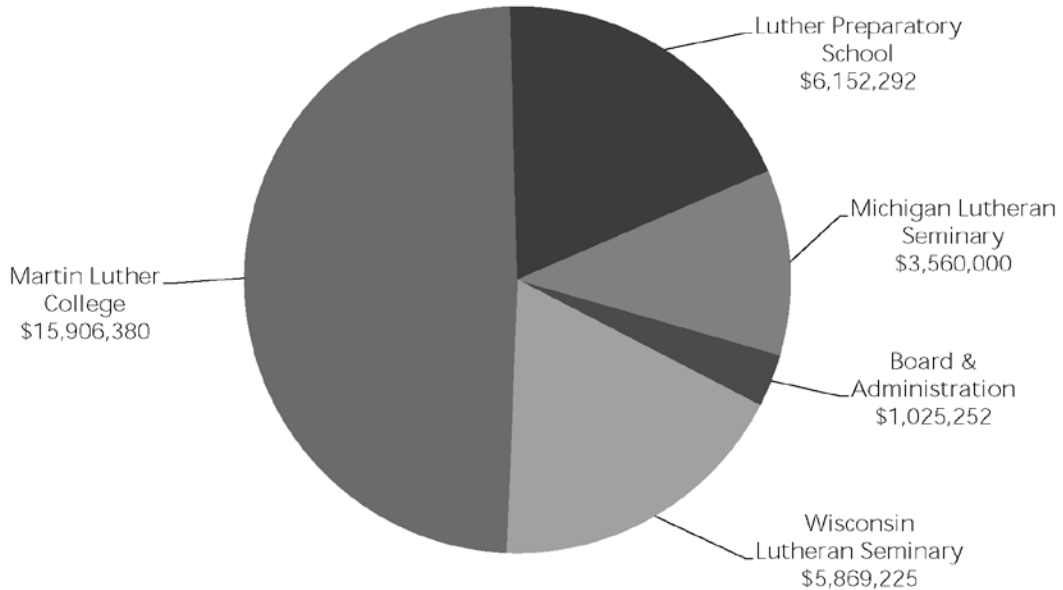
Pres. Mark Zarling, Martin Luther College

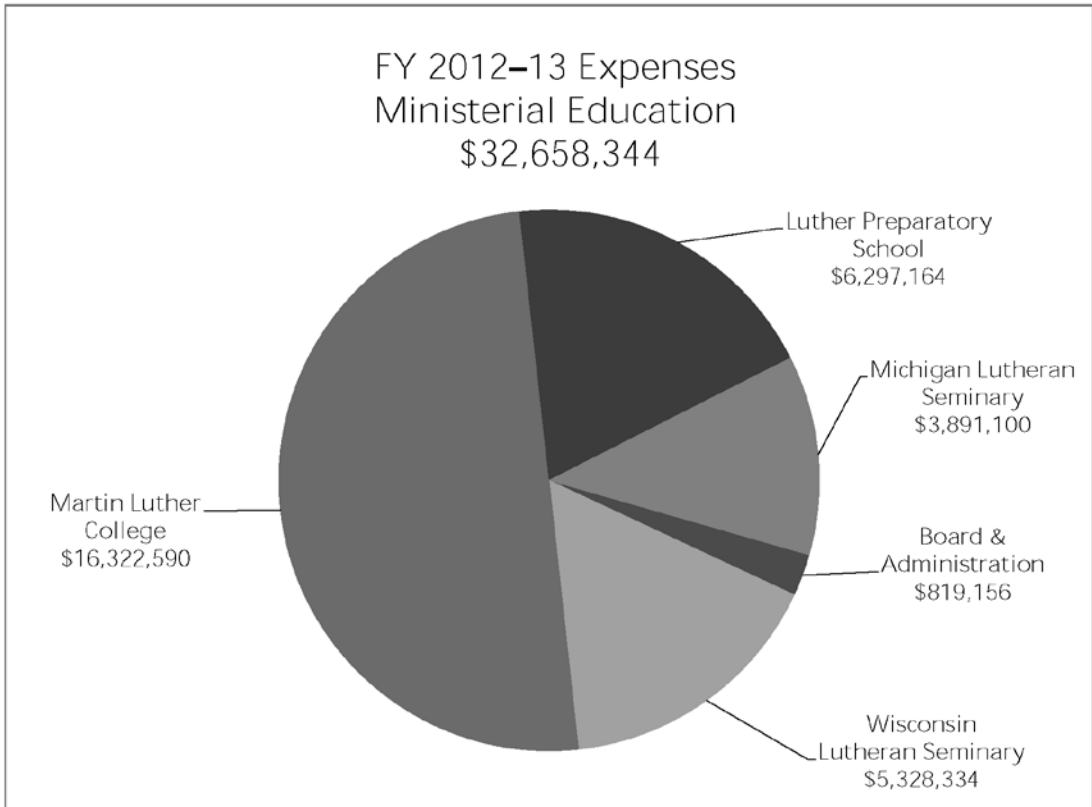
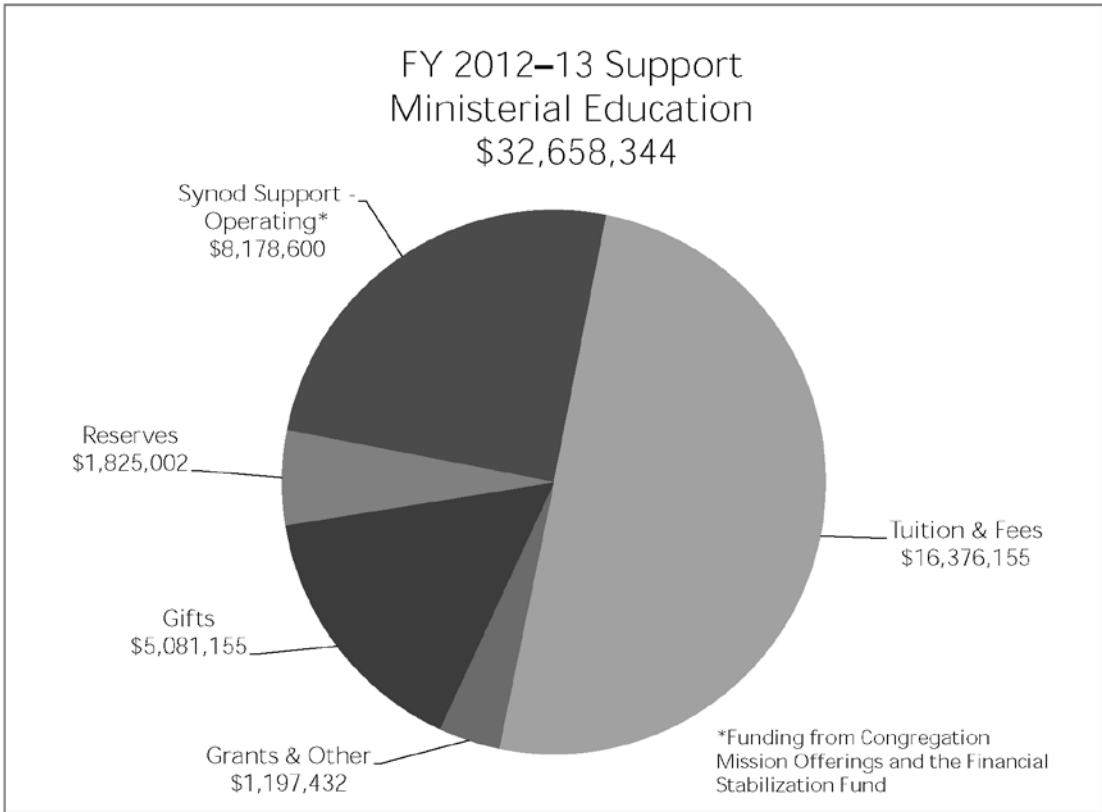
Dr. William Zeiger, Michigan Lutheran Seminary

FY 2011–12 Support
Ministerial Education
\$32,513,149



FY 2011–12 Expenses
Ministerial Education
\$32,513,149





Wisconsin Lutheran Seminary

Floor Committee #11

Our calling

The calling of Wisconsin Lutheran Seminary (WLS) is twofold:

- To offer theological training that prepares men to enter the pastoral ministry of the Wisconsin Evangelical Lutheran Synod or of churches within its confessional fellowship.
- To offer opportunities for theological and professional growth to called workers who already are serving in the ministry of its confessional fellowship.

The seminary's most fundamental purpose has not changed through the years. It prepares men to serve as pastors. Recently, at the synod's direction, WLS has placed a much greater emphasis on continuing education. In addition, the seminary is increasingly called upon to guide cross-cultural ministerial education efforts at home and to assist world mission seminaries abroad. The following report will summarize how WLS has carried out its calling as well as discuss briefly how it, under God, hopes to serve the Lord in the next two years.

Our current situation

Enrollment—traditional

In May the seminary hopes to present 44 candidates for assignment to the public ministry of the church. That number includes 42 traditional students and two men from the Asian Ministerial Training program. It also hopes to present 37 men for assignment to a year of vicarship. In general WLS is now seeing classes in the twenties and thirties. Pastoral recruitment has to be on the hearts and minds of all.

	<i>Current Year</i>	<i>2011-12</i>	<i>2012-13</i>	<i>2013-14</i>	<i>2014-15</i>
Seniors	42	31	34	22	31
Middlers	37	25	34	30	30
Juniors	28	37	32	33	27
Special	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
Total On-Campus	108	94	101	86	89
Vicars	32	35	23	32	28
Emerg./Temp Leave	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>
Total Off-Campus	<u>34</u>	<u>37</u>	<u>25</u>	<u>34</u>	<u>30</u>
TOTAL STUDENT BODY	142	131	126	120	119

Enrollment—Pastoral Studies Institute

The full enrollment picture for the seminary must include the work the Pastoral Studies Institute (PSI) is doing with second career men preparing themselves to come to Mequon, with the Asian Ministerial Training Program, and with Cristo Palabra de Vida (the Spanish ministerial training program).

<i>Pastoral Studies Institute students</i>	<i>2010-11</i>
Cristo Palabra de Vida	2
Asian Ministerial Training	14
PSI Second Career	<u>4</u>
Total PSI Students	20

Financial aid

Through God's rich blessing, the seminary has been able to increase both the total amount of student aid it gives, as well as the average amount each student receives, thus keeping pace with tuition increases.

<i>School Year</i>	<i>WLS Total Financial Aid</i>	<i>Average Aid Per Student</i>	<i>WLS Tuition</i>
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*	\$393,970.00	\$3,824.95	\$7,570.00

**as of 1/7/11*

WLS stands in awe of our Savior's work in the hearts of his people. His grace alone can inspire this kind of generosity. The seminary received \$505,153 in gifts to the Scholarship Fund for the entire 2009–10 fiscal year and \$261,040 for the first six months of the 2010–11 fiscal year.

The financial aid distributed by WLS represents only about half of the total amount its 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 \$6,343 per student during the last school year and \$6,836 for the first six months of this school year.

Since the last time WLS reported to the synod, the average debt of those students who carry debt has increased by roughly \$1,700. It now stands at around \$17,700 per student. Most of this was acquired as student loans taken out while they were undergraduates. WLS seeks to ensure that students do not increase their indebtedness while attending the seminary, but rather reduce it through careful money management. More than simply offering monetary assistance to students, WLS strives to counsel students and foster among them good stewardship of God's money.

Mandarin study scholarships

In the last synod convention, the Board for Ministerial Education was charged with seeking to discover ways to encourage the study of Mandarin among students in its four schools. The seminary has responded by offering study scholarships of \$2,500 apiece for up to four middlers or seniors to audit Mandarin courses offered at Wisconsin Lutheran College. The intention is to allow students to forego off-campus employment in favor of pursuing their study of this language.

Winterim

Winterim gives students and professors an opportunity for both academic and practical enrichment. Specialized classes that are not part of the regular curriculum are offered. A student can propose his own independent study plan. Others sign up for off-campus mission trips and study tours. This year:

- 26 students went to Florida for trips to receive hands-on experience in outreach or to increase their practical leadership skills by addressing real life, congregational issues.
- 7 students went on study tours to Mexico.
- 6 students proposed their own independent, off-campus study plans—one going to China; another to Whiteriver, Ariz.; and four others to a congregation in Hampton, Ga.
- 9 other students are pursuing their own study projects while on campus.

With the current emphasis on practical training and learning by doing, it is gratifying to see the success of Winterim in bringing this kind of accent to the curriculum. The seminary also brings in guest presenters who add greater variety to on-campus offerings.

Winterim has also become a standard feature of the seminary's continuing education program, as pastors sign up for the various courses offered on campus. For the past three years it's averaged around nine pastors a session.

Study tour to Israel

In partnership with Bethany Lutheran College and Seminary, WLS is offering a study tour to Israel after the conclusion of the 2010–11 school year (May 22–June 3, 2011). The tour presents a thorough and aggressive survey of the land where the 12 tribes settled and where Christ walked. The trip has been generously supported by Mr. Mark Schwan, with some additional assistance from the WLS Scholarship Fund. Ten students are expected to go.

The vicar program

The importance of the vicar year in training pastors can hardly be overestimated. It allows the student a year in which he can put what he has learned in the seminary classrooms into practice in a real life ministry setting. It is the envy of many other seminaries whose programs of practical training are only part time.

It is undeniable, however, that vicar costs to congregations have been steadily on the rise. Because of the financial downturn, many congregations have been re-thinking their commitment to the vicar program in the light of all their priorities for ministry.

Because the seminary is convinced that the success of the vicar year is critical to the training of a pastor, it strives to identify pastors who are highly qualified to carry out this ministry. The selection of such pastoral teachers cannot be accomplished, however, without a frank discussion of finances. The annual cost for one vicar exceeds \$35,000. The Vicar in Mission Settings program has identified outstanding supervising pastors and has been a significant blessing to WLS students (and, therefore, to the synod), but it comes at a high cost to the Board for Home Missions (BHM) and more recently to the seminary. Of the 32 vicars serving this year, 22 are “vicars in missions.” Neither the BHM nor the seminary can offer assurances that the present level of funding can be retained after the 2011–12 vicar year. A long-term solution for making the vicar program sustainable is yet to be found.

Pilot mentoring project

In 2010, the seminary launched a pilot project to mentor newly-assigned pastors in their first years of ministry. In cooperation with the Southeastern Wisconsin District, Pastor Daron Lindemann worked with three seniors as they began their ministries. The seminary is learning as it goes and hopes to expand the effort by adding three more mentors and nine candidates from the 2011 graduating class.

Seminary Chorus

The choir presents an annual Christmas concert, performed twice on the second Sunday in December. A graduation concert is held the evening before the seminary’s graduation service in May. The choir also tours. This year, after presenting a number of concerts in Wisconsin, the choir traveled to Minnesota and then conducted an eight-day trip leading to Toronto and Ottawa, Ontario, Canada, over the seminary’s spring break. The chorus has appeared in 40 of the United States as well as in Canada during its long history.

Student Assistance Program and Pastoral Care Center

As the needs of our student body change, WLS has been using the services of off-campus counselors from Wisconsin Lutheran Child and Family Service (WLCFS) and elsewhere. WLCFS has offered to serve the seminary with a special Student Assistance Program (SAP) under which we can refer students for help. The service will be provided at a modest cost.

To make it easier for students to receive confidential counseling when they need it, the seminary also has established a permanent counseling room called the “Pastoral Care Center.” Prof. John Schuetze and Prof. emeritus Alan Siggelkow both serve the student body in this way.

Pastoral Studies Institute

The Pastoral Studies Institute (PSI) of Wisconsin Lutheran Seminary has a wide range of responsibilities. The following list gives some idea of its scope:

- The PSI continues to allow the seminary the flexibility to respond to the pastoral training needs of individuals with special circumstances. Four second-career non-traditional students are at various stages of their pre-seminary training under the PSI.
- The PSI continues to provide many opportunities for 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 Ministry Training Program.
- Both Cristo Palabra de Vida and the Asian Ministry Training Program are currently without full-time directors. PSI director Dr. E. Allen Sorum has been temporarily serving both programs in that capacity. A great deal of his time has been spent in ensuring that the Asian Ministry Training Program remains on a firm footing. He has been gathering course syllabi and course materials. He has completed a modest review of its curriculum as well as put in place new enrollment procedures. Cristo Palabra de Vida’s emphasis is now focused primarily on training lay members for mission and ministry.

- In the past two years, the PSI through its satellite programs has prepared two candidates for Hispanic ministries and five candidates for Asian ministries.
- The PSI works closely with the Specialized Training Programs Coordinating Group in coordinating all specialized training efforts occurring in WELS from recruitment to placement. The group is comprised of representatives from the Board for Ministerial Education, Board for Home Missions, Board for World Missions, and Conference of Presidents. The PSI director and the World Mission seminary professor serve as co-chairs.

Through the PSI, the Lord is providing many opportunities to guide cross-cultural ministerial education efforts in North America.

Overseas teaching

It is vital to maintain and deepen the ties of fellowship and love which join us to our sister church bodies throughout the world. One way the seminary participates in this important mission is through the work of World Mission Seminary Professor Kenneth Cherney Jr. One of his responsibilities is to coordinate the sending of seminary professors to teach overseas. Teaching trips the past two years were conducted to

- Bulgaria by Prof. Cherney,
- Germany by Professors Brug and Brenner,
- Hong Kong by Professors Wendland and Geiger,
- India by Prof. Cherney,
- Japan by Prof. Cherney,
- Malawi by Prof. Sorum,
- Nigeria by Prof. Cherney,
- Sweden by Professors Zell and Cherney,
- Ukraine by Professors Brug and Cherney, and
- Zambia by Professors Brug, Sorum, and Cherney.

WLS and the Greater Africa Theological Studies Institute (GRATSI)

This past year, the seminary forged a new and special relationship with the Lutheran Church of Central Africa. There is a pressing need to train the next generation of theological professors and teachers, men who are qualified to teach at WELS Bible institutes and seminaries across Africa. The Lutheran Seminary in Lusaka, the Bible Institute in Malawi, and Wisconsin Lutheran Seminary are working together to provide structured, advanced theological studies for such men. A pastor who successfully completes the curriculum will receive a B.Div. degree from WLS.

World Mission Seminary Conference

More than 50 men involved in the training of pastors, evangelists, and lay leaders in world missions and sister churches around the world met at the World Seminary Conference held in Mequon in August 2010—a meeting held once every four years. Prof. Cherney coordinated the conference. The meeting highlighted two competing trends in world mission seminary education—the value of greater cooperation in worker training and the need to understand that each mission field is unique. Workshops explored curriculum development and evaluation, distance learning techniques, and using English as a medium for instruction.

Wisconsin Lutheran Seminary Governing Board

WLS notes the changes that have taken place on its governing board. The terms of office expired for the following board members: Pastor John Covach, Teacher Kurt Schmidt, and Mr. John Postelli, who served for 4, 10, and 12 years respectively. WLS thanks our gracious Lord for the unique gifts and service of each of these men. Through the Michigan, Northern Wisconsin, and Minnesota Districts, the synod elected Teacher Michael Hein, Mr. Gerald Zimpelmann, and Pastor John Dolan to fill these vacancies.

Faculty milestones and highlights

- Prof. James Westendorf retired at the end of the 2010–11 school year after 44 years in ministry and 29 years in service to the seminary. He has been a blessing to an entire generation of gospel servants.
- 2011 will mark Prof. Bivens and Prof. Brug's 40th year in the ministry. Prof. Gurgel will celebrate his 25th.
- Prof. Richard Gurgel was awarded his D.Min. degree from Trinity International University in Deerfield, Ill.
- In the fall of 2010, Prof. Bill Tackmier was installed as professor of Old Testament and Practical Theology. Prof. Tackmier is currently pursuing his M.A. in Hebrew studies at the University of Wisconsin–Madison.
- Besides Prof. Tackmier, Professors Brenner, Cherney, Geiger, Quandt, and Schuetze are all working towards degrees at the master's level or higher.

Faculty workload

The calling of a seminary professor involves a wide range of activities in addition to teaching traditional students on campus. These include:

- Administrative and teaching support for the Pastoral Studies Institute and the World Mission seminary programs (amounting to more than 1.5 “Full-Time Equivalent” or FTE, a standard measure of workload).
- Administrative and teaching support for the seminary’s new emphasis on continuing education. This includes a half-time director for the program and an ongoing time commitment from professors (calculated at .5 FTE) for the development and delivery of online courses. The plan—which is very much dependent on manpower—is that nearly every faculty member will be involved in preparing a class or two for complete, high-quality, online delivery. For more, see “Grow in Grace” below.
- Other larger campuses will dedicate full-time or part-time staff for campus administration in the areas of financial aid, academic dean, and dean of students. On this campus, those roles become “add-ons” for professors with full-time teaching responsibilities.
- Professors are often asked to make presentations to conferences or to serve on various boards and committees (much of it synod-mandated).

In 2003, the seminary’s “sabbatical professor” was cut from the budget. This position allowed seminary professors to take sabbaticals, either in the parish or in order to pursue further studies. In providing the position in the first place, the synod was recognizing that for a school dedicated to training parish pastors, it was important for the trainers to go back to the parish from time to time to refresh their knowledge and understanding of what pastoral ministry is like today. The synod was also demonstrating its understanding that pastors called from the field needed time to prepare themselves to teach at a seminary level. Giving professors time off for further study is essential for the high standards WLS wishes to maintain. The loss of the sabbatical professor has been keenly felt. The seminary still provides time for continuing education, but this necessitates increasing the workload of those who are teaching full time.

The result is that the 17 men currently on campus are doing the work of nearly eighteen (17.93 FTE). WLS eagerly looks for the arrival of the 18th man, for which it is currently calling. The seminary sincerely hopes and fervently prays that it will not have to cut faculty positions down to 17 again in the near future.

Implementation of revised curriculum

2011–12 will mark the first school year in which WLS will implement its revised curriculum. In addition to a few adjustments in the number of hours for some courses, the major changes are as follows:

- Reduction of hours: students will spend no more than 20 hours per week in the classroom.
- A “flex hour” scheduled each morning can be devoted to reading and other class preparations, choir rehearsals, meetings with an advisor or instructor, or library research.
- A senior thesis/project. This is a three-credit task that allows the student to pursue a limited concentration within the regular curriculum in an area that matches his gifts and interests. It also provides an opportunity for the student to further develop independent study skills useful for continued growth in ministry. The thesis/project can be selected from any subject area in the curriculum.

Grow in Grace, the Institute for Continuing Education at Wisconsin Lutheran Seminary

With the establishment of Grow in Grace, the seminary has demonstrated its desire to give the mission of continuing education new prominence and urgency, in keeping with the last synod convention’s acceptance of the Ad Hoc Commission’s report. Prof. Richard Gurgel has received the appointment to serve as the seminary’s first director of continuing education, with half of his time being dedicated to this work. The seminary also has been calling for another professor to ensure that it has the manpower to support these new efforts as well as continue to meet its obligations to its M.Div. students. Generous grants from Thrivent and from the Zietlow and Antioch Foundations have provided the necessary funding. Achievements to date include:

- The launching of two new Web sites with a variety of resources for called workers. The first site, Grow in Grace (www.wlsce.net), is the general portal at which one can find all the services that WLS provides for called workers (Summer Quarter, symposium, Pastors Institutes, satellite courses, Winterim, online courses). It also showcases ideas in pursuing continuing education as well as provides resources for planning one’s own personal and professional development. The second site, Proclaim Grace! (www.preaching.wlsce.net), is devoted to growth in preaching. Its resources are coordinated with a two-year series in the *Preach the Word* newsletter received by every WELS pastor.

- The seminary’s first online course was held in summer 2010 as Prof. Sorum taught “Leadership in Paul.” Twenty-seven called workers participated. The course was repeated in the spring semester of the 2010–11 school year.
- By summer 2011, WLS will have three online courses offered, with four tentatively planned both for Summer Quarter 2012 and 2013.
- During the 2011–12 school year, there will be two online courses offered during the fall semester and three offered during the spring semester.
- A three-year plan for aggressively working towards self-support is being developed. WLS hopes the program will become self-sustaining, without requiring dollars from the regular seminary budget. The offering of courses online will play a significant role in this.
- WLS has begun a one-year pilot program to match dollar for dollar whatever a congregation contributes towards the tuition of its called workers. Several congregations have stepped forward to make this investment in those whom they have called to serve them with the Word.

At the same time, the seminary continues to offer continuing education through

- the publication of *Wisconsin Lutheran Quarterly*;
- Summer Quarter. In 2009 the seminary hosted 74 students for Summer Quarter courses. In 2010 a total of 113 attended. The seminary continues to offer three basic Summer Quarter programs. One leads to a Master of Sacred Theology degree (a program geared especially for pastors). Another program leads to a Master of Arts in Religion degree (open to staff ministers and teachers). The third culminates in a Master of Practical Theology degree. One-week, two-week, and three-week courses are offered;
- Winterim. Although designed primarily for on-campus students, there has been increasing interest;
- its “satellite” summer quarter and Pastors Institute programs conducted in various locations around the United States. In 2010, more than six hundred pastors participated in 21 off-campus events; and
- its annual symposium. In fall 2010 a two-day symposium on the subject of worship and outreach was attended by 453 professors, pastors, and students. This year’s symposium will take a look at Lutheran schools. It will be held Sept. 19–20, 2011.

Synod support and mission advancement

In addition to the support WLS receives from the synod, it is grateful for the special gifts the Lord has directed here from his people. Since support has generally declined over the past ten years (from \$1.7 million in FY 2001 to \$946,235 in FY 2010, and \$1,113,367 in FY 2011), special gifts are vital for WLS to continue to carry out its calling.

	<i>Fiscal Year</i>	<i>YTD</i>
	<i>2009-10</i>	<i>12/31/2010</i>
Unrestricted	\$283,409	\$173,611
Temporarily restricted	\$598,355	\$296,458
Permanently restricted	<u>\$ 97,813</u>	<u>\$ 44,043</u>
Total	\$979,577	\$514,112

WLS thanks our God for continuing to bless the efforts of its faithful mission advancement personnel—Mr. Kevin Keller, Mrs. Lori Guse, and Mrs. Sarah Malchow, as well as that of the entire Ministry of Christian Giving team.

Gifts in addition to synod support allow us to

- offer generous financial aid to WLS students,
- support the Vicars in Mission Settings program,
- subsidize off-campus experiences for students,
- support professors’ continuing education,
- develop continuing education courses, and
- respond to emergencies without adding extra burdens to the synod’s budget.

Budget reductions and performance

WLS has been making every effort to trim costs and hold down expenditures. It froze salaries and wages for the staff for three out of the last four years. It froze salary for the faculty two out of the last four years. It raised the health insurance deductible from \$500 to \$1,000. It eliminated one full-time custodial position. It also eliminated one full-

time position in the food service department. It cut student help on campus 50 percent. It reduced library hours to save on wages. It cut travel expenses (making the cuts up in other expenses lines). It put off capital purchases. It put programmed maintenance projects on hold. It paid two staff positions and one-half of student help out of institutional funds. It reduced other miscellaneous expenses wherever possible. Finally it subsidized the operating fund by spending down its unrestricted net assets. As for expenditures, for FY 2010, it came in at 4.8 percent under budget. For the first six months of FY 2011, it is tracking at 1.3 percent under budget.

Use of WLS unrestricted funds

As of Dec. 31, 2010, WLS holds \$5,145,744 in unrestricted net assets. WLS administration plans to use these funds in the following ways:

<i>Name of Fund</i>	<i>Amount</i>	<i>Reason for Plan/Designation</i>
Contingency Fund	\$500,000	Board-designated: to be spent only at board approval. This fund enables the board to respond to emergencies or deal with a sudden dip in expected revenue without immediately slashing programs
Seminary Fund	\$871,265	Board-designated: this fund enables administration to subsidize the operating fund and to pay for special projects.
Scholarship Fund	\$2,820,452	From gifts donors intended to be used for scholarships. Much of this represents earnings or market gain on the original donor gifts. The board therefore designated them to be treated as a scholarship endowment.
Bookstore, Library, PSI, Continuing Education	\$528,578	Student-generated funds from bookstore sales; gifts/grants from donors for the library or for the PSI
Print shop, residence fund, student furniture replacement	\$162,823	Funds established from fees designated for specific purposes
Fixed assets	\$262,626	Investment in certain types of fixed assets WLS owns (excepting buildings and land).

Though the ledger lists \$5,145,744 in unrestricted net assets by current accounting rules, the WLS Governing Board has designated the funds for specific purposes. Other funds came from fees designated for specific purposes. Only the Seminary Fund has not been designated for a specific purpose. WLS has been spending down the Seminary Fund for years to fund the operating budget. It intends to do so also during the next biennium. By the end of the biennium, it will be gone. After that either synod support will have to increase, mission advancement efforts become more aggressive, or student tuition and fees will have to be raised. Otherwise, drastic cuts will need to be made. As of this writing, WLS knows what our synod support will be, and it is facing the fact that it needs to make sizeable cuts already in the first year of the new biennium.

Vicar account to be moved to WLS

In the past, WELS has shown the revenue and expenses for the vicar program on the administration “slice” of synodical expenses, but with the current fiscal year (FY 2011) the program is being moved onto the seminary’s ledger. This adds an estimated \$1 million to \$1.6 million in revenue and expenses to the seminary’s statements, depending on the size of the vicar class. In general, nothing is immediately envisioned that would change the sources of support for this program. Nothing is going to change either in the way the program is administered and managed. This will still be carried out not by the WLS business office, but by the synod. The move is intended to reflect the fact that the vicar year is a vital part of the seminary’s training program. It does not mean that the seminary is assuming the responsibility for funding the vicar program. Though the seminary budget will look larger by about \$1 million, nothing has really changed in terms of the amount of money the seminary has received or is expending for its regular campus programs.

Campus projects completed

Only relatively minor projects were tackled because of budgetary restrictions. Two exceptions to this were the replacement of the library elevator and hooking up the furlough homes to city water. Many other significant and

needed projects, including a campus security system and exterior door replacement and roadway resurfacing, have simply been put on hold until the financial situation improves.

Synod archives

The current accommodations for the synod's archives on the seminary grounds are running out of space. WLS is at the point where it will soon no longer be able to accept new materials without impeding access and causing a fire hazard. WLS notes with approval the recommendations of the ad hoc committee to the Synodical Council that an archivist and staff be engaged and that proper quarters for the archives be secured (see Memorial 2011-04, p. 157).

Wisconsin Lutheran Seminary alumni

Wisconsin Lutheran Seminary alumni met in their fourth annual meeting on Sept. 20, 2010, in the seminary chapel. Nearly one hundred men gathered for the meeting held prior to the start of the symposium. A highlight of this year's meeting was the presentation of the first-ever WLS Alumni Student Scholarship Award.

Friends of the Seminary Day

This annual gathering is sponsored each October by the seminary and by the WLS Auxiliary. It features a worship service, mission presentations by students and professors, a light lunch, and campus tours. Since 1973, more than \$114,600 in wish-list donations has been given by friends of the seminary through the WLS Auxiliary.

Staffing

Staffing at the seminary remains at a low level because of previous budget cuts. With the leaving of Mr. Paul Marcsis (who served us faithfully and well for many years), we were able to welcome to our staff Dr. Susan Holtz, who had been teaching as an adjunct professor in Whitewater, Wis. Her doctoral dissertation focused on online learning. In addition, she has rich experience in computer hardware and software. Best of all, God has blessed her with a heart to serve. Her first goals have been to develop a technology plan for the campus and to equip the faculty to develop and deliver online courses. We are truly thankful to our gracious God!

WLS remains grateful for having a staff who view their work at the seminary as a vocation and not merely as a job. WLS observed the following milestones among our staff:

- The 25th anniversary of Mrs. Joanne Vandeventer's service as food service director.
- The 25th anniversary of Mr. Curtis Wenthur's service as building and grounds director.

A look ahead

God willing, in the next two years the seminary plans to

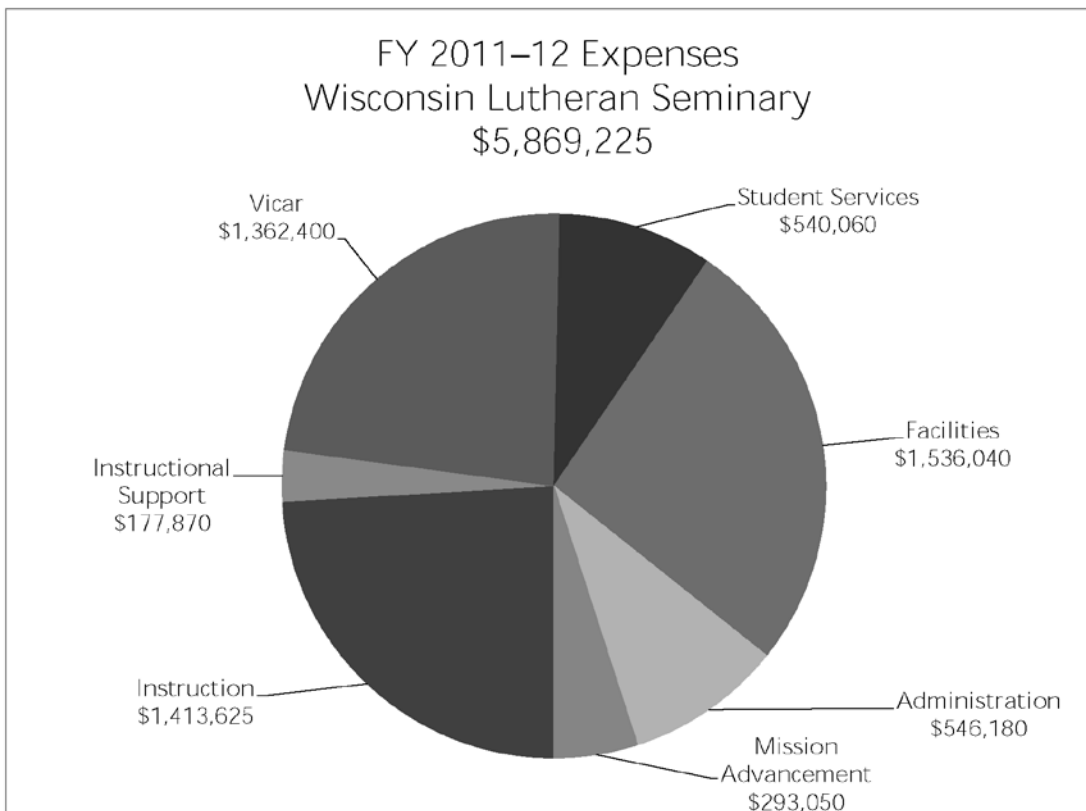
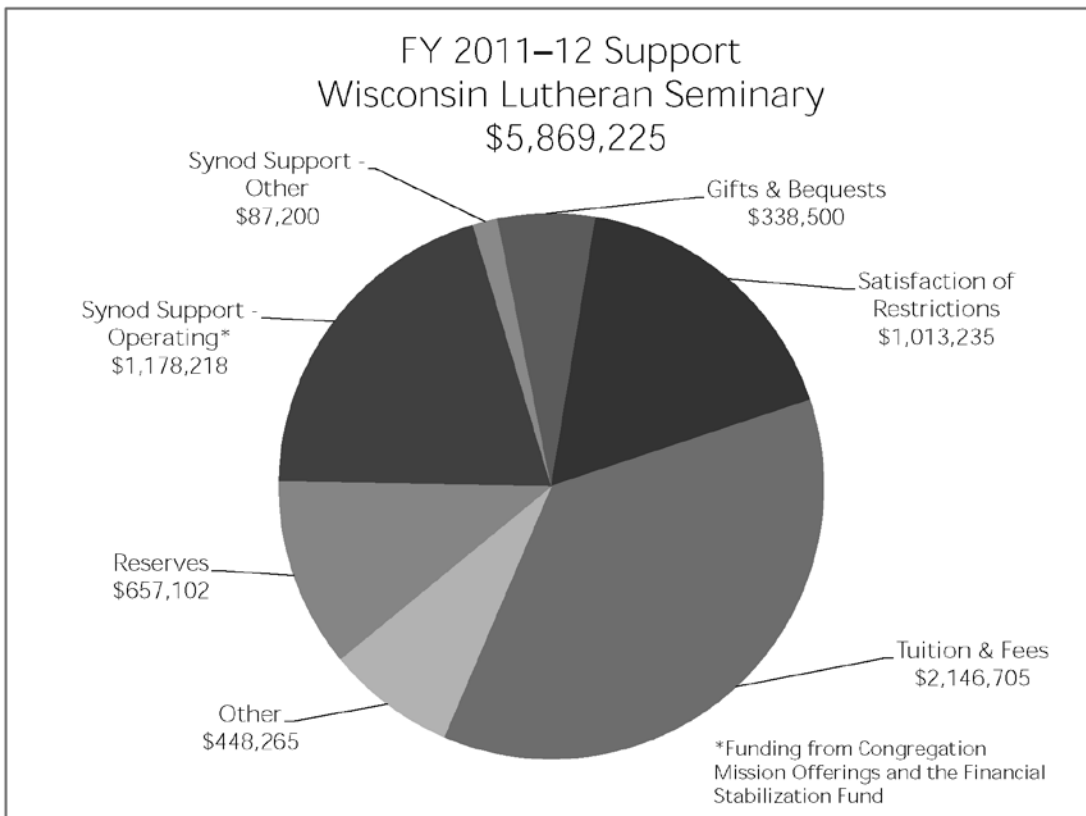
- support its professors' efforts to seek advanced degrees,
- offer nine continuing education courses online each year,
- implement its revised curriculum and senior thesis,
- seek ways to reduce the costs and secure funding for the vicar programs,
- seek ways to secure funding for programmed maintenance, and
- further develop offsite programs in partnership with mission seminaries that allow national pastors to study for WLS degrees.

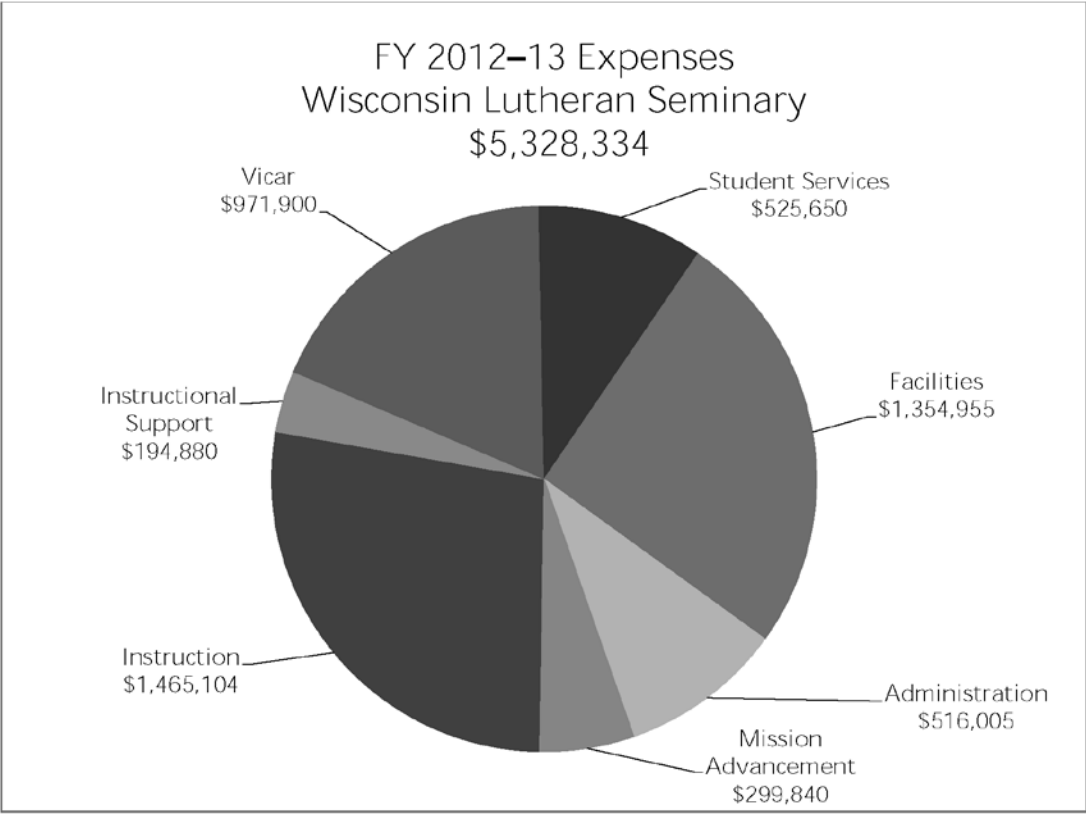
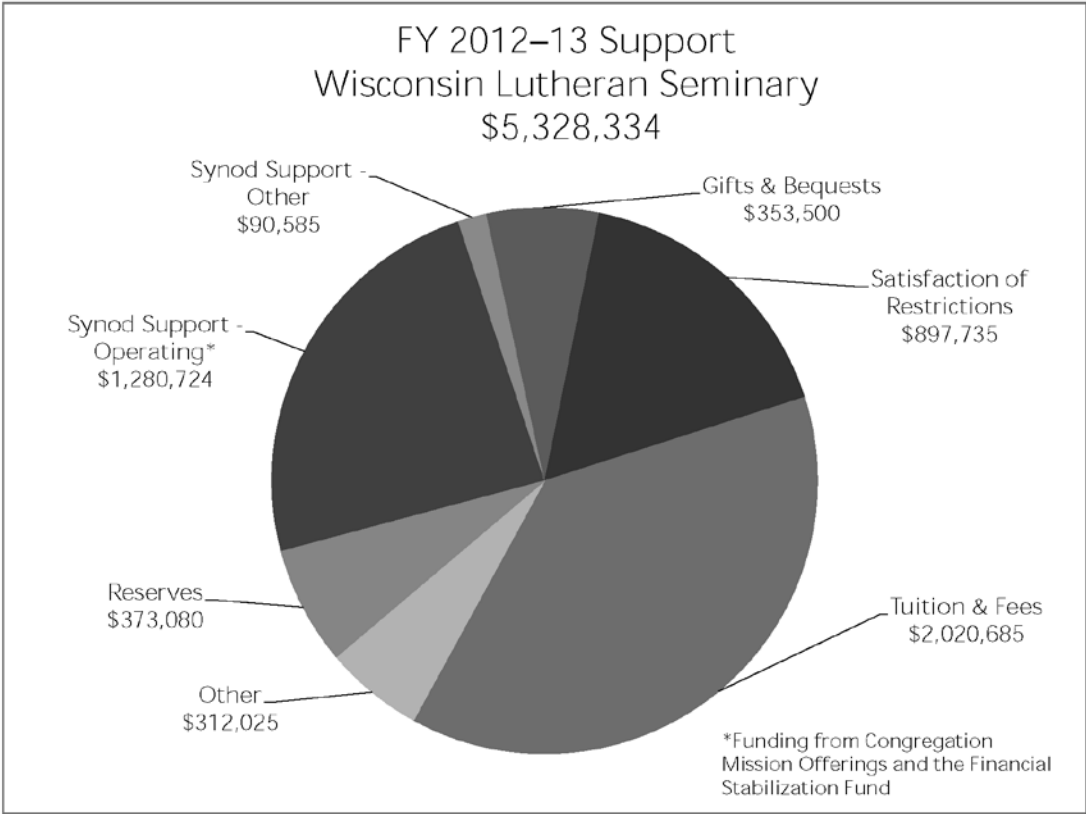
Pres. Paul O. Wendland, reporter

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

Floor Committee #11

Colleges across the country strive to create an identity and a school culture that sets them apart from all the rest. What a joy to realize that the Spirit of God has accomplished that fact for your college of ministry. Christ's love is our calling and it is our campus reality—thanks to the Spirit's powerful use of the gospel.

Our calling

Martin Luther College (MLC) exists to serve the ministry needs of the Wisconsin Evangelical Lutheran Synod. It does so by providing preseminary 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 WELS churches and schools. It does so by providing continuing education opportunities for called workers currently serving in ministry. Yet before its students or professors find their identity in the vocation of public ministry, MLC can be the Spirit's place where the gospel helps each individual find their real identity as a baptized child of God Almighty, sealed into the triumph of Jesus the Christ. Paul's words written to Christians at Philippi are also written to the campus family of MLC: "If you have any encouragement from being united with Christ, if any comfort from his love, if any fellowship with the Spirit, if any tenderness and compassion, then make my joy complete by being like-minded, having the same love, being one in spirit and purpose. Do nothing out of selfish ambition or vain conceit, but in humility consider others better than yourselves" (Philippians 2:1-3). Christ's love is to be heard in word and song, seen and felt in words and actions everywhere on the campus and in the classrooms of your college. What a miracle that every student and professor can declare, "Christ's love is my calling."

Our current situation

Our students

The Lord of the church continues to raise up students who desire to pray about, prepare for, and ponder the privilege of public gospel ministry. The chart below demonstrates enrollment trends at Martin Luther College over the last four years. Though the traditional undergraduate enrollment numbers are 30 percent lower than a decade ago, MLC is grateful that the Lord Jesus has stabilized enrollment trends. Students come from 29 states and 6 foreign countries. The average enrollment number represents the average full-time enrollment over two semesters of the school year. Continuing education numbers reflect people who enroll in summer sessions or who attend various satellite workshops or certification courses. The graduate studies row demonstrates the blessings of Christ upon a relatively recent degree program that has seen steady growth. Please note that the column FY 2011 only represents data through mid-January 2011.

<i>Students served at MLC</i>	<i>FY 2008</i>	<i>FY 2009</i>	<i>FY 2010</i>	<i>FY 2011*</i>
1. Opening enrollment (full and part time)	720	723	712	724
2. Average full-time enrollment	698	703	691	703
3. Continuing education students served	527	569	503	146
4. Graduate students served in Master's Program	43	57	71	74
5. Total students served (1+3+4)	1,290	1,349	1,286	927

* Statistics year to date July 1, 2010, through Jan. 15, 2011

Of concern to this reporter is the gradually decreasing number of young men who are in the preseminary track. The next chart demonstrates the 2010 fall semester breakdown of the on-campus student population. The total enrolled in the Studies in Pastoral Ministry is 159; that averages less than 40 men per class. A closer look reveals the need for prayerful recruitment. Last fall, only 22 of the MLC May pastor-track graduates matriculated at Wisconsin Lutheran Seminary. Last fall, only 31 men matriculated at MLC as freshmen to begin their studies for pastoral ministry. Looking forward, it is apparent that more candidates are needed if WELS is to replace a rather large retiring demographic in its ministerium as well as aggressively seek to begin new missions. This issue of pastor-track recruitment needs careful attention, not only in the admissions department of MLC, but also throughout the ministerial education schools and their partners in the association of area Lutheran high schools.

MLC Enrollment School Year 2010–11 (Opening Enrollment, Fall Semester)

Opening enrollment, grand total	724
Pastoral Ministry	159
Educational Ministry	555
Staff Ministry	15
Master's Program	72

Our faculty and staff

It is a miracle of the Lord Christ's abundant grace that MLC is a place with an unconditional commitment to the unconditional gospel of free grace as the Spirit has revealed it in the holy Word. To paraphrase Paul's words to the Thessalonian Christians, each of us can thank God for the faculty at our college of ministry and pray with the apostle: "We thank God continually because, when you received the word of God you accepted it not as the word of men, but as it actually is, the word of God, which is at work in you who believe" (paraphrased from 1 Thessalonians 2:13). What a precious gift God has bestowed upon our church body—the unity of faith and a Spirit-created submission to the Holy Scriptures as the inspired and inerrant Word.

That Word works! By the Spirit's grace MLC sees faithful labors even in times of reduction. The chart below demonstrates the reductions in faculty the past three years, either retirements or vacancies not filled, or positions regretfully released from call. In essence, though fewer by almost ten percent, the faculty serves the same size student body as three years ago. It speaks to the college's need to prayerfully consider ways to restore proper faculty strength in line with accepted guidelines from MLC's accrediting agency, the North Central Association of the Higher Learning Commission.

	<i>FY 2009</i>	<i>FY 2010</i>	<i>FY 2011</i>
Fall opening enrollment	723	712	724
Called full-time faculty	69	67	63

It needs to be stated that reductions to hired staff personnel have also occurred during this same time frame, necessitating more work for fewer people. MLC acknowledges the faithful labors of so many who strive to do their best for the ministry of the college.

MLC rejoices that a renewed emphasis on continuing education in WELS is also reflected in its full-time faculty. Continuing education by God's people is ultimately a fruit of faith that the Spirit creates through the gospel. Called workers are motivated by Christ's absolute commitment to them. In turn they are motivated to learn, to grow, to become better, to reach for excellence—not for the sake of personal reputation or ambition, but for the sake of Christ's glory and the benefit of the kingdom of God. Furthermore, MLC professors are in a great position to model to future colleagues in ministry an attitude of lifelong learning and striving for excellence as a thank offering to Jesus and to better serve Christ's people. The next chart provides information on the 63 full-time professors in MLC's undergraduate faculty. (The chart does not reflect the status of graduate programs for 11 professors currently enrolled in degree programs.) MLC's governing board and administration are committed to providing financial support for professors to pursue continuing education and enroll in degree programs. The chart does not reflect the graduate faculty for MLC Master's Program where the professors hold doctorates. The graduate faculty numbers 21 and includes MLC professors and other WELS professors who have been appointed to teach in the Master's Program.

Degree	Number of full-time faculty holding	Percentage of full-time faculty holding
Doctorate	14	22%
Two or more Master's degrees	16	25%
One Master's degree	27	43%
Baccalaureate degree	6*	10%

* Three are currently enrolled in graduate course work

During the 2010–11 school year, the following professors celebrated ministry milestones:

- Arlen Koestler, 50 years
- J. Lance Hartzell, 40 years
- Kermit Moldenhauer, 40 years
- Alan Spurgin, 40 years
- David Schroeder, 25 years
- David Sellnow, 25 years

At the conclusion of the 2010–11 school year, the following professors have declared their intention to retire from the ministry:

- Arlen Koestler, 50 years in ministry of which 33 were at the college
- Glenn Bode, 44 years in ministry of which 20 were at the college
- Ronald Brutlag, 43 years in ministry of which 12 were at the college
- Martin Sponholz, 41 years in ministry of which 29 were at the college

The following calls have been accepted to serve at MLC beginning with the 2011–2012 school year:

- Prof. Paul Grubbs, English
- Prof. Mark Tacke, science

As of January 2011 the MLC governing board continues to call for a director of admissions.

In addition, Ms. Jennifer Mehlberg accepted a call to serve as lead teacher at MLC’s early childhood learning center.

Opportunities for our faculty to serve

Martin Luther College strives to provide a Christocentric and biblical education while offering excellence in the academic disciplines necessary in order to train confessional and competent gospel servants. The chart below is an academic snapshot of the various programs offered by the college. MLC is thankful to the Lord Christ for the prayer support and financial support of God’s people in WELS that allows the college to provide these opportunities for study in order to raise up another generation of Christians prepared to be called workers, candidates willing to faithfully serve Jesus and his church. To help all students succeed, the college has expanded its Academic Success Center to meet the needs of its students. Tutors for any discipline, writing coaches, test preparation materials, and a study skills course are available to all students. As a result of these expanded services, the number of students using the Academic Success Center has also increased.

<i>Degree</i>	<i>Program</i>	<i>Number of majors offered</i>	<i>Number of minors offered</i>
Bachelor of Arts	Pre-Seminary	1 (Liberal Arts)	1 (Biblical Languages)
Bachelor of Science in Education	Education	13	10
Bachelor of Science	Education: Non-teaching	1	1
Bachelor of Science	Staff Ministry	3	1
Master of Science in Education		4 Emphases Offered: Instruction, Leadership, Special Education, Educational Technology	

Our professors prioritize their time and energy for their classroom duties. However, the Lord of the Church also uses these ministers of the gospel in other ways to serve souls and the kingdom. The majority of MLC professors also teach beyond the New Ulm campus: teaching online courses, satellite continuing education courses, certification courses, workshops, or preparing conference papers and presentations. As advisors, our professors provide evangelical counsel to their students on issues relating to academic grades, vocational questions, life concerns. All MLC professors serve in various campus committees and task forces. Many of the professors wear the hats of coaches or advisors for extracurricular events. Two-thirds of the professors serve the church at large by holding membership or appointment on various synodical committees or boards. Please pray for them that Jesus grant health and strength for their myriad duties. The workload is to be monitored carefully for it is an ongoing concern of the Higher Learning Commission.

Opportunities for our students to learn by serving

By God’s grace Martin Luther College has also been privileged to offer many opportunities for its students to learn by serving. Over the last several years, the Daylight USA program averages 170 students serving in about 20 different states per year. The congregations and schools use MLC students for various ministry efforts, such as Bible camps, canvass/witness surveys, Easter for kids, vacation Bible schools, and other outreach plans. What a blessing for students to see ministry conducted in various places and to confront various challenges while learning that the constancy of Christ and his Word can meet every situation. The following schematic summarizes only the past two years. MLC thanks WELS Kingdom Workers for generously supporting WELS college students, including MLC students, on various mission trips and learning experiences, both at home and abroad.

<i>Daylight USA</i>	<i>2009</i>	<i>2010</i>
Spring Break volunteers	95	77
Summer volunteers	<u>77</u>	<u>86</u>
Total number of volunteers	172	163
Pastor-track volunteers	49	36
Education-track volunteers	123	127
Total weeks of service	250	374

Every year MLC students or graduates teach in various locations overseas in MLC’s Daylight International program. Over the last several years between 35 and 40 MLC students or grads have served in various countries. Some stay for two or three years, while others only serve one year. From the May 2010 graduating class there are 15 individuals teaching in China, 3 teaching in Dominican Republic, 2 teaching in Mexico, and 2 teaching in Colombia.

Facilities and finances

MLC is grateful for the commitment of WELS to its college of ministry. Certainly, everyone is aware of the financial stringencies that have presented challenges to every area of ministry in WELS. MLC is no different. Yet MLC is grateful to God’s people that even in times of difficulties it has fine facilities and excellent technology and educational and extracurricular resources. In addition, the gift of a new chapel has been an amazing blessing to the campus family and a visible witness to many, many visitors. Now 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 next chart 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 by all departments, reductions in faculty and staff personnel, and continued generosity of God’s people bringing special gifts. Such reductions, however, are not sustainable. Please note that pressing needs of the college remain: increased financial aid to reduce student indebtedness, programmed maintenance needs already identified and prioritized at \$2.5 million, an expansion or new construction of an early childhood learning center, restoration of faculty strength in line with Higher Learning Commission guidelines—these are among the key concerns.

	<i>FY 2008</i>	<i>FY 2009</i>	<i>FY 2010</i>	<i>FY 2011</i>
Enrollment	720	723	712	724
Tuition, board & room	\$ 13,670	\$ 14,370	\$ 14,800	\$ 15,250
Synod support	\$2,925,000	\$4,500,000	\$3,800,000	\$3,750,000
Unrestricted net assets end of fiscal year*	\$3,494,421	\$2,372,120	\$3,973,559	\$4,620,000 (projected)

* FY 2011 represents a projection based on results through December 2010.

MLC's unrestricted net assets as of June 30, 2010, consisted of the following funds:

<i>Name of Fund/Purpose</i>	<i>Amount</i>	<i>Description</i>
Economic Sustainability Fund	\$ 1,500,000	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.
Program Maintenance	\$ 500,000	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. Urgent repairs needed on the MLC campus during the next biennium total in excess of \$2.7 million.
Scholarship Fund	\$ 1,000,000	MLC has committed to provide students in excess of \$2.1 million in assistance for each year of the biennium. The \$1 million designated here is estimated to be the difference between the \$2.1 commitment for the 2011–2012 fiscal year and the funding received from donor contributions and distributions from scholarship endowments. Funding for the 2012–2013 fiscal year is yet to be determined, but will need to be designated from reserves at June 30, 2011.
Miscellaneous and Other	\$ 227,418	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	\$ <u>746,141</u>	This amount represents the portion of the unrestricted funds that are truly undesignated and available. As point of reference, average monthly expenditures at MLC over the last eight months are \$1.26 million per month.
Total	\$3,973,559	

A look ahead

Response to 2009 synod convention concern—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.

	<i>Percentage of graduating class with debt</i>	<i>Average amount of debt</i>
1999–2000	52%	\$ 8,296
2007–08	63%	\$15,151
2008–09	77%	\$18,415
2009–10	63%	\$21,799

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 five percent in any given year. For the last three fiscal years, the rate of increase has been kept at three percent.
- For fiscal year 2011–12 an increase of three percent is planned, of which two percent will immediately go into student financial assistance. This results in a \$200,000 increase in student financial assistance.
- The board has adopted policies to use substantial undesignated gifts for student financial assistance.
- The board authorized the college to work with the Ministry of Christian Giving to utilize a capital campaign to address the financial needs of MLC.

MLC's mission advancement office has made financial assistance a priority in communicating with friends of the college. In addition, students are provided with opportunities for personal financial management studies. In school year 2009–10 WELS-produced "Heart in Focus" materials were used in a series of informal Bible studies. In school year 2010–11, Mr. James Hahn from the mission advancement office is teaching a six-unit course he prepared on various money matters: budgeting, credit cards, credit scores, debt, buying a house, life insurance, health insurance, retirement planning.

Of special note in this regard is the Christian character of our graduates as exemplified in their stewardship and commitment to loan repayment. Last fall MLC was listed in a major news publication as a college whose students faithfully repay student loans. Of the 8,412 colleges in the United States whose students have federal loans, MLC is included in the top ten colleges for repayment rates of its students. May Jesus be praised for this fruit of faith.

Response to 2009 synod convention—encouragement to consider Mandarin instruction at synod schools

Over the last 18 months several options for providing Mandarin instruction at MLC have been examined by the Curriculum Oversight Committee of MLC. The governing board in its February meeting asked the committee to finalize its study and provide a recommendation to the September 2011 board meeting

Response to the Conference of Presidents—increase the number of early childhood education candidates

Several years ago the Conference of Presidents communicated to MLC the need for increased early childhood education graduates to meet the growing ministry needs of the synod. The early childhood education program became licensed in April of 2007. The chart demonstrates a 53.23 percent growth in enrollment in the program since that time.

<i>Year</i>	<i>Enrollment in Early Childhood Education</i>
2007	62
2008	75
2009	88
2010	95

This blessed increase in enrollment also provides MLC with opportunity for prayer as it considers the challenge in meeting the facility needs for the numbers of students in the program. The current early childhood learning center is licensed for 30 preschool children, ages 3-5. The center is consistently full and has a waiting list. Early childhood majors are expected to complete their senior year student teaching at the center. The current facility cannot accommodate all of the student teachers and cannot accommodate any of the once-a-week clinical experiences that juniors are required to have. In addition, the facility cannot accommodate infants and toddlers, which is a necessary experience for early childhood majors (required for an early childhood license).

The governing board has considered renovation of the current facility at an estimated cost of \$1,197,100. At that cost level, the board then considered other options. In April 2010 the governing board passed a resolution authorizing construction of a new early childhood center. In order to fund this need, the college is considering various alternatives including a capital campaign.

Response to the Higher Learning Commission—concerns related to finances and assessment

In the 2009 *Book of Reports and Memorials* Martin Luther College was happy to announce that the Higher Learning Commission visiting team had a positive visit on campus (March 30–April 1, 2009.) Subsequently, MLC was granted

accreditation status for ten years, the maximum length that can be granted. However the visiting team did assign two written reports to the college to address areas of concern.

In May 2012 a written report on institutional assessment is due to the Higher Learning Commission. MLC has responded to the visiting team in several ways. An assessment committee has been organized and trained. Professor L. Lotito has been assigned half time to be the assessment officer for the college and has received extensive training. He has also planned upcoming events to help all departments with strategic tools for ongoing assessment of student learning and involvement.

A second report is due to the Higher Learning Commission in November 2012. This report is to demonstrate progress at MLC in stabilizing the finances of the college. Several items have been implemented by the board:

- The board has approved a management plan for the college's unrestricted net assets. The plan calls for the board to review and, if appropriate, allocate unrestricted net assets annually following completion of the audit.
- The formation of an Economic Sustainability Fund (ESF) was approved by the board. The ESF is intended to function as a reserve fund that supports the operating budget in times of economic downturn leading to reduced synod support, lower enrollments, or gift support. The fund goal is 25 percent of the annual operating budget.
- The board authorized the college to work together with the Ministry of Christian Giving to conduct a capital campaign "to be carried out in a truly Lutheran manner."

Other strategic initiatives under consideration

In February the governing board approved One Generation to Another: An Intergenerational Ministry Proposal. This proposal studies the feasibility of building a senior living complex adjacent to a new early childhood learning center. The site proposed is the off-site campus property that presently holds Luther Manor. At present, that is the site of the current early childhood center since one wing of Luther Manor has been remodeled for that purpose.

The Synodical Council passed this resolution in late February: "We support the building of an early childhood center on the New Ulm campus and we grant permission to lease land if the proposed building of the early childhood center meets the present and future needs of the early childhood program." While the Synodical Council's action does not address funding issues, it allows for the continuation of the planning process that could lead to the construction of a new early childhood learning center and a senior living complex on the Luther Manor property.

Last fall the board heard the final report from the task force on expanding the offerings at MLC in ways keeping with its mission as stated: "Martin Luther College exists to serve the ministry needs of the Wisconsin Evangelical Lutheran Synod." The board accepted in concept some of the findings of the task force and released the task force with thanks. The board then appointed a faculty committee to carefully review the mission of the college and consider ways MLC can respond to the ministry needs of the synod. The faculty committee will report its initial study to the February board meeting.

MLC is concerned about preparing graduates for teaching in urban settings. To prepare students for these ministries, the college arranges various experiences that introduce students to urban education and that give them experiences teaching in urban schools. These experiences include guest speakers and literature discussions on campus, observational trips to urban schools, summer school experiences, clinical experiences, and student teaching in urban schools. To facilitate some of these experiences the college partners with the Milwaukee Center for Urban Teaching, which is under the direction of Dr. Ray Dusseau.

Working with the Conference of Presidents, the Martin Luther College administration continues to explore ways to expand alternative ministry opportunities for its graduates. Such expansion includes growth in Daylight USA and Daylight International opportunities in which students request deferment to serve for a limited time in an alternative setting and then return to the Assignment Committee.

Finally, as referenced several times, study is underway about MLC utilizing a capital campaign to further its ministry. Final approval for any capital campaign rests with the Conference of Presidents, for they are responsible for funding the synod budget. A primary component of any campaign would be to articulate to God's people how the Lord God is using Martin Luther College during this exciting time of ever increasing opportunities to share the glorious gospel of free grace. Under God the campaign would help the college address critical challenges: increasing student financial aid, constructing an early childhood center, providing necessary resources for experiential learning through the daylight programs at home and abroad, and alleviating the backlog of urgent programmed maintenance issues.

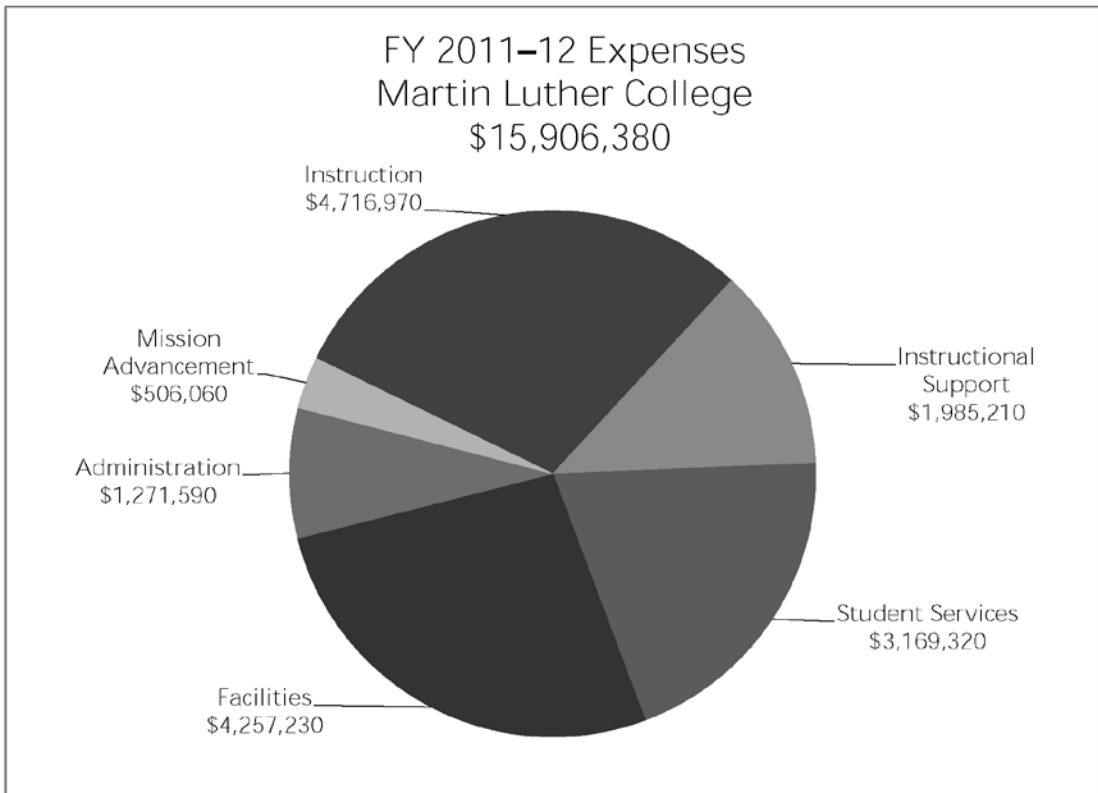
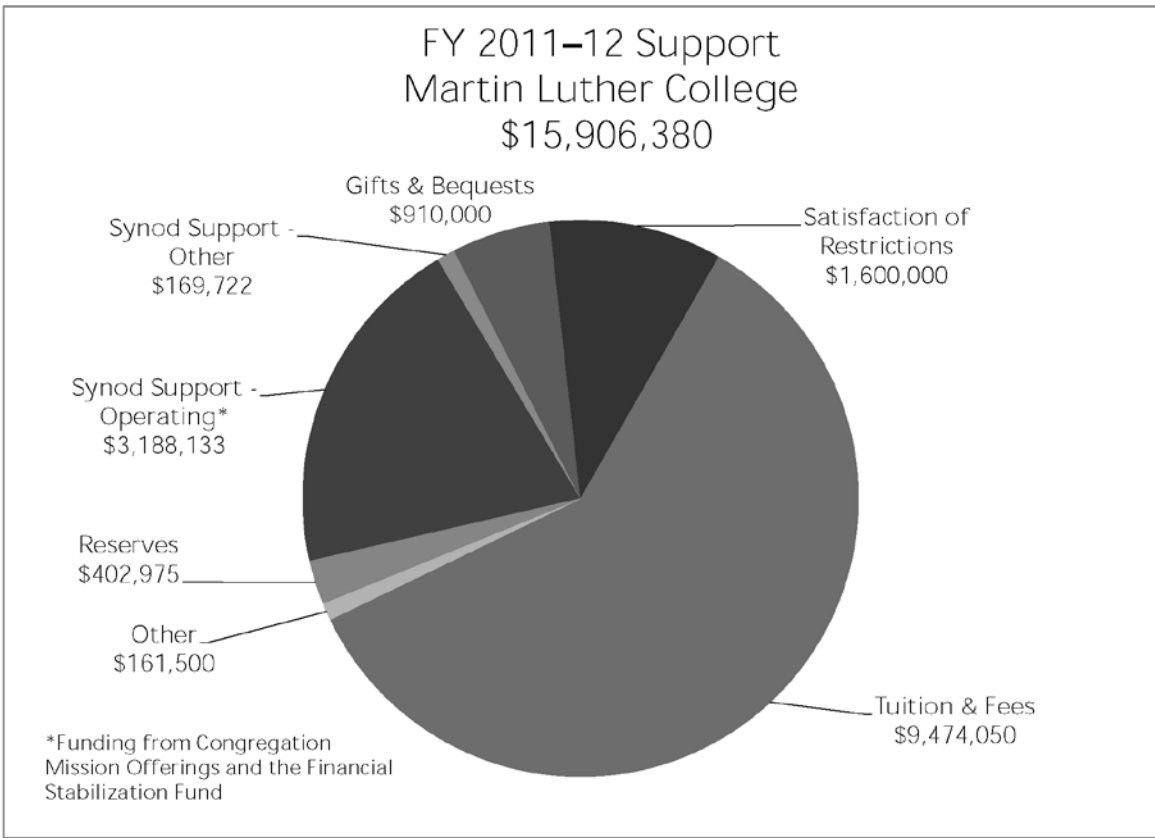
Martin Luther College invites the reader to join it at the throne of grace for with God nothing is impossible. Ask the Lord Jesus to keep the college and our dear synod committed to the Holy Scriptures and excited to share that precious Word with precious souls all around us.

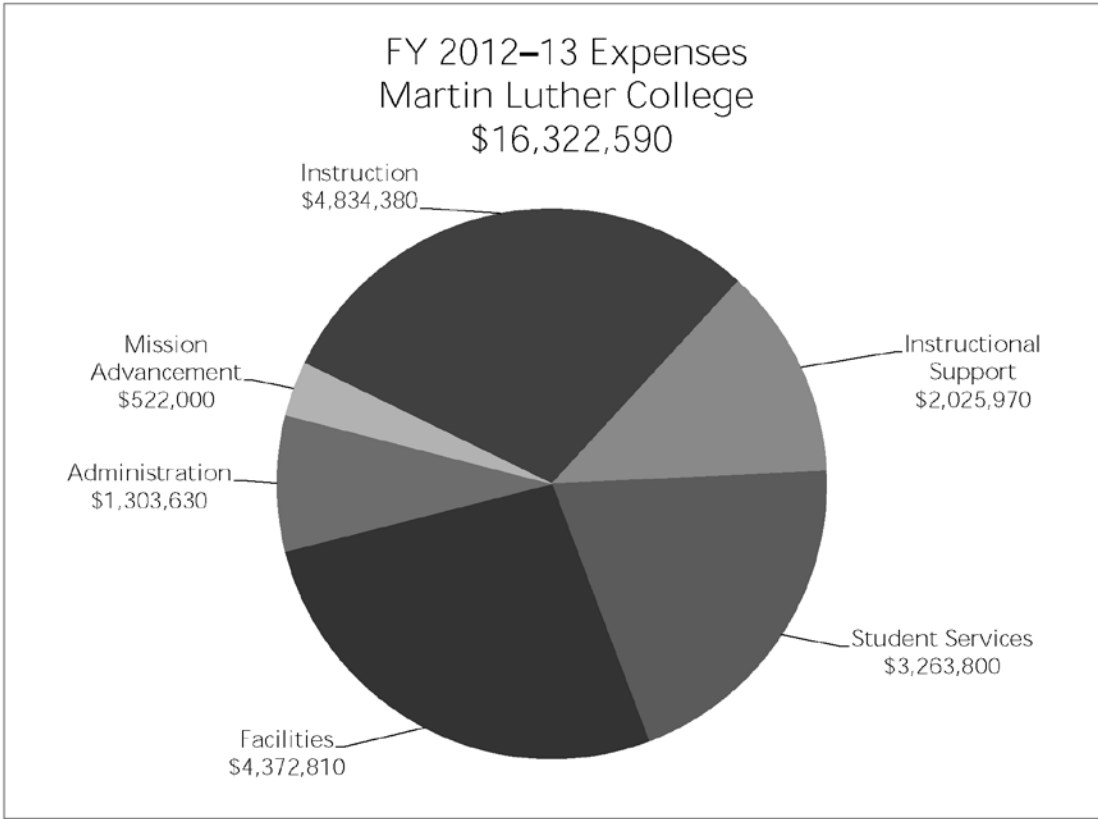
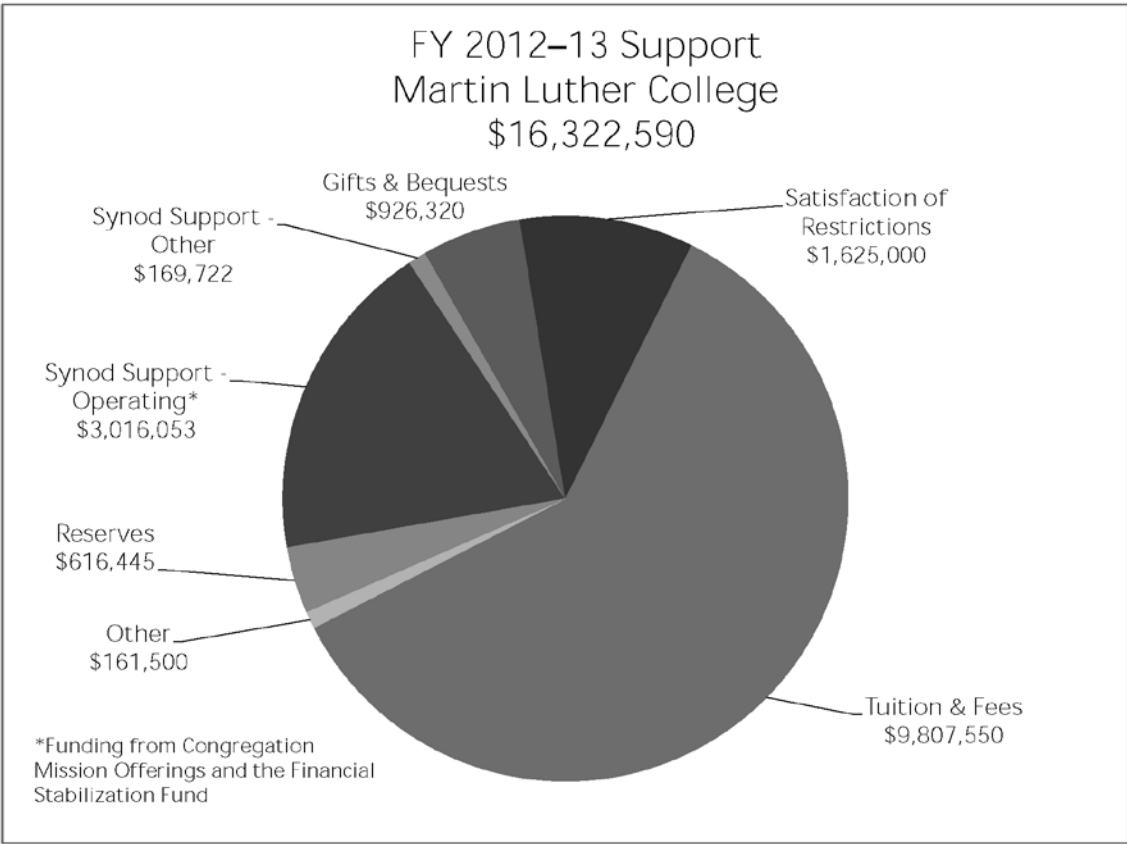
Pres. Mark Zarling, reporter

Rev. Michael Woldt, chairman
Rev. Michael Schultz, vice chairman
Teacher Steven Rosenbaum, secretary
Rev. Roy Beyer
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Teacher Jonathan Hahm
Rev. Jonathan Kolander
Mr. Steven Loehr
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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

Floor Committee #11

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 our 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 our church body, which supports the work of LPS with its prayers and gifts.

That LPS fulfills its purpose is evidenced by the 55 percent of all graduates who have enrolled at Martin Luther College (MLC), New Ulm, Minn., since LPS was formed in 1995.

In the 2010–11 school year, LPS graduates made up 23 percent of MLC’s student body and 35 percent of MLC’s pastor track. LPS graduates comprise more than 40 percent of Wisconsin Lutheran Seminary’s student body, which displays God’s generosity in blessing LPS’s mission. Our synod benefits from its support of LPS and ministerial education.

Our current situation

Enrollment

LPS opened school year 2010–11 with an enrollment of 360. This marked the second year in a row that enrollment increased after eight years of declining enrollment. Students come from 29 states, 8 foreign countries, 160 congregations, and all 12 WELS districts. More than two-thirds of students come from lay families. With the number of applications being similar to the previous two years, it appears as though LPS will be in position for its third consecutive year of increased enrollment this fall.

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 the campus, “shadow” a prep student, and spend a night in one of the dormitories to get a feel for prep life. LPS hosts annual recruitment events such as basketball tournaments, Phoenix for a Day, the fall play, Children’s Theater, a musical, as well as summer music and athletic camps. Each year these events bring more than three thousand WELS grade school students from across the country to the LPS campus.

LPS has 25 international students. They come from WELS or ELS mission congregations or from WELS contacts with China. LPS gives thorough biblical instruction to all. Some international student graduates have enrolled at MLC to further prepare for full-time ministry. A few have entered the public gospel ministry. LPS believes that having international students at LPS enables our national students to be more aware of the worldwide reach of the gospel.

Preparing for the mission

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.

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 Lutheran congregations and classrooms. More than 95 percent of students take piano lessons, with several of them advancing to take organ lessons. Many are involved in the string, brass, and wind ensembles. All students take at least one year of Latin and three consecutive years of a foreign language in order to thoroughly prepare them for future language studies, especially those in the biblical languages.

In 2009 LPS received accreditation from both WELSSA (Wisconsin Evangelical Lutheran Synod School Accreditation) and NCA (an accreditation division of AdvancED). LPS continues to meet the standards set forth in the accreditation process to maintain its accredited status.

Because it is a mission-driven school for gospel proclamation, LPS offers age-appropriate gospel speaking experiences to its students. 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, Virginia, Georgia, Texas, 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 four times with an MLC recruiter. An array of missionaries, professors, teachers, pastors, and MLC and WLS students present topical ministry workshops at the 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 look ahead

In order to maintain current workers and programs for its students, Luther Prep needs to receive approximately \$400,000 annually in gifts from WELS members. LPS is thankful to all the generous people who have supported the school, allowing it to meet that number these last two years.

This past biennium LPS saw a reduction in synod support of more than \$1 million, resulting in significant reductions in faculty and staff. Although the work level of the entire faculty and dorm staff has substantially increased the last two years on account of these reductions, the gospel servants at LPS remain committed to their callings, knowing that their labors in the Lord are never in vain. The high gospel calling from the Good Shepherd leads them to recognize the privilege of preparing the next generation for gospel proclamation.

The LPS Governing Board recognizes the financial constraints placed on our synod in all areas of ministry. The board commends the LPS faculty and staff for their efforts during these times of reductions. A number of maintenance items have been delayed on campus. The LPS administration has conscientiously underspent wherever possible. These and other measures have resulted in a slight budgetary savings of approximately three percent of LPS's overall budget for the 2009–11 biennium. These dollars will now be used to help offset further reductions in synod support for 2011–13.

As of this writing LPS is concerned about even deeper reductions in synod support for the school in the 2011–13 biennium. It is projected that not only will LPS use up the realized saving from the 2009–2011 biennium, but will also deplete other reserves of one-time monies to fund ongoing ministry. Synod support or other financial resources to Luther Prep will then need to dramatically increase in the 2013–15 biennium in order to fund the mission of ministry preparation at LPS. Please join LPS in approaching God's throne of grace in asking for his mercy and grace on every aspect of our synod's work.

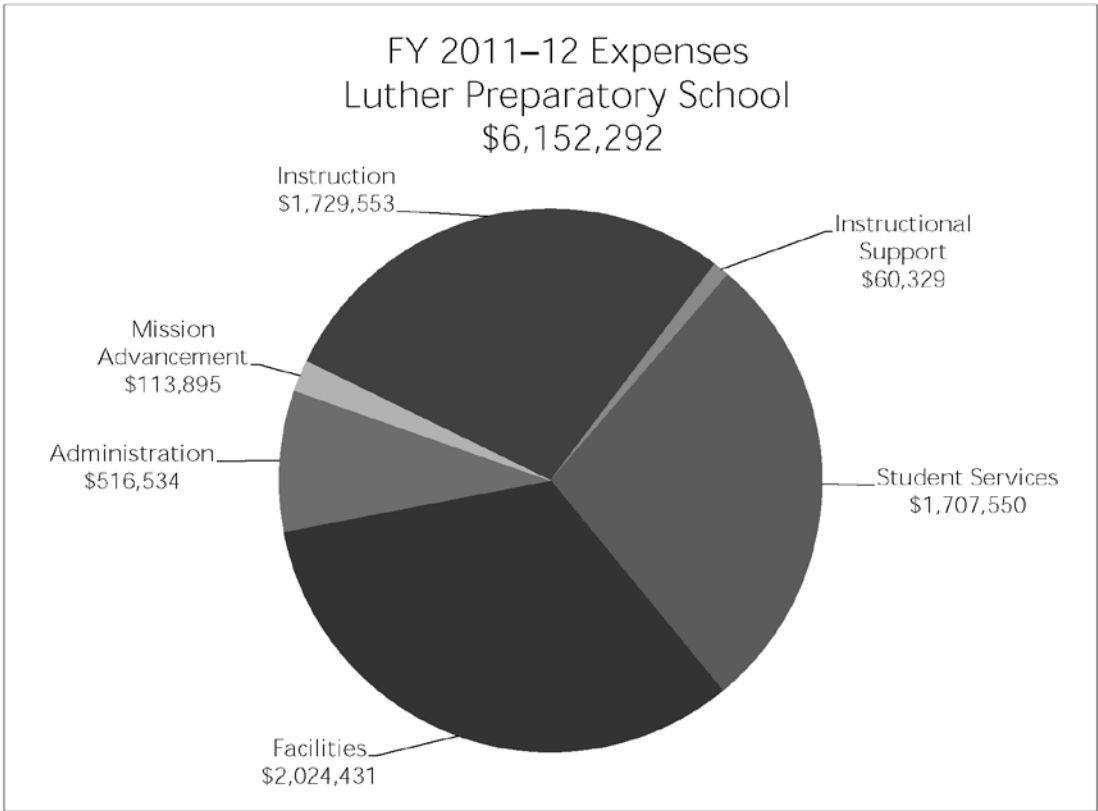
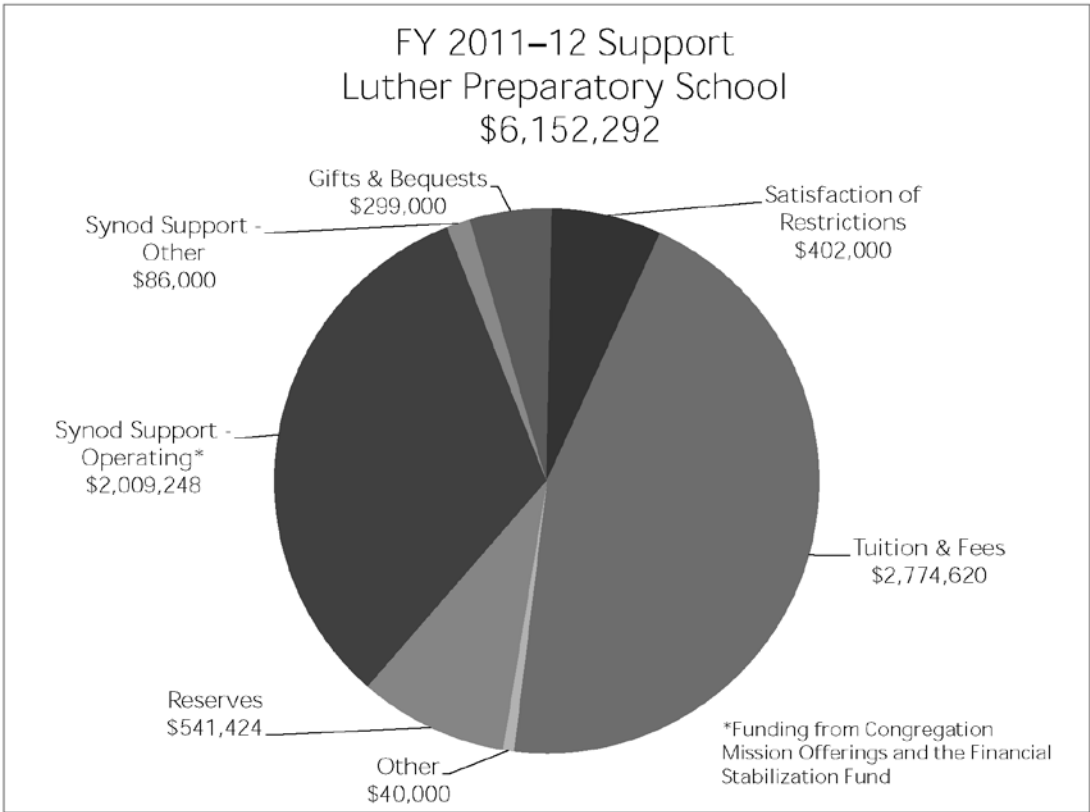
In 2015 LPS will be celebrating 150 years of ministerial education taking place on your Watertown campus. Thousands and thousands of pastors and teachers—many who have joined the saints triumphant—received their solid foundation for public ministry on this campus. Thousands of faithful laymen and women also received a solid foundation for different vocations. Under the gracious and guiding hand of the Lord, LPS looks to remain faithful to the task the people of WELS have given to their school.

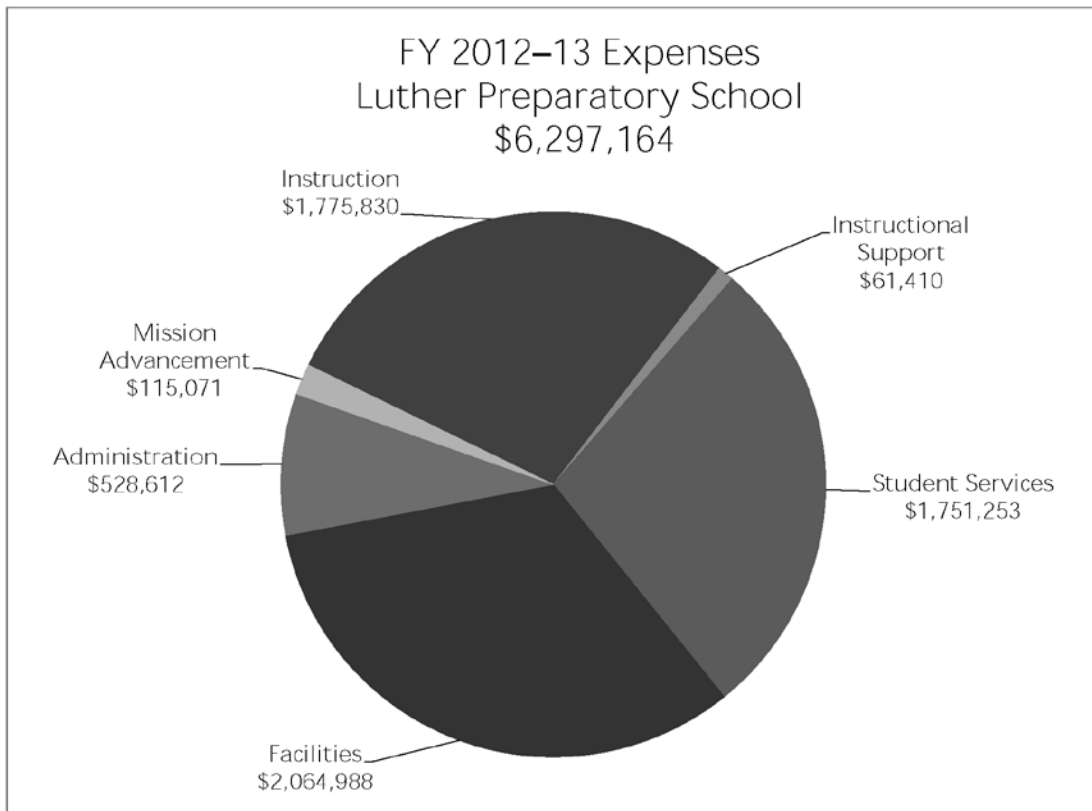
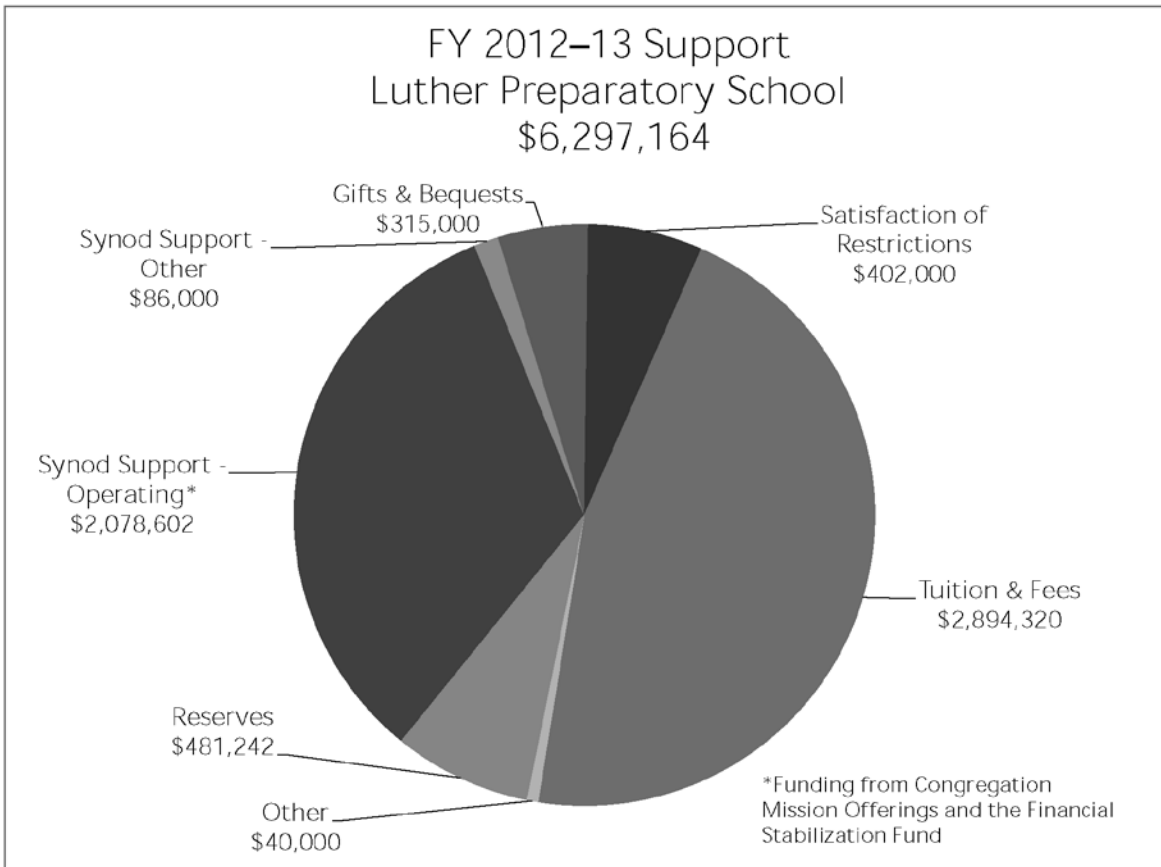
Pres. Matthew Crass, reporter

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

Advisory:

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





Michigan Lutheran Seminary

Floor Committee #11

Our calling

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

The MLS Governing Board recently added to the school's mission statement: "To carry out its mission, the school trains international students for service either in the U.S. or in their native lands."

Our current situation

Enrollment

MLS opened school year 2010–11 with an enrollment of 195. The enrollment had been trending downward in recent years, probably due to cost increases, economic conditions, and questions at the time of the 2007 synod convention about the future of the school. This year's enrollment is an increase over the previous year. At the beginning of the second semester, four additional students joined the student body.

Particularly encouraging is the current freshman class; it is 50 percent larger than last year's. Applications for the freshman class for 2011–12 are ahead of last year by more than 20 students. MLS anticipates another year of growth.

MLS continues to send nearly 50 percent of its graduates to Martin Luther College; more than 10 percent of MLC's student body is MLS alumni.

For more than 30 years MLS has worked with international students. This year students are enrolled at MLS from Apacheland, Canada, China, Korea, Germany, and Ukraine. All 22 of these students are from congregations or missions in fellowship with WELS.

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 for their ability to handle the rigorous academic program, and MLS knows how to help them with English language study and other tutoring when they arrive.

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. It is 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.

Early in the current school year, the governing board asked Prof. Norval Kock to develop a stronger international recruitment program, especially to bring more students from China and to develop stronger ties with the ELS mission in Seoul, South Korea. Prof. Kock is working with WELS missionaries and WELS individuals living in China to identify young people they know and to invite the students to attend MLS. The expanding program is developing with help and encouragement from both WELS World and Home Missions, as well as the Board for Ministerial Education.

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 in our fellowship reach out with the gospel.

Nearly all seniors participate in the Taste of Ministry program, which places prospective pastor students with a pastor for a weekend and prospective teacher students in an area Lutheran elementary school classroom for a couple of intensive days of work. All senior graduates are able to present the Great Exchange from memory. Some also learn it in Spanish. Every student learns to play piano. Each year more than 10 percent of the graduating class can already play the organ for worship. 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 MLS students graduate, each one will have met at least four times with an MLC admissions counselor. All junior students also spend time canvassing door-to-door for local congregations. Sophomores spend a week 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 missionaries to their classrooms 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, classmates and friends, keeps the ministry of the gospel at all times before students of MLS.

Faculty

The MLS Governing Board continues to call to fill the vacancy in the president's office of the school. With the vacancy in the president's office, the revision of the recruitment program, and growth in our student body, the school was challenged this year to cover all teaching and extracurricular assignments. Concerned friends of the school offered generous gifts designated to support an emergency instructor and student financial assistance. This allowed the school to call a six-month emergency instructor who was installed on the first day of the second semester.

Facilities

During the biennium the school repainted its gymnasium and renovated the chapel-auditorium. Neither of these two important campus spaces had been updated since they were constructed in 1985.

The chapel renovation removed a large asbestos problem and provided a new paint scheme for the room, new stage curtains, updated molding around the stage opening, improved lighting and sound capabilities, reupholstered seating, and a new wood floor. This last aspect of the project has greatly improved the acoustic quality of the room for worship, music, and theater—which was a prime objective of the planning. Both projects were paid for through designated gifts presented to the MLS Foundation. Together, the two projects cost under \$170,000.

Our continuing mission

On Sept. 12, 2010, MLS completed the year-long celebration of its 100th anniversary as a WELS preparatory school. In that century of service to the synod, 2,215 of the 4,461 graduates have gone on to ministerial education schools, with almost 700 of them becoming pastors. That number does not include the men who became pastors from 1885–1907, when MLS was the graduate seminary of the old Michigan Synod.

Under the theme "From Age to Age," the MLS family marked this milestone with gratitude to the Lord for the continued opportunity to serve. The school looks forward to continuing that 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

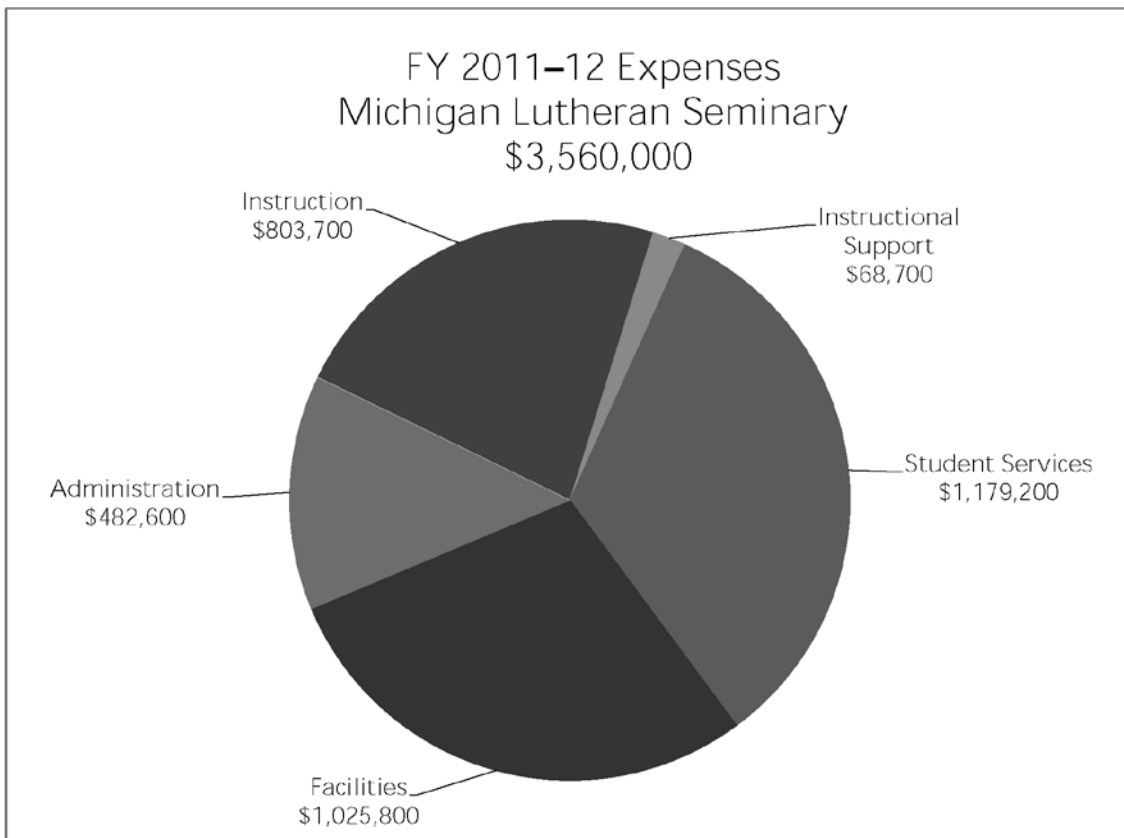
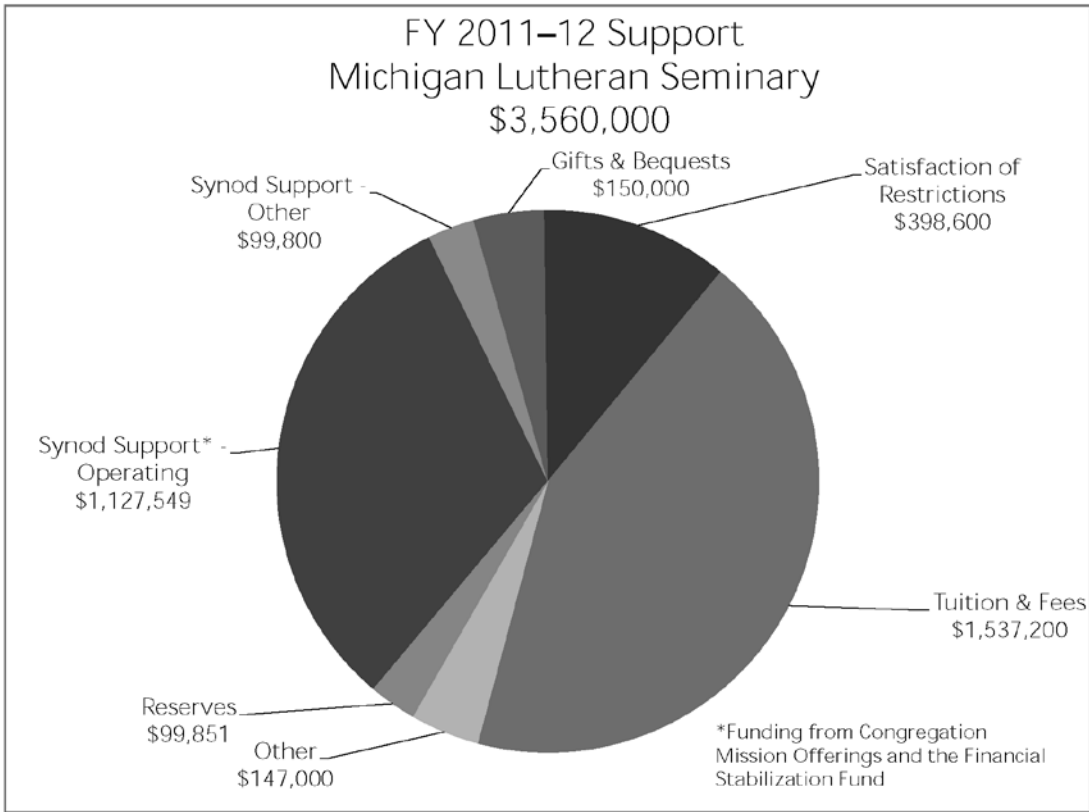
Advisory:

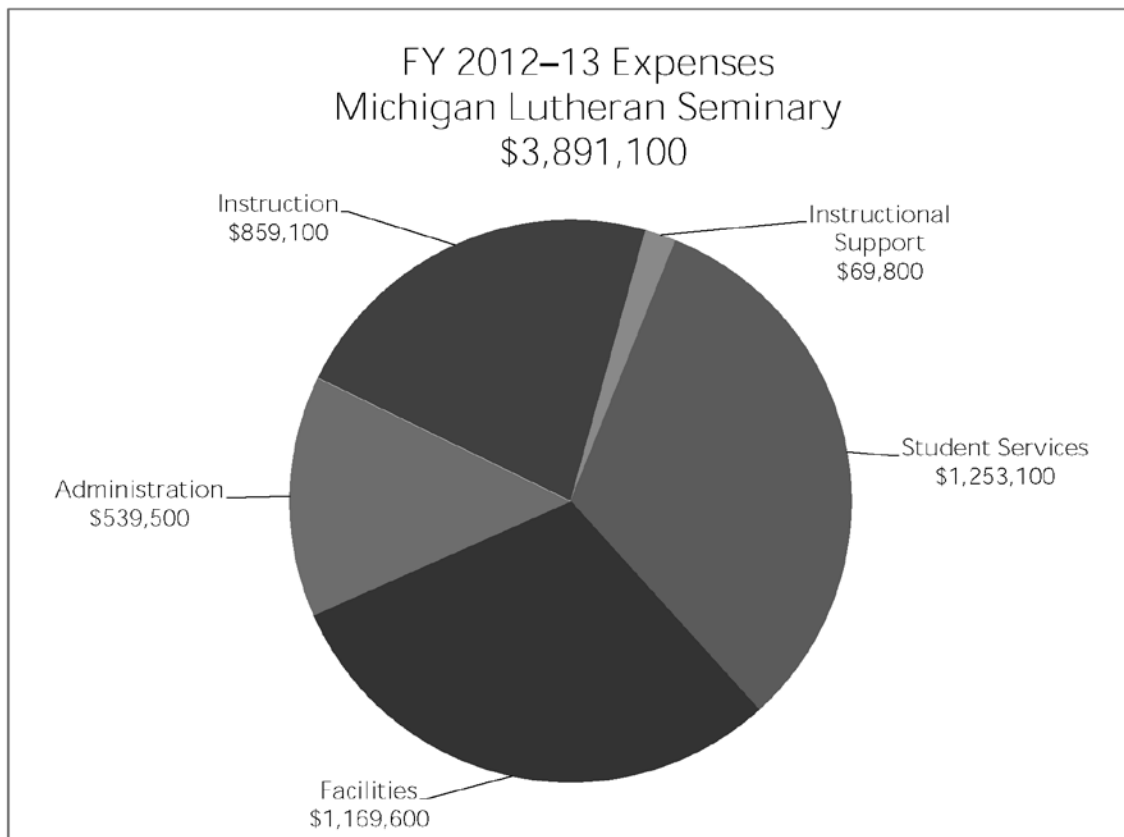
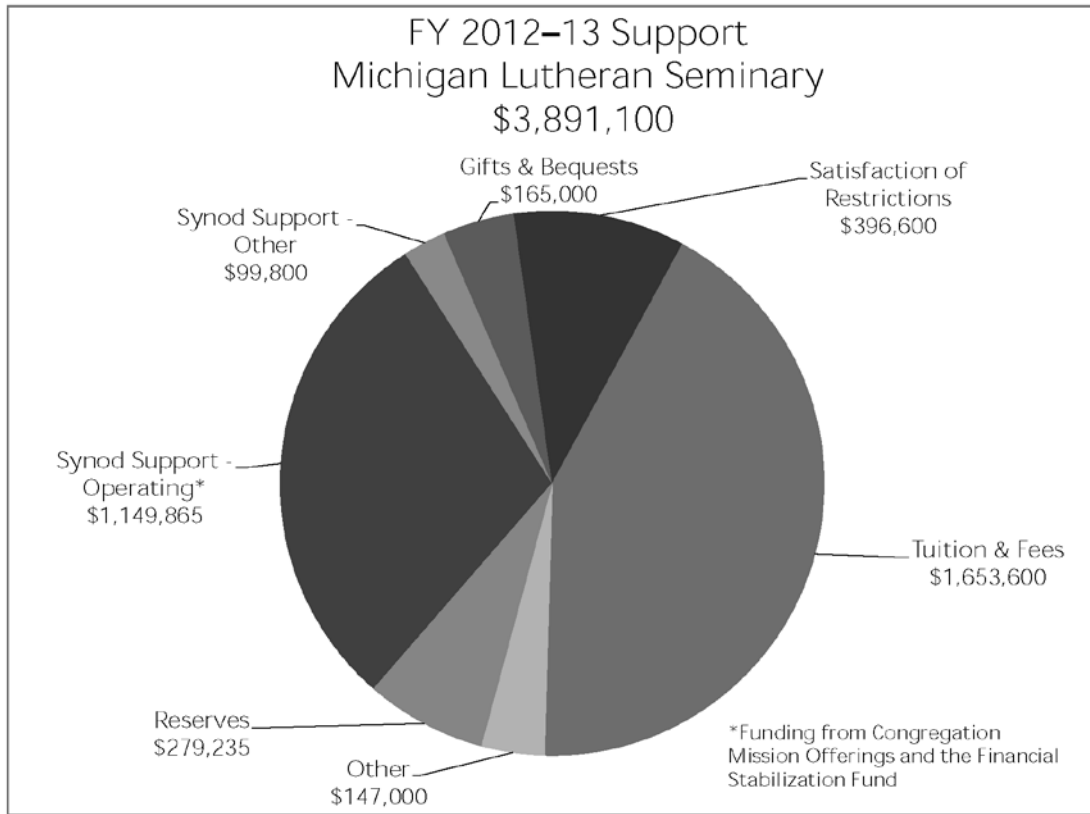
Rev. Paul Prange, administrator of WELS Board for Ministerial Education

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 Floor Committee #13

Our calling

The constitution of WELS indicates, "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 one hundred 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

Since its last report, NPH continued to produce materials it considered important to WELS congregations. Some of these include Christmas and Lenten kits, vacation Bible school courses, Bible study materials, bulletin covers, *Meditations*, the Christ-Light® curriculum, worship resources, and books on selected issues. In addition NPH has assisted other boards and commissions of the synod to prepare and distribute material to our congregations. For example, it distributed Multi-Language Publication material, provided distribution services to synod boards and commissions, and produced monthly issues of *Forward in Christ*. At the present time NPH is working with Lutheran Schools to produce material that will help Lutheran elementary schools focus on their mission. In addition, NPH has worked with other commissions of the Congregation and Ministry Support Group to explore ways that resources formerly produced by Parish Services might continue or be revised.

We have continued to improve the Christ-Light curriculum. NPH is working to make the new curriculum interactive and user friendly, making better use of current educational strategies and techniques. And NPH will be adding a version of the curriculum specifically designed for Sunday schools. It continues to make progress toward releasing the revision in the fall of 2013. For the latest information on this revision, visit www.nph.net/CL2.

The current economic situation has influenced NPH's work as well as every other WELS ministry. NPH has reduced the footprint of its retail store and cut back on the number of items it holds in stock. This has allowed it to concentrate on the products and material that are most helpful to customers. The economic realities have caused NPH also to cut staff wherever possible and still produce quality material that presents the Lutheran teachings we treasure.

NPH has explored the use of electronic means to distribute our material. The electronic version of The People's Bible is an example. In working together with Logos, Inc., not only has NPH made the Bible commentary series available to its own market, but also to the wider market of Logos customers. NPH has also been able to participate in the republication approach of Logos. Electronic versions of books are placed on a list for customers to preorder before they are published. In this way NPH can determine whether there is enough interest in the books to warrant the expense of publishing. The books and products currently on the Logos site include a commentary on Galatians/Ephesians, *Ministers of Christ: 2 Corinthians*, *Commentary on Song of Songs*, and an update of *Wisconsin Lutheran*

Quarterly covering issues from 1990–2010. Those interested in these products should go to the Logos Web site and preorder to make sure that NPH has an accurate understanding of the interest: www.logos.com/prepub.

Bible studies have long contained electronic resources, but now NPH is offering some Bible studies as downloadable versions on its Web site, www.nph.net. Children's music is now almost entirely downloadable. An electronic version of *Christian Worship* will soon be available as well as some new approaches that will update Hymnsoft. The revised Christ-Light curriculum will also contain some electronic features not available in the first version.

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 has released three books in the Bible Discover Series; two more will be released soon. One more volume of People's Bible Teaching ("End Times" by T. Nass) will also be released soon. NPH has about 60 projects in development besides Christ-Light. Ongoing projects include resources for Christmas and Lent, *Parents Crosslink*, *Meditations*, and *Forward in Christ*. NPH is also working on new devotional books, materials for download and use on congregational Web sites, professional books for pastors, and a continuation of the "A Lutheran Looks At" series.

Rev. John Braun, reporter

Dr. Eugene Baer, chairman

Rev. John E. Stellick, vice chairman

Mr. William Strutz, secretary

Mr. Edward H. Wolf, treasurer

Rev. Robert Gurgel

Prof. John P. Hartwig

Teacher David Neujahr

Mr. Christopher Snyder

Prof. Keith Wessel

Advisory:

Mr. Todd J. Poppe, WELS chief financial officer

WELS Historical Institute Floor Committee #13

WELS Historical Institute works to preserve and present the story of God's grace to WELS. Synod members who have documents and/or artifacts to be preserved are invited to contact the temporary WELS archives caretaker, Prof. John Hartwig, 262-242-8113, or the Historical Institute president, Prof. Robert Bock, 920-261-4352.

The institute publishes *WELS Historical Institute Journal* and *WELS Historical Institute Newsletter* each year. The new editor for both of these publications is Prof. John Brenner, 262-242-8138. Articles dealing with people and events from the synod's past should be submitted to Prof. Brenner to be considered for publication.

The institute works for the restoration and the preservation of Salem Landmark Church, constructed in 1865 and located in north Milwaukee. This area where the building is located 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, 262-677-2109.

There have been continuing estimates of the various projects that need to be done at the landmark church. The institute continues to write grant applications for various projects. This work is done by the Ways and Means Committee under the direction of Mr. Daniel Nommensen.

Dr. Aaron Palmer has been appointed as the head of the Web site committee and will work to update and revamp the institute's site, which is located at www.welshistory.org.

The institute's board recently underwent a reorganization. The roles of committees have been redefined and expanded. The board may also be expanded by two members to bring in new people and ideas for the institute's work.

The institute operates with no budgetary support from WELS. The work is supported by gifts and subscriptions.

Prof. Robert Bock, reporter

- Prof. Robert Bock, president
- Mr. Daniel Nommensen, vice president
- Mrs. Naomi Plocher, secretary
- Mr. Duane Kuehl, treasurer
- 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. Floor Committee #14

Our calling

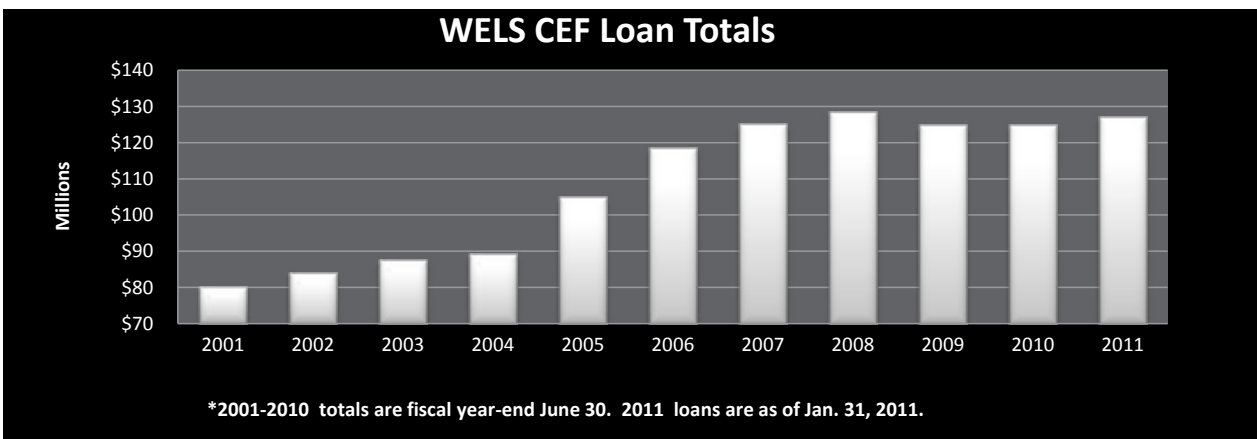
WELS Church Extension Fund, Inc., (CEF) is a self-supporting, not for profit corporation. Its calling, or mission, is to provide financing for mission-minded projects that are under the direction of WELS Board for Home Missions. The Church Extension Fund provides loans and grants to qualified mission congregations so they can acquire land and build or renovate worship/ministry facilities that are used as tools for gospel outreach.

Our current situation

The money for funding WELS CEF's mission comes from two sources—investments and gifts. Individual WELS members, WELS congregations, and WELS affiliated organizations may invest in WELS CEF certificates. More than 4,500 investors have entrusted WELS CEF with more than \$68 million, which helps fund the Loan Program. In addition, gifts and bequests made directly to WELS CEF are earmarked for the Grant Program.

Loan Program

WELS CEF provided nearly \$23 million in loans to 23 different ministries under the direction of Home Missions for facility construction projects during the past two fiscal years. WELS CEF provided \$2.6 million in loans for 10 property purchases during the same time period. Outstanding loans total nearly \$125 million and represent 225 WELS congregations and affiliates. The current loan rate for mission congregations is four percent, which is considerably less than rates available through traditional financial institutions.



Grant Program

WELS CEF provides matching grants to qualified mission congregations after they have raised the 10-20 percent down payment required for a land purchase or facility project. A congregation's down payment combined with a WELS CEF matching grant allows the congregation to move forward with a more manageable mortgage payment. More than \$2.1 million in grants were made to 20 different mission congregations during the 2009 and 2010 fiscal years. Since 1993 nearly \$24 million in matching grants have been disbursed to mission congregations across North America. The grant program depends on individuals' willingness to remember WELS CEF with their gifts and bequests—we pray for your continued support.

\$1 million grant to Home Missions

In an effort to enhance mission start-ups, WELS CEF Board of Directors voted to provide a one-time grant totaling \$1 million to WELS Board for Home Missions (BHM). Keeping in line with WELS CEF's mission of working in conjunction with the BHM to provide financing for mission starts, the board felt that WELS CEF's solid financial footing allowed it to make such a grant to be used exclusively for land and facility purposes.

The grant will "kick-start" mission congregations in areas that have shown potential to get into their own worship facility sooner than is typically the case—thus putting those congregations on an accelerated path to self-sufficiency. The grant is not included in the BHM's current budget, but could help fund land purchases and worship facilities at some of the new mission starts the synod is planning.

Due to budget constraints, the BHM has not had the opportunity to start as many missions over the past few years as had been initiated in the past. The field is ripe with some very favorable situations, and this grant will allow Home Missions to take advantage of these opportunities by offering an accelerated program.

WELS CEF is solid financially because its investors have continued to strongly support WELS CEF, and the congregations with loans have been diligent in making their payments. Even under the recent challenging economic conditions, WELS CEF has shown excellent financial results. It is a credit to the many loyal WELS investors and members of WELS congregations who continue to make their loan payment that WELS CEF is able to help other mission congregations.

A look ahead

It typically takes five to ten years from the time the Board for Home Missions approves the start of a new mission congregation until that congregation is ready to move into a worship facility. WELS CEF is able to project with a certain degree of accuracy how many mission congregations will need loans and grants during the next two years. It anticipates that it will need \$20 million for loans and grants during the next two years to finance approximately 40 land and facility projects.

WELS CEF encourages individual WELS members and WELS congregations to consider investing in or increasing their investment in WELS CEF certificates—especially for their shorter term cash needs. WELS CEF offers savings certificates as well as term certificates ranging from 6 months to 60 months. Its interest rates are competitive with most financial institutions.

In January 2009, WELS CEF began offering Retirement/IRA certificates—providing a new option for supporting our mission. It expects to have more than \$1 million in Retirement/IRA investments by the end of 2011.

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 on Sept. 8, 2011, 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 they can be 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 www.welscef.org.

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. Tim Probst, reporter

Board of Directors:

Rev. Richard Schleicher, chairman

Mr. Jude Peck, vice chairman

Mr. David Waldek, secretary

Mr. Paul Beitlich

Mr. Rodney Christ

Mr. John Tappe

Mr. Joseph Worischeck

Advisory:

Rev. Keith Free, administrator of WELS Board for Home Missions

Mr. Todd J. Poppe, WELS chief financial officer

Mr. Melvin Schuler, director of WELS Missions Operations

Officers:

Mr. James Buelow, president

Mr. Robert Moerchen, treasurer

Mr. Jared Justman, vice president

Mr. Kenneth McGhee, vice president

Mr. Timothy Probst, vice president

Mr. Gene Williams, vice president

WELS Foundation, Inc. Floor Committee #15

Our calling

Established in 1965, WELS Foundation, Inc., exists to assist God's people in support of gospel ministry through 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 affiliated 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 expenses.

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 \$13.7 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, 2010, the total assets were \$73.3 million with net assets of \$43 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. 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 the member 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, be deferred to a specific date in the future, or be deferred until an unspecified date in the future.

As of Dec. 31, 2010, WELS Foundation administers 603 charitable gift annuities with investment reserves of \$7.8 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, 2010, WELS Foundation serves as trustee for 169 charitable remainder trusts with a combined market value of \$27.5 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).

The WELS Foundation 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, 2010, WELS Foundation administers 23 donor advised funds with a total market value of \$698,516.

Endowment funds

WELS Foundation administers endowment funds for WELS Ministerial Education and WELS Missions. Named endowments may also be established for the benefit of any WELS congregation or ministry.

As of Dec. 31, 2010, WELS Foundation administers 18 endowment funds with a total market value of \$13.8 million.

Other gift administration services

WELS Foundation also provides gift administration for gifts of real estate, Charitable IRA Rollovers, life insurance contracts, agricultural crops, and other donor designated gifts.

Consulting services

In an effort to reduce costs and improve services, WELS Foundation has contracted with TIAA-CREF Trust Company to assist in providing planned giving administrative services. TIAA-CREF Trust Company’s sole focus is the management and administration of not-for-profit institutions’ planned giving programs and endowments.

In addition to gift administration services, TIAA-CREF also provides consultative services including strategizing with WELS Christian giving counselors, advancement representatives, donors, and their professional advisors regarding planned giving. Typically the consultation takes place, at the request of the donor, via conference call with the donor and their advisors.

Educational Webinars

In 2010, 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 and development officers, and congregational planned giving committee leaders. Contact WELS Foundation for recordings of past Webinars or to participate in future sessions.

A look ahead

WELS Technology, WELS Communication Services, and WELS Foundation have collaborated in the development of a new WELS Foundation Web site, www.welsfoundation.net. The new site includes information on giving options available to WELS members looking for ways to provide financial support to WELS ministries closest to their heart.

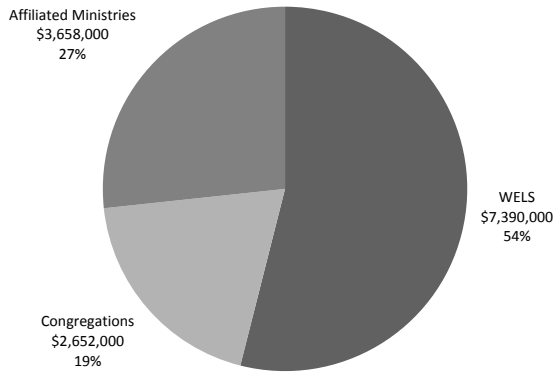
The site contains a link to PG Calc’s Gift Guide. Gift Guide allows a visitor to explore various giving arrangements relevant to his or her own personal situation. Visitors interested in learning more can request additional information online. These requests are received by WELS Foundation and distributed to the appropriate WELS Christian giving counselor for follow up.

WELS ministries looking to incorporate planned giving information on their Web site are able to link into the WELS Foundation site via a “jump page.” The jump page is designed as a transitional Web page, which introduces

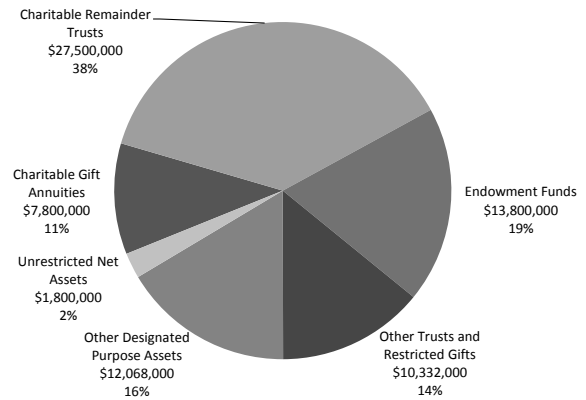
prospective donors to planned giving vehicles offered by WELS Foundation and how these giving opportunities can be used to support ministry.

To learn more, contact WELS Foundation’s executive director, Jim Holm, at 414-256-3206 or jim.holm@wels.net.

Distributions to Ministries of \$13.7M
from January 1, 2009 through December 31, 2010



Total Assets of \$73.3M
as of December 31, 2010



Mr. James Holm, reporter

Board of Directors:

- Mr. Paul Beitlich, chairman
- Mr. Donald Schuppe, vice chairman
- Mr. Mark Schulz, secretary
- Mr. Eugene Braam
- Mr. James Brenn
- Mr. Gene Knoll
- Mr. Timothy McDonald

Advisory:

- Rev. Mark Schroeder, WELS president

Officers:

- Mr. Jeffery Grant, vice president
- Mr. James Holm, vice president and executive director
- Rev. Dave Liggett, president
- Mr. Todd J. Poppe, WELS chief financial officer and treasurer
- Mr. Richard Wichinski, vice president

WELS Investment Funds, Inc.

Floor Committee #15

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 serves as the administrator of two investment portfolios; WELS Equity Fund and WELS Income Fund. The Balanced Allocation is not a WELS Fund, but allows participating organizations to have their accounts automatically reallocated between the WELS Equity Fund (60 percent) and the WELS Income Fund (40 percent).

Our current situation

More than 150 WELS organizations invest in the WELS Funds. In number, the 125 congregations and affiliates represent the largest group of investors. Collectively, more than \$62.2 million has been invested by congregations and affiliates. The largest investor is WELS Foundation, Inc. WELS Foundation's \$55.7 million in charitable remainder trusts, charitable gift annuities, endowments, and donor advised funds represents 47 percent of the total investment in the WELS Funds.

As of Dec. 31, 2010, WIF's assets under management totaled \$117.9 million, an increase of \$16.2 million (16 percent) since June 30, 2010. This is primarily due to robust performance and double digit returns in the equity market during that period. Even though the economy is not exactly where it was two years ago when the credit crisis began (equities are down about 20 percent), the healing process has begun. The economy is still facing some headwinds. However, no one can dispute that it is in a better position today than it was one year ago.



Performance summary

AVERAGE ANNUAL TOTAL RETURN for the period ending Dec. 31, 2010					
	6 Months	1 Year	3 Years	5 Years	10 Years
WELS Balanced Allocation*	15.6%	12.9%	1.4%	4.3%	5.3%
WELS Equity Fund	24.1%	15.3%	-2.0%	3.0%	4.6%
WELS Income Fund	3.2%	8.1%	5.6%	5.4%	5.6%

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.

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
 Prof. 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

Floor Committee #16

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 work focus for much of the past two years has been on assisting organizations and displaced workers affected by the financial stringencies of the recession and implementation of the mandates of the Patient Protection and Affordable Care Act (health care reform), which became law in March 2010. Both efforts challenged the ability to carry out ongoing plan operations with the additional workloads and caused a delay in revamping plan operations as discussed in the 2009 BORAM, which has now started as noted below.

With the assistance of its legal and consulting partners, Benefit Plans implemented the required mandates of health care reform for the 2011 VEBA Plan. These included adding 100 percent coverage for many preventive health procedures, enrolling adult dependents under age 26 in the Plan, and removing the \$3 million lifetime maximum benefit limitation. These changes were projected to increase 2011 rates by 2.5 percent.

In light of these significant changes, an open enrollment for eligible WELS and ELS workers was held for the 2011 plan year. With an average rate increase of 8.3 percent for 2011, the VEBA Plan continued to compare quite favorably to the commercial marketplace in most areas of the country. With additional enrollments, more than 11,500 lives are now covered under the Plan. The cost impact of the expanded coverage areas and the added enrollment will be monitored by the VEBA Commission in its role of establishing affordable contribution rates while maintaining adequate future plan reserves.

The VEBA Commission also provided a one-time premium holiday for all active plan participants and COBRA participants in November 2009. Higher plan reserve levels available through better than expected cost performance and lower member utilization enabled the commission to take this extraordinary action. Reserves were reduced by nearly \$3 million dollars while still maintaining adequate reserves for future benefit payments.

The Pension Commission established a benefit basis schedule beginning July 1, 2010, that provided an increase of 3.7 percent over the 2009–10 schedule. The increase was based on projected inflation and a small component for benefit growth. The 2011 annual contribution rate to fund pension costs per full-time worker is set at \$1,936 per full-time worker. Both the benefit basis and the contribution rate are reviewed annually. The commission also began in late 2010 a due diligence process for review of investment consulting services. The process is undertaken in light of the fundamental changes that have occurred in the markets through the last full investment cycles and the challenges of hitting overall investment objectives for the near future.

The investment performance of both the VEBA and Pension trusts rebounded by the end of 2009 from the lows that occurred the previous March. Final audited results from the 2009 plan years show net assets available for benefits in the VEBA and Pension trusts as \$28.4 million and \$102.6 million, respectively. In comparison, 2010 unaudited net assets values for each trust, VEBA and Pension respectively, are estimated at \$23.4 million and \$113.0 million.

The review of plan operations and systems has recently begun. The goal is to better align programs, processes, and people to meet the objectives of continuing to provide valued benefits at affordable cost; to deliver excellent customer service; and to maintain financial reserves that assure ongoing sustainability. Although external events beyond the control of the commissions and staff may affect the ongoing work, over the next two years, through these efforts, preparation will have been made to respond to the challenges.

A look ahead

The long-term implications of health care reform and increased regulatory compliance are still unknown. Through association with other church benefit plans, WELS Benefit Plans is involved with gaining the attention of legislators and key officials within the Executive Branch and the regulatory agencies to provide consideration of keeping church plans “in the game” of providing meaningful benefits for church workers. With regard to health care, this will mean allowing some form of participation in the health care exchanges and the subsidies provided to individuals beginning in 2014. Reasonable regulatory compliance that provides assurance to plan participants and that does not endanger long-term viability of the plans must be achieved. The hope is that these continuing efforts will allow Benefit Plans to continue to effectively serve WELS and ELS workers into the future.

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
Mrs. Janet Gomoll, benefits coordinator
Mr. Joshua Peterman, benefits manager
Mr. Todd J. Poppe, WELS chief financial officer
Ms. Lori Schrank, claims service coordinator

WELS Pension Commission:

Mr. Roger Kamin, chairman
Rev. David Kolander, vice chairman
Teacher Scott Uecker, secretary
Mr. Robert Abramowski
Mr. Scott Heins
Mr. Gene Szaj

Advisory:

Mr. Jon Flanagan, director of Benefit Plans
Mrs. Janet Gomoll, benefits coordinator
Mr. Joshua Peterman, benefits manager
Mr. Todd J. Poppe, WELS chief financial officer

Committee on Constitutional Matters

Floor Committee #22

Our calling

The Committee on Constitution 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 WELS Constitution and Bylaws and the Constitution for the Districts are available on the WELS Web site, www.wels.net/about-wels/synod-reports. If you are unable to access the documents on the Web site, you may contact the President's Office to request a printed copy.

Proposed amendments to the bylaws

The delegates to this summer's convention will have five proposed amendments to consider. Four are printed below as part of this report. There is also a printed memorial (see p. 155) dealing with the composition of the voting delegates for synod conventions, which proposes an amendment to bylaws Section 3.10(b). Since all the proposals involve amendments to the synod bylaws or the Constitution for the Districts, each will require a two-thirds majority vote for approval.

In the amendments that follow, strikethrough indicates those words to be deleted from the current document, and underlining indicates those words to be added.

Amendment #1: Congregation and Ministry Support Group

Submitted by: Conference of Presidents and chief financial officer

Background: The 2009 WELS convention approved the reorganization of the former Board for Parish Services and authorized the Conference of Presidents (COP) to implement it. This reorganization involved certain name changes and other wording adjustments to the synod bylaws and the Constitution of the Districts as adopted by the 2009 convention. To these changes the Chief Financial Officer (CFO) has also added a minor change to bylaws Section 5.10(d) and to the introductory paragraph preceding bylaws Section 7.00 in order to avoid confusion with the newly established Congregation and Ministry Support Group. Our committee recommends that these amendments be adopted by the delegates.

Section 4.15

~~Commissions for Parish Services~~ **Congregation and Ministry Support Group**

- (a) There shall be an appropriate number of commissions that shall serve under the Conference of Presidents to provide services and resources to congregations, schools, and individuals in the areas of ~~parish~~ Lutheran schools, special ministries, worship, evangelism, youth and family ministry, adult discipleship, and congregational counseling.
- (d) The commissions, their chairmen, and their ~~administrators~~ directors are accountable to the Conference of Presidents.
- (f) The ~~administrator~~ director of each commission shall be called by the Conference of Presidents in consultation with the commission.
- (g) Each commission ~~administrator~~ director shall establish means of communication and coordination with district coordinators in carrying out the work of the commission.

SYNODICAL COUNCIL

Section 5.00

Synodical Council Duties and Responsibilities

- (c) The advisory members of the council shall include the first vice president, second vice president, chief financial

officer, an administrator each for home missions, world missions, and ministerial education, the ~~administrator of Parish Services~~ coordinator of the Congregation and Ministry Support Group, the director of the Ministry of Christian Giving, the director of communications, and the treasurer. Additional advisory members may be appointed by the chairman as necessary.

Section 5.10 Synod Operations

(d) Ministry Support includes the praesidium, the Synodical Council and areas accountable to it, and Support Services as specified in the bylaws; ~~as well as the departments of Financial Services, Technology, Human Resources, and Facilities.~~

Introductory paragraph preceding bylaws Section 7.00:

MINISTRY SUPPORT SERVICES

~~Ministry Support Services, which assists and undergirds mission and ministry,~~ includes but is not limited to accounting, archives/history, budgeting, benefit plans, data information services, finance, human resources, legal, lending, planning, real estate, revenue forecasting, and technology. The president oversees this area directly or indirectly through advisory members he appoints to support the corporations, committees, and commissions accountable to the Synodical Council.

ARTICLE XV (District Constitution)

~~Board for Parish Services~~ Congregation and Ministry Support Group

Section 1. There shall be a district ~~board for parish services~~ Congregation and Ministry Support Group to assist congregations in the following areas of ministry: evangelism, worship, youth and family ministry discipleship, ~~parish Lutheran schools, adult discipleship, and special ministries, and congregational counseling.~~ The ~~board group~~ shall consist of as many coordinators as the district deems appropriate to cover these ~~six~~ areas of ministry. Coordinators shall be elected for a term of six years and may succeed themselves once. The terms shall be staggered within the ~~board group~~.

Section 2. The coordinators shall provide a link with the synodical commissions. Each biennium the six coordinators shall choose one from among their number to serve as the chairman of the ~~board group~~.

Amendment #2: Structure of the Board for World Missions

Submitted by: Synodical Council

Background: At its November 2010 meeting the Synodical Council (SC) approved the following resolution, originally submitted by the Board for World Missions (BWM), which proposes a change to Section 6.16 of the synod bylaws. The proposed amendment is intended to specify the membership of the BWM. The membership as described in the proposed bylaw is identical to the current composition of the board

WHEREAS 1) the current synod bylaws, Section 6.16, reads as follows:

Section 6.16 Board for World Missions

(d) The remaining four men shall be elected for terms of six years from a slate of candidates proposed by the Nominating Committee of the synod and may succeed themselves once; and

WHEREAS 2) the Board for World Missions currently consists of two pastors (one the chairman), two laymen and one teacher; and

WHEREAS 3) the Board for World Missions considers this a proper structure for the board; and

WHEREAS 4) the current bylaw does not have this structure in place for the Nominating Committee to follow when nominating new members; therefore be it

Resolved, that the synod bylaws be changed to read as follows:

Section 6.16 Board for World Missions

(d) The remaining four men shall consist of one pastor, two laymen, and one teacher and be elected for terms of six years from a slate of candidates proposed by the Nominating Committee of the synod and may succeed themselves once.

Amendment #3: WELS Christian Aid and Relief

Submitted by: Committee on Relief and Board for World Missions

Background: The WELS Committee on Relief and the WELS Humanitarian Aid Committee have been reorganized into a single entity entitled WELS Christian Aid and Relief. Its report in this BORAM (p. 63) provides the rationale for this change and a description of the new committee. In order to implement this change the Board for World Missions and the Committee on Relief jointly propose that the current bylaws Section 6.92 be replaced with the new wording as follows:

Current bylaw:

Section 6.92 Committee on Relief

~~(a) There shall be a Committee on Relief that shall serve under the Synodical Council to assist them in administering and acting as agent for any relief program undertaken by the synod.~~

~~(b) The committee shall consist of five members appointed by the president for a term of six years. Committee members may succeed themselves once. Insofar as practicable, the membership shall represent diverse geographic areas.~~

~~(c) The committee, with the approval of the president, shall advise the constituency of the synod as to needs that, in the judgment of the committee, should be the object of relief appeals within the synod.~~

~~(d) The committee shall report to the president.~~

Proposed bylaw:

Section 6.92 WELS Christian Aid and Relief

(a) There shall be an agency that will serve under the Synodical Council to assist them in administering and acting as agent for any program of disaster relief, special assistance to those in need, or humanitarian aid projects undertaken by the synod.

(b) The name of this agency shall be "WELS Christian Aid and Relief."

(c) The agency shall be overseen by a committee consisting of five members appointed by the president for a term of six years. The terms shall be staggered. At least one of the members shall be appointed from a slate of candidates provided by the Board for World Missions. Committee members may succeed themselves once. Insofar as practicable, the members shall represent diverse geographic areas.

(d) One of the committee members shall be appointed by the president to serve as chairman.

(e) The committee shall make provisions for appropriate administrative and support staff.

(f) The committee, with the approval of the president, shall advise the constituency of the synod as to needs that, in the judgment of the committee, should be the object of relief appeals within the synod.

(g) The committee shall report to the president.

Amendment #4: Office of Communication Services

Submitted by: Conference of Presidents

Background: In 1993 the Commission for Communication on Financial Support (CCFS) was divided into two new entities, the Ministry of Christian Giving and the Office of Communication Services. Each of these new entities was governed by its own commission. Experience has shown that there is no need for a commission to oversee the Office of Communications. Therefore, the Conference of Presidents is recommending that the Communication Services Commission be eliminated and that the Office of Communications and its director be accountable to the COP through the synod president. The COP recommends that bylaws Section 4.30 be amended as follows:

Section 4.30
Office of Communication Services Commission

(a) ~~There shall be a Communication Services Commission~~ an Office of Communication Services that shall serve under the Conference of Presidents to assist them in communicating the synod's mission to the members of the synod. The Office of Communication Services will be administered by a Director of Communications who shall report to the Conference of Presidents through the synod president.

~~(b) The commission shall be composed of a member of the Conference of Presidents and five additional members. The Conference of Presidents shall recommend members to the president. The president shall appoint commission members. The president shall appoint one of the members to serve as chairman. The members other than the Conference of Presidents' member shall serve a term of six years and may succeed themselves once. With the approval of the Conference of Presidents the commission may appoint advisory representatives from the areas of ministry.~~

~~(e)~~(b) The commission Office of Communication Services, through its director, shall be responsible for a clear and consistent communication of the synod's mission from the synod's national offices; explore, support, and expedite innovative media usage, shared communication, and similar improvements on a continuing basis for WELS ministries and congregations; review and authorize all new communications originating in the synod's national offices; and evaluate parallel communications functions and efforts to seek economy of cost and time in communication from the national offices.

~~(d)~~(c) The commission is responsible for the budgeting of the synod's subsidy of Forward in Christ and Wisconsin Lutheran Quarterly, shall approve all policy changes, and shall assist the editorial staff in fulfilling the objectives of the magazines. The Director of Communications will work in close cooperation with the editor and staff of Forward in Christ to coordinate and facilitate clear and consistent communication to the constituency of the synod. The editor of Forward in Christ shall be appointed by the Conference of Presidents and shall report to the Conference of Presidents through the synod president. A Wisconsin Lutheran Seminary professor shall be appointed by the Conference of Presidents to serve as the doctrinal consultant for Forward in Christ.

~~(e) The commission shall report to the president.~~

A look ahead

Our committee will meet as soon as possible after the convention to incorporate the amendments approved by the delegates and publish the revised Constitution and Bylaws. Notice will be given when the document is complete. It will be available, as now, at www.wels.net/about-wels/synod-reports or by contacting the President's Office for a printed copy.

Rev. Paul Naumann, reporter

Rev. Paul Naumann, chairman

Rev. Steven Korth

Judge Victor Manian

Memorials

Memorial (2011-01)

Subject: *The composition of the voting delegates for the synod convention*

Floor Committee #21

- WHEREAS 1) service to our beloved Wisconsin Evangelical Lutheran Synod is a joyful privilege eagerly sought by those who make up the synod; and
- WHEREAS 2) this privilege belongs equally to the following three distinct groups: congregations, pastors, and male teachers (cf. WELS Constitution Art. III, Sec. 1 & 3); and
- WHEREAS 3) the current system of selecting delegates [cf. WELS Bylaws Sec. 3.10 (b)] does not fully reflect the equal desire of all three groups to serve their synod because it places a greater emphasis on lay delegates; and
- WHEREAS 4) the current system and the initial documentation supporting this system (cf. 1989 WELS *Proceedings*, p. 109 and 1990 WELS *Report to the Twelve Districts*, p. 168) imply that the called workers of the synod (pastors and male teachers) and the congregations they serve are two groups that need to be counter-balanced against one another by mandating that each group be composed of the same number of delegates; and
- WHEREAS 5) this does not reflect the reality that the congregations and called workers of our synod are united in mind and thought to do the work of our dear Savior; and
- WHEREAS 6) God, in his Word, specifically enjoins those called to the ministry of the Word to labor on behalf of those they serve (Acts 20:18-35, 1 Thessalonians 2:6-12, and 1 Peter 5:1-4); and
- WHEREAS 7) the called workers of the synod heed these words of God and long to represent not only their own interests before the synod but also the interests of those they serve; and
- WHEREAS 8) the most commonly stated rationale for the current system was no stronger than the line “it was difficult to defend the lack of a 50/50 balance” (1990 WELS *Report to the Twelve Districts*, p. 168, also cf. 1991 WELS *Book of Reports and Memorials*, p. 188 and 1991 WELS *Proceedings*, p. 112); and
- WHEREAS 9) the current system replaced a system that served our synod well for many years; and
- WHEREAS 10) a system like the one outlined in Resolved c) would not increase the number of delegates above the 400 delegate limit in place in the current constitution (the total delegate count would be 396 under the proposed system based on the numbers of congregations, pastors, and teachers that were used by the synod secretary to determine the delegates for the 2011 synod convention and based on the number of communicant members from the 2009 Statistical Report), and
- WHEREAS 11) this is a matter that, while very technical in nature, nevertheless has a significant practical impact on the congregations, pastors, and male teachers of our dear synod; therefore be it
- Resolved. a) that the Michigan District memorialize our synod to change its current system for determining the number and composition of voting delegates for the synod convention; and be it further
- Resolved. b) that the Michigan District memorialize the synod to adopt a system which more accurately reflects the eagerness of all the members of the synod to serve, the equality of all three groups in having the responsibility to serve, and the unity all three groups share in serving the Lord; and be it finally

Resolved, c) that such a system could replace WELS Bylaws Sec. 3.10 (b) with the following: “Each district shall be represented by a delegation consisting of the following: 1. One lay delegate for every ten congregations of the district. Alternatively a district may choose to be represented by one lay delegate for every 2,500 communicant members in the district. Pastors and teachers, retired or active, are not eligible to serve as lay delegates. 2. One pastoral delegate for every ten active pastors serving in the district. 3. One male teacher delegate for every ten active male teachers serving in the district. 4. Ordained pastors teaching at one of the educational institutions of the synod or within the synod are to be placed on the roster of active pastors. All other male members of the respective faculty are to be placed on the roster of active teachers. 5. Drop all fractions in making these calculations.”

Michigan District

Memorial (2011-02)

Subject: *Concern for the unborn*

Floor Committee #21

WHEREAS 1) the Holy Scriptures clearly teach that the living yet unborn are persons in the sight of God and are under the protection of his commandment against murder (Job 10:9-11; Exodus 20:13; Matthew 5:21; Genesis 9:16; Psalm 139:13; Psalm 51:5; Jeremiah 1:5; Luke 1:41-44); and

WHEREAS 2) our hearts are grieved over the millions of unborn who are being murdered each year through the sin of willful abortion; and

WHEREAS 3) our synod has historically testified against abortion; therefore be it

Resolved, a) that we encourage the editors of our synodical periodicals as well as our pastors and teachers to continue fervently and faithfully to testify against abortion; and be it further

Resolved, b) that we continue to urge our membership to make God’s will in this matter known to our fellowmen whenever the opportunity presents itself; and be it further

Resolved, c) that we encourage our membership to express their concern and compassion for distressed pregnant women by supporting the development of alternatives to abortion programs which are consistent with God’s Word; and be it finally

Resolved, d) that we more zealously preach the gospel of Christ which alone can change the wicked hearts of men and turn them from sin to righteousness.

*Mr. Glenn M. Brunner
Immanuel, Kewaunee, Wis.*

Memorial (2011-03)

Subject: *Careful scholarship in Genesis Prehistory*

Floor Committee #21

WHEREAS it is important for Christians to properly represent to the world current best probabilities relating to issues in Genesis Prehistory, therefore be it

Resolved, a) that Wisconsin Evangelical Lutheran Synod members writing about issues relating to the historical record of Genesis 1–11 have the option of consulting with a group of WELS people informed on the same; and be it finally

Resolved, b) that our WELS Conference of Presidents ask a voluntary committee of representatives of Northwestern Publishing House, WELS Q&A, and various other WELS departments to establish and maintain a list of such voluntary helpers and to report regularly to WELS Conference of Presidents.

*Gerhold L. Lemke
Good Shepherd, Cedar Rapids, Iowa*

Memorial (2011-04)

Subject: *Synod archives and archivist*

Floor Committee #4

- WHEREAS 1) the Lutheran Church will be celebrating the 500th anniversary of the Reformation in 2017; and
- WHEREAS 2) the Wisconsin Synod is over 160 years old; and
- WHEREAS 3) the preservation and study of history is vital for understanding the present and planning for the future; and
- WHEREAS 4) WELS efforts to preserve synodical history and archival material in the past have not been adequate, resulting in the loss of important archival material; and
- WHEREAS 5) the proliferation of electronic communication calls for an immediate and comprehensive plan to collect and preserve our electronic records before they are lost; and
- WHEREAS 6) the preservation of documents and electronic communication is vital for legal requirements, liability protection, and other needs under the law; and
- WHEREAS 7) the 2010 Archives Study Committee appointed by the president recommended the calling of a full-time archivist for the synod; and
- WHEREAS 8) already in 1995 the synod in convention authorized the hiring of a full-time archivist along with support staff; and
- WHEREAS 9) the position of archivist and synod historian has been vacant since the 1995 retirement of Prof. Martin Westerhaus; and
- WHEREAS 10) the present location of the archives in the basement of Wisconsin Lutheran Seminary has problems with climate control; and
- WHEREAS 11) the present archives will soon be filled to capacity; and
- WHEREAS 12) the building of an archives was one of the approved capital projects included in the thank offering gathered for the 150th anniversary of the synod in 2000, but was not built when the offering did not meet expectations; and
- WHEREAS 13) the hiring of an archivist and the building of a dedicated archives will necessitate careful financial planning; therefore be it
- Resolved. a) that the synod authorize the hiring of a full-time archivist immediately; and be it further
- Resolved. b) that the synod authorize the building of a dedicated archives to be completed by the 500th anniversary of the Reformation in 2017.

*Prof. Mark E. Braun
Prof. John M. Brenner
Prof. James F. Korthals
Prof. James P. Tiefel*

Memorial (2011-05)

Subject: *Formalize fellowship with the Confessional Lutheran Church of Puerto Rico*

Floor Committee #5

- WHEREAS 1) the Confessional Evangelical Lutheran Church of Puerto Rico (*IELC de PR*) has its origin in mission work initiated by WELS in 1964; and
- WHEREAS 2) Christian fellowship has been practiced throughout the years between *IELC de PR* and WELS, and both churches have been members of the Confessional Evangelical Lutheran Conference (CELC) since its inception in 1993; and

- WHEREAS 3) unity in faith between *IELC de PR* and WELS has been evidenced by a common commitment to the Holy Scriptures, to the Lutheran Confessions, and to the doctrinal booklet *This We Believe*; and
- WHEREAS 4) all of the affairs of the *IELC de PR* and of its congregations are currently administered by the *IELC de PR*, its governing board, pastors, and leaders, without any direct administration or financial support from the WELS Board for World Missions; and
- WHEREAS 5) the WELS Commission on Inter-Church Relations has begun contacting *IELC de PR* as an autonomous sister church, making use of the non-budgetary Puerto Rico Fund for expenses; and
- WHEREAS 6) the *IELC de PR* at its national assembly on Jan. 29, 2011, officially resolved to ask WELS for a formal recognition of church fellowship; therefore be it
- Resolved, a) that we thank God for allowing the Confessional Evangelical Lutheran Church of Puerto Rico (*IELC de PR*) to be formed as an independent confessional Lutheran church with whom we enjoy unity in faith; and be it further
- Resolved, b) that WELS officially declare fellowship with the *IELC de PR* as an independent sister church; and be it further
- Resolved, c) that we ask the Lord to bless this fellowship with continuing benefits and joy for both church bodies; and be it finally
- Resolved, d) that we look for opportunities to strengthen our fellowship with the *IELC de PR*, including cooperative efforts in theological education.

WELS Commission on Inter-Church Relations

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 Beneficial interest - assets held by WELS Foundation	6,795,793	208,328	443,571	16,097	1,515,581	-	820,633	-	-	(9,800,003)	-
Property, plant and equipment, net	9,884,127	1,049,639	1,557,602	305,536	213,305	-	-	-	-	(13,010,209)	-
Due from related party	7,603,247	3,521,278	23,364,498	8,357,568	6,258,642	2,091,363	-	-	-	-	51,196,596
	3,391	1,739,177	6,638,005	1,116,794	-	-	61,290	-	-	(9,558,657)	-
TOTAL ASSETS	\$ 66,030,718	\$ 14,830,557	\$ 46,608,794	\$ 11,065,756	\$ 9,033,759	\$ 9,303,073	\$ 144,137,549	\$ 69,181,157	\$ 101,777,035	\$ (117,238,338)	\$ 354,730,060

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	-	-	-	-	-	-	-	-	-	3,181,069
Certificates payable	-	-	-	-	-	-	66,097,629	-	-	(2,334,856)	63,762,773
Liabilities to other beneficiaries	-	-	1,072,127	-	-	-	-	-	-	-	6,611,393
Deposits held in custody	1,150	6,881	28,178	55,976	39,693	-	44,049	5,539,266	-	-	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	-	(94,282,384)	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	\$ 21,337,333	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 21,337,333
Offerings from congregations	7,481,418	283,409	715,018	301,313	339,759	-	427,360	1,964,682	-	(2,466,314)	9,046,645
Gifts and memorials	2,284,045	39,690	521,993	27,990	22,389	-	-	25,471	-	(200,000)	2,721,578
Bequests	31,102,796	323,099	1,237,011	329,303	362,148	-	427,360	1,990,153	-	(2,666,314)	33,105,556
Total Member Support	-	-	-	-	-	-	-	-	-	-	-
Revenues	-	845,338	8,714,712	2,441,427	842,923	-	-	-	-	-	12,844,400
Student tuition and fees	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
Activity fees and retail sales	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
Interest and dividends	(49,096)	353,585	175,616	(20,637)	-	331,810	735,055	182,007	10,877,725	(10,877,725)	1,708,340
Net realized and unrealized gain (loss) on investments	-	-	-	-	(19,851)	-	-	-	-	-	(19,851)
Net loss on sale of property and real estate held	-	-	-	-	(1,216)	-	-	697	-	-	(519)
Change in value of trust agreements	-	-	-	-	-	-	-	-	-	-	-
Net change in value - endowments below historical gift value	-	343,966	-	-	-	-	-	1,255,546	-	-	1,599,512
Other	385,003	58,965	116,301	450,419	64,628	54,726	330,675	692,978	14,380	(90,886)	2,077,189
Transfers from other funds	138,916	1,079,256	3,070,298	2,661,340	1,616,433	-	-	-	-	(8,566,243)	-
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 resignation	-	-	-	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	9,821,597	3,805,236	14,347,079	5,871,985	3,302,861	-	-	-	-	(10,551,229)	26,597,529
Ministerial education	8,941,083	-	-	-	-	-	-	-	-	(906,347)	8,034,736
World missions	7,637,194	-	-	-	-	-	-	-	-	(796,728)	6,840,466
Home missions	10,395,754	-	-	-	-	-	-	-	-	(2,781,709)	7,614,045
Congregational and district ministries	-	-	-	-	-	-	-	-	-	(122,524)	6,591,547
Northwestern Publishing House	-	-	-	-	-	6,714,071	-	-	-	-	-
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	-	-	-	-	-	-	4,514,995	4,105,141	515,712	(1,046,917)	8,088,931
Ministry support - subsidiaries	4,244,887	-	-	-	-	-	-	-	-	-	4,244,887
General and administrative	-	-	-	-	-	-	-	3,482,073	-	(21,092,618)	-
Transfers to other funds	4,244,887	-	-	-	-	-	4,514,995	7,587,214	17,610,545	(22,139,535)	12,333,818
Total Support Services	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
Total Expenses	(705,844)	480,517	1,601,439	702,788	216,933	198,711	3,948,861	644,102	7,509,402	(3,179,928)	11,416,981
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)	\$ 142,099,163

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	WELS Foundation	WELS Funds	Eliminations		
MEMBER SUPPORT AND REVENUES												
Member support												
Gifts and memorials	\$ 7,171,378	\$ 598,355	\$ 540,815	\$ 243,190	\$ 65,703	\$ 200,000	\$ 526,416	\$ 553,842	\$ -	\$ (1,123,427)	\$ 8,776,272	
Bequests	144,635	16,371	-	-	40,531	-	-	1,386,482	-	(953,015)	635,004	
Total Member Support	<u>7,316,013</u>	<u>614,726</u>	<u>540,815</u>	<u>243,190</u>	<u>106,234</u>	<u>200,000</u>	<u>526,416</u>	<u>1,940,324</u>	<u>-</u>	<u>(2,076,442)</u>	<u>9,411,276</u>	
Revenues												
Interest and dividends	321,549	103,812	262,462	17,776	20,432	-	-	1,251,395	-	-	1,977,426	
Net realized and unrealized gain on investments	1,600,111	361,119	419,227	64,272	84,886	-	-	5,049,326	-	-	7,578,941	
Net loss on sale of property and real estate held	(12)	-	-	-	-	-	-	(447,375)	-	-	(447,387)	
Change in value of trust agreements	(582,869)	87,007	(20,324)	7,962	130,695	-	44,008	(2,171,973)	-	(360,805)	(2,866,299)	
Redesignated fixed asset additions	-	25,948	-	27,600	61,493	-	-	-	-	(115,041)	-	
Net change in value - endowments below historical gift value	-	(343,966)	-	-	-	-	-	(1,255,546)	-	-	(1,599,512)	
Other	64,169	822	187,538	-	-	-	-	2,105	-	-	254,634	
Transfers from other funds	235,077	5,000	3,413,060	-	-	-	-	14,923	-	(3,668,060)	-	
Total Revenues	<u>1,638,025</u>	<u>239,742</u>	<u>4,261,963</u>	<u>117,610</u>	<u>297,506</u>	<u>-</u>	<u>44,008</u>	<u>2,442,855</u>	<u>-</u>	<u>(4,143,906)</u>	<u>4,897,803</u>	
Donor redesignation	-	(158,151)	-	-	-	-	-	-	-	-	(158,151)	
Net assets released from restriction	<u>(6,096,635)</u>	<u>(1,087,325)</u>	<u>(2,021,851)</u>	<u>(501,191)</u>	<u>(467,508)</u>	<u>(154,000)</u>	<u>(735,539)</u>	<u>(3,521,714)</u>	<u>-</u>	<u>3,118,072</u>	<u>(11,467,691)</u>	
CHANGE IN NET ASSETS												
Net assets released from restriction	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 - Beginning of Year	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	
NET ASSETS - END OF YEAR	<u>\$ 15,754,171</u>	<u>\$ 5,020,096</u>	<u>\$ 27,207,775</u>	<u>\$ 8,833,622</u>	<u>\$ 7,711,319</u>	<u>\$ 125,000</u>	<u>\$ 885,524</u>	<u>\$ 12,040,834</u>	<u>\$ -</u>	<u>\$ (54,282,384)</u>	<u>\$ 23,295,957</u>	

WISCONSIN EVANGELICAL LUTHERAN SYNOD

Consolidating Schedule of Activities (continued)
Year Ended June 30, 2010

	Permanently restricted										WELS Funds	Eliminations	Consolidated	
	WELS	WLS	MLC	LPS	MLS	NPH	WELS CEF	WELS Foundation	WELS Funds	Eliminations				
MEMBER SUPPORT AND REVENUES														
Member support														
Gifts and memorials														
Bequests	12,146	97,813	151,029	410	-	-	-	-	-	-	-	-	-	-
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>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Revenues														
Change in value of trust agreements	1,424,793	19,182	9,921	4,000	4,895	-	-	-	-	-	-	-	-	-
Other	-	1,048	1,861	-	-	-	-	-	-	-	-	-	-	-
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>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Donor resignation	-	158,151	-	(5,355)	-	-	-	-	-	-	-	-	-	-
CHANGE IN NET ASSETS	1,436,939	276,194	727,382	(945)	4,895	-	-	-	-	-	-	-	-	-
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>-</u>	<u>53,390,377</u>	<u>-</u>	<u>-</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>\$ -</u>	<u>\$ 55,419,353</u>	<u>\$ -</u>	<u>\$ -</u>

