



THE ALLIANCE
Living the Call together
Matthew 28:18-20™

ORLANDO
General Council
2007 May 22-27, 2007

**REPORT
TO GENERAL
COUNCIL
2007**

Gary M. Benedict, President
The Christian and Missionary Alliance



REPORT TO GENERAL COUNCIL 2007

May 22–27, 2007 — Orlando, Florida

Council Prayer Initiatives

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

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



Prayer: Our First Work

And this is my prayer: that your love may abound more and more in knowledge and depth of insight, so that you may be able to discern what is best and may be pure and blameless until the day of Christ, filled with the fruit of righteousness that comes through Jesus Christ—to the glory and praise of God (Philippians 1:9–11).

ALLIANCE HOUSE OF PRAYER

*Orange County Convention Center, Room 330
(Tuesday morning through Friday evening, May 25, 2007)*

Join other believers in worshipping the Lord and praying
for individual needs, Council ministries,
and the spiritual renewal of our fellowship.

REPORT OF THE PRESIDENT TO GENERAL COUNCIL

2005–2006

Gary M. Benedict

Our Glorious God

As I look back over the past two years since Council 2005, I give God the glory for how He has worked in me personally and through all Alliance servants (laypeople and licensed workers) ministering throughout the world. God is at work, and He is using The Alliance in completing His Great Commission.

Our message is clear, unwavering, and strong. Our mission remains unchanged.

To know Jesus Christ; exalt Him as Savior, Sanctifier, Healer, and Coming King; and complete His Great Commission:

- Evangelizing and discipling persons throughout the United States,
- Incorporating them into Christ-centered, community-focused congregations, and
- Mobilizing them for active involvement in a missionary effort designed to plant Great Commission churches among both unreached and responsive peoples worldwide.

Living the Call together

The local church is God's instrument for the evangelization of every man, woman, and child in the nations of the world. A simple (but not simplistic) process to carry this out is to have healthy laypeople and workers who lead healthy evangelizing churches, all under the direction and filling of the Holy Spirit.

Church multiplication for the purpose of reaching lost people and discipling believers is our goal. I am trusting that we can keep our focus on our God-given mission to accomplish the Great Commission and bring back the King.

And this gospel of the kingdom will be preached in the whole world as a testimony to all nations, and then the end will come (Matthew 24:14).

While we have a marvelous heritage of ministry and ethnic diversity, it is also our heritage to have a wonderful unity of purpose when it comes to the centrality of Christ and proclaiming the gospel to the ends of the earth. I am praying that our gathering at Council 2007 will strengthen our unity as a fellowship of believers and our unity of purpose as we celebrate living the Call together.



PRESIDENT

Setting Direction

In Appendix A, pages 37-47, you will see a copy of the Strategic Plan. Following my election in 2005, the Board of Directors asked me to prepare this Plan. As I sought the Lord, He impressed upon me that the foundation of the Plan should be Colossians 1:27-29.

We proclaim him, admonishing and teaching everyone with all wisdom, so that we may present everyone perfect in Christ. To this end I labor, struggling with all his energy, which so powerfully works in me.

The Plan states what the present administration sees as our role in serving the Alliance constituency and the world. It is a document that is dynamic and will continue to change as we move into the future. You will note that it is not program- and method-focused but concentrates more on developing mature disciples (laypeople and official workers) and releasing them into ministry.

We take the position that specific strategies must emerge from the point of ministry—rather than from the “top.” With more than 2,000 churches, we have 2,000 edification and evangelization strategies. I hope you clearly see that all we do in our service leads to evangelizing the peoples of the earth and establishing local churches.

The Culture of Serving

“For even the Son of Man did not come to be served, but to serve, and to give his life as a ransom for many” (Mark 10:45).

Jesus explained to his disciples that greatness was tied to service. He later showed the full extent of his love through the example of washing their feet (John 13:1-17).

His example is my motivation to serve as your president. The towel is a tangible symbol and reminder of humble service. I keep one at home and one in my office to remind me to have a servant attitude.

Connecting with our constituency

As a new president, I determined to try my best to connect with the various constituencies of The Alliance. I wanted to listen and learn more about the scope of our ministries to see how I could help our people be as effective as possible.

During those early months, I probably tried too hard and had to learn to pace myself. Since then I have been doing better and have had the privilege of connecting with a cross-section of all of our Alliance constituencies.

In these two years I have attended most of our district conferences, had conference calls or met with 14 district executive committees, and had meetings with several of our national ethnic associations. I have spoken in churches, met with the Alliance higher education presidents, and taken five major trips overseas to visit missionaries and national church leaders.

I have learned much from all these connections and am beginning to understand more of the challenges that face our workers and our mission.

Unleashing the laity

Empowering and mobilizing the laity is key to the completion of the Great Commission. There are more than 400,000 laypeople in our U.S. churches. In my travels I enjoy meeting these people and hearing how God is using them to make a difference in their communities and around the world.

In 1996 former C&MA president Paul Bubna stated that one of the untapped resources in our denomination was the laity. He also observed that one of our greatest challenges was the unleashing of the laity. I agree with his conclusions and will be an advocate to see a great band of laypeople unleashed into a global variety of key ministries.

PRESIDENT

Administrative Team

The team that serves our laypeople, pastors, missionaries, and district leaders is a group of colleagues who are committed to the ministry of administration. The vice presidents—Ken Baldes, Finance and Operations; Bob Fetherlin, International Ministries; John Soper, National Church Ministries; and Dennis Whalen, Advancement—have demonstrated effective leadership skills based on listening, relationship, and networking.

A group from the National Office meets each morning before work in my office for intercession, keeping alive in our own hearts that prayer is our first work. It is a privilege to work with a dedicated team that serves to the glory of God.

Higher Education

A. B. Simpson recognized the need to prepare workers for the harvest and became the father of the Bible college movement in 1882.

Today, our educational institutions serve The Christian and Missionary Alliance by preparing students for vocational ministry and for ministry in the marketplace. Our presidents—Wayne Gardner, Toccoa Falls College; Rick Mann, Crown College; Larry McKinney, Simpson University; and Mike Scales, Nyack College and ATS—have a clear commitment to the mission of our denomination. Each school offers an innovative curriculum to develop students for Great Commission ministry.

Enrollments continue to increase, and I hope to see a greater percentage of Alliance students in our colleges. The scholarship and grant support for these students is substantial. In addition, the Board of Directors approved a plan to assist in educational debt reduction attending Alliance colleges who are planning on full-time ministry with the C&MA.

The challenge of funding

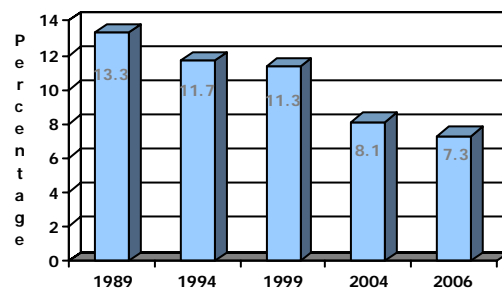
When I was elected, I was told the *elephant in the room* was funding. In gratitude and praise, I give God the glory for His mighty provision through local churches, individuals, and foundations. More than 75 percent of Great Commission Fund (GCF) giving comes from our churches.

Members of our newly formed Funding team are meeting with people who desire to honor God with their resources by supporting ministry efforts close to their hearts. It has been gratifying to receive feedback from Alliance pastors who believe that the strength of the C&MA is in central funding.

As they faithfully support the GCF, Alliance church leaders have expressed a need for clarity in the role of the Great Commission Fund. A document is being prepared to help the Alliance family better understand how the GCF is used.

In February and March 2007, we experienced a lack of funding and announced the need for budget cuts and salary reductions. Praise the Lord; substantial gifts totaling \$1.6 million were received in the last days of March. But we still face the challenge to creatively present our ministry needs to our people. I appreciate input from district superintendents on this issue as they deal with the realities of giving in the local churches.

Percentage of church revenue to GCF



PRESIDENT

Our Heritage

In the pamphlet, “The Message of The Christian and Missionary Alliance,” compiled by W. M. Turnbull and C. H. Chrisman in 1927, we find some key information about our history, which is relevant in 2007. This pamphlet, which has a permanent place on my desk, includes the following list:

1. We will be an evangelical movement.
2. We will be an evangelistic movement.
3. We will be an interdenominational movement.
4. We will be a spiritual movement, seeking and sending only workers who have been filled with the Holy Spirit.
5. We will be an international movement.
6. We will be a pioneer movement, not duplicating other ministries.
7. We will be an economical movement.
8. We will be a premillennial movement.
9. We will be a lay movement, encouraging the consecrated layman, the earnest businessman, the humble farm boy, the Spirit-filled maiden whom the Master has called and fitted to follow in the footsteps of the lowly fishermen of Galilee and create a new battalion in the army of the Lord, the volunteers and irregulars of whom we have no cause to be ashamed, and who but for this movement might never accomplish their glorious work.
10. We will have as our divinest seal the spirit of sacrifice.

The original intent of The Christian and Missionary Alliance is clear, concise, and resolute. These statements are a good context for me in decision making and are a good foundation as we carry out the Great Commission in 2007 and beyond.

Transition of John Stumbo and David Goodin

It is with regret that we have accepted the resignation of Rev. John P. Stumbo as corporate vice president. He desires to spend more time in his pastoral ministry at Salem Alliance Church in Oregon. John has served faithfully, and his wisdom and insights will be greatly missed. It has been a delight to work with John these past two years.

David Goodin has completed his term as corporate secretary, serving faithfully since 1998. His knowledge and experience, along with his kindness and servant heart, have made working with him a great blessing. We are extremely grateful that he is willing to continue serving as moderator of General Council.

Thank you, John and David, for your godly leadership and for helping me so much in my first years as president. May God bless you abundantly as you serve Him where He has called you.

Final remarks

As you review the reports from each ministry division, I hope that you will give praise to God for His work and mighty provision. Also, I hope you are driven to prayer for our churches, global outreach, financial provision, and all 400,000-plus constituents in the United States.

Prayer is our first work. Let’s believe Him for the Holy Spirit’s renewal—individually and corporately. Let’s believe Him for the unleashing of our laity into the harvest. Let’s believe Him for ministry in lands where all the odds are against us. I delight in partnering with you.

NATIONAL CHURCH MINISTRIES

2005–2006

John F. Soper, Vice President

“Salvation is found in no one else, for there is no other name under heaven given to men by which we must be saved” (Acts 4:12).

We Serve the Local Church

A careful study of the New Testament makes it clear that the primary way God intends to bring all of creation into conformity with His purposes is through the local church. Therefore, the primary purpose of any regional or national structure must be to serve the local church by *engaging*, *empowering*, and *equipping* its leaders and members as they pursue their unique and God-given mission in the world. To that end, National Church Ministries, through its various offices, is committed to serving the districts, ethnic associations, and churches of The Christian and Missionary Alliance.

Engaging with God and His Mission

In the years 2005 and 2006, the U.S. C&MA saw a pattern of growth that has brought the total number of churches to more than 2,000 for the first time in our history. A strong emphasis on *church multiplication* is the best strategy we have to ensure that many more of Christ’s “other sheep” will be found, brought to a saving knowledge of the Redeemer, and become fully devoted followers of Jesus.

FACTOID: In one study of 12 church-planting projects—all less than four years old—it was learned that these churches accounted for 3,800 new worshippers and 1,800 baptized converts!

The triplets are toddlers **(Temecula, California)**

In February 2004, Life Church planted three new churches—Journey, Tides, and Chorus—in the South Pacific District, where they are called the “triplets.” Now, nearly 1,200 additional people call The Alliance home, with each church approaching 400 in attendance.

These toddlers just turned three. They have celebrated scores of conversions and baptisms. Miraculously, to God’s glory, more than 400 people are now walking in their new relationship with Jesus Christ. Others are breaking free from addictions. Youth groups are flourishing. Children are learning about the love of Jesus. Families are being put back together. The excitement is contagious!

Because they are just toddlers, we know that even greater things lie ahead for these churches. In fact, Chorus Church has begun two new works, and Journey and Tides are developing plants of their own.

Already, these churches are supporting Alliance missions. They have adopted two mission fields and are accepting the challenge to dive headlong into this year’s Great Commission Sunday.

May God continue to bless the C&MA for investing in the “triplets,” along with hundreds of other church plants during these past few years. The effect will be exponential multiplication!

NATIONAL CHURCH MINISTRIES

Revitalizing Churches

While the planting of new congregations must remain a primary focus for our geographic and ethnic districts, it is all too apparent that more attention must be paid to the health of existing congregations. In 2006, 38 new congregations were reported (with many more being developed), but 34 existing congregations closed and one ceased affiliation, leaving a net gain of only 3.

It is apparent that the emphasis of our president on the issue of healthy workers and healthy churches is greatly needed. The old question of Ezekiel begs for an answer.

Can dry bones live again?

FACTOID: In 2005, 795 churches reported a gain in attendance over the previous year and 771 reported a loss. No change was reported in 323 churches. More than half of all C&MA churches are plateaued or declining!

New Hope in Change

Reversing the trend of churches in decline can be accomplished only by hard spiritual work and a willingness to accept change and risk. The use of tools such as Natural Church Development by district and local church leaders has brought new hope and focus to many plateaued and declining congregations.

For more information, visit www.ncd-international.org.

"I will build my church" **(Lincoln, Nebraska)**

In nearly every region of the United States, stories of church growth can be found. MiddleCross Church recently celebrated its third birthday. With more than 270 in attendance and dozens of new believers, the church is renting a large building that will seat more than 450 people.

MiddleCross Church believes that God is building a center that will multiply leaders, pastors, missionaries, marketplace professionals, and ultimately, churches. It is projecting 2008 for the start of its first daughter church.

Reaching new Americans

The Satsang story (Cincinnati, Ohio)

Satsang Ministries began in 2001 with a vision to reach Asian Indians. A home fellowship begun with three families is reaching a professional, highly educated, and rapidly growing Indian community. In the past several months, more than 500 Hindus and Muslims have heard the gospel, many for the first time, through the work of this creative new ministry.

Russian and Brazilian churches

Through the work of Intercultural Ministries and existing C&MA churches in the Russian and Brazilian communities, strong relationships have been formed. More than 20 churches have voted to become part of the C&MA and to share in the task of evangelizing their countrymen in the United States and beyond. The Portuguese-Speaking Association will be introduced at General Council 2007.

NATIONAL CHURCH MINISTRIES

Church Leadership Academy

Living the Call together not only refers to a united effort on everyone's part to complete the Great Commission, but it also entails helping those whom God has called to serve in ministry to obey the Call. The Church Leadership Academy does exactly that.

The Ministerial Study Program (MSP) trains people who are preparing for ministry as a second career. It is an individual study program, under the supervision of district-appointed mentors. The program leads to licensing and ordination.

Currently, 550 people are enrolled in the MSP, and another 117 people are enrolled in a similar program, the Advanced Pastoral Leadership Program, directed by ethnic districts. In 2005 and 2006, 72 people graduated from these programs and are serving as Alliance pastors, church planters, assistant pastors, youth pastors, and chaplains. Crown College accepts students who wish to apply their credits toward a degree.

Nearly 5,500 students are enrolled in the six-course Basic Training program designed to help the local church prepare its members to evangelize and minister in their community. In 2006, 269 students graduated and are now serving in their churches.

Go to www.cmalliance.org/nmc/cla/cla.jsp for information about these opportunities.

FACTOID: A total of 614, or 31 percent, of the 2,010 churches in the U.S. C&MA (not including Puerto Rico's 65 churches) are ethnic, making the C&MA one of the most culturally diverse denominations in the nation.

***The King of Queens* (New York City)**

Queens Herald Church in New York City is less than 20 years old. Primarily comprised of first-generation Chinese immigrants, the church already has planted a number of daughter congregations in several countries! Members built a new church building and quickly outgrew it. They added several more floors to the building (in NYC you go "up," not "out"). Once again, they outgrew the building.

A number of months ago, an opportunity arose to purchase a large synagogue with a sanctuary that seats 800 people. The purchase price was more than \$5 million. When faced with the possibility of selling their current building, board members decided to use the old building to plant new churches in Queens to reach America's most diverse neighborhood!

***The LifePointe story* (Louisville, Kentucky)**

LifePointe Church is one example of a replanted church.

We decided to relaunch by closing the old church and starting a new one. We treated it as a totally new start-up and did the tough faith-work of seeking what God wanted to do in our area. We told those who did not want to replant that they were free to go, and some took us up on our offer. That left us with 28–30 adults and about 15 kids. We began serving through outreach events. We cast vision, abolished all positions, prayed, confessed sins, asked God to sever the bonds of the past, and prepared for the days ahead.

Six weeks after the public relaunch, the church had 150 people, and there has been 17 public decisions for Christ.

NATIONAL CHURCH MINISTRIES

Equipping Workers for the Harvest

The Alliance has developed an effective tool to facilitate the multiplication of churches. Strategic Multiplication Training (sXt) emphasizes spiritual formation and training in all the components necessary to launch a church plant. It also includes an emphasis on the heritage of the C&MA, including the Fourfold Gospel and the deeper life, adding a unique Alliance “flavor.”

Ninety-six ethnically diverse men and women who are multiplying churches across the United States came together for four intensive days of learning at the first sXt.



Grants and budgeted funds have been re-routed to sXt for the formation of multipliers. Every Alliance pastor and church-planting team member will benefit from exposure to sXt. The goal is exponential multiplication. Find out more by visiting www.cmalliance.org/ncm/multiply/multiply.jsp.

Making Disciples

A variety of training events for youth workers, children’s workers, and adults continues to provide opportunities for volunteer and professional workers in discipling ministries. Visit www.cmalliance.org/ncm/disciplemaking/disciplemaking.jsp. For youth, go to www.alliance-youth.com/.

The Olivet story **(Brockton, Massachusetts)**

Olivet Memorial Church of Brockton, Massachusetts, was one of the New England District’s “flagship” churches. Established by branch workers sent by A. B. Simpson to evangelize the European immigrants who lived there, the church had a storied history. It produced workers like Mabel Francis, a notable C&MA missionary to Japan, who did her home service ministering to young women “of the street” in Brockton.

Despite the realities of a changing urban community and declining membership, Olivet Memorial gave its best in 1995 and sacrificially planted a daughter church, South Shore Community Church (SSCC), which has thrived and is home to more than 700 people.

Faced with the certain death of Olivet Memorial, district leaders proposed a bold and unusual move. Why not turn the Olivet properties over to the daughter church for use as a training center and to house a satellite campus that could extend the ministry of SSCC? It was a painful choice for those deeply committed to the church, but an even deeper commitment to bear fruit for the Kingdom prevailed.

The satellite congregation began meeting in December 2006, and attendance is already running more than 120 each week. The “new” Olivet has its own pastor—a man from the C&MA church in Ecuador—and the new congregation represents the ethnic diversity of the surrounding community. The worship is live; the campus pastor directs the service, but some of the testimonies, drama, and messages are projected via satellite from SSCC. God is clearly at work, and the Fourfold Gospel is once again reaching Brockton in fresh ways that reflect the new cultural realities of an old Alliance city.

NATIONAL CHURCH MINISTRIES

Empowerment

NCM is removing structural and functional obstacles that hinder U.S. Alliance workers by empowering them to accomplish all that God has given them to do. To that end, NCM is committed to

1. Reviewing our licensing and accreditation policies to ensure that these categories reflect the “real-time” needs of small and large congregations
2. Reworking our current discipline policy to ensure that it is truly redemptive while protecting the churches and districts from unnecessary legal exposure
3. Providing viable and exciting opportunities through partnerships for every local church to “personalize” its connection with missionaries and creative-access country workers in giving, praying, and going
4. Helping to remove the financial barriers that delay the placement of many new missionary candidates (The Board of Directors has created a debt-forgiveness program, and the Board of Trustees of Nyack College/Alliance Theological Seminary has established a 50 percent tuition reduction for qualifying students.)
5. Providing “on-the-job” training for new and continuing district superintendents
6. Nurturing and developing second-generation leaders through Intercultural Ministries (two conferences held in 2006 helped identify and develop emerging leaders in ethnic churches)
7. Empowering Alliance Women Ministries and C&MA Men’s Ministry to meet the needs of our increasingly diverse and varied churches. (The Women’s Leadership Studies Program, launched in 2006, has received a good response.)

Impacting lives

Nearly 10,000 young men and women are expected to gather in Orlando, Florida, at LIFE 2007 in July. While the challenges of managing the C&MA’s largest youth event are enormous, the anticipated “pay-off” in terms of young people who engage with God for a life of sacrificial service and ministry is priceless.

A much smaller but equally important event is the Retire and Refocus gathering that engages the largest pool of potential volunteer servants available to the church, the growing number of aging Americans who have abundant energy for ministry. Those who aren’t ready to retire from serving the Lord enjoy this unique venue to catch a new vision for their lives.

God at work in the Army

Chaplain Fred Townsend is a combat veteran who has served with distinction in Iraq. He is one of many Alliance chaplains serving worldwide. Each could share moving stories of God at work in the military and through prison ministries.

Currently at Ft. Leonard Wood, Missouri, Townsend says, “Soldiers are young and frightened. Many are desperate for answers to life. They are ripe. I’m glad to be here for them.”

The Crosswinds story (St. Louis, Missouri)

The Crestwood Church in St. Louis, Missouri, has a similar story of years of decline, major risk-taking decisions, and a new identity as Crosswinds Church. After three years of redevelopment, the church has seen dozens of men and women come to faith. Nearly 150 people attend on a regular basis, and the fresh wind of the Spirit is blowing through the congregation.

Dry bones can live again!

NATIONAL CHURCH MINISTRIES

Developing Candidates for Service

In 2006, 148 new candidates were accredited for ministry (up from 135 in 2005). Of these, 83 are aiming for missionary service with the C&MA (76 in 2005).

At the end of 2006, there were more than 2,800 applicants involved at some level in the process. This represents 300 candidates who are presently positioned for interviews in the current year.

Answering the Call

Rangfu and Amy Chen were accredited in March 2006. Both were born in China. As a youth, Rangfu came to Christ through an underground church, but he fell away from lack of discipleship. Amy grew up outside of Beijing and never heard the Name of Jesus.

Rangfu completed a PhD in mathematics from the University of Beijing. In 1991 he received a full-ride scholarship to the University of Michigan, where he completed a PhD in mechanical engineering.

He was hired by a research company in Huntsville, Alabama, where his wife, Amy, was invited to a women's Bible study and came to Christ. She invited Rangfu to church, and he recommitted his life to Christ. Three years later, the couple moved to Michigan, where they became involved in ministry at an Alliance church in Detroit.

In 2002 Rangfu traveled to China, where he heard God call him to be a missionary. He quit his job, sold his and Amy's home, and enrolled in Columbia International University in South Carolina to be trained as cross-cultural missionaries. They graduated in December 2005 and returned to Detroit for home assignment with the C&MA.

Visit www.called2serve.org and www.cmalliance.org/im/imserve/stmo/stmo.jsp.

Short-term missions

More than 1,150 C&MA family members had the opportunity to see Alliance missions "up close and personal" in 2006. One pastor who took his youth group to Cambodia with AY Mission wrote:

During our first trip to Cambodia in 2004, it was a blessing to work with missionaries to reach the youth at the English camp in Phnom Penh.

The students stepped out of their comfort zones to share Christ at every opportunity. The relationships we built paved the way for our new Cambodian friends to listen carefully when we shared what Christ meant to us. That year we saw one Cambodian student make a profession of faith in Jesus Christ, and we began to pray for the lives we had touched.

Our hearts broke as we saw one new friend worship a giant golden Buddha at the Royal Palace. That moment was a wake-up call. My students saw the need to be bold in sharing Christ at all times and in all places. Two years later, we learned that the young woman was going to be baptized during our return trip to Cambodia.

Of the 17 students who went to Cambodia, 7 are pursuing missions or ministry as God's Call on their lives.

Africa Together Tour

The recently concluded Africa Together tour, hosted by Missions Mobilization, made a major impact on the participants and missionaries. The presence of several key African-American church leaders produced life-changing fruit in Burkina Faso, Côte d'Ivoire, Democratic Republic of the Congo, Gabon, Mali, and Senegal.

NATIONAL CHURCH MINISTRIES

Ministry Coaching

The C&MA is committed to the development of “coaching environments” that will promote spiritual and emotional health in our official workers. It is axiomatic that “healthy workers produce healthy churches.”

At the earliest point of engagement, The Alliance is seeking to initiate coaching into the lives of our newest workers. Currently, there are 409 coaches who are working with applicants from high school on up. This represents almost twice as many coaches as were deployed in 2005.

At the highest level of leadership, the same commitment exists. A partnership with an organization known as Ministry Coaching has generated a pilot program in which approximately ten district superintendents will be involved by mid-2007. NCM is also working with superintendents to develop core competencies for district leaders.

Missions Mobilization

In addition to equipping returning missionaries, another primary thrust of Missions Mobilization is to equip and resource missions mobilizers in the districts. There is a marked correlation between the presence and activity of missions mobilizers in the districts and the level of missions involvement of the churches.

The development and deployment of a Web-based Missions Mobilization Menu will greatly assist districts and churches in an era in which there is an increasing strain upon the traditional “tour-based” missions conferences. This new system, which is already being used in the Rocky Mountain District, is scheduled for release in mid-2007.

For more information about mobilizing missions involvement, go to www.cmalliance.org/im/omm/omm.jsp.

Building on the Rock **(Jackson, New Jersey)**

“We believe that prayer is the primary work of God’s people. At Building on the Rock Community Church, God is using ordinary people to accomplish extraordinary things simply because they stand before Him with lifted hands saying, ‘I’m willing,’” writes a church member.

Hundreds of people have come to Jesus through the new church. What follows is one young woman’s story:

Mary’s story

“When I returned to New Jersey after being discharged from the Navy for misconduct, I felt like such a loser. I couldn’t get past the hopelessness and allowed drugs, alcohol, and inhalants to take over my life. I put my family through the wringer and was in and out of detox.

“Not long after my eighth release from detox in six months, my parents took me to a place where many of my old friends were meeting. I refused to get out of the car. But a friend named James insisted not only that I join the group but that I also go to his church that night.

“On the way there, I was nervous. It didn’t help to see the words ‘Jesus Freak’ drawn on the windshield. Almost as soon as we arrived, I felt happiness and love. I knew I was welcome as I listened to people my age talk about God working in their lives. I was amazed to see their trust in something much bigger than themselves. I knew I wanted what they had.

“So Christy and Stephanie prayed with me. James said that when he got saved, it was like someone ripping out his old heart and putting in a new one. That’s exactly what I felt. Everyone seemed so excited and was saying that I was their ‘sister in the Lord.’ I felt alive for the first time in a long time.”

INTERNATIONAL MINISTRIES

2005–2006

Robert L. Fetherlin, Vice President

“Salvation is found in no one else, for there is no other name under heaven given to men by which we must be saved” (Acts 4:12).

Against All Odds

A key element of our identity as a family of Alliance churches in the United States is being serious about completing Christ’s Commission. This means reaching beyond our church walls, even our national borders, to make Christ known. It involves dying to innate self-centeredness and radically trusting God. Understanding that The Alliance is one of many groups in this worldwide mission, International Ministries presents an overview of our vision as we live the Call together.

Through powerful partnerships, we will build wholistic communities of faith among the least-reached where all the odds are stacked against us.

A two-dimensional strategy is required.

1. Sending workers from our churches to establish and multiply communities of faith among responsive and unreached peoples.
2. Helping to raise up, equip, and enable cross-cultural workers from partner churches around the world to participate in fulfilling this vision.

As we pass our missionary identity to churches that we are helping to establish, we are investing in training Asian, Latin American, and African missionaries. They will play vital roles in completing Christ’s mission.

Why do all of this?

Give thanks to the LORD, call on his name; make known among the nations what he has done, and proclaim that his name is exalted (Isaiah 12:4).

“I tell you the truth, whoever hears my word and believes him who sent me has eternal life and will not be condemned; he has crossed over from death to life” (John 5:24).

“But you will receive power when the Holy Spirit comes on you; and you will be my witnesses in Jerusalem, and in all Judea and Samaria, and to the ends of the earth” (Acts 1:8).

For Christ’s love compels us, because we are convinced that one died for all, and therefore all died. And he died for all, that those who live should no longer live for themselves but for him who died for them and was raised again (2 Corinthians 5:14–15).

After this I looked and there before me was a great multitude that no one could count, from every nation, tribe, people and language, standing before the throne and in front of the Lamb. They were wearing white robes and were holding palm branches in their hands. And they cried in a loud voice: “Salvation belongs to our God, who sits on the throne, and to the Lamb” (Revelation 7:9–10).

INTERNATIONAL MINISTRIES

Encountering God

Only as we *encounter* God, loving Him with unbridled passion and selfless abandon, can we help others to know Him. The first sphere of missional involvement begins with connecting people like ourselves to God.

In most cases, a higher price must be paid to connect someone to Him who is different from us. Cultural, linguistic, and even national boundaries can separate us from these people. But when God, by His love and grace, works through us to pursue people who are different from us, they respond in repentance and belief.

Neither death nor life, neither angels nor demons, neither the present nor the future . . . neither height nor depth, nor anything else in all creation, will be able to separate [them] from the love of God that is in Christ Jesus our Lord (Romans 8:38–39).

“ . . . among the least reached ”

A people group is made up of those who share a common language, culture, ethnicity, and history. Which people groups of the world have the smallest percentage of Christians? Among which people groups are there few, if any, churches?

When Jesus looks at humanity, which people groups would be His greatest concern? What are the people groups that do not have access to His good news, that will not be able to join the Revelation celebration unless witnesses cross cultural, linguistic, and even national boundaries to make Jesus known?

In talking about His Second Coming, what are the people groups that haven't yet learned of His first coming? And how can we plant prevailing churches among them?

Encounter with God precedes effective service for God.

The task ahead

A healthy, cross-cultural missions effort can be birthed and sustained only by people who have a transforming *encounter* with God and who enjoy a relationship with Him. Only personal encounterers can lead others to *encounter* God.

“The task ahead of us is never as great as the power behind us.” —Dr. Adrian Rogers

Encountering God in Russia

Evgeny, a young artist from Kiev, and his wife were addicted to drugs. Their situation looked hopeless. Someone connected them with the Rehabilitation Center, a ministry of the Evangelical Christian Missionary Union, a partner of The Alliance in Russia.

After a year of treatment and counseling, Evgeny and his wife met Christ. Their lives were transformed, their bondage to drugs was broken, and they started a journey of knowing and loving God. They became active in the Tikhoretsk church, and are reaching out to others who are struggling with addiction.

Alliance missionaries and international workers encounter God through

- submitting to Jesus Christ as Lord
- practicing spiritual disciplines and living the Christ-life
- receiving encouragement and being equipped at field forums and retreats

People encounter God through missions

- by hearing a verbal witness, coming into contact with the truth of the Bible, and receiving an invitation to follow Jesus
- by watching people whose lives demonstrate the love of Christ and receiving loving acts of His compassion
- by seeing God's power through signs and wonders, including physical healings

INTERNATIONAL MINISTRIES

Engaged in Growth and Relationship

Sending Church

*International
Ministries*



Missionary

The C&MA missionary-sending model pools resources and coordinates the missions efforts of U.S. Alliance congregations. This is done through International Ministries (IM) as experienced missionary leaders serve U.S. churches by overseeing the missionary-sending effort. Biblically and practically, churches still do the sending, and IM serves both churches and missionaries.

How can synergy be developed between the sending church, its “sent ones,” and IM?

As they work interdependently and are committed to partnering with one another in carrying out the Great Commission, the ministry is strengthened.

God is the owner of His mission and the source of power for carrying it out. Yet *he has committed to us the message of reconciliation* (2 Corinthians 5:19b). He gives us the privilege of being on mission with and for Him!

God’s Plan A is for *all of us* to be involved in taking the gospel to the ends of the earth so all people have an opportunity to hear, understand, and respond. Not willing that any should perish, God wants the good news accessible to all people. He has no Plan B.

What happens when people become engaged in God’s plan?

In August 2006 a short-term team from Corning, New York, traveled to Argentina to lead a five-day children’s ministry where a new Alliance church is developing. A total of 71 children attended, and 19 invited Jesus into their hearts. Because of this investment, the new Alliance church surged forward, and the people from New York returned home with a fresh passion for missions, knowing that God had used them to advance His fame and reputation.

These short-termers built relationships with missionaries, partner-churches, and Argentinians. The end result strengthened the community of Christ between Argentina and New York.



FACTOID: During the 2006 conflict in southern Lebanon, CAMA responded with \$60,000 in relief aid. This was distributed through Alliance churches in Lebanon and Syria, bringing tremendous hope and encouragement to hurting people. It also opened numerous opportunities for witnessing.

INTERNATIONAL MINISTRIES

Missions Engagement

Examining the times in which we live, we can see at least three strategic drivers for missions engagement in our churches.

1. *Relationship*

The stronger the relationship between the senders and sent ones, the better. A disconnect occurs when missionaries feel connected with IM but not with local congregations that are praying for and supporting them.

2. *Involvement*

People in Alliance churches are looking for ways to help. While valuing the role professional missionaries play, these laypeople want to do more than pray and send money. They are looking for opportunities to “get their hands dirty.”

3. *Ownership*

The work belongs to God, and His people join with Him as participants, stewards, and servants. With a sense of ownership in the local church, Alliance missions can have a greater impact for Christ.

Owning the Mission

“Instead of just hearing about overseas missions, [my high school students] are experiencing it—seeing it, feeling it, smelling it, and living it.

“They began to realize that even though their friends back home didn’t bow to a golden statue, their pursuit of meaningless possessions and rejection of God were the same. They needed to be bolder in sharing their faith.

“Of the 17 students we have taken to the mission field over the last three years, 7 are pursuing missions or ministry as God’s Call on their lives.”

—Rob Zimmerman
Short-term team leader

Equipping nationals

DATELINE:

Cambodia, September 17, 2006

“Pray that we will have strength from God to persevere,” says Beth Logue, an Alliance health care worker who is helping to train Khmer doctors and surgeons through the Poipet Community Health Project. Common among the injuries treated are those from landmines. Thyroid and kidney surgeries also are performed regularly. “We have had zero post-operative infections and no complications,” says Logue.

The church in Poipet is growing by word of mouth. “Our patients are bringing their families to church with them—some have even made public professions of Christ and been baptized.”

During a discipleship class, one woman, whose baby had been operated on by the medical staff, confided that she was not feeling well. A class member asked if the symptoms were connected to her church attendance. “Why, yes,” she answered. He told her to cut off the “spirit strings” used to ward off evil and become a Christian, and an Alliance worker led her to Christ.

“We are planting the seeds,” says Logue, “but it is the Khmer who are bringing in the harvest. Long after we are gone, the Khmer Christians will still be here, sharing Christ and reaching out to their neighbors.”



INTERNATIONAL MINISTRIES

Equipped and Trained for Ministry

Parents, Sunday school teachers, pastors, youth workers, college professors, laypeople—all can play an important role in raising up leaders for the harvest.

FACTOID: In 2005, 7,574 students prepared for ministry at 121 C&MA theological schools overseas. An additional 5,190 students were being equipped to serve through Theological Education by Extension.

Short-term missions teams traveled to dozens of countries in 2005 and 2006.

Country: Burkina Faso
Church: Westside Chapel, Greensboro, N.C.
Ministry: Outreach to 10,000 people
Team Leader: Jason Nelson

Country: Mexico
Church: Common Ground Church, Lake Elmo, Minn.
Ministry: Construction, VBS, Evangelism
Team Leader: Mark Anderson

Country: Brazil
Church: First Alliance Church, Billings, Mont.
Ministry: Scrapbooking
Team Leader: Denise Hammer

Country: Cambodia
Church: Long Beach Alliance Church, Long Beach, Calif.
Ministry: Teaching English
Team Leader: Rob Zimmerman

Country: Macedonia
Church: Calvary Alliance, Pocatello, Idaho
Ministry: Teaching skills to local nurses
Team Leader: Beth Sloan

Raising up the next generation of Alliance missionaries

In 2006 Rich and Lisa Brown hosted 300 young people from U.S. Alliance churches who ministered in a variety of communities and assisted with construction projects, primarily in Ecuador and Peru. The Browns, who have chosen the name Inca Link for the short-term ministry they facilitate, desire to challenge young people from North America to consider missions as a career.

One of the best ways for the emerging generation of students in America today to see what God may be calling them to do is to experience missions firsthand.

FACTOID: Our missionary candidate pool presently has 270 potential workers, up 22 percent from five years ago.

As missionaries are sent from Alliance churches, they seek to follow God in seeing new communities of Jesus worshippers raised up from among people groups around the world. From those communities, God calls forth and gifts local leaders who need to be *equipped* and trained. The C&MA invests heavily in preparing men and women from partner churches worldwide for ministry.

Because the U.S. C&MA partnered with The Alliance of Lebanon to birth a center for training Arabic-speaking pastors and church leaders, there is an Alliance church in Baghdad, Iraq.

INTERNATIONAL MINISTRIES

Encouraging Alliance Workers

The following are ways Alliance churches and International Ministries *are working together to encourage* the 879 Alliance workers scattered across the globe.

- **Support**
Faithful giving to support these sent ones keeps them focused on ministry, not fund-raising.
- **Serving whole-life needs**
MK teachers and support staff, pastoral-care couples and counselors, medical caregivers, and health and retirement plan professionals provide peace of mind and whole-life health to missionaries.
- **Strategizing**
Unity of purpose is carried out by field directors working closely with their leadership teams, regional leadership couples, Alliance church partners around the world, and many others. When strategies work and Kingdom advance takes place, people are encouraged.
- **Security management**
While it is impossible to guarantee safety, it is reassuring to our personnel to know that great care is being invested in their security.
- **Strengthened through prayer**
What could be more encouraging than to know people are interceding faithfully for God's power to be at work in and through those serving cross-culturally with The Alliance?

“Yes, LORD, walking in the way of your laws, we wait for you; your name and renown are the desire of our hearts” (Isaiah 26:8).

Words are not enough

“Words would be inadequate to thank my fellow workers in International Fellowship of Alliance Professionals (IFAP) for their support this year. When I felt my world spinning out of control at the loss of my father, you were there. When I simply needed a word of encouragement to turn my eyes back toward Christ, you were there. Thanks for making my ministry possible.”
—an IFAP worker

Wholistic ministry

The Alliance encourages its own workers, as well as people around the world who are in desperate need, in a variety of ways. One example is the work of Compassion and Mercy Associates (CAMA).

A CAMA story

The CAMA lace handicraft project in the Balkans employs 280 women on a part-time basis, many of whom are widows living in poverty. More than \$20,000 in goods was sold this past year in the United States with the assistance of the Helena Alliance Church in Montana. As a result, household income for these women and their families has risen significantly.

After the good news was presented to them at an outreach luncheon, more than 90 participants expressed interest in knowing more about Christ. Half of them took Bibles and other Christian literature, and follow-up is currently under way. Through CAMA's ministry, these women have reason to be encouraged!



INTERNATIONAL MINISTRIES

Empowered to Serve

With 62 nations closed to Christian missionaries, The Alliance must seek God's heart in discerning other ways to take the good news to the peoples of these countries.

Many kinds of Kingdom servants are needed: professional missionaries, relief and development workers, short-term personnel, business people using their gifting and international connections to further Christ's cause, and professionals with Great Commission hearts, willing to use their skills to gain entrance to creative-access settings. Both God and The Alliance long to empower *all* to serve!

To begin a journey of serving cross-culturally in an overseas setting with The Alliance, go to www.called2serve.org.

As they live their lives in ways that prompt questions to which Christ is the answer, workers in creative-access countries open doors to relationships that help people cross from unbelief to belief. Most of these relationships are with local people.

FACTOID: Of our 879 workers currently serving with International Ministries, 115 are with the International Fellowship of Alliance Professionals (IFAP). This is the most rapidly growing component of our overseas force.

International Fellowship of Alliance Professionals

Professionals with a purpose

"We were asked to teach a Bible-stories course to the English majors at the university. As Christmas approached, students asked questions about the meaning of life. There was more interest and a greater openness than we had ever experienced. A better understanding of the true meaning of Christmas developed, with more and more students embracing the story of Christ's birth as true.

Since then, many students have been dialoguing with us about who this Jesus is. Consequently, we've held follow-up events to bring interested students together to further develop their understanding of the claims of Christ." —IFAP worker

WANTED: Professionals willing to live and work cross-culturally who are so full of Jesus that they leak! Contact IFAP at ifap@cmalliance.org.



INTERNATIONAL MINISTRIES

Empowering Partner Churches

In addition to empowering people from our homeland churches to serve, The Alliance is also about empowering partners around the world. This includes providing Bible-study materials for pastors in places where these tools are beyond their reach and helping sponsor continuing education opportunities and retreats for church workers. It also may include sending short-term teams to help with church construction projects, giving scholarships and grants to leaders in advanced theological and leadership studies, and assisting with economic needs such as surgeries for church leaders.



“Evangelism is reaching people who don’t believe in Jesus. Missions is reaching people who don’t know there is a Jesus to believe in.”
—Dr. George Murray

“Then Jesus came to them and said, ‘All authority in heaven and on earth has been given to me. Therefore go and make disciples of all nations, baptizing them in the name of the Father and of the Son and of the Holy Spirit, and teaching them to obey everything I have commanded you. And surely I am with you always, to the very end of the age’”
(Matthew 28:18–20).

Empowering pastors in West Papua, Indonesia

“Combating darkness always has been a challenge for village pastors. How do they build fences, plant crops, raise food for family and livestock, hunt occasionally, and still find time to read God’s Word and prepare sermons during daylight hours? Often, we have discussed how best to equip them so they can utilize more evening hours for ministry.

“Recently, we initiated a new program to put a small, solar-powered light and a charging solar panel in each of our 130 churches. Six hours of sunlight can provide seven hours of light each evening. It was heart-warming to watch groups of pastors picking up their lights, then dancing and chanting into the night, equipped to be more productive while pushing back the darkness.”

Encounter, engage, equip, encourage, and empower

We can be people of God, serving Him through The Alliance, helping complete His mission by *encountering* Him, *engaging* in growth and relationships, *equipping* for ministry, *encouraging* one another and our partners, and *empowering* people within our own churches and partner churches around the world to serve.

In all of this, let us be faithful and strategic as we invest in the advance of the Church of Jesus Christ in the “in between” period . . . the time between Jesus’ utterance of the Great Commission found in Acts 1:8 and the heavenly celebration described in Revelation 7:9–10.

To be effective, we must live this Call together. And we must be constantly aware of our desperate need for empowerment from a Source much greater than ourselves. That empowerment comes from God and is to be used for one purpose—His glory!

ADDENDUM TO THE REPORT OF INTERNATIONAL MINISTRIES

Field Leadership Selection Process

The 2005 General Council adopted the following recommendation:

“That the process of selecting field directors and assistant field directors be reexamined by the leadership of International Ministries, with dialogue and input from missionaries, and address the issues of nomination, election, reporting of results, and missionary involvement in the process—and that the results of this study be reported to General Council 2007.”

In response, International Ministries’ leaders have sought the input of missionaries and had numerous follow-up conversations in an effort to discern what changes need to be made to this process. While the personal nomination forms and accompanying process instituted in 1992 were appreciated, a main point of contention was that the U.S. National Office still had the final say in the selection of field leaders. This resulted in many missionaries feeling disempowered. Therefore, the following process has been approved this past year by the Board of Directors, at the recommendation of International Ministries, empowering the fields to choose their own leaders:

1. **Field Director (FD).**

a. **Selection Process.** The FD is elected at the annual Field Forum.

1. Three months prior to Field Forum, the FD sends a copy of the “Field Director Ministry Description” to all field missionaries, including those on home assignment. Missionaries are asked to use this document when evaluating the character and capacity of potential candidates.
2. Every missionary has the opportunity to vote. The election process is by ballot without nominations. Those not able to attend Field Forum may cast their ballot electronically and send it to the RD prior to Field Forum. The RD sends this information to the FD just prior to Field Forum.
3. The person elected as the FD must receive an absolute (50 percent +1) majority in no more than three ballots. The field will attempt to include all missionaries in each ballot. In the event no candidate receives a simple majority after three ballots, the RD appoints the new FD.
4. The results of the election are reported to the RD who determines the length of term.

(Note: The selection process for the assistant field director is the same as for the field director.)

A copy of this new policy has been sent to every field and is available in a downloadable format on the C&MA Web site. The overall reaction of field personnel has been positive and empowering. The initial situations in which this policy has been implemented have worked well. International Ministries is grateful and wants to continue moving as much decision-making power as possible to the fields.

ADVANCEMENT

2005–2006

Dennis K. Whalen, Vice President

It's my pleasure to introduce Dennis Whalen. After much persuasion on my part, Dennis agreed to serve The Alliance as vice president for Advancement. Before coming on board with The Orchard Foundation in July 2006, Dennis worked with World Relief in Baltimore, Maryland. His new responsibilities include overseeing Communications, Funding, and Marketing. Dennis is a graduate of Nyack College and Alliance Theological Seminary, and his driving passion is to do whatever he can to "prepare the Church for Christ's glorious return." Please join me in welcoming Dennis to the leadership team.

—Gary Benedict

Communications

Peter A. Burgo, Executive Director

Equipping People for Ministry with Valued Resources

We're continuing the Call to provide valued resources to Alliance churches. People who want to be "in the know" are discovering innovative tools like the G.C. Kidz Club Web site, which is helping to meet the need for children's missions education materials.

The Communications and Marketing teams will work hand-in-hand to listen intently to district, church, and lay leaders to determine the tools needed to engage Alliance people in living the Call together—through praying, giving, going, and sending.

We'll ask what kinds of resources, stories, and opportunities will capture the interest and attention of the Alliance family in a complex world of information overload.

We'll evaluate which media channels work best in communicating with our various audiences in light of cultural, ethnic, and generational differences—resources such as the Web, video, *Alliance Life* magazine, and specific partnership and giving opportunities.

Communications— Living the Call together

At cyber speed, stories travel from remote field workers to the Communications team. It is our privilege and passion to shout these wondrous works of our extraordinary God from the rooftops.

We believe that if more people knew what God is doing through The Alliance, they would join us on the rooftops, declaring these works—then roll up their sleeves and get involved!

Telling the Alliance story

Alliance missionaries and workers are moving more and more into the hard places, locations where their security is of primary concern. Their stories must be told because they need the empowerment of our prayers and support.

Creative storytelling that engages the Alliance family and encourages them to "read between the lines" is a new direction in Communications.

ADVANCEMENT

Encouraging Broader Use of Resources

It's easier than ever to access Alliance resources via the Web. Downloadable video clips, Tozer podcasts, RSS news feeds, worker blogs, late-breaking stories from around the Alliance world, and timely prayer requests are all available by visiting www.cmalliance.org. Our desire is to assist pastors in their missions-promoting efforts by pointing church members to a variety of opportunities for involvement and encouraging them with stories of God at work.

Engaging the Alliance Audience

Listening attentively and responding proactively to pastors and churches will help the Communications team produce resources that elicit the following response from the Alliance family: "I must be part of this!"

- **How can we assimilate increasingly diverse segments of The Alliance?**

National, district, and association leaders are working together to reach the new Americans—an ever-changing ethnic and cultural mix. How can our communications better reflect and encourage our unity in diversity?

- **Are there segments of the Alliance family that feel isolated/marginalized?**

In light of changing ministry philosophies and worship styles, longtime Alliance family members need to be assured of their value and the power of their voice. At the same time, younger generations are being called to action—as missionary candidates, future church leaders, and engaged laypeople. How can we work together to encourage and empower *all generations* for active participation in ministry?

Educating new Alliance members

Despite the vast array of communications channels available, the C&MA message reaches a surprisingly small percentage of our people. How can national, district, and church leaders work together to raise the level of awareness and understanding of the Alliance mission, vision, and ministry that extends beyond the local community?

Communicating our brand identity

"The Alliance: Living the Call together" is a unifying message. Combining our Great Commission mandate from Matthew 28:18–20 with our ministry model from Acts 1:8, Alliance people are called to action in our neighborhoods, to the nations, and everywhere in between. This Call speaks of our innovative and pioneering spirit, our gritty resolve, and our faith in a limitless God.

We believe that years' worth of catchy themes for various events and promotions have muddied the waters of our identity. We are The Alliance. Yes, but what does that mean to our diverse family of churches?

The president and Board of Directors have asked Communications to coordinate efforts toward one-voice communications. Although God has expanded our territory to include many ministries and supporting organizations, each comes under the Alliance umbrella in living the Call together as ordinary people, empowered by an extraordinary God, building communities of Christ throughout the world.



ADVANCEMENT

The Alliance Is Ever Expanding

As the U.S. Alliance family of churches expands to include people from many cultures and generations, defining the audience becomes more and more complex. Clearly, our diversity is a strength worthy of being acknowledged and celebrated. Our goal is to produce resources that communicate our deeper-life values and missions focus to all segments of our constituency.

Delivering the Alliance Message

Today's media landscape is changing rapidly, and Communications is working to deliver stories, news, and resources through many channels. Our message is timely and timeless, clear and compelling. The Alliance is following God into places where the odds are stacked against us—so that all people will hear the good news at any cost.

Filling the Missions Education Void

Already, innovative approaches to missions education such as the G.C. Kidz Club Web site are being used successfully by Alliance churches to raise the level of awareness and involvement. Communications will invite church and district leaders to join us in developing much-needed, Alliance-specific missions education materials.



Partners in the story

Communications wants to enlist the help of Alliance media professionals to gather stories, develop tools, and help our field teams better communicate what God is doing through the C&MA.

We propose to do this in two ways:

1. Establish a network of talented media professionals. The first biannual Old Orchard Film Festival will be held at General Council 2007 in Orlando. People in Alliance churches and colleges have been invited to submit video segments to be screened at Council. From this event, a network of media specialists will begin to form.
2. Create short-term media opportunities. Communications will partner with Short-Term Missions to deploy church media people and college students on short-term trips to help missionaries capture and convey their stories.



ADVANCEMENT

The Great Commission Fund

Considerable ambiguity exists regarding the Great Commission Fund, its purpose, and how it is being administered. From the early days of The Alliance, our missionaries have been empowered to focus on ministry, not fund-raising. People in C&MA churches across the United States have been called to support those who have been called to serve. This Alliance distinctive sets us apart from many other missions agencies.

The Communications team works in partnership with International Ministries, National Church Ministries, and the Funding team to keep our Matthew 28 call to action alive in the hearts of the Alliance family.

Every two minutes someone comes to the saving knowledge of Jesus through Alliance ministries. Partnering with The Alliance makes an eternal impact.

Communications is the vehicle for story-telling and sharing needs. Prayer and Great Commission Fund giving are the vehicles for responding to those needs and fueling our Great Commission ministries.

Delivering Value through Relational, Mission-Advancing Resources

Listening. Discerning. Responding. Informing. Engaging. Marketing is far more than selling the C&MA story. It links the Alliance family to our worldwide ministry—matching needs with those equipped to meet them. It not only answers the “Who we are” question but also “Who we serve” and “How we serve.”

A good communications and marketing team builds relationships. We’re taking more deliberate steps to hear the heart of Alliance people and respond to felt needs. We’re here to serve. Contact us at info@cmalliance.org.

From a story gatherer’s journal

Day 1

“I followed the Khmer children down a narrow path lined with red skull-and-crossbones signs reading, ‘Danger! Landmines!’ and climbed a mound of earth for a better view.

I watched dozens of men clad in blue Kevlar vests and blast-visor helmets using metal detectors as they crept forward. Occasionally, one of the men knelt down, carefully dug around a clump of earth, and skillfully disarmed a mine.

“Entering the town, I noticed many men, women, and children who were missing limbs. Free land had been offered to anyone willing to clear it of mines. This is Poipet, The *Wild West* of Cambodia—and the *Wild West* of missions today!

Day 2

“This evening a couple from the church invited us to their home for prayer as they removed their spirit houses and fetishes.

“When the husband gave his life to Christ a few years ago, he faithfully prayed for the salvation of his wife and daughters. His wife resisted becoming a Christian for fear of the spirits. But this morning, she gave her life to Christ!

“An Alliance church planter read from the Bible. After a time of prayer, the couple filled large rice sacks with everything from the family shrines and loaded the sacks into the church planter’s truck. They drove to a fire pit, doused the idols with gasoline, and set them ablaze.

“I gazed in wonder. This was not the story I had come to film, but I suddenly realized I was in the middle of a spiritual minefield. ‘Wow! This is real. Am I prepared to be on the front lines of this spiritual battle?’”

—*Deb Dennis, C&MA Videographer*

ADVANCEMENT

Empowering People to Serve

With God as our Guide, we can accomplish much more together than we can alone. Communications desires to highlight the stories of God at work through The Alliance and the wide range of opportunities for praying, giving, going, and sending together as a family of churches committed to Great Commission completion.

Encountering God

The story of God's mighty provision through The Alliance is powerful and miraculous. Bringing Him glory is our greatest desire. Therefore, our resources will reflect deeper-life values as they exalt Christ as Savior, Sanctifier, Healer, and Coming King. He is all-sufficient for life and ministry.

Being versus Doing

Admittedly, the notion of communicating the value of *being* is foreign to a society that measures success by *doing*. In contrast, God is pleased by our genuine desire to live the deeper life in relationship with Him.

“If you want to build a ship, don't drum up men to gather wood, divide the work, and give orders. Instead, teach them to yearn for the vast and endless sea.”
—Antoine de Saint Exupéry

For The Alliance, *being* is what living the Call together is all about. Our communications efforts have traditionally focused on drumming up wood-gatherers rather than teaching them to yearn for the sea.

Accordingly, the Communications offices will be making intentional efforts to engage and inspire the Alliance family toward the deeper life values that will result in a Great Commission lifestyle.

A glimpse into the future: 2007 and beyond

As The Alliance sets its sights on Central Asia, the Middle East, and the last remaining unevangelized corners of our world, the future of our mission will be characterized by faith, risk, sacrifice, and dependence on a God who delights in empowering His people to do the impossible.

Sound familiar? It should. These qualities have characterized The Alliance since we sent our first missionaries to the Congo more than a century ago.

Now more than ever, as we enter these “against all odds” places, it is critical that we live this Call together. By telling stories, presenting opportunities, and reporting results, the goal of Communications is to provide The Alliance family with deeper levels of relationship, ownership, and involvement when it comes to our Christ-commissioned task.

As compelling opportunities for short-term missions trips, strategic ministry partnerships, people-to-people contacts, and full-time service with The Alliance are communicated, our hope is to put a face on missions and to help mobilize God's people to the things that are closest to His heart.

Stay connected

For information about how to encounter God through The Alliance, visit www.cmalliance.org.

To connect with the online Alliance community for blogs, chats, and e-mail newsletters and keep up with the latest news, go to <https://my.cmalliance.org/signin.jsp>.

ADVANCEMENT

Funding

Duane A. Wheeland, Executive Director

In June 2005 I asked Duane Wheeland, former Alliance treasurer, to oversee our funding and development efforts. In addition, The Orchard Foundation Board of Stewards elected Duane as president of The Orchard Foundation. He continues to serve the C&MA with excellence.

—Gary Benedict

When God Guides, He Provides

“I am the vine; you are the branches. If a man remains in me and I in him, he will bear much fruit; apart from me you can do nothing” (John 15:5).

The Funding team supports the resourcing of the worldwide ministries of the C&MA, recognizing that the Lord is our Provider. The C&MA’s God-sized goals will require God-sized support. God has been faithful, and as we remain connected to Him, we are trusting Him for the future.

Relationship Building

To serve The Alliance better, the Funding team is building relationships with churches, individuals, foundations, and businesses. Our desire is to express appreciation for their partnership, listen to the heart of Alliance supporters, and connect people with opportunities that fit their passion and interests.

Partnerships

To respond to Alliance churches’ desire to have personalized missions opportunities, the C&MA has developed Ministry Partnerships and a number of specific projects such as planting churches in Moscow, expanding Telekoro Bible Institute in Guinea, and training youth leaders for Latin America.

Visit <http://www.cmalliance.org/im/omm/partnerships/partnerships.jsp> for information on these opportunities.

Listening and responding

The Funding team has spent 18 months listening to and learning from district leaders, pastors, church boards, and laypeople. Many individuals have shared their hearts and missions passion. The following is feedback from these contacts:

- There is a desire for Alliance missions passion to be stronger in churches.
- Missions education materials need further development.
- The number of C&MA financial support options can be confusing.
- People want to be more engaged in missions personally.
- C&MA people desire to be equipped and empowered to actively participate in world missions—from planning to implementation.

To help address these concerns, the Funding team has four main goals:

1. Assist local churches in partnering with The Alliance to express their God-given vision to be an Acts 1:8 church.
2. Help Alliance leaders teach biblical stewardship through college curricula, mentoring, and formal training.
3. Equip and empower laypeople through ministry that meets individual needs.
4. Expand opportunities for direct involvement in missions while bringing clarity to the maze of support options.

ADVANCEMENT

Financial Trends

The Alliance family generously supports missions. Several giving trends follow:

- The Alliance family remains faithful in supporting C&MA and Compassion and Mercy Associates (CAMA) ministries.
- The generosity of Alliance people in giving to emergency needs such as the tsunami and Hurricane Katrina is a testimony of God's love.
- During the past ten years, a core group of supporters regularly have given to C&MA ministries. (See Ten Year Financial Summary in Appendix D, page 65.)
- Total income of C&MA churches is increasing. However, the percentage of giving to the Great Commission Fund compared to church revenues has decreased by 6 percent since 1989.
- It is estimated that only 40 percent of families in C&MA churches participate in the GCF.
- A growing number of people are transferring their financial support from the GCF to approved specials, which includes missionary work, vehicles, and special ministry needs.
- The GCF missions dollar is being stretched further than ever before as the U.S. dollar weakens compared to the euro and other currencies; housing, education, travel, health care, and associated costs continue to increase.
- Historically, churches have supported missionaries through prayer and financial support. However, an increasing number of churches desire greater involvement, deeper relationships, and increased ownership in missions.

Thank you

Several deliberate efforts to thank churches and pastors for their support of C&MA ministries were completed in 2006. It has been exciting to hear about testimonies, answered prayers, and simple blessings that took place because a C&MA missionary called a pastor, his wife, or the church to express appreciation.

In February 2007 a Connection Center was established for the purpose of extending the ministry of thankfulness to individual donors. The Connection Center staff calls or e-mails individuals to thank them for giving and provides information and assistance as needed.

Orchard and the C&MA

The Orchard Foundation and its predecessor, Stewardship Ministries, have been part of the C&MA for 40 years. During the past 18 months, significant progress has been made to realign the C&MA and Orchard to resource missions and to equip and encourage churches and individuals in biblical stewardship.

Curriculum and training

The Funding team plans to assist district and field leaders with training in biblical stewardship. The team also will be instrumental in encouraging pastors in biblical stewardship and in developing a curriculum that can be used by district superintendents, pastors, colleges, and seminaries.

The past 18 months have been wonderfully exhilarating and challenging. There is a huge missionary heart in The Alliance seeking to touch the world with the good news of God's love. Thousands of lives have been transformed as we live the Call together.

OPERATIONS/FINANCE

2005–2006

Kenneth E. Baldes, Vice President

In October 2005 Ken Baldes was appointed by the Board of Directors to join the National Office team as vice president for Operations/Treasurer. Before relocating to Colorado, Ken served as a senior vice president of HSBC Bank USA, working out of Buffalo, New York. Please welcome Ken to the leadership team. Already, his experience and wisdom have been tremendously valuable.

–Gary Benedict

Serving with Excellence

The mission of Operations/Finance is to serve God by providing operational support and by managing financial resources for The Christian and Missionary Alliance.

The vision of Operations/Finance is to serve with integrity and excellence, depending on God in all operational support, financial, and customer-service responsibilities.

The core values that are fundamental to the success of Operations/Finance are:

- Serving with diligence and grace
- Excelling in performance
- Relying on God
- Valuing integrity
- Encouraging investment in people

The Operations/Finance Team

Operations/Finance is grateful to the Lord for the team He has assembled and for their commitment to the ministry. God has uniquely gifted each individual for his or her Call to serve.

- Accounting/Finance
- Employee Benefits
- Marketing and Events
- Technology Group
- Operations and Business Services

Commitment to serve the Alliance family

We recognize the funds entrusted to our oversight are provided sacrificially and ultimately belong to the Lord. The Operations/Finance team is committed to faithful stewardship, seeking to glorify God and allowing resources to be used wisely and strategically in furthering the Kingdom.

Praise for God's provision

“And my God shall supply all your needs according to His riches in glory in Christ Jesus” (Philippians 4:19).

The missionaries, church planters, and workers of the C&MA experienced the truth of this Scripture through the sacrificial giving of the Alliance family in 2005–2006.

- Because you gave, 58 countries have Great Commission Fund supported or partially supported C&MA personnel residing within their borders.
- Fifty-nine U.S. C&MA churches received start-up grants in 2005–2006.
- Scholarship funds have helped future workers at Alliance schools.

C&MA Revenue Contributions		
	2004–2005	2005–2006
GCF	35,228,709	35,960,368
Restricted	7,896,877	9,496,870
CAMA	3,321,604	3,765,967
Fellowship Fund	2,939,525	3,055,962
Total	49,386,715	52,279,167

OPERATIONS/FINANCE

Developing an Effective Team

Our desire to more effectively serve C&MA missionaries, churches, and districts resulted in the following key initiatives over the past two years:

- A Web-based management tool called “CMS” (Constituent Management System) allows district offices to more effectively manage church and official worker information.
- A high-level technology security audit was conducted, identifying areas needing attention to decrease vulnerability. These have been or are being addressed.
- There has been an emphasis on personal development for the Operations/Finance team, equipping and training team members to achieve their full potential.
- An assessment of risks was completed, focusing on key areas to help optimize ministry dollars received.

The Operations/Finance team is committed to serving the Alliance family and welcomes suggestions as to how we can do this better. E-mail Ken Baldes at baldesk@cmalliance.org.

[See Appendix E (pages 79-82) for detailed financial reports.]

Be devoted to one another in brotherly love. Honor one another above yourselves. Never be lacking in zeal, but keep your spiritual fervor, serving the Lord

(Romans 12:10–11).

The view forward

The financial future of Alliance ministries is not without challenges. Your insight into the following issues is needed:

- Giving to the GCF has remained relatively flat while ministry costs have increased. On a calendar-year basis, unrestricted church giving to the GCF decreased by 2.71 percent in 2006 compared to giving in 2005. A task force involving district superintendents will investigate the role of districts in funding the GCF.
- The volatility of the American dollar overseas impacts missionaries and field ministries. Foreign exchange strategies have been initiated to address this risk.
- Projected cash reserves to manage worldwide obligations is 25 days as of May 31, 2007. This is inadequate. Sixty days is ideal to handle emergencies and revenue shortages.

Checks and balances

The C&MA Audit Review Committee, comprised of Alliance laypeople, is highly valued as it serves in a “checks and balances” role.

In spite of the work of many individuals, solutions to the financial problems at Christian Publications were unsuccessful.

In response to this situation, the Audit Review Committee has taken an even stronger role in reviewing the financial statements of C&MA supporting organizations and districts. The Audit Review Committee will also increase its efforts in reviewing the C&MA’s internal controls.

The Alliance Development Fund, Inc. (ADF)

Encountering God

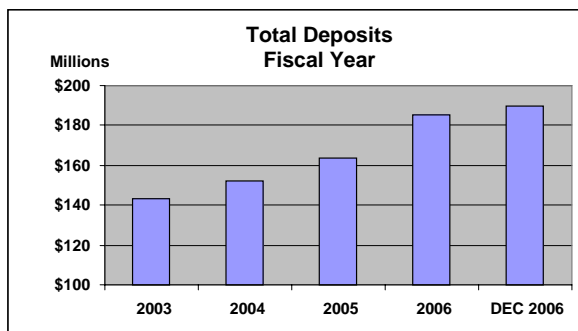
Since its beginning, ADF has been a ministry where people from all over the world can exercise good stewardship with their savings by building churches to transform lives.

During the last two years, C&MA family members and friends have provided 140 churches with \$101 million in loans to build, buy, or renovate their ministry homes. These ministries have seen thousands come to know and grow in the saving grace of Jesus Christ. We are truly thankful for all who choose to invest in ADF.

Engaged with His Churches

Since 1978 deposits from the Alliance family entrusted to ADF have resulted in more than 1,700 churches being built.

With \$190 million on deposit at ADF, laypeople, pastors, missionaries, and churches have aligned their hearts with their treasure to build churches for current ministries and future generations.



An ADF success story (Quest Community Church, Lexington, Kentucky)

The adventure began in May 1999, when 60 pioneers dedicated themselves to introducing unconvinced people to Jesus, and Quest Community Church was born. We saw marriages healed, addictions snapped, the poor served, the lonely brought into community, and hundreds more receive Christ. In every way possible, we demonstrated the compelling truth of God's love for people.

Even though we were tucked away on a street the pizza guy couldn't find, people were finding their way to us. After four expansions and multiple renovations, we knew it was time to relocate.

A family entertainment center, complete with winding staircases and high visibility became available to purchase. We knew it would be a huge leap of faith, but we were determined to open our doors wide to receive the city.

We found a partner in ADF and hundreds of volunteers pitched in to prepare for our grand opening, September 11, 2005. Of the 1,800 people who came, hundreds have made Quest their home and more than 1,300 people have surrendered their lives to Jesus.

*God's dreams for Quest Community Church are just beginning—we have a city and a world to reach! **Your investments through ADF are reaping eternal rewards.***

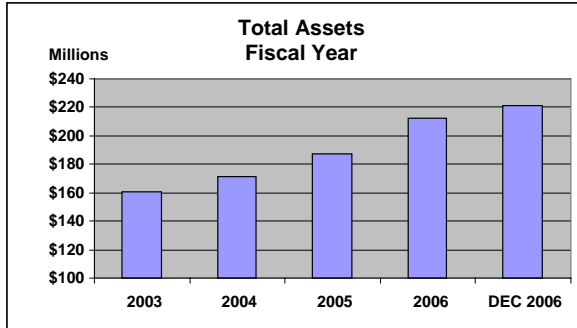
—Pastor Peter Hise

OPERATIONS/FINANCE

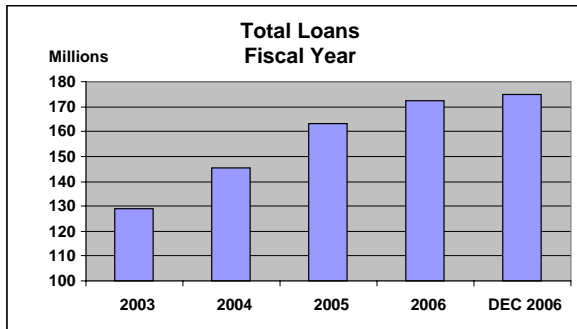
ADF: Encouraged and Empowered

God clearly is at work in churches throughout The Alliance, and ADF stakeholders are encouraged and empowered to join Him and Alliance family members to help these churches expand their ministries.

By God's grace, ADF has maintained strong financial performance.



Assets are now more than \$220 million.



Current loans to nearly 500 Alliance churches and ministries total \$175 million, supported by 6,500 investors.

Today, 124 Alliance churches are seeking \$116 million for their ministry homes.

*Alliance Development Fund
Building Churches to Transform Lives.*

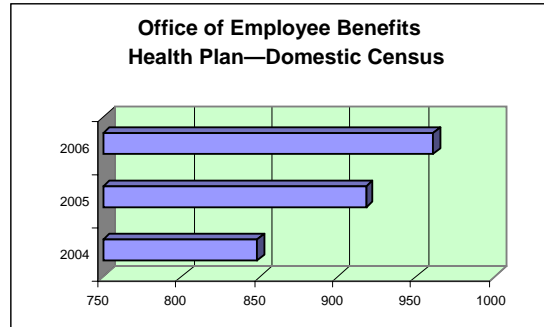
For additional information, please visit www.adf-inc.com.

Caring for people's health

The C&MA Health Plan increased in value 13 percent from December 2004–December 2006. Currently, 961 individuals from thirteen C&MA districts are enrolled in the plan.

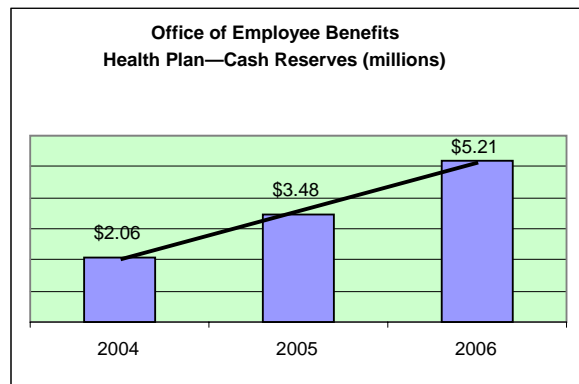
Health plan

Participation in domestic plan



Currently, twelve C&MA districts participate in the plan.

Cash Reserves grew from \$2,057,243 in 2004 to \$5,211,936 in 2006.

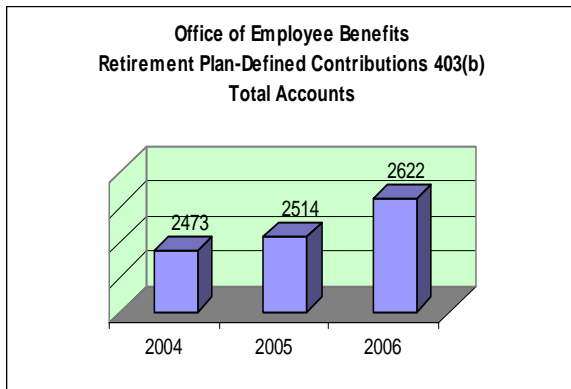


OPERATIONS/FINANCE

Caring for Retirees

More than 2,600 people are involved in the C&MA 403b retirement plan, which has continued to grow for the past several years. Assets of the plan increased from \$30 million in December 2004 to \$44.6 million in December 2006.

Total Assets	
2004	\$30.06 million
2005	35.89
2006	44.75



Providing for God's Family

When the apostle Paul challenged the churches in Corinth to sow generously, he wrote that God loves a cheerful giver. *And God is able to make all grace abound to you, so that . . . you will abound in every good work* (2 Corinthians 9:8).

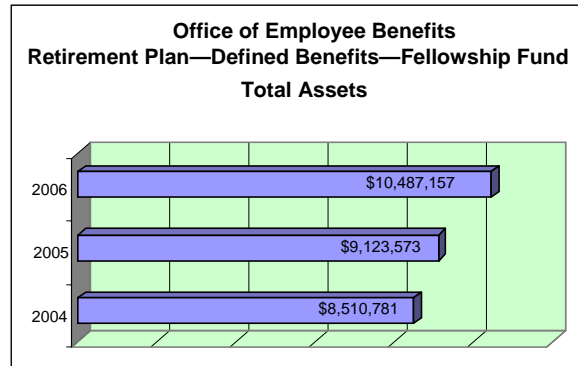
Then Paul commended the churches for their generosity. *This service that you perform is not only supplying the needs of God's people but is also overflowing in many expressions for thanks to God* (2 Corinthians 9:12).

The current participants in the Fellowship Fund thank God for His provision through the Alliance family of churches. Their obedience to follow His Call and keep the faith is affirmed by the care they receive from their brothers and sisters in the C&MA. Thank you.

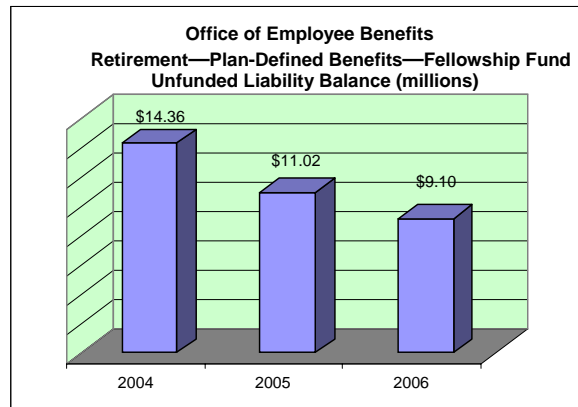
Funding the fellowship

The Fellowship Fund as of December 31, 2006, supports 580 retirees. It provided a cost-of-living adjustment of 0.5 percent in 2005 and 1.0 percent in 2006. The unfunded future obligation of the Fellowship Fund as of December 31, 2006, was \$9.1 million.

Total Assets



Unfunded Liability



The Fellowship Fund is the benefit pension plan created in the 1930s that still supports retired missionaries and pastors.

OPERATIONS/FINANCE



The Alliance Community, DeLand, Florida, was established 53 years ago by The Christian and Missionary Alliance. We are ***“committed to honoring God and the individuals the community serves.”***

The Alliance Chapel is located in the center of our 25-acre campus. Additionally, social interaction, physical activities, and emotional support are available to our 300 residents.

“Community” is not just part of our name; it is a way of life. Together, residents and staff create a caring community.

One of our residents developed a program that gives one-on-one assistance to residents with dementia and other disabling disorders, for the purpose of enriching their lives. After caring for her husband who battled this disease, she decided to share the lessons learned with others who are going through this difficult time. This unique ministry provides portable CD players with head phones for residents to choose audio selections from Scripture, inspirational music, and words of encouragement. This had helped her husband, so why not others? The program is being used nationally.

It is a blessing to be part of a ministry that provides ***“a comprehensive continuum of housing, health care, and other supportive services which promote Christian fellowship and ministry, independence, dignity, wellness, and the highest quality of life.”***

Bill Anderson
Executive Director

For more information, visit
www.alliancecommunity.org.



Chapel Pointe at Carlisle, Pennsylvania, was founded in 1944 by a C&MA pastor with a heart for people needing retirement care. Today, we are a family of residents and staff who understand that prayer is the pillar upon which we were built.

We welcome with open arms all who join us, and we seek to model the love of Jesus to all. Our beloved community pastor, Walt Frankenberry, has set a godly example of loving and serving residents and staff. He exemplifies our motto:

“Honoring people, reflecting His love.”

The prayer warriors who reside at Chapel Pointe are well known for their unwavering prayer support for missions. They consider it a blessing to be affiliated with the larger C&MA family and to give to the Great Commission Fund.

Our prayer is that we will be faithful to serve as Jesus served and that the love of God who lives in us will have a daily impact on those in need.

Deborah M. Sprague
Executive Director

For more information, please visit
www.chapelpointe.com.

OPERATIONS/FINANCE



Forty years ago Shell Point Village, Fort Myers, Florida, was sponsored by The Christian and Missionary Alliance with a mission that reads in part,

“dedicated to the service of God and the care of His people.”

As such, Shell Point is not a Christian organization but rather a service organization that operates on Christian principles. Shell Point’s ministry provides Christlike care to a resident population of nearly 2,100 people from 39 states, 19 countries, and 26 denominations.

Shell Point is privileged to minister to the emotional, social, psychological, physical, and spiritual needs of its residents. Our spiritual principles underscore the value of life in an environment that honors His creation. We love people by serving them.

God has given Shell Point a beautiful place for our community which continues to grow with the expectation of at least ten new buildings this year. It is exciting to be a part of a ministry committed to serve to each and every resident, impacting people for eternity.

The work of our doctors, nurses, staff, pastors, and chaplains and the general spiritual environment created by this ministry not only bring quality to life but often the joy of hope eternal.

Peter Dys
President

For more information, please visit
www.shellpoint.org.



Town and Country Manor, Santa Ana, California, has served the needs of its residents in multiple levels of care for 33 years. The focus of ministry is the Community Bible Church. Throughout the Manor campus there are Bible studies, times of prayer, devotionals, and inspirational speakers. These opportunities help to deepen the spiritual lives of residents as well as introduce Jesus to those who have not yet met Him.

Town and Country also offers a rehabilitation program to people from the community. Our “rehab” residents, who may stay for only a short time, are cared for and given literature that explains the core Christian values of Town and Country and how Christ is at the center of all services and care.

Town and Country employs approximately 240 staff members, the majority of whom are Hispanic. In the last year Town and Country added a part-time Latino pastor, who works with the staff to establish relationships, offer prayer, and meet multiple needs.

Please pray that employees who don’t know the Lord will see Christ as we follow Paul’s example in Acts 19:8, *“reasoning and persuading concerning the things of the kingdom of God.”*

Dirk De Wolfe
Executive Administrator

For more information, please visit
www.tcmanor.com.

THE CHRISTIAN AND MISSIONARY ALLIANCE
LIVING THE CALL TOGETHER
STRATEGIC PLAN

2007–2009

GARY BENEDICT, PRESIDENT



INTRODUCTION

Shortly after Council elected me as president in 2005, the Board of Directors tasked me to prepare a comprehensive strategic plan. I knew this would take time, especially in light of the transition occurring in my leadership team. Thankfully, the Board extended grace as God put together the team.

I sought the guidance of the Holy Spirit and He has impressed Colossians 1:27–29 on my heart: *... Christ in you, the hope of glory. We proclaim him, admonishing and teaching everyone with all wisdom, so that we may present everyone perfect in Christ. To this end I labor, struggling with all his energy, which so powerfully works in me.*

This plan flows from this passage and others and includes the prayerful input of my senior team, district and regional leaders, official workers who responded to surveys, National Office staff and supporting organizations. A strategic management system (see strategy map on page 46) has been developed as a roadmap for implementation. This map will help us identify misalignments and impediments and assist us in implementing new processes.

This strategic plan is dynamic—a work in progress. Some sections are still being refined. In every case, the intent is to achieve sustainable execution of a plan I believe will bear much fruit during a time of great opportunity and great challenge. This plan represents a forward focus and direction for The Alliance in living the Call together.

We are poised for renaissance—a rebirth that will result in deep change in many areas. I recognize that without support from the greater Alliance family and empowerment from leadership, this plan will be a collection of ideas. As the C&MA advances for the glory of our Savior, let's encourage one another to listen and to follow His voice.

OUR UNCHANGING VISION

The people of The Alliance have been resolute in their belief that the local church is God's instrument to bring the life-transforming message of eternal life through Jesus Christ to people in all the nations of the world. The result will be completion of the Great Commission with the King returning for His Bride. *And this gospel of the kingdom will be preached in the whole world as a testimony to all nations, and then the end will come* (Matthew 24:14).

For more than 120 years, our focus has not changed. In The Alliance we preach Christ, and it is for His glory that we serve. Our message is clear, unwavering and strong and remains the same:

To know Jesus Christ; exalt Him as Savior, Sanctifier, Healer, and Coming King; and complete His Great Commission:

- Evangelizing and discipling persons throughout the United States,
- Incorporating them into Christ-centered, community-focused congregations, and
- Mobilizing them for active involvement in a missionary effort designed to plant Great Commission churches among both unreached and responsive peoples worldwide.

Healthy Leaders: To complete our mission, the deep work of the Holy Spirit in the life of every official worker and lay leader is absolutely necessary. *May God himself, the God of peace, sanctify you through and through. May your whole spirit, soul and body be kept blameless at the coming of our Lord Jesus Christ* (1 Thessalonians 5:22–23). Holy Spirit power will flow through leaders who are spiritually, mentally, emotionally, physically and relationally healthy. Toward this end I value the total health of every leader in The Alliance.

Healthy Churches: The role of healthy leaders is to build up the Church. Maturity and ministry will flow from healthy, Spirit-filled churches. *And so you became a model to all the believers . . . The Lord's message rang out from you . . . your faith in God has become known everywhere* (1 Thessalonians 1:7–8a). In addition to healthy clergy, Alliance laypeople (more than 99 percent of constituents) must be equipped, empowered, and released to do the work of the ministry in their communities and around the world.

Bountiful Harvest: Healthy Christ-centered, Christ-exalting communities of faith will reproduce themselves. They will be relentless and courageous in evangelism as they build bridges to the lost so that they can reproduce themselves in their neighborhoods and the nations. Jesus commissioned the Early Church, *But you will receive power when the Holy Spirit comes on you; and you will be my witnesses in Jerusalem, and in all Judea and Samaria, and to the ends of the earth* (Acts 1:8). The C&MA will remain determined in its efforts to establish churches in neighborhoods across America and in the nations.

Healthy leaders, a mobilized laity and multiplying churches, all under the direction and filling of the Holy Spirit, will complete the God-given mission to accomplish the Great Commission and bring back the King (Matthew 24:14).

A CULTURE TO SUPPORT THE VISION

By living the Call together we will complete the mission God has given us. Five things will characterize the C&MA, drawing from our rich Alliance heritage, but in a 21st century context.

A People Who Encounter God: Experiencing God in all of His fullness is the starting place, the sustaining energy and ultimate destination in our lives. It makes life matter now and in eternity. Jesus is our Savior and Sanctifier. Spending time with Him—reading the Bible and praying—allows His guiding light to enter our lives and the Holy Spirit to illuminate our thoughts. As we encounter God, we awaken to the fresh anointing and direction of the Holy Spirit empowering and releasing every dimension of life and ministry.

A People Engaged in Growth and Relationships: Meaningful ministry will flow from the powerful position of a vibrant relationship with the Almighty. Relational connections that are vital to the healthy function of the Body of Christ will grow as we interact with each other and with Christ.

A People Equipped and Trained for Ministry: The apostle Paul wrote about equipping the saints—training them to use their gifts—for service to their local churches and others around the world. *It was he [Christ] who gave some to be apostles, some to be prophets, some to be evangelists, and some to be pastors and teachers, to prepare God's people for works of service, so that the body of Christ may be built up until we all reach unity in the faith and in the knowledge of the*

Son of God and become mature, attaining to the whole measure of the fullness of Christ (Ephesians 4:11–12). Local churches provide a variety of ministry opportunities for laymen and laywomen to serve and exercise their spiritual gifts. *From him the whole body, joined and held together by every supporting ligament, grows and builds itself up in love, as each part does its work* (4:16).

A People of Encouragement: The Scripture speaks of the ministry of encouragement: *Therefore encourage one another and build each other up, just as in fact you are doing* (1 Thessalonians 5:11). As a way of life, Alliance people affirm, appreciate and inspire one another to be released for Kingdom purposes. We celebrate our victories and recognize what God is doing in and through us.

A People Empowered to Serve: The Alliance is built upon the foundation of Spirit-filled Christians empowered to minister as Christ, our Head, leads. When we are released to serve Christ and others in our neighborhoods and the nations, His work moves forward under His direction. The role of leadership in the C&MA is to remove roadblocks, stay focused on the vision and enable Alliance people to reach their potential in Christ.

GOD-SIZED GOALS

Colossians 1:28 records the apostle Paul’s God-sized goal of presenting every man mature in Christ. As we share his passion we will trust God for the following:

- Every official worker will grow in his or her experience of spiritual, mental, emotional and physical health through ongoing personal and professional training in various forms— one-on-one discipleship/coaching or small affinity groups. This includes national leaders, district superintendents, missionary leaders, pastors, and missionaries.
- Every layperson will move toward maturity in Christ and reach his or her potential for life and ministry in Christ, reproducing themselves in others and serving in congregations committed to evangelization and edification in their respective ministries throughout the world.
- Every C&MA church will be actively involved in reproducing new congregations or partnering with other churches, offering prayer and other resources as possible, to develop new congregations.
- Every church will be actively involved in resourcing the C&MA global mission through prayer, sending workers and financial support.
- Every person will participate in fulfilling the Great Commission by praying, sending, giving, or going to those who have yet to experience Jesus’ love.

In order to stay on course, our national leadership team will track, measure, and report progress through the C&MA Web site (www.cmalliance.org), *aLife* and regular e-mail updates to official workers and laypeople who desire to receive them.

ORGANIZATIONAL PARADIGM

Jesus modeled servant leadership by washing His disciples' feet. In John 13:14–17, He said, *Now that I, your Lord and Teacher, have washed your feet, you also should wash one another's feet. I have set you an example that you should do as I have done for you. I tell you the truth, no servant is greater than his master, nor is a messenger greater than the one who sent him. Now that you know these things, you will be blessed if you do them.*

The president and the team at the National Office exist to serve, resource, equip and encourage. Your National Office is committed to a Spirit-filled culture of teamwork and togetherness. This must occur in order to effectively serve the Alliance family. Here are some of the initiatives you can expect from your National Office:

- Total service
- Value-adding relationships with districts and churches
- Effective, cross-functional teams
- Service enlightened by facts
- Abundant, effective, one-voice communications

To most effectively serve you, I ask your consideration and support for the following:

- In order to allow the president to assemble his administrative team quickly and efficiently, and to permit administration to be more nimble and flexible in response to ministry opportunities at home and overseas, several Bylaw changes will be presented to General Council. These changes will create more efficient means for adjusting the administrative structure of The Alliance and for maintaining our united focus on the mission and vision of the C&MA.
- Approve (at the May 2007 General Council) further study to simplify the uniform governing documents, reducing them to the most important and essential elements that General Council should address. This will give responsibility to the appropriate governance authority and allow more time to focus on ministry priorities and vision at General Council.

In return, you have my commitment to guide our denomination by the following biblical principles:

- Total dependence on God (John 15:5, 2 Peter 1:3)
- Unity of purpose (Psalm 133)
- Working together and valuing one another (Ephesians 4:1–16)
- Servant leadership (John 13:1–17)
- Maintaining a blessable position (Mark 12:43–44, 2 Corinthians 8:21, Romans 13:1–7)

MINISTRY IN THE UNITED STATES

National Church Ministries (NCM) exists to resource the local church. In order to accomplish this, NCM will establish and maintain a strong relational connection with districts, associations and Alliance pastors, building positive and collaborative relationships through listening and responding to the needs of the Alliance community. NCM will identify and remove cultural and structural obstacles that inhibit effectiveness.

Engage: In order to build positive relationships with district and association leaders, we will

- encourage a climate of listening, dialog and collaboration at the semi-annual leadership conferences
- visit each district and association office over the next eighteen months to listen to superintendents' and leaders' concerns and build relationships
- contact each superintendent by telephone at least bimonthly for the purpose of listening and encouraging
- meet with many church pastors when visiting districts

Empower: NCM will work with district superintendents to establish priorities and then give authority, responsibility and resources to them. Through this we hope to achieve higher levels of “buy-in” to shared goals and efforts by

- ensuring alignment between National Office, districts, and local churches
- establishing priorities with district superintendents and measures for accountability

Equip: NCM will implement a variety of formal and informal systems and practices (continuing education, mentoring, and coaching opportunities) to form future leaders of The Alliance. In cooperation with our postsecondary educational institutions, NCM will encourage on-the-job training for and among the superintendents and association leaders. As a cooperative effort with district superintendents and others, NCM will define a core-competencies list for district superintendents (DS). Our tasks are to

- create a consensus “skills competency” list
- overhaul the orientation program for new district superintendents by July 2007
- build a functional (formal or informal) mentoring structure for new DSs to be “shaped” by effective veterans
- introduce a coaching/mentoring culture to district leaders by facilitating up to ten superintendents to enter into formal coaching relationships
- evaluate and revamp the Church Leadership Academy to ensure greater levels of effectiveness

MINISTRY IN THE NATIONS

Unless the hearts of the emerging generation are captured for Christ’s call to reach the world’s remaining unreached peoples, Alliance missions as we know it will wane as the “builder” and “boomer” generations pass from the scene. How will we enhance

relationship, involvement, and ownership, connecting U.S. churches with ministry outside of the United States?

The Alliance Global Leadership Initiative (GLI): A one-year, cross-cultural experience will provide emerging Alliance leaders with opportunities to experience Alliance ministries around the world. GLI will raise up a generation of disciplined, trained, and motivated leaders to guide Alliance ministry at home and abroad.

Personalizing Missions in U.S. Churches through the following focuses:

1. *Short-Term Missions Teams*

- Establishing short term mission sites in key locations
- providing English language training courses of one to two weeks
- recruiting medical personnel to hold clinics in a manner that elevates the local church in the community and leads to opportunities for the advancement of the gospel
- deploying speakers, worship leaders, and children's workers for field forums
- finding coaches/sports teams to lead clinics with local youth, play against local teams, and interface in local schools in a manner that advances the Kingdom

2. *Partnerships*

- nurturing relationships with clusters of churches, individual churches and church leaders through which natural opportunities to build partnerships follow
- working together with local churches to adopt a people group, a missionary family or a special project

3. *Business Professionals in Mission*

Many business professionals already travel to countries where Alliance missions resources are invested. We will seek new opportunities for them to become partners with Alliance work overseas.

4. *Partnering in Reaching America's Unreached*

Bold partnerships will focus on new immigrants in the United States. Specific districts and consortiums of local churches near the people groups will be involved.

- *People groups living in U.S. urban areas.* Work with U.S. churches to reach large immigrant populations in major U.S. cities (like Asian Indians in metro New York/New Jersey and Latino immigrants in south Florida).
- *International students.* Work with U.S. churches to reach out to the more than 500,000 students, representing the best and brightest of their countries, who come to American universities to study. Many will have significant influence in their nations of origin.

Internationalization

The North American family of Alliance churches (the U.S. and Canada) represents the majority of financial resources within the Alliance World Fellowship (AWF), yet missionaries from Latin America, Africa and Asia can access some people groups more easily, and in some cases more effectively, than North Americans.

Economically challenged partner churches of the AWF must be able to send missionaries in a way that leaves these national churches with as much authority and responsibility as possible yet must be sustainable without unhealthy dependency.

Central and Southern Asia

Most least-reached peoples are concentrated in Central and Southern Asia. This is the final frontier of Christian missions. The development of a Central/Southern Asia Region of the U.S. C&MA will provide leadership and support to represent Jesus in word and deed among the peoples in these regions. In seeking to fulfill this vision we will

- send workers to open countries and tentmaking professionals to creative-access countries
- provide strong discipleship and pastoral training
- establish reproducing churches in open countries and discreet, multiplying communities of faith in creative-access contexts
- develop partnerships with U.S. churches and short-term missions opportunities as a part of the long-term strategy

KEEPING IN TOUCH

The Communications team will seek to communicate on behalf of overseas and domestic workers and to mobilize toward the fulfillment of the Great Commission. Team members will listen and respond to our audience, while infusing a passion for The Alliance. In addition, the following goals have been established:

Engage:

- Plans and strategies will be developed for various Alliance audiences, but immediate efforts will engage primary audiences—particularly the U.S. C&MA church constituency.
- The message will consistently reflect the heart of *living the Call together*. It will reinforce the urgency of the Acts 1:8 task and ignite a passion for taking the hope of Christ to U.S. neighborhoods and the nations.
- Communications will reflect a commitment to Alliance core values of the deeper life and missions.

Equip:

- Communications will be diligent to keep the C&MA's message clear, compelling, relevant, unified, branded, culturally sensitive, attention-grabbing, and valued by Alliance audiences.
- Team members will coordinate all National Office communications to ensure that we are speaking with a unified voice.

FUNDING THE VISION

The vision set forth in this plan will require great dependence on God and a fresh approach to securing the resources to advance the Kingdom.

Engage:

- We will engage the local church in being a passionate partner in the worldwide ministries of The Alliance.
- A task force involving district superintendents and others will investigate the role of districts in funding the Great Commission Fund.

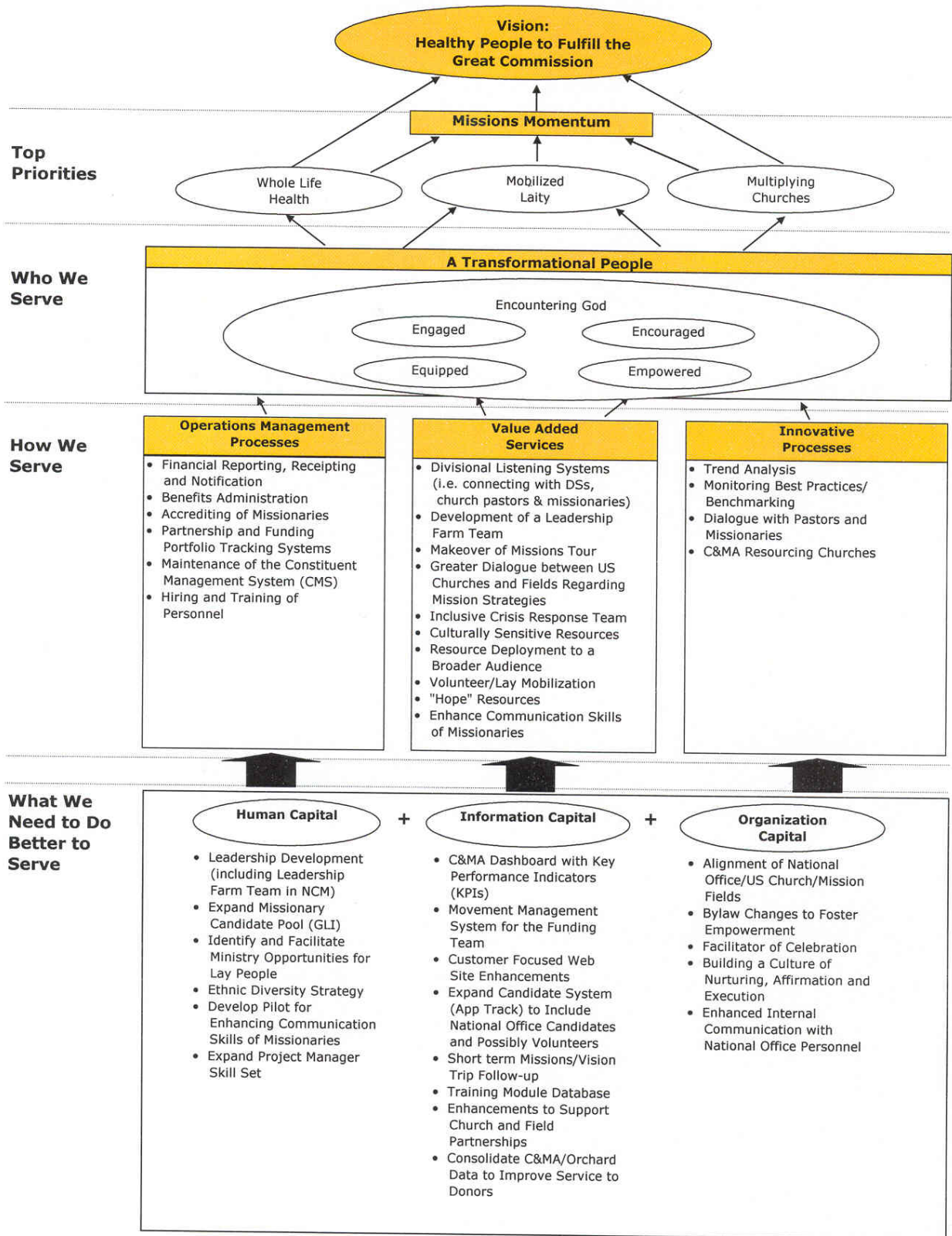
Equip: Working with the colleges and seminary, we will

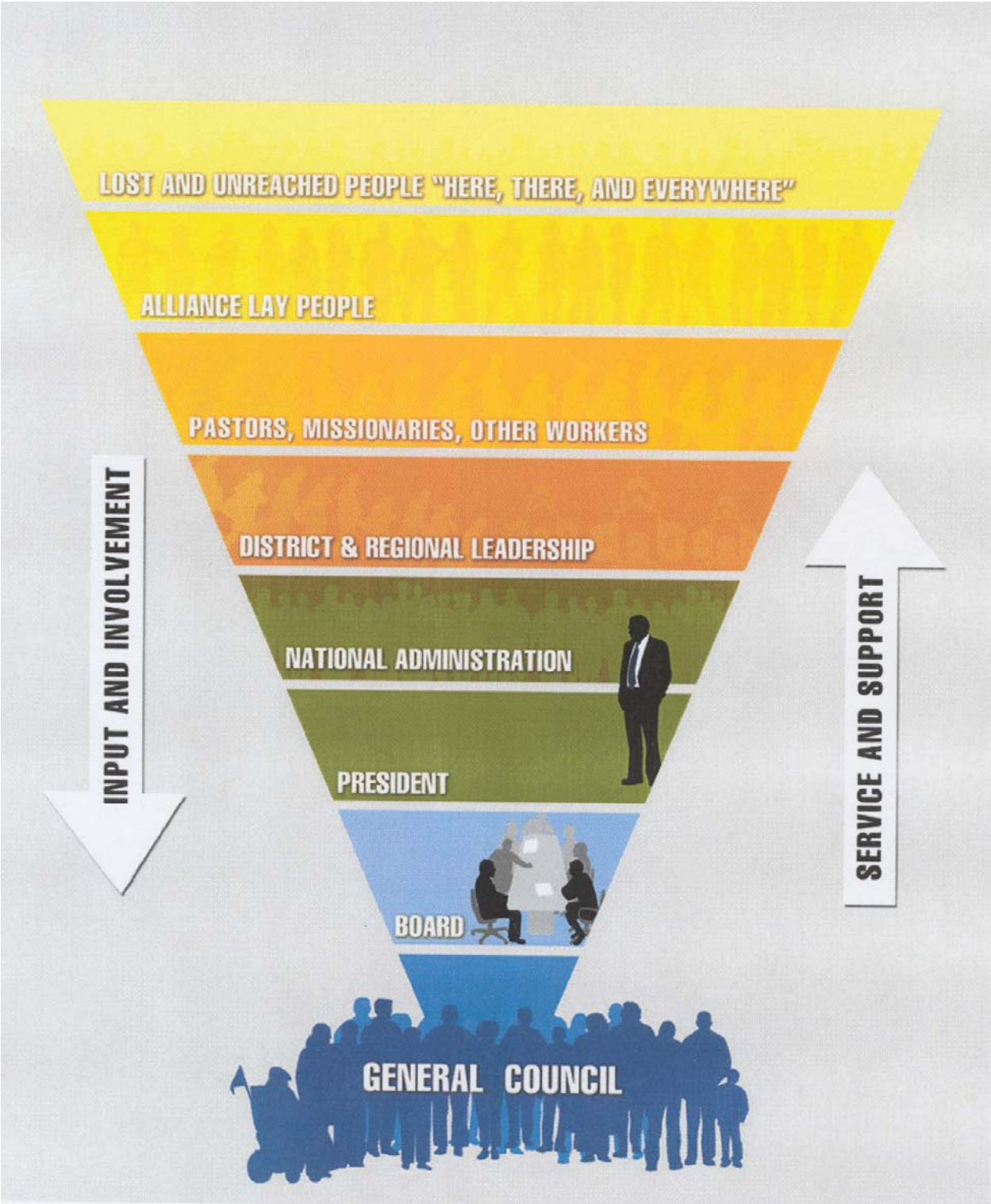
- Encourage pastors in the C&MA to assume leadership roles in teaching, modeling and encouraging biblical stewardship in their own lives and in the lives of their peers and congregants.
- Develop a curriculum for teaching theology, principles of stewardship and generosity for district superintendents and pastors.
- Develop a curriculum for teaching and mentoring those who are wealthy and who face unique challenges as those gifted “to contribute to the needs of others” (Romans 12:8).
- Recommend a “theology of stewardship and giving” course and the application of that theology in personal life and ministry in the four institutions of higher education.

WILL YOU LIVE THE CALL TOGETHER WITH ME?

While there is latitude and empowerment in reaching these objectives, with assistance and support available from the National Office, here is the commitment I am seeking from Alliance people in living the Call together:

- Join me in cultivating a deeper walk with Jesus Christ and a Spirit-filled life that impacts every area of life.
- Join me in pursuing growing healthy churches that are actively involved in Acts 1:8 ministry.
- Join me in taking the gospel of the Kingdom to the whole world and bringing back the King.
- Join with me by generously giving to provide the necessary resources to advance the Kingdom in the United States and around the world.





C&MA INSTITUTIONS OF HIGHER EDUCATION

Undergraduate/Graduate Enrollments—October 2005 and 2006

Institution	2005				2006				Increase/(Decrease)	
	Main Campus	Extension/Other	ADCP ¹	TOTAL	Main Campus	Extension/Other	ADCP ¹	TOTAL	Number	Percent
UNDERGRADUATE INSTITUTIONS										
Crown	730	147 ⁺	312	1,189	758	150	307	1,215	26	2.2%
Nyack	889	699 ²	442	2,030	904	704 ²	362	1,970	(60)	(2.95)%
Simpson	680	—	242	922	678	—	183	861	(61)	(6.6)%
Toccoa	870	48	4	922	908	31	4	943	21	2.3%
Total	3,169	894	1,000	5,063	3,248	885	856	4,989	(74)	(5.05)%
GRADUATE INSTITUTIONS										
ATS	379	464 ³	—	843	353	358 ³	—	711*	(132)	(15.7)%
Crown Grad	30	85	—	115	38	91	—	129	14	12%
Nyack Grad	44	83	—	127	146	236	—	382	255**	200.8%
Simpson Grad	170	—	—	170	153	—	—	153	(17)	(10)%
Total	623	632	—	1,255	690	685	—	1,375	120	187.1%
TOTAL UNDERGRADUATE/GRADUATE										
	3,792	1,526	1,000	6,318	3,938	1,570	856	6,364	46	182.05%

Key

1. Adult Degree Completion Program

2. New York City, N.Y.; Miami Valley (Dayton, Ohio); Washington, D.C.

3. New York City, N.Y.; San Juan, P.R.; ATS@Simpson (Redding, Calif.)

+ Includes: online education, teacher licensures, promise program

* Not shown are 37 from Kiev

** MA counseling students taken out of the ATS category and placed in graduate category with ATS@Kiev

UNDERGRADUATE AND GRADUATE SCHOOL FINANCES

	Fiscal Year 2004–2005			Fiscal Year 2005–2006				
	ATSNyack College	Crown College	Simpson University	Toccoa Falls College	ATSNyack College	Crown College	Simpson University	Toccoa Falls College
<u>Balance Sheet</u>								
Total Assets	<u>\$36,271,841</u>	<u>\$23,809,286</u>	<u>\$36,190,956</u>	<u>\$23,134,394</u>	<u>\$39,966,539</u>	<u>\$25,012,982</u>	<u>\$37,200,077</u>	<u>\$23,663,116</u>
Total Liabilities	\$16,034,457	\$ 8,106,619	\$24,403,687	\$11,804,743	\$19,350,100	\$ 10,074,629	\$24,699,065	\$12,367,492
Fund Balance	20,237,384	15,702,667	11,787,269	11,329,651	20,616,439	14,938,353	12,501,012	11,295,624
Total Liabilities and Fund Balance	<u>\$36,271,841</u>	<u>\$23,809,286</u>	<u>\$36,190,956</u>	<u>\$23,134,394</u>	<u>\$39,966,539</u>	<u>\$25,012,982</u>	<u>\$37,200,077</u>	<u>\$23,663,116</u>
<u>Revenues and Expenses—All Funds</u>								
Revenues	\$37,893,222	\$14,827,884	\$18,617,583	\$12,258,148	\$39,551,980	\$17,461,420	\$19,103,190	\$13,194,718
Expenses	37,777,327	15,526,550	18,589,591	11,751,175	39,172,925	17,444,434	18,389,447	13,228,745
Net Excess (Deficit)	<u>\$ 115,895</u>	<u>\$ (698,666)</u>	<u>\$ 27,992</u>	<u>\$ 506,973</u>	<u>\$ 379,055</u>	<u>\$ 16,986</u>	<u>\$ 713,743</u>	<u>\$ (34,027)</u>
C&MA Subsidy	\$1,062,317	\$265,579	\$265,579	N/A	\$1,075,188	\$242,672	\$242,672	\$104,501

National Church Ministries

2005 PERSONNEL STATISTICS

Designation	Total
Total Official Workers	3,659
Evangelists/Ministers-at-Large	30
Military Chaplains	24
Institutional Chaplains	65
New Official Workers	209
Church Planters	208
Lay Pastors	67
Retired Official Workers	596

2005 CHURCH STATISTICS

Designation	Total
Churches	2,004
Membership	201,009
Adherents	228,751
Inclusive Membership	429,760
Main Worship Service(s) Attendance	278,537
Sunday School Attendance	113,504
Weekly Prayer Ministries	38,114
Small Group Ministries	95,473
Professions of Faith	31,929
Baptisms	11,453

National Church Ministries

2006 PERSONNEL STATISTICS

Designation	Total
Total Official Workers	4,250
Evangelists/Ministers-at-Large	39
Military Chaplains	23
Institutional Chaplains	59
New Official Workers	194
Church Planters	207
Lay Pastors	68
Retired Official Workers	585

2006 CHURCH STATISTICS

Designation	Total
Churches	2,010
Membership	189,969
Adherents	227,039
Inclusive Membership	417,008
Main Worship Service(s) Attendance	270,430
Sunday School Attendance	104,388
Weekly Prayer Ministries	33,525
Small Group Ministries	95,248
Professions of Faith	31,705
Baptisms	10,244

National Church Ministries

2005 CHURCH STATUS REPORT

District	Churches		Opened	Affiliated	Ceased Affiliation	Transferred	Closed	Net Gain or Loss
	Jan. 31	Dec. 31						
Cambodian	35	35	0	0	0	0	0	0
Central	85	86	3	0	1	0	1	1
Central Pacific	84	87	4	0	0	0	1	3
Eastern Pennsylvania	83	83	0	1	0	0	1	0
Great Lakes	40	39	1	0	0	0	2	-1
Hmong	82	83	2	0	0	0	1	1
Korean	62	64	1	1	0	1	1	2
Metropolitan	95	97	2	0	0	0	0	2
MidAmerica	58	58	3	0	0	0	3	0
Mid-Atlantic	44	44	1	0	0	0	1	0
Midwest	60	64	2	3	0	0	1	4
New England	60	60	1	0	1	0	0	0
Northeastern	84	86	2	0	0	0	0	2
Northwestern	90	95	8	0	0	0	3	5
Ohio Valley	46	47	1	1	0	0	1	1
Pacific Northwest	105	104	1	0	0	0	2	-1
Puerto Rico	65	65	0	0	0	0	0	0
Rocky Mountain	60	59	0	0	0	0	1	-1
South Atlantic	91	96	8	0	0	0	3	5
South Pacific	94	93	2	0	0	-1	2	-1
Southeastern	137	137	2	0	0	0	2	0
Southern	33	34	3	0	0	0	2	1
Southwestern	28	28	0	0	0	0	0	0
Spanish Central	31	32	1	0	0	0	0	1
Spanish Eastern	49	52	3	0	0	0	0	3
Vietnamese	86	87	1	0	0	0	0	1
Western Great Lakes	38	38	0	0	0	0	0	0
Western Pennsylvania	152	151	0	0	0	0	1	-1
TOTAL	1,977	2,004	52	6	2	0	29	27

National Church Ministries

2006 CHURCH STATUS REPORT

District	Churches		Opened	Affiliated	Ceased Affiliation	Transferred	Closed	Net Gain or Loss
	Jan. 31	Dec. 31						
Cambodian	35	35	0	0	0	0	0	0
Central	86	86	0	0	0	0	0	0
Central Pacific	87	85	2	0	0	0	4	-2
Eastern Pennsylvania	84	84	0	0	0	0	0	0
Great Lakes	39	42	5	0	0	0	2	3
Hmong	83	82	0	0	0	0	1	-1
Korean	64	67	5	0	0	0	2	3
Metropolitan	97	96	0	0	0	0	1	-1
MidAmerica	58	57	1	0	0	0	2	-1
Mid-Atlantic	44	44	1	0	0	0	1	0
Midwest	64	61	1	0	1	0	3	-3
New England	59	59	1	0	0	0	1	0
Northeastern	86	84	0	0	0	0	2	-2
Northwestern	95	95	2	0	0	0	2	0
Ohio Valley	47	46	0	0	0	0	1	-1
Pacific Northwest	104	103	1	0	0	0	2	-1
Puerto Rico	65	65	0	0	0	0	0	0
Rocky Mountain	60	58	0	0	0	0	2	-2
South Atlantic	96	93	0	0	0	0	3	-3
South Pacific	93	100	8	0	0	-1	0	7
Southeastern	137	138	3	0	0	0	2	1
Southern	34	35	1	0	0	0	0	1
Southwestern	28	29	1	0	0	1	1	1
Spanish Central	29	30	1	0	0	0	0	1
Spanish Eastern	54	53	0	0	0	0	1	-1
Vietnamese	89	91	3	0	0	0	1	2
Western Great Lakes	39	39	0	0	0	0	0	0
Western Pennsylvania	151	153	2	0	0	0	0	2
TOTAL	2,007	2,010	38	0	1	0	34	3

National Church Ministries

2005 CHURCH STATISTICS BY DISTRICT

District	Professions of Faith	Baptisms	Members	Adherents	Inclusive Membership
Cambodian	102	42	1,829	284	2,113
Central	2,275	522	8,090	14,190	22,280
Central Pacific	2,733	898	12,139	17,510	29,649
Eastern Pennsylvania	884	289	6,352	7,936	14,288
Great Lakes	707	298	3,741	4,859	8,600
Hmong	950	552	27,614	2,213	29,827
Korean	774	320	7,749	419	8,168
Metropolitan	2,198	681	12,057	14,984	27,041
MidAmerica	700	361	5,636	13,593	19,229
Mid-Atlantic	387	196	3,182	3,188	6,370
Midwest	908	334	3,999	8,886	12,885
New England	722	453	4,220	8,261	12,481
Northeastern	959	324	5,158	8,591	13,749
Northwestern	1,435	466	6,095	12,143	18,238
Ohio Valley	1,304	423	4,455	8,560	13,015
Pacific Northwest	1,998	880	11,839	24,184	36,023
Puerto Rico	997	423	7,421	2,417	9,838
Rocky Mountain	581	209	3,140	6,288	9,428
South Atlantic	1,078	422	7,624	6,805	14,429
South Pacific	1,796	845	13,296	10,695	23,991
Southeastern	2,406	640	9,125	12,977	22,102
Southern	236	82	1,810	1,299	3,109
Southwestern	233	105	1,368	1,864	3,232
Spanish Central	353	118	1,297	1,095	2,392
Spanish Eastern	1,131	308	3,868	1,698	5,566
Vietnamese	751	327	10,958	1,278	12,236
Western Great Lakes	1,016	357	3,751	10,436	14,187
Western Pennsylvania	2,315	578	13,196	22,098	35,294
TOTAL	31,929	11,453	201,009	228,751	429,760

*Each church in existence in 2005 was asked to file a report even though some churches closed before the end of the year.

National Church Ministries

2006 CHURCH STATISTICS BY DISTRICT

District	Professions of Faith	Baptisms	Members	Adherents	Inclusive Membership
Cambodian	112	39	1,808	72	1,880
Central	2,236	522	8,303	15,421	23,724
Central Pacific	2,707	701	11,716	15,181	26,897
Eastern Pennsylvania	765	347	6,515	8,491	15,006
Great Lakes	909	370	3,887	6,155	10,042
Hmong	955	682	27,404	2,064	29,468
Korean	639	311	8,038	291	8,329
Metropolitan	1,986	635	12,064	14,250	26,314
MidAmerica	1,406	555	5,562	13,712	19,274
Mid-Atlantic	357	132	2,923	3,331	6,254
Midwest	813	270	3,744	7,963	11,707
New England	758	374	4,083	8,634	12,717
Northeastern	756	339	5,053	9,015	14,068
Northwestern	1,196	435	6,128	12,153	18,281
Ohio Valley	1,959	332	4,332	10,526	14,858
Pacific Northwest	2,159	735	11,604	25,081	36,685
Puerto Rico	486	258	3,984	1,502	5,486
Rocky Mountain	596	189	3,324	6,693	10,017
South Atlantic	1,003	422	7,800	7,131	14,931
South Pacific	1,517	417	7,480	7,488	14,968
Southeastern	2,012	530	8,840	11,899	20,739
Southern	211	57	1,072	1,171	2,243
Southwestern	207	81	1,143	1,886	3,029
Spanish Central	288	112	1,218	1,025	2,243
Spanish Eastern	968	202	3,934	1,828	5,762
Vietnamese	974	401	10,989	1,153	12,142
Western Great Lakes	1,176	346	3,850	10,060	13,910
Western Pennsylvania	2,554	450	13,171	22,863	36,034
TOTAL	31,705	10,244	189,969	227,039	417,008

*Each church in existence in 2006 was asked to file a report even though some churches closed before the end of the year.

National Church Ministries

2005 CHURCH MEMBERSHIP BY STATE
(Including Bahamas and Puerto Rico)

State	Churches	Members	Adherents	Inclusive Members
Alabama	18	1,034	698	1,732
Alaska	16	772	885	1,657
Arizona	20	1,146	1,086	2,232
Arkansas	6	279	154	433
Bahamas	2	180	115	295
California	210	39,125	25,433	64,558
Colorado	16	1,579	1,523	3,102
Connecticut	20	1,277	1,175	2,452
Delaware	6	398	519	917
District of Columbia	2	71	129	200
Florida	153	11,027	13,442	24,469
Georgia	48	4,519	3,167	7,686
Hawaii	9	878	780	1,658
Idaho	8	560	1,072	1,632
Illinois	55	4,728	4,214	8,942
Indiana	30	1,758	5,059	6,817
Iowa	26	1,990	3,486	5,476
Kansas	3	943	155	1,098
Kentucky	19	833	3,076	3,909
Louisiana	6	114	63	177
Maine	10	408	506	914
Maryland	20	1,746	1,346	3,092
Massachusetts	29	2,096	2,460	4,556
Michigan	32	2,648	2,548	5,196
Minnesota	90	12,170	11,776	23,946
Mississippi	1	14	0	14
Missouri	4	106	195	301
Montana	37	1,968	3,875	5,843
Nebraska	21	3,361	8,464	11,825
Nevada	8	393	1,133	1,526
New Hampshire	6	356	343	699
New Jersey	74	8,582	10,994	19,576
New Mexico	3	143	353	496
New York	173	14,098	13,895	27,993
North Carolina	48	5,213	3,873	9,086
North Dakota	3	82	89	171

2005 CHURCH MEMBERSHIP BY STATE (continued) (Including Bahamas and Puerto Rico)

State	Churches	Members	Adherents	Inclusive Members
Ohio	118	13,615	20,928	34,543
Oklahoma	8	456	138	594
Oregon	25	3,284	7,791	11,075
Pennsylvania	246	20,796	30,532	51,328
Puerto Rico	63	7,421	2,417	9,838
Rhode Island	4	486	103	589
South Carolina	13	951	404	1,355
South Dakota	13	433	791	1,224
Tennessee	10	484	464	948
Texas	44	2,653	2,416	5,069
Utah	9	458	461	919
Vermont	11	1,068	3,918	4,986
Virginia	23	1,652	1,229	2,881
Washington	80	9,979	15,437	25,416
West Virginia	18	737	1,382	2,119
Wisconsin	55	9,230	10,706	19,936
Wyoming	14	711	1,553	2,264
TOTAL	1,986	201,009	228,751	429,760

*1,986 of 2,004 churches reporting; 2004 statistics were used for non-reporting churches.

National Church Ministries

2006 CHURCH MEMBERSHIP BY STATE
(Including Bahamas and Puerto Rico)

State	Churches	Members	Adherents	Inclusive Members
Alabama	18	589	763	1,352
Alaska	16	879	926	1,805
Arizona	21	984	1,383	2,367
Arkansas	6	294	135	429
Bahamas	2	0	0	0
California	215	33,082	19,179	52,261
Colorado	15	1,520	1,520	3,040
Connecticut	19	1,142	1,360	2,502
Delaware	6	427	555	982
District of Columbia	2	96	108	204
Florida	161	10,371	12,491	22,862
Georgia	54	4,642	3,286	7,928
Hawaii	8	887	765	1,652
Idaho	8	644	1,201	1,845
Illinois	53	4,442	3,579	8,021
Indiana	29	1,749	4,704	6,453
Iowa	27	1,904	3,512	5,416
Kansas	3	948	81	1,029
Kentucky	19	792	3,891	4,683
Louisiana	5	76	58	134
Maine	10	397	497	894
Maryland	21	1,434	1,531	2,965
Massachusetts	29	2,062	2,458	4,520
Michigan	34	2,481	2,674	5,155
Minnesota	91	12,163	11,923	24,086
Mississippi	1	11	3	14
Missouri	4	115	243	358
Montana	37	2,009	4,057	6,066
Nebraska	20	3,420	8,564	11,984
Nevada	8	426	1,399	1,825
New Hampshire	6	320	397	717
New Jersey	72	8,865	10,191	19,056
New Mexico	3	146	363	509
New York	173	13,685	14,265	27,950
North Carolina	49	5,307	4,083	9,390
North Dakota	3	93	74	167

2006 CHURCH MEMBERSHIP BY STATE (continued)
(Including Bahamas and Puerto Rico)

State	Churches	Members	Adherents	Inclusive Members
Ohio	118	13,905	24,385	38,290
Oklahoma	8	527	137	664
Oregon	24	3,219	8,383	11,602
Pennsylvania	249	20,959	31,791	52,750
Puerto Rico	65	3,984	1,502	5,486
Rhode Island	4	446	143	589
South Carolina	13	998	452	1,450
South Dakota	14	463	844	1,307
Tennessee	10	309	336	645
Texas	41	2,572	2,287	4,859
Utah	10	399	525	924
Vermont	11	1,066	3,949	5,015
Virginia	23	1,717	1,185	2,902
Washington	85	10,121	15,461	25,582
West Virginia	18	714	1,461	2,175
Wisconsin	55	9,433	10,295	19,728
Wyoming	14	735	1,684	2,419
TOTAL	2,010	189,969	227,039	417,008

*1,904 of 2,023 churches reporting. Previous year's statistics were NOT used for nonreporting churches.

International Ministries

2005 STATISTICAL REPORT***International Ministries Works in Close Partnership with
C&MA National Churches around the World**

Number of countries/territories with known C&MA ministries/churches	81
Countries where C&MA missionaries minister/reside	48
Missionaries serving under International Ministries	850**
 Churches, unorganized church groups, and preaching points	13,609
Organized churches	10,105
Baptized church members	1,767,367
Inclusive membership	4,002,760
Ordained national ministers	7,359
National workers (including ordained)	20,831
 Theological Schools (full term)	121
Enrollment in theological schools	7,574

* Based on reports as of December 31, 2005.

** This figure reflects U.S. and U.S.-supported missionaries as well as partially and fully funded U.S. IFAP personnel as of December 31, 2005.

International Ministries

2005 OVERSEAS C&MA CHURCH STATISTICS

International Ministries Works in Close Partnership with C&MA National Churches around the World

Country	Organized Churches	Unorganized Churches	Baptized Members	Inclusive Members	Baptisms	Ordained Ministers	National Workers	Theological Schools	Theological Students	Workers Sent
Argentina	74	32	6,413	8,639	NA	51	83	1	265	4
Bolivia	3	1	397	541	35	1	5	1	9	—
Brazil	12	13	1,796	2,500	122	17	41	2	40	5
Chile	105	125	18,521	46,302	815	86	130	3	160	5
Colombia	116	205	26,995	36,957	2,397	71	342	3	325	6
Costa Rica	3	1	747	1,030	NA	4	6	1	12	—
Dominican Republic	34	37	2,522	5,352	119	20	71	2	69	—
Ecuador	86	156	28,389	38,000	124	143	208	7	537	1
El Salvador	1	1	15	35	NA	2	5	—	—	—
French Guiana	2	5	301	677	NA	2	4	—	—	—
Guatemala	33	12	4,923	8,958	217	11	37	2	40	—
Honduras	3	9	155	221	NA	0	21	—	—	—
Mexico	30	35	4,848	6,969	103	7	71	6	101	—
Nicaragua	3	13	258	392	9	0	13	—	—	—
Panama	1	2	126	169	30	3	8	1	12	—
Paraguay	4	2	331	550	85	4	6	1	10	—
Peru	218	88	44,339	133,017	3,304	57	245	4	320	10
Suriname	3	3	400	566	NA	2	7	—	—	4
Uruguay	9	1	1,065	1,744	149	3	11	1	16	—
Venezuela	9	2	825	1,962	131	2	8	1	47	—
Burkina Faso	588	252	24,806	84,000	2,462	220	525	2	88	—
Côte d'Ivoire	1,845	175	300,000	375,000	3,500	245	257	1	38	3
Dem Rep of the Congo	550	111	573,437	1,433,593	68,266	465	7,545	4	150	—
Gabon	200	195	15,000	27,000	2,001	102	135	3	40	2
Guinea	454	247	28,776	73,057	4,385	198	753	2	59	15
Mali	397	143	25,917	41,444	1,447	263	511	5	160	—
Rep of the Congo	23	14	925	1,850	NA	14	NA	2	97	—

International Ministries

2005 OVERSEAS C&MA CHURCH STATISTICS (continued)

C&MA National Churches around the World in Close Partnership with International Ministries

Country	Organized Churches	Unorganized Churches	Baptized Members	Inclusive Members	Baptisms	Ordained Ministers	National Workers	Theological Schools	Theological Students	Workers Sent
France	50	4	2,044	3,314	135	27	13	NA	17	2
Germany*	4	1	64	445	40	1	1	0	—	6
Israel	5	2	318	600	41	4	39	1	38	—
Iraq*	1	1	270	600	100	1	5	1	12	—
Jordan	6	1	369	734	15	5	6	0	—	—
Lebanon	3	1	245	562	15	4	5	1	—	—
Netherlands	21	3	2,061	5,650	196	11	30	0	—	NA
Russia	33	28	2,174	2,583	NA	39	90	5	201	NA
Spain	9	3	544	878	74	0	14	0	—	—
Syria	16	6	978	1,166	92	9	30	0	7	2
United Kingdom	5	0	142	253	6	4	5	0	—	—
Cambodia	50	80	2,423	3,438	165	10	20	0	0	—
India	87	35	10,500	12,500	50	27	75	1	60	7
Burma*	24	21	138	4,135	166	5	25	1	38	—
Vietnam*	884	244	200,327	660,748	10,000	173	738	8	278	—
Australia	22	24	2,580	5,266	241	55	106	1	59	9
New Zealand	7	0	463	590	22	7	11	0	0	—
Hong Kong	68	34	29,430	NA	1,899	72	370	1	339	115
Indonesia	1,976	643	213,047	616,320	8,031	3,351	3,520	33	3,000	13
Japan	35	7	2,891	3,500	32	31	47	1	6	—
Mongolia	2	1	162	472	57	0	7	1	34	—
Philippines	1,896	446	178,272	339,590	14,052	1,489	4,437	9	805	1
Taiwan, ROC	24	2	1,299	2,253	63	12	24	1	25	—
Thailand	71	37	4,399	6,638	198	29	165	1	60	—
TOTALS	10,105	3,504	1,767,367	4,002,760	125,391	7,359	20,831	121	7,574	210

*Figures have been increased by 5% due to no reports/updates having been received.

International Ministries

2005 REGIONAL STATISTICS

	Africa	Asia/ Pacific	South Asia	Europe/ Middle East	Latin America	Australia New Zealand	Total
Countries Represented	7	7	4	11	20	2	51
Churches/Preaching Points	5,194	5,242	1,425	203	1,492	53	13,609
Baptized Members	968,861	429,500	213,388	9,209	143,366	3,043	1,767,367
Other Members	1,067,083	539,273	467,433	7,576	151,215	2,813	2,235,393
Inclusive Members	2,035,944	968,773	680,821	16,785	294,581	5,856	4,002,760
National Workers	9,726	8,570	858	238	1,322	117	20,831
Theological Schools	19	47	10	8	36	1	121
Theo. Sch. Enrollment	632	4,269	376	275	1,963	59	7,574
Baptisms	82,061	24,332	10,381	714	7,640	263	125,391
Ordained Ministers	1,507	4,984	215	105	486	62	7,359

2006 PERSONNEL STATISTICS

	Africa	Asia/ Pacific	Central Asia	China Ministries	South Asia	Europe/ Middle East	Latin America	Special Assign. Ministry	IFAP*	Total
U.S. Career Missionaries	104	105	7	40	4	129	136	-	8	533
U.S. Missionary Associates	29	14	-	4	-	23	14	-	2	86
U.S. Career Missionary Assoc.	10	1	-	-	-	4	-	-	-	15
CAMA	5	22	2	-	-	2	-	-	-	31
IFAP (part/fully GCF funded)	-	-	-	-	-	-	-	-	105	105
Special Assignment	-	-	-	-	-	-	-	65	-	65
Missionary Partners	2	4	-	-	-	2	8	-	-	16
Leave of Absence	4	10	-	4	-	2	8	-	-	28
On Loan	-	-	-	-	-	-	-	-	-	-
TOTALS	154	156	9	48	4	162	166	65	115	879

Advancement—Funding

**TEN YEAR FINANCIAL SUMMARY
OF GIVING TO THE GCF AND CAMA**

Fiscal Year	GCF Budget	GCF		GCF Total	GCF Percent	Restricted % of GCF		CAMA Unrestricted	CAMA Restricted	CAMA Total	Grand Total
		Unrestricted	Restricted			Total	Total				
1996	28,722,000	27,852,174	5,108,015	32,960,189	97.0%	15.5%	138,073	184,542	138,073	322,615	33,282,804
1997	29,189,000	33,084,036	4,175,901	37,259,937	113.3%	11.2%	54,119	66,627	54,119	120,746	37,380,683
1998	30,638,000	31,342,707	6,069,609	37,412,316	102.3%	16.2%	1,252,785	101,394	1,252,785	1,354,179	38,766,495
1999	33,708,000	32,562,324	5,115,942	37,678,266	96.6%	13.6%	1,038,430	123,777	1,038,430	1,162,207	38,840,473
2000	35,820,000	33,415,261	9,074,092	42,489,353	93.3%	21.4%	509,143	101,650	509,143	610,793	43,100,146
2001	36,180,000	34,223,624	4,046,717	38,270,341	94.6%	10.6%	559,864	126,965	559,864	686,829	38,957,170
2002	36,000,000	33,499,058	5,163,481	38,662,539	93.1%	13.4%	371,353	160,796	371,353	532,149	39,194,688
2003-2004 *	56,178,000	53,340,916	7,345,880	60,686,796	94.9%	12.1%	659,517	70,266	659,517	729,783	61,416,579
2004-2005	38,772,000	35,418,021	7,279,614	42,697,635	91.3%	17.0%	2,312,507	68,264	2,312,507	2,380,771	45,078,406
2005-2006	38,772,000	36,969,567	8,868,747	45,838,314	95.4%	19.3%	2,674,860	177,466	2,674,860	2,852,326	48,690,640
Totals	363,979,000	351,707,688	62,247,998	413,955,686	96.6%	15.0%	9,570,651	1,181,747	9,570,651	10,752,398	424,708,084

* 18-month transition year

** Restricted—approved, work, and vehicle specials not funded in the GCF.

Reconciliation to Statement of Activities (Appendix E, Page 79):

	2004-2005	2005-2006
Amounts per Report above	35,418,021	Amounts per Report above
Contribution to Orchard	1,700,000	Contribution to Orchard
Proceeds from sale of Kent Road property	4,710,945	Proceeds—sale of Kent Rd. property
Life Impact Ministries Events	749,916	Life Impact Ministries Events
Irrevoc. Trusts/Trust Endowment Agreements.	(132,653)	Irrevoc. Trusts/Trust Endowment Agreements.
Amounts per Statement of Activities	41,828,966	Amounts per Statement of Activities
		36,969,567
		1,583,000
		354,895
		578,606
		49,517
		9,496,870

LARGEST-CONTRIBUTING CHURCHES TO THE ALLIANCE IN 2005

We appreciate every contribution made to The Alliance. Special acknowledgement is given to the 100 largest-contributing churches.

	GCF	Specials	Fellowship Fund	CAMA	Total
1. Pittsburgh, PA, Allegheny Center C&MA	1,092,840	41,363	22,750	100,986	1,257,939
2. Omaha, NE, Christ Community Church C&MA	790,731	110,850	25,393	106,980	1,033,955
3. Toledo, OH, Westgate Chapel	528,960	32,420	0	36,845	598,225
4. Cleveland, OH, Middleburg Heights Grace	473,933	60,965	10,000	46,153	591,050
5. Salem, OR, Alliance Church	376,916	15,140	20,208	27,790	440,054
6. Warren, OH, North-Mar Church	376,868	35,229	7,008	7,347	426,452
7. San Jose, CA, San Jose Christian Alliance	344,102	0	12,379	48,563	405,043
8. Franklin, NC, First Alliance Church	189,770	69,458	3,500	133,292	396,020
9. Fort Myers, FL, Village Church	317,159	47,201	4,983	5,726	375,069
10. Dayton, OH, Fairhaven Church	147,970	121,280	0	87,445	356,695
11. Butler, PA, Community Alliance Church	320,285	6,690	6,877	22,540	356,393
12. Milpitas, CA, Silicon Valley Alliance Church	234,660	32,250	5,800	43,271	315,980
13. Wheaton, IL, Blanchard Alliance Church	253,517	29,400	8,656	10,561	302,133
14. Chatham, NJ, Long Hill Chapel	234,592	44,750	0	22,101	301,443
15. Morgantown, WV, Morgantown Alliance Church	220,122	677	4,789	16,278	241,866
16. Erie, PA, First Alliance Church	206,742	1,631	7,915	20,628	236,916
17. Paradise, CA, Paradise Alliance Church	177,253	22,012	9,000	26,000	234,265
18. Redding, CA, Neighborhood Church	176,529	22,147	10,722	21,869	231,267
19. Somerset, PA, Alliance Church	209,838	2,999	2,915	9,295	225,047
20. Medford, NJ, Fellowship Alliance Chapel	166,961	21,890	12,000	14,584	215,435

	GCF	Specials	Fellowship Fund	CAMA	Total
21. Stow, OH, Alliance Fellowship	185,059	15,074	4,307	3,365	207,805
22. Ellensburg, WA, Alliance Church	101,663	10,198	3,960	87,064	202,885
23. Lancaster, PA, Alliance Church	180,180	728	4,667	16,626	202,201
24. Mansfield, OH, First Alliance Church	184,196	5,258	3,324	6,683	199,460
25. Toledo, OH, First Alliance Church	167,141	16,235	4,140	6,397	193,913
26. Woodland Hills, CA, Neighborhood Church	186,372	6,390	679	100	193,541
27. Toccoa, GA, First Alliance Church	106,664	64,137	2,998	6,373	180,172
28. Lima, OH, Cable Road Alliance Church	165,837	1,423	3,200	6,332	176,791
29. Appleton, WI, C&MA Church	151,312	5,584	11,415	4,934	173,245
30. Lexington, KY, First Alliance Church	144,845	5,699	4,860	15,964	171,368
31. Mequon, WI, Alliance Bible Church	149,932	9,743	6,050	0	165,725
32. Menomonie, WI, Menomonie Alliance Church	129,270	17,287	3,481	14,982	165,019
33. Seaford, DE, Atlanta Road Alliance Church	154,223	562	4,342	3,694	162,821
34. Syracuse, NY, C&MA Church	125,741	18,887	2,967	11,096	158,691
35. Fort Myers, FL, Christ Community Church	138,496	10,147	2,154	7,835	158,632
36. Woodinville, WA, Alliance Church	126,921	4,500	12,306	12,143	155,870
37. Centerville, OH, Community Church	142,749	0	5,530	3,118	151,398
38. Dayton, OH, Hillside Chapel C&MA	133,118	3,664	3,915	9,352	150,049
39. Seattle, WA, North Seattle Alliance Church	131,769	8,924	327	5,464	146,484
40. Cary, NC, Alliance Church	117,003	11,730	2,700	12,350	143,783
41. Monticello, MN, Riverside Alliance Church	127,436	1,025	6,416	3,205	138,082
42. Greensburg, PA, C&MA Church	121,825	5,362	2,165	8,669	138,022
43. White Plains, NY, Ridgeway Alliance	105,357	10,200	0	20,076	135,633
44. Orrville, OH, Orrville Alliance Church	126,597	1,755	1,375	2,273	132,000
45. Clay, AL, Clay Christian Fellowship	102,284	856	510	27,550	131,200
46. Essex, VT, C&MA Church	113,822	175	11,090	3,399	128,485

	GCF	Specials	Fellowship Fund	CAMA	Total
47. Mars, PA, C&MA Church	115,022	7,511	3,474	2,405	128,412
48. Deltona, FL, Deltona Alliance Church	109,023	1,150	2,500	13,842	126,515
49. Castro Valley, CA, Neighborhood Church	89,759	29,450	4,700	1,430	125,339
50. Lombard, IL, Bible Church	105,763	10,355	1,464	6,460	124,042
51. Arlington, WA, Smokey Point Community Church	90,821	500	8,441	22,159	121,922
52. York, PA, C&MA Church	102,460	4,040	5,674	7,401	119,574
53. Du Bois, PA, C&MA Church	114,182	1,102	1,852	2,365	119,501
54. Moses Lake, WA, Moses Lake Alliance Church	91,692	2,311	2,509	19,998	116,510
55. Fremont, NE, Alliance Church	100,135	4,600	0	9,369	114,104
56. San Francisco, CA, Chinese Alliance Church	76,030	1,200	6,292	30,030	113,552
57. Glen Rock, PA, Glenview C&MA	86,010	0	2,260	23,385	111,655
58. Germantown, WI, First Alliance Church	98,507	1,222	3,437	8,173	111,340
59. Plymouth, WI, Alliance Church	86,490	6,317	3,684	13,162	109,653
60. Hudson, OH, Hope Community Church	90,330	11,217	3,169	4,721	109,437
61. Clearfield, PA, C&MA Church	106,869	220	839	0	107,929
62. Lima, OH, Shawnee Alliance Church	92,089	5,167	3,712	6,440	107,409
63. Marietta, GA, Alliance Church	94,010	5,804	2,333	4,769	106,916
64. Raleigh, NC, North Ridge Church of the C&MA	57,427	37,600	2,304	9,522	106,852
65. Nowthen, MN, Nowthen C&MA	98,767	858	3,175	835	103,636
66. Brewster, MA, Cape Cod Bible Church	74,002	8,650	0	20,662	103,314
67. Harrisburg, PA, C&MA Church	87,532	7,076	1,800	5,992	102,400
68. Indiana, PA, Alliance Church	85,502	8,515	2,307	5,787	102,111
69. Indianapolis, IN, Hope Church of C&MA	87,796	4,640	2,251	4,396	99,083
70. Oconomowoc, WI, Alliance Bible Church	98,666	50	0	0	98,716
71. Lilburn, GA, Lilburn Alliance Church	61,872	24,728	5,662	5,390	97,653
72. Burlington, VT, North Avenue Alliance Church	90,280	0	2,814	2,886	95,980
73. State College, PA, C&MA Church	81,941	7,008	4,613	1,754	95,316

	GCF	Specials	Fellowship Fund	CAMA	Total
74. Roanoke, VA, Faith Alliance Church	78,573	4,685	1,700	10,151	95,109
75. Altoona, PA, C&MA Church	91,939	454	1,470	566	94,429
76. Port Charlotte, FL, First Alliance Church	67,778	16,126	4,316	6,008	94,228
77. Tonawanda, NY, Kenmore Alliance Church	91,497	0	2,537	90	94,124
78. Fox Island, WA, Alliance Church of Fox Island	67,007	0	5,961	20,776	93,744
79. Missoula, MT, C&MA Church	50,387	19,155	5,419	16,255	91,216
80. Cuyahoga Falls, OH, Chapel Hill Church	82,943	1,289	3,105	1	87,338
81. Dover, OH, Dover Alliance Church	77,920	3,042	3,662	2,346	86,970
82. Colorado Springs, CO, North Springs Alliance Church	59,592	16,632	1,749	7,555	85,528
83. Deland, FL, The Alliance Chapel	49,163	25,350	1,200	9,337	85,050
84. Murrysville, PA, C&MA Church	72,214	1,470	3,622	7,710	85,016
85. Cody, WY, Missionary Alliance Church	42,591	14,291	3,499	24,480	84,862
86. Oswego, NY, Alliance Church	77,933	1,249	2,099	2,541	83,822
87. Mechanicsburg, PA, Immanuel Church	70,178	3,519	1,500	8,617	83,814
88. North Woodbury, OH, Heartland Alliance	74,032	200	5,050	4,470	83,752
89. Naples, FL, Naples Alliance Church	81,973	0	700	128	82,801
90. Pearl City, HI, Leeward Community Church	77,272	0	5,312	0	82,585
91. Orlando, FL, Westwood Church	47,714	28,132	3,617	2,275	81,738
92. Arcadia, CA, San Gabriel Valley Alliance Church	34,670	29,900	0	15,942	80,512
93. Colorado Springs, CO, Front Range Alliance Church	61,480	875	3,000	15,090	80,445
94. Perrysburg, OH, Perrysburg Alliance	71,077	1,616	2,621	4,802	80,116
95. Mendham, NJ, Mendham Hills Chapel C&MA	71,100	0	3,660	5,350	80,110
96. Phillipsburg, NJ, Alliance Church	76,219	0	3,564	0	79,783
97. Edgewater, FL, Alliance Church	51,637	3,172	2,687	22,003	79,499
98. Washington, PA, C&MA Church	73,420	1,525	1,488	2,856	79,289
99. South Glens Falls, NY, Pine Knolls Alliance Church	65,936	4,277	5,851	3,105	79,169
100. Elizabethtown, PA, Alliance Church	75,392	220	1,713	1,707	79,032

LARGEST-CONTRIBUTING CHURCHES TO THE ALLIANCE IN 2006

We appreciate every contribution made to The Alliance. Special acknowledgement is given to the 100 largest-contributing churches.

	GCF	Specials	Fellowship		Total
			Fund	CAMA	
1. Omaha, NE, Christ Community Church C&MA	806,029	580,205	29,422	26,508	1,442,164
2. Cleveland, OH, Middleburg Heights Grace	494,757	229,652	8,000	3,124	735,533
3. Toledo, OH, Westgate Chapel	605,517	20,399	965	14,879	641,761
4. Salem, OR, Alliance Church	444,329	81,385	23,024	22,647	571,386
5. Warren, OH, North-Mar Church	395,004	47,006	1,885	535	444,430
6. Pittsburgh, PA, Allegheny Center C&MA	386,545	11,125	24,866	20,313	442,848
7. Butler, PA, Community Alliance Church	368,027	5,293	8,133	3,095	384,547
8. Fort Myers, FL, Village Church	308,495	44,937	5,917	2,346	361,695
9. Dayton, OH, Fairhaven Church	160,636	137,799	0	160	298,595
10. San Jose, CA, San Jose Christian Alliance	267,623	0	12,980	7,260	287,863
11. Wheaton, IL, Blanchard Alliance Church	249,585	25,931	9,034	0	284,550
12. Morgantown, WV, Morgantown Alliance Church	213,109	41,836	4,390	2,493	261,828
13. Milpitas, CA, Silicon Valley Alliance Church	231,278	9,425	5,802	2,925	249,430
14. Somerset, PA, Alliance Church	205,631	37,094	3,361	1,667	247,752
15. Franklin, NC, First Alliance Church	182,180	50,264	5,064	5,297	242,805
16. Chatham, NJ, Long Hill Chapel	196,776	13,000	0	23,343	233,119
17. Mansfield, OH, First Alliance Church	163,788	56,854	3,039	2,100	225,780
18. Toledo, OH, First Alliance Church	196,904	12,921	4,534	2,265	216,624
19. Stow, OH, Alliance Fellowship	193,228	14,755	4,229	500	212,713
20. Ellensburg, WA, Alliance Church	128,145	11,830	5,455	53,757	199,187

	Fellowship				Total
	GCF	Specials	Fund	CAMA	
21. Centerville, OH, Community Church	190,658	408	6,221	145	197,433
22. Lancaster, PA, Alliance Church	173,702	2,530	4,000	11,261	191,492
23. Toccoa, GA, First Alliance Church	126,729	56,192	3,791	1,391	188,104
24. Redding, CA, Neighborhood Church	165,138	9,598	11,622	200	186,558
25. Woodinville, WA, Alliance Church	145,797	23,394	8,778	470	178,439
26. Paradise, CA, Paradise Alliance Church	163,377	10,993	750	900	176,020
27. Appleton, WI, C&MA Church	158,239	2,235	13,491	1,110	175,075
28. Westmont, IL, Alliance Church	24,608	140,100	891	555	166,154
29. Glen Rock, PA, Glenview C&MA	144,717	11,450	1,925	6,255	164,347
30. Fort Myers, FL, Christ Community Church	151,400	5,730	2,565	3,000	162,695
31. Seaford, DE, Atlanta Road Alliance Church	145,257	1,730	2,640	7,635	157,262
32. Missoula, MT, C&MA Church	128,306	14,536	5,544	3,925	152,311
33. Cary, NC, Alliance Church	124,945	16,996	3,379	5,136	150,455
34. Mars, PA, C&MA Church	134,962	7,662	3,603	2,440	148,667
35. Menomonic, WI, Menomonie Alliance Church	121,696	17,252	3,693	4,132	146,773
36. Syracuse, NY, C&MA Church	131,594	6,231	3,597	1,655	143,077
37. Greensburg, PA, C&MA Church	132,715	4,965	2,472	2,615	142,766
38. York, PA, C&MA Church	134,482	2,109	3,438	1,110	141,138
39. Lexington, KY, First Alliance Church	131,731	0	4,860	4,485	141,076
40. Erie, PA, First Alliance Church	132,311	795	7,748	175	141,029
41. Arlington, WA, Smokey Point Community Church	96,362	33,370	10,106	310	140,148
42. Port Charlotte, FL, First Alliance Church	100,753	30,590	5,201	0	136,544
43. Lombard, IL, Bible Church	124,081	8,228	1,596	2,323	136,228
44. Madison, CT, Christ Chapel C&MA	36,230	95,941	3,608	0	135,779
45. Raleigh, NC, North Ridge Church C&MA	70,781	58,467	2,304	2,217	133,769
46. Medford, NJ, Fellowship Alliance Chapel	94,105	22,607	12,000	0	128,711
47. Essex, VT, C&MA Church	106,903	7,545	11,988	2,167	128,603

	Fellowship					Total
	GCF	Specials	Fund	CAMA		
48. Dayton, OH, Hillside Chapel C&MA	114,263	6,583	4,294	1,150		126,290
49. Perrysburg, OH, Perrysburg Alliance	114,650	8,621	1,607	545		125,422
50. Seattle, WA, North Seattle All Church	122,675	1,652	0	0		124,327
51. Lilburn, GA, Lilburn Alliance Church	84,621	28,302	5,152	6,000		124,076
52. Deltona, FL, Deltona Alliance Church	114,328	100	5,858	3,485		123,772
53. Monticello, MN, Riverside Alliance Church	108,797	0	10,633	500		119,930
54. White Plains, NY, Ridgeway Alliance	113,165	2,729	0	0		115,894
55. Fremont, NE, Alliance Church	98,583	7,474	2,994	6,646		115,697
56. Mequon, WI, Alliance Bible Church	108,377	1,275	5,847	0		115,499
57. Bedford Hills, NY, Community Church C&MA	43,891	71,160	0	0		115,051
58. Naples, FL, Naples Alliance Church	108,323	3,466	350	2,245		114,384
59. Du Bois, PA, C&MA Church	107,783	953	2,324	385		111,446
60. Orrville, OH, Orrville Alliance Church	106,760	1,225	1,375	1,767		111,127
61. Moses Lake, WA, Moses Lake Alliance Church	92,961	30	6,911	10,272		110,175
62. Marietta, GA, Alliance Church	101,305	5,001	2,585	0		108,890
63. Burlington, VT, North Avenue Alliance Church	89,606	14,315	2,914	460		107,295
64. Castro Valley, CA, Neighborhood Church	83,476	7,929	30	13,835		105,270
65. Clearfield, PA, C&MA Church	101,876	1,247	1,161	160		104,443
66. Hudson, OH, Hope Community Church	89,502	8,345	5,292	500		103,639
67. Oconomowoc, WI, Alliance Bible Church	95,008	6,895	0	8		101,910
68. Plymouth, WI, Alliance Church	82,849	6,076	2,700	7,080		98,705
69. Lafayette, NY, C&MA Church	68,677	26,528	1,601	1,607		98,413
70. State College, PA, C&MA Church	76,986	16,603	4,375	0		97,964
71. Indianapolis, IN, Hope Church of C&MA	88,800	4,955	2,745	85		96,584
72. Newton, IA, Community Heights Alliance Church	75,764	13,486	5,795	1,480		96,526
73. Roanoke, VA, Faith Alliance Church	77,393	8,435	1,867	8,440		96,135
74. Grove City, PA, C&MA Church	79,068	14,114	2,815	0		95,997

	GCF	Specials	Fellowship			Total
			Fund	CAMA		
75. Dover, OH, Dover Alliance Church	73,210	16,866	3,996	0	94,071	
76. Pearl City, HI, Leeward Community Church	89,011	0	5,060	0	94,071	
77. Indiana, PA, Alliance Church	78,110	7,656	2,499	4,968	93,233	
78. Waco, TX, C&MA Church	86,317	1,319	1,920	3,160	92,716	
79. Lima, OH, Cable Road Alliance Church	88,060	1,055	3,059	317	92,492	
80. North Woodbury, OH, Heartland Alliance	78,796	7,230	5,166	0	91,192	
81. Rockville, MD, Derwood Alliance Church	81,407	3,720	2,582	3,200	90,909	
82. Germantown, WI, First Alliance Church	86,958	0	3,671	0	90,629	
83. Brewster, MA, Cape Cod Bible Church	74,019	14,161	1,986	0	90,165	
84. Lima, OH, Shawnee Alliance Church	80,384	3,368	4,448	1,450	89,650	
85. Cheyenne, WY, C&MA Church	39,505	9,560	2,412	37,305	88,782	
86. San Francisco, CA, Chinese Alliance Church	80,400	1,000	5,788	0	87,188	
87. Boone, NC, Alliance Bible Fellowship	78,479	200	4,667	0	83,345	
88. Mechanicsburg, PA, Immanuel Church	73,292	6,224	1,500	1,800	82,817	
89. Little Ferry, NJ, Dongsan Alliance Church	65,000	14,700	2,770	0	82,470	
90. Colorado Springs, CO, North Springs Alliance Church	65,001	9,754	1,908	4,982	81,645	
91. Fulton, NY, C&MA Church	76,353	2,407	2,671	176	81,607	
92. Fox Island, WA, Alliance Church of Fox Island	68,798	0	6,376	6,000	81,174	
93. Altoona, PA, C&MA Church	77,353	1,175	1,595	397	80,520	
94. Aliquippa, PA, Crestmont Alliance Church	53,854	21,682	2,208	1,329	79,073	
95. South Glens Falls, NY, C&MA	50,028	22,660	5,388	300	78,377	
96. Nowthen, MN, Nowthen C&MA	72,981	872	3,127	430	77,409	
97. Wilmington, DE, C&MA Church	66,239	6,554	1,279	2,892	76,964	
98. Tonawanda, NY, Alliance Church	74,115	0	2,734	0	76,848	
99. Phillipsburg, NJ, Alliance Church	71,884	0	4,778	0	76,662	
100. Harrisburg, PA, C&MA Church	72,104	679	2,042	1,446	76,271	

Advancement—Funding

2005 CONTRIBUTIONS TO THE GREAT COMMISSION FUND THROUGH C&MA CHURCHES

We appreciate every contribution made to the Great Commission Fund (GCF). Special acknowledgment is given to those churches that have contributed more than 20 percent of total church income to the GCF.

30 Percent or More of Total Church Income

Woodland Hills, CA, Neighborhood Church
Carlisle, PA, Henry Chapel of the C&MA
Curwensville, PA, C&MA Church
Scotland, PA, Mount Vernon C&MA Church
Clearfield, PA, C&MA Church
Bay City, MI, Tri City Hmong Alliance Church
DeLand, FL, Alliance Chapel
Tyrone, PA, Bald Eagle C&MA Church
Tulsa, OK, Owasso Hmong Alliance Church

New Castle, PA, Hoover Heights Alliance Church
Portage, PA, Portage C&MA Church
Mequon, WI, North Shore Alliance Church
Orlando, FL, Maranatha Fellowship Church
Castlewood, PA, Castlewood Alliance Church
Deferiet, NY, Deferiet Union Independent Church
Donegal, PA, C&MA Church
Fayette City, PA, Fayette City Alliance Church
Marion Hill, PA, Marion Hill C&MA Church

20 to 29 Percent of Total Church Income

DeLand, FL, Christ Community Church of the C&MA
Orrville, OH, Orrville Alliance Church
Richey, MT, C&MA Church of Richey
Shamokin, PA, C&MA Church
Bedford, PA, C&MA Church
Lima, OH, Cable Road Alliance Church
Schodack, NY, Clearview C&MA Church
Martindale, PA, Alliance Church
West Pittston, PA, C&MA Church
Bay City, MI, New Beginnings Church
Altoona, PA, C&MA Church
DuBois, PA, C&MA Church
Marlette, MI, Bethel Church
New Kensington, PA, Greensburg Road C&MA Church
Louisville, KY, First Alliance Church
New Castle, PA, Clifton Flat Alliance Church
Gray, PA, C&MA Church
Santa Ana, CA, Community Bible Church
Paintersville, PA, Paintersville C&MA Church
Mansfield, OH, First Alliance Church
Shelby, OH, Shelby Alliance Church
Stratton, NE, Christian Union Church
Karthaus, PA, Community Alliance Church
Falls Creek, PA, C&MA Church
Columbus, IN, Columbus Alliance Church
Grand Rapids, MN, New Song Church
Whitesville, NY, C&MA Church
Elizabethtown, PA, Alliance Church
Huntingdon, PA, C&MA Church
Butler, PA, Freeport Road Alliance Church

New Buffalo, PA, New Buffalo Alliance Church
Ligonier, PA, Ligonier C&MA Church
St. Michael, PA, Park View Alliance Church
Roswell, GA, Iglesia Misionera
Fort Myers, FL, Village Church
Brockway, PA, Alliance Church
Seaford, DE, Atlanta Road Alliance Church
Johnstown, PA, C&MA Church
Asheville, NC, Cornerstone Church of C&MA
Bucyrus, OH, First Alliance Church
Port Crane, NY, Living Hope Alliance Church
Savannah, GA, New Life Fellowship C&MA
Somerset, PA, Alliance Church
Niagara Falls, NY, Alliance Church
Long Beach, CA, Hmong Alliance Church
Lower Burrell, PA, Hillcrest Alliance Church
Irvona, PA, C&MA Church
Logansport, IN, New Life Alliance Church
Williamstown, PA, Twin Valley Alliance Church
Huntingdon, PA, Valley View Alliance Church
Andover, NY, C&MA Church
Summerdale, PA, Summerdale Alliance Church
Wellsville, NY, C&MA Church
Fort Myers, FL, Christ Community Church
Frederick, MD, Frederick Alliance Church
Denver, CO, Denver Hmong Alliance Church
Orlando, FL, Fort Gatlin Alliance Church
Naples, FL, Naples Alliance Church
Torrance, CA, South Bay Alliance
New Buffalo, PA, New Buffalo Alliance Church

Advancement—Funding

2006 CONTRIBUTIONS TO THE GREAT COMMISSION FUND THROUGH C&MA CHURCHES

We appreciate every contribution made to the Great Commission Fund (GCF). Special acknowledgment is given to those churches that have contributed more than 20 percent of total church income to the GCF.

30 Percent or More of Total Church Income

St. Augustine, FL, Grace Bible Chapel
Curwensville, PA, C&MA Church
Carlisle, PA, Henry Chapel of the C&MA
Castlewood, PA, Castlewood Alliance Church
Roswell, GA, Iglesia Misionera
Clearfield, PA, C&MA Church
Wyandotte, MI, C&MA Church

Scotland, PA, Mount Vernon C&MA Church
Deferiet, NY, Deferiet Union Independent Church
Tyrone, PA, Bald Eagle C&MA Church
DeLand, FL, The Alliance Chapel
Middletown, NY, Alliance Church
Richey, MT, C&MA Church of Richey

20 to 29 Percent of Total Church Income

Bedford, PA, C&MA Church
Martindale, PA, Alliance Church
Shamokin, PA, C&MA Church
Portage, PA, Portage C&MA Church
Glen Rock, PA, Glenview C&MA Church
New Castle, PA, Hoover Heights Alliance Church
Donegal, PA, C&MA Church
Waco, TX, Alliance Bible Church
Orlando, FL, Maranatha Fellowship Church
Frederick, MD, Frederick Alliance Church
Columbus, IN, Columbus Alliance Church
Marion Hill, PA, Marion Hill C&MA Church
Naples, FL, Naples Alliance Church
Schodack, NY, Clearview C&MA Church
Gray, PA, C&MA Church
Karthaus, PA, Community Alliance Church
Orrville, OH, Orrville Alliance Church
Perrysburg, OH, Perrysburg Alliance Church
DuBois, PA, C&MA Church
Bay City, MI, Tri City Hmong Alliance Church
Marlette, MI, Bethel Church
New Buffalo, PA, New Buffalo Alliance Church
Port St. John, FL, Community Alliance Church
Falls Creek, PA, C&MA Church
Williamstown, PA, Twin Valley Alliance Church
Paintersville, PA, Paintersville C&MA Church
Leola, PA, Leola Hmong Alliance Church
Stuart, FL, Stuart Alliance Church
Bucyrus, OH, First Alliance Church
New Kensington, PA, Greensburg Road C&MA Ch.
Troy, MI, Glen Oaks Alliance Church
Union City, PA, Alliance Church
Clay, AL, Clay Christian Fellowship

New Castle, PA, Clifton Flat Alliance Church
Brockway, PA, Alliance Church
Dallas, TX, New Jerusalem Cambodian Evangelical
Huntingdon, PA, C&MA Church
Fort Myers, FL, Christ Community Church
Altoona, PA, C&MA Church
DeLand, FL, Christ Community Church of the C&MA
Mansfield, OH, First Alliance Church
Dorado, PR, Iglesia Alianza de Dorado
Fort Myers, FL, Village Church
Huntingdon, PA, Valley View Alliance Church
St. Michael, PA, Park View Alliance Church
Niagara Falls, NY, Alliance Church
Santa Ana, CA, Community Bible Church
Wildrose, ND, Alliance Gospel Chapel
Butler, PA, Community Alliance Church
Fairfax, VA, Cornerstone International Church
Summerdale, PA, Summerdale Alliance Church
Somerset, PA, Alliance Church
Seaford, DE, Atlanta Road Alliance Church
Beaver Falls, PA, Chippewa Alliance Church
Fort Wayne, IN, Alliance Community Church
Asheville, NC, Cornerstone Church of C&MA
Mechanicsburg, PA, Immanuel C&MA Church
West Pittston, PA, C&MA Church
Fayette City, PA, Fayette City Alliance Church
Moosic, PA, Moosic Alliance Church
Toledo, OH, First Alliance Church
Chelsea, VT, Chelsea Independent Gospel Church
Elizabethtown, PA, Alliance Church
Hendersonville, NC, First Alliance Church
Olean, NY, Grace Alliance Church

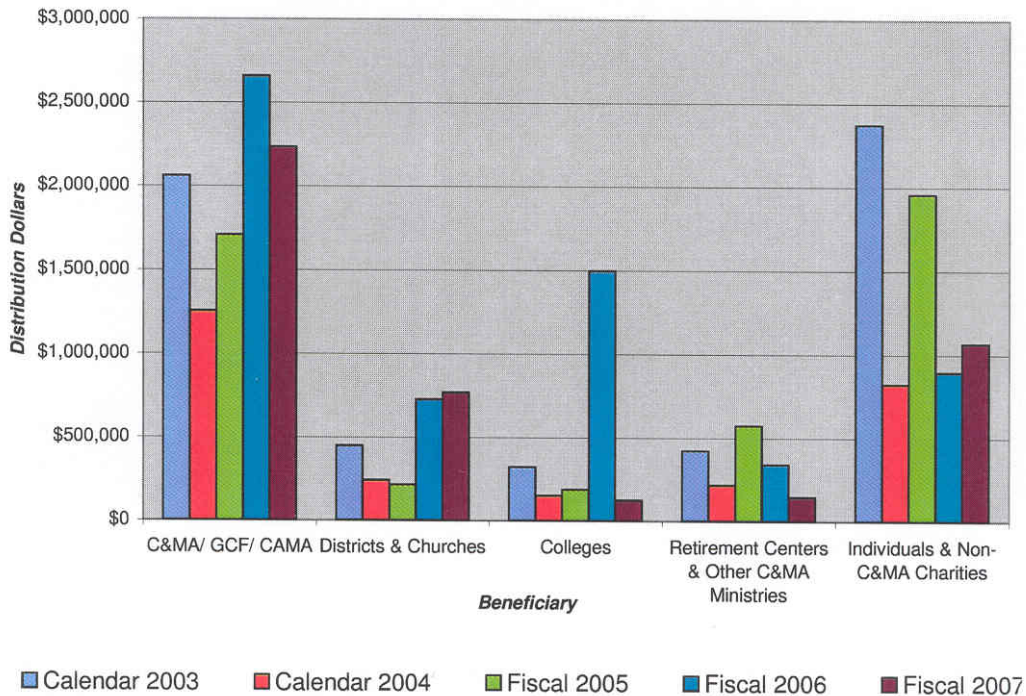
The Orchard Foundation

DISTRIBUTIONS BY BENEFICIARY

Year	C&MA GCF CAMA	Districts and Churches	Colleges	Retirement Centers and Other C&MA Ministries	Individuals and Non- C&MA Charities	Total
2003 ¹	\$2,061,337	\$447,617	\$321,028	\$422,534	\$2,371,688	\$5,624,203
2004 ¹	1,252,162	239,489	148,934	214,740	820,978	\$2,676,305
July 1, 2004 – June 30, 2005 ²	1,706,705	212,973	185,177	572,084	1,956,435	\$4,633,374
July 1, 2005 – June 30, 2006	2,657,085	725,401	1,495,421	338,553	894,516	\$6,110,976
July 1, 2006 – June 30, 2007	2,234,327	768,196	123,975	144,458	1,065,910	\$4,336,966

¹Data shown for 2003 and 2004 is for the calendar years ending December 31.

²Orchard changed to a fiscal year beginning with the fiscal year that ended June 30, 2005.



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

The Orchard Foundation

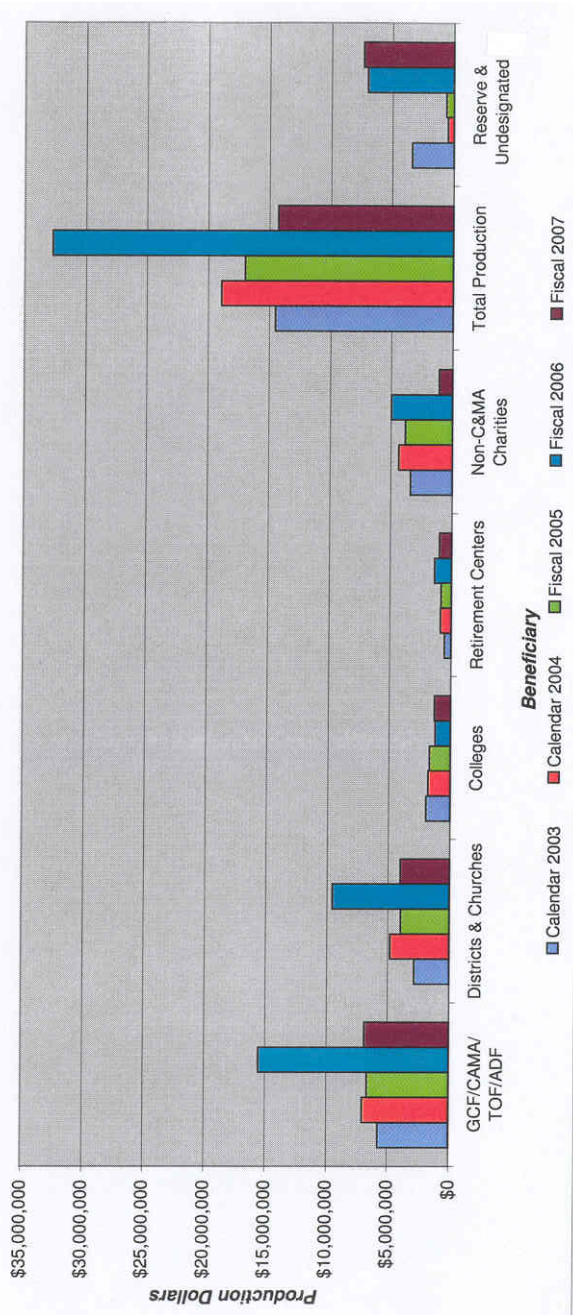
PRODUCTION BY BENEFICIARY

Year	GCF CAMA TOF ADF	Districts and Churches	Colleges	Retirement Centers	Non-C&MA Charities	Total Production	Reserve and Undesignated ³	Total Production with Reserve
2003 ¹	\$ 5,770,222	\$2,835,980	\$1,966,909	\$527,015	\$3,377,385	\$14,477,511	\$3,369,303	\$17,846,814
2004 ¹	7,062,410	4,810,395	1,798,411	881,157	4,323,104	18,875,477	482,935	\$19,358,412
July 1, 2004 – June 30, 2005 ²	6,643,737	3,956,207	1,697,126	833,026	3,839,911	16,970,007	601,967	\$17,571,974
July 1, 2005 – June 30, 2006	15,520,525	9,553,782	1,246,020	1,392,097	4,960,519	32,672,943	6,993,852	\$39,666,795
July 1, 2006 – June 30, 2007	6,865,794	4,011,478	1,314,214	978,294	1,084,884	14,254,664	7,316,145	\$21,570,809

¹Data shown for 2003 and 2004 is for the calendar years ending December 31.

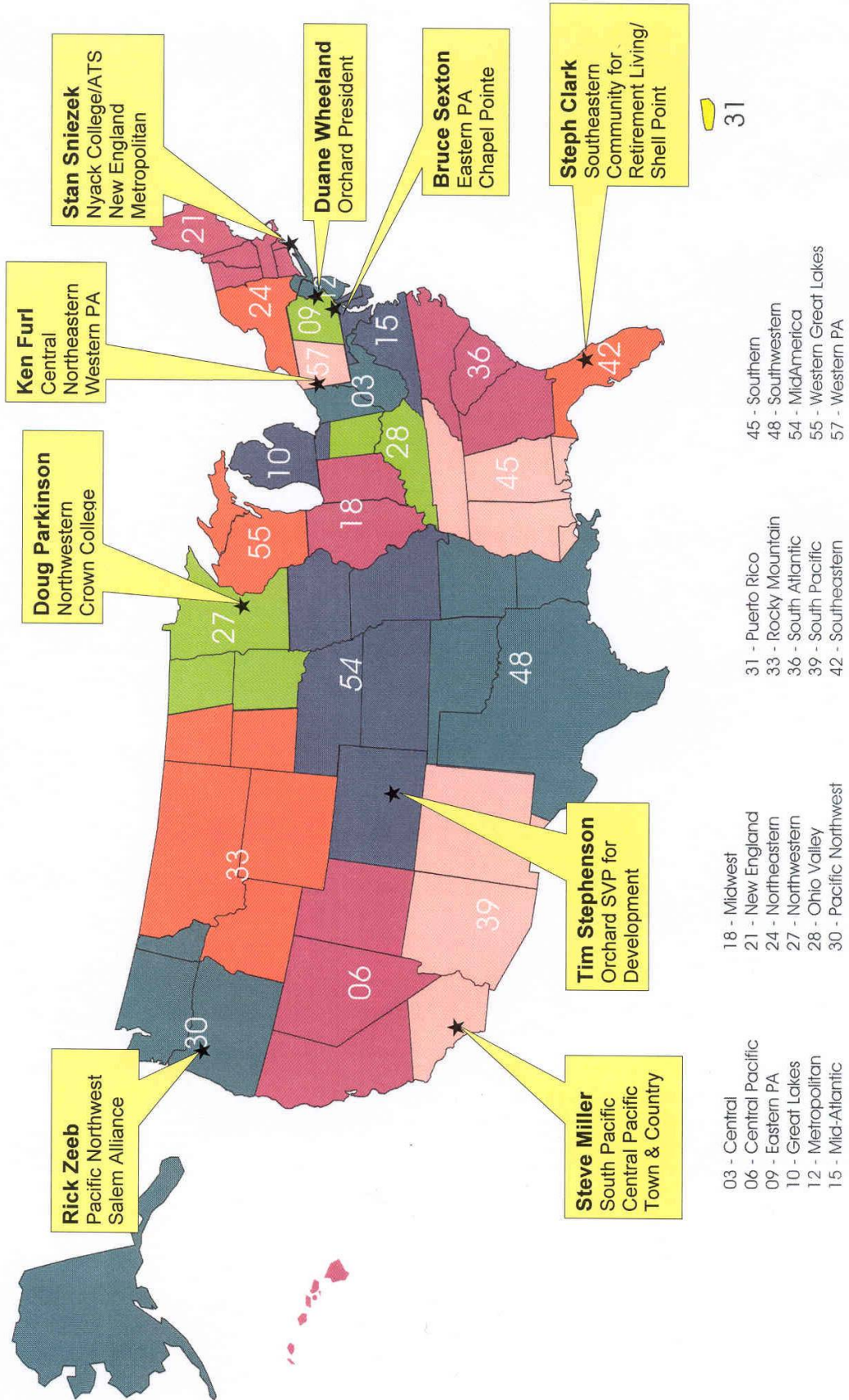
²Orchard changed to a fiscal year beginning with the fiscal year that ended June 30, 2005.

³Includes Institutional Reserve Fund accounts (assets managed for C&MA entities and undesignated amounts related to Donor Advised Funds/Endowments).



THE ORCHARD FOUNDATION

Field Team Leadership and Regional Consultant Locations February 2007



For updated list, visit www.theorchard.org.

Operations/Finance

GREAT COMMISSION FUND

Statement of Activities
Twelve Months Ending June 30, 2005 and 2006

	2004-2005			2005-2006			Difference		
	Unrestricted	Restricted	Total	Unrestricted	Restricted	Total	Unrestricted	Restricted	Total
Revenues:									
Churches	33,035,317	2,596,850	35,632,167	33,329,827	3,026,612	36,356,439	294,510	429,762	724,272
Individuals	1,765,480	2,862,716	4,628,196	1,866,931	3,187,365	5,054,296	101,451	324,649	426,100
Others	427,912	2,437,311	2,865,223	763,610	3,282,893	4,046,503	335,698	845,582	1,181,280
Total Contributions	35,228,709	7,896,877	43,125,586	35,960,368	9,496,870	45,457,238	731,659	1,599,993	2,331,652
Legacy	1,566,512		1,566,512	2,299,173		2,299,173	732,661	-	732,661
Other *	5,033,745		5,033,745	647,921		647,921	(4,385,824)	-	(4,385,824)
Total Revenues	41,828,966	7,896,877	49,725,843	38,907,462	9,496,870	48,404,332	(2,921,504)	1,599,993	(1,321,511)
Expenses:									
Program	32,289,704	8,980,864	41,270,568	31,171,127	9,319,370	40,490,497	(1,118,577)	338,506	(780,071)
Administration	5,874,123	9,945	5,884,068	4,377,575	37,054	4,414,629	(1,496,548)	27,109	(1,469,439)
Funding	3,428,265	81,564	3,509,829	3,412,147	65,633	3,477,780	(16,118)	(15,931)	(32,049)
Total Expenses	41,592,092	9,072,373	50,664,465	38,960,849	9,422,057	48,382,906	(2,631,243)	349,684	(2,281,559)
Net Revenues/(Expenses)	236,874	(1,175,496)	(938,622)	(53,387)	74,813	21,426	(290,261)	1,250,309	960,048
Net Assets Beginning of Year	(183,487)	13,588,735	13,405,248	53,387	12,413,239	12,466,626	236,874	(1,175,496)	(938,622)
Net Assets End of Year	53,387	12,413,239	12,466,626	-	12,488,052	12,488,052	(53,387)	74,813	21,426

* 2004-2005 Unrestricted "Other" of \$5,033,745 includes \$4,710,945 from the Kent Road, Hong Kong, sale proceeds.

Operations/Finance

GREAT COMMISSION FUND

Statement of Activities (as percentages)
Twelve Months Ending June 30, 2005 and 2006

	2004-2005			2005-2006			Difference		
	Unrestricted	Restricted	Total	Unrestricted	Restricted	Total	Unrestricted	Restricted	Total
Revenues:									
Churches	79.0%	32.9%	71.7%	85.7%	31.9%	75.1%	6.7%	-1.0%	3.5%
Individuals	4.2%	36.3%	9.3%	4.8%	33.6%	10.4%	0.6%	-2.7%	1.1%
Others	1.0%	30.9%	5.8%	2.0%	34.6%	8.4%	0.9%	3.7%	2.6%
Total									
Contributions	84.2%	100.0%	86.7%	92.4%	100.0%	93.9%	8.2%	0.0%	7.2%
Legacy	3.7%	0.0%	3.2%	5.9%	0.0%	4.7%	2.2%	0.0%	1.6%
Other *	12.0%	0.0%	10.1%	1.7%	0.0%	1.3%	-10.4%	0.0%	-8.8%
Total Revenues	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%			
Expenses:									
Program	77.6%	99.0%	81.5%	80.0%	98.9%	83.7%	2.4%	-0.1%	2.2%
Administration	14.1%	0.1%	11.6%	11.2%	0.4%	9.1%	-2.9%	0.3%	-2.5%
Funding	8.2%	0.9%	6.9%	8.8%	0.7%	7.2%	0.5%	-0.2%	0.3%
Total Expenses	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%			

* 2004-2005 Unrestricted "Other" includes Kent Road, Hong Kong, sale proceeds.

THE C&MA AND SUBSIDIARIES

Consolidating Statement of Financial Position—June 30, 2006

ASSETS	C&MA	Orchard Foundation	ADF	CAMA Services	Nyack College	Shell Point*	Town and Country	Eliminating Entries	Total
Cash and cash equivalents	\$ 11,164,409	\$ 4,773,462	\$ 4,294,527	\$ 2,559,516	\$ 370,649	\$ 1,677,948	\$ 486,679	\$(13,269,424)	\$ 12,057,766
Short-term investments	3,038,858	516,295	0	0	7,836,086	12,961,947	8,001,666	(4,419,398)	27,935,454
Contributions and accounts receiv.	220,818	53,872	0	198,579	2,807,709	3,744,137	1,383,029	(525,918)	7,882,226
Due from affiliates	8,245,897	0	62,309	0	528,365	0	0	(8,836,571)	0
Inventories	105,213	0	0	373	370,853	739,395	156,814	0	1,372,648
Long-term investments	5,076,726	52,837,794	36,728,687	0	0	0	0	(20,598,059)	74,045,148
Notes, loans, and interest receiv.	125,877	0	171,058,354	0	488,007	0	0	(119,092)	171,553,146
Restricted assets	0	0	0	0	0	37,161,983	1,908,726	(1,062,656)	38,008,053
Other assets	281,324	34,734	223,814	5,675	128,419	8,154,782	758,889	0	9,587,637
Beneficial int. in perpetual trusts	935,335	0	0	0	0	0	0	0	935,335
Land, buildings and equip., net	4,597,368	235,591	290,864	0	27,436,451	350,637,588	10,412,077	(4,441,539)	389,168,400
Equity in wholly owned subs.	98,087,730	0	0	0	0	0	0	(98,087,730)	0
Total Assets	\$131,879,555	\$58,451,748	\$212,658,555	\$2,764,143	\$39,966,539	\$415,077,780	\$23,107,880	\$(151,360,387)	\$732,545,813
LIABILITIES AND NET ASSETS									
Accts pay. and accrued liabilities	\$ 1,533,356	\$ 98,726	\$ 170,197	\$ 84,452	\$ 2,259,898	\$ 13,629,507	\$ 847,205	\$ (43,327)	\$ 18,580,014
Construction loan payable	0	0	0	0	0	20,220,937	0	0	20,220,937
Due to affiliates	125,931	11,636,327	75,000	0	0	0	0	(11,837,258)	0
Deposits	0	0	0	0	0	0	0	0	0
Savings and agreement accts	0	0	92,240,802	0	0	0	0	(27,822,512)	64,418,290
Time deposits	0	0	93,072,472	0	0	0	0	(5,645,871)	87,426,601
Students and residents	0	0	0	0	2,312,826	7,420,368	0	0	9,733,194
Annuities payable	0	9,146,634	0	0	34,941	0	0	(525,918)	8,655,657
Deferred revenue	178,816	0	0	0	2,694,127	150,498,074	995,419	0	154,366,436
Trust agreements	0	33,061,035	0	0	0	0	0	0	33,061,035
Long-term debt	0	0	0	0	9,850,942	184,349,951	9,200,000	0	203,400,893
Loan participations	0	0	4,706,235	0	0	0	0	(3,706,235)	1,000,000
Other custodial liabilities	248,578	32,156	0	0	0	0	0	0	280,734
Other liabilities	0	0	0	0	2,197,366	3,103,317	0	0	5,300,683
Total Liabilities	2,086,681	53,974,878	190,264,706	84,452	19,350,100	379,222,154	11,042,624	(49,581,121)	606,444,474
Net assets									
Unrestricted	3,100,754	0	0	0	0	0	0	0	3,100,754
Board-designated	8,774,574	4,147,741	22,393,849	624,337	13,465,692	32,959,245	11,833,047	(3,691,536)	90,506,949
Undesignated									
Equity in wholly owned subsidiaries	98,087,730	0	0	0	0	0	0	(98,087,730)	0
Temporarily restricted	16,149,737	233,843	0	2,055,354	1,768,950	2,631,912	0	0	22,839,796
Permanently restricted	3,680,079	95,286	0	0	5,381,797	264,469	232,209	0	9,653,840
Total Net Assets	129,792,874	4,476,870	22,393,849	2,679,691	20,616,439	35,855,626	12,065,256	(101,779,266)	126,101,339
Total Liabilities and Net Assets	\$131,879,555	\$58,451,748	\$212,658,555	\$2,764,143	\$39,966,539	\$415,077,780	\$23,107,880	\$(151,360,387)	\$732,545,813

*The Shell Point column portrays the consolidated financial position of The Christian and Missionary Alliance Foundation, Inc. which includes Shell Point and the Alliance Community for Retirement Living.

THE C&MA AND SUBSIDIARIES

Consolidating Statement of Activities—Year Ended June 30, 2006

	C&MA	Orchard Foundation	ADF	CAMA Services	CPI	Nyack College	Shell Point*	Town and Country	Eliminating Entries	Total
Revenues, gains, and other support										
Contributions	\$43,939,427	\$ 5,815,169	0	\$ 3,911,752	0	\$ 4,011,648	\$ 2,556,035	\$ 14,864	\$(1,813,670)	\$58,435,225
Legacies, trusts, & annuity residuums	1,903,732	0	0	0	0	0	0	0	(1,018,488)	885,244
Interest and dividend income	1,027,694	299,518	12,625,846	160,993	0	210,786	991,962	87,617	(1,357,347)	14,047,069
Net realized & unrealized gains (losses) on investments	302,973	951,160	642,774	0	0	364,565	1,149,980	384,541	750,000	4,545,993
Change in value of split-int. agreements	631,943	827,036	0	0	0	0	0	0	0	1,458,979
Nursing & ancillary services revenue from retirement-living facilities	0	0	0	0	0	0	27,138,731	8,984,191	0	36,122,922
Net residential services revenue from retirement-living facilities	0	0	0	0	0	0	44,071,747	3,367,664	0	47,439,411
Net student tuition and fees	0	0	0	0	0	27,535,680	0	0	0	27,535,680
Sales—publications and other	328,688	0	0	0	0	6,161,052	0	0	0	6,489,740
Other	551,990	787,047	42,815	134,384	0	1,268,249	7,181,316	25,895	0	9,991,696
Equity in net increase in net assets of wholly owned subsidiaries	8,814,372	0	0	0	0	0	0	0	(8,814,372)	0
Total Revenues, gains, & other supp.	57,500,819	8,679,930	13,311,435	4,207,129	0	39,551,980	83,089,771	12,864,772	(12,253,877)	206,951,959
Equity participation	0	1,184,444	0	0	0	0	0	0	(1,184,444)	0
Total Support & Equity Participation	57,500,819	9,864,374	13,311,435	4,207,129	0	39,551,980	83,089,771	12,864,772	(13,438,321)	206,951,959
Expenses										
International Ministries	31,646,940	0	0	0	0	0	0	0	0	31,646,940
National Church Ministries	7,841,856	0	0	0	0	0	0	0	0	7,841,856
Alliance development program	0	0	9,044,281	0	0	0	0	0	(1,357,347)	7,686,934
Education	1,666,229	0	0	0	0	0	0	0	(1,070,825)	595,404
Retirement-living facilities' programs	0	0	0	0	0	33,400,455	69,447,252	11,047,900	0	80,495,152
College programs	0	0	0	0	0	0	0	0	0	33,400,455
Cost of sales—publications and other	236,663	0	0	0	0	0	0	0	0	236,663
Relief operations	0	0	0	3,495,058	0	0	0	0	0	3,495,058
Management and general	4,288,391	1,193,161	1,972,434	569,406	0	5,386,060	7,700,075	1,301,471	(95,000)	22,315,998
Fund-raising	3,283,312	1,378,114	0	22,055	0	386,410	356,836	0	(1,184,444)	4,242,283
Other	0	0	78,003	0	0	0	341,930	0	0	419,933
Total Expenses	48,963,391	2,571,275	11,094,718	4,086,519	0	39,172,925	77,846,093	12,349,371	(3,707,616)	192,376,676
Distributions to affiliates	0	4,700,115	0	0	0	0	0	0	(1,171,828)	3,528,287
Annuity payments	0	1,298,965	0	0	0	0	0	0	(677,506)	621,459
Distributions of annuity residuums	0	955,108	0	0	0	0	0	0	0	955,108
Total Expenses and Distributions	48,963,391	9,525,463	11,094,718	4,086,519	0	39,172,925	77,846,093	12,349,371	(5,556,950)	197,481,530
Change in net assets	8,537,428	338,911	2,216,717	120,610	0	379,055	5,243,678	515,401	(7,881,371)	9,470,429
Net assets at beginning of year as previously reported	112,146,046	4,137,959	20,177,132	2,703,621	(1,253,855)	20,237,384	30,611,948	11,549,855	(91,876,504)	108,433,586
Adjustments applicable to the year ended 6/30/05	9,109,400	0	0	(144,540)	1,253,855	0	0	0	(2,021,391)	8,197,324
Net assets at beg. of year, as restated	121,255,446	4,137,959	20,177,132	2,559,081	0	20,237,384	30,611,948	11,549,855	(93,897,895)	116,630,910
Net Assets at End of Period	\$129,792,874	\$ 4,476,870	\$22,393,849	\$ 2,679,691	\$ 0	\$20,616,439	\$35,855,626	\$12,065,256	\$(101,779,266)	\$126,101,339

*The Shell Point column portrays the consolidated activities of The Christian and Missionary Alliance Foundation, Inc. which includes Shell Point and the Alliance Community for Retirement Living.

2007 MEMORIALS

For to me, to live is Christ and to die is gain (Philippians 1:21).

We take this opportunity to recognize those who have gone to be with the Lord, having been faithful to Christ in their calling while on earth. The individuals listed in this report gave selflessly of who they were and what had been entrusted to them as they followed their Lord Jesus Christ. May we, with great respect, remember how they lived and for whom they lived as a reminder of our own mortality and our calling to be faithful to the end.

The following members of The Christian and Missionary Alliance family have joined the ranks of the faithful and are worshipping Christ in heaven!

Official Workers Who Served in the United States/Overseas

Miss Mildred R. Ade, retired missionary; served in Vietnam and Indonesia from 1950 to 1990; died in Lakeland, Florida, December 23, 2005.

Mrs. Olga E. Allen, retired missionary; served in China and Indonesia from 1944 to 1983; died in Everett, Washington, April 14, 2007.

Rev. Angelino B. Apelar, retired pastor and association leader; ministered in the South Pacific District and the Filipino Association; died in Lakewood, California, January 29, 2006.

Mrs. Sarah Bartmas, wife of Rev. O. Gene Bartmas; died in Anderson, Indiana, February 1, 2007.

Rev. William E. Beaupain, official worker and former missionary; ministered in the Eastern Pennsylvania, New England, and Mid-Atlantic Districts, and in Australia; died in Frederick, Maryland, February 16, 2006.

Mrs. Faye M. Bellig, widow of Rev. J. Kimber Bellig; died in Carlisle, Pennsylvania, April 27, 2005.

Rev. Harold Birkholz, former official worker; ministered in the South Pacific District; died in Salem, Oregon, September 1, 2006.

Rev. Leonard M. Blight Jr., pastor of Calvary Tabernacle in Baltimore, Maryland; ministered in the Eastern Pennsylvania and Mid-Atlantic Districts; died in Baltimore, Maryland, January 6, 2006.

Mrs. Grace L. Bouw, retired missionary; served in Indonesia and the Netherlands from 1950 to 1966; died in Toledo, Ohio, February 13, 2006.

Rev. William M. Bouw, retired missionary; served in Indonesia and the Netherlands from 1950 to 1966; died in Toledo, Ohio, July 1, 2006.

Mrs. Thelma M. Bowers, wife of Rev. Doyle E. Bowers; died in Dunedin, Florida, May 30, 2006.

Mrs. Wilma Bowler, widow of Rev. K. William Bowler; died in Baltimore, Maryland, April 17, 2006.

Rev. L. Latimer Brooker, retired pastor and evangelist; ministered in the Central, Ohio Valley, Great Lakes, and Southeastern Districts; died in Fort Myers, Florida, October 26, 2005.

Rev. Norman P. Camp, official worker and former missionary; ministered in the Metropolitan and Midwest Districts, and in Lebanon and Jordan; died in Fort Myers, Florida, January 1, 2006.

Mrs. Evelyn E. Carlson, widow of Rev. Ronald C. Carlson; died in Richland, Washington, July 9, 2006.

Rev. Gerald L. Carner, retired missionary; served in India from 1937 to 1984; died in DeLand, Florida, November 23, 2005.

Mrs. Mabel Caston, wife of Rev. Walter M. Caston; died in Carlisle, Pennsylvania, July 20, 2006.

Rev. Walter M. Caston, retired pastor; ministered in the Central, Ohio Valley, South Atlantic, Southeastern, Metropolitan, and West Central Districts and at Nyack College; died in Carlisle, Pennsylvania, September 20, 2006.

Mrs. Mary E. Catto, retired missionary; served in Indonesia from 1947 to 1992; died in Bradenton, Florida, January 2, 2007.

Mrs. Dorothy M. Champney, widow of Rev. Wayman F. Champney; died in Dunedin, Florida, September 28, 2005.

Rev. David N. Clark, retired pastor, military chaplain, evangelist, and former district superintendent; ministered in the Central, Ohio Valley, Pacific Northwest (at Simpson Bible Institute, now Simpson University), and Great Lakes Districts, and in Kinshasa, Democratic Republic of the Congo; died in Toledo, Ohio, April 21, 2006.

Mrs. Ruth Clark, wife of Rev. David N. Clark; died in Toledo, Ohio, October 15, 2005.

Mr. S. Ray Cobb, husband of official worker Mrs. Teresa P. Cobb; died in Omaha, Nebraska, December 10, 2006.

Mrs. Doris A. Cole, widow of Rev. Raymond L. Cole; died in Toccoa, Georgia, July 19, 2006.

Rev. Gerald W. Conn, retired missionary; served in Ecuador from 1947 to 1981; died in Southport, North Carolina, June 21, 2005.

Rev. Raymond E. Cook Sr., former missionary; served in Gabon from 1938 to 1968; died in Bismarck, North Dakota, July 8, 2006.

Rev. J. Albert Corby Sr., retired pastor and former missionary; ministered in the Northeastern, Metropolitan, Midwest, and Southeastern Districts, and in Gabon; died in DeLand, Florida, March 6, 2007.

Rev. John E. Craven, retired pastor; ministered in the South Atlantic, Mid-Atlantic, and Southern Districts; died in Greensboro, North Carolina, November 28, 2005.

Rev. Demetrio Cruz, retired pastor; ministered in the Spanish Eastern District; died in Bronx, New York, May 31, 2006.

Rev. Clyde L. Davis Sr., retired pastor; ministered in the Western Pennsylvania District; died in McKees Rocks, Pennsylvania, December 17, 2006.

Mr. Jerry L. Dent, associate pastor of Community Alliance Church in Detroit Lakes, Minnesota; ministered in the Northwestern District; died in Detroit Lakes, Minnesota, March 18, 2006.

Rev. Clarence H. Drake, retired pastor; ministered in the South Atlantic, Southeastern, Metropolitan, and Southwestern Districts; died in Conyers, Georgia, December 21, 2005.

Rev. Lloyd D. Draper, former missionary; served at the Alliance Academy and in Indonesia from 2001 to 2002; died in Calgary, Alberta, April 29, 2006.

Mrs. Eva Dutt, widow of Rev. Charles C. Dutt; died in Norwalk, Ohio, February 4, 2007.

Mr. Arvid A. Erickson, retired pastor; ministered in the Pacific Northwest and Rocky Mountain Districts, and in Canada; died in Yakima, Washington, July 25, 2005.

Rev. Harold L. Erickson, retired pastor; ministered in the Rocky Mountain and Pacific Northwest Districts; died in Kalispell, Montana, August 20, 2006.

Mrs. Jody L. Eyler, wife of Rev. Darryl J. Eyler; died in Seven Valleys, Pennsylvania, June 15, 2005.

Rev. Stanley L. Focht, retired pastor; ministered in the Southwestern and Western Pennsylvania Districts; died in Mercer, Pennsylvania, March 24, 2007.

Rev. Roy Forward, former missionary; served in Ecuador from 1942 to 1957; died in Orlando, Florida, May 21, 2005.

Mrs. Esther S. Francis, widow of Rev. Robert E. Francis; died in Stillwater, Pennsylvania, April 28, 2006.

Rev. Earl W. Freeland Sr., retired pastor; ministered in the Mid-Atlantic and Western Pennsylvania Districts; died in Portsmouth, Virginia, August 10, 2006.

Mr. Chet Frey, husband of Dr. Marilyn J. Weldin; died in North Minneapolis, Minnesota, September 20, 2005.

Rev. Gerald T. Gardner, retired pastor and institutional chaplain; ministered in the Central, Great Lakes, Ohio Valley, and Southern Districts; died in Pensacola, Florida, November 27, 2006.

Rev. Ernest S. Grames, retired pastor; ministered in the Eastern Pennsylvania, Western Pennsylvania, and Pacific Northwest Districts; died in Kissimmee, Florida, February 3, 2007.

Rev. Ralph G. Greenidge, retired pastor and evangelist; ministered in the Western Pennsylvania, Central, Metropolitan, and Pacific Northwest Districts; died in Portland, Oregon, August 5, 2005.

Rev. Howard F. Grosseohme, retired missionary; served at the Alliance Academy in Quito, Ecuador, from 1988 to 1996; died in Bella Vista, Arkansas, September 10, 2006.

Mrs. Isabel Guenther, wife of Rev. Anthony Guenther; died in Kissimmee, Florida, November 28, 2005.

Miss Jewel R. Hall, former missionary; served in Thailand from 1950 to 1985; died in Fort Myers, Florida, September 9, 2006.

Rev. William D. Hardy, retired pastor and former missionary; ministered in the New England District, and in Thailand; died in Milford, Connecticut, April 8, 2006.

Rev. Charles W. Harney, retired pastor; ministered in the Southern, Mid-Atlantic, South Atlantic, and Southeastern Districts; died in Orlando, Florida, September 20, 2005.

Mrs. Dana Hartsock, wife of Rev. Scott R. Hartsock; died in La Jose, Pennsylvania, March 27, 2006.

Mrs. Ruth Hay, wife of Rev. James F. Hay Sr.; died in Fort Myers, Florida, February 21, 2006.

Rev. Paul B. Hazlett, retired pastor and former district superintendent; ministered in the New England, Metropolitan, Great Lakes, Central, and Northeastern Districts and at Alliance Theological Seminary; died in St. Petersburg, Florida, March 22, 2006.

Mrs. Mary E. Heier, wife of Rev. Charles R. Heier; died in Titusville, Florida, July 27, 2006.

Miss Anna A. Heikkinen, retired missionary; served in Vietnam and Indonesia from 1926 to 1968; died in St. Paul, Minnesota, August 3, 2006.

Rev. F. Paul Henry, retired pastor and former district superintendent; ministered in the Western Pennsylvania District; died in Fort Myers, Florida, March 18, 2006.

Mrs. Margaret D. Henry, widow of Rev. F. Paul Henry; died in Fort Myers, Florida, June 6, 2006.

Mr. Neng Her, official worker; ministered in the Hmong District; died in Kansas City, Kansas, May 29, 2005.

Mrs. Gertrude A. Hokanson, widow of Rev. Paul A. Hokanson; died in Toccoa, Georgia, November 28, 2006.

Mrs. Florence B. Holton, retired missionary; served in China, Vietnam, and Cambodia from 1937 to 1976; died in DeLand, Florida, August 9, 2006.

Rev. Ermond W. Homan, retired pastor and former missionary associate; ministered in the Pacific Northwest District, and in Mali, Africa; died in Tacoma, Washington, December 21, 2005.

Mr. Eugene F. Howard, retired pastor; ministered in the Ohio Valley District; died in Hamilton, Ohio, March 3, 2007.

Mrs. Leona R. Howard, widow of Rev. J. Harold Howard; died in Castro Valley, California, February 16, 2006.

Rev. Carl E. Hughes, retired pastor and former missionary; ministered in the Western Pennsylvania District, and in Colombia; died in Brownsville, Pennsylvania, November 11, 2005.

Rev. Gail Ingwerson, retired pastor; ministered in the Ohio Valley District; died in Springfield, Missouri, April 27, 2006.

Mrs. Doris E. Irwin, retired missionary; served in Vietnam and the Philippines from 1952 to 1992; died in North York, Ontario, Canada, November 5, 1005.

Mrs. Esther M. Irwin, widow of Rev. R. Rogers Irwin; died in Stanwood, Washington, September 13, 2006.

Rev. George E. Irwin, retired missionary; served in France from 1947 to 1990; died in Scarborough, Ontario, January 26, 2007.

Rev. R. Rogers Irwin, retired pastor and former district superintendent; ministered in the Pacific Northwest and Central Pacific Districts; died in Stanwood, Washington, January 18, 2006.

Rev. Fred C. Isch Sr., retired pastor; ministered in the Great Lakes, Ohio Valley, Central, and Midwest Districts; died in Lima, Ohio, September 26, 2006.

Miss Margaret E. Johnston, former missionary; served in Vietnam and Cambodia from 1950 to 1961; died in Santa Ana, California, December 15, 2006.

Mrs. Ruth S. Karcesky, retired missionary; served in Indonesia from 1956 to 1995; died in Waxhaw, North Carolina, April 12, 2006.

Mrs. Esther L. King, widow of Dr. Louis L. King; former missionary; served in India from 1946 to 1953; died in Fort Myers, Florida, November 25, 2005.

Mrs. Elizabeth A. Knopp, retired missionary; served in Colombia from 1948 to 1976; died in Carlisle, Pennsylvania, December 15, 2005.

Rev. Robert F. Kryman, retired pastor; ministered in the Northeastern, Metropolitan, Western Pennsylvania, and Great Lakes Districts; died in Clearwater, Florida, March 27, 2006.

Rev. John E. Larkin, retired pastor; ministered in the Great Lakes, Central, and Ohio Valley Districts; died in Cass City, Michigan, January 6, 2006.

Rev. Joon Lee, pastor of True Light Church in Chicago, Illinois; ministered in the Korean District; died in Chicago, Illinois, March 19, 2007.

Rev. Edgar H. Lewellen, retired missionary; served in India from 1952 to 1992; died in Mechanicsburg, Pennsylvania, June 26, 2005.

Rev. Ada J. Liden, retired pastor and chaplain; ministered in the Central Pacific District; died in Chico, California, November 4, 2005.

Mrs. Elizabeth Lindsey, wife of Rev. H. Thomas Lindsey; died in Woolwich, Maine, July 11, 2006.

Rev. Antonio Lopez, retired pastor; ministered in the Puerto Rico District; died in Arecibo, Puerto Rico, June 23, 2005.

Mrs. Carla Lu Lowell, wife of Rev. Edward J. Lowell Sr.; died in Downsville, New York, January 26, 2007.

Mrs. Loma L. (Wisser) Lugo, widow of Rev. Charles E. Wisser; died in Keystone Heights, Florida, July 21, 2005.

Miss Elizabeth G. Marstaller, retired missionary; served in Colombia from 1937 to 1976; died in Durham, Maine, October 22, 2005.

Rev. August L. Martin, retired evangelist and pastor; ministered in the Southeastern, Metropolitan, and South Atlantic Districts and in Canada; died in Kissimmee, Florida, September 12, 2006.

Miss Lavinia McCart, former official worker and missionary; ministered in the Northeastern District, and in Cambodia; died in Albany, New York, March 26, 2006.

Mrs. Viola M. McGarvey, widow of Rev. Donald P. McGarvey Sr.; died in DeLand, Florida, October 29, 2005.

Rev. Ronald A. McLean, retired pastor; ministered in the Metropolitan District and in Canada; died in Nanaimo, British Columbia, Canada, October 26, 2006.

Miss Christy L. Meadows, official worker and former missionary; ministered in the Central Pacific (at Simpson University) and South Atlantic (at Toccoa Falls College) Districts, and in Venezuela; died in Langhorne, Pennsylvania, June 20, 2006.

Mrs. Hazel N. Meier, widow of Rev. Floyd E. Meier; died in Cabot, Pennsylvania, April 6, 2007.

Rev. Ericton B. Monovan, retired pastor; ministered in the Northeastern, Metropolitan, and MidAmerica Districts and in Canada; died in Lone Tree, Colorado, January 7, 2006.

Mr. Jesse Morales, pastor of Primera Iglesia Hispana ACyM in Monroe, Michigan; ministered in the Great Lakes and Spanish Central Districts; died in Monroe, Michigan, January 31, 2006.

Rev. Paul L. Morris Sr., retired missionary; served in India from 1945 to 1985; died in Fort Myers, Florida, October 3, 2005.

Rev. Howard Moss, retired pastor; ministered in the Midwest District; died in Marion, Indiana, August 22, 2006.

Mrs. Viola Nelson, wife of Rev. Dennis J. Nelson; died in Wadena, Minnesota, June 17, 2006.

Rev. Thomas W. Owens, retired pastor; ministered in the Western Pennsylvania District; died in Fort Myers, Florida, October 11, 2005.

Rev. Vicente R. Pada, assistant pastor of San Gabriel Valley Christian Fellowship in West Covina, California; ministered in the South Pacific District and in the Philippines; died in Torrance, California, April 28, 2006.

Mrs. Inez E. Palmquist, wife of Rev. Gerald A. Palmquist Sr.; died in Watertown, Wisconsin, January 21, 2006.

Mrs. Ruth A. Parliman, retired missionary; served in Gabon from 1945 to 1988; died in Carlisle, Pennsylvania, July 10, 2006.

Rev. Wayne O. Persons, retired missionary; served in China, Laos, and Thailand from 1947 to 1992; died in Carlisle, Pennsylvania, January 17, 2007.

Rev. Walter G. Pister Sr., retired pastor and former missionary; ministered in the New England and Great Lakes Districts, in Canada, and in Gabon; died in DeLand, Florida, December 15, 2006.

Mr. Donald T. Pittman, pastor of Higher Calling Community Church in Indianapolis, Indiana; ministered in the Midwest District; died in Indianapolis, Indiana, August 3, 2006.

Rev. Robert D. Porter, retired pastor; ministered in the Great Lakes, Western Pennsylvania, Southeastern, South Atlantic, and Ohio Valley Districts and in Canada; died in Winter Haven, Florida, December 29, 2006.

Mrs. Helen L. Rand, wife of Rev. Leo Rand; died in Yakima, Washington, October 30, 2006.

Rev. Paul Khamphay Rattahao, pastor of the Lao Community Alliance Church in South Elgin, Illinois, and former association president; ministered in the Midwest District and Lao Association; died in Elgin, Illinois, August 15, 2006.

Rev. William W. Rees, retired pastor; ministered in the Eastern Pennsylvania, Western Pennsylvania, Southeastern, Central Pacific, and South Atlantic Districts; died in Stone Mountain, Georgia, May 31, 2006.

Rev. George W. Reitz, director of Urban Ministries for the South Pacific District; ministered in the Northwestern, Northeastern, Metropolitan, and South Pacific Districts; died in Long Island City, New York, April 30, 2006.

Mrs. Hazel M. Richardson, widow of Rev. Stanton W. Richardson; died in Roseville, Minnesota, January 25, 2007.

Rev. George R. Richter, retired pastor; ministered in the Northeastern, Western Pennsylvania, and Eastern Pennsylvania Districts; died in Americus, Georgia, November 18, 2006.

Rev. James J. Roberts, retired pastor and institutional chaplain; ministered in the MidAmerica, Western Great Lakes, Rocky Mountain, and Northwestern Districts and as a missionary in the Native American District; died in Brooklyn Park, Minnesota, March 10, 2007.

Rev. Elmer J. Sahlberg, retired missionary; served in Thailand from 1950 to 1985; died in New Port Richey, Florida, December 5, 2006.

Rev. Thomas J. Sawyer, former missionary; served in Peru, Costa Rica, and the Dominican Republic from 1962 to 1996; died in Molalla, Oregon, October 5, 2005.

Rev. Otto F. Schenk, retired pastor and evangelist; ministered in the Southeastern, Northeastern, Northwestern, and Metropolitan Districts; died in Kissimmee, Florida, June 6, 2005.

Rev. J. David Schmidt Sr., retired pastor; ministered in the Western Pennsylvania and Midwest Districts and in Canada; died in Wheaton, Illinois, December 7, 2006.

Rev. Harold K. Sechrist, retired missionary; served in Cambodia from 1937 to 1976; died in Fort Myers, Florida, October 6, 2006.

Mrs. Margerite E. Sechrist, retired missionary; served in Cambodia from 1937 to 1976; died in Fort Myers, Florida, October 26, 2005.

Mrs. Carolyn D. Silvis, former missionary; served in Gabon from 1956 to 1990; died in Corry, Pennsylvania, June 6, 2005.

Mrs. M. Jean Smith, wife of official worker Mr. Raymond J. Smith; died in Cass Lake, Minnesota, September 3, 2005.

Rev. W. Eugene Smith, former pastor; ministered in the Western Pennsylvania District; died in Erie, Pennsylvania, July 29, 2005.

Mrs. Patricia A. Smock, wife of Pastor David P. Smock; died in Bowie, Maryland, May 31, 2006.

Mr. Bruce R. Sperling, youth pastor at Lombard Bible Church in Lombard, Illinois; ministered in the Midwest District; died in Lombard, Illinois, May 27, 2006.

Rev. Robert B. Stewart, retired chaplain and pastor; ministered in the Eastern Pennsylvania, Southern, and Mid-Atlantic Districts; died in Carlisle, Pennsylvania, August 29, 2006.

Mrs. May E. Stoesz, wife of Dr. Samuel J. Stoesz; died in Fort Myers, Florida, November 24, 2005.

Mrs. Margaret B. Straub, widow of Rev. Henry F. Straub; died in Harrisonburg, Virginia, July 11, 2006.

Miss Marguerite H. Sundberg, retired missionary; served in the Philippines from 1947 to 1981; died in Spokane, Washington, November 14, 2006.

Rev. John L. Taylor, retired pastor; ministered in the Northeastern District; died in Newmanstown, Pennsylvania, September 11, 2006.

Rev. Richard H. Taylor, retired pastor and former missionary; ministered in the Western Pennsylvania, Northeastern, and New England Districts, and in Vietnam; died in Bradenton, Florida, September 25, 2006.

Mrs. Ruth M. Taylor, former missionary; served in Colombia from 1932 to 1941; died in Annapolis, Maryland, March 4, 2006.

Miss Dorothy J. Thomas, former missionary; served in the Republic of the Congo from 1954 to 1989; died in Fort Myers, Florida, May 24, 2005.

Dr. Melvin E. Vance, retired pastor; ministered in the Northeastern, Western Pennsylvania, and Eastern Pennsylvania Districts; died in Pittsburgh, Pennsylvania, March 2, 2006.

Mrs. Thai H. A. Vo, widow of Rev. Thoi T. Vo; died in Vietnam, June 22, 2005.

Mrs. Doris E. Wagner, widow of Rev. Roger C. Wagner; died in Palmetto, Florida, October 25, 2005.

Miss Julia A. Walker, retired missionary; served in Japan and Irian Jaya from 1969 to 1981; died in DeLand, Florida, December 16, 2006.

Rev. K. Wayne Webber, retired pastor and evangelist; ministered in the Central, Great Lakes, and Ohio Valley Districts; died in Galloway, Ohio, October 27, 2006.

Rev. James C. Welty, retired official worker; ministered at the Lima Rescue Home in the Ohio Valley District; died in Bluffton, Ohio, August 27, 2005.

Mrs. Naomi M. Whipple, former missionary; served in Laos and Vietnam from 1937 to 1963; died in Santa Ana, California, April 4, 2006.

Rev. Paul O. Willyard, retired pastor; ministered in the South Pacific and Central Pacific Districts; died in Stockton, California, December 20, 2005.

Rev. Nya C. Yang, official worker; ministered in the Hmong District, and in Laos; died in Maplewood, Minnesota, July 31, 2005.

Rev. Larry G. Zulauf Sr., pastor of Friendship Alliance Church in Grover, Colorado; ministered in the Metropolitan, Ohio Valley, and MidAmerica Districts; died in Grove, Colorado, May 4, 2006.

REPORT OF COMMITTEE ON COUNCIL ARRANGEMENTS

The 2007 General Council shall be held in Orlando, Florida, per the Board of Directors at its March 2002 meeting. The Committee on Council Arrangements for 2007 was elected at the 2004 General Council held in Sacramento, California. The following were elected:

Dr. Gary M. Benedict, chairperson	Rev. Jon N. Dunwell
Mr. Robert J. Sanford	Rev. Thomas O. Myers
Dr. Mark T. O'Farrell (through 2005)	Rev. Harris W. Campbell III
Rev. Charles R. Hughes Jr.	

The Committee on Council Arrangements met in Orlando, Florida, on October 21, 2005. All aspects of the Orlando Council were considered.

The Committee, with the assistance of the district superintendent of the Southeastern District, appointed pastors and people of the area to care for many of the details involved in hosting General Council. We are now the recipients of their work, and they are commended for a job well done.

The National Office Marketing and Events Office mailed Council brochures and other pertinent information to all official workers and lay delegates on committees. It also mailed credential eligibility information to all district offices according to the Bylaws. Delegate bags, badges, and other materials have been prepared for all delegates. The district offices distributed credential-eligibility information to local churches.

Notice of the Regular Meeting of the Members of The Christian and Missionary Alliance was published in *Alliance Life* in April and May 2007 and posted on the Web site in April.

Registration for accredited and corresponding delegates will close on Thursday, May 25, 2007, at 1 p.m. so that the credential process can be completed in order to certify those who are eligible to vote on Saturday. Elections will be a special order of business on Saturday, May 26, 2007, at 2:45 p.m. Delegates who have not registered before 1 p.m. on Thursday will not have voting privileges.

On behalf of all present at this 2007 General Council, we commend the district superintendent, Rev. Charles R. Hughes Jr., the pastors, and the people of our Alliance family in the Southeastern District for their excellent planning and preparation. They have helped to make this biennial gathering a meaningful and joyous experience for everyone.

2007 REPORT OF THE CORPORATE SECRETARY

Preamble

The Office of the Corporate Secretary endeavors to serve the Lord Jesus Christ through dedicated service to the members and adherents of The Christian and Missionary Alliance. This Office is charged with preserving and protecting the corporate records of the denomination, including the *Manual* and the minutes of General Council. When General Council convenes, the “Report of the Corporate Secretary” is the primary vehicle by which matters are reported to General Council by the Board of Directors, including policy changes to various governing documents that fall under the purview of the Board of Directors. This Report also includes recommendations by the Board of Directors to General Council. These recommendations are referred to various Council committees and then reported to the delegates for appropriate consideration and action. At the end of the Report is the required notice of the regular meeting of The Christian and Missionary Alliance.

General Council 2007 marks a significant change in our method of conducting business. In fact, what used to be called “business sessions” have now been titled “ministry strategy sessions.” This is more than a mere semantic shift. The new nomenclature reflects a desire to engage delegates in the “big picture” discussions that truly define the mission and vision of an organization. To that end, a strong effort will be made to expedite the debate and disposition of those matters that might be regarded as routine operational decisions and to devote a significant block of time to those concerns that have long-term implications for the completing of Christ’s Great Commission—how well we do that will depend on the collective will of the delegates.

As an Appendix to this Report, you will find some brief instruction in parliamentary procedure. It is hoped that a careful reading of these explanations, and the diligent application of them in our ministry strategy sessions, will aid in streamlining the processes at Council so that a majority of our time will be spent on the issues of greatest importance to the future of our labor. Please understand that there is no desire to “railroad” issues through without adequate time for debate and deliberation. Rather, the desire is to eliminate waste in the process, so that every minute before the gathered assembly is used as efficiently and effectively as possible.

A new Corporate Secretary will be elected at this Council. I want to thank the members of our denomination for the trust they have placed in me over these past nine years, and convey my great appreciation and regard for all those with whom I have served during this time. I am especially thankful for the excellent service of my co-workers in the Office of the Corporate Secretary, Timothy W. Cummings and Susan M. Close. Mr. Cummings is general counsel/assistant corporate secretary to the denomination and continues to be available for guidance in matters pertaining to church law and tax. Mrs. Close is the administrative assistant to the Office of the Corporate Secretary and oversees the work of the Corporate Secretary’s Office at General Council. I could not have asked for two more competent or Christ-like fellow-laborers, and I am deeply thankful for both of them. When you have questions or needs, be assured that these capable servants of the Lord will welcome the opportunity to provide skilled and friendly assistance. You may reach the Office by direct telephone service at 719-265-2005 or by sending email correspondence to closes@cmalliance.org.

May our Lord continue to pour out His richest blessings upon The Christian and Missionary Alliance!

Matters Reported by the Board of Directors

1.1 Location of Future Councils

Louisville, Kentucky

May 26–31, 2009

1.2 Appointment of Vice President for Operations/Treasurer

Upon the resignation of Duane A. Wheeland in 2005, Mr. Kenneth E. Baldes was appointed as vice president for Operations/treasurer, effective October 2005.

1.3 Appointment of Missionary Member to C&MA Benefit Board

Mrs. Karen L. Conkle, a missionary in Burkina Faso, was appointed as a member of the C&MA Benefit Board for a one-year term beginning June 2005 through May 2006.

Mrs. Sharon P. Thornton, a missionary in the Balkans, was appointed as a member of the C&MA Benefit Board for a one-year term beginning June 2006 through May 2007, and reappointed for another one-year term of June 2007 through May 2008.

1.4 Appointment of National Evangelists

Rev. Abraham Sandler was appointed as a national evangelist for the term of July 1, 2007 through June 30, 2010.

Rev. Thomas B. Kyle was appointed as a national evangelist for the term of January 1, 2007 through December 31, 2009.

1.5 Twelve-Month Budget for 2006–2007 Fiscal Year

The Board of Directors approved a 2006–2007 Great Commission Fund budget totaling \$41,350,000.

Policy Changes Reported by the Board of Directors

2.1 Amendment to *Manual*—Christian Publications, Inc.

Due to its dissolution, references to Christian Publications, Inc. were deleted from the *Manual*.

2.2 Amendment to *Manual*—General Bylaws

Section 7.13, Nondelegable Authority (page A2-19), of the General Bylaws was editorially amended by revising “annual budget” to “twelve-month fiscal budget.”

2.3 Amendment to *Manual*—Auxiliary Constitutions

With the full agreement of their leadership teams, all existing constitutions relating to Alliance Women Ministries (**A7**) and C&MA Men’s Ministry (**A8**) were transferred from the *Manual of The Christian and Missionary Alliance* and included as policy of National Church Ministries.

2.4 Amendment to *Manual*—Higher Education

References to the “director for Higher Education” were replaced with the “president” throughout the *Manual*.

2.5 Amendment to *Manual*—Higher Education Regulations

Due to concerns with the Higher Education Regulations and their coordination with the new Supporting Organizations Regulations as well as the individual bylaws of each postsecondary educational institution, **D3, Higher Education** (pages D3-1-3), of the Division of Advancement was deleted and replaced with **C2, Higher Education Regulations** (pages C2-1-8) under Executive Administration. The previous C2 and C3 were renumbered.

2.6 Amendment to *Manual*—Regulations for Districts

Two paragraphs of E2, District Boundary Lines (page E2-2), of the National Church Ministries Regulations for Districts were amended to state that the boundaries of the Southwestern District were redrawn to include all of the state of Texas, resulting in an equivalent change in the boundaries of the South Pacific District.

2.7 Amendments to *Manual*—Uniform Policy on Consecration

Paragraph 3 of Section II, Eligibility Guidelines for Examination for Consecration (page E5-2), of the Uniform Policy on Consecration was amended by deleting “except missionary candidates,” and adding the following sentence: “Exceptions to full-time involvement can be made by the district superintendent for missionary candidate wives seeking consecration.”

Paragraph 4 of Section II, Eligibility Guidelines for Examination for Consecration (page E5-2), of the Uniform Policy on Consecration was amended as follows:

Candidates for consecration, **except missionary candidate wives**, must serve acceptably in licensed vocational ministry for at least two years in The Christian and Missionary Alliance. **While missionary candidate wives are expected to prepare themselves fully for service, there is flexibility allowed in the fulfillment of the requirements to reflect the realities of family life and welfare. Missionary candidate wives are encouraged, but not required, to be licensed and complete the consecration process.**

2.8 Amendment to *Manual*—Regulations for Unconstituted Districts in Intercultural Ministries

Paragraph a, Director of Section 3, Officers, Article II, Organization and Government (page E13-3), of the Regulations for Unconstituted Districts in Intercultural Ministries was amended so that the term of office is four years.

2.9 Amendment to *Manual*—Regulations for Associations under National Church Ministries

Paragraph a, President and Vice President, of Section 4, Elections, Article II, Organization and Government (page E14-3), of the Regulations for Associations under National Church Ministries was amended by adding: “The Committee on Nominations or

any person desiring to nominate a candidate for the position of president or vice president must have approval from the vice president for National Church Ministries or his designee prior to presenting that nominee to the Association Conference.”

2.10 Amendment to Manual—Supporting Organizations Regulations

Paragraph 11 of I2, Subsidiary Corporation Regulations (page I2-2), of the Supporting Organizations Regulations was amended so that the incurring of certain debts no longer requires approval by the C&MA but instead must be reported to the chief financial officer of The Christian and Missionary Alliance with receipt of such notice acknowledged at least ten days prior to the debt being incurred by said corporation.

Policy Changes Reported by the Committee on Rules

As a result of legislation adopted by the 2005 General Council, when the Board of Directors finds that proposed amendments are of a routine or editorial nature and will not alter any substantive provision of the noted documents, the recommendations may be submitted to a vote by the Committee on Rules. As such, the following items were affirmed as editorial in nature.

3.1 Amendment to the General Bylaws—C&MA Benefit Board

An amendment was made to **paragraph c (2) Authority, of Section 6.11, C&MA Benefit Board** (A2-12-13), of the Bylaws of The Christian and Missionary Alliance in order to restate the reporting time to the Board of Directors and add flexibility.

3.2 Amendment to the Constitution for Districts—Elections for C&MA Men’s Ministry/Alliance Women Ministries

An amendment was made to **paragraph e of Section 4, Elections** (page A4-5) to be consistent with the constitutions of Alliance Women Ministries and C&MA Men’s Ministry.

3.3 Amendment to the Constitution for Accredited Churches—Alliance Women Ministries Purpose Statement

An amendment was made to **Section 8, Alliance Women Ministries** (page A5-6) to agree with the purpose statement in the constitution of Alliance Women Ministries.

3.4 Amendment to the Constitution for Accredited Churches—C&MA Men’s Ministry Purpose Statement

An amendment was made to **Section 9, C&MA Men’s Ministry** (page A5-6) to agree with the purpose statement in the constitution of Alliance Women Ministries.

Recommendations to General Council by the Board of Directors

THE CHRISTIAN AND MISSIONARY ALLIANCE OBJECTIVES:

Article II of the Amended and Restated Constitution and Bylaws of The Christian and Missionary Alliance contains the “objectives” of the denomination. Changes in the objectives must be adopted by two consecutive General Councils. The succeeding General Council must adopt the previous General Council’s language verbatim. The main reason for this is the

enduring nature of this Article. Unlike a vision, the mission and objectives of the C&MA should change very little, if at all, over time. For example, the current objectives are effectively the same as those found in the 1975 *Manual of The Christian and Missionary Alliance*.

When reading these objectives, it becomes apparent immediately that they are now in need of attention. For example, letter “e” which reads, “To provide fellowship for individual believers of kindred spirit with one another without affecting their denominational relations” seems to be a throwback to the days when the C&MA was more of an interdenominational mission agency. While people from other groups continue to be welcomed into The Alliance, this quality does not represent one of the C&MA’s primary objectives.

When these objectives were originally formulated, The Alliance did not yet have a clearly worded mission statement. Now that the C&MA’s mission statement is in place, it is apparent that it embodies, in fewer words, the essence of most of the objectives currently found in Article II. This recommendation was adopted at the 2005 General Council.

4.1 Proposed Amendment to the General Bylaws—Objectives

It is recommended that **Article II, Objectives** (page A2-2-3), of the Constitution and Bylaws of The Christian and Missionary Alliance, which reads:

OBJECTIVES

The Christian and Missionary Alliance is committed to world missions, stressing the fullness of Christ in personal experience, building the Church, and preaching the gospel to the ends of the earth, to be accomplished through the following objectives:

- a. To proclaim the truth of God’s Word and to disciple people of all nations, particularly where Christ has not been named, emphasizing the Lordship of Jesus Christ and the person and work of the Holy Spirit, and looking for the coming of the Lord.
- b. To establish and nurture churches related in fellowship with The Christian and Missionary Alliance around the world, dedicated to evangelism and missions.
- c. To establish accredited churches throughout the United States, Puerto Rico, and the Bahamas.
- d. To teach and train believers for the work of the ministry of Christ.
- e. To provide fellowship for individual believers of kindred spirit with one another without affecting their denominational relations.
- f. To encourage the cooperation of such evangelical groups of churches or Christians as may be disposed to send their missionaries under the Board of Directors and contribute their missionary offerings through The Christian and Missionary Alliance.

The foregoing objectives shall be carried out principally by the following various ministerial elements of The Christian And Missionary Alliance: (1) accredited churches, districts, and affiliated churches of The Christian And Missionary Alliance located in the united states, Puerto Rico, and the Bahamas; (2) other worldwide ministries of The Christian And Missionary Alliance; (3) publication and education

ministries of The Christian And Missionary Alliance; and (4) such other enterprises and ministries as may be authorized by the board of directors. The foregoing list of ministerial elements is intended to provide an overview of the ministry of the denomination as a whole and of the various entities affiliated with the denomination. It is not intended to describe any legal relationship between or among the various elements and the denomination, nor is it intended to describe the responsibilities of any of the various elements.

Be replaced with the following as adopted at the 2005 General Council:

MISSION AND OBJECTIVES

MISSION

The Christian and Missionary Alliance has defined its purpose in its mission statement:

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

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

OBJECTIVES

The mission of The Christian and Missionary Alliance shall be achieved through the accomplishment of the following objectives:

1. To proclaim the truth of God's Word by emphasizing the Lordship of Jesus Christ, the person and work of the Holy Spirit, and the imminent return of the Lord Jesus.
2. To evangelize and disciple persons throughout the United States and around the world, incorporate them into Christ-centered, community-focused congregations, and mobilize them in a missionary effort designed to plant Great Commission churches among both unreached and responsive peoples worldwide.
3. To work collaboratively with other churches and organizations that share the mission and vision of The Christian and Missionary Alliance to extend Christ's Kingdom.

This item is referred to the Committee on Special Reports and General Legislation.

ADMINISTRATIVE STRUCTURE CHANGES:

On behalf of the Board of Directors, the following is provided to assist you in your review of the material:

One of the greatest challenges facing any organization which seeks to do effective Kingdom work is the unending struggle to keep its business and corporate structure Kingdom and mission-critical.

General Council delegates have expressed their sense of this struggle, relaying their frustrations over watching so many hours of General Council business time being used by a few who debate

individual words or phrases. The result of this is the disillusionment of delegates and the crippling of General Council's ability to dialog and proactively address the larger mission-critical issues facing our denomination.

Our hope, beginning with this 2007 General Council, is to breathe new life into our business sessions in such a way that allows healthy dialog about the issues that matter most.

Realizing that it is you, the delegates, who make the ultimate decisions about what General Council business looks like, we are asking you to help us in bringing about this new day.

Here's how:

The following legislation is intended to allow the president and his assembled team the ability to do ministry in an ever-changing culture with efficiency and timeliness. As well, it allows the elected leaders in an organization of our size to pursue better and more effective ways to keep us, as a church movement, mission-critical.

To that end, we are asking you, the delegates, to join us in voluntarily keeping the General Council floor dialog to the larger questions being proposed and not a debate of the minutia. We recognize the need for order and detail, and as always, have included all of the information and documents for your review.

Might we be able and willing to limit our dialog to the question of "How can the General Council provide flexibility in the governing documents to allow elected leadership of the C&MA the ability to fulfill their responsibility to lead in an ever-changing environment of opportunities?"

The choice on how we proceed is yours. Our hope is that we might all experience a new day as we conduct the business of General Council, and as we seek to be mission-critical in all we do.

4.2 Proposed Amendment to the General Bylaws—Administrative Structure (Primary)

It is recommended that **Articles III, VII, and VIII** of the Bylaws of The Christian and Missionary Alliance (A2) be amended as noted in the Primary Bylaw Changes on the attachment (pages 105-113).

This item is referred to the Committee on Special Reports and General Legislation.

4.3 Proposed Amendment to the General Bylaws—Administrative Structure (Secondary)

It is recommended that **Articles VI, VII, VIII, IX, XI and XII** of the Bylaws of The Christian and Missionary Alliance (A2) be amended as noted in the Secondary Bylaw Changes on the attachment (pages 113-122).

This item is referred to the Committee on Special Reports and General Legislation.

4.4 Proposed Amendments to the Special Rules of Order—Administrative Structure

It is recommended that the Special Rules of Order of The Christian and Missionary Alliance General Council be amended as noted in the Special Rules of Order Changes on the attachment (pages 122-128).

This item is referred to the Committee on Special Reports and General Legislation.

4.5 Proposed Amendment to the *Manual*—Numbering/Formatting

It is recommended that the Office of the Corporate Secretary be authorized to bring all numbering of paragraphs in the *Manual* into conformity with the administrative structure changes if adopted.

This item is referred to the Committee on Special Reports and General Legislation.

4.6 Proposed Amendment to the *Manual*—Editorial for Conformity

It is recommended that the Office of the Corporate Secretary be authorized to make any editorial changes to the *Manual* to bring the language into conformity with the administrative structure changes if adopted.

This item is referred to the Committee on Special Reports and General Legislation.

4.7 Proposal for Simplification Study—Governance Structure

It is recommended that a study be performed by the Board of Directors, in consultation with administration and the District Leadership Forum, to determine ways to simplify the governance structure and uniform governing documents of The Christian and Missionary Alliance with proposed changes to be presented to the General Council in 2009.

This item is referred to the Committee on Special Reports and General Legislation.

4.8 Proposed Amendment to the District Constitution—Disciplemaking Ministries Council

It is recommended that the **first sentence** of **paragraph b** of **Section 6, Disciplemaking Ministries, Article II, Organization and Government** (page A4-6), of the Uniform Constitution for Districts, which reads:

There shall be a district Disciplemaking Ministries Council consisting of a children's coordinator, youth coordinator, adult coordinator, and others as defined in the bylaws of the district.

Be amended as follows:

There ~~shall~~ **may** be a district Disciplemaking Ministries Council consisting of a children's coordinator, youth coordinator, adult coordinator, and others as defined in the bylaws of the district.

The paragraph will then read:

There may be a district Disciplemaking Ministries Council consisting of a children's coordinator, youth coordinator, adult coordinator, and others as defined in the bylaws of the district.

This item is referred to the Committee on Legislation Relating to National Church Ministries.

4.9 Proposed Amendment—Higher Education Grants

It is recommended that effective July 1, 2007, higher education grants be set at 5 percent of the current year's GCF church giving. These grants will be distributed with 40 percent to

Alliance Theological Seminary and 15 percent to each of the four colleges (Crown College, Nyack College, Simpson University, and Toccoa Falls College). These grants will be reflected in the biennial budget presented to General Council.

This item is referred to the Committee on Legislation Relating to Operations/Finance.

Reports of Special Council Committees

5.1 2007 Special Committees

There are no special committees to report to the 2007 General Council.

5.2 Field Leadership Selection Process

The leadership of International Ministries, with dialog and input from missionaries, was directed to reexamine the process of selecting field directors and assistant field directors, addressing the issues of nomination, election, reporting of results, and missionary involvement in the process, and report the results of the study to General Council 2007. This report can be found in the Report of International Ministries.

Report of Committee on Emergencies

6.1 2005 Southern District Conference

On September 6, 2005, the Committee on Emergencies determined that the Southern District Conference scheduled for September 19–22, 2005, would be cancelled due to the debilitating effects on the entire region brought on by Hurricane Katrina. The decision was also influenced by the fact that many gas stations were out of fuel and closed. Those stations that were open were selling gasoline at \$5 to \$8 per gallon. Hotels were filled with families displaced by the devastation. Business was postponed until the next scheduled conference on April 3–5, 2006.

ATTACHMENT TO REPORT OF THE CORPORATE SECRETARY

Items 4.2, 4.3, and 4.4

**Proposed Amendments to the General Bylaws and Special Rules of Order
—Administrative Structure**

ITEM 4.2—PRIMARY BYLAW CHANGES

Food for thought: How can the role of the president, as the chief executive officer of The Christian and Missionary Alliance and his responsibility for day-to-day operations be best recognized and affirmed throughout the bylaws of the C&MA? By defining the National Office thus reflecting the president’s role and responsibility as administrative leader of the National Office and its staff, and to use this term (National Office) throughout all C&MA documents.

**ARTICLE III
CHURCHES AND DISTRICTS**

CURRENT	PROPOSED AMENDMENTS	WILL THEN READ
<p>ARTICLE III CHURCHES AND DISTRICTS</p> <p>Section 3.2. Developing Churches. The term “developing church” as used in these Bylaws means a corporation or unincorporated association that (a) is a new church that is in the first few years of development and has not yet met the standards for accreditation or become accredited, or (b) has been accredited in the past but for one or more reasons is failing to meet the minimal standards of an accredited church as has been determined by the District Executive Committee of the district to which the church is related, and (c) is governed by the Guidelines for Developing Churches of The Christian and Missionary Alliance as adopted by National Church Ministries and applied according to state law in the district to which the church is related.</p>	<p>ARTICLE III CHURCHES AND DISTRICTS, AND NATIONAL OFFICE</p> <p>Section 3.2. Developing Churches. The term “developing church” as used in these Bylaws means a corporation or unincorporated association that (a) is a new church that is in the first few years of development and has not yet met the standards for accreditation or become accredited, or (b) has been accredited in the past but for one or more reasons is failing to meet the minimal standards of an accredited church as has been determined by the District Executive Committee of the district to which the church is related., and (e) A developing church is governed by the Guidelines for Developing Churches of The Christian and Missionary Alliance as adopted by National Church Ministries the National Office and applied according to state law in the</p>	<p>ARTICLE III CHURCHES AND DISTRICTS, AND NATIONAL OFFICE</p> <p>Section 3.2. Developing Churches. The term “developing church” as used in these Bylaws means a corporation or unincorporated association that (a) is a new church that is in the first few years of development and has not yet met the standards for accreditation or become accredited, or (b) has been accredited in the past but for one or more reasons is failing to meet the minimal standards of an accredited church as has been determined by the District Executive Committee of the district to which the church is related. A developing church is governed by the Guidelines for Developing Churches of The Christian and Missionary Alliance as adopted by the National Office and applied according to state law in the district to which the church is</p>

	<p>district to which the church is related.</p> <p>Section 3.4. National Office. The term “National Office,” as used in these Bylaws, means the Office of the President of The Christian and Missionary Alliance and those corporate officers and staff serving under corporate authority of such president.</p>	<p>related.</p> <p>Section 3.4. National Office. The term “National Office,” as used in these Bylaws, means the Office of the President of The Christian and Missionary Alliance and those corporate officers and staff serving under corporate authority of such president.</p>
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Food for thought: How can the Board of Directors, as the duly elected body that provides general oversight for the administration and management of The Christian and Missionary Alliance, effectively oversee the operational components of the National Office in being responsive to the changing needs and circumstances of the C&MA in the United States and around the world? By allowing the Board to structure the administrative areas of the National Office so that they effectively and cooperatively respond as one voice to the needs of our churches, districts, and mission fields.

**ARTICLE VII
BOARD OF DIRECTORS**

CURRENT	PROPOSED AMENDMENTS	WILL THEN READ
<p>Section 7.3. Membership. The Board of Directors shall have twenty-eight members, each of whom shall be a member in good standing of an accredited church of The Christian and Missionary Alliance, or shall be an attendee in good standing in a developing or affiliated church of The Christian and Missionary Alliance. The president, corporate vice president, and corporate secretary of The Christian and Missionary Alliance shall be members ex officio. In addition, the divisional vice presidents may be present with the right to debate but without the right to vote. The membership of those receiving allowance from The Christian and Missionary Alliance shall not be more than nine. For</p>	<p>Section 7.3. Membership. The Board of Directors shall have twenty-eight members, each of whom shall be a member in good standing of an accredited church of The Christian and Missionary Alliance, or shall be an attendee in good standing in a developing or affiliated church of The Christian and Missionary Alliance. The president, corporate vice president, and corporate secretary of The Christian and Missionary Alliance shall be members ex officio. In addition, the divisional vice presidents may be present with the right to debate Board of Directors may invite corporate officers and other individuals to be present as the Board of Directors may consider necessary or advisable</p>	<p>Section 7.3. Membership. The Board of Directors shall have twenty-eight members, each of whom shall be a member in good standing of an accredited church of The Christian and Missionary Alliance, or shall be an attendee in good standing in a developing or affiliated church of The Christian and Missionary Alliance. The president, corporate vice president, and corporate secretary of The Christian and Missionary Alliance shall be members ex officio. In addition, the Board of Directors may invite corporate officers and other individuals to be present as the Board of Directors may consider necessary or advisable but without the right to vote. The membership of those receiving</p>

<p>purposes of these Bylaws, “those receiving allowance” shall mean those persons receiving direct or indirect salaries or stipends. The number of laypersons shall not exceed fourteen. Whether a person is considered to be receiving allowance or to be a layperson shall be determined by their status as of the opening business session of the General Council and shall not be changed, for purpose of nomination, until the opening business session of the next succeeding General Council. The ballot provided by the Committee on Nominations shall indicate those receiving allowance. Except for the three ex officio members, National Office personnel shall not be eligible to serve on the Board of Directors. Any person who works for and is solely or primarily responsible to a divisional vice president or to National Office administration, whether or not said person lives in Colorado Springs or has an office at the National Office, shall be deemed to be National Office personnel. The following are exempted from this rule:</p> <ul style="list-style-type: none"> a) Missionaries b) District superintendents and district directors c) National evangelists d) College and seminary presidents e) Association presidents and executive secretaries f) Assistant district superintendents. 	<p>but without the right to vote. The membership of those receiving allowance from The Christian and Missionary Alliance shall not be more than nine. For purposes of these Bylaws, “those receiving allowance” shall mean those persons receiving direct or indirect salaries or stipends. The number of laypersons shall not exceed fourteen. Whether a person is considered to be receiving allowance or to be a layperson shall be determined by their status as of the opening business session of the General Council and shall not be changed, for purpose of nomination, until the opening business session of the next succeeding General Council. The ballot provided by the Committee on Nominations shall indicate those receiving allowance. Except for the three ex officio members, National Office personnel shall not be eligible to serve on the Board of Directors. Any person who works for and is solely or primarily responsible to a divisional vice president or to the National Office administration, whether or not said person lives in Colorado Springs or has an office at the National Office, shall be deemed to be National Office personnel. The following are exempted from this rule:</p> <ul style="list-style-type: none"> a) Missionaries b) District superintendents and district directors c) National evangelists d) College and seminary presidents 	<p>allowance from The Christian and Missionary Alliance shall not be more than nine. For purposes of these Bylaws, “those receiving allowance” shall mean those persons receiving direct or indirect salaries or stipends. The number of laypersons shall not exceed fourteen. Whether a person is considered to be receiving allowance or to be a layperson shall be determined by their status as of the opening business session of the General Council and shall not be changed, for purpose of nomination, until the opening business session of the next succeeding General Council. The ballot provided by the Committee on Nominations shall indicate those receiving allowance. Except for the three ex officio members, National Office personnel shall not be eligible to serve on the Board of Directors. Any person who works for and is solely or primarily responsible to the National Office, whether or not said person lives in Colorado Springs or has an office at the National Office, shall be deemed to be National Office personnel. The following are exempted from this rule:</p> <ul style="list-style-type: none"> a) Missionaries b) District superintendents and district directors c) National evangelists d) College and seminary presidents e) Association presidents and executive secretaries f) Assistant district superintendents.
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<p>Section 7.14. Divisional Regulations. The vice president for each division listed in Section 8.2e shall be responsible to present to the President’s Cabinet any new or amended regulation.-Upon approval the president shall make a report to the Board of Directors. The Board of Directors shall have authority to establish or make basic changes in policies or regulations for governing the operation of the administrative divisions.</p> <p>Section 7.15. Assignment of Divisional Functions. The assignment, adjustment, or reassignment of divisional and administrative functions shall be the responsibility of the Board of Directors. A list of such functions shall be included in the <i>Manual of The Christian and Missionary Alliance</i> in the appropriate section.</p>	<p>e) Association presidents and executive secretaries f) Assistant district superintendents.</p> <p>Section 7.14. Divisional Regulations. The vice president for each division listed in Section 8.2e shall be responsible to present to the President’s Cabinet any new or amended regulation. Upon approval the president shall make a report to the Board of Directors. The Board of Directors shall have authority to establish or make basic changes in policies or regulations for governing the operation of the administrative divisions.</p> <p>Section 7.154. Assignment of Divisional National Office Functions. The assignment, adjustment, or reassignment of divisional and administrative National Office functions shall be the responsibility of the Board of Directors. A list of such functions shall be included in the <i>Manual of The Christian and Missionary Alliance</i> in the appropriate section.</p>	<p>Section 7.14. Assignment of National Office Functions. The assignment, adjustment, or reassignment of National Office functions shall be the responsibility of the Board of Directors. A list of such functions shall be included in the <i>Manual of The Christian and Missionary Alliance</i> in the appropriate section.</p>
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Food for thought: How can the president, with the approval and oversight of the Board of Directors, fulfill his mandate to lead the C&MA and oversee its day-to-day operations? By allowing the president to establish, recruit, and manage his leadership team, with the consent of the Board, without concern that Kingdom momentum will have to wait for a future General Council election of the leadership team.

**ARTICLE VIII
OFFICERS**

CURRENT	PROPOSED AMENDMENTS	WILL THEN READ
Section 8.1. Number. The officers of The Christian and Missionary Alliance shall consist	Section 8.1. Number. The executive officers of The Christian and Missionary	Section 8.1. Number. The executive officers of The Christian and Missionary

<p>of a president, a corporate vice president, a corporate secretary, divisional vice presidents, a treasurer, and, as the Board of Directors may consider necessary or advisable, a vice president for administration, such assistant secretaries and assistant treasurers, all as set forth below. All officers shall be general members of The Christian and Missionary Alliance as defined in Section 5.1a of these Bylaws.</p> <p>Section 8.2. Election, Authority, Duties, and Term of Office.</p> <p>d. Assistant Secretaries. The divisional vice presidents shall serve concurrently as assistant corporate secretaries, along with such other individuals who may be elected to the office of assistant corporate secretary by the Board of Directors. Each assistant corporate secretary shall have the authority and shall carry out the responsibilities delegated to him/her by the corporate secretary.</p> <p>e. Divisional Vice Presidents. There shall be four divisions of administration: (1) the Division of Advancement, (2) the Division of International Ministries, (3) the Division of National Church Ministries, and (4) the Division of Operations/Finance. There shall be a vice president for</p>	<p>Alliance shall consist of a president, a corporate vice president, a corporate secretary, divisional vice presidents, Other corporate officers shall include a treasurer, and such officers, as the Board of Directors may consider necessary or advisable; a vice president for administration, such assistant secretaries and assistant treasurers, all as set forth below. All officers must shall be general members of The Christian and Missionary Alliance as defined in Section 5.1a of these Bylaws.</p> <p>Section 8.2. Election, Authority, and Duties, and Term of Office.</p> <p>d. Assistant Secretaries. The divisional vice presidents shall serve concurrently as assistant corporate secretaries, along with such other individuals who may be elected to the office of assistant corporate secretary by the Board of Directors. Each assistant corporate secretary shall have the authority and shall carry out the responsibilities delegated to him/her by the corporate secretary.</p> <p>e. Divisional Vice Presidents. There shall be four divisions of administration: (1) the Division of Advancement, (2) the Division of International Ministries, (3) the Division of National Church Ministries, and (4) the Division of Operations/Finance. There shall be a vice president for</p>	<p>Alliance shall consist of a president, a corporate vice president, a corporate secretary. Other corporate officers shall include a treasurer, and such officers as the Board of Directors may consider necessary or advisable. All officers must be general members of The Christian and Missionary Alliance as defined in Section 5.1a of these Bylaws.</p> <p>Section 8.2. Election, Authority, and Duties.</p> <p>d. Treasurer. The treasurer shall be elected by the Board of Directors of The Christian and Missionary Alliance. The treasurer shall (1) be the principal financial officer of The Christian and Missionary Alliance and have the care and custody of all its funds, securities, evidences of indebtedness, and other personal property and deposit the same in accordance with the instructions of the Board of Directors; (2) receive and give receipts and acquittances for monies paid in on account of The Christian and Missionary Alliance, and pay out of the funds on hand all bills, payrolls, and other just debts of The Christian and Missionary Alliance of whatever nature upon maturity; (3) be the principal</p>
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<p>each of the four divisions of administration. Each such vice president shall be nominated by the president through the Committee on Nominations and elected by the General Council. In the event that any nomination is unacceptable to the Committee on Nominations, such nomination shall be referred back to the president, and the president shall submit the name of another person for nomination. The vote of the General Council shall be by ballot and shall be affirmative or negative with respect to the name presented. In the event that the vote of the General Council is negative, the nomination and election process shall be repeated.</p> <p>f. Vice President for Administration. There may be, if so determined by the president and Board of Directors, a vice president for administration who is responsible for the executive operation of The Christian and Missionary Alliance under the direction of the president. He shall be nominated by the president through the Committee on Nominations and elected by the General Council. In the event that the nomination is unacceptable to the Committee on Nominations, such nomination shall be referred back to the president, and the president</p>	<p>each of the four divisions of administration. Each such vice president shall be nominated by the president through the Committee on Nominations and elected by the General Council. In the event that any nomination is unacceptable to the Committee on Nominations, such nomination shall be referred back to the president, and the president shall submit the name of another person for nomination. The vote of the General Council shall be by ballot and shall be affirmative or negative with respect to the name presented. In the event that the vote of the General Council is negative, the nomination and election process shall be repeated.</p> <p>f. Vice President for Administration. There may be, if so determined by the president and Board of Directors, a vice president for administration who is responsible for the executive operation of The Christian and Missionary Alliance under the direction of the president. He shall be nominated by the president through the Committee on Nominations and elected by the General Council. In the event that the nomination is unacceptable to the Committee on Nominations, such nomination shall be referred back to the president, and the president</p>	<p>accounting officer of The Christian and Missionary Alliance and as such prescribe and maintain the methods and systems of accounting to be followed, keep complete books and records of account, prepare and file all local, state, and federal tax returns and related documents, prescribe and maintain an adequate system of internal audit, and prepare and furnish to the president and the Board of Directors statements of account showing the financial position of The Christian and Missionary Alliance and the results of its operations; (4) upon request of the Board of Directors, make such reports to it as may be required at any time; and (5) perform all other duties incident to the office of treasurer and such other duties as from time to time may be assigned to such office by the president or the Board of Directors. Assistant treasurers, if any, shall have the authority and shall carry out the responsibilities delegated to them by the treasurer.</p> <p>e. Other Corporate Officers. The Board of Directors may elect any other corporate officers, with such authority and duties, as the Board of Directors may consider necessary or advisable.</p>
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<p>shall submit the name of another person for nomination. The vote of the General Council shall be by ballot and shall be affirmative or negative with respect to the name presented. In the event that the vote of the General Council is negative, the nomination and election process shall be repeated.</p> <p>g.. Treasurer. The vice president for Operations/Finance, by reason of election to that office, shall automatically serve as the treasurer. The treasurer shall (1) be the principal financial officer of The Christian and Missionary Alliance and have the care and custody of all its funds, securities, evidences of indebtedness, and other personal property and deposit the same in accordance with the instructions of the Board of Directors; (2) receive and give receipts and acquittances for monies paid in on account of The Christian and Missionary Alliance, and pay out of the funds on hand all bills, payrolls, and other just debts of The Christian and Missionary Alliance of whatever nature upon maturity; (3) be the principal accounting officer of The Christian and Missionary Alliance and as such prescribe and maintain the methods and systems of accounting to be followed,</p>	<p>shall submit the name of another person for nomination. The vote of the General Council shall be by ballot and shall be affirmative or negative with respect to the name presented. In the event that the vote of the General Council is negative, the nomination and election process shall be repeated.</p> <p>g-d. Treasurer. The vice president for Operations/Finance, by reason of election to that office, shall automatically serve as the treasurer. The treasurer shall be elected by the Board of Directors of The Christian and Missionary Alliance. The treasurer shall (1) be the principal financial officer of The Christian and Missionary Alliance and have the care and custody of all its funds, securities, evidences of indebtedness, and other personal property and deposit the same in accordance with the instructions of the Board of Directors; (2) receive and give receipts and acquittances for monies paid in on account of The Christian and Missionary Alliance, and pay out of the funds on hand all bills, payrolls, and other just debts of The Christian and Missionary Alliance of whatever nature upon maturity; (3) be the principal accounting officer of The</p>	
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<p>keep complete books and records of account, prepare and file all local, state, and federal tax returns and related documents, prescribe and maintain an adequate system of internal audit, and prepare and furnish to the president and the Board of Directors statements of account showing the financial position of The Christian and Missionary Alliance and the results of its operations; (4) upon request of the Board of Directors, make such reports to it as may be required at any time; and (5) perform all other duties incident to the office of treasurer and such other duties as from time to time may be assigned to such office by the president or the Board of Directors. Assistant treasurers, if any, shall have the authority and shall carry out the responsibilities delegated to them by the treasurer.</p> <p>Section 8.6. President's Cabinet. The President's Cabinet shall consist of the president, the</p>	<p>Christian and Missionary Alliance and as such prescribe and maintain the methods and systems of accounting to be followed, keep complete books and records of account, prepare and file all local, state, and federal tax returns and related documents, prescribe and maintain an adequate system of internal audit, and prepare and furnish to the president and the Board of Directors statements of account showing the financial position of The Christian and Missionary Alliance and the results of its operations; (4) upon request of the Board of Directors, make such reports to it as may be required at any time; and (5) perform all other duties incident to the office of treasurer and such other duties as from time to time may be assigned to such office by the president or the Board of Directors. Assistant treasurers, if any, shall have the authority and shall carry out the responsibilities delegated to them by the treasurer.</p> <p>e. Other Corporate Officers. The Board of Directors may elect any other corporate officers, with such authority and duties, as the Board of Directors may consider necessary or advisable.</p> <p>Section 8.6. President's Cabinet. The President's Cabinet shall consist of the president, the</p>	
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<p>corporate vice president, the corporate secretary, the vice president for administration (if holding office), each divisional vice president, and such others as the president desires to include from time to time. The President’s Cabinet shall make available to the president advice and information from all areas of administration.</p>	<p>corporate vice president, the corporate secretary, the vice president for administration (if holding office), each divisional vice president, and such others as the president desires to include from time to time. The President’s Cabinet shall make available to the president advice and information from all areas of administration.</p>	
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ITEM 4.3—SECONDARY BYLAW CHANGES

**ARTICLE VI
GENERAL COUNCIL**

CURRENT	PROPOSED AMENDMENTS	WILL THEN READ
<p>Section 6.11. General Council Committees</p> <p>c. C&MA Benefit Board.</p> <p>(1) Election and Composition. The C&MA Benefit Board shall consist of the following ten members.</p> <p>(a) Four members shall be representatives from the National Office. Two shall be ex-officio and shall include the vice president for Operations/Treasurer and the director for Employee Benefits. Two shall be appointed by the president and shall include a representative from the Division of National Church Ministries and a representative from the Division of</p>	<p>Section 6.11. General Council Committees</p> <p>c. C&MA Benefit Board.</p> <p>(1) Election and Composition. The C&MA Benefit Board shall consist of the following ten members.</p> <p>(a) Four members shall be representatives from the National Office. Two shall be ex-officio and shall include the vice president for Operations/Treasurer treasurer of The Christian and Missionary Alliance and the director for Employee Benefits. Two shall be appointed by the president and shall include a representative from the Division of National Church</p>	<p>Section 6.11. General Council Committees</p> <p>c. C&MA Benefit Board.</p> <p>(1) Election and Composition. The C&MA Benefit Board shall consist of the following ten members.</p> <p>(a) Four members shall be representatives from the National Office. Two shall be ex-officio and shall include the treasurer of The Christian and Missionary Alliance and the director for Employee Benefits. Two shall be appointed by the president with one representing missionaries and the other representing U.S. churches. The director for Employee Benefits shall be a nonvoting member.</p>

<p>International Ministries with one representing missionaries and the other representing U.S. churches. The director for Employee Benefits shall be a nonvoting member.</p>	<p>Ministries and a representative from the Division of International Ministries with one representing missionaries and the other representing U.S. churches. The director for Employee Benefits shall be a nonvoting member.</p>	
<p>Section 6.12. Nominations and Elections</p>	<p>Section 6.12. Nominations and Elections</p>	<p>Section 6.12. Nominations and Elections</p>
<p>b. Elections. Autobiographical information shall be distributed at least one day prior to elections on each person nominated for president, corporate vice president, divisional vice president, corporate secretary, and each person nominated for the Board of Directors. Nominees for the Board of Directors shall appear on the ballot in an order drawn at random, and the names of those persons nominated by the Committee on Nominations shall be so indicated by an asterisk. Except as provided in Section 6.12a, elections shall be a stated order of business at least one day following the closing of nominations. In the event that elections have not been completed before final adjournment, all incomplete elections shall be referred to the Board of Directors, which shall have the power to fill vacancies on behalf of the General Council until the next</p>	<p>b. Elections. Autobiographical information shall be distributed at least one day prior to elections on each person nominated for president, corporate vice president, divisional vice president, corporate secretary, and each person nominated for the Board of Directors. Nominees for the Board of Directors shall appear on the ballot in an order drawn at random, and the names of those persons nominated by the Committee on Nominations shall be so indicated by an asterisk. Except as provided in Section 6.12a, elections shall be a stated order of business at least one day following the closing of nominations. In the event that elections have not been completed before final adjournment, all incomplete elections shall be referred to the Board of Directors, which shall have the power to fill vacancies on behalf of the General Council until the next</p>	<p>b. Elections. Autobiographical information shall be distributed at least one day prior to elections on each person nominated for president, corporate vice president, corporate secretary, and each person nominated for the Board of Directors. Nominees for the Board of Directors shall appear on the ballot in an order drawn at random, and the names of those persons nominated by the Committee on Nominations shall be so indicated by an asterisk. Except as provided in Section 6.12a, elections shall be a stated order of business at least one day following the closing of nominations. In the event that elections have not been completed before final adjournment, all incomplete elections shall be referred to the Board of Directors, which shall have the power to fill vacancies on behalf of the General Council until the next General Council. Election of</p>

General Council. Election of the Board of Directors shall be in accordance with Section 7.4 of these Bylaws.	General Council. Election of the Board of Directors shall be in accordance with Section 7.4 of these Bylaws.	the Board of Directors shall be in accordance with Section 7.4 of these Bylaws.
ARTICLE VII BOARD OF DIRECTORS		
CURRENT	PROPOSED AMENDMENTS	WILL THEN READ
<p>Section 7.13. Nondelegable Authority. The Board of Directors shall not delegate any authority it may have with respect to any of the following matters: (a) approval of the annual budget and presentation of same to the General Council for adoption; (b) matters relating to basic changes of policies or divisional regulations (resolutions involving unbudgeted and/or unappropriated expenditures in excess of one-quarter of one percent, .025 percent, of the current General Council-adopted twelve-month fiscal budget must pass by a two-thirds vote of the members present); (c) amending or restating the Articles of Incorporation of The Christian and Missionary Alliance or these Bylaws; (d) electing, appointing, or removing any member of any committee of the Board of Directors or any officer of The Christian and Missionary Alliance which officer the Board of Directors has authority to elect, appoint, or remove; (e) adopting a plan of merger or adopting a plan of consolidation with another corporation; (f) authorizing the sale, lease, exchange, encumbrance, or mortgage of all or substantially all of the property and assets of</p>	<p>Section 7.13. Nondelegable Authority. The Board of Directors shall not delegate any authority it may have with respect to any of the following matters: (a) approval of the annual budget and presentation of same to the General Council for adoption; (b) matters relating to basic changes of policies or divisional regulations (resolutions involving unbudgeted and/or unappropriated expenditures in excess of one-quarter of one percent, .025 percent, of the current General Council-adopted twelve-month fiscal budget must pass by a two-thirds vote of the members present); (c) amending or restating the Articles of Incorporation of The Christian and Missionary Alliance or these Bylaws; (d) electing, appointing, or removing any member of any committee of the Board of Directors or any officer of The Christian and Missionary Alliance which officer the Board of Directors has authority to elect, appoint, or remove; (e) adopting a plan of merger or adopting a plan of consolidation with another corporation; (f) authorizing the sale, lease, exchange, encumbrance, or mortgage of all or substantially all of the property and assets of</p>	<p>Section 7.13. Nondelegable Authority. The Board of Directors shall not delegate any authority it may have with respect to any of the following matters: (a) approval of the annual budget and presentation of same to the General Council for adoption; (b) matters relating to basic changes of policies or regulations (resolutions involving unbudgeted and/or unappropriated expenditures in excess of one-quarter of one percent, .025 percent, of the current General Council-adopted twelve-month fiscal budget must pass by a two-thirds vote of the members present); (c) amending or restating the Articles of Incorporation of The Christian and Missionary Alliance or these Bylaws; (d) electing, appointing, or removing any member of any committee of the Board of Directors or any officer of The Christian and Missionary Alliance which officer the Board of Directors has authority to elect, appoint, or remove; (e) adopting a plan of merger or adopting a plan of consolidation with another corporation; (f) authorizing the sale, lease, exchange, encumbrance, or mortgage of all or substantially all of the property and assets of The Christian and Missionary</p>

<p>The Christian and Missionary Alliance; (g) authorizing the voluntary dissolution of The Christian and Missionary Alliance or revoking proceedings therefor; (h) adopting a plan for the distribution of the assets of The Christian and Missionary Alliance; (i) amending, altering, or repealing any resolution of the Board of Directors which by its terms provides that it shall not be amended, altered, or repealed by a committee of the Board of Directors; or (j) approving the decision or action of any postsecondary educational institution, district, or other entity to disaffiliate or otherwise separate itself from The Christian and Missionary Alliance as contemplated by Section 10.1 of these Bylaws.</p>	<p>The Christian and Missionary Alliance; (g) authorizing the voluntary dissolution of The Christian and Missionary Alliance or revoking proceedings therefor; (h) adopting a plan for the distribution of the assets of The Christian and Missionary Alliance; (i) amending, altering, or repealing any resolution of the Board of Directors which by its terms provides that it shall not be amended, altered, or repealed by a committee of the Board of Directors; or (j) approving the decision or action of any postsecondary educational institution, district, or other entity to disaffiliate or otherwise separate itself from The Christian and Missionary Alliance as contemplated by Section 10.1 of these Bylaws.</p>	<p>Alliance; (g) authorizing the voluntary dissolution of The Christian and Missionary Alliance or revoking proceedings therefor; (h) adopting a plan for the distribution of the assets of The Christian and Missionary Alliance; (i) amending, altering, or repealing any resolution of the Board of Directors which by its terms provides that it shall not be amended, altered, or repealed by a committee of the Board of Directors; or (j) approving the decision or action of any postsecondary educational institution, district, or other entity to disaffiliate or otherwise separate itself from The Christian and Missionary Alliance as contemplated by Section 10.1 of these Bylaws.</p>
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**ARTICLE VIII
OFFICERS**

CURRENT	PROPOSED AMENDMENTS	WILL THEN READ
<p>Section 8.3. Term of Office. The term of office for all officers of The Christian and Missionary Alliance shall begin on August 1 of the year in which they are elected. Unless terminated earlier pursuant to Section 8.4, the term of each office shall be four years, and an individual may hold the same office for only three consecutive terms, not including any partial term served by such individual. A partial term is defined as half a term or less in office.</p> <p>The vice president for administration and the divisional vice presidents shall submit their</p>	<p>Section 8.3. Term of Office. The term of office for all executive officers of The Christian and Missionary Alliance shall begin on August 1 of the year in which they are elected. Unless terminated earlier pursuant to Section 8.4, the term of each office shall be four years, and an individual may hold the same office for only three consecutive terms, not including any partial term served by such individual. A partial term is defined as half a term or less in office.</p> <p>The vice president for administration and the divisional vice presidents shall submit their</p>	<p>Section 8.3. Term of Office. The term of office for executive officers of The Christian and Missionary Alliance shall begin on August 1 of the year in which they are elected. Unless terminated earlier pursuant to Section 8.4, the term of each office shall be four years, and an individual may hold the same office for only three consecutive terms, not including any partial term served by such individual. A partial term is defined as half a term or less in office.</p>

<p>resignations to a newly elected president immediately upon that president taking office. The new president shall have the right to accept or reject each resignation within a reasonable time frame not exceeding ninety days.</p> <p>Section 8.5. Vacancies. A vacancy in any office elected by the General Council, however occurring, may be filled by the Board of Directors until the next meeting of the General Council.</p> <p>The process for filling a vacancy of the vice president for administration or a divisional vice president shall be as follows: The replacement shall be nominated by the president and appointed by the Board of Directors until the next meeting of the General Council. The vote of the Board of Directors shall be by ballot and shall require a simple majority. In the event that the vote of the Board of Directors is negative, the nomination and appointment process shall be repeated.</p> <p>A vacancy in any other office, however occurring, may be filled by the president until the next meeting of the Board of Directors.</p>	<p>resignations to a newly elected president immediately upon that president taking office. The new president shall have the right to accept or reject each resignation within a reasonable time frame not exceeding ninety days.</p> <p>Section 8.5. Vacancies. A vacancy in any office elected by the General Council, however occurring, may be filled by the Board of Directors until the next meeting of the General Council.</p> <p>The process for filling a vacancy of the vice president for administration or a divisional vice president shall be as follows: The replacement shall be nominated by the president and appointed by the Board of Directors until the next meeting of the General Council. The vote of the Board of Directors shall be by ballot and shall require a simple majority. In the event that the vote of the Board of Directors is negative, the nomination and appointment process shall be repeated.</p> <p>A vacancy in any other office, however occurring, may be filled by the president until the next meeting of the Board of Directors.</p>	<p>Section 8.5. Vacancies. A vacancy in any office elected by the General Council, however occurring, may be filled by the Board of Directors until the next meeting of the General Council.</p>
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**ARTICLE IX
DISTRICT LEADERSHIP FORUM**

CURRENT	PROPOSED AMENDMENTS	WILL THEN READ
<p>Section 9.1. Members. The District Leadership Forum shall be composed of the vice president for National Church Ministries, all district superintendents, and the</p>	<p>Section 9.1. Members. The District Leadership Forum shall be composed of the vice president for National Church Ministries of The Christian and Missionary Alliance or his</p>	<p>Section 9.1. Members. The District Leadership Forum shall be composed of the president of The Christian and Missionary Alliance or his designee, all district superintendents, and the</p>

<p>presidents or executive directors of the associations as voting members. The president of The Christian and Missionary Alliance shall be a member without the privilege to vote.</p> <p>The District Leadership Forum shall meet annually at a time determined by the vice president for National Church Ministries or more often as determined by him. The vice president shall chair the District Leadership Forum, or, at his request, the members shall elect a chair from among the district superintendents.</p> <p>Section 9.2. Functions. This body shall exercise the following functions:</p> <ol style="list-style-type: none"> Consider and recommend policies, procedures, and guidelines regarding district administration that comprise the <i>National Church Ministries Policy and Procedure Manual</i> to the vice president for National Church Ministries. Advise the vice president for National Church Ministries and the president of The Christian and Missionary Alliance on matters pertaining to the vision, goals, programs, and conduct of National Church Ministries and Alliance ministries. Receive and discuss the recommendations of the 	<p>designee, all district superintendents, and the presidents or executive directors of the those associations established by the National Office as voting members. The president of The Christian and Missionary Alliance shall be a member without the privilege to vote.</p> <p>The District Leadership Forum shall meet annually at a time determined by the vice president for National Church Ministries or more often as determined by him. The vice president or his designee shall chair the District Leadership Forum, or, at his request, the members shall elect a chair from among the district superintendents.</p> <p>Section 9.2. Functions. This body shall exercise the following functions:</p> <ol style="list-style-type: none"> Consider and recommend to the president those policies, procedures, and guidelines regarding district administration that shall comprise the <i>National Office Church Ministries Policy and Procedure Manual</i> related to districts, churches, and official workers to the vice president for National Church Ministries. Advise the vice president for National Church Ministries and the president of The Christian and Missionary Alliance on matters pertaining to the vision, goals, programs, and conduct of National Church Ministries and Alliance 	<p>presidents or executive directors of those associations established by the National Office as voting members.</p> <p>The District Leadership Forum shall meet annually at a time determined by the president or more often as determined by him. The president or his designee shall chair the District Leadership Forum, or, at his request, the members shall elect a chair from among the district superintendents.</p> <p>Section 9.2. Functions. This body shall exercise the following functions:</p> <ol style="list-style-type: none"> Consider and recommend to the president those policies, procedures, and guidelines regarding district administration that shall comprise the <i>National Office Policy and Procedure Manual</i> related to districts, churches, and official workers. Advise the president of The Christian and Missionary Alliance on matters pertaining to the vision, goals, programs, and conduct of Alliance ministries. Receive and discuss the recommendations of the District Conferences regarding policies and
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<p>District Conferences regarding policies and regulations pertaining to local churches, districts, and the entire denomination.</p> <p>All recommendations from District Conferences receiving majority support by the District Leadership Forum will be recommended to the Board of Directors for consideration. If a recommendation relates to a policy under National Church Ministries administration, the vice president for National Church Ministries will present it to the president and his Cabinet with or without his recommendation, and the president will refer it to the Board of Directors with or without his recommendation.</p> <p>All such recommendations will be considered by the Board of Directors. The Board of Directors can approve, amend, refer to General Council if required or desired, or refer it back to the District Leadership Forum for further study.</p> <p>d. To refer specific matters pertaining to local church policies and regulations to District Conferences for comment and input.</p> <p>e. To propose and recommend new policies and procedures regarding aspects of The Christian and Missionary Alliance work to national administration.</p>	<p>ministries.</p> <p>c. Receive and discuss the recommendations of the District Conferences regarding policies and regulations pertaining to local churches, districts, and the entire denomination.</p> <p>All recommendations from District Conferences receiving majority support by the District Leadership Forum will be recommended to the Board of Directors for consideration. If a recommendation relates to a policy under National Church Ministries administration, the vice president for National Church Ministries will present it to the president and his Cabinet with or without his recommendation, and the The president will refer such recommendations to the Board of Directors with or without his recommendation.</p> <p>All such recommendations will be considered by the Board of Directors. The Board of Directors can approve, amend, refer to General Council if required or desired, or refer it back to the District Leadership Forum for further study.</p> <p>d. To Refer specific matters pertaining to local church policies and regulations to District Conferences for comment and input.</p> <p>e. To Propose and recommend new policies and procedures</p>	<p>regulations pertaining to local churches, districts, and the entire denomination.</p> <p>All recommendations from District Conferences receiving majority support by the District Leadership Forum will be recommended to the Board of Directors for consideration. The president will refer such recommendations to the Board of Directors with or without his recommendation.</p> <p>All such recommendations will be considered by the Board of Directors. The Board of Directors can approve, amend, refer to General Council if required or desired, or refer it back to the District Leadership Forum for further study.</p> <p>d. Refer specific matters pertaining to local church policies and regulations to District Conferences for comment and input.</p> <p>e. Propose and recommend new policies and procedures regarding aspects of The Christian and Missionary Alliance work to the National Office.</p> <p>If a recommendation relates to a national policy or to other administrative units, it will be considered by the president and the president will then refer it to the Board of Directors with or without recommendation. The Board of Directors can approve, amend, refer to General</p>
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<p>If a recommendation relates to a national policy or to other administrative units, it will be considered by the president and his Cabinet, and the president will refer it to the Board of Directors with or without recommendation. The Board of Directors can approve, amend, refer to General Council if required or desired, or refer it back to the District Leadership Forum for further study.</p>	<p>regarding aspects of The Christian and Missionary Alliance work to the National Office administration.</p> <p>If a recommendation relates to a national policy or to other administrative units, it will be considered by the president and his Cabinet, and the president will then refer it to the Board of Directors with or without recommendation. The Board of Directors can approve, amend, refer to General Council if required or desired, or refer it back to the District Leadership Forum for further study.</p>	<p>Council if required or desired, or refer it back to the District Leadership Forum for further study.</p>
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**ARTICLE XI
TITLE TO REAL AND PERSONAL PROPERTY**

CURRENT	PROPOSED AMENDMENTS	WILL THEN READ
<p>Section 11.2. Accredited Churches.</p> <p>Waiver of Certain Property Reversion Events. In the event of a property reversion event attributable to differences in doctrine between this church and The Christian and Missionary Alliance, the property reversion process set forth above may be waived upon the approval of (1) at least two-thirds of the members in good standing of this church, (2) the District Executive Committee (or its equivalent) of the district of The Christian and Missionary Alliance in which this church is located, and (3) National Church Ministries of The Christian and Missionary</p>	<p>Section 11.2. Accredited Churches.</p> <p>Waiver of Certain Property Reversion Events. In the event of a property reversion event attributable to differences in doctrine between this church and The Christian and Missionary Alliance, the property reversion process set forth above may be waived upon the approval of (1) at least two-thirds of the members in good standing of this church, (2) the District Executive Committee (or its equivalent) of the district of The Christian and Missionary Alliance in which this church is located, and (3) the National Office Church Ministries of The Christian and</p>	<p>Section 11.2. Accredited Churches.</p> <p>Waiver of Certain Property Reversion Events. In the event of a property reversion event attributable to differences in doctrine between this church and The Christian and Missionary Alliance, the property reversion process set forth above may be waived upon the approval of (1) at least two-thirds of the members in good standing of this church, (2) the District Executive Committee (or its equivalent) of the district of The Christian and Missionary Alliance in which this church is located, and (3) the National Office of The Christian and Missionary Alliance.</p>

Alliance.	Missionary Alliance.	
ARTICLE XII MISCELLANEOUS		
CURRENT	PROPOSED AMENDMENTS	WILL THEN READ
<p>Section 12.1. Emergencies.</p> <p>b. Emergency Program. Because there is a possibility of national or international relationships so deteriorating that some of the larger centers might be destroyed or come under hostile control, the Board of Directors shall set up an emergency program as follows:</p> <p>(1) Order of Succession. The following basis of succession shall be made effective in the event of disaster: (a) president, (b) corporate vice president, (c) corporate secretary, (d) vice president for administration, (e) divisional vice presidents, (f) Board of Directors, and (g) district superintendents. In the matter of divisional vice presidents, Board of Directors, and district superintendents, each classification shall proceed in the order of seniority of election or appointment. Persons who have served as officers of The Christian and Missionary Alliance, left office, and subsequently been elected or appointed to an office involving the order of succession shall</p>	<p>Section 12.1. Emergencies.</p> <p>b. Emergency Program. Because there is a possibility of national or international relationships so deteriorating that some of the larger centers might be destroyed or come under hostile control, the Board of Directors shall set up an emergency program as follows:</p> <p>(1) Order of Succession. The following basis of succession shall be made effective in the event of disaster: (a) president, (b) corporate vice president, (c) corporate secretary, (d) vice president for administration, (e) divisional vice presidents, such other corporate officers as determined by the Board of Directors (ef) Board of Directors, and (fg) district superintendents. In the matter of divisional vice presidents other corporate officers, Board of Directors, and district superintendents, each classification shall proceed in the order of seniority of election or appointment. Persons who have served as officers of The Christian and Missionary Alliance,</p>	<p>Section 12.1. Emergencies.</p> <p>b. Emergency Program. Because there is a possibility of national or international relationships so deteriorating that some of the larger centers might be destroyed or come under hostile control, the Board of Directors shall set up an emergency program as follows:</p> <p>(1) Order of Succession. The following basis of succession shall be made effective in the event of disaster: (a) president, (b) corporate vice president, (c) corporate secretary, (d) such other corporate officers as determined by the Board of Directors (e) Board of Directors, and (f) district superintendents. In the matter of other corporate officers, Board of Directors, and district superintendents, each classification shall proceed in the order of seniority of election or appointment. Persons who have served as officers of The Christian and Missionary Alliance, left office, and subsequently been elected or appointed to an office involving the order of succession shall</p>

<p>continue their seniority minus the years of service in a nonqualifying category. Persons retired and subsequently elected or appointed to an office involving the order of succession shall continue their seniority minus the years of their retirement. In the event that more than one has the same such seniority, the order will be determined by seniority of service.</p> <p>The corporate secretary shall publish every two years in the Report of the President a list of the persons in line of succession to take responsibility in the event of disaster.</p>	<p>left office, and subsequently been elected or appointed to an office involving the order of succession shall continue their seniority minus the years of service in a nonqualifying category. Persons retired and subsequently elected or appointed to an office involving the order of succession shall continue their seniority minus the years of their retirement. In the event that more than one has the same such seniority, the order will be determined by seniority of service.</p> <p>The corporate secretary shall publish every two years in the Report of the President a list of the persons in line of succession to take responsibility in the event of disaster.</p>	<p>continue their seniority minus the years of service in a nonqualifying category. Persons retired and subsequently elected or appointed to an office involving the order of succession shall continue their seniority minus the years of their retirement. In the event that more than one has the same such seniority, the order will be determined by seniority of service.</p> <p>The corporate secretary shall publish every two years in the Report of the President a list of the persons in line of succession to take responsibility in the event of disaster.</p>
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ITEM 4.4—SPECIAL RULES OF ORDER CHANGES

**ARTICLE II
COMMITTEES OF THE GENERAL COUNCIL**

CURRENT	PROPOSED AMENDMENTS	WILL THEN READ
<p>Section 2.1. Standing Committees.</p> <p>a. Committee on Nominations. No member of the Board of Directors shall be eligible to serve on this committee. The members of the Committee on Nominations shall be determined as follows:</p> <p>(2) The International</p>	<p>Section 2.1. Standing Committees.</p> <p>a. Committee on Nominations. No member of the Board of Directors shall be eligible to serve on this committee. The members of the Committee on Nominations shall be determined as follows:</p> <p>(2) The International</p>	<p>Section 2.1. Standing Committees.</p> <p>a. Committee on Nominations. No member of the Board of Directors shall be eligible to serve on this committee. The members of the Committee on Nominations shall be determined as follows:</p> <p>(2)The National Office shall</p>

<p>Ministries Leadership Team shall select three overseas missionaries on regular home assignment and an alternate to the Committee.</p> <p>The Committee on Nominations shall nominate for election by the General Council the following: (a) the officers of The Christian and Missionary Alliance; (b) the members of the Board of Directors; (c) the Committee on Rules; (d) the Committee on Council Arrangements; (e) the General Council select committee chairperson, vice chairperson, secretary, and their alternates for the next scheduled General Council; and (f) special committees, if any.</p>	<p>Ministries Leadership Team The National Office shall select three overseas missionaries on regular home assignment and an alternate to the Committee.</p> <p>The Committee on Nominations shall nominate for election by the General Council the following: (a) the executive officers of The Christian and Missionary Alliance; (b) the members of the Board of Directors; (c) the Committee on Rules; (d) the Committee on Council Arrangements; (e) the General Council select committee chairperson, vice chairperson, secretary, and their alternates for the next scheduled General Council; and (f) special committees, if any.</p>	<p>select three overseas missionaries on regular home assignment and an alternate to the Committee.</p> <p>The Committee on Nominations shall nominate for election by the General Council the following: (a) the executive officers of The Christian and Missionary Alliance; (b) the members of the Board of Directors; (c) the Committee on Rules; (d) the Committee on Council Arrangements; (e) the General Council select committee chairperson, vice chairperson, secretary, and their alternates for the next scheduled General Council; and (f) special committees, if any.</p>
<p>The rationale for deleting the Committee on the President’s Report is that the Report is essentially made up of the administrative areas that are discussed in the other committees. It is also important that the president have the ability and freedom to participate with the other Select Committees when needed since many questions arise that the president should answer. The rationale for combining the Advancement and Operations/Finance Committees is the reality that both committees deal with the funds of the C&MA related to acquisition and use and committee results can be redundant at times and, at worst, at cross purposes unless funding and spending are discussed in the same committee.</p>		
<p>CURRENT</p>	<p>PROPOSED AMENDMENTS</p>	<p>WILL THEN READ</p>
<p>Section 2.2. Select Committees.</p> <p>a. Committees. There shall be the following select committees:</p> <p>(1) Committee on the President’s Report</p> <p>(2) Committee on Legislation Relating to Operations/ Finance</p> <p>(3) Committee on Legislation Relating to National Church</p>	<p>Section 2.2. Select Committees.</p> <p>a. Committees. There shall be the following select committees:</p> <p>(1) Committee on the President’s Report</p> <p>(2) Committee on Legislation Relating to Operations/ Finance</p> <p>Ministry Support and Development</p> <p>(3) Committee on</p>	<p>Section 2.2. Select Committees.</p> <p>a. Committees. There shall be the following select committees:-</p> <p>(1) Committee Relating to Ministry Support and Development</p> <p>(2) Committee Relating to Church Ministries</p> <p>(3) Committee Relating to International Ministries</p>

<p>Ministries</p> <p>(4) Committee on Legislation Relating to International Ministries</p> <p>(5) Committee on Legislation Relating to Advancement</p> <p>(6) Committee on Special Reports and General Legislation</p> <p>b. Eligibility and Election. No member of the Board of Directors shall be eligible to serve on any select committee, and no National Office staff person shall be eligible to serve on any select committee that is responsible to review the work of the division in which the staff person serves. Each select committee shall be determined as follows:</p> <p>(2) The International Ministries Leadership Team shall select three overseas missionaries on regular home assignment and an alternate to each committee.</p>	<p>Legislation Relating to National Church Ministries</p> <p>(43) Committee on Legislation Relating to International Ministries</p> <p>(5) Committee on Legislation Relating to Advancement</p> <p>(64) Committee on Relating to Special Reports and General Legislation</p> <p>b. Eligibility and Election. No member of the Board of Directors shall be eligible to serve on any select committee, and no National Office staff person shall be eligible to serve on any select committee that is responsible to review the work of the division National Office area in which the staff person serves. Each select committee shall be determined as follows:</p> <p>(2) The International Ministries Leadership Team The National Office shall select three overseas missionaries on regular home assignment and an alternate to each committee.</p>	<p>(4) Committee Relating to Special Reports and General Legislation</p> <p>b. Eligibility and Election. No member of the Board of Directors shall be eligible to serve on any select committee, and no National Office staff person shall be eligible to serve on any select committee that is responsible to review the work of the division National Office area in which the staff person serves. Each select committee shall be determined as follows:</p> <p>(2) The National Office shall select three overseas missionaries on regular home assignment and an alternate to each committee.</p>
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**ARTICLE IV
REPORTS TO THE GENERAL COUNCIL**

CURRENT	PROPOSED AMENDMENTS	WILL THEN READ
<p>The Report of the President, the Report of the Corporate Secretary, special committee reports, and any pending legislation shall be communicated to all official workers of The Christian and Missionary Alliance and registered delegates to the upcoming General Council one month prior to the General Council. The final disposition of matters that have been referred to various committees, divisions, commissions, Board of Directors, or individuals will be included in the Report of the Corporate Secretary to the General Council.</p> <p>Section 4.1. Report of the President. The president shall present a survey of all the work of The Christian and Missionary Alliance, incorporating the reports of all divisions.</p> <p>Section 4.2. Committees on Divisional Reports. The committees on divisional reports shall carefully consider all reports and matters referred to them and shall report to the General Council with such recommendations as they may consider advisable. They also may consider other matters that normally come within the scope of said committee, not growing out of these reports. Recommendations, however,</p>	<p>The Report of the President, the Report of the Corporate Secretary, special committee reports, and any pending legislation shall be communicated to all official workers of The Christian and Missionary Alliance and registered delegates to the upcoming General Council one month prior to the General Council. The final disposition of matters that have been referred to various committees, divisions, commissions, Board of Directors, National Office, or individuals will be included in the Report of the Corporate Secretary to the General Council.</p> <p>Section 4.1. Report of the President. The president shall present a survey of all the work of The Christian and Missionary Alliance, incorporating the reports of all divisions administrative areas of the National Office.</p> <p>Section 4.2. Committees on Divisional Reports Referred to Select Committees. The committees on divisional reports Select committees shall carefully consider all reports and matters referred to them related to administrative areas of the National Office and shall report to the General Council with such recommendations as they may consider advisable. They also may consider other matters that normally come within the scope</p>	<p>The Report of the President, the Report of the Corporate Secretary, special committee reports, and any pending legislation shall be communicated to all official workers of The Christian and Missionary Alliance and registered delegates to the upcoming General Council one month prior to the General Council. The final disposition of matters that have been referred to various committees, commissions, Board of Directors, National Office, or individuals will be included in the Report of the Corporate Secretary to the General Council.</p> <p>Section 4.1. Report of the President. The president shall present a survey of all the work of The Christian and Missionary Alliance, incorporating the reports of all administrative areas of the National Office.</p> <p>Section 4.2. Reports Referred to Select Committees. Select committees shall carefully consider all reports and matters referred to them related to administrative areas of the National Office and shall report to the General Council with such recommendations as they may consider advisable. They also may consider other matters that normally come within the scope of said committee, not growing out of these reports.</p>

growing out of matters not referred are to be presented as a first reading before final action is taken upon them. As far as possible, all committees on divisional reports shall be appointed before the reading of the Report of the President so that said committees may give proper attention and make necessary notes.	of said committee, not growing out of these reports. Recommendations, however, growing out of matters not referred are to be presented as a first reading before final action is taken upon them. As far as possible, all select committees on divisional reports shall be appointed before the reading of the Report of the President so that said committees may give proper attention and make necessary notes.	Recommendations, however, growing out of matters not referred are to be presented as a first reading before final action is taken upon them. As far as possible, all select committees shall be appointed before the reading of the Report of the President so that said committees may give proper attention and make necessary notes.
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**ARTICLE V
DELEGATE CERTIFICATION**

CURRENT	PROPOSED AMENDMENTS	WILL THEN READ
<p>Section 5.2. Signature. The delegate certification provided by the corporate secretary shall be authorized as follows:</p> <p>a. President. The president shall authorize certification for each of the following persons:</p> <ul style="list-style-type: none"> (3) Divisional vice presidents (4) Assistant vice presidents (5) Vice President for Administration (6) Members of the Board of Directors (7) Persons employed in the National Office holding an official worker license issued by the proper authority <p>c. Vice President for National Church Ministries. The vice president for National Church Ministries shall authorize certification for</p>	<p>Section 5.2. Signature. The delegate certification provided by the corporate secretary shall be authorized as follows:</p> <p>a. President. The president shall authorize certification for each of the following persons:</p> <ul style="list-style-type: none"> (3) Divisional vice presidents (4) Assistant vice presidents (5) Vice President for Administration (6) Members of the Board of Directors (7) Persons employed in the National Office holding an official worker license issued by the proper authority <p>(5) Such other officers and employees in the National Office as may be determined by the Board of Directors.</p>	<p>Section 5.2. Signature. The delegate certification provided by the corporate secretary shall be authorized as follows:</p> <p>a. President. The president shall authorize certification for each of the following persons:</p> <ul style="list-style-type: none"> (3) Members of the Board of Directors (4) Persons employed in the National Office holding an official worker license issued by the proper authority (5) Such other officers and employees in the National Office as may be determined by the Board of Directors. <p>c. National Office. The National Office shall authorize certification for each of the following persons:</p> <ul style="list-style-type: none"> (1) District superintendents

<p>each of the following persons:</p> <ol style="list-style-type: none"> (1) District superintendents (2) Assistant district superintendents (3) Board evangelists (4) Ministers-at-Large (5) District directors of Intercultural Ministries (6) National officers of C&MA Men’s Ministry (7) National officers of Alliance Women Ministries (8) Federal chaplains <p>d. Vice President for International Ministries. The vice president for International Ministries shall authorize certification for each missionary who is eligible to attend the General Council and for each retired missionary desiring to attend the General Council.</p> <p>f. Director or Associate Director for Intercultural Ministries. The director or associate director for Intercultural Ministries shall authorize certification for the following persons:</p> <ol style="list-style-type: none"> (1) Official missionaries of National Church Ministries (2) Official workers and lay delegates from each unorganized intercultural district 	<p>c. Vice President for National Church Ministries. National Office. The vice president for National Church Ministries The National Office shall authorize certification for each of the following persons:</p> <ol style="list-style-type: none"> (1) District superintendents (2) Assistant district superintendents (3) Board evangelists (4) Ministers-at-Large (5) District directors of Intercultural Ministries (6) National officers of C&MA Men’s Ministry (7) National officers of Alliance Women Ministries (8) Federal chaplains (9) Each missionary who is eligible to attend the General Council (10) Each retired missionary desiring to attend the General Council (11) Official workers and lay delegates from each unorganized intercultural district <p>d. Vice President for International Ministries. The vice president for International Ministries shall authorize certification for each missionary who is eligible to attend the General Council and for each retired missionary desiring to attend the General Council.</p>	<ol style="list-style-type: none"> (2) Assistant district superintendents (3) Board evangelists (4) Ministers-at-Large (5) District directors of Intercultural Ministries (6) National officers of C&MA Men’s Ministry (7) National officers of Alliance Women Ministries (8) Federal chaplains (9) Each missionary who is eligible to attend the General Council (10) Each retired missionary desiring to attend the General Council (11) Official workers and lay delegates from each unorganized intercultural district
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	<p>f. Director or Associate Director for Intercultural Ministries. The director or associate director for Intercultural Ministries shall authorize certification for the following persons:</p> <p>(1) Official missionaries of National Church Ministries</p> <p>(2) Official workers and lay delegates from each unorganized intercultural district</p>	
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**ARTICLE VI
EXPENSES TO THE GENERAL COUNCIL**

CURRENT	PROPOSED AMENDMENTS	WILL THEN READ
<p>The Christian and Missionary Alliance shall pay the expenses, as specified by the Board of Directors, of attending the General Council, for each of the following persons:</p> <p>d. Missionaries on home assignment (subject to the regulations of International Ministries).</p>	<p>The Christian and Missionary Alliance shall pay the expenses, as specified by the Board of Directors, of attending the General Council, for each of the following persons:</p> <p>d. Missionaries on home assignment (subject to the regulations of International Ministries established by the National Office).</p>	<p>The Christian and Missionary Alliance shall pay the expenses, as specified by the Board of Directors, of attending the General Council, for each of the following persons:</p> <p>d. Missionaries on home assignment (subject to the regulations established by the National Office).</p>

2007 REPORT OF THE CORPORATE SECRETARY

APPENDIX: A FEW WORDS ABOUT PARLIAMENTARY PROCEDURE

The following paragraphs are not intended to serve as a primer in the use and enjoyment of *Robert's Rules of Order*. For a more complete grasp of parliamentary procedure, please refer to the helps found at your local bookstore. The remarks herein are designed specifically for our work at General Council and are intended to facilitate efficient debate and disposition of those matters that come to the floor of Council.

Rules of debate are designed to ensure free and honest exchange of thought, leading to the discovery of the majority opinion while preserving the right of the minority to be heard and considered. Remember that the rules serve the assembly; the assembly is not a slave to the rules.

All debate is to be addressed through the chair, never directly to another delegate. This is done by proceeding to the nearest microphone, waiting one's turn and, when recognized by the chair, identifying yourself by name and basis of representation (your church or other entity). The chair will endeavor to keep track of the order in which people appear at the several microphones. If you are overlooked, it is appropriate to call out, "Mr. Chairman," for the purpose of gaining the floor.

Movement in and out of the meeting hall disrupts the proceedings and is distracting to other delegates. Please be respectful of this concern. Likewise, cell phones and pagers should be turned off, and when a session is nearing its conclusion, delegates should not begin to leave the room until final announcements have been made and the chair has declared adjournment.

No delegate should speak more than once to an issue until all others who wish to speak have had an opportunity. A second speech exhausts the delegate's right to debate that particular matter. Our Bylaws limit any single speech to not more than ten minutes.

This does not mean that a delegate must speak for ten minutes! In fact, shorter, concise speeches are generally more effective. Moreover, if others have already made the point that you desire to make, it is not necessary to add to the weight of opinion. Try to limit your speech to those points that will add something new to the discussion.

If a delegate desires to limit (or extend) debate, a motion is in order to state that speeches shall be limited to whatever number of minutes desired, or that no delegate may speak more than once to the issue, or that debate on this topic shall be limited to a total of however many minutes, etc. Such motions are generally intended to structure the discussion in such a way as to lead to the moment of decision as forthrightly as is deemed reasonable.

If a delegate believes debate has gone on long enough, he or she may go to a microphone and say, "I move the previous question." This is a call for debate to cease and for the matter to be presented immediately to the assembly for a vote. The person who moves the previous question

may not first debate the issue, thus using the opportunity to make a persuasive speech and then preventing any other from offering a rebuttal.

At all times, consideration must be shown to fellow delegates. Language and demeanor should be respectful and honoring to Christ. There should be no applause when a speaker rouses your passion or when a vote goes your way, neither should there be booing when you disagree with a delegate or a vote is not in your favor.

Most of all, do not forget that in The Christian and Missionary Alliance we believe and practice the doctrine of sanctification. Surely the experience of the deeper life should be evidenced in our ministry strategy sessions at General Council. When reasoned opinions collide, when special interests are contested, when passions crescendo and combust, it is then that we observe the operation of the fruit of the Holy Spirit. The floor of Council is a laboratory for the exercise of Christian love, a clinic in the Spirit-filled life, and it is in this crucible of enlivened discussion that we discover together what God has purposed for us as a movement of Great Commission Christians.

Let's have a wonderful time as we meet with Jesus in each of our General Council ministry strategy sessions!

NOTICE OF THE REGULAR MEETING OF THE GENERAL COUNCIL OF THE CHRISTIAN AND MISSIONARY ALLIANCE

Whereas, The Regular Meeting of General Council shall constitute the Regular Meeting of the members; and

Whereas, The notice of the Regular Meeting of General Council shall be published in an issue of *Alliance Life* prior to the date of such meeting,

Therefore, the following is presented as proof of notice of the 2007 Regular Meeting of the General Council:

THE REGULAR MEETING OF THE CHRISTIAN AND MISSIONARY ALLIANCE

The Regular Meeting of The Christian and Missionary Alliance is hereby called to take place beginning at 7 p.m., Tuesday, May 22, 2007, and ending Sunday afternoon, May 27, 2007, at the Orange County Convention Center, West Building, 9800 International Drive, Orlando, Florida 32819.

David L. Goodin
Corporate Secretary

