



THE LUTHERAN CHURCH—
MISSOURI SYNOD

PROGRAM BUDGET SUMMARY
2020/21 FISCAL YEAR

**THE LUTHERAN CHURCH—MISSOURI SYNOD
PROGRAM BUDGET SUMMARY
2020/21 FISCAL YEAR**

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THE LUTHERAN CHURCH—MISSOURI SYNOD

Program Budget Summary

For the Fiscal Year Ending June 30, 2021

ORGANIZATION

The Lutheran Church—Missouri Synod (Synod) was organized in the State of Missouri in 1847 for the conservation and promotion of the unity of the true faith, strengthening congregations and their members in giving bold witness by word and deed, training professional church workers, and extending the Gospel Witness into all the world. In 1894, the Synod in convention formed The LCMS, Inc., a non-for-profit corporation to manage the legal and business affairs of the Synod as a whole. The present name was officially adopted in 1947.

MISSION

In grateful response to God's grace and empowered by the Holy Spirit through Word and Sacraments, the mission of The Lutheran Church—Missouri Synod is vigorously to make known the love of Christ by word and deed within our churches, communities, and the world.

OBJECTIVES

The Synod, under Scripture and the Lutheran Confessions, shall:

1. Conserve and promote the unity of the true faith (Eph.4:3-6;1 Cor.1:10), work through its official structure toward fellowship with other Christian church bodies, and provide a united defense against schism, sectarianism (Rom.16:17), and heresy;
2. Strengthen congregations and their members in giving bold witness by word and deed to the love and work of God, the Father, Son, and Holy Spirit, and extend that Gospel witness into all the world;
3. Recruit and train pastors, teachers, and other professional church workers and provide opportunity for their continuing growth;
4. Provide opportunities through which its members may express their Christian concern, love, and compassion in meeting human needs;
5. Aid congregations to develop processes of thorough Christian education and nurture and to establish agencies of Christian education such as elementary and secondary schools and to support synodical colleges, universities, and seminaries;
6. Aid congregations by providing a variety of resources and opportunities for recognizing, promoting, expressing, conserving, and defending their confessional unity in the true faith;

7. Encourage congregations to strive for uniformity in church practice, but also to develop an appreciation of a variety of responsible practices and customs which are in harmony with our common profession of faith;
8. Provide evangelical supervision, counsel, and care for pastors, teachers, and other professional church workers of the Synod in the performance of their official duties;
9. Provide protections for congregations, pastors, teachers, and other church workers in the performance of their official duties and the maintenance of their rights;
10. Aid in providing for the welfare of pastors, teachers, and other church workers, and their families in the event of illness, disability, retirement, special need, or death.

The LCMS Inc. is a not-for-profit organization which relies on donations from its over 6,000 congregations and individuals and grants from agencies for the majority of its operating income. These donations and grants fluctuate depending on the economic condition of the area in which the congregation, individuals, and agencies are located.

The Synod in convention has authorized the formation of 35 districts as separate legal entities to achieve its objectives and carry on its activities. It has also formed, as separate not-for-profit corporations, 9 educational institutions, Concordia University System, a publishing house, a foundation, church extension programs, a housing corporation, 2 holding corporations, and its archives. The accompanying selected financial information represents the operations of the, The LCMS, Inc. including Synodical administration, Concordia Plan Services, LCMS Holdings Limited, and LCMS National Housing Support Corporation over which the Board of Directors of the Synod has responsibility and control, and the operations of the districts, universities, seminaries, CUS, Concordia Publishing House (CPH), The Lutheran Church–Missouri Synod Foundation (Foundation), Lutheran Church Extension Fund (LCEF), and Concordia Historical Institute (CHI), for which the Board of Directors of the Synod has oversight responsibilities.

The Board of Directors allocates available funds to programs, commissions, and departments of the LCMS Inc. and holds them responsible. The Board of Directors exercises general oversight over the operations and activities of synodical corporate entities as required in the constitution and bylaws.

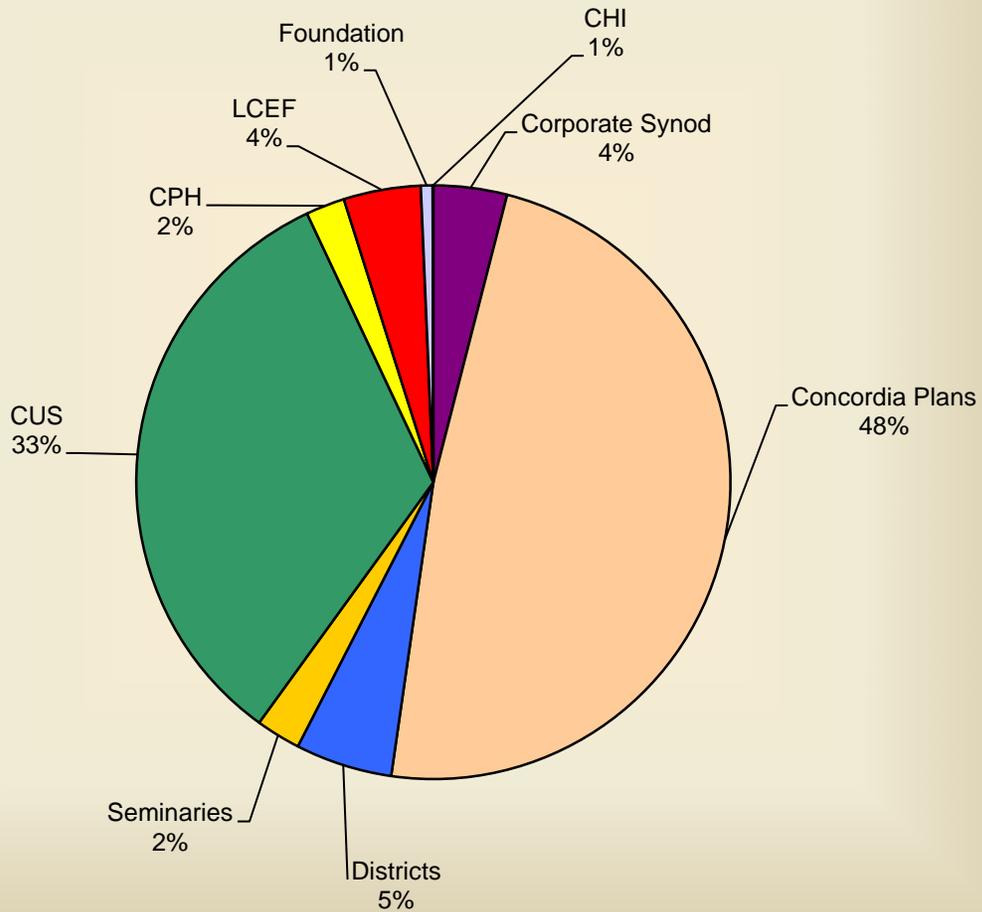
The Board of Directors is the legal representative of the Synod. It is the custodian of all property of the Synod, directly or by its delegation of such authority to an agency of the Synod. It exercises supervision over all property and business affairs of the Synod except in these areas where authority has been delegated to another agency of the Synod or where through the adoption of bylaws or by other convention action specific areas of responsibility have been assigned to separate boards or trust entities, and as to those, the Board of Directors has general oversight responsibility.

The LCMS Inc. is an organization described in Section 501(c)(3) of the Internal Revenue Code of 1986, as amended, and has received a determination letter from the Internal Revenue Service stating that it is exempt from federal income taxes on income from related exempt activities under Code Section 501(a).

Corporate Synod & Related Entities
Operating Budgets
For the Years Ended June 30
(In thousands)

	2019	2020	2021
Corporate Synod	69,365	81,277	59,623
Concordia Plans Services	656,162	686,463	719,307
Districts	76,424	74,520	78,517
Seminaries	34,886	37,948	36,266
CUS	578,824	597,873	492,324
CPH	34,163	32,567	31,561
LCEF	65,794	67,944	62,528
Foundation	9,054	9,568	9,506
CHI	564	564	564
Total	1,525,236	1,588,724	1,490,196

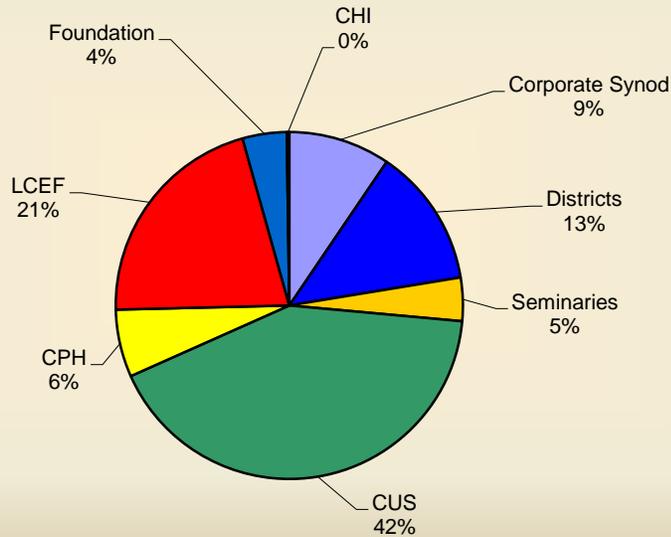
Corporate Synod & Related Entities
Operating Budget FY 2021



Corporate Synod & Related Entities
Unrestricted Net Assets
For the Year Ended June 30, 2019
(In thousands)

Corporate Synod	107,113
Districts	146,075
Seminaries	45,616
CUS	473,047
CPH	71,075
LCEF	237,602
Foundation	46,488
CHI	<u>2,629</u>
Total	<u><u>1,129,645</u></u>

Corporate Synod & Related Entities
Unrestricted Net Assets
For the Year Ended June 30, 2019



Capital Debt & Loan Guarantees
Corporate Synod & Related Entities
June 30, 2019
(In thousands)

	<u>Capital Debts</u>	<u>Loan Guarantees</u>
Corporate Synod	17,501	10,000
Concordia Plan Services	-	-
Districts	7,321	-
Seminaries	4,569	-
CUS	223,153	-
CPH	-	-
LCEF	-	4,930
Foundation	-	-
CHI	-	-
Total	<u><u>252,544</u></u>	<u><u>14,930</u></u>

The Lutheran Church—Missouri Synod
Corporate Synod
2020/21 Mission and Ministry Operating Budget

	Total Expense Budget			Departmental Revenue Budget		Net	%	2019/20
	2019/20	2020/21	% chg	Materials & Services	Restricted Revenue	Unrestricted Budget		Unrestricted Budget
Programs:								
International Mission	26,736,815	23,198,448	(13.2)	12,000	21,764,301	1,422,147	8.2	93,765
Pastoral Education	3,473,748	3,500,493	0.8	81,500	2,206,862	1,212,131	7.0	1,208,611
National Mission	9,297,786	8,957,085	(3.7)	747,591	6,981,008	1,228,487	7.1	633,129
* Youth Gathering	9,708,130							765,949
Communications	3,060,892	2,378,864	(22.3)	423,239	21,148	1,934,477	11.2	2,583,596
KFUO	1,031,514	982,670	(4.7)	174,600	773,048	35,021	0.2	48,341
Total programs	53,308,885	39,017,560	(26.8)	1,438,930	31,746,367	5,832,263	33.7	5,333,392
Grants to Related Entities:								
University Education	1,996,148	599,327	(70.0)			599,327	3.5	1,996,148
Concordia Historical Institute	420,000	415,000	(1.2)		1,600	413,400	2.4	415,000
Total grants to related entities	2,416,148	1,014,327	(58.0)		1,600	1,012,727	5.9	2,411,148
Ecclesiastical programs:								
Comm on Constitutional Matters	14,600	7,300	(50.0)			7,300		14,600
Commission on Handbook	10,600	8,300	(21.7)			8,300		10,600
Commission on Theology & Church Relations	714,358	742,010	3.9			742,010	4.3	714,358
Conflict Resolution	85,250	8,250	(90.3)			8,250		85,250
Convention Committees & Task Forces	150,000	55,000	(63.3)			55,000	0.3	150,000
Legal	580,000	600,000	3.4			600,000	3.5	580,000
Rosters	814,568	823,394	1.1	34,178		789,216	4.6	756,670
Church Relations	1,002,738	709,682	(29.2)		432,000	277,682	1.6	560,311
President and Vice-Presidents	1,863,899	1,743,524	(6.5)	7,500	91,000	1,645,024	9.5	1,716,399
Secretary	397,899	356,458	(10.4)			356,458	2.1	397,899
Board of International Missions	31,500	12,650	(59.8)			12,650	0.1	31,500
Board of National Missions	30,500	12,650	(58.5)			12,650	0.1	30,500
Council of Presidents	223,325	169,800	(24.0)	37,500		132,300	0.8	198,325
Chief Mission Officer	735,071	495,467	(32.6)		50,000	445,467	2.6	369,940
* Synodical Convention	2,236,237							
Contingency	1,000,000	250,000	(75.0)			250,000	1.4	1,000,000
Internal Audit	204,262	139,327	(31.8)	165,400		(26,073)	(0.2)	49,262
Total ecclesiastical programs	10,094,806	6,133,811	(39.2)	244,578	573,000	5,316,233	30.7	6,665,614
Management and general								
Board of Directors	70,795	48,609	(31.3)			48,609	0.3	70,795
Chief Administrative Officer	382,074	417,903	9.4			417,903	2.4	382,074
Chief Financial Officer / Treasurer	312,426		(100.0)					312,426
Property and Insurance	478,441	427,864	(10.6)			427,864	2.5	478,441
External Audit	80,000	76,000	(5.0)			76,000	0.4	80,000
Internal Audit	650,799	591,631	(9.1)	106,100		485,531	2.8	535,799
Accounting	1,706,124	1,610,024	(5.6)	349,278		1,260,746	7.3	1,431,318
State and Federal Tax Reporting	122,133	122,055	(0.1)	14,000		108,055	0.6	108,133
Information Technologies	2,369,279	2,053,491	(13.3)	22,130		2,031,361	11.8	2,369,279
Human Resources	1,136,545	1,146,023	0.8	562,851	20,000	563,172	3.3	613,360
Operational Services	1,948,402	1,734,381	(11.0)	465,508		1,268,873	7.4	1,429,790
Interest	58,000	43,925	(24.3)	479,133		(435,208)	(2.5)	(302,000)
Foreign Exchange		1,200				1,200		
Total management and general	9,315,020	8,273,106	(11.2)	1,998,999	20,000	6,254,106	36.3	7,509,417
Fundraising								
Mission Advancement	7,281,932	6,260,366	(14.0)		6,338,970	(78,604)	(0.5)	1,103,379
Contra-expense adjustment	(1,140,094)	(1,075,478)	(5.7)			(1,075,478)	(6.1)	(1,140,094)
Unallocated G & A expense								
Net contra-expense adjustment	(1,140,094)	(1,075,478)	(5.7)			(1,075,478)	(6.1)	(1,140,094)
Totals	81,276,698	59,623,691	(26.6)	3,682,507	38,679,937	17,261,247	100.0	21,882,856
Unrestricted Support and Other Income Budget						17,825,194		21,200,000
Budgeted Change in Unrestricted Net Assets						563,947		(682,856)
Change in Undesignated Net Assets								
Net Budget Funded with Board Designated Funds:								
Communications						921,127		1,330,885
KFUO						35,201		48,341
Youth Gathering								566,675
Convention Projects						80,000		150,000
Total Net Budget Funded with Board Designated Funds						1,036,328		2,095,901
Net Budget Board Designated for Communications								(1,200,000)
Change in Undesignated Net Assets						1,600,275		213,045

* Youth Gathering and Synodical Convention occurring every three years.

Department Descriptions

Office of International Mission

The Office of International Mission coordinates and supports the ministries of Synod in foreign countries. In carrying out its mission responsibilities, the Office of International Mission receives its primary focus from the mission and ministry emphases developed triennially by the national Synod in convention and from the policies developed and determined by the Board for International Mission. Through the Chief Mission Officer, it also receives direction from the President of the Synod on all aspects of its responsibilities. The Office of International Mission's responsibilities include placement and support of foreign missionaries, establishment and maintenance of international schools, coordination of international relief efforts, policy recommendations to the Board for International Mission, and support and encouragement of international partner churches in conjunction with the Office of the President. The Office of International Mission is also responsible for granting recognized service organization status to organizations that provide services primarily outside the United States, are independent of the Synod, engage in program activity that is in harmony with the programs of the Synod, and warrant recognition by the Synod in accordance with the Bylaws.

\$23,198,448

Pastoral Education

The Office of Pastoral Education plans, promotes, and coordinates pastoral education in order to provide healthy, well-trained, and faithful clergy for the LCMS. The executive director of pastoral education assists the Synod's chief mission officer in "providing leadership, coordination, and oversight for pre-seminary education programs, seminary education and post-seminary continuing education, and by providing advocacy for pastoral education and health with the Synod" (Bylaw 3.4.3.8).

Planning includes the collection and integration of data gathered from the Concordia University System (CUS) schools and the seminaries in order to provide an accurate description of the present. Planning also includes identification of trends and patterns in data that could be predictive and signal prudent changes for the future. It includes ongoing visitation of university theology faculty and pre-seminary director. It also includes communication with, and serving as a resource for, the LCMS Council of Presidents and others who are key stakeholders in pastoral education.

The promotional efforts of the office include informing the church concerning the mission of both LCMS seminaries and how both seminaries are undertaking that mission. This takes place through visitation, the Pastoral Formation Committee, and bringing leaders from both seminaries together for ongoing cooperation and collaboration to foster rapport and advance mission effectiveness. They also include extolling the office of pastor and what God accomplishes through that office. These efforts are designed to advance the work of the seminaries with prospective students, potential donors, alumni and other key stakeholders in pastoral education. The Pastoral Education budget also reflects the distribution of designated financial gifts and bequests to support both seminaries joyfully given by the church through the LCMS Joint Seminary Fund, Global Seminary Initiative, endowments contributions, and regular worship offerings (subsidy).

The coordination of pastoral education includes working toward the creation of a seamless system of pastoral formation in the Synod that begins at the baptismal font and continues throughout the life and service of the pastor. The office promotes ways in which those to whom God has given the desire to serve Him in pastoral ministry may be identified, informed, encouraged, nurtured and effectively formed for that service. It designs and advances to the Synod a plan of lifelong learning for pastors that begins with oversight of the Post-Seminary Applied Learning and Support (PALS) program, Preach the Word, and providing the COP with a system for tracking and reporting continuing education units on the pastor's Self Evaluation Tool (SET).

All these efforts are undertaken so that God's people will be faithfully fed the Lord's Word and Sacraments whereby the Holy Spirit creates and sustains saving faith in His people.

\$3,500,493

University Education

University Education provides for the education of commissioned ministers, other professional church workers for the Synod, and others desiring a Christian Lutheran liberal arts education.

University Education develops coordinating policies and procedures for coordinating roles and responsibilities for the colleges and universities. It reviews and approves new programs and manages peer review of programs in the interest of the universities and the church.

University Education establishes policy guidelines for distribution of Synodical financial support, approves capital projects, establishes criteria for institutional viability, fiscal and otherwise, and grants prior approval of initial appointments to the university theological faculties.

A primary emphasis is the promotion of church work programs and recruitment processes for students, professional church workers, and lay higher education for future Lutheran leaders.

\$599,327

Office of National Mission

The Office of National Mission coordinates and supports domestic ministries that serve congregations and schools through the districts of the Synod (Bylaw 3.8.2.3). To that end the Office of National Mission will enliven, equip, coordinate, and engage domestic congregations, districts, and Recognized Service Organizations in order to enhance their local and regional missions and ministries. The Office of National mission supports the work of church planting and revitalization, domestic disaster response and human care, evangelism, school ministry, stewardship, and youth ministry.

\$8,957,085

Communications

The department is the storyteller and the purveyor of news and information for the Synod, and it does this through many means: publications (official and otherwise) and a host of other print and digital resources, website and blogs, graphic design, video and photography, social media, E-News, marketing and promotion and public and media relations.

In its work, LCMS Communications strives toward these goals:

- The people of the Synod know we will stand up for the faith, put Christ at the center, and defend the values the church espouses.
- Our people are knowledgeable about their church body—its beliefs and practices, missions and ministries, positions on societal issues and priorities.
- They know our news reporting is accurate and trustworthy.
- They sense that our communication vehicles are executed with the highest-possible quality and take advantage of the latest technologies available.
- The offices and ministries of LCMS, Inc.—e.g., OIM, ONM, OTP—know they can depend on us for excellent communication products delivered on time.
- Our work with LCMS Mission Advancement is collegial and productive, not least in terms of donor appeals and in responding to sudden events like disasters.

- Our thinking and planning are strategic and in keeping with the needs and priorities of our clients.
- We collaborate with other entities throughout the Synod; our communication counterparts in the districts, universities and seminaries, auxiliaries, Synodwide corporate entities, etc., consider us partners in the Gospel in the work of the church.
- We look for opportunities to cross-promote and avoid duplication and redundancy.
- The general public is familiar with the Synod and, even if some disagree with our positions, we are respected for being true to our principles.
- We deal as openly as possible with the secular media while always serving the best interests of the Synod.
- We make every effort to establish and maintain contact with as many LCMS households as possible.

\$2,378,864

Mission Advancement

Mission Advancement (including Mission Central in Mapleton, Iowa) serves those who voluntarily contribute time, talent and financial resources to the mission and work of The Lutheran Church—Missouri Synod, and those who are willing to consider contributing to the mission. It's overarching goal is carrying out its assigned duties in the manner most worthy of our Savior Jesus Christ. Because the primary “customer” or “client” is the current or potential contributor, Mission Advancement is a distinct programmatic unit under the supervision and oversight of the Synod's Chief Mission Officer per Synod Bylaw 3.4.3.6.

\$6,260,366

The Commission on Constitutional Matters

The Commission on Constitutional Matters exists to interpret the Synod's Constitution, Bylaws, and Resolutions upon the written request of a member (congregation, ordained or commissioned minister), official, board, commission, entity, or agency of the Synod and ensures the constitutionality of the governing instruments of the Synod and its agencies. It examines all reports and overtures to the Synod asking for amendments to the Constitution and Bylaws of the Synod to determine their agreement in content and language with the Constitution and Bylaws of the Synod. It examines in advance the articles of incorporation and the bylaws or regulations of every synodical entity and all proposed amendments of such documents to ascertain whether they are in harmony with the Constitution, Bylaws, and Resolutions of the Synod.

\$7,300

The Commission on Theology and Church Relations

The Commission on Theology and Church Relations exists to assist congregations in achieving the objectives of Article III, sections 1 and 6 of the Constitution of the Synod and to assist the President of the Synod in matters of church relationships and in fostering and preserving doctrinal unity and integrity within the Synod.

Through the preparation of official documents (e.g., reports, statements, opinions, study documents), the commission provides guidance to the Synod in matters of theology and church relations. It suggests and provides studies of contemporary issues, including also current social issues, as they affect the church and as the church may affect such social issues. It fosters an ongoing theological education through institutes, seminars, and other means. It is also the Synod's primary agency for dealing with dissent from the official position of the Synod.

The commission assists the President at his request in discharging his constitutional responsibilities for fostering and preserving doctrinal unity within the Synod and doctrinal integrity as he relates to other church bodies. When a church body applies for formal recognition of altar and pulpit fellowship with the Synod or when a synodical mission applies for formal recognition as a self-governing partner church (by the Board for International Mission), such recognition shall be proposed at a synodical convention only after the approval of the commission.

\$742,010

The Council of Presidents

The Council of Presidents shall provide opportunity for the President to advise and counsel his representatives in the districts and for the district presidents in turn to give counsel to the President.

The Council of Presidents exists to provide opportunity for the presidents of the districts and the praesidium of the Synod to counsel with one another on matters pertaining to the doctrine and administration of the Synod and its districts, to edify and support one another in the work they share, and to serve as the Board of Assignments of the Synod, assigning first calls to candidates for ordained or commissioned ministry.

\$169,800

The Lutheran Church—Missouri Synod
Corporate Synod
Total Expenses
For the Year Ended June 30

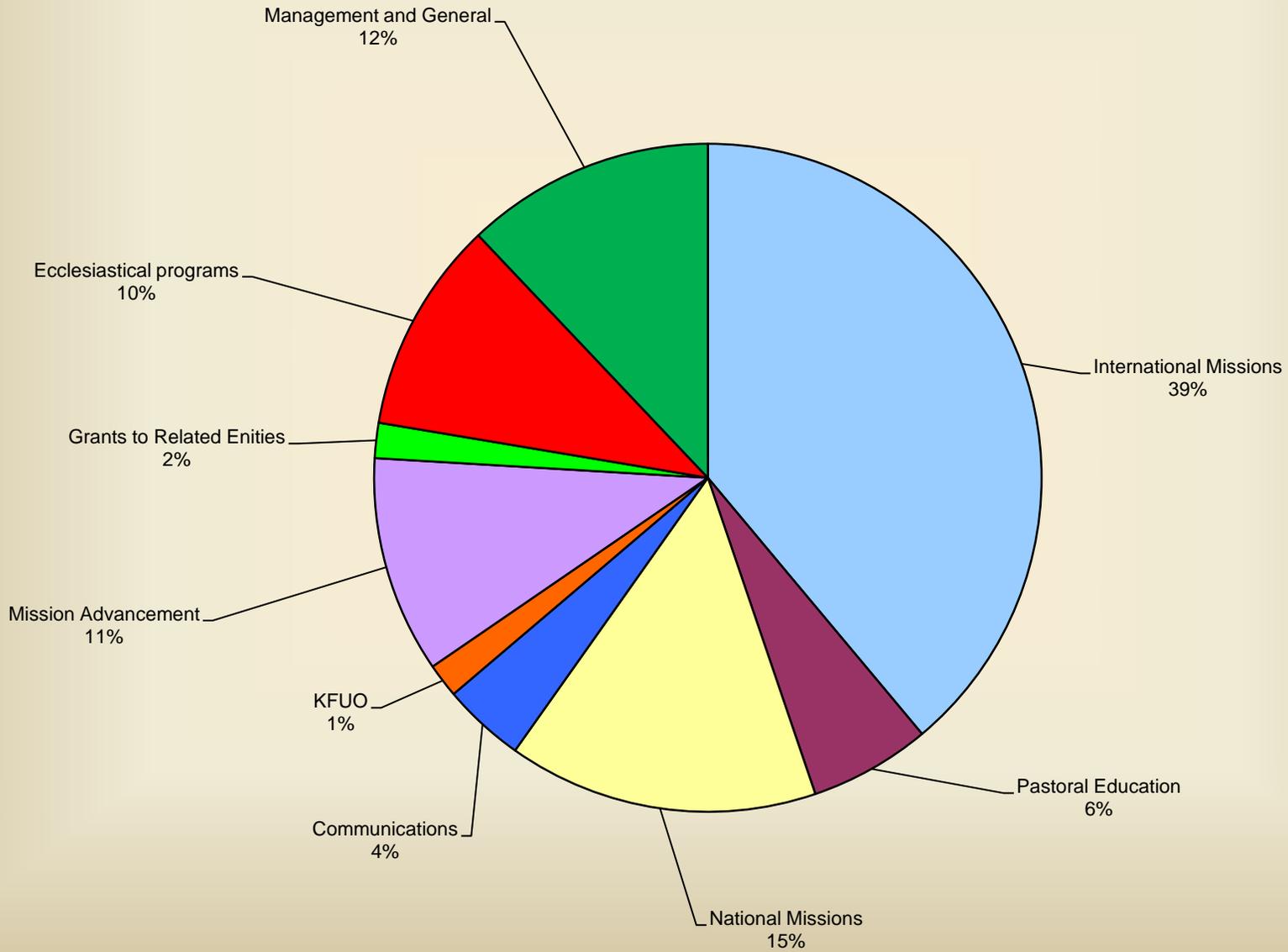
	Actual 2020	Budget 2021
Programs		
International Mission	21,608,510	23,198,448
National Mission	5,396,094	8,957,085
* Youth Gathering	9,477,989	0
Pastoral Education	4,437,770	3,500,493
University Education	755,409	599,327
Communications	2,421,111	2,378,864
KFUO	960,821	982,670
Total misson and ministry programs	45,057,704	39,616,887
Ecclesiastical programs		
Constitutional Matters	4,558	7,300
Commission on Handbook	4,420	8,300
CTCR	692,807	742,010
Conflict Resolution	87,948	8,250
Convention Committees & Task Forces	4,807	55,000
Legal Counsel	718,562	600,000
Rosters	728,230	823,394
Church Relations	642,676	709,682
President & Vice-Presidents	1,715,738	1,743,524
Secretary	374,663	356,458
Board for International Mission	22,857	12,650
Board for National Mission	26,163	12,650
Council of Presidents	184,487	169,800
Chief Mission Officer	396,796	495,467
Concordia Historical Institute	415,000	415,000
* Synodical Convention	1,734,423	0
Circuit Counselors Conference	0	0
Contingency	0	250,000
Internal Audit	163,533	0
Total ecclesiastical programs	7,917,668	6,409,485
Total programs	52,975,372	46,026,372
Management and general		
Board of Directors	57,415	48,609
Chief Administration Officer	416,765	417,903
Chief Financial Officer/Treasurer	316,676	0
Prop & Insurance	418,885	427,864
External Audit	138,787	76,000
Internal Audit	570,584	730,958
Accounting Services	1,789,490	1,732,078
Information Technologies	2,088,118	2,053,491
Human Resources	1,111,451	1,146,023
Operational Services	879,511	658,902
Interest	48,945	43,925
Foreign Exchange	(3,635)	1,200
Miscellaneous	283,481	0
Unallocated G&A	0	0
Unrestricted/Undesignated	0	0
National Offering	0	0
Total management and general	8,116,473	7,336,953
Fundraising		
Mission Advancement	6,162,623	6,260,366
National Offering	0	0
Total fundraising	6,162,623	6,260,366
Total expenses	67,254,468	59,623,691

* Youth Gathering and Synodical Convention occur every three years.

The Lutheran Church—Missouri Synod

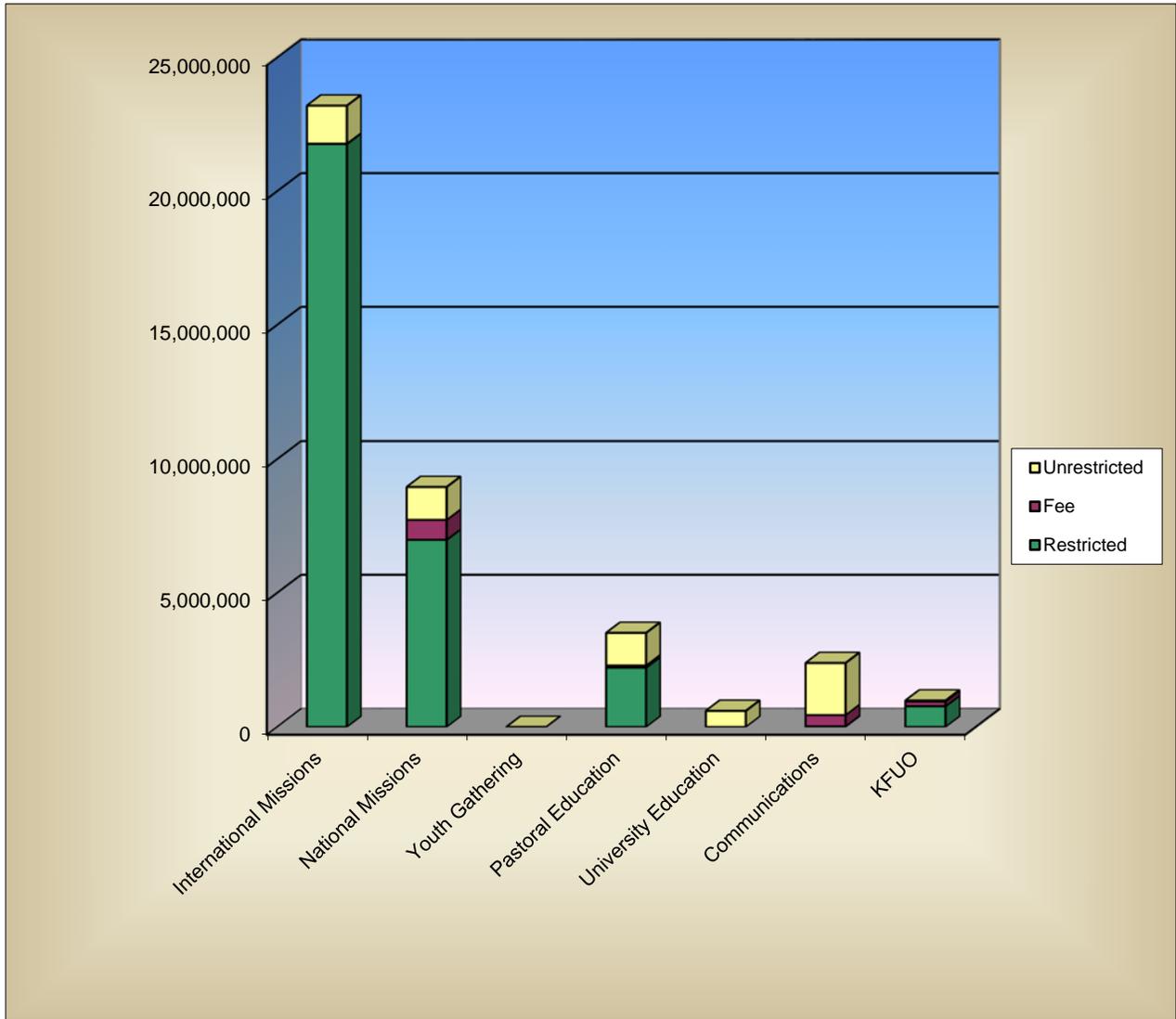
Corporate Synod

FY 2020/21 Operating Budget



The Lutheran Church—Missouri Synod
 Corporate Synod
 Total Budgeted Revenue
 FY 2020/21 Program Board Operating Budget

Programs:	Revenue			
	Restricted	Fee	Unrestricted	Total
International Missions	21,764,301	12,000	1,422,147	23,198,448
National Missions	6,981,008	747,591	1,228,487	8,957,086
Youth Gathering				
Pastoral Education	2,206,862	81,500	1,212,131	3,500,493
University Education			599,327	599,327
Communications	21,148	423,239	1,934,477	2,378,864
KFUO	773,048	174,600	35,021	982,669
Total program services	31,746,367	1,438,930	6,431,590	39,616,887



The Lutheran Church—Missouri Synod
Corporate Synod
Mission and Ministry Budget by Type
2020/21 Budget by Unit

	Personnel	Travel & Meetings		Grants & Subsidies	Other	Synod inter-department billing	Total Expense
		Staff	Other				
Program boards:							
International Mission							
Administration	650,096	32,500	16,500	48,572	250,333	22,858	1,020,859
Ministry Mobilization	814,868	31,100	18,750		105,478	37,717	1,007,913
Africa	2,708,567			2,922,890	2,607		5,634,064
Eurasia	1,992,240			1,722,501	2,024		3,716,765
Latin America	2,781,887			3,070,537	10,735		5,863,159
Asia Pacific	2,663,171			1,191,791	2,619		3,857,581
Southern Asia							
International Projects				243,000	2,500		245,500
Armed Forces	306,605	50,000	89,000	58,500	112,341	17,144	633,590
Short-Term Mission	260,426	3,000	34,900	20,000	14,698	17,144	350,168
International Mission Gifts/Grants							
Fan into Flame Campaign							
Specialized Pastoral Ministry							
Life & Health Ministries							
Disaster Response	10,000	32,500	40,000	400,000	31,350		513,850
Global Grants				355,000			355,000
Allocations							
Total International Mission	12,187,859	149,100	199,150	10,032,790	534,685	94,863	23,198,448
Higher Education							
Board for Pastoral Education							
National Office - Higher Education	269,400	10,000	65,000	343,000	70,346	11,430	769,176
Seminary Support				601,227			601,227
Gifts, Grants, and support	380,000			358,500			738,500
Seminary Resources				1,200,000			1,200,000
PALS	94,888	1,200	46,200	33,000	10,588	5,714	191,590
Total Board for Pastoral Education	744,288	11,200	111,200	2,535,727	80,934	17,144	3,500,493
Board for University Education							
Concordia University support				599,327			599,327
Total Higher Education	744,288	11,200	111,200	3,135,054	80,934	17,144	4,099,820

The Lutheran Church—Missouri Synod
Corporate Synod
Mission and Ministry Budget by Type
2020/21 Budget by Unit

	Personnel	Travel & Meetings		Grants & Subsidies	Other	Synod inter-department billing	Total Expense
		Staff	Other				
National Mission							
Administration	223,675	6,500	65,000	28,750	453,904	4,572	782,401
Youth Ministry	124,400	16,210	70,417	25,000	49,961		285,988
Rural Small Town Ministry	71,719	8,500	8,500		1,673	1,429	91,821
School Ministry	732,441	43,252	116,500	84,098	66,264	17,144	1,059,699
Stewardship Ministry	99,716				598	2,286	102,600
Witness and Outreach	287,281	22,000	20,500		114,386	14,857	459,024
Recognized Service Organizations	71,639	18,600	14,500	33,500	2,495	5,714	146,448
Church and Community Engagement	208,253	12,500	5,500	356,060	16,233	7,144	605,690
Black Ministry	162,251	11,000	2,500	16,000	6,795	2,858	201,404
Worship	230,315	6,380	3,650		14,125	11,430	265,900
Hispanic Ministry	10,000			18,000			28,000
National Mercy	1,060,930	45,600	83,200	3,069,000	244,340	43,430	4,546,500
Church Worker Recruitment							
Campus Ministry	215,324	11,000	11,000	1,000	26,097		264,421
Strategic Mission Developer	102,095			15,000	97		117,192
Total National Mission	3,600,037	201,542	401,267	3,646,408	996,968	110,864	8,957,085
National Youth Gathering							
Communications	2,567,289	46,000	9,000	21,104	(401,679)	137,150	2,378,864
KFUO	769,793	8,500	1,000		151,944	51,432	982,670
Total program boards	19,869,266	416,342	721,617	16,835,356	1,362,853	411,453	39,616,887
Ecclesiastical programs:							
Constitutional Matters			7,250		50		7,300
Commission on Handbook			8,250		50		8,300
CTCR	649,578	1,000	18,000		44,859	28,573	742,010
Conflict Resolution			8,000		250		8,250
Convention Committees & Task Forces			55,000				55,000
Roster Maintenance	633,128	600	275		149,388	40,003	823,394
Church Relations	107,214	46,000	68,000	357,000	125,754	5,714	709,682
President & Vice Presidents	1,286,512	160,000	86,000		169,101	41,911	1,743,524
Secretary's Office	331,394		100		13,534	11,430	356,458
Board for International Missions	750		8,000		3,900		12,650
Board for National Missions	750		8,000		3,900		12,650

The Lutheran Church—Missouri Synod
Corporate Synod
Mission and Ministry Budget by Type
2020/21 Budget by Unit

	Personnel	Travel & Meetings		Grants & Subsidies	Other	Synod inter-department billing	Total Expense
		Staff	Other				
Council of Presidents		250	169,500		50		169,800
Chief Mission Officer	406,184	19,000		50,000	8,853	11,430	495,467
Concordia Historical Institute				415,000			415,000
Synodical Convention							
Circuit Counselors Conference							
Contingency					250,000		250,000
Total ecclesiastical programs	3,415,510	226,850	436,375	822,000	769,688	139,061	5,809,484
Management and general							
Board of Directors			42,000		6,609		48,609
Chief Administration Officer	384,325		500		21,648	11,430	417,903
Chief Financial Officer/Treasurer							
Prop & Insurance	40,124				387,740		427,864
External Audit					76,000		76,000
Internal Audit	669,143	8,000	200		30,185	23,430	730,958
Planning and Research							
Accounting	1,449,069	3,650	1,200		69,242	86,862	1,610,024
Legal					600,000		600,000
State and Federal Reporting	111,157	1,750			5,147	4,001	122,055
Office of Info Systems	2,056,913		1,100		(56,244)	51,723	2,053,491
Human Resources:	892,161	10,500	3,250	10,000	195,824	34,287	1,146,023
General Services	993,557	5,200	500		694,266	(1,034,620)	658,903
Interest					43,925		43,925
Foreign Exchange					1,200		1,200
Miscellaneous							
Unallocated General & Admin							
Total management and general	6,596,450	29,100	48,750	10,000	2,075,542	(822,887)	7,936,955
Fundraising							
Mission Advancement	3,825,154	220,000	4,500		1,981,845	228,567	6,260,066
Total	33,706,379	892,292	1,211,242	17,667,356	6,189,928	(43,806)	59,623,391

FY21 PLAN OVERVIEW

Accounting

PURPOSE

Accounting exists to prepare and maintain budgetary, accounting, and financial records for Synod and some related entities. This includes cash management, investment services, accounts payable, payroll, purchasing, and tax compliance.

MISSION EMPHASIS: MAKING DISCIPLES FOR LIFE

AND OUR MISSION PRIORITIES (highlight special focus areas)

- Plant, sustain, and revitalize Lutheran churches
- Support and expand theological education
- Perform human care in close proximity to Word and Sacrament ministries
- Collaborate with the Synod’s members and partners to enhance mission effectiveness
- Promote and nurture the spiritual, emotional, financial, and physical well-being of pastors and professional church workers
- Enhance early childhood, elementary and secondary education, and youth ministry
- Strengthen and support the Lutheran family in living out God’s design

RESOURCES — FUNDS
(provided by LCMS Accounting)

	From Restricted Revenues/Gifts (\$000)	From Unrestricted Gifts (\$000)	TOTAL (\$000)
FY19 Expenditures	397	1512	1909
FY20 Expenditures	375	1414	1789
FY21 Expenditures (proposed)	363	1365	1728
Δ FY20 to FY21 \$000	-12	-49	-61
Δ FY20 to FY21 percent	-3%	-3%	-3%

RESOURCES — MANPOWER
(provided by LCMS Human Resources)

	Actual
FY19 year-end FTEs (actual)	16.5
FY20 year-end FTEs (actual)	15.5
FY21 FTEs (proposed)	14.5
Δ FY20 to FY21 actual	-1
Δ FY20 to FY21 percent	-6%

RESOURCE COMMENTARY

As in prior years the accounting department requires less money and fewer people. In the past 7 years we have eliminated 7 positions – 3 by attrition and 4 by RIF.

IDENTIFYING CHARACTERISTICS AND CORE COMPETENCIES

TODAY

PREFERRED FUTURE

- Processes payment of bills for Synod, CUS, Holdings, CPS, CHI, Eastern District, and LCRL
- Processes payroll for Synod, CHI, LCMS Foundation, Eastern District, and LCRL
- Provides cash management and investment services for Synod, CUS, Holdings, CHI, and LCRL
- Provides budgetary and accounting services for Synod, CUS, Holdings, CHI, Eastern District, and LCRL
- Provides tax compliance services for Synod, CUS, CHI, and LCRL

- Our 7th position elimination will happen with a retirement in January. The preferred future is that accounting continue providing high quality service to the units of Synod and the other entities served even with less staff
- Complete installation of Paycor – the new payroll/HRIS system
- Complete installation of Chrome River – the new expense reporting system
- Convert OIM regional accounting to Banner

TO MOVE FROM “TODAY” TO THE “PREFERRED FUTURE”, WHAT MUST . . .

START?

STOP?

CHANGE?

- Work with OIM and regional business managers to convert regional accounting to Banner. This has started, but it needs a restart.

- Doing most of accounts payable on paper

- Fully implement Paycor and Chrome River – both are in process and need to be completed

INFLUENCING FACTORS TO MONITOR

(trending keys: + = helping, - = hurting, ? = indeterminate, x = known obstacle or challenge)

Internal to unit, other LCMS units, agencies and auxiliaries

External

- organizational resistance to change
- ? staff morale and workload
- + accounting staff are hardworking and knowledgeable
- ? how to accomplish training of regional business managers

- decreased giving from districts
- ? state of US economy

KEY PERFORMANCE INDICATORS (KPIs) — UPDATE FOR EACH BOD MEETING			
KPI	Target/Goal	Result	Comments
Financial statements distribution	15 th of the month		This generally happens
Completion of the audit	Clean audit by mid-November		Always clean; delays last year; hope to have worked thru those for FY20
Payroll	Twice a month		Without fail
Reimbursements	3x/week; reduce to once a week		Currently at once a week; hope to continue
Budget preparation	Present to BOD at May meeting		Due to Covid FY21 was the first year this didn't happen
Paycor implementation	All bugs worked out by 10/31		
Chrome River implementation	Implemented for US work by 12/31; implemented for international work soon after		
Conversion to Banner	6/30/21		

NOTE: highlight any new KPIs added; ~~strikethrough~~ any prior KPIs eliminated

OUTCOME MILESTONES (NEXT 24 MONTHS) — UPDATE FOR EACH BOD MEETING		
Outcome	Month	Comments
Completion of audit	November 2020	
Budget preparation	Sept 2020 for FY21; May 2021 for FY22	
Paycor implementation	October 2020	
Chrome River implementation	December 2020	
Conversion to Banner	June 2021	

NOTE: highlight any new milestones added; ~~strikethrough~~ any prior milestones completed; highlight any adjustments to target dates

NEW OPPORTUNITIES, NOT YET ADDRESSED — UPDATE FOR EACH BOD MEETING	
Opportunity	Commentary
<ul style="list-style-type: none"> • none 	All addressed earlier in report

NOTE: highlight any new opportunities added; ~~strikethrough~~ any previously-listed new opportunities dismissed

FOR BOD CONSIDERATION/AWARENESS — UPDATE FOR EACH BOD MEETING
<ul style="list-style-type: none"> • nothing not mentioned previously in report

MISCELLANEOUS NOTES (OPTIONAL — UPDATE FOR EACH BOARD MEETING)
The accounting department is staffed with long-term, knowledgeable, dedicated people. That is how we've been able to reduce so many positions. Accounting is at the point where we will not be able to reduce any more position and still keep appropriate controls and cross-training in place.

FY21 PLAN OVERVIEW

Board of Directors

PURPOSE

The Board, in accordance with Bylaw 3.3.4, serves to provide leadership in achieving the objectives of The Lutheran Church—Missouri Synod as stated in Article III of its Constitution and Bylaw 1.1.1, so that Christ's name may be glorified among all people throughout the world by serving each other in Christ's name, reaching our communities with Christ's love, and claiming the world for Christ's kingdom.

MISSION EMPHASIS: MAKING DISCIPLES FOR LIFE

AND OUR MISSION PRIORITIES (highlight special focus areas)

- Plant, sustain, and revitalize Lutheran churches
- Support and expand theological education
- Perform human care in close proximity to Word and Sacrament ministries
- Collaborate with the Synod's members and partners to enhance mission effectiveness
- Promote and nurture the spiritual, emotional, financial, and physical well-being of pastors and professional church workers
- Enhance early childhood, elementary and secondary education, and youth ministry
- Strengthen and support the Lutheran family in living out God's design

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RESOURCES — FUNDS
(provided by LCMS Accounting)

	From Restricted Revenues/Gifts (\$000)	From Unrestricted Gifts (\$000)	TOTAL (\$000)
FY19 Expenditures		\$63	\$63
FY20 Expenditures		\$57	\$57
FY21 Expenditures (proposed)		\$49	\$49
Δ FY20 to FY21 \$000		\$(8)	\$(8)
Δ FY20 to FY21 percent		(14)%	(14)%

RESOURCES — MANPOWER
(provided by LCMS Human Resources)

	Actual
FY19 year-end FTEs (actual)	0
FY20 year-end FTEs (actual)	0
FY21 FTEs (proposed)	0
Δ FY20 to FY21 actual	0
Δ FY20 to FY21 percent	0%

RESOURCE COMMENTARY

- No anticipated changes in the composition of the Board in FY21.

IDENTIFYING CHARACTERISTICS AND CORE COMPETENCIES

TODAY

- Address all business, legal and property matters as they arise.

PREFERRED FUTURE

- Actively engage with various entities/agencies of Synod.

TO MOVE FROM "TODAY" TO THE "PREFERRED FUTURE", WHAT MUST... START? STOP? CHANGE?		
<ul style="list-style-type: none"> • Quarterly updates on the 5 most important issues in the Synod. • Match top mission priorities with top budget/fiscal commitments. • Outline new mission opportunities, including those that are not funded. • Regular updates from the seminaries and CUS. • Regular reports from LCMS Foundation and LCEF on their performance and strategic direction. • Consistently distinguish between the role of the BOD for LCMS, Inc. and the broader Synod. • Consider different options for agenda in Board meetings to distinguish. • Be more deliberate in strategic planning. Add an additional ½ day or full meeting or retreat. • Be more proactive in long-term budgeting in light of potential reduction in unrestricted income. • Include as a topic in a retreat or set aside significant time during regular meeting outside the context of approving the budget. • Be more proactive in identifying programs and other expenses that are essential and should be retained or conversely must be reduced or eliminated. 	•	•

INFLUENCING FACTORS TO MONITOR (trending keys: + = helping, - = hurting, ? = indeterminate, x = known obstacle or challenge)	
Internal to unit, other LCMS units, agencies and auxiliaries	External

KEY PERFORMANCE INDICATORS (KPIs) — UPDATE FOR EACH BOD MEETING			
KPI	Target/Gol	Result	Comments
Results of key mission, stewardship and financial objectives.			
Insurance claims (actual and pending)			

NOTE: highlight any new KPIs added; strikethrough any prior KPIs eliminated

OUTCOME MILESTONES (NEXT 24 MONTHS) — UPDATE FOR EACH BOD MEETING		
Outcome	Month	Comments
Seriously consider replacing the CFO primarily for succession planning.		

NOTE: highlight any new milestones added; strikethrough any prior milestones completed; highlight any adjustments to target dates

NEW OPPORTUNITIES, NOT YET ADDRESSED — UPDATE FOR EACH BOD MEETING	
Opportunity	Commentary
•	

NOTE: highlight any new opportunities added; strikethrough any previously-listed new opportunities dismissed

FOR BOD CONSIDERATION/AWARENESS — UPDATE FOR EACH BOD MEETING
•

MISCELLANEOUS NOTES (OPTIONAL — UPDATE FOR EACH BOARD MEETING)

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FY21 PLAN OVERVIEW

CAO/CFO

PURPOSE	
<ul style="list-style-type: none"> Assist the Board of Directors in carrying out the responsibilities given to it by the Constitution, Bylaws, and resolutions of the Synod. Work closely with the Chief Mission Officer in carrying out the programmatic, administrative, and financial functions of the national Synod. Assume responsibilities as delegated by the Board of Directors. Management of other areas including Human Resources, Information Technology, Facilities Management, Meeting and Planning, Mail/Copy Center. Prepare financial statements in accordance with GAAP. 	

MISSION EMPHASIS: MAKING DISCIPLES FOR LIFE AND OUR MISSION PRIORITIES (highlight special focus areas)	
<ul style="list-style-type: none"> Plant, sustain, and revitalize Lutheran churches Support and expand theological education Perform human care in close proximity to Word and Sacrament ministries Collaborate with the Synod's members and partners to enhance mission effectiveness Promote and nurture the spiritual, emotional, financial, and physical well-being of pastors and professional church workers Enhance early childhood, elementary and secondary education, and youth ministry Strengthen and support the Lutheran family in living out God's design 	

RESOURCES — FUNDS (provided by LCMS Accounting)	From Restricted Revenues/Gifts (\$000)	From Unrestricted Gifts (\$000)	TOTAL (\$000)
FY19 Expenditures		\$738	\$738
FY20 Expenditures		\$713	\$713
FY21 Expenditures (proposed)		\$418	\$418
Δ FY20 to FY21 \$000		\$(295)	\$(295)
Δ FY20 to FY21 percent		(41)%	(41)%

RESOURCES — MANPOWER (provided by LCMS Human Resources)	Actual
FY19 year-end FTEs (actual)	4
FY20 year-end FTEs (actual)	2
FY21 FTEs (proposed)	2
Δ FY20 to FY21 actual	0
Δ FY20 to FY21 percent	0

RESOURCE COMMENTARY	
<ul style="list-style-type: none"> CFO and administrative assistance have been removed from the budget...responsibilities assumed by the CAO and administrative assistant. 	

IDENTIFYING CHARACTERISTICS AND CORE COMPETENCIES	
TODAY	PREFERRED FUTURE
<ul style="list-style-type: none"> Continue to work with other units, mainly the Chief Mission Officer, to develop processes and procedures to increase efficiencies and effectiveness. Oversee areas of human resources, IT, operational services, accounting, risk management, and internal audit (administration only). 	<ul style="list-style-type: none"> Become a paperless office environment...or close to it. Complete installation of Chrome River – the new expense reporting system Convert OIM regional accounting to Banner

TO MOVE FROM "TODAY" TO THE "PREFERRED FUTURE", WHAT MUST...		
START?	STOP?	CHANGE?
<ul style="list-style-type: none"> • Work with IT to move all LCMS files to the cloud and implement a virtual desktop environment. • Create a dashboard system that makes key management information available to decision makers. • Work with regional business offices to implement common accounting systems and reports. 	<ul style="list-style-type: none"> • Silo thinking!! 	<ul style="list-style-type: none"> • We have a very dedicated work force with great experience. However, we need to change our mindset to being open to new ideas and ways of doing things. This is a cultural paradigm shift that is difficult to manage and needs continual reinforcement from senior management.

INFLUENCING FACTORS TO MONITOR	
(trending keys: + = helping, - = hurting, ? = indeterminate, x = known obstacle or challenge)	
Internal to unit, other LCMS units, agencies and auxiliaries	External
<ul style="list-style-type: none"> • Need a cultural/mindset shift toward automation and changing processes and procedures to accomplish the work. • All areas have undergone extensive third-party assessments. Continue to monitor the business impact of implement changes. 	<ul style="list-style-type: none"> • Need to identify proven software that is compatible with our current systems/software to provide the tools to move forward.

KEY PERFORMANCE INDICATORS (KPIs) — UPDATE FOR EACH BOD MEETING			
KPI	Target/Goal	Result	Comments
<ul style="list-style-type: none"> • Track the number of times an invoice is touched. This will require a person to follow an invoice through the process...from receipt to payment. • Track the number of pieces that go through the inter office mail, where they originate from and where they go. • Implement Chrome River (automated expense reporting system) to all areas and convert regional business offices from Tangicloud to Banner. 	<p>100% eliminate paper would be the gold standard.</p> <p>Implement by end of FY21.</p>	<p>Reduce the amount of administrative time and effort to process invoices or handle communication.</p> <p>Have common accounting related systems in all offices with greater visibility of spending.</p>	<p>Conversion to Banner is a major task requiring commitment and coordination from everyone.</p>

NOTE: highlight any new KPIs added; strikethrough any prior KPIs eliminated

OUTCOME MILESTONES (NEXT 24 MONTHS) — UPDATE FOR EACH BOD MEETING		
Outcome	Month	Comments
Identify software that is compatible with Banner for invoice processing.	Realistically, this would be in the first quarter of calendar year 2021.	There are significant other software improvements that are in the works...conversion from Tangicloud to Banner and implementation of Chrome River expense reporting are the main ones. These two projects will greatly assist in the overall object to "go paperless".
Implementation of Chrome River.	3rd ^d quarter of FY21	
Conversion from Tangicloud to Banner.	4 th quarter of FY21.	

NOTE: highlight any new milestones added; ~~strikethrough~~ any prior milestones completed; highlight any adjustments to target dates

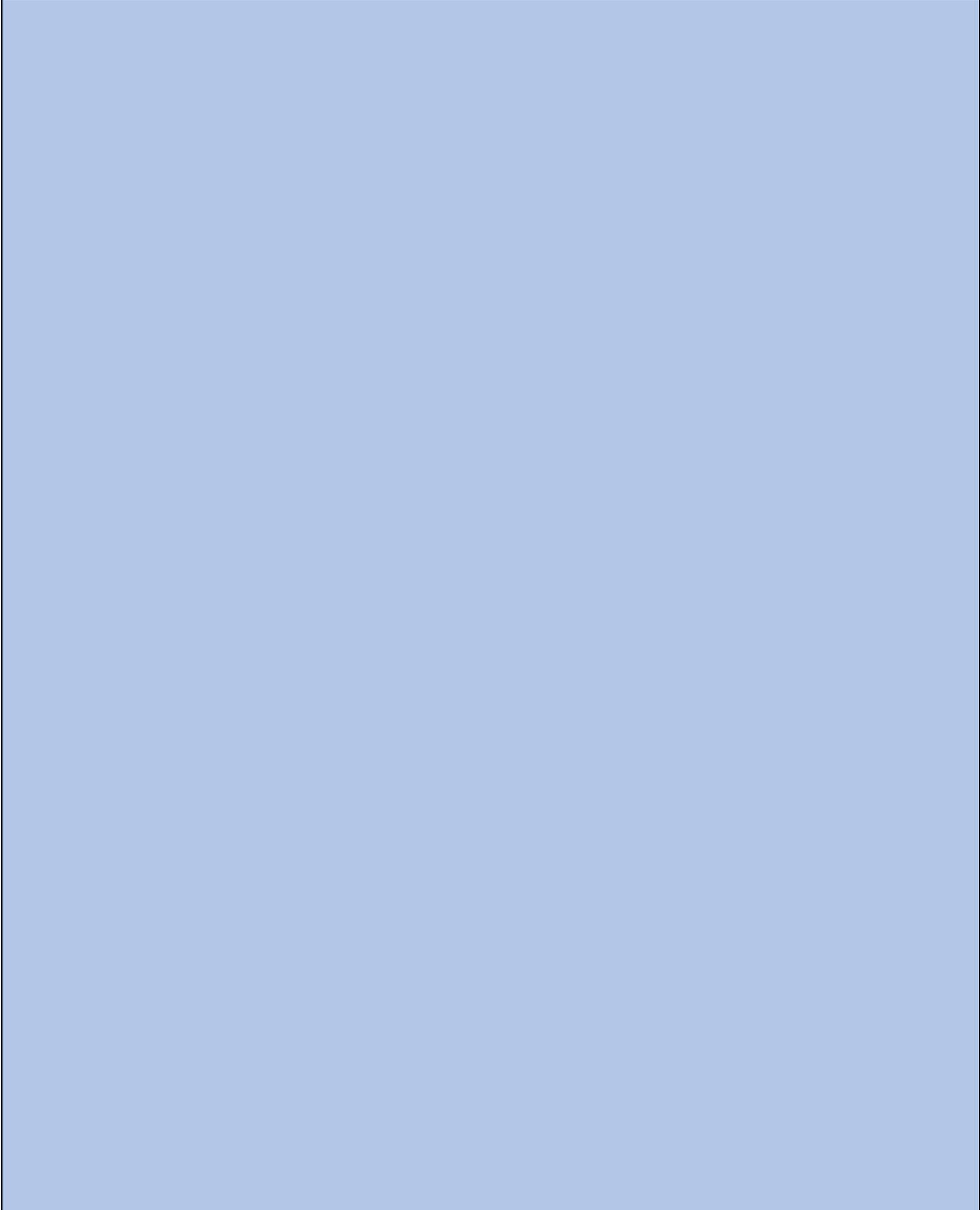
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NEW OPPORTUNITIES, NOT YET ADDRESSED — UPDATE FOR EACH BOD MEETING	
Opportunity	Commentary
<ul style="list-style-type: none"> • none 	

NOTE: highlight any new opportunities added; ~~strikethrough~~ any previously-listed new opportunities dismissed

FOR BOD CONSIDERATION/AWARENESS — UPDATE FOR EACH BOD MEETING
<ul style="list-style-type: none"> • none

MISCELLANEOUS NOTES (OPTIONAL — UPDATE FOR EACH BOARD MEETING)



FY21 PLAN OVERVIEW

CHIEF MISSION OFFICER (PLUS BIM AND BNM)

PURPOSE

A member of the OTP team, the CMO is responsible to the President for all mission, ministry, programmatic and coordinative functions implementing BIM and BNM policies. He supervises the Offices of International Mission, National Mission, Pastoral Education, Mission Advancement and Communications, ensuring appropriate resources, planning and coordination within and across these units. He serves on the Operations and Administrative Teams, chairs the Pastoral Formation Committee, represents Synod/President on a number of LCMS-established or affiliated entity boards (including LCMS Foundation and Concordia University System) and regularly interacts with various Synod agency and auxiliary heads and church partners in furtherance of LCMS objectives.

MISSION EMPHASIS: MAKING DISCIPLES FOR LIFE

AND OUR MISSION PRIORITIES (highlight special focus areas)

- Plant, sustain, and revitalize Lutheran churches
- Support and expand theological education
- Perform human care in close proximity to Word and Sacrament ministries
- Collaborate with the Synod’s members and partners to enhance mission effectiveness
- Promote and nurture the spiritual, emotional, financial, and physical well-being of pastors and professional church workers
- Enhance early childhood, elementary and secondary education, and youth ministry
- Strengthen and support the Lutheran family in living out God’s design

RESOURCES — FUNDS
(provided by LCMS Accounting)

	From Restricted Revenues/Gifts (\$000)	From Unrestricted Gifts (\$000)	TOTAL (\$000)
FY19 Expenditures	84	407	491
FY20 Expenditures	34	412	446
FY21 Expenditures (proposed)	50	471	521
Δ FY20 to FY21 \$000	16	59	75
Δ FY20 to FY21 percent	47%	14%	17%

RESOURCES — MANPOWER
(provided by LCMS Human Resources)

	Actual
FY19 year-end FTEs (actual)	2.0
FY20 year-end FTEs (actual)	2.0
FY21 year-end FTEs (proposed)	2.0
Δ FY20 to FY21 actual	–
Δ FY20 to FY21 percent	–

RESOURCE COMMENTARY

\$16K increase in FY21 expenditures from restricted funds reflects actual designated gifts already received in support Concordia International School Shanghai. \$59K increase in FY21 expenditures from unrestricted gifts reflects one-time anticipated expense for Mission Advancement unit assessment by outside consultant, along with reductions in CMO travel and BIM/BNM travel/meeting expenditures. In FY21, the BIM and BNM are planning to meet twice via Zoom and once face-to-face (instead of “normal” practice of three face-to-face meetings each year).

A vacancy in the CFO position, anticipated to continue through FY21 at minimum, represents a significant absence not only for the LCMS Board of Directors and Operations Team, but for all of Synod, Inc. The CMO has exerted additional efforts to address, in close coordination with the CAO, potential work output gaps, especially budget preparations and COVID contingency planning.

IDENTIFYING CHARACTERISTICS AND CORE COMPETENCIES

TODAY

- Embodiment of Christ-centered Gospel, confessional Lutheran theology within the CMO’s office and in all aspects of Synod mission, ministry, programmatic and coordinative functions.
- Utter reliance on the means of grace in Word and Sacrament for forgiveness, strength and encouragement in these latter days.
- Keen awareness and incorporation of Synod triennial mission emphases and priorities in decision making within the CMO’s office and units under his supervision.
- Planning, organization, human resources, financial management acumen.
- Strong conception/practice of “team” (high trust/open engagement collaborative environment likewise marked by honesty/commitment/work ethos and cross-awareness of activities, initiatives and collateral consequences) among CMO and unit executive directors under his supervision.
- Leadership by example.
- Consistency on all listed above as we drive toward the Preferred Future.

PREFERRED FUTURE

- To have realized a uniformly high employee engagement, fulfillment, job satisfaction and retention, accompanied by effective succession planning, across all units under CMO’s supervision.
- To have seen the “team” ethos (described at left) manifested throughout all employees in corporate Synod.
- To have fostered increased awareness/engagement of LCMS congregations/congregants concerning all aspects of the Synod’s mission/ministries and enunciated vision for the future.
- To have achieved consistently reliable and increasing financial support from engaged contributors toward expansion of Synod mission/ministries.
- To have secured continuous, measurable improvements in all aspects of operations within units under CMO’s supervision.

TO MOVE FROM "TODAY" TO THE "PREFERRED FUTURE", WHAT MUST... . .		
START?	STOP?	CHANGE?
<ul style="list-style-type: none"> Engineering a synodical organization with increased speed and flexibility to meet the evolving needs of a demographically shifted LCMS and a formidably anti-Christian, rapidly changing culture. Establishing an enterprise (i.e. an "Institute for Life Together") and Synod communications that regularly bring Synod stakeholders together for education, planning and worship. Creating a workspace in the International Center (and/or elsewhere) that accelerates the journey to the Preferred Future (rather than presenting significant barriers to it). 	<ul style="list-style-type: none"> Mission/ministry program units under CMO's supervision executing administrative support functions that would be better performed by other centralized/specialized units. 	<ul style="list-style-type: none"> Increase awareness of the Synod's vision. Enhance inter-unit coordination to more efficiently achieve goals.

INFLUENCING FACTORS TO MONITOR	
(trending keys: + = helping, - = hurting, ? = indeterminate, x = known obstacle or challenge)	
Internal to unit, other LCMS units, agencies and auxiliaries	External
<ul style="list-style-type: none"> + Current financial support for LCMS international missionaries, disaster response and seminaries solid, increasing and sustainable. - Unrestricted revenues from districts steadily decreasing. - Corporate Synod employee morale down/workloads high. ? Demand for organizational responsiveness/flexibility to dynamic conditions requires an increasingly empowered workforce with shared vision/values. ? Coordination, cooperation, collaboration, communication between corporate Synod and synodwide corporate entities and auxiliaries x Senior leadership in corporate Synod "aging out" in an environment where overall workforce and well-qualified replacement candidate pool may be shrinking. 	<ul style="list-style-type: none"> + Strongly expressed needs from global church partners for LCMS capacities, competencies and leadership in global Lutheranism (continuing ripe opportunity: ILC). + Increasing needs/opportunities/receptivity to LCMS expertise in global pastoral and other church worker formation/seminary education. + Historically high rate of U.S. generational wealth transfer. + Diverse immigrant pool in the U.S. represents a vast mission opportunity for our congregations (accompanied by an array of challenges). - Post-COVID-19 aftermath effects on U.S. global economy, business practices, travel, etc. - U.S./China relations, China's active repression of Christianity and its influence in the Asia region. - Increasingly anti-Christian culture/governments in most global regions, (including the U.S.). ? Outcome of U.S. elections November 2020. x Aging/shrinking LCMS demographics over near-term time horizon.

KEY PERFORMANCE INDICATORS (KPIs) — UPDATE FOR EACH BOD MEETING			
KPI	Target/Goal	Result	Comments
Employee satisfaction/fulfillment (units under CMO supervision).	TBD.		A regular pulse survey will be developed with the assistance of HR.
Employee retention or average length of service (units under CMO supervision).	TBD.		
Vacant positions (units under CMO supervision).	Zero.	Zero.	
Expenditures drawn against Synod unrestricted revenue (units under CMO supervision).	At or better than current FY budget.		
Total designated gift and grants received revenue.	At or better than current FY budget.		
Direct donor contacts (face-to-face meetings, Zoom or phone calls).	TBD.		

NOTE: highlight any new KPIs added; strikethrough any prior KPIs eliminated

OUTCOME MILESTONES (NEXT 24 MONTHS) — UPDATE FOR EACH BOD MEETING		
Outcome	Month	Comments
<ul style="list-style-type: none"> Action plan (MADV/COMMS) to address immediate revenue needs developed and implementation begun. Key FY22 budget issues and considerations identified, accompanied by appropriate action steps. FY22 budget proposal prepared/adopted. Assignments, reports and recommendations for 2022 Convention completed (all units under CMO supervision). 	October 2020	
	December 2020	
	May 2021	
	November 2021–January 2022	

NOTE: highlight any new milestones added; strikethrough any prior milestones completed; highlight any adjustments to target dates

NEW OPPORTUNITIES, NOT YET ADDRESSED — UPDATE FOR EACH BOD MEETING	
Opportunity	Commentary
<ul style="list-style-type: none"> Establish enterprise (i.e. an “Institute for Life Together”) regularly bringing all Synod stakeholders together for transfer of shared knowledge/expertise, planning and worship. 	See move from “Today” to “Preferred Future,” above.

NOTE: highlight any new opportunities added; strikethrough any previously-listed new opportunities dismissed

FOR BOD CONSIDERATION/AWARENESS — UPDATE FOR EACH BOD MEETING
<ul style="list-style-type: none"> Succession planning for St. Louis and regional offices is a priority currently being addressed; will continue to be a focus of unit planning. ONM especially impacted by pandemic-induced challenges of event planning (MDFL, Life, RSO, Disaster, National Youth Gathering and other conferences) and typically “live” interactions with intended recipients of Synod-provided resources and services. PED proceeding apace with Church Worker Recruitment Initiative (CWRI) into FY21 and beyond. Funding provided from Schwan grants and BOD designated funds, with an eye toward donor engagement/sustainable adequate future support for FY22 going forward. <i>Synod 101</i> project underway to educate future church workers (and interested others) about LCMS structure, resources and capacities and “how things get done.” MADV has effectively adjusted engagements with donors consistently to maintain contacts/relationships/expressions of gratitude and care during these past pandemic months. Looking forward to face-to-face visits with donors as travel constraints are lifted.

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FY21 PLAN OVERVIEW

Commission on Theology and Church Relations (CTCR)

PURPOSE

- The Commission on Theology and Church Relations exists to assist congregations in achieving the objectives of Article III 1 and 6 of the Constitution of the Synod and to assist the President of the Synod in matters of church relationships. (Bylaw 3.9.5)
- The Commission on Theology and Church Relations shall assist the President of the Synod at his request in discharging his constitutional responsibilities for maintaining doctrinal unity within the Synod. (Bylaw 3.9.5.2)
- The CTCR shall provide guidance to the Synod in matters of theology and church relations. (Bylaw 3.9.5.2.1)

MISSION EMPHASIS: MAKING DISCIPLES FOR LIFE

AND OUR MISSION PRIORITIES (highlight special focus areas)

- Plant, sustain, and revitalize Lutheran churches
- Support and expand theological education
- Perform human care in close proximity to Word and Sacrament ministries
- Collaborate with the Synod’s members and partners to enhance mission effectiveness
- Promote and nurture the spiritual, emotional, financial, and physical well-being of pastors and professional church workers
- Enhance early childhood, elementary and secondary education, and youth ministry
- Strengthen and support the Lutheran family in living out God’s design

RESOURCES — FUNDS
(provided by LCMS Accounting)

	From Restricted Revenues/Gifts (\$000)	From Unrestricted Gifts (\$000)	TOTAL (\$000)
FY19 Expenditures		640	640
FY20 Expenditures		693	693
FY21 Expenditures (proposed)		742	742
Δ FY20 to FY21 \$000		49	49
Δ FY20 to FY21 percent		7	7

RESOURCES — MANPOWER
(provided by LCMS Human Resources)

	Actual
FY19 year-end FTEs (actual)	4.5
FY20 year-end FTEs (actual)	4.5
FY21 FTEs (proposed)	4.5
Δ FY20 to FY21 actual	0
Δ FY20 to FY21 percent	0%

RESOURCE COMMENTARY

Program changes (= new projects/assignments in FY21):

1. Produce expanded, annotated version of the Large Catechism (2016 Res. 5-12)
Positive Impact: Enhance theological education throughout the Synod; sustain and revitalize congregations; nurture church workers.
2. Provide major updates to previous reports on Human Sexuality, End of Life, and Beginning of Life issues (2016 and 2019 convention resolutions).
Positive Impact: Strengthen and support the Lutheran family in living out God’s design; provide vital resources to congregations and church workers; enhance human care based on God’s Word.

Personnel Changes:

No changes in staff size or configuration in FY21, despite some changes within specific personnel positions.

Positive Impact: Any reduction in staff would make it very difficult for us to fulfill our bylaw-mandated responsibilities (see “Purpose” box above), so “no change” in staff size and configuration is a positive thing.

IDENTIFYING CHARACTERISTICS AND CORE COMPETENCIES

TODAY

- The CTCR’s primary core competencies and characteristics align well with its core responsibility to assist the Synod in its constitutionally-mandated commitment to:
 - Conserve and promote the unity of the true faith (Eph. 4:3-6; 1 Cor. 1:10), work through its official structure toward fellowship with other Christian church bodies, and provide a united defense against schism, sectarianism (Rom. 16:17), and heresy;
 - Aid congregations by providing a variety of resources and opportunities for recognizing, promoting, expressing, conserving, and defending their confessional unity in the truth faith.
- See the CTCR’s report to the 2019 convention (and previous conventions) for an extensive list of resources demonstrating CTCR competency and recent accomplishments in these areas.

PREFERRED FUTURE

- I do not see these basic tasks or core competencies and characteristics changing (in fact, I hope they don’t), although methods of accomplishing these tasks and means of delivery may (and probably will) change (see “To Move” box below).
- My “preferred future” would be *no change* (i.e. reduction) in staff resources that ensure that the CTCR can continue to do its work competently and in a timely way.

TO MOVE FROM "TODAY" TO THE "PREFERRED FUTURE", WHAT MUST . . .		
START?	STOP?	CHANGE?
<ul style="list-style-type: none"> • Mentoring new staff to ensure sound and solid leadership for the future; • Proactively anticipate and address likely changes in technology, culture and society that will continue to impact the church's life and mission. 	<ul style="list-style-type: none"> • Per the BOD's request, we have agreed to stop meeting face-to-face two (of four) times in FY21. Hopefully this is temporary, as virtual meetings make our work more difficult and less productive. • As long as we have sufficient staff, we should not have to stop taking on new assignments or responding to new requests for assistance. If staff were to be reduced, however, this would need to be re-assessed. 	<ul style="list-style-type: none"> • Changes in meeting format as necessary, are already being implemented. • Changes in delivery of resources (e.g., electronic rather than print) will continue to be implemented. • Changes will likely be needed in how we assist the Office of the President with matters of church relations, depending largely on church relations staffing decisions made by the Office of the President.

INFLUENCING FACTORS TO MONITOR	
(trending keys: + = helping, - = hurting, ? = indeterminate, x = known obstacle or challenge)	
Internal to unit, other LCMS units, agencies and auxiliaries	External
+ Ability to maintain necessary and highly competent staff support ? Church relations staffing configuration in the Office of the President - X Budget challenges, especially as they impact staff	+ - ? x Cultural and societal changes and challenges. In a strange but true way, all four trending keys apply here. <ul style="list-style-type: none"> • These changes and challenges can actually <i>help</i> the church (and CTCR) recognize and recommit itself to responding to these challenges in a Scriptural and confessional way (+); • they can potentially <i>hurt</i> efforts to respond if we are not properly prepared and/or resourced to do so (-); • while this is a known obstacle and challenge, at least in a general way (x), it is also often indeterminate in terms of specifics (?).

KEY PERFORMANCE INDICATORS (KPIs) — UPDATE FOR EACH BOD MEETING			
KPI	Target/Goal	Result	Comments

NOTE: highlight any new KPIs added; strikethrough any prior KPIs eliminated

OUTCOME MILESTONES (NEXT 24 MONTHS) — UPDATE FOR EACH BOD MEETING		
Outcome	Month	Comments
<ul style="list-style-type: none"> • Complete Large Catechism Annotations. 	June, 2021	
<ul style="list-style-type: none"> • Complete update on report on End of Life issues. 	December, 2021	
<ul style="list-style-type: none"> • Complete Large Catechism Excurses. 	February, 2022	
<ul style="list-style-type: none"> • Complete update to report on Human Sexuality. 	February, 2022	
<ul style="list-style-type: none"> • Complete update of report on Beginning of Life Issues. 	April, 2022	
<ul style="list-style-type: none"> • Establish succession plan for key CTCR Executive positions. 	October, 2022	

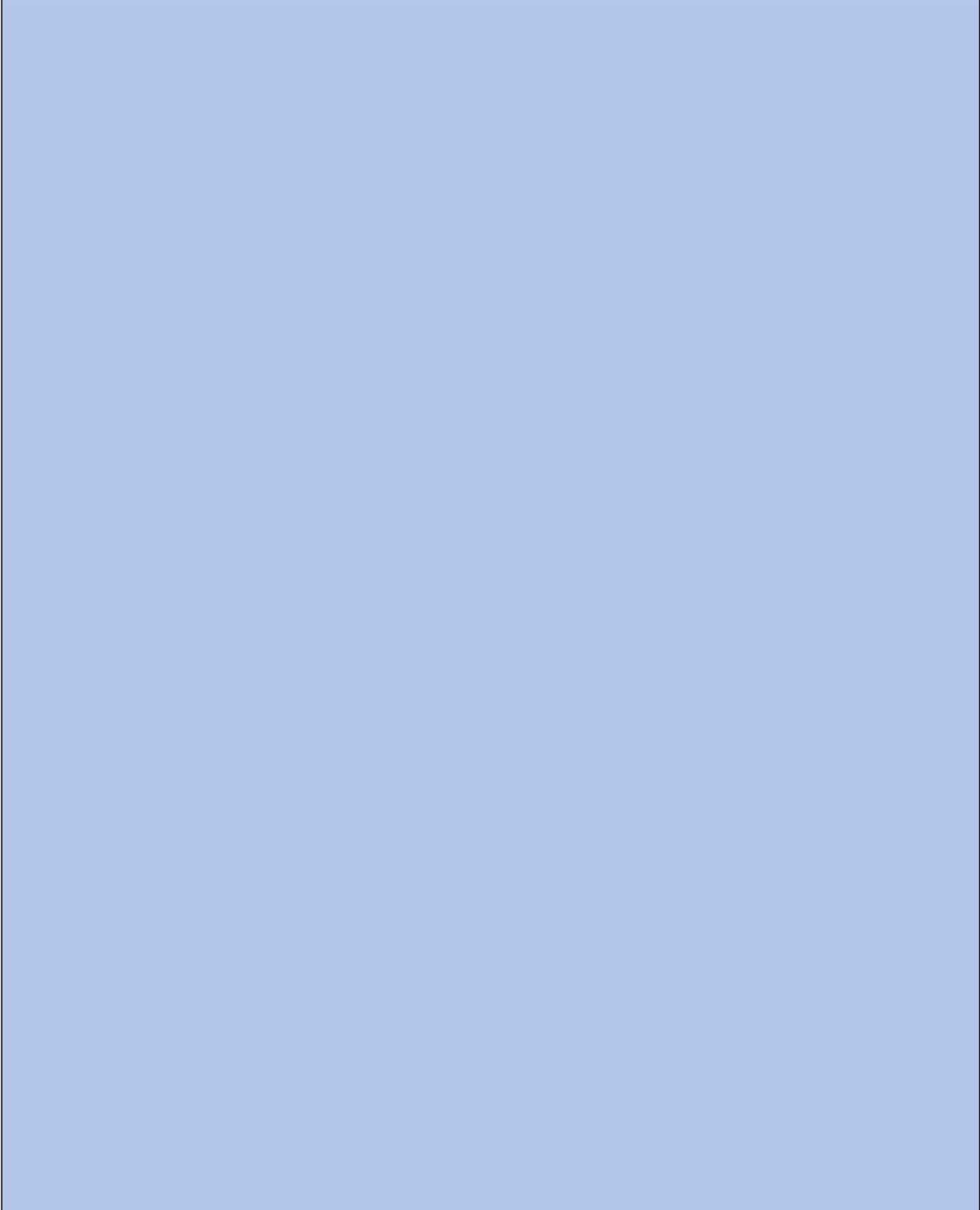
NOTE: highlight any new milestones added; ~~strike through~~ any prior milestones completed; highlight any adjustments to target dates

NEW OPPORTUNITIES, NOT YET ADDRESSED — UPDATE FOR EACH BOD MEETING	
Opportunity	Commentary
<ul style="list-style-type: none"> • Definition of roles and responsibilities pertaining to LCMS church relations (OTP), OIM, and ILC. • Possibilities for collaboration with ONM in specific areas (e.g., Life Ministries, Youth Ministry). • Opportunities for Synod-wide promotion and distribution of CTCR resources. 	

NOTE: highlight any new opportunities added; ~~strike through~~ any previously-listed new opportunities dismissed

FOR BOD CONSIDERATION/AWARENESS — UPDATE FOR EACH BOD MEETING
<ul style="list-style-type: none"> •

MISCELLANEOUS NOTES (OPTIONAL — UPDATE FOR EACH BOARD MEETING)



FY21 PLAN OVERVIEW
COMMUNICATIONS

- MISSION EMPHASIS: MAKING DISCIPLES FOR LIFE**
AND OUR MISSION PRIORITIES (highlight special focus areas)
- Plant, sustain, and revitalize Lutheran churches
 - Support and expand theological education
 - Perform human care in close proximity to Word and Sacrament ministries
 - Collaborate with the Synod’s members and partners to enhance mission effectiveness
 - Promote and nurture the spiritual, emotional, financial, and physical well-being of pastors and professional church workers
 - Enhance early childhood, elementary and secondary education, and youth ministry
 - Strengthen and support the Lutheran family in living out God’s design

PURPOSE

Communications exists to inform, report on, and interpret, in consultation with the applicable officers and boards, the Synod’s purpose, program and positions to its members and to promote an increased understanding on the part of the church’s publics of the mission of the Synod. Put another way, we tell the stories of the church across an array of media, both print and digital, and assist Mission Advancement, Pastoral Education, and the mission offices in achieving their goals as we work collaboratively to fulfill their communication and resource-production needs. One of the major “stories” we tell, every three years, comes in the form of our comprehensive coverage of the Synod convention—the lead up to the convention, the event itself, and what follows.

RESOURCES — FUNDS (provided by LCMS Accounting)	From Restricted Revenues/Gifts (\$000)	From Unrestricted Gifts (\$000)	TOTAL (\$000)
FY19 Expenditures	432	2,898	3,330
FY20 Expenditures	403	2,018	2,421
FY21 Expenditures (proposed)	444	1,935	2,379
Δ FY20 to FY21 \$000	41	(83)	(42)
Δ FY20 to FY21 percent	10%	(4%)	(2%)

RESOURCES — MANPOWER (provided by LCMS Human Resources)	Actual
FY19 year-end FTEs (actual)	22.6
FY20 year-end FTEs (actual)	26.0
FY21 year-end FTEs (proposed)	23.0
Δ FY20 to FY21 actual	(3.0)
Δ FY20 to FY21 percent	(12%)

RESOURCE COMMENTARY

Program: Communications (COMMS) does not have “programs”; we help to communicate other units’ programs. Our workflow, including responsibility for the regular publications of the church and maintaining the LCMS websites and social-media accounts, includes specific projects and tasks from other units in support of their goals. Between FY20 and FY21, we have, among other things:

- Continued to produce *The Lutheran Witness, Reporter* and *Lutherans Engage the World* despite COVID slowdowns.
- Produced videos per requests from ministries and the Office of the President (OTP).
- Published and maintained new Web and social-media resources.
- Helped quarterback the Synod’s extensive COVID-19 response.
- Created, publicized and distributed the church-reopening campaign.
- Worked on many fronts, in collaboration with the Office of National Mission, to promote the *Making Disciples for Life* emphasis.

Personnel:

- Shifted the responsibilities of positions lost to the Reduction in Force (RIF) and unfilled vacancies. We have reconfigured the scope and specific duties of remaining staff to best serve the Synod and fulfill the unit’s assigned roles.

IDENTIFYING CHARACTERISTICS AND CORE COMPETENCIES	
TODAY	PREFERRED FUTURE
<ul style="list-style-type: none"> • Offer communications expertise in writing, editing, Web design and development, social media, video, photography, production, graphic design, public relations and other areas. • Work efficiently, handling many projects simultaneously. Last year our Production unit and other areas orchestrated, on time, some 1,900 projects; the year before (a convention year with extra work), more than 2,100. • We often give our ministry clients more than they ask for—adding our expertise to their ideas. • Maintain and protect the Synod’s brand and often serve as the public voice of the OTP. • Guard the Synod’s reputation, working with LCMS officers in managing crises and dealing with difficult news stories, something we also do regularly on our social-media channels. • Post-RIF (the loss of three COMMS staffers), our remaining staff has a cumulative total of 228 years of service to the Synod and 546 total years in their respective communication fields. 	<p>While we already are engaged in nearly all of these bulleted items, we aim to make them hallmarks of our competency:</p> <ul style="list-style-type: none"> • Grow the Synod’s digital footprint with our publications and social media. • Increase the number of our email and e-news subscribers. • Have an online counterpart for every print item. • Make greater use of existing social-media platforms, with an emphasis on increasing our strategic use of YouTube. • Use new social-media platforms and focus more on strategic messaging. • Achieve greater consistency, reach and Synodwide <i>esprit de corps</i> through our brand identity. • Strive for greater effectiveness in our writing and designing of most MADV appeals and “impact stories.” These stories get many hits on social media and excite donors and others. • Strive for greater excellence in (1) our comprehensive disaster coverage through storytelling, photography and video; (2) our creating all Network Supported Missionary materials and the tools used by MADV to cultivate relationships with mid-level donors; and (3) our helping OIM missionaries raise support by honing their communication skills across the board.

TO MOVE FROM "TODAY" TO THE "PREFERRED FUTURE", WHAT MUST... .		
START?	STOP?	CHANGE?
<ul style="list-style-type: none"> • Increase social-media engagement and explore new platforms. • Grow the database of LCMS laity and roster email addresses, coordinating a strategic plan for regular communication. • Refresh and tighten the LCMS brand to launch at the 2022 convention—that year also being the 175th anniversary of the Synod. Better branding leads to more consistent, univocal Synod messaging. • Increase the use of data and metrics to guide communication efforts across all venues and platforms, aiming to grow core-audience engagement and response. • Sharpen the focus of marketing efforts of LCMS ministries, programs and initiatives to core audiences. • Create a plan for the continual review and improvement of Synod publications. 	<ul style="list-style-type: none"> • Cease or retool communication efforts across the organization that have little or no impact on core audiences. • Any lingering/potential conflicts between Synod program ministries and units in messaging and/or branding. • Cut back on reactive messaging and work toward more proactive messaging. 	<ul style="list-style-type: none"> • Work more closely with ministries and leadership to ensure clear and consistent messaging, marketing and brand identity in all communications. • Through the CMO's office, sit in with our ministry clients as their projects take form, offering whatever counsel they would deem helpful. • Leverage email addresses to supply key messaging and drive desired responses.

INFLUENCING FACTORS TO MONITOR	
(trending keys: + = helping, - = hurting, ? = indeterminate, x = known obstacle or challenge)	
Internal to unit, other LCMS units, agencies and auxiliaries	External
<ul style="list-style-type: none"> + Reader/follower retention helps grow audiences across the board. + LCMS COMMS officially represents the Synod and can fulfill that role well. - Well-intentioned LCMS entities offering publications and other media showing incongruities with COMMS messaging strategies and tactics. - Staff morale and workload in view of significant environmental uncertainties and budget cuts. - The cessation of the print <i>Lutherans Engage the World</i>, our primary print vehicle for reaching thousands of LCMS donors (and others). x The inconsistent use of the LCMS brand and logos. 	<ul style="list-style-type: none"> + Public discussion of important issues including "truth" and existential questions. + Religious-freedom discussions and opportunities to witness in the public square. + People's desire to learn about and participate in "mercy" work. x The public perception of churches in general. x Confusion about LCMS identity in comparison with the ELCA and other Lutheran bodies. x The changing rules of major social-media platforms affecting our use of these platforms.

KEY PERFORMANCE INDICATORS (KPIs) — UPDATE FOR EACH BOD MEETING			
KPI	Target/Goal	Result	Comments
<p>KPI Conceptual Area 1: Social-media engagement.</p> <p>KPI Conceptual Area 2: Increase our page views and average time on a page per user session on LCMS websites.</p> <p>KPI Conceptual Area 3: Monitor and analyze the sources driving traffic to our websites.</p> <p>KPI Conceptual Area 4: Circulation, online access and use of Synod publications and resources.</p>	<p>KPI 1: (1) Increase engagement, and (2) enhance our social media's impact, including on donors.</p> <p>KPI 2: Gain and nurture visitors' attention and guide them through the process of completing a goal we set, such as donating to a Disaster Relief fund or other ministry.</p> <p>KPI 3: Determine how people arrive at our website and its contents, directly or indirectly (through a link in an e-blast, social-media post, in <i>Reporter</i>, a video, etc.).</p> <p>KPI 4: Increase the readership and use of Synod material, especially those published through LCMS COMMS.</p>	<p>KPI 1: Measure our engagement trends (all possible ways of interacting with our social-media platforms) on a macro level, especially long-term, and provide a consistent metric for the micro, per-post level.</p> <p>KPI 2: Provide users a more efficient experience per website visit, simplifying their ability to find a resource, register for an event, or make an online gift.</p> <p>KPI 3: Drive more people to LCMS resources and publications.</p> <p>KPI 4: Increase reach of both print and especially digital materials. Draw more people online.</p>	<p>These four KPIs are best measured together, answering the key question, "Are people using/consuming the products we publish?"</p> <p>The first KPI measures people's interaction through the entry point of social media.</p> <p>The second KPI measures their activity when they find what they're looking for online (i.e., read it, download it).</p> <p>The third KPI determines (or measures) how and where they are hearing about our resources. It proves the assumption that increased engagement on social media increases traffic to LCMS websites and resources.</p> <p>The fourth KPI focuses on the overall work of COMMS.</p> <p>(More information on metrics is found in the next section under "Comments.")</p>

NOTE: highlight any new KPIs added; strikethrough any prior KPIs eliminated

OUTCOME MILESTONES (NEXT 24 MONTHS) — UPDATE FOR EACH BOD MEETING		
Outcome	Month	Comments
<ol style="list-style-type: none"> Social media drives people to the products and services offered on our website. In FY21 and beyond, we aim to grow—by whatever means we can devise—our social-media followings and thus also the number of visits to <i>lcms.org</i> and the duration and quality of those visits. Survey the Synod as broadly as possible to learn what people want from us, how they want to receive it, and how often. 	<ol style="list-style-type: none"> While updates on these goals will be given each quarter to the BOD, the time needed to achieve them (as explained further under “Comments” at right) will more likely approximate a year. For reasons also given at right, it’s hard to promise specific numerical or percentage growth figures. But something in the neighborhood of at least 5 percent growth in our social-media followings and website visits and durations, along with perhaps a 10 percent increase in visits to our YouTube channel, should be attainable. Re: the survey mentioned at left: We plan to have the survey prepared and ready to launch by Dec. 31, or by the end of January at the latest. 	<p>While “growth” in achieving our KPIs and other outcomes is a primary indicator of success, there are times when there will be slower growth, or, if reporting on a quarterly basis, no growth at all. This is owing to several reasons, not least seasonal ones, when new content and traffic to that content are less.</p> <p>Other variables concern the nature of the content itself, much of which we don’t control because it comes from other ministries.</p> <p>In some ways, an <i>annual</i> KPI report on social-media and website performance would be more helpful because comparing year to year is more like apples to apples.</p> <p>Re: the survey (#2): There could be ways the BOD could help us enhance this survey, such as by encouraging other Synodwide entities to share their lists with us so we could “expand the circle” of those canvassed.</p>

NOTE: highlight any new milestones added; strikethrough any prior milestones completed; highlight any adjustments to target dates

NEW OPPORTUNITIES, NOT YET ADDRESSED — UPDATE FOR EACH BOD MEETING	
Opportunity	Commentary
<ol style="list-style-type: none"> Migrate more readers to our digital (online) publications. Where appropriate opportunities surface, create more revenue streams, even small ones. Create new social-media functionalities that we can capitalize on. Increase comfort with, and use of, technology and digital resources by our audiences owing to the “home sheltering” brought about by pandemic. Increase use of webinars and podcasts in support of other units—this in place of in-person conferences. Better integrate all email lists across all units (and possibly across synodwide corporate entities and auxiliaries—BOD assistance may be needed) to create a massive list that can be leveraged for the good of LCMS, Inc. 	

NOTE: highlight any new opportunities added; strikethrough any previously-listed new opportunities dismissed

FOR BOD CONSIDERATION/AWARENESS — UPDATE FOR EACH BOD MEETING
<ul style="list-style-type: none"> Taking our cues from LCMS Disaster Response and MADV, we (as of August 28, shortly before this was written) have created a new home-page tile on the Hurricane Laura relief effort, linking to a <i>Reporter Online</i> story that was shared on social media. A COMMS photographer/writer is now on the scene in Louisiana. Further, we have updated the online Disaster Response page to receive donations for Laura relief. We continue to process batches of <i>Making Disciples for Life</i> Bible studies with accompanying videos from the ONM—all these resources pertaining to COVID-19-related topics. We are helping to create a large mailing—perhaps as many as 115,000 letters and response devices—introducing the ONM’s new director of Life Ministry and providing donors with an opportunity to support that work. At the request of the new Life director, Deaconess Tiffany Manor, we’re also reorganizing the Worker Wellness page on <i>lcms.org</i> and overhauling the online Life Ministry library. We’re updating (editing and laying out for printing) two large-scale documents: the Congregational Treasurer’s Manual for 2020 and the District Visitation Book used by President Harrison and other members of the Praesidium in their triennial visits to the 35 district offices. <p>This handful of projects is but a sampling of the ongoing work of the unit.</p>

MISCELLANEOUS NOTES (OPTIONAL — UPDATE FOR EACH BOARD MEETING)

Penetrating more LCMS households on a regular basis with our multifaceted messaging is the never-ending quest of LCMS COMMS. And while we continually make yeomanlike efforts in this regard, the fact remains that there is a communications gap between the national office and many of the Synod's congregations—and thus many of the Synod's laypeople. We look for and welcome the deepening of our partnerships with district leaders, pastors and other church workers to help us carry our stories and resources to the people. Whatever COMMS can do to help bring about a culture of greater collaboration and solidarity throughout the church, we will eagerly do.

FY21 PLAN OVERVIEW

DEPARTMENT OF ARCHIVES AND HISTORY
CONCORDIA HISTORICAL INSTITUTE

PURPOSE

- The mission and ministry of CHI is mandated by the LCMS *Handbook* (3.6.2). CHI exists to (a) promote interest in the history of the LCMS; (b) stimulate historical research and publish results; (c) collect and preserve material of historic value; (d) serve as advisory and correlating agency for the historical interests of the LCMS; and (e) provide guidelines for establishing an archive unit in each district, seminary, university, as well as other LCMS entities.
- The mission and ministry of CHI brings value to the LCMS and its entities by functioning as the “collective memory” of the Synod, providing historical materials that inform heritage, identity, and enhance current decision-making

MISSION EMPHASIS: MAKING DISCIPLES FOR LIFE AND OUR MISSION PRIORITIES (highlight special focus areas)

- Plant, sustain, and revitalize Lutheran churches
- Support and expand theological education
- Perform human care in close proximity to Word and Sacrament ministries
- Collaborate with the Synod’s members and partners to enhance mission effectiveness
- Promote and nurture the spiritual, emotional, financial, and physical well-being of pastors and professional church workers
- Enhance early childhood, elementary and secondary education, and youth ministry
- Strengthen and support the Lutheran family in living out God’s design

RESOURCES — FUNDS
(provided by LCMS Accounting)

	From Restricted Revenues/Gifts (\$000)	From Unrestricted Gifts (\$000)	TOTAL (\$000)
FY19 Expenditures	2	418	420
FY20 Expenditures	1	419	420
FY21 Expenditures (proposed)	2	413	415
Δ FY20 to FY21 \$000	1	(6)	(5)
Δ FY20 to FY21 percent	100%	(1)%	(1)%

RESOURCES — MANPOWER
(provided by LCMS Human Resources)

	Actual
FY19 year-end FTEs (actual)	6.5
FY20 year-end FTEs (actual)	7.0
FY21 year-end FTEs (proposed)	6.0
Δ FY20 to FY21 actual	(1.0)
Δ FY20 to FY21 percent	(14)%

RESOURCE COMMENTARY

Programs and Projects

1. Substantial decrease in work efficiency since shutting down CHI building on MAR 13. Partial re-open on JUL 28. Under direct supervision, workers allowed to take a small amount of archival material home to process. All staff travel, public meetings, and events (Walther Roundtable, Auxiliary presentations, Perry County festivals and services) cancelled. Both CHI museums closed to the public. Guest researchers now interact with archival material on a very limited basis and by appointment only.
2. Increased emphasis on both (a) staff increasing value by making more CHI materials discoverable and accessible online; and (b) increasing membership / donations.
3. Initiated mentoring of ED in order to enhance CHI fundraising, member / donor relations, and social media. Travel restrictions making personal visits with donors more difficult.
4. CHI is preparing to receive and process archival material from closing congregations—as well as a large amount of archival materials from Concordia Portland (as it did with Selma).
5. Continued demand to plan and execute commemoration of the 175 anniversary of the LCMS (2022) and to formulate realistic Record and Archive Management Program for the LCMS.

Personnel

1. Assistant Director position continues to be vacant until hiring can be justified by longer-range trends in revenue. However, this position remains in CHI’s long-range strategic plan.
2. COVID-19 demands that more and more archival materials be discoverable and accessible online. Increased staff hours on processing and cataloging to CHI catalog accessible online.
3. During quarantine FTE for staff was only moderately impacted during the last 6 months, although team communication, collaboration, and efficiency have suffered.

IDENTIFYING CHARACTERISTICS AND CORE COMPETENCIES

TODAY

- Currently re-evaluating and streamlining policies and procedures in processing and cataloguing archival material currently being received, as well as archival material already received but not properly processed or catalogued.
- Best practices that optimize staff efficiency in managing archival collections.
- Collaboration with other LCMS entities, departments, universities, and seminaries.
- Increasing emphasis on present management and future retention of paper and digital archival materials throughout the LCMS – especially related to LCMS missions.
- Creation and distribution of online resources that can be easily used locally to promote the history and legacy of LCMS history.
- Working relationship with approximately half of LCMS Districts re: archival management of district materials.

PREFERRED FUTURE

- Minimal processing and cataloging that yields the optimum amount of physical stability, discoverability, and access.
- Best practices that optimize staff efficiency in managing archival collections -- while offering LCMS and researchers more user-friendly products and services.
- Adequate financing of both core programs, projects, and services and also donor-designated projects and services.
- On-going inclusion of CHI by other LCMS departments, entities, universities, and seminaries in promoting LCMS history and its benefits for better understanding and decision-making.
- Writing and implementation of a synod-wide Record and Archive Management Program (RAMP) that preserves archival materials and makes accessible —especially related to LCMS missions. Program to include disaster recovery plan for archival documents.
- More attractive and compelling historical resources available to local congregations and schools designed to help us rediscover our common history and explore our common future.
- Strengthened working partnerships in archival management with LCMS Districts, entities and LCMS Leadership.

TO MOVE FROM "TODAY" TO THE "PREFERRED FUTURE", WHAT MUST. . .		
START?	STOP?	CHANGE?
<ul style="list-style-type: none"> • Re-evaluation of staff policies and procedures guided by the dictum: "Less process, more product." • Plan and implement video-based and graphic rich online training courses for congregational, district, and LCMS department archival management that compliment printed resources. • Creation and circulation of compelling and graphic rich materials that promote the appreciation of LCMS history as preserved and proclaimed in archival materials. • Collaboration with other entities and departments using mutually agreed upon MOUs. 	<ul style="list-style-type: none"> • Relying on detailed, printed resource materials to effectively educate and train congregational, district, LCMS department leaders re: managing archives and records in partnership with CHI. Move to more graphic and video resources. 	<ul style="list-style-type: none"> • Continue efforts to shift from CHI centered to user centered products, events, and services. • Board and Director-managed staff to policy and procedures managed staff. • Text-heavy promotional material to graphics-heavy materials. • Narrow scope of archival collection to make the archives easier to manage. • More clearly articulate the importance of the "collective memory" of the LCMS in honoring our past and understanding and planning for our collective future—especially in light of the 175th anniversary of the LCMS in 2022.

INFLUENCING FACTORS TO MONITOR (trending keys: + = helping, - = hurting, ? = indeterminate, x = known obstacle or challenge)	
Internal to unit, other LCMS units, agencies and auxiliaries	External
<ul style="list-style-type: none"> - Staff retention, morale, and increased probability of burnout as staff is reduced. Increased risk of losing staff members as fewer staff are given additional job responsibilities and performance goals. + Financial commitment by LCMS to treasure and trumpet LCMS history via archival materials, products, events and services CHI provides. x Organizational resistance to change / streamline imposed LCMS <i>Handbook</i> mandates ? Push / pull due to CHI status as both Department of LCMS and own 501(c)3. ? Increased risk as fewer staff are given additional job responsibilities and performance goals. + Progress on clarifying / streamlining CHI policies and procedures related to receiving, processing, and cataloguing archival materials. 	<ul style="list-style-type: none"> - Increased archive material processing and cataloguing demands from increased consolidation of LCMS structures, institutions, and congregations. - Trend: Less interest and skill in doing hard work of historical research and writing. Users demand instant access and instant interpretation of raw archival materials. - Trend: More historical investigation and searching over internet than in-person interaction with archival material. - Travel and work-related restrictions based on safety concerns (health and public unrest) - Increased costs related to employee wages and benefits, CHI building IT equipment, HVAC equipment maintaining appropriate environment for archival materials. + Optimistic forecast of slight increases in CHI member / donor giving over the next 18–24 months. ? "Culture wars" increases discussions on proper place of history and archives in society (and church bodies).

KEY PERFORMANCE INDICATORS (KPIs) — UPDATE FOR EACH BOD MEETING			
KPI	Target/Gol	Result	Comments
<ul style="list-style-type: none"> • Level of job satisfaction, morale, and work performance of CHI staff. • Number of research inquiries. • Number of visitors to CHI museums. • Number of members / donors who have increased giving. • Number of researchers and museum visitors who become CHI members / donors. • Number of working relationships with district archivists, university archivists, LCMS entity archivists, LCMS department record management officers. • Numbers of archival materials already in CHI collection — but remain unprocessed and uncatalogued. • Numbers of newly-received archival material processed and catalogued. • Numbers of members / donors ED contacted. • Evaluations from visitors and users. 	TBD after discussion and mutual agreement between ED, CHI staff members, and CHI board members.		

NOTE: **highlight** any new KPIs added; ~~strikethrough~~ any prior KPIs eliminated

OUTCOME MILESTONES (NEXT 24 MONTHS) — UPDATE FOR EACH BOD MEETING

Outcome	Month	Comments
<ul style="list-style-type: none"> • Implementation of 3-year action plan addressing deferred maintenance on CHI building and CHI IT equipment and software upgrades. • Enhanced reporting of performance metrics by CHI staff. • Excellent evaluations by users / LCMS leadership re: resources provided by CHI for 175th anniversary of LCMS. • Marked increases of engagement with district archivists and archivists of LCMS entities, and members /staff with interest in archives and history (via opportunities at District Conventions). • Implementation of 6-year plan to secure funding for CHI Development Director and Assistant Director positions. 		

NOTE: **highlight** any new milestones added; ~~strike through~~ any prior milestones completed; **highlight** any adjustments to target dates

NEW OPPORTUNITIES, NOT YET ADDRESSED — UPDATE FOR EACH BOD MEETING	
Opportunity	Commentary
<ul style="list-style-type: none"> • Implementation of synod-wide Record and Archive Management Program — including Disaster Recovery Program for each LCMS department, university, college, and LCMS entity. • Establishment of research scholarships for school children, teenagers, university students, seminary students, and adults that “treasure and trumpet” CHI archival collections. • Implementation of “Digital Archive Central” online collection of primary source documents (published and unpublished materials) vital for LCMS self-understanding and identity (working with office of LCMS Secretary). 	

NOTE: **highlight** any new opportunities added; ~~strike through~~ any previously-listed new opportunities dismissed

FOR BOD CONSIDERATION/AWARENESS — UPDATE FOR EACH BOD MEETING
<p>Over the last 6 years, CHI has responsibly decreased risk to the LCMS:</p> <ul style="list-style-type: none"> • No internal borrowing of funds to pay expenses. • No outstanding debt / loans. • Pre-emptive staff and expense cuts to ensure CHI is “in the black” at the end of every fiscal year. • Dividends from Endowment accounts used to help pay for expenses are at sustainable levels. • ED and CHI Board of Governors now conduct regular sustainability evaluation of all CHI products, events and services. <p>CHI has also increased its value to the LCMS:</p> <ul style="list-style-type: none"> • Substantially enhanced management of resources by ED and CHI board exhibited in increases in processed and catalogued material, publications, museum exhibits, online resources, as well as increased partnership with LCMS legal team in discovering supporting documentation to fulfill fiduciary responsibilities.

MISCELLANEOUS NOTES (OPTIONAL — UPDATE FOR EACH BOARD MEETING)

Concordia Historical Institute is much more than a storage unit for old Lutheran stuff. CHI serves the Synod by “trumpeting and treasuring the work of Christ in the life of the Missouri Synod. CHI’s recent work, on behalf of the Synod, to preserve the historical archives of Concordia College Alabama and now at Concordia University, Portland are examples of CHI’s commitment to actively preserve and proclaim the history of the LCMS.

CHI continues to provide engaging museum exhibits— at the International Center and on the campus of Concordia Seminary— including an exhibit on the Synod’s 125 years of mission in India (also available online). Visits to CHI have been greatly curtailed due to COVID-19 but the staff is working and electronic inquiries have increased, greatly aided by the placement of the fully-searchable CHI archive catalog online.

Grateful for Synod’s support and that of many other contributors, CHI moves forward in acquisition and preservation, but also to help the Synod use that history to understand who we are and who God wants us to be as we go forward with the ministry Christ has called us to carry out.

FY21 PLAN OVERVIEW
Concordia University System

PURPOSE

The Board of Directors of the Concordia University System has authority with respect to the Synod's colleges and universities. It shall have the overall responsibility to provide for the education of pre-seminary students, ministers of religion—commissioned, other professional church workers of the Synod, and others desiring a Christian liberal arts education by facilitating prior approval as set forth in Bylaw 3.10.6.7.3 for theology appointments to college/university faculties and by coordinating the activities of Synod's colleges and universities as a unified system of the Synod through their respective board of regents. Bylaw 3.6.6.1. 2019 Handbook, p. 130.

MISSION EMPHASIS: MAKING DISCIPLES FOR LIFE

AND OUR MISSION PRIORITIES (highlight special focus areas)

- Plant, sustain, and revitalize Lutheran churches
- Support and expand theological education
- Perform human care in close proximity to Word and Sacrament ministries
- Collaborate with the Synod's members and partners to enhance mission effectiveness
- Promote and nurture the spiritual, emotional, financial, and physical well-being of pastors and professional church workers
- Enhance early childhood, elementary and secondary education, and youth ministry
- Strengthen and support the Lutheran family in living out God's design

RESOURCES — FUNDS
(provided by LCMS Accounting)

	From Restricted Revenues/Gifts (\$000)	From Unrestricted Gifts (\$000)	TOTAL (\$000)
FY19 Expenditures	0	13,391	13,391
FY20 Expenditures	0	710	710
FY21 Expenditures (proposed)	0	599	599
Δ FY20 to FY21 \$000	0	-111	-111
Δ FY20 to FY21 percent	0	-16%	-16%

RESOURCES — MANPOWER
(provided by LCMS Human Resources)

	Actual
FY19 year-end FTEs (actual)	16.6
FY20 year-end FTEs (actual)	14.6
FY21 FTEs (proposed)	12.6
Δ FY20 to FY21 actual	-2
Δ FY20 to FY21 percent	-14%

RESOURCE COMMENTARY

The 7-03 Task Force was formed at the 2019 Convention to propose a new governance plan which includes, among other objectives, to strengthen all CUS institutions connection to Synod, strengthen the confessional Lutheran identity of all CUS institutions, review the overall governance of CUS and the boards of regents of the CUS institutions. The outcome of the Task Force's work will greatly impact CUS.

IDENTIFYING CHARACTERISTICS AND CORE COMPETENCIES

- Dr. Gerhard Munding, Chairman of the CUS Board, has extensive experience and a long tenure with CUS and its predecessor the Board for Higher Education.
- The Concordia University System's Board displays a broad spectrum of members with expertise in business, education, and theology.
- Dr. Wenthe and Dr. Philp bring direct experience with accreditation agencies, namely, **The Higher Learning Commission** that accredits four of our universities and **The Association of Theological Schools** that accredits seminaries.
- Presently, the CUS universities are led by Boards of Regents and Presidents who have a deep commitment to Lutheran Identity, the LCMS, and excellence in education.
- While there is constant need for vigilance and striving for improvement, especially in a cultural context that devalues Christian education and teaching, we are blessed with many capable faculty and staff who often serve sacrificially on behalf of their students and institutions.

TODAY	PREFERRED FUTURE
<p>CUS schools are navigating turbulent and uncharted waters. Factors contributing to this condition include:</p> <ul style="list-style-type: none"> -The industry wide upheaval in higher education that has resulted in many closures continues. A large body of literature has described this phenomenon. The Chronicle of Higher Education and other media have analyzed the causes in great detail and proposed possible responses to this new landscape. -The COVID pandemic has only amplified and exacerbated this situation. Revenues from housing, food services, sports, etc., have been negatively impacted. -Before the COVID pandemic, those schools at greatest risk were those with fewer than a thousand students, modest endowments, competitive recruiting environments, and discounting on tuition. -The traditional model of residential education has been deeply impacted by on-line learning. This presents a special challenge to the CUS schools since their mission is to form character and faith as well as impart knowledge and skills. -University leaders are especially concerned about a projected demographic cliff in 2023 with the number of college age, young people plummeting dramatically. When Concordia College-Selma closed, some thirty-two institutions came to a recruitment event! -The final and most important challenge is the task of maintaining a clear, faithful, and winsome witness to Christ, Sacred Scripture, the Lutheran Confessions, and the LCMS's doctrinal positions in an environment that is increasingly hostile to those views. The capitulation and acculturation of many church related universities is breathtaking. Two thousand years of teaching and practice across all of Christendom have simply been abandoned and even regarded as wrong and harmful by many, historically Christian institutions. To confess Sacred Scripture's teaching on the sanctity of life, the sanctity of marriage between a man and a woman, the immorality of fornication whether of a heterosexual or homosexual nature is attacked by elites in education, government, and entertainment. 	<ul style="list-style-type: none"> -A major effort to catechize parents as well as young people with the beauty and truthfulness of Sacred Scripture's claims. While economic concerns are necessary, a deepened and fresh appreciation of the spiritual welfare and character formation of students is necessary. To gain the world's wealth and lose one's soul is still a tragic and sometimes successful strategy of the devil. -A significant effort to equip pastors, teachers, church workers, and laity with the capacity to challenge—intellectually and practically—the nihilism and utilitarian assumptions of our time. The Christian witness to human dignity and worth—derived from Sacred Scripture—should illumine the witness and work of our campuses. Apologetics should play a significant role throughout the curriculum but especially in theological instruction.

TO MOVE FROM "TODAY" TO THE "PREFERRED FUTURE", WHAT MUST . . .		
START?	STOP?	CHANGE?
<ul style="list-style-type: none"> • A program to identify LCMS members who are completing a PHD or other terminal degree for consideration as future faculty members. CUS especially needs eligible candidates in geology, biology, and the sciences who integrate their academic expertise with their faith. 	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> •

INFLUENCING FACTORS TO MONITOR
(trending keys: + = helping, - = hurting, ? = indeterminate, x = known obstacle or challenge)

Internal to unit, other LCMS units, agencies and auxiliaries	External
<p>+helping</p> <p>+Presidents, Board Chairs, and Boards of Regents who are increasingly informed, instructed, and aware of both their fiduciary and theological responsibilities.</p> <p>+Progress by the 7-03 Task Force that has promoted communication with multiple stakeholders.</p> <p>+The clear witness of the LCMS administration, the CUS Board, the CUS Presidents and Boards of Regents to the historic and confessional Lutheran faith.</p> <p>models.</p>	<p>+ helping</p> <p>+The opportunity to broadcast the light of Christ into the lives of young people who are surrounded by a culture of darkness and death. What a privilege to share the beauty and truthfulness of Sacred Scripture’s portrayal of God’s mercy in Christ’s cross and resurrection—freely offered in Holy Baptism, the Eucharist, and Absolution.</p> <p>- hurting</p> <p>-The freefall away from Christian assumptions and doctrines concerning what it is to be a human being.</p> <p>-The pervasive view in the elites of higher education that human beings are simply material beings—here today and gone tomorrow.</p> <p>-The ubiquitous use of electronic devices that has diminished young people’s capacity to read a text, reflect upon it, and then apply its content to their life’s goals and practices. The blessings and benefits of reading Scripture are obstructed if this ability has been weakened.</p> <p>=indeterminate</p> <p>=The long term and ultimate effect of the COVID pandemic on higher education.</p> <p>=The long term and ultimate effect of the COVID pandemic on university business</p>

KEY PERFORMANCE INDICATORS (KPIs) — UPDATE FOR EACH BOD MEETING			
KPI	Target/Goal	Result	Comments
	<p>To maintain on campus instruction at the Concordia Universities with minimal reduction of student numbers.</p>	<p>As of this date (August 22nd), all institutions but one are experiencing or anticipating small or no reduction in the number of students with the caveat that the circumstances could change overnight due to a governor’s decision on COVID pandemic protocols.</p>	<p>It is a time for planning as well as prayer. All campuses have prepared multiple contingency plans to deal with various levels and types of challenges.</p>

NOTE: highlight any new KPIs added; ~~strike through~~ any prior KPIs eliminated

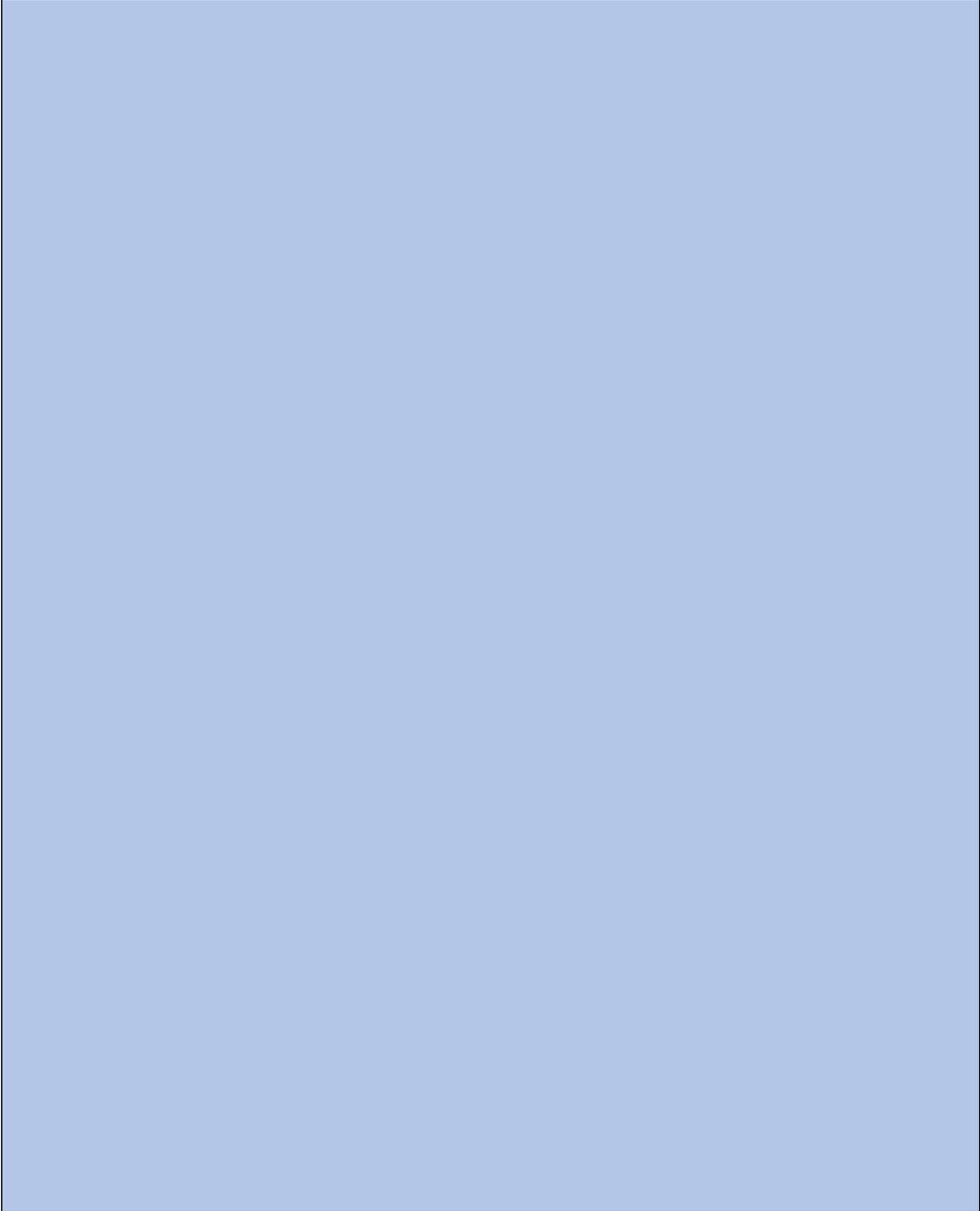
OUTCOME MILESTONES (NEXT 24 MONTHS) — UPDATE FOR EACH BOD MEETING		
Outcome	Month	Comments
The chief outcome, by God’s grace, will be a new governance model for CUS schools that is being developed by the 7-03 Task Force.	The 7-03 Task Force proposal will be shared with the church well in advance of the 2022 convention and acted upon at that time.	The 7-03 Task Force, led by Christian Preus, has been working hard and making progress.

NOTE: highlight any new milestones added; ~~strike through~~ any prior milestones completed; highlight any adjustments to target dates

NEW OPPORTUNITIES, NOT YET ADDRESSED — UPDATE FOR EACH BOD MEETING	
Opportunity	Commentary
<ul style="list-style-type: none"> Could the church, by God’s grace, use the present pandemic with its impact on people’s lives to hold up Christ with renewed clarity and beauty? In a word, suddenly the endless definition of life’s meaning by acquisition, consumption, and entertainment may not be as satisfying. There may be a longing for greater security that permits people to hear the good news of Christ’s redemptive work for both body and soul. 	May the Holy Spirit give the church and CUS the imagination, wisdom, and conviction to speak the truth winsomely and faithfully—especially to our thousands of young students.

NOTE: highlight any new opportunities added; ~~strike through~~ any previously-listed new opportunities dismissed

FOR BOD CONSIDERATION/AWARENESS — UPDATE FOR EACH BOD MEETING
<ul style="list-style-type: none"> Perhaps the most immediate consideration is the work of the 7-03 Task Force and the impact of its recommendations on LCMS higher education. Under the chairmanship of Christian Preus, this Task Force is making significant progress. The financial and legal implications of whatever resolution emerges will be significant and far reaching. More important, however, is the impact this new governance model will have on the church’s mission and witness. If there is a robust system of “ecclesial and theological accreditation”, as is being discussed, the universities could be drawn ever closer to the church’s mission and witness. If such a process is absent or without significant penalties for non-compliance, the church could experience a weakening of her influence as has happened across Christendom’s higher education schools.



FY21 PLAN OVERVIEW
Council of Presidents

MISSION EMPHASIS: MAKING DISCIPLES FOR LIFE
AND OUR MISSION PRIORITIES (highlight special focus areas)

- Plant, sustain, and revitalize Lutheran churches
- Support and expand theological education
- Perform human care in close proximity to Word and Sacrament ministries
- Collaborate with the Synod’s members and partners to enhance mission effectiveness
- Promote and nurture the spiritual, emotional, financial, and physical well-being of pastors and professional church workers
- Enhance early childhood, elementary and secondary education, and youth ministry
- Strengthen and support the Lutheran family in living out God’s design

PURPOSE

The Council of Presidents meets to provide opportunity [1] “for the President of the Synod to advise and counsel his representatives in the regions and districts and for the regional vice-presidents and district presidents in turn to give counsel to the President. The Council of Presidents also exists [2] to provide opportunity for the presidents of the districts and the Praesidium of the Synod to counsel with one another on matters regarding the doctrine and administration of the Synod, its regions, and its districts, and to edify and support one another in the work they share.” It also serves as [3] the Board of Assignments for the Synod, assigning first calls, and carries out such assignments as Synod in convention gives it from time to time. (Bylaws 3.10.1.2–4)

RESOURCES — FUNDS (provided by LCMS Accounting)	From Restricted Revenues/Gifts (\$000)	From Unrestricted Gifts (\$000)	TOTAL (\$000)
FY19 Expenditures	13	198	211
FY20 Expenditures	38	147	185
FY21 Expenditures (proposed)	38	132	170
Δ FY20 to FY21 \$000	-	-15	-15
Δ FY20 to FY21 percent	-	-10%	-8%

RESOURCES — MANPOWER (provided by LCMS Human Resources)	Actual
FY19 year-end FTEs (actual)	0.0
FY20 year-end FTEs (actual)	0.0
FY21 FTEs (proposed)	0.0
Δ FY20 to FY21 actual	-
Δ FY20 to FY21 percent	-

RESOURCE COMMENTARY

Corporate Synod’s contribution to the Council of Presidents covers lodging and meeting costs, and Synod officer travel costs, for four quarterly meetings of the President, vice-presidents, and Secretary with the presidents of the thirty-five districts of the Synod, as well as district president travel costs for three of those meetings (district president travel costs in February are covered by the districts). (Funds for expulsion processes have been treated under the Secretary’s report.) Typically, two of the meetings are in St. Louis; the November meeting is conjoined with the leadership meeting held that month, and the February meeting, with the \$37,500 subsidy by LCEF, CPS, and FND, and with district presidents paying their own travel, is held in an opportune location, often most cost-effectively.

FY20 expenditures and FY21 estimates were significantly reduced by the necessity of holding the April 2020 and Sept. 2020 meetings electronically due to COVID. Of the four meetings, the cost in unrestricted gifts is usually highest in Nov. (due to venue, but affording the best opportunity for the council to interact broadly with other Synod leadership; St. Louis this yr.), then in April (when travel involves call day at the two seminaries, higher when the bulk of the meeting is in Fort Wayne, as in FY21), then in Feb. and Sept. Lynne Marvin and Secretary Sias are attempting to work through how the meetings for FY21 can be conducted on the budget allowed, amidst many uncertainties related to the impact of COVID on travel and hotel/meeting costs. It will be a challenge. One complicating factor is that with social distancing requirements in place, meetings in St. Louis will likely need to be held entirely at the Hilton, making no use of the International Center.

As the bylaw purpose of the council indicates, the council’s meetings are principally for mutual advice and counsel, edification and support in the core doctrinal and ecclesiastical supervisory work of the Synod. While an occasional internet conference can serve as a stopgap, extended personal interaction, being physically “in life together,” is practically necessary to accomplishing this aim. The council’s work also involves administrative aspects, such as counsel together on how the needs of congregations and schools will continue to be met with resources at the national and district levels in a shrinking resource environment.

While the roughly \$150k of unrestricted gifts dedicated to this purpose is, as approximately 1% of those available, a substantial line item, and the council aims to be responsible stewards, the value to the Synod at large of leadership moving together to fulfill the Synod’s objectives is inestimably higher.

IDENTIFYING CHARACTERISTICS AND CORE COMPETENCIES	
TODAY	PREFERRED FUTURE
<ul style="list-style-type: none"> • Fraternal and frank conversation among national and district ecclesiastical supervisors regarding the shared work of ecclesiastical supervision, often informal and ad hoc, but effective, nonetheless. • With Clergy Call and Roster Committee, COP Technology Consultant (Lane Seitz, paid by districts and not corporate Synod), Rosters & Statistics, and district offices, core processes of the Synod for ecclesiastical supervision, restriction and suspension, roster maintenance, and call are standardized and monitored Synod-wide. Regular counsel is essential and effective. • A common realization is gradually taking shape of demographic, cultural, generational, economic and attitudinal issues facing the congregations, schools, and other ministries of the Synod—and the impact on district and national capacities for support and extension of those ministries. • Many potentially distracting disagreements among districts and between district and national leadership are sorted out efficiently and fraternally before publicly distracting the Synod or detracting from mission. • Bylaw- and convention- assigned tasks are timely and responsibly performed: placement, reinstatement hearings and processing, restriction appeal. 	<ul style="list-style-type: none"> • With established healthy patterns of fraternal counsel and admonition, “iron sharpening iron,” evangelical ecclesiastical supervision is strengthened in every district of the Synod and received as a gift by the membership. • With a coherent effort by all involved, the core document processes of the Synod, including the call process, are incorporated into a single-login database, offering consistency and efficiency of process, dramatically reducing data management overhead nationally and in all district offices, and improving critical services to member congregations, schools, other ministries, and individual members, most notably the call process. • National and district leadership, involving COP but also BOD and others, having laid “all options on the table,” confidently select and enact necessary structural change to improve Synod’s total effectiveness, and cost-effectiveness, at serving for and on behalf of congregations. • The council serves as a model within the Synod for evangelically and fraternally dealing with differences as those subject to the Word of God, guided by our common Lutheran Confessions, and taking to heart, individually, the good of the whole Synod. • Bylaw and convention assigned tasks continue to be performed effectively.

TO MOVE FROM "TODAY" TO THE "PREFERRED FUTURE", WHAT MUST...

START?	STOP?	CHANGE?
<ul style="list-style-type: none"> • Serious small group / large group Koinonia conversations around problematic issues that refine where we agree and where we need focused study together under Word and Confessions • Regular interaction with CTCR staff, professors, field experts to guide Koinonia, and with BOD, CUS, mission offices, etc., and broader synod on effective and efficient programs and services • Regular reflection on fundamental purposes of the Synod and convention resolution directions • Engagement of breadth and depth of Synod to evaluate how founding/enduring core purposes can increasingly be performed, earning the undesignated support of the member congregations. • Understand and act on the reality that "we are all in this together." 	<ul style="list-style-type: none"> • Uncritical reliance on institutional assumptions, that all we have to do (and that what the congregations will do) is maintain present institutions and keep "doing more [of the same] with less." • Inefficient business practices that slow official processes, frustrate congregations and members, and consume time that could be better used improving core functions. • Assumption, wherever it appears, that majority control of part or whole will be able to truly achieve the objectives of the Synod • Council activities that, on reflection, have "low return on investment" in achieving goals. 	<ul style="list-style-type: none"> • National and district leaders and staffs move, with council discussion as catalyst, from defending "institutionalized" barriers and "competing" for budget to a uniform embrace of systemic revitalization, efficient delivery of resources and services, and advocacy for the "core work" of the Synod. • Increasingly value, seek, and facilitate the hard "iron sharpening iron" conversations that will lead to national and all the districts truly "speaking with one voice" where the Word and Confessions govern, and to their speaking for the collective good where the majority will. • Change in the system starts with change in the individual; rather than staying put and reacting to brokenness in the model, individuals act with initiative, starting at home, to effect what will be a positive systemic improvement.

INFLUENCING FACTORS TO MONITOR

(trending keys: + = helping, - = hurting, ? = indeterminate, x = known obstacle or challenge)

Internal to unit, other LCMS units, agencies and auxiliaries	External
<ul style="list-style-type: none"> + Love for the church and desire to see her reach the lost + Spirit of evangelical and fraternal conversation on the council - Challenge of self-perception as "knowers" rather than "learners" - Partisan spirit and lack of appreciation of the whole body of Christ - Lack of trust, transparency, and healthy conflict / push-back limits impact of work done together and sharing of resources across Synod x Very limited resources to accomplish the scope of work set before the council, which practically requires face-to-face interaction. 	<ul style="list-style-type: none"> + Availability of technology to enable better economies of scale, more efficient sharable solutions, less duplication of work + Cooperative work of technical consultant, Rosters and Statistics, Secretary, LCMS Information Technology to develop systems that will support "preferred future" - Ongoing "trend" pressure of reducing resources, both on the council's ability to do its work in general and in all related areas, including national Synod and all its districts ? "Impulse" pressure of COVID, still of uncertain depth and duration, has injected uncertainty at all levels, but also accelerated perception that long-tolerated trends and attitudes need to be addressed. - COVID and budgetary threats to actually meeting together in "quality time" as a council and with facilitators and "teachers" have impacted the quality of Council interaction. Regular "COVID checkins" have provided some coordination and conversation but have also demonstrated the "hidden cost" of cheap online interaction in large groups. - Seeming decreased interest in congregations in engaging in district or Synod work (and relatively decreased investment in it, as other costs increase)

KEY PERFORMANCE INDICATORS (KPIs) — UPDATE FOR EACH BOD MEETING

KPI	Target/Goal	Result	Comments
<ul style="list-style-type: none"> • Relational health of ordained and commissioned ministers and non-rostered church workers - Engaged faith integrated in all of life • Health of congregations/ministries – The marks of the Church can be seen, and the means work. The Holy Spirit works through the means of grace when and where he pleases. This faith produces good fruit and good works. • Healthier Synod - We can't walk together if we don't talk together. As leaders we seek to care for one another, foster unity, and build trust in our work together of forwarding the gospel message. 	<ol style="list-style-type: none"> 1. Rhythms to Retreat & Engage 2. Relationship with most significant other (spouse, best friend) – 3. Relationship with colleagues (congregation, circuit, beyond): a fraternal, evangelical, and earnest ministerium 4. The body of Christ is growing in discipleship (Including family ministry, stewardship) 5. The body of Christ is growing in vocational witness 6. Priesthood of all believers and ministry are continually strengthening one another 7. Congregations/ministries/districts/Synod collaborate with one another to carefully steward and effectively impact God's kingdom. 	<ol style="list-style-type: none"> 1. Regular day off & Sabbath Rest, etc., Participation in Vitality & Regular exercise; Personal development in Scripture & Profession 2. Schedule priority with spouse, frequency, transparency, depth 3. Regular involvement in Winkel & Conferences, Strengthen interpersonal and leadership skills – self-awareness, Practice how we let others into thoughts and feelings, 	

NOTE: **highlight** any new KPIs added; ~~strike through~~ any prior KPIs eliminated

OUTCOME MILESTONES (NEXT 24 MONTHS) — UPDATE FOR EACH BOD MEETING		
Outcome	Month	Comments
<p>In mutual counsel on “administration of Synod,” focus on first things: ministry in and through the congregations is the strength of the Synod; further the rebuilding a synodwide culture of orienting every activity of national and districts to the fundamental objectives of the Synod.</p> <p>Discuss concretely the “national/districts” structure, not only in terms of viability of existing institutions but in terms of optimizing future resources and services for and on behalf of congregations.</p> <p>Understand patterns of pastoral service and calling, regular and irregular, across the Synod, on the basis of per-parish data. Study long-term strengths and weaknesses, challenges and opportunities in meeting pastoral needs of congregation in diverse and diversely challenged situation.</p>	<p>Ongoing conversation on council and with Board of Directors with “milestone” conversations next two Novembers, to support synod- wide and top-to-bottom discussion going forward.</p> <p>Ongoing activity, guiding reporting to 2022 convention. Looking forward to material conversations in next two Novembers.</p> <p>Data gathering began 2/2020; continuing, with analysis underway by LCMS Research. Study results to be released periodically, possibly replacing “vacancy report” with much more detailed information. Ongoing conversation with LCMS Pastoral Formation, Seminaries, etc.</p>	(Milestones for technical work on SECR/RSRS report.)

NOTE: highlight any new milestones added; ~~strikethrough~~ any prior milestones completed; highlight any adjustments to target dates

NEW OPPORTUNITIES, NOT YET ADDRESSED — UPDATE FOR EACH BOD MEETING	
Opportunity	Commentary
<ul style="list-style-type: none"> COP strongly desires time for a substantial discussion with BOD to lay out strengths, weaknesses, challenges, and opportunities, with the intention of BOD and COP brainstorming together about the challenges facing the whole Synod, and working to set priorities, directions, and division of labor for productive collaboration. 	<ul style="list-style-type: none"> This November leads into district conventions; next November will follow on those and lead into the 2022 Synod convention. Time is of the essence. COP has some awareness of the budget and mission challenges the Synod faces and desires maximally to aid BOD as it seeks to provide resources for national Synod’s part in fulfilling the core objectives of the Synod, “for and on behalf of the congregations.”

NOTE: highlight any new opportunities added; ~~strikethrough~~ any previously-listed new opportunities dismissed

FOR BOD CONSIDERATION/AWARENESS — UPDATE FOR EACH BOD MEETING
<ul style="list-style-type: none"> TBD

MISCELLANEOUS NOTES (OPTIONAL — UPDATE FOR EACH BOARD MEETING)

- TBD

FY21 PLAN OVERVIEW

Human Resources

PURPOSE

To participate in the advancement of the kingdom of God by serving the LCMS and its corporate entities with efficient and competent service, in a professional and caring manner, striving for fairness to all.

MISSION EMPHASIS: MAKING DISCIPLES FOR LIFE

AND OUR MISSION PRIORITIES (highlight special focus areas)

- Plant, sustain, and revitalize Lutheran churches
- Support and expand theological education
- Perform human care in close proximity to Word and Sacrament ministries
- Collaborate with the Synod’s members and partners to enhance mission effectiveness
- Promote and nurture the spiritual, emotional, financial, and physical well-being of pastors and professional church workers
- Enhance early childhood, elementary and secondary education, and youth ministry
- Strengthen and support the Lutheran family in living out God’s design

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RESOURCES — FUNDS
(provided by LCMS Accounting)

	From Restricted Revenues/Gifts (\$000)	From Unrestricted Gifts (\$000)	TOTAL (\$000)
FY19 Expenditures	572	414	986
FY20 Expenditures	555	556	1111
FY21 Expenditures (proposed)	583	563	1146
Δ FY20 to FY21 \$000	29	7	35
Δ FY20 to FY21 percent	5%	1%	3%

RESOURCES — MANPOWER
(provided by LCMS Human Resources)

	Actual
FY19 year-end FTEs (actual)	5
FY20 year-end FTEs (actual)	5
FY21 FTEs (proposed)	6
Δ FY20 to FY21 actual	1
Δ FY20 to FY21 percent	20%

RESOURCE COMMENTARY

- Administration – maintenance of records, managing call/appointment process and keeping employee manuals and implementing new policies for COVID
- HRIS management for all entities
- Employee Functions – currently on hold due to COVID
- Training and Organization Development – INTL employees going through training
- Legal - Manage the reduction in force process, various employee relations matters
- Recruitment – continue recruiting and onboarding for entities hiring
- Compensation & Benefits Planning & Administration – maintaining position descriptions, conducting compensation analysis & working with partners to ensure benefit coverage for all employees
- Employee Relations – providing counsel to management and staff regarding new policies, issues and performance management, employee communications
- Workers Compensation Administration – continue to file claims and document/respond to work related injuries
- Talent Management – staff modeling, alignment and restructuring, employee counseling and referral to EAP where appropriate

IDENTIFYING CHARACTERISTICS AND CORE COMPETENCIES

TODAY

PREFERRED FUTURE

- Lead the business continuity and enterprise risk management human capital initiatives related to remote work
- Implement various State, County and City requirements related to the COVID-19 pandemic
- Develop the communication plan on behalf of the OPS Team
- Research various policies and new legislation to implement as required
- Provide the HR analytics related to personnel expenses for budget development
- Address entity specific requirements in all core HR areas

- Continue to create a learning culture with the specific goal to develop leaders
- Revise Performance Management system
- Refine the selection process and proactively create a pool of qualified candidates to fill critical positions
- Complete re-certification process HR Employee Handbook
- Provide support and education for employees that assists them in all stages of their vocational life-cycle
- Further automate procedures to gain better efficiencies
- Promote centralized HR resources for corporate entities that address the unique needs of all

TO MOVE FROM "TODAY" TO THE "PREFERRED FUTURE", WHAT MUST...		
START?	STOP?	CHANGE?
<ul style="list-style-type: none"> Defining the human capital strategy that meets the needs of all corporate entities 	<ul style="list-style-type: none"> Operating in silos 	<ul style="list-style-type: none"> Methodology in which staff changes occur Uncertainty in budgeting process and financial support

INFLUENCING FACTORS TO MONITOR	
(trending keys: + = helping, - = hurting, ? = indeterminate, x = known obstacle or challenge)	
Internal to unit, other LCMS units, agencies and auxiliaries	External
The PEST Factors: Political Economic Societal Technology	The PEST Factors: Political Economic Societal Technology

KEY PERFORMANCE INDICATORS (KPIs) — UPDATE FOR EACH BOD MEETING			
KPI	Target/Goal	Result	Comments
Recruitment Onboarding Retention Compensation/Benefits Turnover rates Headcount Employee Relations/Legal	Reduce average time to fill positions. 45 days is the goal for non-officer level positions Fully implement onboarding program for all entities Develop retention plans for highly specialized positions and/or high performers Market analysis to ensure compensation and benefits are competitive. Implement a consistent merit-based salary increase system Manage headcount based on programmatic requirements and services needed to support the structure		A defined multi-year financial strategy would assist with the human capital planning required to ensure staffing levels are aligned

NOTE: highlight any new KPIs added; strikethrough any prior KPIs eliminated

OUTCOME MILESTONES (NEXT 24 MONTHS) — UPDATE FOR EACH BOD MEETING		
Outcome	Month	Comments
Safely return employees to work on site where appropriate and/or necessary Implement tele-work policies that meets the needs of all corporate entities Implement an enterprise-wide organizational development plan Develop a new process for the HR budget as a shared resource		

NOTE: highlight any new milestones added; ~~strikethrough~~ any prior milestones completed; highlight any adjustments to target dates

NEW OPPORTUNITIES, NOT YET ADDRESSED — UPDATE FOR EACH BOD MEETING	
Opportunity	Commentary
<ul style="list-style-type: none"> Organization Development Programming 	

NOTE: highlight any new opportunities added; ~~strikethrough~~ any previously-listed new opportunities dismissed

FOR BOD CONSIDERATION/AWARENESS — UPDATE FOR EACH BOD MEETING
<ul style="list-style-type: none"> As a service provider to the corporate entities located at the International Center (LCEF included), the HR department is a shared resource. 51% of the funding of the unit comes from the other entities. A staff of six (6) employees provides services to over 700 employees (inclusive of international staff). We also attempt to be a resource to the polity at-large.

MISCELLANEOUS NOTES (OPTIONAL — UPDATE FOR EACH BOARD MEETING)

In 2019, the department went through a comprehensive audit. This review, which was conducted by attorneys specializing in employment law, policies and procedures affirmed that the department's operations are efficient and effective. The staff possesses all the knowledge, skills and abilities to manage the HR strategy in a competent manner. The report indicated the need for additional staff to support the organizational development (training, succession planning, leadership skills) and administrative support areas. In order to continue to provide proactive and competent services to the corporate entities, the unit will need to address the staffing model and continue to consolidate resources and systems amongst the entities.

FY21 PLAN OVERVIEW
Internal Audit Department (IA)

MISSION EMPHASIS: MAKING DISCIPLES FOR LIFE
AND OUR MISSION PRIORITIES (highlight special focus areas)

- Plant, sustain, and revitalize Lutheran churches
- Support and expand theological education
- Perform human care in close proximity to Word and Sacrament ministries
- Collaborate with the Synod's members and partners to enhance mission effectiveness
- Promote and nurture the spiritual, emotional, financial, and physical well-being of pastors and professional church workers
- Enhance early childhood, elementary and secondary education, and youth ministry
- Strengthen and support the Lutheran family in living out God's design

PURPOSE

Our Mission: To provide a wide range of quality audit services to Corporate Synod and its agencies. To accomplish our mission, we will:

- (1) Perform financial statement audits in accordance with professional standards and assist external auditors upon request,
- (2) Provide independent, objective assurance and consulting services, designed to add value and improve key business systems/processes and internal controls, using innovative approaches, and
- (3) Maintain a dynamic, team-oriented environment that encourages personal/professional growth and obtaining professional certifications.

RESOURCES — FUNDS (provided by LCMS Accounting)	From Restricted Revenues/Gifts (\$000)	From Unrestricted Gifts (\$000)	TOTAL (\$000)
FY19 Expenditures	267	460	727
FY20 Expenditures	221	513	734
FY21 Expenditures (proposed)	272	458	730
Δ FY20 to FY21 \$000	+51	-55	-4
Δ FY20 to FY21 percent	+23%	-11%	-1%

RESOURCES — MANPOWER (provided by LCMS Human Resources)	Actual
FY19 year-end FTEs (actual)	4
FY20 year-end FTEs (actual)	4
FY21 year-end FTEs (proposed)	4
Δ FY20 to FY21 actual	0
Δ FY20 to FY21 percent	0%

RESOURCE COMMENTARY

Programs:

- Travel to continuing professional education (CPE) seminars/conferences was eliminated in the FY21 budget. We will obtain CPE via online webinars and virtual learning; expected savings of approximately \$5,000 in FY21.

Personnel:

- Maintain current staffing level of four audit professionals. Current staff is very knowledgeable and dedicated to the mission of the LCMS.
- The staff auditor vacancy we had at the end of FY20 was removed from FY21 budget. This will impact the number of audits we can perform in FY21, as well as our ability to hire someone with data analytics experience.

IDENTIFYING CHARACTERISTICS AND CORE COMPETENCIES	
TODAY	PREFERRED FUTURE
<p>IA Staff Members:</p> <ul style="list-style-type: none"> • Exhibit <u>integrity</u> by adhering to our professional Code of Ethics/Rules of Conduct, maintaining open, honest direct communication with audit clients, maintaining the confidentiality of client information, and being free of conflicts of interest. • Demonstrate <u>competency</u> by obtaining professional certifications, engaging in continuing professional education and staff development, and adhering to professional auditing standards promulgated by the AICPA. All four staff are licensed CPAs; in addition, one is a Certified Internal Auditor and one is a Certified Fraud Examiner. • Embrace <u>collaboration</u> when providing assurance and consulting services to Corporate Synod and its agencies. • Practice <u>stewardship</u> and use all available resources to accomplish the annual goals/objectives of the Department in the most efficient and effective manner, within budgetary constraints. 	<ul style="list-style-type: none"> • Increase and improve the collaboration and communication with our key stakeholders: the LCMS Board of Directors/Audit Committee and its officers/senior management. • Have an internal audit function that is fully aligned with the needs and expectations of our key stakeholders. • Strengthen our position as trusted advisors by using fresh, modern audit tools and/or approaches to improve and optimize key business processes (e.g., use of data analytics, continuous auditing).

TO MOVE FROM "TODAY" TO THE "PREFERRED FUTURE", WHAT MUST... . .		
START?	STOP?	CHANGE?
<ul style="list-style-type: none"> Periodically meet with the Audit Committee Chairman and the LCMS Operations Team. Provide updates on the status of the audit plan; discuss current program/department activities; any issues or concerns regarding those activities; potential changes to the audit plan as a result of those concerns, etc. Discussions with the Audit Committee and senior management on the role and responsibilities of IA. From those discussions, develop an IA strategy to guide our audit activities and the level of IA support given to synodical agencies vs. Corporate Synod. Develop a vision for the use of data analytics in audit engagements. Evaluate current capabilities and invest in targeted training as needed. 		

INFLUENCING FACTORS TO MONITOR (trending keys: + = helping, - = hurting, ? = indeterminate, x = known obstacle or challenge)	
Internal to unit, other LCMS units, agencies and auxiliaries	External
+ Staff retention (experienced, knowledgeable staff) + Client/auditee satisfaction with IA services - Budgetary constraints - Organizational resistance to change	? New accounting principles or auditing standards that must be complied with

KEY PERFORMANCE INDICATORS (KPIs) — UPDATE FOR EACH BOD MEETING			
KPI	Target/Goal	Result	Comments
Percentage of Audit Plan Completion	TBD		
Number of Unplanned Engagements	TBD		
Percentage of Planned Audits Addressing High Risk Areas	TBD		
Percentage of Projects Completed Within Agreed-Upon Deadlines	TBD		
Results of Client/Auditee Satisfaction Surveys	TBD		

NOTE: highlight any new KPIs added; strikethrough any prior KPIs eliminated

OUTCOME MILESTONES (NEXT 24 MONTHS) — UPDATE FOR EACH BOD MEETING		
Outcome	Month	Comments
<p>The annual Department Audit Plan/Objectives for FY21 were reviewed and approved by the Audit Committee at their February 2020 meeting, and include the following:</p> <ul style="list-style-type: none"> • LCMS Officer/Key Employee Expense Audit • LCEF ERM Project • CHI Financial Statement Audit 6-30-20 • CUS Financial Statement Audit 6-30-20 • LCEF Employee Expense Audit • OIM Field Office Banner Integration • LCMS Review of Donor-Restricted Funds • 13 District Annual Financial Statement Audits • Assist External Auditors of LCMS, LCEF, LCMS Foundation with 6-30-21 Annual Audits 	<ul style="list-style-type: none"> • September 2020 • Ongoing Project through FYE 6-30-21 • September 2020 • October 2020 • November 2020 • Ongoing Project through FYE 6-30-21 • December 2020 • January through May 2021 • June 2021 	

NOTE: highlight any new milestones added; strikethrough any prior milestones completed; highlight any adjustments to target dates

NEW OPPORTUNITIES, NOT YET ADDRESSED — UPDATE FOR EACH BOD MEETING	
Opportunity	Commentary
<ul style="list-style-type: none"> • Incorporating cybersecurity audit and IT risk management projects into our annual audit plan. 	<ul style="list-style-type: none"> • May require engagement of external subject matter experts, with IT audit background and experience.

NOTE: highlight any new opportunities added; strikethrough any previously-listed new opportunities dismissed

FOR BOD CONSIDERATION/AWARENESS — UPDATE FOR EACH BOD MEETING

MISCELLANEOUS NOTES (OPTIONAL — UPDATE FOR EACH BOARD MEETING)

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FY21 PLAN OVERVIEW
OFFICE OF INTERNATIONAL MISSION

- MISSION EMPHASIS: MAKING DISCIPLES FOR LIFE**
AND OUR MISSION PRIORITIES (highlight special focus areas)
- Plant, sustain, and revitalize Lutheran churches
 - Support and expand theological education
 - Perform human care in close proximity to Word and Sacrament ministries
 - Collaborate with the Synod's members and partners to enhance mission effectiveness
 - Promote and nurture the spiritual, emotional, financial, and physical well-being of pastors and professional church workers
 - Enhance early childhood, elementary and secondary education, and youth ministry
 - Strengthen and support the Lutheran family in living out God's design

PURPOSE

OIM, in faithfulness to the mission emphasis of the LCMS, aims to spread the Gospel, plant Lutheran churches and show mercy to the ends of the earth.

OIM exists to recruit, fully support and care for LCMS missionaries.

OIM exists to serve as the primary collaborative working interface within the LCMS in all international mission endeavors and be the primary mission interface with partner church bodies worldwide in accordance with Bylaw 3.8.3.

OIM exists to prepare pastors and other church workers where partner church bodies do not exist, and to model and support faithful Lutheran theological education worldwide.

RESOURCES — FUNDS (provided by LCMS Accounting)	From Restricted Revenues/Gifts (\$000)	From Unrestricted Gifts (\$000)	TOTAL (\$000)
FY19 Expenditures	19,167	2,288	21,455
FY20 Expenditures	20,590	1,018	21,608
FY21 Expenditures (proposed)	21,776	1,422	23,194
Δ FY20 to FY21 \$000	1,186	404	1,590
Δ FY20 to FY21 percent	6%	40%	7%

RESOURCES — MANPOWER (provided by LCMS Human Resources)	Actual
FY19 year-end FTEs (actual)	17.5
FY20 year-end FTEs (actual)	17.5
FY21 year-end FTEs (proposed)	14.5
Δ FY20 to FY21 actual	(3.0)
Δ FY20 to FY21 percent	(17%)

RESOURCE COMMENTARY

Programs

1. Over 350 projects in nearly 80 countries including work with approximately 25 seminaries of various academic levels, representing over 90 church bodies.
2. Slowdown with attenuated activity since February 2020 due to COVID-19 and travel restrictions in the US and around the world.
3. Pivoted resources to work primarily on resource development during this time.
4. Emphasis online continuing education and professional development through virtual conferences and gatherings.
5. Developed a virtual English teaching opportunity online, allowing for many volunteers to serve without traveling.

Personnel

1. Redirected human resources toward global theological education, reorienting the role of an Associate Executive toward theological education initiatives.
2. Unified Africa under one Regional Director.
3. Maintained current staffing level of NSM missionaries; we continue to recruit to fill needs and requests from church partners and from each regional office to carry out strategic plans.
4. Managing elimination of the Deaconess program director position by using deaconesses already located in each region to teach and train.

IDENTIFYING CHARACTERISTICS AND CORE COMPETENCIES	
TODAY	PREFERRED FUTURE
<ul style="list-style-type: none"> • Strong missionary staff deployed to the field through healthy NSM model. • Theological education including a complement of regional seminaries. • Growing number of deployed missionaries who have been retained and are well cared for. • Thorough vetting process for missionary candidates. • Fiscal restraint and stewardship of the gifts given to the church for international mission. • High level of accountability to the LCMS. • High level of accountability to partner and emerging partner churches and historic understanding of complex issues surrounding each church engaged. • Ministry to the Armed Forces and the scope/impact of work and outcomes from a relatively small department. 	<ul style="list-style-type: none"> • To have been clearly identified with/under BIM as the LCMS sending agency. • To have significantly contributed to domestic cross-cultural mission in concert with ONM. • To have achieved wide acknowledgement of OIM's expertise in global mission (a recognition of OIM's "value proposition"). • To have expanded the work of our regional seminaries to include Asia and Eurasia. • To have clearly understood and influenced beneficial forms of partnership with other church bodies within the expanding footprint of global Lutheran mission.

TO MOVE FROM "TODAY" TO THE "PREFERRED FUTURE", WHAT MUST... .		
START?	STOP?	CHANGE?
<ul style="list-style-type: none"> Fully leverage corporate service units, agencies and auxiliaries. Evaluate and reengineer roles, responsibilities and working relationships between OIM staff and various support units within the IC. Improve articulation of resources required from various units within the IC in order to effectively carry out ministry. Build enhanced knowledge and skills in specialized fields to enhance mission execution. Leadership development program for succession plans in IC and Regional teams. 		<ul style="list-style-type: none"> More fully integrate Mission Advancement and Communications with regard to promoting the strategy and work of OIM.

INFLUENCING FACTORS TO MONITOR	
(trending keys: + = helping, - = hurting, ? = indeterminate, x = known obstacle or challenge)	
Internal to unit, other LCMS units, agencies and auxiliaries	External
<ul style="list-style-type: none"> + Missionary retention + Pre-deployment and on-field orientation for new missionaries + Strong base of LCMS support (\$8 million reserve in NSM balances) - Organizational resistance to change. - Staff morale and workload (in view of significant uncertainties in timing and substance of changes in external global working environments). - Current shortfalls in succession planning and leadership training for current and future unit administrative leadership. 	<ul style="list-style-type: none"> + Need for global confessional Lutheran pastoral formation and practice - China/U.S. relations - COVID-19 travel restrictions globally ? Geopolitical influences on missionary presence and expatriate life in general

KEY PERFORMANCE INDICATORS (KPIs) — UPDATE FOR EACH BOD MEETING			
KPI	Target/Goal	Result	Comments
Total chaplain population	TBD		
Total deployed missionary population	TBD		
Employment days to foreign deployment	TBD		
Days of NSM reserve on hand	180 days	Currently approximately 251 days	
Hours of theological education offered	TBD		
Total church partner pastors with advanced degrees teaching at partner seminaries	TBD	Less reliance on LCMS missionaries as deployed theological educators.	Where sound/thorough theological education exists, sound and faithful pastors model the Office of the Holy Ministry and are more fully supported without LCMS dependency.
Graduates from seminaries served by LCMS missionaries	TBD		As partners mature in theology and practice, faithful confession and practice leads to self-funded mission endeavors that are owned by our partners.
New congregations planted by partner churches	TBD	Congregations demonstrating faithful preaching and teaching with healthy mission emphasis.	

NOTE: highlight any new KPIs added; strikethrough any prior KPIs eliminated

OUTCOME MILESTONES (NEXT 24 MONTHS) — UPDATE FOR EACH BOD MEETING		
Outcome	Month	Comments
OIM global accounting converted to Banner.	TBD	OIM awaiting project timeline from project manager.
Riga, Latvia regional seminaries established/operational.	Fall 2021 (Latvia)	Regular meetings are being held and dates represent the first classes being offered publicly.
Succession plan established for key OIM positions.	Summer 2022	
Effective use of international.lcms.org as a common platform for all information related to the work of OIM and opportunities for contributors to partner.	January 2021	
Streamlined OIM regular use of information systems supported by IT and HR including Paycor and Office365.	July 2021	This outcome requires incremental changes in how information systems are connected and utilized within the organization.

NOTE: highlight any new milestones added; strikethrough any prior milestones completed; highlight any adjustments to target dates

NEW OPPORTUNITIES, NOT YET ADDRESSED — UPDATE FOR EACH BOD MEETING	
Opportunity	Commentary
<ul style="list-style-type: none"> Real time and recorded resources in various languages for use in US cross-cultural ministry. Working group concept (standing committee) for Alumni Engagement and Relations. Global or Regional FORO for stakeholder engagement in OIM. 	<p>Mature missionaries have fluency and experience in at least 7 of top 10 world languages. Using resources from foreign field can enhance National Missions.</p> <p>Large FOROs would inform, engage and bring into full collaboration key stakeholders including Seminaries, Universities and Districts of the LCMS.</p>

NOTE: highlight any new opportunities added; strikethrough any previously-listed new opportunities dismissed

FOR BOD CONSIDERATION/AWARENESS — UPDATE FOR EACH BOD MEETING
<p>Communication, collaboration and cooperation with ALL LCMS leadership in districts, agencies, and auxiliaries as well as additional key stakeholders. While some districts are engaged through FORO contact in the Latin American and Caribbean Region, OIM leadership needs to build upon this same model for greater involvement by LCMS constituents and supporters. See Mission Advancement discussion on Global FOROs.</p> <p>The Synod’s current capacity to support its OIM global enterprise is being stretched to its utmost. Such a challenge requires continued prayer and thoughtful stewardship of resources, and an invitation to the church to support the ongoing spread and extension of the Gospel worldwide.</p>

MISCELLANEOUS NOTES (OPTIONAL — UPDATE FOR EACH BOARD MEETING)

Online theological education is growing and of necessity being embraced by some churches and countries as an effective alternative to the high cost of full-time residential theological education. See the Livonian Lutheran Project in Riga, Latvia of the Luther Academy of the Evangelical Lutheran Church in Latvia (LELB). Approximately 20 men from nearly 10 countries are interested in this fully-accredited 40 course curriculum being designed by OIM missionaries. We hope this will be a template for online theological education in other regions. Currently the LCMS OIM regional seminary in Santiago, Dominican Republic has a non-accredited abbreviated on-line curriculum. <https://www.thelivonianlutheranproject.com/>

LCMS Missionaries around the world represent all age groups. Steady and continual recruitment of missionaries is OIM's strategy.

OIM is investigating connecting real time and recorded resources in various languages served with our national church cross-cultural mission needs.

A long awaited Spanish Hymnal for Latin America and the Caribbean on a par in size and format with the Lutheran Service Book has passed doctrinal review and will be ready for distribution internationally and in the US by September of 2021. This is a 15-year project initiated and primarily completed by partner church bodies, namely the Argentine and Chilean partner churches.

OIM is increasing its collaboration with our two US seminaries in the vetting and recruiting of young missionary candidates.

OIM is working with an increasing number of alliance missionaries from mature church partners and from a thoroughly vetted, LCMS educated, international pool of young, bright, passionate and hard-working candidates. This is the fruit of years of faithful teaching, mature missionary presence, progressing Lutheran identity among partners and an exponential growth in online resources. Alliance missionaries work in full collaboration with LCMS missionaries, sharing common objectives and expectations at lower cost and often greater effectiveness. Alliance missionaries are seconded to the LCMS OIM regional team while maintaining their status in their home church, i.e. ecclesiastical supervision, pension, 'roster status' etc.

Europe, the home of Lutheranism, has become a rich mission field with new work emerging with small numbers but very dedicated individuals. New work and national leadership has emerged and is growing in Georgia, Romania, Bulgaria, Greece, Italy, Portugal, Czech Republic, Pakistan etc.

A network of young Lutheran clergy and laity has united among the above mentioned countries and many more to host, with OIM support, conferences for mutual edification and encouragement.

FY21 PLAN OVERVIEW
IT AND OPERATIONS SUPPORT SERVICES

PURPOSE

The LCMS Operations Support Services Department (OSS) provides services to support the mission and ministry of The Lutheran Church—Missouri Synod at the LCMS International Center. These services include:

- Operations Service Coordination (OSC) - provides the communication and coordination link between the Operation Department and the departments of the LCMS
- Technology Application Group (TAG) - dedicated to the Application of Technology solutions that enable Ministry and Business functions of LCMS, Inc to operate in the most innovative and cost-effective manner possible
 - Mail and Print Services (MPS) – Provides full-service mail and printing services to the departments of the LCMS as well as CPS and FND.
 - Reception and Meeting Services (RMS) - responsible for coordinating meetings and events that take place at the LCMS International Center. Also provides Front Desk services ensuring that all guests are greeted in a friendly and professional manner. The Front Desk also ensures all building entry security policies and procedures are followed.
 - Facilities Management Services (FMS) - managed by Cushman & Wakefield and is responsible for the operations and maintenance of the LCMS International Center property. The mission is to ensure a safe, healthy, and Christian work environment for employees at the LCMS International Center
 - Information Technology Desktop and Infrastructure Support Services (ITS) - managed by Concordia Plans Service providing desktop computer support, desktop application support, as well as network and server infrastructure support.

MISSION EMPHASIS: MAKING DISCIPLES FOR LIFE

AND OUR MISSION PRIORITIES (highlight special focus areas)

- Plant, sustain, and revitalize Lutheran churches
- Support and expand theological education
- Perform human care in close proximity to Word and Sacrament ministries
- Collaborate with the Synod's members and partners to enhance mission effectiveness
- Promote and nurture the spiritual, emotional, financial, and physical well-being of pastors and professional church workers
- Enhance early childhood, elementary and secondary education, and youth ministry
- Strengthen and support the Lutheran family in living out God's design

RESOURCES — MANPOWER (provided by LCMS Human Resources)	Actual
FY19 year-end FTEs (actual)	15.5
FY20 year-end FTEs (actual)	15.5
FY21 FTEs (proposed)	14.5
Δ FY20 to FY21 actual	-1
Δ FY20 to FY21 percent	-6%

<u>LCMS OSS Information Technology</u>	From Restricted Revenues/Gifts (\$000)	From Unrestricted Gifts (\$000)	TOTAL (\$000)	<u>LCMS OSS Operational Services</u>	From Restricted Revenues/Gifts (\$000)	From Unrestricted Gifts (\$000)	TOTAL (\$000)
RESOURCES — FUNDS (provided by LCMS Accounting)				RESOURCES — FUNDS (provided by LCMS Accounting)			
FY19 Expenditures	48	2823	2871	FY19 Expenditures	383	421	804
FY20 Expenditures	22	2066	2088	FY20 Expenditures	539	340	879
FY21 Expenditures (proposed)	22	2031	2053	FY21 Expenditures (proposed)	465	194	659
Δ FY20 to FY21 \$000		(35)	(35)	Δ FY20 to FY21 \$000	(74)	(146)	(220)
Δ FY20 to FY21 percent		-2%	-2%	Δ FY20 to FY21 percent	-14%	-43%	-25%

RESOURCE COMMENTARY

- Technology Application Group – JR IT Developer position was removed from the FY21 budget.
- Mail and Print Services – Part time position (.5FTE) not filled after person left in FY20 and removed from budget.
- Reception and Meeting Services – Full time position removed from the FY21 budget after this employee took another job.
- Facilities Management – Reduced Cushman onsite tech support from 2 FTE to 1.5 FTE.
- Information Technology Desktop Support – Reduced Dalechek Helpdesk from 4 FTE to 3 FTE (They support both the LCMS and CPS).

Positive Impact:

- Created the opportunity to find ways to work more efficiently and changed processes and procedures accordingly.

Negative Impact:

- Need to change expectations as response time to issues and requests will be impacted. True impact will be fully realized once the IC returns closer to being fully staffed.
- Harder to effectively cross train and provide the necessary redundancies in the event of staff absences. These absences now will have a greater impact on the ability to provide services in a timely manner.

IDENTIFYING CHARACTERISTICS AND CORE COMPETENCIES

TODAY

PREFERRED FUTURE

- Highly skilled and senior staff in most areas of OSS.
- Due to budget cuts limited training opportunities for OSS staff. If this continues it will make it harder to stay current in their fields of expertise.
- Positive working relationship between OSS staff and our contracted support staff (CPS, Cushman, and Dalechek).
- Positive working relationship with the departments of the LCMS.
- Lack of redundant technical expertise for critical applications (LISN / Banner/Blackbaud)
- OSS is the de facto purchasing agent for the LCMS when it comes to buying IT related items even though the majority of these items are charged back to the departments.
- Have a working draft of a project / business initiative intake process.

- Have OSS representation in the planning process for all the Departments of the LCMS.
- Provide better training and advancement opportunities for staff.
- Expand Print Center Services to local LCMS Congregations and Schools.
- Have a streamlined onboarding and off boarding process to ensure new employees have access to all the OSS services in a timely manner when they start and that when they leave accesses are terminated in a timely fashion and transitions occur to ensure business continuity.
- Have sufficient redundant support of critical applications (LISN / Banner / Office 365/Blackbaud).
- IT provides consultation in IT purchases but is not involved in the actual purchasing for items that are department specific.
- Need to establish an asset management system.
- Have an established a project / business initiative intake process.

TO MOVE FROM “TODAY” TO THE “PREFERRED FUTURE”, WHAT MUST . . .

START?

STOP?

CHANGE?

- Provide training opportunities to staff for career enrichment and advancement.
- Proactively “market” OSS services to the departments to ensure they are being fully utilized.
- Establish and publish SLA expectations for OSS support (all areas).
- Since IT hardware dollars are now in department budgets establish guidelines for spending these dollars.
- Finalize project / business initiative intake process.

- Using IT employee’s P cards to make approved IT purchases on behalf of other LCMS departments and then charging back.
- Immediately responding to non-emergency situations that cause a disruption to current work.
- Supporting numerous IT application and focus on our core competencies (LISN / Banner / O365 / Blackbaud).
- Supporting numerous desktop applications and services and focus on core competencies (Microsoft OS, O365 MS Office Suite / Adobe / etc..).
- Ad hoc project / business initiative requests that are made mid FY and are unplanned from a budget standpoint (exceptions for emergencies).

- Change the way budget planning occurs so that OSS is included in the department planning process early.
- Change purchasing policy to allow LCMS Department to directly purchase IT hardware / subscriptions once vetted by IT.
- Make training and professional development a priority especially in IT during budgeting.
- Project / business initiative request planning should be in line with budgeting cycle.

INFLUENCING FACTORS TO MONITOR

(trending keys: + = helping, - = hurting, ? = indeterminate, x = known obstacle or challenge)

Internal to unit, other LCMS units, agencies and auxiliaries	External
<p>+ Staff commitment to the work of the LCMS.</p> <p>- Staff morale as it relates to the budget situation.</p> <p>- Ongoing budgetary constraints. In particular, the spending freeze on computer system replacements. We will be a year behind so there is the potential for added support challenges with the older system.</p> <p>x Transition of computer hardware budget dollars to department budgets.</p> <p>x Department to department communications.</p>	<p>+ Rapid advancement of cloud technology solutions, in particular, Office 365 and Zoom.</p> <p>- The dynamic nature of COVID 19 rules and regulations established by local authorities.</p> <p>- Staff turnover with Dalechek (Helpdesk and MSP Support).</p> <p>x Impact to LCMS support as a result of organizational changes within CPS as we rely on them for IT and project management support. Potential for LCMS priorities conflicting with CPS priorities.</p> <p>x IT job market trends. Depending on these trends could challenge staff retention.</p>

KEY PERFORMANCE INDICATORS (KPIs) — UPDATE FOR EACH BOD MEETING

KPI	Target/Goal	Result	Comments
<p>1. OSS Admin – Clean up vendor files and</p> <p>1a. Streamline paper driven processes to be electronic / scanned.</p> <p>2. Implement Multifactor Authentication in our O365 environment.</p> <p>3. IT – Migrate employee personal P drives from file server to OneDrive.</p> <p>4. Mail/Print – Implement new Cloud based Desktop Shipping Solution.</p> <p>5. IT - Annual Cyber Awareness Security Training refresher for all employees.</p> <p>6. Meeting / Reception – Fully implement the Resource Scheduler visitor module.</p> <p>7. Work with the TSC to finalize all data security related policies.</p> <p>8. Working with CPS and the TSC to finalize a Business Initiative intake and evaluation process.</p> <p>9. Upgrade and deploy LCMS mobile App.</p> <p>10. IT – Complete migration to new service management solution (incident management module), TopDesk.</p> <p>11. Conduct quarterly fake phishing test.</p>	<p>1. 100% completed by 12/31/2020</p> <p>1a. TBD – will need to work this out with HR.</p> <p>2. 100% for all active employee accounts by 12/31/20</p> <p>3. 100% for all active employee accounts by 10/31/20</p> <p>4. 100% for all approved employees in LCMS, FND, CPS by 09/30/20</p> <p>5. 100% complete by 9/30/20</p> <p>6. 100% complete by 12/31/20</p> <p>7. 100% complete by 12/31/20</p> <p>8. 100% complete by 12/31/20</p> <p>9. 100% complete by 8/30/20</p> <p>10. 100% complete by 12/31/20</p> <p>11. 100% complete by 10/31/2020</p>	<p>1a. Processes related to PO / Accounting processing are done.</p> <p>7. Data Classification policy is completed.</p> <p>8. A draft process is being tested on current requests.</p> <p>9. Completed 8/1/2020.</p> <p>11. Test is scheduled.</p>	<p>1a. NSR / IT Forms and employee in-processing and terminations are the others.</p> <p>3. This process is underway.</p> <p>4. This is for employees allowed access to the IC and will be expanded.</p> <p>6. This is dependent on allowing outside visitors into the IC.</p> <p>9. Updated App is now available the Apple and Android Apps store.</p> <p>10. Implementation is underway. This will be used by both CPS and LCMS.</p>

NOTE: highlight any new KPIs added; ~~strike through~~ any prior KPIs eliminated

OUTCOME MILESTONES (NEXT 24 MONTHS) — UPDATE FOR EACH BOD MEETING		
Outcome	Month	Comments
1. Migrate file server from IC computer room to Tierpoint.	1. 01/30/2021	
2. Complete all phases of Office 365 strategic initiative.	2. 12/31/2021	
3. Evaluate IC printing needs for Multifunction Printer fleet (11 MFPs). Will have reached the 7-year recommendation for replacement in May of 2021.	3. 6/30/2022	
4. Evaluate cafeteria services for the International Center and implement new plan.	4. 1/30/2021	
5. 2022 Convention Planning and Support	5. 8/1/2022	
6. Work with Accounting and OIM to help implement the TangiCloud to Banner move.	6. 6/30/2021	
7. Work with the TSC to address LCMS Business Continuity and Disaster Recovery Planning	7. 12/31/2021	
8. Expand TopDesk and implement other modules.	8. TBD	
9. Evaluate relationship with Dalechek (Support and MSP)	9. 10/31/2021	
10. IT – Development of LISN Presidential Voting module – requirements still being defined.	10. TBD	
11. IT – LCMS Locators Phase 2 enhancements.	11. TBD	
12. IT – MDFL (Making Disciples for Life) enhancements development.	12. TBD	

NOTE: highlight any new milestones added; ~~strikethrough~~ any prior milestones completed; highlight any adjustments to target dates

NEW OPPORTUNITIES, NOT YET ADDRESSED — UPDATE FOR EACH BOD MEETING	
Opportunity	Commentary
<ul style="list-style-type: none"> • Conduct an office space study at the IC to determine the most efficient way to use our current space. • Print Services – expand printing capabilities to include large format printing. • Install a self-check-in kiosk for guest and visitors at the front entrance. • Expand Zoom Rooms to additional conference rooms and upgrade A/V in Wyneken room. • Expand new desktop shipping solution as an employee benefit to accommodate personal mailings and package shipments by creating a self-serve kiosk. Employees would pay online with a personal credit card. 	

NOTE: highlight any new opportunities added; ~~strikethrough~~ any previously-listed new opportunities dismissed

FOR BOD CONSIDERATION/AWARENESS — UPDATE FOR EACH BOD MEETING

- Evaluate the viability of moving LCMS International Center from 1333 S. Kirkwood Rd to another location
- Over the next 2-3 years some major building capital expenditures will be needed (For example, elevator mechanical update: ~\$500,000)
- Evaluate a hybrid BYOD (Bring Your Own Device) policy for employees. This would be dependent on completing our O365 Roadmap.

MISCELLANEOUS NOTES (OPTIONAL — UPDATE FOR EACH BOARD MEETING)

FY21 PLAN OVERVIEW

KFUO Radio

PURPOSE

“Faith comes from hearing, and hearing through the word of Christ” (Rom. 10:17).

KFUO Radio (AM850 & kfuo.org) is a world-wide media ministry extension of LCMS congregations that shares Christ for you—anytime, anywhere—on AM850 and kfuo.org, including worship services, Bible and theology studies, practical talk programs, and sacred music. Working collaboratively with LCMS Communications, KFUE promotes the mission and ministry efforts of Synod, districts, congregations, educational institutions, and RSOs through its broadcast ministry. KFUE also promotes church worker wellness through regular interviews and programs with mental health and church work professionals.

MISSION EMPHASIS: MAKING DISCIPLES FOR LIFE

AND OUR MISSION PRIORITIES (highlight special focus areas)

- Plant, sustain, and revitalize Lutheran churches
- **Support and expand theological education**
- Perform human care in close proximity to Word and Sacrament ministries
- **Collaborate with the Synod’s members and partners to enhance mission effectiveness**
- **Promote and nurture the spiritual, emotional, financial, and physical well-being of pastors and professional church workers**
- **Enhance early childhood, elementary and secondary education, and youth ministry**
- **Strengthen and support the Lutheran family in living out God’s design**

RESOURCES — FUNDS
(provided by LCMS Accounting)

	From Restricted Revenues/Gifts (\$000)	From Unrestricted Gifts (\$000)	TOTAL (\$000)
FY19 Expenditures	903	101	1,004
FY20 Expenditures	907	54	961
FY21 Expenditures (proposed)	893	35	928
Δ FY20 to FY21 \$000	(14)	(19)	(33)
Δ FY20 to FY21 percent	-2%	-35%	-3%

RESOURCES — MANPOWER
(provided by LCMS Human Resources)

	Actual
FY19 year-end FTEs (actual)	6
FY20 year-end FTEs (actual)	6FTE 2 PTE
FY21 year-end FTEs (proposed)	6FTE 2 PTE
Δ FY20 to FY21 actual	0
Δ FY20 to FY21 percent	0%

RESOURCE COMMENTARY

- As of June 30, 2020, KFUE has approximately \$611K in restricted funding available for its ongoing ministry, and endowment funds with a market value of approximately \$930K.
- KFUE revenue sources include: tower rent, bequests, underwriting and program revenue, endowment revenue, Thrivent Choice dollars, grants, and individual gifts (e.g., Sharathon, direct mail, etc.). Revenue projections reflect positive trends away from an over reliance on bequest income. (See below under “Miscellaneous”, #1). Through a partnership with LCEF, KFUE was able to expand its fundraising capacity through the refining of its annual development plan by tracking weekly, monthly, and quarterly lead measures.
- Under “Resources—Funds” above, the \$35K of “Unrestricted Gifts” for FY21 is what is remaining from the FY20 \$54K of BOD designated funds from the sale of KFUE FM.
- KFUE just signed 3-year renewal agreement with Issues, etc. and an annual agreement with LCEF for their underwriting support. Renewal of existing and expansion into additional sponsorship agreements continues apace.
- KFUE has experienced a net loss of 3 key position within the past 3 years. This has placed a burden on the executive and the leadership team as they absorb the workload and are diverted from focusing on expanding this broadcast ministry.

IDENTIFYING CHARACTERISTICS AND CORE COMPETENCIES

TODAY

PREFERRED FUTURE

- Attract listeners with compelling programming and distinctively Lutheran content, retain listeners by delivering programs that are beneficial to listeners, resulting in a lasting bond with listeners, who in turn desire to financially support the work of KFUE.
- Maintain a strong foundation for broadcasting our AM signal, with a view toward a potential FM translator and AM upgrades.
- Produce a wide selection of broadcast and web content to continue to grow our worldwide outreach.
- Share a strong partnership with some LCMS ministries and districts (including SID, MNN, TX, and MO), congregations, educational institutions, and RSOs.
- Successfully transitioned to staff working remotely from home offices and temporary home studios during the Covid pandemic while maintaining new live uninterrupted programming.
- Engaged a futures process and advancement assessment process with LCEF Ministry Support staff and are implementing their recommendations.
- Successfully implementing donor moves management methods and seeing positive changes in giving patterns.
- Thirty-four percent (34%) of KFUE donor base is outside of the AM listening area, which is an increase of 4% from the previous fiscal year.
- Location in the International Center has continued to help with securing key guests and increased visibility of KFUE.

- To be clearly recognized as the official broadcast voice of the LCMS among congregations, entities, and communities.
- To be the go-to broadcast resource for sharing the missions of LCMS districts, organizations, congregations and RSO.
- To be an extension of and resource to LCMS congregations and ministries.

TO MOVE FROM "TODAY" TO THE "PREFERRED FUTURE", WHAT MUST . . .		
START?	STOP?	CHANGE?
1. Expand our partnership efforts to all 35 districts in order to promote their work and the work of their congregations. 2. As recommended in the LCEF assessment, call and onboard ordained FTE as advancement officer, focusing on cultivating donor relationship and visiting congregations and districts for KFUE Sunday, etc. 3. Develop proactive plan for growing the KFUE Endowment Fund.		2. Change Fall Rally Week into a Fall Conference, with guest speakers, interesting topics, etc., to build interest and support for KFUE. We have done a good job training our donors to give during Spring Sharathon.

INFLUENCING FACTORS TO MONITOR	
(trending keys: + = helping, - = hurting, ? = indeterminate, x = known obstacle or challenge)	
Internal to unit, other LCMS units, agencies and auxiliaries	External
+ In spite of COVID, Sharathon 2020 was successful in raising an amount comparable to previous years, suggesting that donors are bonded and committed to the KFUE cause. - Staff morale, frustrations, and workload concerns, due to staff reductions and COVID. ? Potential over-reliance on contracted staff for too many on-air hours. This could cause an adverse effect if program contracts end, or if volunteers leave. ? If revenue of LCMS ministries and entities decline due to COVID, support to KFUE may be impacted. ? Online competition with Issues Etc. and other Lutheran internet options for podcasts, donors, etc.	+ There is a movement within the FCC to assist AM radio broadcasters, which could benefit KFUE. This could result in an all-digital platform for the AM along with an FM translator. ? Continued COVID restrictions impact congregations and may impact their support of KFUE. + As 5G expands throughout the U.S., KFUE is able to reach increased numbers of listeners on the Web through live broadcast and podcasts on smartphones, smart dashboards in cars, etc. ? While there is no direct competition for Lutheran radio in the St. Louis area, there is competition for Christian radio listeners through BOT Radio, JOY 99.1, etc.

KEY PERFORMANCE INDICATORS (KPIs) — UPDATE FOR EACH BOD MEETING			
KPI	Target/Goal	Result	Comments
1. Live streaming listeners	1. The monthly average of live streaming listeners increases 8% by October 2021.	1. More people will hear the Word of God preached and taught and may be brought to faith (Rom. 10:17).	1. Cost of streaming plan increases as number of listeners increase. We already exceeded our current plan.
2. New KFUE Day Sponsors	2. Obtain 10 new KFUE Day Sponsors.	2. More congregations, ministries, or other entities will be supported and advertised.	2. Additionally, people will hear congregational information and feel welcomed to attend worship.
3. Podcast usage	3. The average monthly number of podcast downloads increase by 15% by October 2021.	3. Listeners will learn of God's Word, be supported, and encouraged through Bible studies, talk shows, and worship services.	
4. Donor and listeners located outside of St. Louis.	4. Donors and listeners outside of the St. Louis area increase by 5% by October 2022	4. KFUE is continuing to be a global ministry and not limited to St. Louis area.	

NOTE: highlight any new KPIs added; strikethrough any prior KPIs eliminated

OUTCOME MILESTONES (NEXT 24 MONTHS) — UPDATE FOR EACH BOD MEETING

Outcome	Month	Comments
1. Successfully renew KFUE AM license. This happens every seven years.	1. October 2020	1. We do not anticipate any issues with AM license renewal.
2. KFUE FM translator site has been completed.	2. December 2021	2. Funding has been previously secured through KFUE FM sale money.
3. Planning for the 100 th Anniversary of KFUE in 2024 has begun.	3. January 2021	3. This celebration will engage a variety of LCMS leadership, KFUE stakeholders, partners, listeners, and contributors.
4. An ordained FTE has been called and onboarded as KFUE mission advancement officer.	4. April 2021	4. KFUE revenue projections and restricted funds make this financially feasible.
5. The first KFUE Fall Conference at IC has successfully been held.	5. September/October 2022	5. We are hopeful Covid restrictions will be eliminated/reduced by fall 2022 and allow for this in-person conference to take place. This conference will take the place of the KFUE fall rally and be held at the International Center. The vision for this conference is to offer a variety of engaging speakers reflective of KFUE purpose and programming to increase attendees' knowledge of and connection to KFUE.

NOTE: **highlight** any new milestones added; ~~strike through~~ any prior milestones completed; **highlight** any adjustments to target dates

NEW OPPORTUNITIES, NOT YET ADDRESSED — UPDATE FOR EACH BOD MEETING

Opportunity	Commentary
1. Increased communication, collaboration and cooperation with LCMS districts. 2. KFUE may be able to obtain a full-power, noncommercial FM frequency. 3. Worldwide radio listening trends are changing.	1. How can KFUE enhance its partnership with the districts to provide a resource for LCMS members and congregations? 2. This is not a translator, but a full powered separate FM radio station. If this came through, we would probably migrate some of the AM programming over. Our FCC lawyer is following up and keeping us informed about this possible opportunity. 3. A study (Jacobs Media Techsurvey, 2019) showed that new in-home technologies (smart speakers) indicate people are listening to radio more frequently than in recent past. The study also shows 25% of households in America have voice-activated technology in their home.

NOTE: **highlight** any new opportunities added; ~~strike through~~ any previously-listed new opportunities dismissed

FOR BOD CONSIDERATION/AWARENESS — UPDATE FOR EACH BOD MEETING

1. If the FCC opened up a window to apply for the full power, noncommercial FM frequency, the board of directors will be engaged for discussion and approval of effort.

MISCELLANEOUS NOTES (OPTIONAL — UPDATE FOR EACH BOARD MEETING)

1. Through a partnership with LCEF, KFUE was able to expand its fundraising capacity through the refining of its annual development plan with weekly, monthly, and quarterly lead measures. Some significant statistics include:

- o An increase of 53.43% in giving from October to December 2019 over the same period in 2018.
- o A 249% increase in Sharathon matching gifts in fiscal year 2019 over fiscal year 2018 (from \$18,480 to \$65,400).
- o An overall increase in Sharathon giving of 34.41% in fiscal year 2019 over fiscal year 2018 (from \$119,306 to \$160,362).

2. KFUE is a global ministry of the LCMS with listeners in 188 countries. The top 20 countries with the most listeners are:

1 United States	16 Europe
2 France	17 Ukraine
3 Germany	18 Puerto Rico
4 Canada	19 Sweden
5 Australia	20 Slovenia
6 Singapore	
7 Ireland	
8 Belgium	
9 Dominican Republic	
10 United Kingdom	
11 Finland	
12 Spain	
13 Macau	
14 Philippines	
15 New Zealand	

FY21 PLAN OVERVIEW

Legal, Risk Management, External Auditing

PURPOSE

- Advise about LCMS’s legal rights and responsibilities, represent the LCMS in civil or criminal cases, business transactions, identify and work with third party legal counsel, and other matters in which legal advice and other assistance are sought.
- Ensure adequate insurance coverage at competitive prices.
- Engage external auditors to render independent opinion regarding the preparation and presentation in compliance with generally accepted accounting principles.

MISSION EMPHASIS: MAKING DISCIPLES FOR LIFE

AND OUR MISSION PRIORITIES (highlight special focus areas)

- Plant, sustain, and revitalize Lutheran churches
- Support and expand theological education
- Perform human care in close proximity to Word and Sacrament ministries
- Collaborate with the Synod’s members and partners to enhance mission effectiveness
- Promote and nurture the spiritual, emotional, financial, and physical well-being of pastors and professional church workers
- Enhance early childhood, elementary and secondary education, and youth ministry
- Strengthen and support the Lutheran family in living out God’s design

RESOURCES — FUNDS
(provided by LCMS Accounting)

	From Restricted Revenues/Gifts (\$000)	From Unrestricted Gifts (\$000)	TOTAL (\$000)
FY19 Expenditures	\$315	\$969	\$1,284
FY20 Expenditures		\$1,277	\$1,277
FY21 Expenditures (proposed)		\$1,104	\$1,104
Δ FY20 to FY21 \$000		\$(173)	\$(173)
Δ FY20 to FY21 percent		(14)%	(14)%

RESOURCES — MANPOWER
(provided by LCMS Human Resources)

	Actual
FY19 year-end FTEs (actual)	0
FY20 year-end FTEs (actual)	0
FY21 FTEs (proposed)	0
Δ FY20 to FY21 actual	0
Δ FY20 to FY21 percent	0

RESOURCE COMMENTARY

No headcount for these services. Management time required to manage third parties performing the work.

IDENTIFYING CHARACTERISTICS AND CORE COMPETENCIES

TODAY

- Rely on CPS expertise to negotiate insurance premiums and manage claims.
- Work with outside legal counsel to provide a wide range of legal services to the LCMS. Main areas include:
 - Litigation
 - Real estate
 - Human resource
 - General contracts
 - Government filings
 - Compliance with foreign regulations

PREFERRED FUTURE

- Develop templates and other standardized legal documents to reduce reliance on outside services while providing sound legal documents.
- Closely monitor use of third party counsel.

TO MOVE FROM "TODAY" TO THE "PREFERRED FUTURE", WHAT MUST... .		
START?	STOP?	CHANGE?
<ul style="list-style-type: none"> Identifying potential legal exposure and educate employees on appropriateness of when to engage legal counsel. 	<ul style="list-style-type: none"> Relying on outside counsel to do work that we could do ourselves. 	<ul style="list-style-type: none"> Educate ourselves on when to engage legal counsel.

INFLUENCING FACTORS TO MONITOR	
(trending keys: + = helping, - = hurting, ? = indeterminate, x = known obstacle or challenge)	
Internal to unit, other LCMS units, agencies and auxiliaries	External
<ul style="list-style-type: none"> -Willingness to embrace technology to reduce paperwork and increase standardizing documentation. -Willingness to reduce reliance on outside counsel that has grown over time...need to managed expectations. 	<ul style="list-style-type: none"> -Government actions which greatly extend the statute of limitations for filing lawsuits. -Aggressive lawyers who include the LCMS in frivolous and far reaching lawsuits.

KEY PERFORMANCE INDICATORS (KPIs) — UPDATE FOR EACH BOD MEETING			
KPI	Target/Goal	Result	Comments
Manage legal expenses within negotiated contracted fee cap with Thompson Coburn.	Do not exceed the fee cap for those services included in the cap.	Reasonable legal fees.	
Manage reliance on outside legal counsel. Track insurance claims...actual and pending.	Measure the trade-off between insurance premiums and actual claims.	Information that can be used to negotiate insurance premiums.	

NOTE: highlight any new KPIs added; strikethrough any prior KPIs eliminated

OUTCOME MILESTONES (NEXT 24 MONTHS) — UPDATE FOR EACH BOD MEETING		
Outcome	Month	Comments
Annual audit report	November 2020	Expect a “clean” opinion.

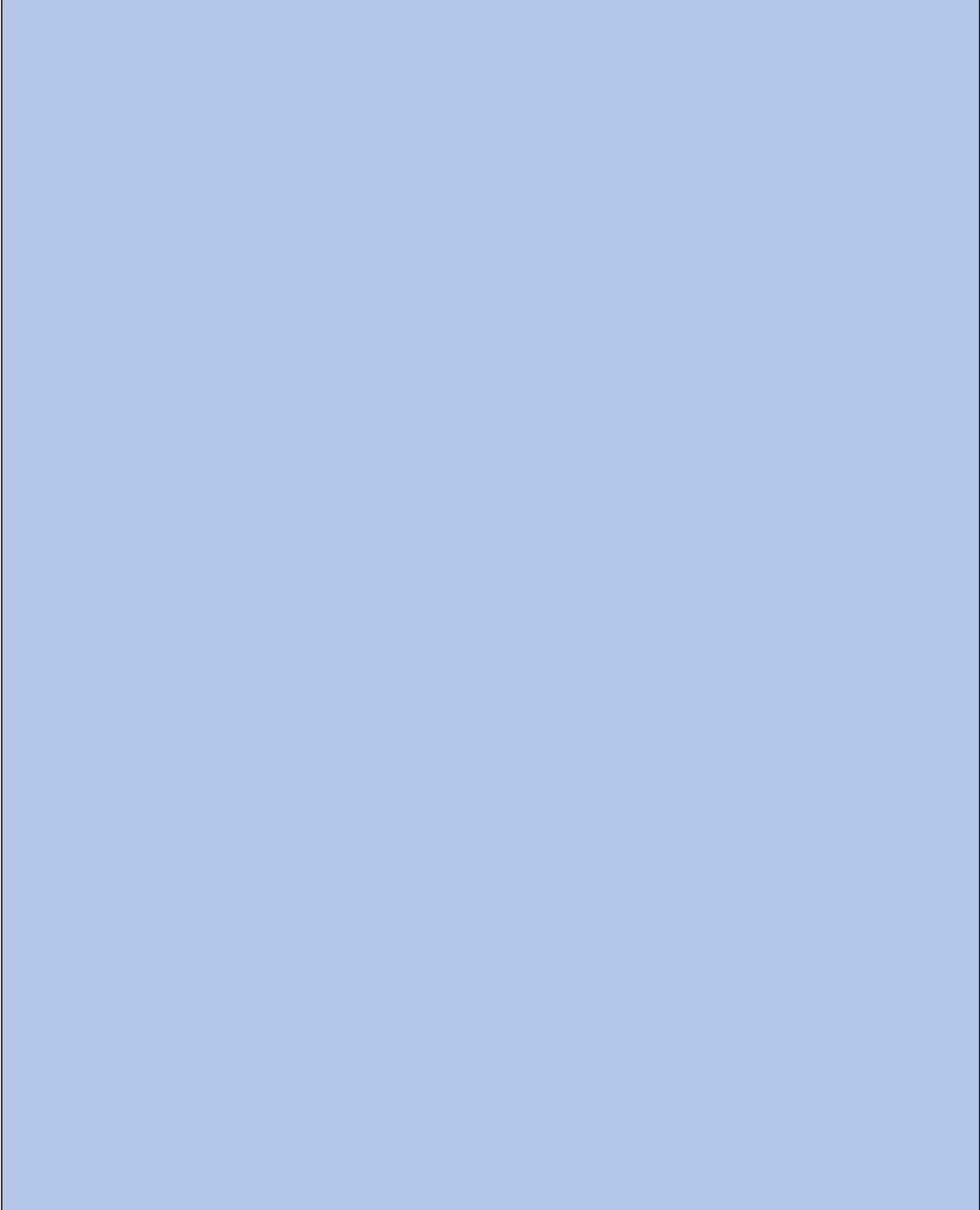
NOTE: highlight any new milestones added; strikethrough any prior milestones completed; highlight any adjustments to target dates

NEW OPPORTUNITIES, NOT YET ADDRESSED — UPDATE FOR EACH BOD MEETING	
Opportunity	Commentary
•	

NOTE: highlight any new opportunities added; strikethrough any previously-listed new opportunities dismissed

FOR BOD CONSIDERATION/AWARENESS — UPDATE FOR EACH BOD MEETING
•

MISCELLANEOUS NOTES (OPTIONAL — UPDATE FOR EACH BOARD MEETING)



FY21 PLAN OVERVIEW
MISSION ADVANCEMENT

- MISSION EMPHASIS: MAKING DISCIPLES FOR LIFE**
AND OUR MISSION PRIORITIES (highlight special focus areas)
- Plant, sustain, and revitalize Lutheran churches
 - **Support and expand theological education**
 - Perform human care in close proximity to Word and Sacrament ministries
 - **Collaborate with the Synod’s members and partners to enhance mission effectiveness**
 - Promote and nurture the spiritual, emotional, financial, and physical well-being of pastors and professional church workers
 - Enhance early childhood, elementary and secondary education, and youth ministry
 - **Strengthen and support the Lutheran family in living out God’s design**

PURPOSE

Mission Advancement (including Mission Central in Mapleton, Iowa) serves those who—moved by the Holy Spirit—contribute time, talent and financial resources (entrusted to them by God) to support the mission and work of The Lutheran Church—Missouri Synod, and those open to making their own contribution. The desired outcome is a solid, diverse and increasing stream of *voluntarily given* charitable revenues over time. Advancement’s overarching goal is to carry out its assigned duties in complete accord with God’s Word. Mission Advancement is a distinct programmatic (direct services) unit under the supervision of the Synod’s Chief Mission Officer per Synod Bylaw 3.4.3.6. and is not an indirect services unit.

RESOURCES — FUNDS (provided by LCMS Accounting)	From Restricted Revenues/Gifts (\$000)	From Unrestricted Gifts (\$000)	TOTAL (\$000)
FY19 Expenditures	3,678	2,529	6,207
FY20 Expenditures	4,157	2,122	6,279
FY21 Expenditures (proposed)	6,339	(79)	6,260
Δ FY20 to FY21 \$000	2,182	(2,201)	(19)
Δ FY20 to FY21 percent	52%	(104%)	0%

RESOURCES — MANPOWER (provided by LCMS Human Resources)	Actual
FY19 year-end FTEs (actual)	46.4
FY20 year-end FTEs (actual)	46.1
FY21 year-end FTEs (proposed)	36.6
Δ FY20 to FY21 actual	(9.5)
Δ FY20 to FY21 percent	(20%)

RESOURCE COMMENTARY

Personnel
Personnel reductions will create increased required diligence/time burdens on remaining MADV staff and new participation from other programmatic staff in the IC.

Program
The Telecare (gifts-by-phone) program is being re-oriented away from direct solicitation toward strengthening connections with contributors and to the accuracy of constituent data. Some of resources formerly expended on these positions are being redirected to bolster travel by mission advocates (giving counselors) and the recruitment of new, first-time contributors.

IDENTIFYING CHARACTERISTICS AND CORE COMPETENCIES	
TODAY	PREFERRED FUTURE
<p>The Advancement team is:</p> <ul style="list-style-type: none"> • Effectively using a donor-centric advancement model (referred to internally as <i>Appreciative Response</i>) • Increasingly integrated and collaborative • Increasingly experienced; mature and sensitive in their thinking • Adaptive to change; resilient • Fairly stable (lower rates of employee turnover) • Increasingly seen <u>by contributors</u> as trustworthy, caring, helpful, comparatively neutral, and focused on understanding each contributor and their goals/objectives • Leveraging technology and data to personalize contacts with external constituents • Thoughtful stewards of the resources made available to them 	<ul style="list-style-type: none"> • Offer beginning-to-end synchronized contributor care – first gift to final (estate) gift planning and administration. • Have fingertip access to relevant and timely mission/ministry information (perceived as reliable SMEs) • Possess the entire Synod’s strongest major-range and planned-giving personnel, and a willingness to deploy/support; donors are visiting the IC • Be led and mentored by credentialed (CFRE) senior staff • Be held in high regard by fundraising peers in other Lutheran organizations • Hold the highest possible levels of trust, respect and confidence by internal executive leadership, missionaries, program staff – and the desire among them to be involved with building enduring philanthropic partnerships <p><u>Outside of MADV, LCMS personnel will</u></p> <ul style="list-style-type: none"> • Embrace of the Appreciative Response model as best-practice fundraising • Seek to understand the implications of not funding/inadequately funding the advancement side of mission, while holding to prudent stewardship of all resources
TO MOVE FROM “TODAY” TO THE “PREFERRED FUTURE”, WHAT MUST . . .	

START?	STOP?	CHANGE?
<ul style="list-style-type: none"> • Closer synchronization of work and projects requiring donations by involving both Communications and Advancement; and, synchronizing earlier in the planning process • MADV regional liaisons' forging of deeper working relationships with OIM regional teams. • A "team of teams" mindset – everyone has a role in advancing our common mission by engaging people in philanthropic conversation • A willingness to accept risk, innovate and adapt to external change (considering Psalm 23) • Security in hearing "No" as a measure of progress • Intentional development efforts to further raise advancement work awareness and acumen among Synod leadership 	<ul style="list-style-type: none"> • Fear, being afraid • Promulgation of outdated and ineffective advancement methods and measures • Over-emphasis on pushing/promoting tightly restricted giving opportunities 	<ul style="list-style-type: none"> • The view that advancement work is only/primarily about money and revenue generation (fundraising) for the sole benefit of the organization. Instead, the organization's focus is on assisting a contributor with "fitting in to" (finding their special place within the overall mission and ministry strategy of the LCMS. • Our philanthropic culture being one where investment in the connection to a contributor is a necessary component of success • More relationship-building/strengthening activities with constituents; generally less "hard solicitations" • Greater use of technology to overcome obstacles or objections to face-to-face communication. • A deeper "blurring of the lines" between Advancement and the mission offices/teams

INFLUENCING FACTORS TO MONITOR (trending keys: + = helping, - = hurting, ? = indeterminate, x = known obstacle or challenge)	
Internal to unit, other LCMS units, agencies and auxiliaries	External
<ul style="list-style-type: none"> + Greater levels of trust and confidence among contributors showing as an upward trend in non-district unrestricted giving. + Advancement staff experience (longer tenure/lower turnover). + Advancement staff morale and cohesiveness. - Terms and definitions used in and for advancement work (and accounting) are not consistently used or broadly understood across the organization. 	<ul style="list-style-type: none"> + A sector shift (led by consultants) toward donor-centric models of fundraising. - Secularization; society dismissive of Christianity's value. - Civil, political unrest and other societal disruptions. - Sophisticated, well-resourced, and highly coordinated secular fundraising teams (and some Lutheran/LCMS teams). - Travel restrictions/limitations. - Viability of the United States Postal Service (shutdown). Dry talent pool of advancement workers well-prepared to work in Synod's fundraising environment; intense competition for such workers' talents. - Telemarketing scams and identity-masking technologies; cybercrime ? The economy (local, regional, national, perhaps international).

KEY PERFORMANCE INDICATORS (KPIs) — UPDATE FOR EACH BOD MEETING			
KPI	Target/Goal	Result	Comments
<ul style="list-style-type: none"> • <u>Repeat Retention Rate (RRR)</u> • <u>Conversion Rate (CR)</u> • <u>Gross Direct Revenue per Advancement FTE (GRAFTE)</u> • Unrealized giving potential beyond current staff size, capacity for making connections, serving reporting impact • Revenue v Expenditure Ratios • Gift Frequency per Contributor • Average (Annual) Gift/Giving per Contributor • Unduplicated Active Donor Count • Household Donor Count to LCMS Household Count Ratio • <u>Discretionary to Non-Discretionary Ratio (D:ND)</u> • (Unplanned Required) <u>Draw On Net Undesignated Assets (DONUTS)</u> 	<ul style="list-style-type: none"> • ≤ .60 (60 percent); ideal is .75 • ≥ .20 (20 percent); ideal is .35 • Zero • gCPDR - <.12; nROI ≥ 8 • TBD • TBD • 32,500 • 1:3 • 1:1 • \$0 	<ul style="list-style-type: none"> • Last report - .68 • Last report - .32 • <i>Needs baseline benchmark</i> • <i>Needs baseline benchmark</i> • Reported by CFO/Accounting • 3,499 per donor (raw) • \$1,415.4 per donor (raw) • 32,002 (raw) • Need total household data evaluation (Rosters?) • @1:9 • \$700k to \$1000k (bad) 	<p>Advancement uses dozens of KPIs across the spectrum of its work. Definitions and calculation methods for standard KPIs are available from MADV. Others need additional evaluation to determine how best to calculate a truly meaningful indicator.</p> <p>A few are standard nonprofit KPIs; however, staff and leaders will need to reach consensus about how and why the LCMS is calculating them in a specific way. For the non-standard KPIs it may be necessary to have discussions about why the KPI is important enough to implement.</p>

NOTE: highlight any new KPIs added; strikethrough any prior KPIs eliminated

OUTCOME MILESTONES (NEXT 24 MONTHS) — UPDATE FOR EACH BOD MEETING		
Outcome	Month	Comments

A. Unrestricted direct gifts (not counting bequests) exceeds \$2.5 million	A. On or before June 30, 2022	A. Unrestricted gifts are an indicator of trust and confidence in the organization.
B. OIM regional business managers master using BBEC workspace, data warehouse	B. On or before June 30, 2021	B. Speedy access to contribution data breaks down barriers
C. All missionaries are using a custom BBEC workspace to manage relationships	C. On or before June 30, 2021	C. Speedy access to contribution data supports and strengthens relationships
D. Case for having a Synod (including OIM, ONM and PE) is designed, field tested and endorsed by donors and Synod leadership	D. On or before June 30, 2022	D. Brings consistency and clarity to why donors are being solicited for these types of gifts in contrast to all other solicited donations.
E. Regular "Top-X" (ref. to "New Opportunities Not Yet Addressed" below, left column, third bullet) meetings involving leadership are taking place	E. On or before Dec. 31, 2020	E. Highly intentional attention is being paid to contributors and prospects with significant impact potential.
F. 2021-2025 Strategic Advancement Plan document is complete	F. On or before Dec. 31, 2020	F. First opportunity to assess status after a written five-year strategic plan, and adjust as required; use to educate others and raise awareness of MADV's work plan
G. Working agreement with Foundation guiding planned giving promotion and services	G. On or before June 30, 2022	G. Need to define appropriate lanes, authorizations, strategies and key personnel

NOTE: **highlight** any new milestones added; ~~strike through~~ any prior milestones completed; **highlight** any adjustments to target dates

NEW OPPORTUNITIES, NOT YET ADDRESSED — UPDATE FOR EACH BOD MEETING

Opportunity	Commentary
<ul style="list-style-type: none"> Planned Giving Promotion and Engagement Constituents who are unengaged due to limits on Advancement's capacity "Top-X" – strategy of intentional, team and leadership coordination of engagement plans impacting the top "x" (insert number) of LCMS contributors giving at disproportionately high levels. Expanded use of Synod's Blackbaud CRM system by other entities, including districts, seminaries, colleges, RSOs, etc. The Large/Grand Forum—a formal structure and venue for high-capacity/high-influence contributors to engage with Synod leadership (possibly the "Institute for Life Together") A "mastered" understanding of regional operations and program work using Advancement liaison model; ability to speak definitively of goals, outcomes, impact, plans... 	<ul style="list-style-type: none"> Fills a gap in end-to-end donor services strategy Personnel, travel, marketing/education resources are limited Brings intentionality and mutual accountability to the major- and mid-range giving areas; opens access to Synod leadership Emphasizes and supports intra-LCMS collaboration and unity of purpose; could reduce Synod's annual fixed costs, including the CRM costs to individual partners Corrects a structural flaw, affording major/mega-gift level contributors and potential contributors access to planning and evaluation conversations; raises awareness with key/critical contributors Also seeks to simplify, streamline the work put on regional teams

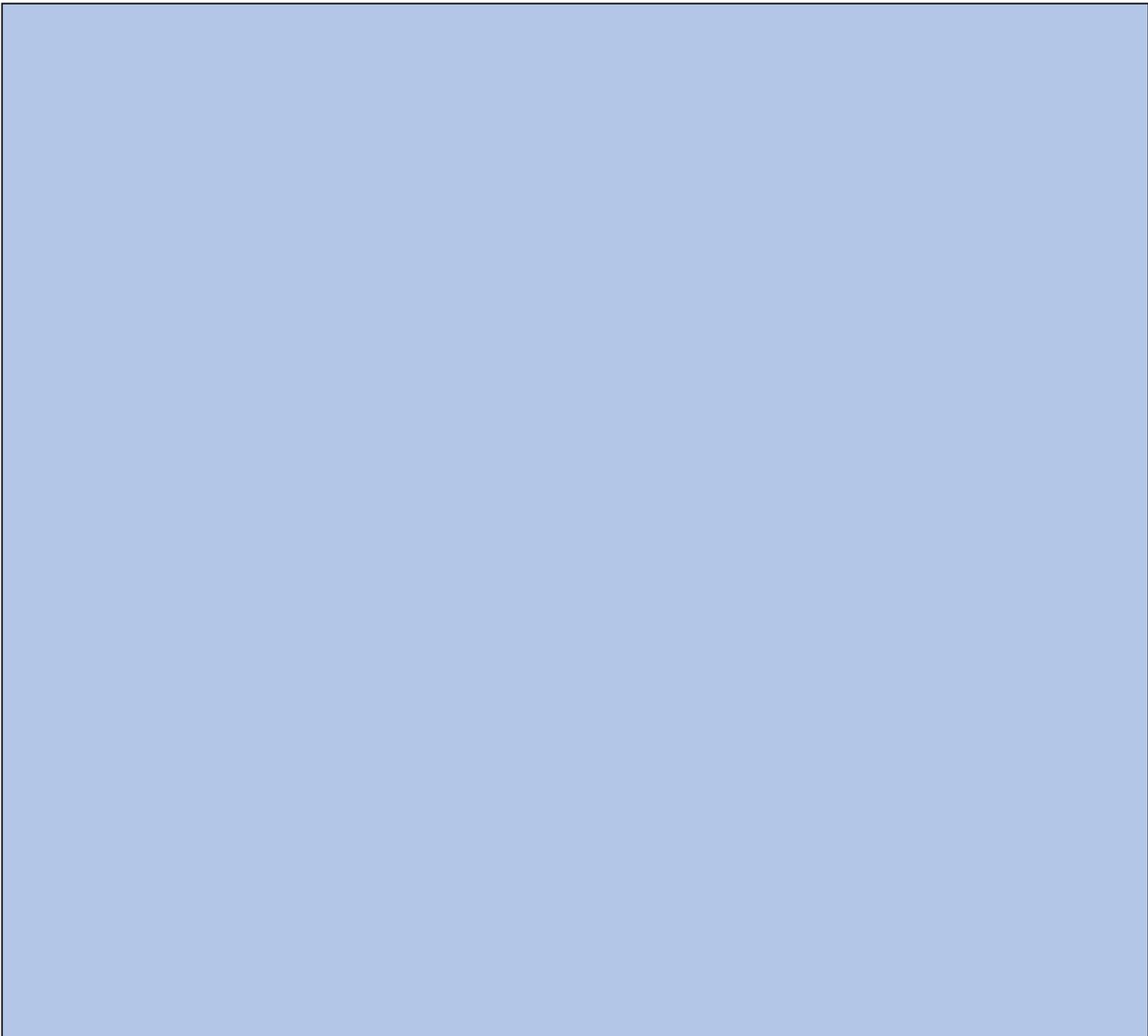
NOTE: **highlight** any new opportunities added; ~~strike through~~ any previously-listed new opportunities dismissed

FOR BOD CONSIDERATION/AWARENESS — UPDATE FOR EACH BOD MEETING

Rather than posing statements for consideration, most BOD-level items of concern are best positioned as questions for ongoing thought and discussion.

- How should the work of engaging God's people in a philanthropic response be accomplished in a manner motivated by the Gospel, observing all things commanded by Christ (Matt. 28:20) and reflecting the bestowed honor and beauty of His bride? What would that look like, sound like, feel like to both internal and external stakeholders?
- What does the Board want Synod's philanthropic culture, environment and public reputation to be, specific to corporate Synod but also more broadly? And what does it look and feel like now compared to that preferred version?
- What is the proper (and unique) role of any board or board member in shaping (exerting favorable influence on) the Synod's philanthropic culture and landscape?
- How do we best recruit and retain the very best and brightest advancement professionals? Should there be a designed system to identify, recruit, train and retain candidates who have no prior fundraising experience but desired transferrable skills (teachers, social workers, deaconesses, etc.)
- What are the barriers outside of MADV that stand in the way of God-pleasing, joyful giving at transformative levels?

MISCELLANEOUS NOTES (OPTIONAL — UPDATE FOR EACH BOARD MEETING)



FY21 PLAN OVERVIEW
OFFICE OF NATIONAL MISSION

PURPOSE

The Office of National Mission implements the policies of the Board for National Mission under the supervision of the Chief Mission Officer and shall be responsible for domestic ministries that especially serve congregations and schools through the districts of the Synod.

In carrying out its mission responsibilities, the Office of National Mission shall receive its primary focus from the mission and ministry emphases developed triennially by the national Synod in convention and from the policies developed and determined by the Board for National Mission. Through the Chief Mission Officer, it shall also receive direction from the President of the Synod on all aspects of its responsibilities.

MISSION EMPHASIS: MAKING DISCIPLES FOR LIFE

AND OUR MISSION PRIORITIES (highlight special focus areas)

- Plant, sustain and revitalize Lutheran churches
- Support and expand theological education
- Perform human care in close proximity to Word and Sacrament ministries
- Collaborate with the Synod's members and partners to enhance mission effectiveness
- Promote and nurture the spiritual, emotional, financial, and physical well-being of pastors and professional church workers
- Enhance early childhood, elementary and secondary education, and youth ministry
- Strengthen and support the Lutheran family in living out God's design

RESOURCES — FUNDS
(provided by LCMS Accounting)

	From Restricted Revenues/Gifts (\$000)	From Unrestricted Gifts (\$000)	TOTAL (\$000)
FY19 Expenditures	7,281	276	7,557
FY20 Expenditures	3,962	1,434	5,396
FY21 Expenditures (proposed)	7,729	1,228	8,957
Δ FY20 to FY21 \$000	3,767	(206)	3,561
Δ FY20 to FY21 percent	95%	(14%)	66%

RESOURCES — MANPOWER
(provided by LCMS Human Resources)

	Actual
FY19 year-end FTEs (actual)	32.3
FY20 year-end FTEs (actual)	28.8
FY21 year-end FTEs (proposed)	27.8
Δ FY20 to FY21 actual	(1.0)
Δ FY20 to FY21 percent	(3%)

RESOURCE COMMENTARY

The Office of National Mission (ONM) is the home of twenty-two domestic program ministries for the LCMS, including Black Ministry, Campus Ministry, Church Planting, Deaconess Ministry, Disaster Response, Disaster Training, Domestic Grants, Family and Health (including Worker Wellness), Hispanic Ministry, Life Ministry, Recognized Service Organizations, Revitalization, Rural & Small Town Mission (RSTM), School Ministry, Soldiers of the Cross/Veterans of the Cross, Specialized Pastoral Ministry, Stewardship Ministry, Urban & Inner-City Mission, Veterans of the Cross, Witness & Outreach, Worship Ministry, and Youth Ministry. The Office provides resources for these ministry areas, leads the *Making Disciples For Life* initiative as part of the Triennial Emphasis, has provided and continues to create resources to help districts and congregations meet emerging challenges such as COVID. For example, in response to COVID, the Unit has created and is in the process of publishing thirty Bible Studies that address issues growing from the current situation. ONM has created and funded the Soldiers of the Cross Amplified program to provide financial relief to church workers as the result of the pandemic. We have designed and will sponsor a series of after-care events to address the in-crisis and after-crisis needs of our church workers.

ONM is responsible in whole, or in part, for plans, resources, and actions required by twenty-one resolutions of the 2019 Synod Convention. We also continue the ongoing fulfillment of resolutions from previous conventions.

IDENTIFYING CHARACTERISTICS AND CORE COMPETENCIES

TODAY

- ONM has a theologically robust, confessional Lutheran staff with a great deal of experience serving the districts and congregations of Synod.
- ONM works well in collaboration with other units in the building, especially with PED and the OIM. Unit executives under the Chief Mission Officer are keenly aware of the need to jointly create resources and work in support of each other's mission.
- Youth Ministry hosts the largest gatherings of LCMS Youth and the largest gatherings of LCMS adults (larger than the LCMS convention) in the Synod. They are an unrivaled group of event planners.
- Every One His Witness from Witness and Outreach is the best-selling evangelism training resource in the history in Synod.
- Black Ministry and Urban & Inner-City Mission have provided a strong, stabilizing, confessional Lutheran voice and example amid upheavals this year and for many years.
- Disaster Response and Disaster Training have continually demonstrated the value, economy, and need for the National Synod's centralized resources.
- As a team, the ONM Directors created and successfully launched the LCMS triennial mission emphasis, *Making Disciples For Life*.

PREFERRED FUTURE

- Increased avenues and competency in stakeholder awareness regarding the vast resources available to Districts and Congregations.
- A common learning management tool to that allows for continuing education of districts, congregation leaders, and church workers.
- Increased ability to form meaningful connections and project development with districts and institutions of Synod.
- Continual, meaningful, strategic contact, including the two-way exchange of ideas and resources with those who have demonstrated a desire and passion for working with ONM (e.g., LERT volunteers, LIFE volunteers, Child Safety, and Volunteer Safety teams, Church Security teams, etc.).
- Strategically-aligned program ministries and program leaders in ONM and throughout the Synod that work with great knowledge of resources and collaboration with one another.
- A successful Synod-wide strategy planting, sustaining and revitalizing Lutheran churches and schools among all communities.
- Advance strong collaborative ONM work with OIM and PED.

TO MOVE FROM "TODAY" TO THE "PREFERRED FUTURE," WHAT MUST . . .		
START?	STOP?	CHANGE?
<ul style="list-style-type: none"> • LCMS Schools Ministry increases critically necessary resources to recruit, train, and equip teachers and school leaders. • Identify a technology solution to remain in contact with participants in continuing education, those who have made a meaningful inquiry or participated in ONM events and have expressed a desire to participate in the national and international mission of the church. • Provide widely-used accessible coaching, training, and resources for congregations to plant, sustain, and revitalize Lutheran churches and schools. • Recommit to an increase in unity across synodical entities as partners in a common mission according to our agreements in the Handbook and direction of Synod conventions. Set budgets and budget strategies with an awareness of short term circumstances but reflective of long-term mission objectives. 		<ul style="list-style-type: none"> • Implement improvements to financial and managerial accounting systems to provide real time information to inform decision making. • ONM fosters an environment that encourages the engagement of stakeholders in a two-way exchange of resources for the benefit of Synod. • Increase investment in resources in data-gathering and research that helps us to know Synod's constituents to better accomplish God's will working with one another. • Allow research, statistics, and demographics, and observed trends concerning Synod's mission challenges to inform and motivate efforts.

INFLUENCING FACTORS TO MONITOR	
(trending keys: + = helping, - = hurting, ? = indeterminate, x = known obstacle or challenge)	
Internal to Unit, other LCMS units, agencies, and auxiliaries	External
<ul style="list-style-type: none"> + Christ, and the Holy Spirit's formation of those who strongly hold to His Word. + Strong servant-leader culture within ONM. + Mutual respect and Christian love between ONM workers of every job grade. + Strong collaboration and respect among CMO and Mission UEs and teams. + Program ministries have substantial working relationships with stakeholders. x Unpredictable financial position of Synod and derivatively the ability to scale-up to meet challenges. - Very lean ONM staffing dampens current/future capacity to address multiple opportunities, endangers staff morale, and creates potential for dissatisfied recipients (constituents and stakeholders) of ONM services. x Physical work space, cubicles, and furnishings. x Physical distance between collaborating programs and units. 	<ul style="list-style-type: none"> + Aging Baby Boomers: + more time to dedicate to church + wealth transfer, and the large retired population has stabilized the finances during COVID. + LCMS Congregations and National Synod have a strong reputation among non-Lutherans as educated, committed, and charitably driven. + Political uncertainty will drive people to search for solutions to domestic problems in the Word of God and from His church. + Adult conversion rate in LCMS is very high. - Shortage of LCMS-rostered teachers and administrators to serve in LCMS schools. - Fewer church workers. - Declining commitment to Lutheran identity and to Christianity among Gen X, Millennials, Gen Z. - Changing political and demographic landscape. ? COVID and the worldwide pandemic. x Uneven or meager knowledge/awareness among LCMS church workers about Synod's structure and/or available resources.

KEY PERFORMANCE INDICATORS (KPIs) — UPDATE FOR EACH BOD MEETING			
KPI	Target/Goal	Result	Comments
1. Courses prepared for ONM Learning Management System (LMS) that fulfill convention resolutions. Students enrolled.	1. 10 Courses. 100 enrollments before the Epiphany AD 2021.		
2. Volunteer Management Software deployed and initial plan for contact management established.	2. Initial training for 30 District Disaster Relief Coordinators. 2,000 Lutheran Early Response Team volunteers entered into system. Ash Wednesday, AD 2021		
3. Making Disciples For Life (MDFL) Internet Resource Center out of beta testing and in use by synodical end users.	3. 10,000 page views. Easter, AD 2021		
4. MDFL, Soldiers of the Cross Amplified after care events live and LMS ongoing.	4. 5 regional events with clergy. 5 regional events with Commissioned Workers. LMS enrolls 120 workers. Pentecost, AD 2021.		

NOTE: highlight any new KPIs added; strikethrough any prior KPIs eliminated

OUTCOME MILESTONES (NEXT 24 MONTHS) — UPDATE FOR EACH BOD MEETING		
Outcome	Month	Comments
1. YouthLead, established with participants 2. NYG 3. MDFL Conferences 4. MDFL Resources 5. Publishing of 40-yr Study of Church Planting in LCMS 6. Common Learning Management System employed across ONM. 7. Integration of Campus Ministry as a continuum focus of Youth Ministry resources. 8. Volunteer and Contact Management software maintains meaningful communication with trained volunteers and stakeholders. 9. Full deployment of online accreditation software for LCMS School Accreditation 10. Fulfillment of twenty-one 2019 LCMS Convention resolution duties.	1. Work has begun, first cohort 3Q FY21 2. July 2021 3. Six conferences scheduled FY 21-FY22 4. Ongoing production, IRC out of beta form 2Q FY21 5. 3Q FY21, research in final phase now 6. First course, “Church planting” complete others in process 7. 2Q FY221 8. First output from new volunteer management system contacting known volunteers 3Q121 9. 2Q FY21 10. July, 2022	(Note on 6.) A learning management system is a software tool that allows for users to receive instruction and resources without the need of a teacher or presenter being physically present. Several different learning management tools are employed across ONM and Synod making it difficult to share information or integrate instruction modules with other “courses”. With lower budgets, ONM has a need to create alternatives to in person conferences, workshops, seminars, certifications, etc.

NOTE: **highlight** any new milestones added; ~~strickthrough~~ any prior milestones completed; **highlight** any adjustments to target dates

NEW OPPORTUNITIES, NOT YET ADDRESSED — UPDATE FOR EACH BOD MEETING	
Opportunity	Commentary
<ul style="list-style-type: none"> The energy and charitable capacity of the LCMS laity, congregations, and clergy is great. We believe that family ministry, health ministries, worker wellness and other programs have the eventual opportunity to be fully or partly funded once underway. Launching related programs that can be self-supporting, network volunteers, and workers, and create resources for the entire church. Partnerships with OIM and districts which provide for the redeployment of returning missionaries in domestic work. These missionaries are often multilingual with cultural and church planting experience in multicultural contexts and among diverse people groups. This partnership also could address a challenging problem in OIM recruitment, namely, the widely-held belief that those who leave the mission field will not be able to find a domestic call. The encouragement and development of <i>Enterprise Missions</i> (e.g., the chocolate manufacturing/job training program in Sandtown, Baltimore, MD that is successfully operating under ONM’s Mission Field USA program) that will allow chronically under-funded mission efforts to establish alternate funding models to help support and sustain the mission in a place. 	<ul style="list-style-type: none"> Life, Health, and Family program ministries all have established constituencies within Synod that work toward separate ends. Theological and diaconal overlap exists within these areas. Getting a better understanding and building a relational basis with volunteers, donors, etc. can help every area of the Synod’s work. The information gathered can help to determine future areas of resource development; appropriate communications methods; reveal a resource of new and eager volunteers and professionals willing to work in a focused area of mission; create, identify, and train candidates who can serve in leadership positions throughout the Synod; and provide information pathways to support other Synodical mission work.

NOTE: **highlight** any new opportunities added; ~~strickthrough~~ any previously-listed new opportunities dismissed

FOR BOD CONSIDERATION/AWARENESS — UPDATE FOR EACH BOD MEETING
<ul style="list-style-type: none"> ONM has created the Soldiers of the Cross Amplified fund to help relieve church workers who are in financial trouble or in need of assistance due to the COVID crisis. By dedicating unrestricted Disaster Relief Funds, a kick-start gift from LCEF, and an appeal from the President’s Office we have raised over \$3 million so far. After-care programs are scheduled with the RSO Doxology to care for the spiritual, emotional, and physical needs of pastors. The Life Director and Executive Director of ONM will lead after-care programs for commissioned workers. ONM has created thirty Bible Studies to answer challenges created by the COVID crisis in churches. Studies such as <i>Dealing with Fear</i>, <i>Dealing with Grief</i>, <i>Making Decisions with Imperfect Information</i>, etc. are available at to our congregations. The Internet Resource Center portion of the Making Disciples For Life website is currently in its beta-testing phase and is live for use. The site will provide curated resources built on an artificial intelligence engine to help guide congregations and church workers to needed resources. The site also gives the option of live interaction with ONM’s subject matter experts. The ONM has begun the first steps of implementing a common Learning Management System that will provide a familiar tool for resources and continuing education courses offered to the Synod from across the Unit. Partnerships with PED and OIM promise to provide a pathway to easier access to continuing education, endorsements, and certifications for church workers and lay leaders throughout the Synod. New program modules for ONM’s Revitalization program ministry are being finalized in collaboration with the Stewardship and RSTM program ministries. The first of many new collaborative efforts to help congregations meet their most urgent needs. New collaborative modules from RSTM, Urban and Inner-City Mission, and Revitalization are being finalized that will help congregations make appropriate decisions regarding combining into joint ministries, merging, closing, replanting, etc. These resources should be available to the Synod as a whole in October. A new computer-based evaluation tool (CADDs) from the Revitalization Unit will help congregations determine where they are according to statistical models that evaluate congregational viability. The tool helps congregations focus on what problems should be addressed first and deliver resources to do this wisely.

MISCELLANEOUS NOTES (OPTIONAL — UPDATE FOR EACH BOARD MEETING)

Each ONM program ministry, and the Office as a whole, have engaged in intentional strategic planning and budgeting based on feedback from stakeholders and from an evaluation of resources needed to carry-out bylaw requirements, the ends policies of the Board for National Mission, and convention resolutions. Despite staffing and funding at historically low numbers, ONM is striving to ensure that its assigned tasks are accomplished, especially those that reflect highest priority according to the Synod's adopted triennial mission and ministry emphasis and priorities. Expectations of a much-reduced staff are considerable. This talented and highly motivated group of people are making personal sacrifice upon personal sacrifice to serve the Lord and His church. Directors have been regularly known to provide resources from their own pockets and beyond reasonable work expectations to supplement that which was not otherwise available.

FY21 PLAN OVERVIEW

Office of the President, Church Relations, and First Vice-President

PURPOSE

The Office of the President (OTP) works together to assist the President in carrying out his duties as outlined in the Constitution (Article XI. B), the Bylaws and the LCMS Board Policy Manual. These responsibilities include both ecclesiastical and administrative power and duties (Bylaws 3.3.1.1 – 3.3.1.3 [o]). The President serves as the chief ecumenical officer of the Synod representing the Synod in contacts with partner church bodies (Bylaw 3.3.1.1.2). The President directs, through the Chief Mission Officer, the activities of the Offices of International and National Mission; fundraising activities; communication, public relations, news and information provided to the Synod; pre-seminary, seminary and post-seminary continuing education and advocacy for pastoral education and health within the Synod (Bylaws 3.4.3.5 – 3.4.3.8). The President provides leadership to the Boards for National and International Mission and receives assistance from the two mission boards in identifying specific goals for each mission office. The President carries out all additional responsibilities as outlined in the Bylaws or convention resolutions (i.e., overall organization and operations of the conventions of the Synod [Bylaw 3.1.9]; various board, commission and committee membership, etc.). In addition to assisting the President with some of the above responsibilities, the First Vice-President serves as chairman of the Colloquy Committees for Pastoral and Commissioned Ministry (Bylaws 3.10.2 – 3.10.3.2).

MISSION EMPHASIS: MAKING DISCIPLES FOR LIFE

AND OUR MISSION PRIORITIES (highlight special focus areas)

- Plant, sustain, and revitalize Lutheran churches
- Support and expand theological education
- Perform human care in close proximity to Word and Sacrament ministries
- Collaborate with the Synod’s members and partners to enhance mission effectiveness
- Promote and nurture the spiritual, emotional, financial, and physical well-being of pastors and professional church workers
- Enhance early childhood, elementary and secondary education, and youth ministry
- Strengthen and support the Lutheran family in living out God’s design

RESOURCES — FUNDS
Office of the President, Church Relations, First Vice-President (provided by LCMS Accounting)

	From Restricted Revenues/Gifts (\$000)	From Unrestricted Gifts (\$000)	TOTAL (\$000)
FY19 Expenditures	454	2,102	2,556
FY20 Expenditures	333	2,025	2,358
FY21 Expenditures (proposed)	531	1,923	2,454
Δ FY20 to FY21 \$000	198	(102)	96
Δ FY20 to FY21 percent	59%	(5%)	4%

RESOURCES — MANPOWER
Office of the President, Church Relations, First Vice-President (provided by LCMS Human Resources)

	Actual
FY19 year-end FTEs (actual)	10
FY20 year-end FTEs (actual)	8
FY21 FTEs (proposed)	9*
Δ FY20 to FY21 actual	1
Δ FY20 to FY21 percent	13%

*assuming Director of Church Relations position is filled

RESOURCE COMMENTARY

While the OTP generally carries out its work with the use of unrestricted funds, it does so with the keenest eye towards thoughtful stewardship of the gifts God has provided to the LCMS. Use of unrestricted funds is not taken lightly but done so with gratefulness and honor to the contributor. The position as President of The Lutheran Church—Missouri Synod (LCMS) provides the unique vantage point of seeing in-depth both the many challenges and opportunities, in the USA and throughout the world, for the LCMS to serve in the expansion of God’s kingdom here on earth. Wisdom, timing, and prayer assist the President in determining how best to use unrestricted funds to carry out the many mandated responsibilities of his office and pursue the many opportunities. It is with great concern that Synod, Inc. is annually called to do more with less. Our dedicated employees, who choose to work hard, often beyond normal work hours and at their own expense, continue to be a concern for the President as budgets are cut and demands continue.

Despite FY21 being a district convention year, normally with elevated travel expenses, the OTP has reduced its draw on unrestricted dollars, pursued greater use of video conferencing, and withheld planning in-person events/meetings due to the current pandemic environment in which we work. These reductions continue in the FY21 proposed budget.

Of particular sacrifice and concern to the Office of the President is the elimination of two (2) full-time employee positions in the Church Relations unit. The proposed FY21 budget includes only one (1) position (Director of Church Relations beginning Jan. 2021) in this unit. Support responsibilities and assistance to the work of Church Relations will be picked up by current OTP staff. The expansion of worldwide Lutheranism is one of the greatest opportunities for the LCMS at this time. It has been the desire of the President to not withdraw efforts in Church Relations but to expand its work and go forward with great energy and faith through the many open doors God has provided with existing and emerging Lutheran church partners. Unfortunately, this simply is not possible under the current FY21 budget. May our Lutheran partners around the world forgive us for not responding to their call for theological education and development of pastors. The elimination of the one remaining Church Relations position would do irreparable harm to the LCMS and its leadership on the International Lutheran Council (ILC).

The Colloquy Committee for Commissioned Ministry has met only once in person during the last two triennia. Instead, this committee has occasionally conferenced via phone or conducted an email vote to deal with ad hoc items. It is critical that FY21 funding remains intact for this committee to meet in-person at least twice this fiscal year, in order to begin the revitalization of this committee.

IDENTIFYING CHARACTERISTICS AND CORE COMPETENCIES

TODAY

PREFERRED FUTURE

- Able to skillfully conduct high level strategy and relationship development with districts, Council of Presidents, Synodwide corporate entities, auxiliaries, Synod leadership of boards, commissions, committees and task forces, Seminary Presidents, University Presidents, and Lutheran church partners and emerging partners around the world.
- Able to conduct all administrative and ecumenical duties as described in the Bylaws.
- As the chief ecclesiastical officer of the Synod, the President is able to monitor and appropriately address the supervision of doctrine in the Synod (including Synodwide corporate entities, districts, district presidents, synodical education institutions and CTCR).
- Oversees the processing of approximately 1,000 doctrinal review submissions each year, working with more than 300 unpaid doctrinal reviewers throughout Synod. These include everything from Concordia Commentaries, to *Lutheran Witness* articles, to Lutheran Hour Ministry videos (Bylaws 1.9.1 – 1.9.3).
- Able to thoroughly review the adopted Synod convention resolutions and ensure they are carried out (Bylaw 3.3.1.1.1 [a]).
- Able to conduct triennial district visitations (Res. 7-01a [2013]).
- Able to report to each district convention (Bylaw 3.3.1.3).
- Able to plan the organization and operations of the triennial Synod convention (Bylaw 3.1.9).
- Skilled in international diplomacy providing consultation, aid, and advice to international church partners while strengthening relationships (Bylaw 3.3.1.1.2).
- Conducts regular consultation with Office of International Mission leadership on global mission activities and church partner relationships.
- Oversees the activities of all officers, executives, and agencies of the Synod (Bylaw 3.3.1.2).
- Communicates clearly and transparently Synod activities to the entire constituency.
- Provides effective leadership and consultation will all officers, LCMS agencies, and national office staff (Bylaw 3.3.1.3[f]).
- Provides international leadership through membership on the International Lutheran Council (ILC) executive committee (Bylaw 3.3.1.1.2).
- Provides program leadership, with and through the CMO, to support the mission priorities established by convention (Bylaws 3.4.3 – 3.4.3.8).
- Reviews and directs the participation of the Synod in judicial proceedings as amicus curiae (LCMS Board of Director Policy 5.8.1.1 [a]).
- Provides effective leadership to the Administrative Team (Bylaw 3.5.1).
- Oversees the reception and thorough processing of applications for individual membership in the Synod through the Colloquy Committees for Pastoral Ministry and Commissioned Ministry (Bylaws 3.10).
- Able to identify and address colloquy for pastoral and commissioned ministry policy areas in need of improvement.
- FVP relates well to everyone on the COP and thus is able to assist district presidents both with colloquy issues and to assist the President with questions from the district presidents (that don't rise to the level of requiring the direct involvement of the President).
- FVP and President have developed a good working relationship so the FVP is thus able to provide in-person counsel to the President on a wide variety of issues, also ensuring Praesidium matters are not overlooked.

- Relationships with the Council of Presidents, Synod leadership of boards, commissions, committees and task forces are collegial and in good Christian spirit.
- Key leadership among COP and board are acknowledged, valued, and inspired to enthusiastically work together for the achievement of the mission priorities adopted at convention.
- President regularly spends time with Synod, Inc. employees to understand their vocation, connection to the mission priorities, aspirations, and suggestions for organizational improvement.
- Key resources and messaging are available to educate and inspire an increased number of member congregations of the Synod, boards, conferences, etc., to thoroughly discuss, adopt, and submit overtures requesting action on the part of the Synod in convention.
- Stakeholders give strong support toward agreement of a new structure for the Concordia universities to strengthen the future of Lutheran higher education.
- A noticeable increase of individuals are entering church work professions.
- Continued improvement in matters of doctrine and practice via relationship with COP.
- Theological education of Lutheran pastors and deaconesses expanding around the globe through the leadership, resources, support, and efforts of the Office of International Mission, Church Relations, LCMS ecumenical discussions, and efforts of the International Lutheran Council.
- Based on developed policies, the applicable Bylaws have been revised to address improvements to the pastoral and commissioned ministry colloquy application and approval process.
- The Colloquy Committee for Commissioned Ministry regularly meets to address relevant matters, review, and update policy, as needed.
- The Colloquy Committee for Commissioned Ministry works collaboratively with other stakeholders (i.e. CUEnet, university colloquy administrators), according to updated Bylaws and policies, to prepare men and women for membership in the Synod.

TO MOVE FROM "TODAY" TO THE "PREFERRED FUTURE", WHAT MUST . . .

START?	STOP?	CHANGE?
<ul style="list-style-type: none"> • Strategically make use of time, resources, and opportunities to develop relationships with partners, employees, stakeholders, and leadership during Covid restrictions. Make it a priority and schedule it (even if by Zoom). • Engage Secretary's Office and COMMS to improve ways to engage others in work of Synod in convention. • Review of Church Relations operations and structure, in relation to CTCR and the Office of International Mission, to update position description for Director of Church Relations. • Develop timeline for hiring Director of Church Relations to hire by January 1, 2021. • Develop FY21 in-person meeting schedule for the Colloquy Committee for Commissioned Ministry. 	<ul style="list-style-type: none"> • The Colloquy Committee for Commissioned Ministry will stop meeting only on an ad hoc basis and only by phone, email, or Zoom. 	<ul style="list-style-type: none"> • Develop contingency plan if district visitations cannot be carried out in-person as planned (i.e., video conferencing presentation). • Develop contingency plan if President is unable to travel to every District convention due to COVID threats and restrictions. • Gather appropriate subject matter experts to imagine how Synod convention could/should be modified if COVID is not under control by July 2022. • The Colloquy Committee for Commissioned Ministry will regularly meet and be able to better conduct Bylaw responsibilities for approving men and women into membership of the Synod. • Understanding of roles and responsibilities regarding the commissioned ministry colloquy program are clarified with relationships between all stakeholders enhanced.

INFLUENCING FACTORS TO MONITOR

(trending keys: + = helping, - = hurting, ? = indeterminate, x = known obstacle or challenge)

Internal to unit, other LCMS units, agencies and auxiliaries	External
<ul style="list-style-type: none"> + Willingness and dedication of great employees and partners to the mission of the church and the responsibilities of the Office of the President. + Strong Synodwide corporate entities who complement the work of Synod, Inc. and support mission priorities in cooperative efforts and projects, as able and appropriate. + COP colleagues continue to be collegial in dialogue/spirit and demonstrate willingness to engage in difficult conversations together as brothers in Christ. + Wonderful contributors to the LCMS who continue to support our work, through their financial gifts, despite anxiety and uncertainty in their own communities due to the Covid pandemic + The Colloquy Committee for Pastoral Ministry is cohesive, able to manage the workload without assistance, and is running smoothly with district president support and appreciation for attention to process details. + The President of the Synod, Secretary of the Synod, Concordia University System President and executive staff are supportive of changes in the Colloquy Committee for Commissioned Ministry. ? Continued trend of reduction of unrestricted funds available to pay for, mandated functions of Synod, Inc. ? Continued assessment of the ideal program and operational structure amidst anticipated limited unrestricted funds in FY22 and beyond. ? Employee morale as budget cuts continue to demand more work be accomplished with fewer human and financial resources. x Learning to move from a people-centered office culture (with continual in-person interaction) to a "deployed" office culture with reduced interaction amongst employees and Synodwide corporate entities. - Continued trend of breaking of the 8th commandment throughout the church via social media and other internet-based platforms. 	<ul style="list-style-type: none"> ? Future, long-term impact of COVID on individual families, congregations, districts, and Synod, Inc. x International travel restrictions due to Covid. x Continued threats to religious liberty and First Amendment rights to LCMS congregations, schools, universities, and Recognized Service Organizations. x Political uncertainty with the upcoming elections, and violent unrest in neighborhoods.

KEY PERFORMANCE INDICATORS (KPIs) — UPDATE FOR EACH BOD MEETING			
KPI	Target/Goal	Result	Comments
1. Conduct district visitations	By March 2022, the President and Vice-Presidents, conduct 80% of district visitations either in-person or by video conferencing.	Fulfill mandate of Res. 7-01A (2013) to the best of our ability within COVID restrictions.	Due to varied COVID restrictions around the country and calendar restrictions, we may not be able to complete 100% of the visits.
2. Report in-person or through a vice-president or other officer of the Synod to all district conventions.	President or Vice-President (or officer) will attend 100% of the district conventions	Fulfill Bylaw requirement (Bylaw 3.3.1.3 [a])	At this point, we plan to attend each district convention in-person. However, COVID circumstances and restrictions may limit in-person attendance.
3. Doctrinal review will be completed within 4 weeks of submission.	Ninety-five percent (95%) of submissions for doctrinal review will be completed within four (4) weeks (mutually agreed upon exceptions will be 5%).	Fulfill Bylaw requirement (Bylaw 1.9.2)	Currently, submissions are usually completed in under 2 weeks. Monitoring this information will ensure Bylaw compliance and dispel any myths that doctrinal review is slow.

NOTE: **highlight** any new KPIs added; ~~strike through~~ any prior KPIs eliminated

OUTCOME MILESTONES (NEXT 24 MONTHS) — UPDATE FOR EACH BOD MEETING		
Outcome	Month	Comments
1. The work of Res. 7-03 task force is complete with resolution presented to 2022 Synod convention.	1. July 2022	1. Report at 2022 Synod convention.
2. The 2022 Regular Convention the LCMS will be conducted safely, efficiently, in a “Christian manner and in accord with the Constitution and Bylaws” (Const. Article XI B 5)	2. July 2022	2.
3. Church Relations re-establish regular contact with all current church partners and identify status of emerging church partner relationships.	3. July 2022	3. Report at 2022 Synod convention.
4. Successful transitioning of new COP leadership and district presidents following 2021 district conventions.	4. New district president training is scheduled for Sept. 8–10, 2021.	4.
5. A thorough evaluation and assessment of Mission Advancement unit has been conducted, with recommendations implemented.	5. January 2021	5. Assessment has been delayed by COVID.
6. The work of moving Licensed Lay Deacons to the SMP colloquy program will be officially completed.	6. July 2022	6. Res. 13-02A (2019)
7. Conduct retrospective analysis of colloquy programs to better understand the use of and participation in the various programs.	7. January 2021	7. Possibly include analysis results in report to convention (tbd).
8. Unveil to the COP a newly revised pastoral colloquy application.	8. August 2020	8. Application will be much improved, user-friendly, and anticipated to be appreciated by all.
9. The general pastoral colloquy policies have been thoroughly reviewed and updated for consideration for bylaw changes at the 2022 convention.	9. July 2022	9. Committee will generate proposed bylaw changes (with the assistance from COH) in the form of an overture to 2022 convention.
10. Ethnic Pastoral Ministry Colloquy policies have been developed and implemented.	10. July 2022	10.
11. Revision of the commissioned ministry colloquy policies is complete. .	11. January 2022	11. July 2022 is a best case scenario estimate for completion of this outcome. Report on progress in FVP convention report (tbd).

NOTE: **highlight** any new milestones added; ~~strikethrough~~ any prior milestones completed; **highlight** any adjustments to target dates

NEW OPPORTUNITIES, NOT YET ADDRESSED — UPDATE FOR EACH BOD MEETING	
Opportunity	Commentary
<ul style="list-style-type: none"> • Develop relationship with newly elected (tbd) President of Concordia Seminary, St. Louis. • Develop relationship with newly elected (tbd) President of Concordia University, Nebraska. • Opportunities in the future for greater connection to the CUS institutions, strengthening their confessional Lutheran identity, and addressing accreditation via the new governance plan to be proposed by Res. 7-03A Task Force. • Celebrating the 175th anniversary of the LCMS. • Consider options to make provisions in the commissioned ministry colloquy program for teachers at our international schools. 	<p>Currently, the commissioned ministry colloquy program does not adequately address the needs/situation of teachers at our international schools.</p>

NOTE: **highlight** any new opportunities added; ~~strikethrough~~ any previously-listed new opportunities dismissed

FOR BOD CONSIDERATION/AWARENESS — UPDATE FOR EACH BOD MEETING
<ul style="list-style-type: none"> • The Board of Directors is presented an Action Item at the August/September 2020 board meeting to consider the handling of 2019 Synod Convention surplus of funds. • The 175th anniversary of The Lutheran Church—Missouri Synod is April 26, 2022. Res. 4-05, <i>To Commend the Celebration of the 175th Anniversary of The Lutheran Church—Missouri Synod in 2022</i>, was adopted at the 2019 convention and states: <ul style="list-style-type: none"> Resolved, That the President’s office coordinate with the Council of Presidents and the Boards for National and International Mission to designate a date for synodwide celebration of this anniversary and how to facilitate this joyous celebration beginning with the 2021 district conventions, with special emphasis on the involvement of the younger generations of our Synod; and be it further Resolved, That the Synod in convention commend the observance of the 175th anniversary to all our people, so that according to our Lord’s power at work within us, we all prayerfully seek new opportunities for the sake of the future of our joyful ministry and mission through the stewardship of His bountiful gifts— all to the glory of His name. <p>The proposed FY21 budget does not include any funding for the creation of written or printed celebration material or resources. An internal committee has been established and will complete a proposal for the anniversary celebration (with collaboration of the COP and mission boards). This proposal may request the LCMS Board of Directors to release a small portion of board designated funds so to best honor this important anniversary across the Synod.</p> <ul style="list-style-type: none"> • Funding for FY21 budget expenses associated with the in-person meetings of the Colloquy Committee for Commissioned Ministry will be critical for the future of the program. Throughout the year, this committee will make use of Zoom meetings in addition to the two in-person meetings.

MISCELLANEOUS NOTES (OPTIONAL — UPDATE FOR EACH BOARD MEETING)

FY21 PLAN OVERVIEW
OFFICE OF PASTORAL EDUCATION

PURPOSE

The Office of Pastoral Education (PED), supervised by the Chief Mission Officer, assists the President in executing responsibilities related to pastoral formation and care which are assigned to him: "The [CMO] shall, on behalf of the President, provide leadership, coordination and oversight for pre-seminary education programs, seminary education and post-seminary continuing education, and by providing advocacy for pastoral education and health within the Synod" (Bylaw 3.4.3.8, 2019 LCMS Handbook). The PED executive director is responsible for facilitating the prior approval process for initial appointments to seminary faculties (Bylaw 3.10.5.7.3(a)) and is a non-voting advisory member of the Synod's Pastoral Formation Committee (Bylaw 3.10.4.7).

MISSION EMPHASIS: MAKING DISCIPLES FOR LIFE

AND OUR MISSION PRIORITIES (highlight special focus areas)

- Plant, sustain, and revitalize Lutheran churches
- **Support and expand theological education**
- Perform human care in close proximity to Word and Sacrament ministries
- **Collaborate with the Synod's members and partners to enhance mission effectiveness**
- **Promote and nurture the spiritual, emotional, financial, and physical well-being of pastors and professional church workers**
- Enhance early childhood, elementary and secondary education, and youth ministry
- Strengthen and support the Lutheran family in living out God's design

RESOURCES — FUNDS
(provided by LCMS Accounting)

	From Restricted Revenues/Gifts (\$000)	From Unrestricted Gifts (\$000)	TOTAL (\$000)
FY19 Expenditures	2,746	939	3,685
FY20 Expenditures	3,512	926	4,438
FY21 Expenditures (proposed)	2,228	1,212	3,500
Δ FY20 to FY21 \$000	(1,224)	286	(938)
Δ FY20 to FY21 percent	(35%)	31%	(21%)

RESOURCES — MANPOWER
(provided by LCMS Human Resources)

	Actual
FY19 year-end FTEs (actual)	2.5
FY20 year-end FTEs (actual)	2.5
FY21 year-end FTEs (proposed)	2.0
Δ FY20 to FY21 actual	(0.5)
Δ FY20 to FY21 percent	(20%)

RESOURCE COMMENTARY

Budget

The increase of 31% from unrestricted gifts is partially owing to PED's ask of \$177K for Board-designated funds to support the Church Worker Recruitment Initiative (CWRI). This is in addition to CWRI expenditures being funded from the remaining portion of the two Schwan grants and ONM transferred funds for the initiative. PED is now poised to spend the remaining Schwan grants and Board-designated funds for FY21–22 for the development and implementation of the initiative, which includes the development of a brand, accompanying resources, marketing and communications, testing, and implementation.

Also included in the 31% increase is a FY20–21 timing issue primarily owing to delayed District PALS revenues. Each District submits \$500 per participating PALS pastor per year. The majority of District submissions due in FY20 were not received until FY21.

Personnel

PED is managed by one full-time executive director (Rev. James Baneck) and one full-time administrative coordinator (Robyn Armbrust).

IDENTIFYING CHARACTERISTICS AND CORE COMPETENCIES

TODAY

- Full commitment to a Christ-centered biblical theology and the Lutheran Confessions (PED's foundation) and our synodical life together.
- Planning, determination, loyalty, industriousness, follow-through, team-playing and cooperation.
- Post-seminary Applied Learning and Support (PALS) and *Preach the Word* continuing education programs widely acknowledged for their excellence and profoundly beneficial impact upon the Synod and among participating districts and individual participants.
- PED collaboration and cooperation of colleagues in the IC—especially OIM, ONM, COMMS, and MADV.

PREFERRED FUTURE

- To have realized even higher levels of congruence between long-term PED strategy and the Synod's vision, especially with regard to pastoral education and health (Bylaw 3.4.3.8).
- To have achieved synodwide participation in the long-term Church Worker Recruitment Initiative, forming church workers for the LCMS, focusing particularly on the period from infant Baptism through high school.
- To have facilitated increased fruitful cooperation and collaboration between national Synod, seminaries, CUS institutions and districts in the accomplishment of PED's objectives.
- To have maximized district participation in the PALS program, thus helping our new pastor and their families transition from the seminary to first call.
- To have accomplished increased effectiveness in collaborating with Mission Advancement in donor engagement in PED programs/initiatives especially Joint Seminary Fund, Global Seminary initiative and CWRI.

TO MOVE FROM "TODAY" TO THE "PREFERRED FUTURE", WHAT MUST...		
START?	STOP?	CHANGE?
<ul style="list-style-type: none"> Communicate PED projects, goals, and objectives with MADV and COMMS with greater frequency and clarity to best advance the mission efforts of PED into the Synod. While much groundwork has been laid for the CWRI (pastoral formation summits, initial research, developing a plan for implementation) and final "preliminaries" are nearing completion, PED is poised to launch communication of final plans and commence FY21 full implementation of the initiative within the Synod. After final edits and Synod President approval, COMMS will produce PED's Synod 101 video segments. 		<ul style="list-style-type: none"> PED desires to be a more collaborative voice, writer, and influencer in the work of Mission Advancement in the area of pastoral and church worker education and formation (this is not a criticism of MADV, but a greater ambition of PED). Communicate with district presidents with greater frequency concerning the PALS program and continuing education, in order to serve our pastors that they may experience a more successful ministry.

INFLUENCING FACTORS TO MONITOR (trending keys: + = helping, - = hurting, ? = indeterminate, x = known obstacle or challenge)	
Internal to unit, other LCMS units, agencies and auxiliaries	External
<ul style="list-style-type: none"> + Objectives of Synod (Art. III) and the mission emphases/priorities of Synod (as these pertain to PED). + CMO's understanding and implementation of collaborative leadership, encouragement of "blurring the lines" with program unit execs (greater work satisfaction and productivity for the sake of the Gospel). + MADV's energy and effort—increased gifts to the seminaries, GSI, and other PED-related recipients (PED/MADV partnership implemented a very successful annual GSI fundraising cycle). + COMMS' excellent production of videos, brochures, PALS modules, <i>Reporter</i> Inserts, <i>Preach the Word</i>, and more. ? Evaluation of CWRI surveys/focus group outcomes within a post-pandemic environment (awareness/adjustments under consideration with external marketing consultant). 	<ul style="list-style-type: none"> x Current political climate is an unknown in the arena of LCMS pastoral education. x Philanthropic culture/giving climate, if it results in reduced contribution revenues to the Synod and necessitates further reductions or eliminations of program ministry efforts (i.e. campus ministry, deaconess ministry, ethnic ministries and/or school ministry) will negatively impact on pastoral and church worker recruitment and enrollment.

KEY PERFORMANCE INDICATORS (KPIs) — UPDATE FOR EACH BOD MEETING			
KPI	Target/Goal	Result	Comments
1. Seminary (and Church worker) enrollments.	Trending upward	Reversing the current trend of projected pastor and church worker shortages	Comprehensive data available here. The CWRI is addressing this KPI with a sustainable, major culture change plan of action.
2. Participation and satisfaction in the PALS program.	Trending upward	A healthy transition for the pastor and his family makes for a more enjoyable, healthy, and successful ministry. It also contributes toward a healthy and focused Church on her proclamation of the Gospel.	KPIs based on participation and survey data.
3. Greater understanding of Synod governance and life together in this synodical union (measured by frequency of use of the Synod 101 resource and an outward display of a greater commitment to one another).	Trending upward	A Synod that practices and enjoys our life together as described in the Synod Handbook	PED is creating a Synod 101 video series (3-minute segments) with talk sheets. Currently being edited by subject matter experts and Soon to begin production.
4. Improvements in understanding of/enrollment in non-residential routes toward ordination.	Trending upward	This has the potential to enhance our non-residential routes toward ordination for an even greater-equipped pastorate to feed God's people.	The PFC is mapping out a comprehensive workplan leading up to 2022 convention. Specific KPIs TBD.

NOTE: **highlight** any new KPIs added; ~~strikethrough~~ any prior KPIs eliminated

OUTCOME MILESTONES (NEXT 24 MONTHS) — UPDATE FOR EACH BOD MEETING		
Outcome	Month	Comments
1. <i>Initial</i> CWRI resources are made available to the LCMS. This is an ongoing initiative with resources continually added.	Targeted for September 2021	After a year of developing and site testing, the initiative is rolled out. Resources will continually be added to initiative “toolkits.” Initial funding is through Schwan grants and BOD-designated funds.
2. Synod 101: <i>Life Together in The Lutheran Church—Missouri Synod</i> is completed and available on Synod website.	Available as completed	Topics may be added as needed and developed. This will be a streamlined, factual, unified explanation/course concerning who we are as Synod—proactive and positive.
3. New <i>Preach the Word</i> modules are added to the existing set (currently ___ modules).	Dec 31, “Preaching in Post-Modern Context” Greg Seltz; TBA in 2022 include “Preaching and Cultural Exegesis” John Nunes; “Preaching to Every Pew” Dave Schmitt; “Preaching and the Catechism,” Peter Bender	<i>PTW</i> immensely successful to date. Modules are completed in coordination with the author’s completion and LCMS Communications demands (generally two modules per year). Funded through Schwan grants.
4. Direct interaction with seminary students.	TBD—fourth-year seminarian gatherings, PALS presentation dinners, pastoral formation retreats, preaching in chapel, symposia, cross-cultural events, etc.	These interactions have proven positive in the relationship between the IC and the seminarians.

NOTE: **highlight** any new milestones added; ~~strikethrough~~ any prior milestones completed; **highlight** any adjustments to target dates

NEW OPPORTUNITIES, NOT YET ADDRESSED — UPDATE FOR EACH BOD MEETING	
Opportunity	Commentary
<ol style="list-style-type: none"> 1. CWRI offers potential to do more than merely forming, recruiting, and caring for church workers; it has the potential of <u>forming and caring for Christians in general</u>. 2. Examine the potential benefits of moving certain roles and responsibilities currently residing elsewhere (i.e. ONM) into PED, for instance expanding an underlying understanding of the office to go beyond <i>pastoral</i> education alone explicitly to reflect <i>church worker</i> education and wellness, specialized pastoral ministry, etc. 3. On a longer time horizon—assuming success in CWRI and other PED initiatives and that sustained increased funding was available to PED in future years—clarity with respect to the priority and content of PED’s work might be enhanced by (1) adding directors in strategic positions (PALS, CWRI, Continuing Education, etc.) and/or (2) intentionally integrating and driving certain aspects of PED’s work through the ends policy-making functions of the Boards for International and National Mission. 	<ol style="list-style-type: none"> 1. Inherent within such Christian formation is the identification of, forming and caring for church workers. This does not happen in a vacuum. If we are to accomplish such formation/caring on a wide scale, LCMS will have foster an intentional and robust cultural change focused on (1) the Christian family, (2) faithful pastors and congregations (preaching, Sunday School, pastoral care), (3) our Lutheran schools, (4) cross-cultural awareness (awareness of the 2nd table of the Law), (5) our youth and youth programs, (6) church worker formation in our Concordia Universities and seminaries, (7) support, and advocacy of all ordained and commissioned ministers, (8) attention to our specialized pastoral ministries, including chaplains in all areas, (9) advocacy of continuing education for all LCMS workers and (10) constant care and wellbeing support for all our LCMS workers.

NOTE: **highlight** any new opportunities added; ~~strikethrough~~ any previously-listed new opportunities dismissed

FOR BOD CONSIDERATION/AWARENESS — UPDATE FOR EACH BOD MEETING
<ul style="list-style-type: none"> • PED is requesting \$177K from BOD-designated funds to aggressively execute the Church Worker Recruitment Initiative in the balance of FY21.

MISCELLANEOUS NOTES (OPTIONAL — UPDATE FOR EACH BOARD MEETING)

1. The LCMS understands the crucial nature of the office of the holy ministry. There is a centrality of the pastoral office in the Synod, especially as it affects the Office of International Mission and the Office of National Mission. PED serves with the premise of AC V. Following the article of justification, our Confession states, “*So that we may obtain this faith*, the ministry of teaching the gospel and administering the Sacraments is instituted. Through the Word and Sacraments, as through instruments, the Holy Spirit is given. He works faith, when and where it pleases God, in those who hear the good news that God justifies those who believe that they are received into grace for Christ’s sake. This happens not through our own merits, but for Christ’s sake.” PED is not the only ministry unit or entity within Synod that gives focus to this article of faith. However, PED—under the direct supervision of the CMO—importantly contributes to the Synod’s embodiment of AC V under the premise that “The [CMO] shall, on behalf of the President, provide leadership, coordination and oversight for pre-seminary education programs, seminary education and post-seminary continuing education, and by providing advocacy for pastoral education and health within the Synod” (Bylaw 3.4.3.8). To this end, under our current structure, the following would be especially notable aspects of PED’s work:
 - a. Post-Seminary Applied Learning and Support—In the PALS program, we, together as Synod, mentor brand new pastors in their vital first three years of ministry. We also support the pastor’s wife and his family, helping them navigate the challenges of the first years in their new vocation. PALS provides preventive care that potentially eases the burden of circuit visitors and district presidents who often work to reconcile broken situations. PALS facilitators serve to mentor, help, connect, and form pastors. Their work often wards off escalating issues, e.g. depression, conflict, marital unrest, and more. PALS provides an intentional curriculum or system to begin our pastor’s continuing education and growth in the ministry. PALS also helps to connect the pastor and his congregation to the District and Synod. PALS is a Synod program, originating with the district presidents. PALS focuses on the continued formation of the pastor, with PALS serving as the pastor’s first continuing education experience. PALS is very interested in continued dialog with district presidents who choose not to utilize the PALS program. That we may remain consistent with the Confession and the mission of the Synod in our life together.
 - b. The Church Worker Recruitment Initiative—Current statistics project the LCMS going from 6,000 active pastors to 3,000 in fifteen years if we stay on our current trajectory of incoming seminarians and retiring pastors. The statistics concerning commissioned ministers shows an even greater decrease in 15 years. This initiative is exploring systemic LCMS cultural issues, and striving to reverse the trend of a downward spiral in supplying pastors for the church. The Office of the holy ministry is a divinely ordained office. Forming pastors is not done in a vacuum. Forming pastors is done within the context of the Church, the congregation, and the communion of saints. As this initiative strives to form and recruit church workers, it is also subsequently addressing an intentional culture change, engaging influencers and youth (from infant baptism on), and is committed to this formation for the long-term (the church never stops!). This initiative is intentionally engaging youth and influencers, and together, we will increase the number of youth answering the call to church work. The LCMS cannot exist without our church workers.
 - c. PED appreciates the importance of this ministry unit in terms of the Synod Constitution/Bylaws and Resolutions of Synod.
 - i. Under the current structures, PED helps the Synod remain focused on Articles 3 and 5 primarily, but also 8 and 9.
 - ii. PED assists the President and his staff in the implementation of the Synod’s adopted mission priorities, especially to “Support and expand theological education,” and “Promote and nurture the spiritual, emotional, financial, and physical well-being of pastors and professional church workers” (two of the Synod’s seven mission priorities affirmed by resolution at its 2019 Convention.)
 - iii. According to Bylaw 3.4.3.8, the CMO “on behalf of the President provides leadership, coordination and oversight” of various aspects of pastoral education and health within the Synod. PED serves the CMO in this capacity.
 - iv. The PED executive director serves as a nonvoting advisory member of the Pastoral Formation Committee (“PFC,” 3.10.4.6); as such, he provides organization to the PFC and keeps it on task. Tasks pertaining to the implementation of all convention resolutions pertaining to the PFC are managed under PED.
 - v. The seminary faculty prior approval process is facilitated by the PED executive director according to Bylaw 3.10.5.7.3(a).
 - vi. The PED executive director manages the fulfillment of current convention resolutions relating to pastoral education, as in (2019): (1) 6-01, “To Support and Participate in the Comprehensive Church Worker Recruitment Initiative,” (2) 6-02, “To Promote Residential Seminary Education as the Preferred Option for the Preparation of Men for Pastoral Ministry,” including evaluating the requirements of all non-residential routes to ordination (3) 6-03, “To Enhance the SMP Program,” examining language requirements and date of vicarage, (4) To Support, Encourage, and Expect Continuing Education for all LCMS Pastors,” including the issue of PALS and MAP, and (5) 6-07, “To Support and Utilize *Preach the Word*,” a directive to the Synod to produce preaching modules for pastors.
2. There are some who are believing the Synod is simply surviving in these days, rather than thriving. Luther writes, “Thank God, today a seven-year-old child knows what the Church is, namely, the holy believers and lambs who hear the voice of their Shepherd. For the children pray, ‘I believe in one holy Christian Church.’ This holiness does not come from albs, tonsures, long gowns, and other ceremonies they made up without Holy Scripture, but from God’s Word and true faith” (SA XII). The Church exists with or without the Missouri Synod. However, we are the only true confessional church body currently in the world. We have been given a great treasure. Which servant will we be—the one who brought 5 talents more, or even 2, or the servant who hid his talent in the ground, lazy and wicked? It is a great temptation to bury our talent in a world of sin and death, adversity and fear. We have been given a great treasure—the Gospel of Jesus Christ. We are not trying to *save* the Synod. We must not “give in” to the temptation of simply surviving. We continue to serve our Lord and neighbor within this beloved Synod. We must be bold, courageous, evangelical, and faithful.

FY21 PLAN OVERVIEW

Secretary, Rosters, COH, CCM, Conflict Resolution

PURPOSE
SECR/RSRS, as required by Constitution and Bylaws, supports good order in the Synod, administers official processes and lists, and provides expert, in-house research capacity to all Synod’s activities. Tasks: Record acts, rosters, and statistical abstract of the Synod and its member congregations. Facilitate conventions of the Synod and administer related processes. Administer dispute resolution and expulsion processes. With Commissions on Constitutional Matters (CCM) and Handbook (COH), maintain governing documents and serve as governance reference for broader Synod. Supervise roster of member congregations and ministers, supporting and monitoring district work and call processes. Perform expert research to assess current and guide future work.

MISSION EMPHASIS: MAKING DISCIPLES FOR LIFE AND OUR MISSION PRIORITIES (highlight special focus areas)

- Plant, sustain, and revitalize Lutheran churches
- Support and expand theological education
- Perform human care in close proximity to Word and Sacrament ministries
- Collaborate with the Synod’s members and partners to enhance mission effectiveness
- Promote and nurture the spiritual, emotional, financial, and physical well-being of pastors and professional church workers
- Enhance early childhood, elementary and secondary education, and youth ministry
- Strengthen and support the Lutheran family in living out God’s design

RESOURCES — FUNDS (provided by LCMS Accounting)	From Restricted Revenues/Gifts (\$000)	From Unrestricted Gifts (\$000)	TOTAL (\$000)
FY19 Expenditures	93	1,047	1,140
FY20 Expenditures	60	1,140	1,200
FY21 Expenditures (proposed)	34	1,168	1,202
Δ FY20 to FY21 \$000	-26	28	2
Δ FY20 to FY21 percent	-43%	2%	70

RESOURCES — MANPOWER (provided by LCMS Human Resources)	Actual
FY19 year-end FTEs (actual)	8.5
FY20 year-end FTEs (actual)	9.0
FY21 FTEs (proposed)	8.0
Δ FY20 to FY21 actual	-1.0
Δ FY20 to FY21 percent	-11%

RESOURCE COMMENTARY

SECR (30% of UNR / 2 FTE), CCM (1%), and COH (1%) have reduced discretionary cost by curtailing in-person meeting. Conflict Resolution (1%) and Expulsion (1%) are obligatory on an "as-needed" basis and necessarily involve in-person meeting. In FY20 SECR lost 1/2 FTE administrative support, formerly shared with CFO, not to be replaced. Rosters/Stats (47% / 5.0 FTE) and Research (20% / 1.0 FTE) staff supports an overloaded and understaffed SECR.

In RSRS, very little spending is discretionary. Travel has been curtailed. Technological improvements and reduction in work (youth list cancelled by CUS) have allowed removal of contracted services. Free and open source or "suite included" software is being used instead of commercial packages. RSRS staffing is finishing a transition from paper/data entry support to process analysis, intermediate level tool development, and customer support. The earlier-than-anticipated retirement of Senior Director Gene Weeke in FY19 resulted in a reshuffling of the department, with an accelerated reduction to one manager (Kostencki, formerly Rosters/Statistics director under Weeke). The other manager position was "down-converted" to an analyst position, intended to support both Rosters/Statistics and Research activities with a more advanced database and analytical toolset. After a long process, this critical position was budgeted from Jan 2020 on, filled in Feb 2020, and was beginning to bear fruit by expanding our much-used research department beyond a single, highly overtasked researcher. **Most regrettably, that extremely valuable position had to be included in the FY21 RIF, as other critical processes could not prudently be jeopardized.**

RSRS and SECR are transitioning processes involving congregations, schools, other entities, and districts from paper/signature to digital/login, and has been tasked by the Council of Presidents with absorbing from an outside contractor and significantly enhancing support for the ordained call process ("PIF/SET to OMIF transition"). Unifying and enhancing the system will—at a time when frustration with the call process is increasing and pressure is on to reduce overhead at all levels—deliver significant value to district offices, congregations and other calling entities, and the individual members of the Synod. A successful transition is "mission-critical" for the Synod at large and depends on significant IT resources in the next 3-5 years, and design for maintainability. Overall increase from FY20 expenditure to FY21 estimate reflects principally an increase in OIS Direct Billed Support, relating to technology projects described, from \$49,677 actual in FY20 to \$119,042 proposed in FY21. This more than offsets what would otherwise (due principally but not exclusively to the RIF) been a net reduction.

IDENTIFYING CHARACTERISTICS AND CORE COMPETENCIES	
TODAY	PREFERRED FUTURE
<ul style="list-style-type: none"> • SECR / RSRS provides quality and timely Constitution- and Bylaw- mandated governance and process support to the Synod at the national, district, circuit, and at-large levels, in daily administration and in its conventions. • The LCMS Information Support Network (LISN) provides the official core database for Synod and district rosters and statistics, but users interact, often through paper, with many other processes and systems. • Core LISN data collection processes are transitioning to automated processing of online submissions but old labor-intensive data entry from paper forms, requiring regular post-entry integrity checking remains. • RSRS provides to the ministry areas and membership of Synod: official LCMS lists and associated data, expert research and analysis in the areas of religious sociology, program effectiveness, quality assurance, and more. • RSRS is comprised primarily of analytical and data entry staff transitioning towards a customer service, analysis, and application support focus as more processes are automated. 	<ul style="list-style-type: none"> • SECR/RSRS provides quality and timely support with an increasingly proactive and engaging stance. SECR is freed to address "bigger picture" items presently severely cramped by "process triage." • LISN supports core processes as well as core data, with the majority of users interacting directly with the system, improving efficiency, integrity, and service of Synod’s membership. • Fully online LISN data collection / process facilitation with automated data integrity checks, workflows and communications, and integrated with key process partners (principally, LCMS districts). • RSRS provides to the ministry areas and membership of Synod: reliable, accessible, and interactive data products and top-quality and timely research and analysis clearly characterizing the state of the Synod in its constituent parts and guiding efficient and effective ministry decisions. • RSRS staff possess strong analytical skills and enhanced research capacity, backed by modern "big data" resources and a flexible and expansible core database and augmented with the customer engagement, training, and support skills needed to engage the broader Synod effectively with its data.

TO MOVE FROM "TODAY" TO THE "PREFERRED FUTURE", WHAT MUST...		
START?	STOP?	CHANGE?
<ul style="list-style-type: none"> Designing and developing the remaining online, automated tools necessary to eliminate paper form data entry, including: president voter registration; convention delegate and representative registration; and, LCMS District roster change forms and related processes. Implementing additional enhanced reporting tools for generating data and analysis in the Research Services area. Using more secure and efficient means of delivering data files to partners (i.e. LCEF, CPS, Foundation). Developing/training staff to effectively transition from a primarily data entry shop to a service and support focus. 	<ul style="list-style-type: none"> Inefficient and error-prone paper form / data entry interaction Using antiquated, less secure, less efficient means of data distribution Emphasizing skill sets needed in a primarily data entry shop Compartmentalization and duplication of data across multiple systems operated by multiple agencies and external contractors 	<ul style="list-style-type: none"> Mindsets and attitudes towards workflows built around existing paper and labor-intensive tools. Review all position descriptions and update them to reflect the "preferred future" state of RSRS Relationships with data producers and consumers in corporate Synod, entities, and agencies, to move from labor-intensive use of "general purpose" and published resources to online-interactive use of "live data"

INFLUENCING FACTORS TO MONITOR (trending keys: + = helping, - = hurting, ? = indeterminate, x = known obstacle or challenge)	
Internal to unit, other LCMS units, agencies and auxiliaries	External
<ul style="list-style-type: none"> + Working relationships with key partners in district offices and other departments and agencies opening ways together to more efficient patterns of work and more effective administration of Synod's processes + RSRS staffed to meet current needs while pursuing future objectives + IT staffed with skilled developers needed for system enhancements - Multiple projects with concurrent deadlines, too few IT staff to run simultaneously ? Funding availability to reposition staff through training, promotion or position replacement + Work with OTP and convention management staff to ensure data and reporting requirements are met x Lack of cohesive document management / information management approach complicates effective integration of systems and processes x Limitation of financial resources for in-person meeting of commissions and activities that are key to the proper governance of the Synod (CCM and COH) and to the "big discussions" that could move Synod forward together (COP, separately reported) 	<ul style="list-style-type: none"> + Work with district offices to evolve process; excellent participation by district presidents, district president administrative assistants, and subject matter experts to build a system that truly serves the Synod's needs + Work with Lane Seitz / Holybytes to transition data and training/support + Availability/supportability of open source technology stacks x Potential for districts to "need" to maintain duplicate data sets due to phased OMIF project implementation x External user acceptance and acclimation to new online tools and automated workflows

KEY PERFORMANCE INDICATORS (KPIs) — UPDATE FOR EACH BOD MEETING			
KPI	Target/Goal	Result	Comments
Implementation of online president voter registration	100% implemented by June 2021	5% complete	With implementation of the online registration projects and OMIF (Ordained Minister Information Form, replacing "PIF" and "SET" as source for call information on pastors), additional performance goals will include labor and process time reductions.
Implementation of online convention delegate/ representative registration	100% implemented by June 2021	2% complete	
Development of system requirements for Ordained Minister Information Form (OMIF)	100% documented and delivered to IT by November 2020	5% complete	
Provide customer support training to Rosters and Statistics staff	Training complete by November 2020. Reduce customer response time from within 2 bus. days to 1.	Not started	
Measure and improve user-experience satisfaction rate	User satisfaction measure implemented	Not started	
Adequate Synod leadership "SITREP" of pastoral staffing of congregations	Parochial Service Report implemented with COP	Final districts to report in Sept 2020	

NOTE: highlight any new KPIs added; strikethrough any prior KPIs eliminated

OUTCOME MILESTONES (NEXT 24 MONTHS) — UPDATE FOR EACH BOD MEETING		
Outcome	Month	Comments
Online process for president voter registrations, including automated workflow and communication.	June 2021	
Online process for convention delegate and representative registrations, including automated workflow and communication.	June 2021	
OMIF system and process requirements documented	October 2020	
Customer support training and user satisfaction tracking	February 2021	

NOTE: highlight any new milestones added; ~~strikethrough~~ any prior milestones completed; highlight any adjustments to target dates

NEW OPPORTUNITIES, NOT YET ADDRESSED — UPDATE FOR EACH BOD MEETING	
Opportunity	Commentary
•	

NOTE: highlight any new opportunities added; ~~strikethrough~~ any previously-listed new opportunities dismissed

FOR BOD CONSIDERATION/AWARENESS — UPDATE FOR EACH BOD MEETING
<ul style="list-style-type: none"> COVID-19 Survey Analysis

MISCELLANEOUS NOTES (OPTIONAL — UPDATE FOR EACH BOARD MEETING)

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