Amounts reflect audited information received January 4, 2021.
### SEVEN MISSION PRIORITIES

<table>
<thead>
<tr>
<th><strong>1</strong></th>
<th><strong>2</strong></th>
<th><strong>3</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>PLANT, sustain, and revitalize Lutheran churches</strong></td>
<td><strong>SUPPORT and expand theological education</strong></td>
<td><strong>PERFORM human care in close proximity to Word and Sacrament ministries</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>4</strong></th>
<th><strong>5</strong></th>
<th><strong>6</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>COLLABORATE with the Synod’s members and partners to enhance mission effectiveness</strong></td>
<td><strong>PROMOTE and nurture the spiritual, emotional, and physical well-being of pastors and professional church workers</strong></td>
<td><strong>ENHANCE early childhood, elementary and secondary education, and youth ministry</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>7</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>STRENGTHEN and support the Lutheran family in living out God’s design</strong></td>
</tr>
</tbody>
</table>

---

### OUR 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 (adopted by the Synod in convention, 1995), making disciples — for life!

Guided by the mission statement of the LCMS, the people serving at the LCMS International Center labor to synchronize the strategic internal ministry capabilities and coordinate with the districts, agencies, auxiliaries, educational institutions, Recognized Service Organizations and formal international church partners of the Synod to enhance efforts and activities that make known the love of Christ throughout the world, as together our Synod makes disciples — for life.

---

*Making Disciples for Life* is the current triennial mission emphasis of The Lutheran Church—Missouri Synod, adopted at the 2019 LCMS national convention.
Dear Contributors of The Lutheran Church—Missouri Synod,

Grace and peace in Jesus.

2020 was a strange and challenging year. Thanks to many significant factors — including a very painful reduction in force and a strong response by you, the donors of the LCMS — we have been able to fund all missionaries and we have been able to significantly reduce internal borrowing, which is for the most part done against LCMS Board of Directors funds designated for some general future use.

God’s people are increasing their direct giving, particularly to undesignated categories. This is occurring despite the continued 40-year decline in dollars that are first given into the local offering plate, then passed to district and finally to Synod. More people are joining you as ongoing contributors to the LCMS. We thank God for you and continue to pass along a greater percentage of donated dollars directly to the work God has given us to do, as noted by our auditors (see Page 5).

The operation of the programs of the national Synod is lean and mean. We have fewer than 10 people in our Office of International Mission, who serve the needs of 120 missionaries and their families. We have clergy serving only in roles that require them. Our great mercy and disaster work continues to allow the Synod, districts and congregations to care for thousands upon thousands of people. Your gifts have made all the difference for hundreds of pastors, teachers and church workers who have needed a helping hand during lean times due to the virus. The Office of National Mission has forged ahead on many fronts, including production of a study of 40 years of LCMS church planting in the U.S.

We remain unequivocally committed to the saving Gospel of the free forgiveness of sins in Christ as delivered and defined by Scripture, and confessed in Luther’s Small Catechism, for ALL people. I and our staff are 100 percent committed to the inerrant and verbally inspired Word of God, in which we recognize the voice of our Savior in both Law and Gospel. We confess the Book of Concord in toto, and it shapes and informs all daily work.

There are many challenges. And there are many blessings. And there is one Lord Jesus Christ, to whom be the glory forever and ever. Amen.

Pastor Matthew C. Harrison
# Fiscal Year 2020 (July 2019 – June 2020)

<table>
<thead>
<tr>
<th>Chief Mission Officer</th>
<th>Plan (Budget)</th>
<th>Expenditures</th>
<th>Available Net Assets Released</th>
</tr>
</thead>
<tbody>
<tr>
<td>International Mission, incl. Projects and Ministry to the Armed Forces</td>
<td>11,958,713</td>
<td>9,763,978</td>
<td>8,745,558</td>
</tr>
<tr>
<td>International Missionaries &amp; Workers</td>
<td>13,479,017</td>
<td>11,378,145</td>
<td>11,378,145</td>
</tr>
<tr>
<td>National Mission, Programs and Projects</td>
<td>6,798,596</td>
<td>4,231,754</td>
<td>2,824,305</td>
</tr>
<tr>
<td>National (domestic) Missionaries</td>
<td>483,389</td>
<td>199,297</td>
<td>173,043</td>
</tr>
<tr>
<td>National Youth Gathering</td>
<td>9,708,130</td>
<td>9,477,988</td>
<td>9,139,572</td>
</tr>
<tr>
<td>Disaster Response; Disaster Relief</td>
<td>3,314,886</td>
<td>1,431,431</td>
<td>1,431,431</td>
</tr>
<tr>
<td>Pastoral Education</td>
<td>963,521</td>
<td>515,078</td>
<td>233,371</td>
</tr>
<tr>
<td>Seminary Subsidies &amp; Joint Sem. Fund</td>
<td>2,270,227</td>
<td>3,589,553</td>
<td>2,945,326</td>
</tr>
<tr>
<td>Global Seminary Initiative</td>
<td>240,000</td>
<td>333,139</td>
<td>333,139</td>
</tr>
<tr>
<td>Communications</td>
<td>3,060,892</td>
<td>2,421,111</td>
<td>402,722</td>
</tr>
<tr>
<td>Mission Advancement</td>
<td>7,281,932</td>
<td>6,162,623</td>
<td>4,157,286</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Office of the President, BOD, COP</th>
</tr>
</thead>
<tbody>
<tr>
<td>University Education</td>
</tr>
<tr>
<td>KFUO</td>
</tr>
<tr>
<td>Ecclesiastical Services (incl. Convention)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Chief Financial Officer, Chief Adm. Officer</th>
</tr>
</thead>
<tbody>
<tr>
<td>Common Services</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Release of Unrestricted Net Assets</th>
</tr>
</thead>
<tbody>
<tr>
<td>Plan (Budget)</td>
</tr>
<tr>
<td>Totals</td>
</tr>
</tbody>
</table>
SPENDING: HOW DOLLARS WERE PUT TO WORK

Total $67,254
($s in thousands)

Program Area

<table>
<thead>
<tr>
<th></th>
<th>Direct Services</th>
<th>Indirect Services</th>
<th>Combined Program Costs</th>
<th>Percent of Total Expenses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Int'l &amp; Nat'l Mission (incl. Youth Gath.)</td>
<td>$36,483</td>
<td>$4,244</td>
<td>$46,316</td>
<td>69%</td>
</tr>
<tr>
<td>Pastoral education</td>
<td>$4,438</td>
<td>$516</td>
<td>$5,045</td>
<td>8%</td>
</tr>
<tr>
<td>University education</td>
<td>$755</td>
<td>$88</td>
<td>$843</td>
<td>1%</td>
</tr>
<tr>
<td>Communications</td>
<td>$2,421</td>
<td>$282</td>
<td>$2,703</td>
<td>5%</td>
</tr>
<tr>
<td>KFUO</td>
<td>$961</td>
<td>$112</td>
<td>$1,073</td>
<td>2%</td>
</tr>
<tr>
<td>Ecclesiastical programs</td>
<td>$7,918</td>
<td>$921</td>
<td>$8,839</td>
<td>15%</td>
</tr>
<tr>
<td><strong>Sub-totals</strong></td>
<td>$52,975 (79%)</td>
<td><strong>$6,163 (9%)</strong></td>
<td>$59,138</td>
<td></td>
</tr>
<tr>
<td><strong>Total Expenditures</strong></td>
<td></td>
<td></td>
<td><strong>$67,254 (100%)</strong></td>
<td></td>
</tr>
</tbody>
</table>

a. Board of Directors, Chief Administrative Officer, Chief Financial Officer, Risk Management, Audit, Accounting, Information Technology, Human Resources, Operational Services.

b. Ecclesiastical Programs encompasses the constitution- and bylaws-mandated elected or appointed officers, mission boards, commissions and functions focused on strengthening our life-together and our confession as Christians in the LCMS and its global partner churches. Because they are mandated in the Constitution and Bylaws, the BBB classifies them as an expected program of the LCMS, not an indirect services aspect.

c. The Better Business Bureau, Guidestar and Charity Navigator endorse a standard that indirect services costs should not exceed 33–35% of a nonprofit’s total expenditures, with program expenditures being not less than 65–67% of the total.

SECTION 5
The program spending ratio, the proportion of expenditure that goes to the LCMS mission as opposed to management and general or fundraising expenses, has increased to 77 and 79% in the last two years, comparing favorably to the ‘rule of thumb’ target of 75%.”

Our Synod at a Glance

**EMPLOYEES**

Corporate Synod (FTE) 171*
LCMS Foundation (FTE) 54
Concordia Plans 158
Lutheran Church Extension Fund 124

**MISSION EXTENDERS**

LCMS Districts 35
International Partner Churches (formal fellowship) 39
Emerging Int’l Partners (requesting fellowship) 1
Recognized Service Organizations (RSOs) 191
Auxiliaries 2

* Excludes international & national missionaries

---

**Statement of Financial Position (Condensed) — audited**

($s in thousands)

<table>
<thead>
<tr>
<th>As of June 30</th>
<th>2020</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Assets</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash &amp; Receivables</td>
<td>33,515</td>
<td>57,596</td>
</tr>
<tr>
<td>Property, Investments, Other</td>
<td>80,882</td>
<td>64,216</td>
</tr>
<tr>
<td><strong>Total Assets</strong></td>
<td><strong>114,397</strong></td>
<td><strong>121,812</strong></td>
</tr>
<tr>
<td>Liabilities</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Payable (Due) to Others</td>
<td>9,860</td>
<td>8,845</td>
</tr>
<tr>
<td>Deferred Revenue</td>
<td>0</td>
<td>14,177</td>
</tr>
<tr>
<td>Other</td>
<td>690</td>
<td>723</td>
</tr>
<tr>
<td><strong>Total Liabilities</strong></td>
<td><strong>10,550</strong></td>
<td><strong>23,745</strong></td>
</tr>
<tr>
<td><strong>Net Assets (Assets Minus Liabilities)</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Without restrictions on use</td>
<td>10,753</td>
<td>8,979</td>
</tr>
<tr>
<td>Carrying restrictions on use, including property</td>
<td>93,094</td>
<td>89,088</td>
</tr>
<tr>
<td><strong>Total Net Assets — End of Fiscal Year</strong></td>
<td><strong>103,847</strong></td>
<td><strong>98,067</strong></td>
</tr>
</tbody>
</table>

**Revenue and Net Asset Releases (Condensed) — audited**

($s in thousands)

<table>
<thead>
<tr>
<th>Revenue and Net Asset Releases</th>
<th>2020</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>District Pledges (Worship Offerings) Received</td>
<td>12,971</td>
<td>13,262</td>
</tr>
<tr>
<td>Charitable Contributions Released</td>
<td>38,809</td>
<td>51,578</td>
</tr>
<tr>
<td>Investment Returns/Sale of Fixed Assets</td>
<td>6,484</td>
<td>25,879</td>
</tr>
<tr>
<td>Sales &amp; Services, incl. Nat’l Youth Gathering &amp; Convention</td>
<td>14,770</td>
<td>4,052</td>
</tr>
<tr>
<td><strong>Total Net Asset Releases (Income)</strong></td>
<td><strong>73,034</strong></td>
<td><strong>94,771</strong></td>
</tr>
</tbody>
</table>

**Expenditures (Expenses)**

($s in thousands)

<table>
<thead>
<tr>
<th>Expenditures (Spending)</th>
<th>2020</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Direct Services (Program)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Missions — ONM &amp; OIM, , incl. Nat’l Youth Gathering</td>
<td>36,483</td>
<td>29,012</td>
</tr>
<tr>
<td>Pastoral Ed/Seminaries; Universities</td>
<td>5,193</td>
<td>17,077</td>
</tr>
<tr>
<td>Communications, KFUO</td>
<td>3,382</td>
<td>4,333</td>
</tr>
<tr>
<td>Ecclesiastical Programs, incl. Synod Convention</td>
<td>7,917</td>
<td>6,202</td>
</tr>
<tr>
<td><strong>Total Direct Services (Program)</strong></td>
<td><strong>52,975</strong></td>
<td><strong>56,624</strong></td>
</tr>
<tr>
<td>Indirect Services (Program Support)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Management &amp; General Overhead</td>
<td>8,116</td>
<td>10,379</td>
</tr>
<tr>
<td>Contributor Support &amp; Fundraising</td>
<td>6,163</td>
<td>6,207</td>
</tr>
<tr>
<td><strong>Total Indirect Services (Program Support)</strong></td>
<td><strong>14,279</strong></td>
<td><strong>16,586</strong></td>
</tr>
<tr>
<td><strong>Total Expenditures (Spending)</strong></td>
<td><strong>67,254</strong></td>
<td><strong>73,210</strong></td>
</tr>
</tbody>
</table>

**Change in Net Assets (Bottom Line)**

($s in thousands)

<table>
<thead>
<tr>
<th>Change in Net Assets (Bottom Line)</th>
<th>2020</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net Assets — Beginning of Year</td>
<td>98,067</td>
<td>76,506</td>
</tr>
<tr>
<td><strong>Net Assets — End of Year (June 30)</strong></td>
<td><strong>103,847</strong></td>
<td><strong>98,067</strong></td>
</tr>
<tr>
<td>Change — Increase (Decrease) in Net Assets</td>
<td>5,780</td>
<td>21,561</td>
</tr>
</tbody>
</table>

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Report to the Synod Board of Directors by the Independent Auditor (November 2020 BOD minutes). Management and General Overhead includes the Board of Directors, Chief Administrative Officer, Chief Financial Officer, Risk Management, Human Resources, Internal Audit, Accounting, Information Technology, Building Services & Maintenance, and Travel & Meetings. Under the LCMS Constitution and Bylaws, LCMS Mission Advancement is considered a programmatic unit under the Chief Mission Officer. By accounting regulations it is grouped with indirect services. Elected and appointed officers, boards and commissions, and rosters (grouped as ecclesiastical services) are considered by the BBB and accounting principles to be constitution-mandated direct (programmatic) services, not general administration/overhead.
The composition of the Board of Directors is defined in Synod Bylaw 3.3.4.1.

The Rev. Dr. Michael Kumm
Chairman
Dakota Dunes, S.D.

Mr. Ed Everts
Vice-Chairman
Daytona Beach Shores, Fla.

Mr. Keith Frndak
Audit Committee Chair/
Board Treasurer
Saxonburg, Penn.

Mr. Larry Harrington
Casper, Wyo.

The Rev. Dr. Matthew C. Harrison
St. Louis, Mo.

Mr. Andrew Grams
Franklin, Tenn.

The Rev. Peter K. Lange (Non-voting)
St. Louis, Mo.

The Rev. Josemon Hoem
Murphysboro, Ill.

Dr. Jan Lohmeyer
Waveland, Miss.

Mr. Christian Preus
Minneapolis, Minn.

Dr. Jesse Yow
Livermore, Calif.

The Rev. Dr. John W. Sias
St. Louis, Mo.

Mr. Rick Stathakis
Shelby Township, Mich.

OFFICERS
(ELECTED IN CONVENTION)

The Rev. Dr. Matthew C. Harrison
LCMS President

The Rev. Peter K. Lange
LCMS First Vice-President

The Rev. Dr. John W. Sias
St. Louis, Mo.

The Rev. Christopher Esget
LCMS Fifth Vice-President
East-Southeast Region

The Rev. Benjamin T. Ball
LCMS Sixth Vice-President
Central Region

OFFICERS
(APPOINTED)

The Rev. Kevin D. Robson
Chief Mission Officer
Appointed by LCMS President

Mr. Rick Stathakis
Chief Administrative Officer/
Interim LCMS Chief Financial Officer
Appointed by the Board of Directors

FROM THE 2020 AUDITED FINANCIAL STATEMENTS
INDEPENDENT AUDITORS REPORT

OPINION
In our opinion, based on our audit and the report of the auditors, the consolidated financial statements referred to above present fairly, in all material respects, the consolidated financial position of The Lutheran Church—Missouri Synod and Subsidiaries as of June 30, 2020 and 2019, and the consolidated changes in their net assets and their cash flows for the years then ended in accordance with accounting principles generally accepted in the United States of America.

EMPHASIS OF MATTER
In March 2020, the World Health Organization declared COVID-19 to constitute a “Public Health Emergency of International Concern.” As discussed in Note T to the consolidated financial statements, given the uncertainty of the situation, the duration of any business disruption and related financial impact cannot be reasonably estimated at this time. Our opinion is not modified with respect to this matter.

Brown Smith Wallace, LLP
St. Louis, Missouri
November 19, 2020

(Financial Information and Auditor Reports are publicly accessible at lcms.org/bod under the “Financials” tab.)
# Detailed Breakdown

<table>
<thead>
<tr>
<th>Area of Oversight</th>
<th>Budget</th>
<th>Spending</th>
<th>Source of $s</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Chief Mission Officer</strong></td>
<td>BOD-Approved Plan for FY20</td>
<td>Actual FY20 Expenditures**</td>
<td>Under-(Over)-Spending Plan</td>
</tr>
<tr>
<td>International work, Missionaries, MAF, Int’l Disasters</td>
<td>$26,736,815</td>
<td>$21,608,510</td>
<td>$5,128,305</td>
</tr>
<tr>
<td>National work, Missionaries, Disaster Response</td>
<td>9,297,786</td>
<td>5,396,095</td>
<td>3,901,691</td>
</tr>
<tr>
<td>Nat’l Youth Gathering</td>
<td>9,708,130</td>
<td>9,477,988</td>
<td>230,142</td>
</tr>
<tr>
<td>Pastoral Education incl. JSF, seminary subsidies</td>
<td>3,473,748</td>
<td>4,437,770</td>
<td>(964,022)*</td>
</tr>
<tr>
<td>Communications</td>
<td>3,060,893</td>
<td>2,421,111</td>
<td>639,782</td>
</tr>
<tr>
<td>Mission Advancement</td>
<td>7,281,932</td>
<td>6,162,623</td>
<td>1,119,309</td>
</tr>
<tr>
<td><strong>Office of the President, COP, Commissions</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ecclesiastical programs, incl. 2019 Convention</td>
<td>10,514,806</td>
<td>7,917,668</td>
<td>2,597,138</td>
</tr>
<tr>
<td>KFUO</td>
<td>1,031,514</td>
<td>960,821</td>
<td>70,693</td>
</tr>
<tr>
<td>University Education</td>
<td>1,996,148</td>
<td>755,409</td>
<td>1,240,739</td>
</tr>
<tr>
<td><strong>Chief Financial Officer, Chief Adm. Officer</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Common Services; Board of Directors</td>
<td>8,174,926</td>
<td>8,116,473</td>
<td>58,453</td>
</tr>
<tr>
<td><strong>TOTALS</strong></td>
<td>81,276,698</td>
<td>67,254,468</td>
<td></td>
</tr>
</tbody>
</table>

**Source of Revenue**

- Fee & Sales Revenues: $19,857,531
- Release of Donor-Restricted Net Assets: $32,716,046
- Release of Unrestricted Net Assets: $14,680,891

*This item exceeded the forecasted budget due to the generosity of our donors, which allowed the Synod to supply more financial resources to the seminaries than planned. Please see Page 11 for additional information.*
As of June 30, 2020, the current force of 121 LCMS missionaries serving internationally and domestically:

**LCMS MISSIONARY TEAM**
- International regions: 4
- Missionaries (headcount): 121
- Missionaries (family units): 108
- Alliance missionaries: 10

**MINISTRY TO THE ARMED FORCES**
- LCMS Military Service Branch Chaplains: 154
- Ministry Staff: 3

Missionaries are shown by headcount, not households. For example, a couple comprised of an LCMS pastor and his LCMS deaconess wife are counted as two missionaries if both have calls to serve as LCMS missionaries. A couple where only one individual holds the call or appointment to serve is counted as only one missionary.
## Contributions Received for Gospel Witness and Mandated Work — adjusted and audited

### Fiscal Year 2020

<table>
<thead>
<tr>
<th>DONORS</th>
<th>GIFTS</th>
<th>AMOUNT ($)</th>
</tr>
</thead>
<tbody>
<tr>
<td>35</td>
<td>436</td>
<td>13,057,443</td>
</tr>
<tr>
<td>6,232</td>
<td>9,098</td>
<td>3,099,025</td>
</tr>
<tr>
<td>13,665</td>
<td>25,893</td>
<td>6,207,490</td>
</tr>
<tr>
<td>14,360</td>
<td>55,128</td>
<td>19,188,600</td>
</tr>
<tr>
<td>2,331</td>
<td>3,927</td>
<td>1,285,293</td>
</tr>
<tr>
<td>1,397</td>
<td>2,217</td>
<td>1,278,564</td>
</tr>
<tr>
<td>4,083</td>
<td>6,082</td>
<td>3,131,395</td>
</tr>
<tr>
<td>728</td>
<td>789</td>
<td>894,469</td>
</tr>
<tr>
<td>1,304</td>
<td>2,685</td>
<td>878,773</td>
</tr>
<tr>
<td>216</td>
<td>3,755</td>
<td>338,530</td>
</tr>
<tr>
<td><strong>44,351</strong></td>
<td><strong>110,010</strong></td>
<td><strong>48,854,581</strong></td>
</tr>
</tbody>
</table>

### DONORS

- District contributions to Synod Unrestricted
- Individual contributions to Synod Unrestricted
- Shared Funds — Global Witness & Mercy, National Offering
- International Only (work/missionaries) — Witness & Mercy
- National Only (work/missionaries only) — Witness & Mercy
- Shared Funds — Disaster Response Work
- Pastoral Ed, incl. LCMS Joint Seminary Fund, GSI (general)
- Global Seminary Initiative — International Student Scholarships
- Worldwide KFUO
- Synod — Other Restricted Uses

### Fiscal Year 2019

<table>
<thead>
<tr>
<th>DONORS</th>
<th>GIFTS</th>
<th>AMOUNT ($)</th>
</tr>
</thead>
<tbody>
<tr>
<td>35</td>
<td>439</td>
<td>13,799,617</td>
</tr>
<tr>
<td>4,805</td>
<td>7,618</td>
<td>3,391,909</td>
</tr>
<tr>
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<td><strong>54,125</strong></td>
<td><strong>117,910</strong></td>
<td><strong>59,223,215</strong></td>
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</table>

### SYNOD RESTRICTED CAMPAIGNS & SPECIAL INITIATIVES

- Lutheran Malaria Initiative Campaign (inactive)  
- Old Latin School, Wittenberg (outreach and education work)

<table>
<thead>
<tr>
<th>DONORS</th>
<th>GIFTS</th>
<th>AMOUNT ($)</th>
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</thead>
<tbody>
<tr>
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<td>407</td>
<td>549</td>
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### OTHER ENTITIES/PROGRAMS

- Concordia University System (CUS)
- Lutheran Center for Religious Liberty (LCRL)
- Lutheran Housing Support Corp (ceased operations in FY20)

<table>
<thead>
<tr>
<th>DONORS</th>
<th>GIFTS</th>
<th>AMOUNT ($)</th>
</tr>
</thead>
<tbody>
<tr>
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<td><strong>2,520</strong></td>
<td><strong>3,516</strong></td>
<td><strong>1,066,745</strong></td>
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1 The amount initially reported as Unrestricted contributions and bequests in the FY2019 Annual Report failed to capture bequests and is adjusted here. We regret the error.

2 This figure does not match the amount on the financial statements due to timing issues and recording regulations.

3 While the LMI campaign has ended, contributions to support malaria mercy work continue and are counted under International Only.

Amounts are gross contributions at the tax-deductible value; not adjusted to reflect fundraising, contributor care or regulatory compliance costs.

To continue supporting the work of the LCMS with your contributions, please contact Mission Advancement or visit lcms.org/givenow.
Fiscal Year (FY) 2020 presented a complex set of fundraising challenges to LCMS mission and ministry. As reported in the Synod’s audited financial statements, total FY20 revenue from voluntary charitable contributions, intended by God’s people to support the witness and work of the LCMS in national and international contexts, declined by $11,606,000 compared to FY19. When taking into account contributions provided through the LCMS to support other Synod-created corporate entities — the Concordia University System, the Lutheran Center for Religious Liberty (LCRL) and LCMS National Housing Support Corporation (Lutheran Housing Support) — the decline was $11,881,000. Such reduced contributions, however, were not the result of a diminished spirit of giving or a weakening of our love for sharing the Gospel in word and deed.

So, what was behind the decline?

**BEQUESTS**
The bulk of the decline in charitable funding was in the category of bequests (end-of-life gifts). In this category alone, the total received in FY20 ($5,336,000) was $7,914,000 less than what the LCMS received in FY19 ($13,250,000). Declines in bequests and other estate gifts affected nearly all ministry and program areas, including those funded by unrestricted/undesignated contributions. Neither Synod staff nor contributors determine when estate gifts materialize; only the Lord knows and decides.

**WORSHIP OFFERINGS**
Unrestricted financial support from regular LCMS congregational worship offerings — reported as district support — remained in a decades-long downward trend, one that the auditors noted as being something of concern. These vital financial resources flow from God’s people into the offering plate, then via congregational commitments (budgeted and unbudgeted) to the respective districts. Each LCMS district pledges an annual portion of these gifts received from individuals and congregations to the Synod in order to support constitution- and convention-mandated activities. This unrestricted financial support, if sufficiently robust, can also fill gaps or shortfalls in donor-designated funding that typically supports the Synod’s witness and mercy work.

**MISSIONARY SUPPORT**
Designated gifts and grants in support of LCMS international and national missionaries and humanitarian workers also declined. This was chiefly due to having slightly fewer actively serving missionaries and international workers in FY20, coupled with tighter spending budgets for each position. In the second half of FY20, a temporary moratorium on travel, in response to the coronavirus pandemic, kept many missionaries and LCMS Mission Advancement staff from visiting sponsoring congregations and groups, many of which were not meeting to make mission-focused giving decisions.
GIVING TO DISASTER WORK

A fourth reason for the decline was a decreased demand for LCMS donations to support the Synod’s disaster-response work. Due to churchwide generosity in FY18 and FY19, some of the disaster-restricted gifts received were appropriately carried over into FY20. Recognizing this, LCMS leaders chose to suppress active fundraising appeals in the disaster-response category. As a result, FY20 gifts received for disaster-related work were $2,721,485 less than the amount received in FY19. (LCMS Disaster Response’s budget and spending are accounted for under LCMS National Mission and/or LCMS International Mission, depending on where the work takes place.)

Additional, albeit smaller, changes in gift revenues received occurred in areas such as Church Relations and the Office of the President. In addition, a strategic/operational decision to cease the work of Lutheran Housing Support, whose charitable gifts flowed through the LCMS International Center, was made by that entity’s board of directors.

In response to a philanthropic environment that significantly tightened in the second half of FY20, LCMS Mission Advancement greatly curtailed its spending and, as part of the FY21 operating budget, released 12 staff from employment as part of a reduction-in-force initiative at the LCMS International Center.

Given the fiscal uncertainty caused by the coronavirus pandemic, the runup to the 2020 national elections and other factors beyond the Synod’s direct control, LCMS Mission Advancement — including Mission Central in Mapleton, Iowa — pivoted to a stronger advocacy for gifts with agility in how they are ultimately spent. In contrast to a gift carrying tight restrictions on use (e.g., “only for work in Panama”), the LCMS openly invited unrestricted support and gifts with greater flexibility (e.g., to the Global Mission Fund, World Relief and Human Care, International Mission: Where Needed Most, and National Mission: Where Needed Most). Contributors responded favorably in nearly all of those areas.

Funding for LCMS International and National Mission — especially in unrestricted or less-restricted support for international mission work — is proving to be a tremendously challenging puzzle to solve, while opportunities (and a corresponding financial pressure to raise funds) in both categories remain abundant. By God’s grace, donations to the Global Mission Fund as well as LCMS World Relief and Human Care have afforded the LCMS a stream of funds with enough flexibility to help alleviate some of this pressure.

LCMS Mission Advancement continued to encourage God’s people in their support of the Synod’s seminaries (through the LCMS Joint Seminary Fund) and their students (through the Global Seminary Initiative [GSI], GSI International Student Scholarships and seminary student financial aid). Tremendous generosity to these areas allowed the LCMS Office of Pastoral Education to confidently supply more financial resources to the seminaries than initially forecasted and budgeted (see Page 7).

LCMS Mission Advancement is contracted to provide fundraising and donor-care services to the Lutheran Center for Religious Liberty (LCRL), a separately incorporated entity wholly owned by the LCMS. The LCRL was blessed by higher levels of generosity despite an observed plateauing in the number of gifts and contributors. The LCRL is in the early phases of soliciting contributors on its own. As the center becomes increasingly self-sufficient in its advancement and fundraising efforts, contributions to the LCRL reported by the LCMS are expected to flatten and then decline.

The LCMS continues to depend almost exclusively on the voluntary contributions of God’s people, supplied in various ways and through various means, to fund Gospel-focused work at the national- and international-levels. For all who gave generously in Fiscal Year 2020, thank you for being an integral and vital part of our eternally meaningful mission as Christ’s disciples.

To offer feedback on this Annual Report or provide suggestions that may shape future Annual Reports, please contact LCMS Mission Advancement at 888-930-4438 or mission.advancement@lcms.org.
### LUTHERAN SCHOOLS — ENROLLMENT

#### Preschools
- **Headcount:** 94,581

#### Child Care Centers
- **Headcount:** 94,581

#### Elementary Schools (K-8)
- **Headcount:** 69,177

#### High Schools
- **Headcount:** 16,720

#### International Schools
- **Headcount:** 3

#### Colleges/Universities
- **Headcount:** 38,298
- **Full-time Equiv.:** 24,504
- **Church Work:** 978

**By school:**
- Concordia, Ann Arbor (CUW) 1,328
- Concordia, New York 2,610
- Concordia, Chicago 8,140
- Concordia, Irvine 5,272
- Concordia, Nebraska 3,955
- Concordia, St. Paul 6,795
- Concordia, Texas 3,158
- Concordia, Wisconsin 7,040

#### Seminaries — Total enrollment
- **Headcount:** 1,125
- **Full-time Equiv.:** 642

**By school:**
- Concordia Theo. Seminary, Fort Wayne 313
- Concordia Seminary, St. Louis 637

#### Seminaries — Ordination-track only
- **Headcount:** 608
- **Full-time Equiv.:** 443

**By school:**
- Concordia Theo. Seminary, Fort Wayne 175
- Concordia Seminary, St. Louis 398
### Our Synod at a Glance

**CONGREGATIONS**
- Continuing congregations: 5,877
- New church starts: 99
- **Total**: 5,976

**CHURCH WORKERS**
- Pastors (Active assignment): 5,938
- Pastors (Candidates for calls): 370
- Teachers: 6,842
- Deaconesses: 248
- Directors of Christian Education: 818
- Directors of Christian Outreach: 35
- Other rostered workers: 396
- Retired workers, including pastors: 7,094

**Baptized congregants**: 1,861,129
**Confirmed congregants**: 1,469,561
**Reported attendance**: 669,065