

AFLC World Mission Corporation

Board of Directors Manual

[DEVELOPMENT DATE Sept 2022]

[UPDATED June 2023 – Purpose Statement Updated]

[UPDATED Sept 2023]

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Organizational Profile

Declaration of Faith

The members of the World Mission Board of the Association of Free Lutheran Congregations and its missionaries believe and confess the Holy Scriptures, the Canonical Books of the Old and New Testament, to be the inspired Word of God, revealed for the salvation of men. They are the only infallible and inerrant source and rule of faith, doctrine, and life for the Christian. The World Mission Board and its missionaries also accept the Lutheran Church's Confession of Faith in the Apostolic, Nicene, and Athanasian Creeds, the unaltered Augsburg Confession, and Luther's Small Catechism as correct expositions of the Word of God. All doctrinal instruction and action of this Board and its missionaries shall conform therewith, and to that end, the bylaws are promulgated in its Articles of Incorporation.

History

Pastor Craig Johnson wrote a brief description of the beginning of AFLC World Missions for the 2022 Annual Report to the 60th Annual Conference of the Association of Free Lutheran Congregations, which was assembled June 15-18, 2022, at the Association Retreat Center in Osceola, Wisconsin.

When the AFLC began in 1962, one of the first things the new association wanted was a mission field. The founder of the Lutheran Free Church movement, Georg Sverdrup, wrote often about missions. The passion to share the good news of Jesus with those who had never heard was ingrained in the founders of the AFLC. As they started a new association, they longed for a new mission work they could support and call their own.

Rev. John and Ruby Abel had been missionaries in South America with another Lutheran mission organization. They were in the United States on furlough and concerned with the direction their previous church body was headed. They were looking for a new home. In what was a God-planned coincidence, Pastor Abel was at the same event as Pastors John Strand and Raynard Huglen. They all met, and soon afterward, Pastor Abel became the first mission director of the AFLC, overseeing both Home and World Missions.

The Abels had a deep desire to return to the mission field of Brazil. In 1963 Pastor Abel shared his passion while speaking at special meetings at an AFLC church in Greenbush, Minn. Another young man was farming in Badger, Minn., and doing carpentry. He was wrestling with a feeling that God was wanting him to serve on the mission field. Friends encouraged him to go hear Pastor Abel speak. The message that evening was from Romans 10:14: "And how can they believe in the one of whom they have not heard? And how can they hear without someone preaching to them?" The conviction kept driving deeper into the heart of the young farmer, Alvin Grothe. First his wife, Frances, became convinced God was calling them to the mission field, and then Alvin got on his knees, surrendered to the Lord and said he was willing to go wherever God was calling them.

At the 1964 Annual Conference, the less-than-two-years-old association stepped out in faith and commissioned two missionary families to go to Brazil. The Abels had seven kids, and the Grothes had six. The young, small church body trusted God would provide.

The first Annual Conference of AFLC Brazil took place in 1966. The mission work in Brazil has continued to grow. Other mission fields have been added, including work in India, Mexico, Uganda, and Paraguay, along with a sister congregation in Switzerland.

Purpose Statement

The purpose of AFLC World Missions is, by the grace of God, to make disciples of all nations through teaching, evangelism, and planting free and living Lutheran congregations.

"Go therefore and make disciples of all the nations, baptizing them in the name of the Father and the Son and the Holy Spirit, teaching them to observe all that I have commanded you; and behold, I am with you always, to the end of the age." Matthew 28:19-20

Vision

We endeavor to live out our purpose to go into all the world, proclaiming the gospel message, plant gatherings of Christians, and equip these growing churches in the study of the Word of God.

Go, Proclaim, Plant, Equip

Go The good news of Christ is for all people around the world. Our calling is to go wherever God calls us and to bring the Gospel to the ends of the earth. "Therefore go and make disciples of all nations ..." (Matthew 28:19).

Proclaim Our calling is to proclaim the good news of Jesus so that people may come to know Him as Lord and Savior. "Day after day, in the temple courts and from house to house, they never stopped teaching and proclaiming the good news that Jesus is the Christ" (Acts 5:42).

Plant According to the Word of God, the congregation is the right form of the Kingdom of God on earth. We believe the best way for people to be reached for Christ and grow in Christ is to be part of a free and living local congregation. A congregation is people gathering to worship, where the Word of God is preached and taught, the sacraments are rightly administered, and there is organization. "Everything must be done so that the church may be built up" (I Corinthians 14:26).

Equip Nationals ought to be equipped by the Word and Spirit of God to live out their faith and lead their congregations. "So Christ Himself gave the apostles, the prophets, the evangelists, the pastors, and teachers, to equip His people for works of service, so that the body of Christ may be built up" (Ephesians 4:11-12).

Strategic Activities (Goals and Objectives)

To our supporters, we commit to serving the congregations of the AFLC by enabling them to make a global impact for the kingdom of God by fulfilling our purpose, vision, and strategic activities.

- Reaching unreached people groups
- Planting free and living Lutheran congregations
- Developing independent congregations
- Establishing Biblical training
- Compassion Ministry - serving those in need with compassion
 - As stated in the "Fundamental principles" of the AFLC, one of the tasks a congregation shall take part in working together is compassion ministry. Fundamental principle number 9: "Among such tasks may be mentioned specifically the training of pastors, distribution of Bible and other Christian literature, home missions, foreign missions, Jewish missions, deaconess homes, children's homes and other work of mercy"
- Preparing future missionaries for service on the field
- Action Plan & Implementation
 - **Vision and Goals** reviewed and updated yearly with the World Mission Board, Missionaries, and staff input. (*Appendix A*)

Foundational & Legal Documents

Organizational By-Laws

The **World Mission Corporation bylaws** (*Appendix B*). They can also be found on the World Mission Corporation secure website <https://www.afcworldmissions.org/afc-members/#> accessed at the bottom of the World Mission Website <https://www.afcworldmissions.org/>; use the password to enter the Corporation site *Equip2024*

Articles of Incorporation

The **World Mission Corporation Articles of Incorporation** (*Appendix C*). They can also be found on the World Mission Corporation secure website <https://www.afcworldmissions.org/afc-members/#> accessed at the bottom of the World Mission Website <https://www.afcworldmissions.org/>; use the password to enter the Corporation site *Serve2025*

Licenses and Permits

The World Mission Corporation has its own EIN (Employee Identification Number) issued by the IRS. It is not a separate 501c3; rather, it operates under the umbrella of the 501c3 of the AFLC. This structure was established by our law firm and reflects how other corporations and some churches within the AFLC function.

A Copy of the EIN letter – *available to view upon request.*

Contracts and Agreements

The AFLC Ministry Service agreement is *available to view upon request.*

This is a legal agreement drafted by the law office and lawyer utilized by the AFLC. It grants the AFLC Business office—an entity within the Coordination Committee Corporation—the authority to conduct business on behalf of the World Mission Corporation.

Relationship of the Parties & Services. The parties agree to enter into an arrangement for AFLC Business Office to provide various administrative, financial, and human resources-related services to the ministry as defined herein.

Policies and Procedures

- Board of Directors Policies
 - The World Mission Corporation elects members of the World Mission Board of Directors. This is a volunteer position. Board members are expected to attend meetings either in person or through technology.
- Operational Policies
 - Meetings are conducted according to the relaxed Roberts Rules of Order. The World Missions Executive Director and the World Missions Office Manager attend all meetings. They also arrange the meeting location and plan the meals and any materials needed during the meeting.
- Administrative and Personnel Policies
 - Administrative policies are outlined in the Employee Handbook and the Policies and Procedure Manual.
 - Communication with World Missions employees and Missionaries. When communicating with missionaries, whether responding to monthly reports or questions from individual employees and missionaries, remember to be clear and transparent in that communication and include the Board and Executive Director in responses when appropriate. Be aware that in responses, you are speaking as an individual Board member and that all decisions must include the entire Board.

- Fiscal Policies
 - Reimbursements
 - Board members can submit reimbursement for:
 - Mileage for traveling to Board Meetings – the standard IRS rate will be used
 - Airline ticket cost for travel to Board Meetings
 - Car rental, meals, and hotel stays related to attending Board Meetings
 - Annual Conference registration; meals, and housing – ½ the total cost to attend Annual Conference
 - A **reimbursement form** is provided at each meeting (*Appendix D*) to be filled out and submitted to the World Mission Office Manager along with receipts. This can be done at the end of the meeting or emailed within a week of the meeting. If submitting for Airline tickets purchased to attend an upcoming meeting, this can be requested by email when tickets are purchased. A check will be mailed out for the reimbursement.
- Procedure for opening new fields of work for AFLC World Missions
 - A visit to the new field by the Executive Director and a World Mission Board representative to investigate the new field and consider possibility for an AFLC work.
 - Communication to the World Missions Corporation and AFLC in general by announcements and/or articles in *The Lutheran Ambassador*, informing about consideration being made by the World Mission Board and seeking prayer.
 - World Mission Board of Directors votes on whether to make a recommendation to the World Mission Corporation to begin a new work.
 - World Mission Corporation at the Annual meeting votes on making a recommendation to the AFLC Annual Conference to approve a new field of work.
 - AFLC Annual Conference approves and recommends the opening of a new field of work.

Board of Directors Operations

Board of Directors Organization

The AFLC determined at its first Conference to continue under the Fundamental Principles of the Lutheran Free Church, committed to promoting free and living congregations. The AFLC is not an incorporated synod but a free association. Each local congregation is a separate corporation, and five additional corporations are sponsored by them to direct our common endeavors.

The World Mission Corporation is one of those five. The officers of the Corporation and the Board of Directors are elected from the 50 members of the World Mission Corporation. The officers of the Corporation shall constitute the Executive Committee. This Corporation operates under its own authority and collaborates with the other AFLC Corporations and ministries.

At the AFLC Annual Conference (held each June), reports on the various ministries are presented, and recommendations are made for the future. The primary purpose of the conference is spiritual edification, and the schedule includes prayer hours, worship services, and business sessions. A unique feature of the free association is that all members of the AFLC congregations may register, vote, and attend.

Individuals are nominated from the Annual Conference floor to serve on the World Mission Corporation and World Mission Board. Those nominations are presented to the World Mission Corporation members at the Annual Meeting during the week of the AFLC Annual Conference. Additional nominations can be made for the Corporation and Board at this meeting. The Corporation members then vote to officially elect the nominated individuals.

The World Mission By-Laws state the following in Article VII 7-4 Tenure:

The Board shall consist of seven (7) men, with a ratio of four (4) laymen to three (3) clergymen at all times (referred to as "director" or "directors"). Within the specified limits, the exact number of directors can be increased or decreased by resolution of the Board. The Vice-President of the Corporation shall serve as a member of the Board and act as the Chairman of the Board. In addition to the Vice-President of the Corporation, the Corporation shall elect up to six (6) directors from the membership of the Corporation.

Directors shall hold office for a term of two (2) years. Each director shall serve for such term and until the election of a successor, or until such director's death, resignation, or removal. No person shall be a member of the Board for more than five (5) successive full terms. This shall not prevent a person after being off the Board for a minimum of one (1) year, from later serving again as a director. If a director ceases to be a member of the Corporation, he shall automatically cease to be a director.

World Missions Board of Directors – (2-year terms)

Missions Corporation Term

Dr. Craig Johnson – 3rd Term Complete 2027	2027
Mr. Kenneth Sletten – 2 nd Term Complete 2026	2029
Rev. David Johnson – 2 nd Term Complete 2026	2029
Dr. Lyle Mattson – 2 nd Term Complete 2026	2030
Rev. Jerry Nelson – 2nd Term Complete 2027	2028
Mr. Mark Riley – 2nd Term Complete 2027	2026
Mr. Bill Sheldon – 1 st Term Complete 2026 (filling unexpired term)	2028

Board of Directors Member Contact List

Dr. Craig Johnson - Chairman
2554 Norway Road
Ferndale, WA 98248
craigj@teleport.com

Mr. Kenneth Sletten
3599 Prindle Road
Duluth, MN 55803-9385
ksletten@cpinternet.com

Rev. David A. Johnson – Secretary
PO Box 130
202 Eastview Drive
Larimore, ND 58251
pennrev@gmail.com

Rev. Jerry Nelson– Vice Chairman
W5073 County Road B
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nelsonjer53@gmail.com

Dr. Lyle Mattson
PO Box 276
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Bill Sheldon
11028 51st St NW
Ray, ND 58849-9249
bjsheldn@nccray.com

Mr. Mark Riley
659 Clifton Rd
Bethel Park PA 15102-1379
rileybuds@gmail.com

Officers of the Board of Directors

- The Chairman also serves as the Vice-President of the Corporation and will be the permanent Chairman of the Board of Directors.
- The Chairman presides over the official meetings of the Board. The Chairman is in direct communication with the Executive Director of the World Mission Department concerning the oversight of the department, its Fields of Work, Missionaries, and staff.
- The members of the Board are to elect the following from its board members:
 - A Vice-Chairman to preside when the Chairman is absent.
 - A secretary is to keep an accurate record of the minutes of board meetings.

- After the Board of Directors' approval, the minutes shall be signed by the Secretary and kept in a secure file in the World Mission office.
- The officers of the Board shall perform such duties or legal responsibilities as may be delegated to them by the Board or the Corporation, subject to the bylaws of the Mission Corporation.

Roles and Responsibilities of the Board of Directors

- Will pray for all aspects of World Missions.
- Attend all Board and special committee meetings and as many functions as possible, such as special events.
- Participate in electronic conference calls as needed throughout the year and communicate via email as situations arise, as email communication occurs very regularly.
- Prepare for board and committee meetings by reviewing the agenda and supporting materials. (There will be considerable reading at times.)
- Take time to think and pray through complex situations and discern God's will.
- Be informed about the organization's mission, services, policies, and programs.
- Serve on committees or task forces and offer to take on special assignments when your capacity allows.
- When appropriate, communicate with missionaries on the field to encourage and understand situations on the field.
- Occasionally writing: Ambassador article as requested; a brief devotional (one Board member per month writes a devotional, which is shared with all missionaries).
- Be willing to lead devotions at Board meetings occasionally.
- Inform others about the organization and advocate for it by promoting AFLC World Missions to individuals and congregations.
- Be willing to travel to a mission field (at times with self-raised funds, which have historically been easily raised); to offer support and gain a better understanding of the work.
- Suggest possible nominees to the Board who can make significant contributions to the Board's and the organization's work.
- Keep up-to-date on developments in the organization's work.
- Follow conflict-of-interest and confidentiality policies.
- Assist the Board in carrying out its fiduciary responsibilities, such as reviewing the organization's financial statements.
- Be open to the possibility of accepting a Board office (Vice-Chairman or Secretary).

Board of Directors Committees

There are no special Board committees at this time.

Code of Ethics and Conduct

These are the responsibility of the World Missions Board of Directors of the Association of Free Lutheran Congregations World Mission Corporation (WM Corporation). The Board commits itself and its members to Godly, ethical, businesslike, and lawful conduct. This includes proper use of authority and appropriate decorum when acting as Board members.

- Members must attest to, actively live out, and uphold their living relationship with Jesus Christ while agreeing to the Statement of Faith Documents, which include the Fundamental Principles, the Declaration of Faith, and the Marriage Family & the Sanctity of Life Conference Resolutions.
 - Members must conduct their personal and professional lives consistent with the Statement of Faith Documents and the Holy Bible, which we agree is the eternal and inerrant Word of God.
 - If a member is unable to maintain a commitment to the Statement of Faith Documents, they must inform the Board immediately and resign their membership from the WM Corporation.

- The Board has the right to remove any Board member or other staff member who has failed to commit to the Statement of Faith Documents.
- Members must have clear loyalty, without conflict of interest, to the interests of the AFLC World Mission Corporation, its mission, its ministries, and its people. This accountability supersedes any conflicting loyalty to advocacy or interest groups and membership on other Boards or staff.
 - Members must avoid conflict of interest and the appearance of conflicts of interest with respect to their fiduciary responsibility.
 - There must be no self-dealing or conduct of private business or personal services between any Board member and the WM Corporation except as procedurally controlled to assure openness, competitive opportunity, and equal access to "inside" information.
 - It shall be deemed a conflict of interest for any board member to be related to any employees who serve under the Board within the 3rd degree of consanguinity or the 2nd degree of affinity. No Board member should be related to the Executive Director of World Missions within the 3rd degree of consanguinity or the 2nd degree of affinity.
 - The following persons are relatives of the employee within the 3rd degree of consanguinity (blood): parent, child, brother, sister, grandparent, grandchild, great-grandparent, aunt, uncle, niece, nephew, and a great-grandchild.
 - The following persons are relatives of the employee within the 2nd degree of affinity (marriage): spouse, spouse's father, spouse's mother, daughter-in-law, and son-in-law.
 - When the Board is to decide upon an issue about which a member has an unavoidable conflict of interest, that member shall absent himself without comment from not only the vote but also from the deliberation.
 - Members must not use their positions on the Board to obtain employment with the WM Corporation for themselves, family members, or close associates. If a member desires employment, they must comply with the World Missions Employee Handbook and follow hiring procedures.
 - Members will annually disclose their involvement with other organizations, vendors, or any other associations that might produce a conflict.
- Board members may not attempt to exercise individual authority over the WM Corporation. A board member is a member of a legal entity; the strength and effectiveness of the Board is as a unit, not as a group of individuals; and decisions of the Board shall be binding on all.
 - Members' interaction with the Chairman or staff must recognize and identify the lack of authority vested in individuals except when explicitly Board-authorized.
 - Members' interaction with the public, press, or other entities must recognize the same limitation and the inability of any Board member to speak for the Board, except when explicitly authorized by the Board. Board Members commit to refer requests for information to the Chairman, Executive Director of World Missions, or other individuals designated by the Board to deal with such inquiries.
- Members will respect the confidentiality appropriate to issues of a sensitive nature, act honestly and openly at all times, and keep the confidentiality of privileged and closed session information. Keep confidential all matters involving the WM Corporation and World Missions Board and any matters brought to the attention of the Board or which the board member becomes aware of that have not been disclosed to the general public. Unless authorized by the Board, not act as a spokesperson for the WM Corporation or Board, and avoid responding to such inquiries, particularly when confidential information is involved.
- Encourage and safeguard open access to the Board while maintaining appropriate and well-defined WM Corporation communication and decision-making channels.
- Respectfully work with other Board members in harmony and cooperation, giving Board Members courteous consideration of their opinions.

- Devote time to activities that will enhance the ability to function effectively as a governing Board member.

The full document with appendix and signature lines will be provided to each Board member by the World Missions office for each Board member to sign and submit to be kept on file by the World Missions office.

Confidentiality Policy

Board members are expected to maintain confidentiality regarding all internal matters of the organization. Board discussions are deemed confidential. Board members should feel free to share their ideas and opinions in an open and welcoming atmosphere; thus, all Board meeting agenda notes and discussions are treated as confidential. Board members and employees must exercise good judgment and caution at all times to prevent unauthorized or improper disclosures of confidential information.

Meeting Minutes

Meeting minutes are sent to each Board member via email. Minutes from each meeting must be approved by the Board. Once approved, they are posted on the World Mission Corporation secure website. The approved and signed official copy of the minutes is placed in a binder and stored securely at the World Missions office.

- A template is available to be used for recording minutes. Motions are numbered as such: year and number of motion in that year - *for example, 202201*
- Checklist for Minutes
 - Name of the organization
 - Date, time, and place of meeting
 - Purpose for the meeting (ex: annual general meeting, board meeting, special meeting)
 - Name of presiding officer/chairperson and Secretary
 - Names of attendees and regrets from those not in attendance
 - Note if people depart or re-enter during the meeting
 - List staff and/or guests in attendance (ex: executive director, legal counsel, guest speaker)
 - State if a quorum was established
 - Note if minutes of the previous meeting (by date) were approved or corrected
 - Motions – record the entire motion as stated, whether the motion was carried or defeated; also record objections and abstentions by a specific board member (requirement to provide names of mover / second motion is determined by the bylaws or rules of order)
 - Record specific motions and agreed-to actions (reference who is responsible for each action and date of completion)
 - A real or perceived conflict of interest disclosure should be recorded in the minutes (ex: an individual discloses the conflict of interest, removes themselves, remains absent from the discussion, does not attempt to influence decision making, and returns only after the vote has been taken)
 - Election of officers or directors, if applicable
 - Name all the reports presented at the meeting
 - Motion to adjourn and time of adjournment (does not require a second motion)
 - Date, time, and location of next meeting, if confirmed

Minutes may include comments such as: • After a lengthy discussion... • Following deliberation... • Alternatives considered by the Board included... • X matter was deliberated and no action taken • The Board discussed X matter at length • Report presented on X activity (with no detail outlined in minutes) • Directors had adequate time to review supporting documents before decision making.

Board of Directors Activity Schedule

The Board of Directors has a minimum of four meetings scheduled per year. Additional meetings are called as needed. Meetings are held in person; however, the Board will occasionally arrange electronic conference calls and e-mail correspondence to deal with issues that may require timely action.

- February – Vision and Planning retreat/ budget discussions / Executive Director performance review
- June – Annual Conference meeting – election of officers / Corporation Meeting
- October – All Boards – Special projects approval. Board Orientation/Review Policies
- December – Budget discussion. Scheduled one of the first two weekends in December (usually to coincide with the School's Parents/Christmas Concert weekend)

Meeting dates are usually set at the end of the previous meeting. If a meeting needs to be called between the four set meetings, a 10-day notice is required according to the World Mission By-laws Article VII 7-7 Special Meetings.

The board chairman and executive director prepare a tentative agenda along with meeting notes and send them to board members prior to the scheduled meeting. Minutes from the previous meeting and current financial reports are also distributed to each board member. Each board member should review this information before every meeting.

The World Missions Executive Director and the World Missions Office Manager attend all meetings. They also organize the meeting venue and handle the planning of meals and any materials required during the meeting.

Financial

World Missions has three completely separate financial statements: (Reports are color-coded) AFLC subsidies are only for the budget and personal support.

- Budget – (yellow)
Outreach assistance for each field: Miriam Infant Home, Journey Missions, Ambassador Institute, and Home Office. (Overhead and operating expense)
- Non-Budget – (green)
Special Projects for each field: Journey Missions (trips and MA), Ambassador Institute, and Home office. Grants, legacies, partner ministries, interest income, in and out.
- Personal Support – (blue) All income and expenses for each full-time and seasonal missionary.

Additional financial statements:

- Balance Sheet – (purple)
- Schedule 51 Savings Accounts – (pink)
- Special Projects and other – (buff)

Current Budget

The 2026 Operating Budget for the World Missions Department is \$662,443.30. The subsidy request presented to the Annual Conference and approved was \$519,532.00. The difference in the subsidy request and the actual budget comes from funds received as miscellaneous funds, vehicle income, income from Journey Missions for trips, and income from the 10% administration fee charged to Missionary personal support. The 2025 and the 2026 Personal Support budget subsidy is \$775,000.00.

The 2027 proposed World Missions Department budget approved by the Annual Conference is \$535,117.00 with and operating budget of \$660,220.30. Personal Support request for 2027 is \$700,00.00.

The Executive Director, the Office Manager, and the Treasurer of the World Mission Corporation initially compile the World Mission's budget. They establish the budget by reviewing detailed financial reports of past income and expense trends, along with the history of contributions from giving partners. It is then presented to the World Mission Board and reviewed line by line for approval before being sent to the Budget Analysis Committee.

Based on these evaluations, a subsidy request is submitted to the Budget Analysis Committee (BAC) and the Annual Conference for the World Missions general budget and personal support. The budget is then presented to the World Mission Corporation at its Annual Meeting for approval.

The budgeted subsidy request is not a true subsidy as the word is defined. In the AFLC, it is a goal for congregations and individuals to give to each department. There is no guarantee that the amount requested will be given to the department.

Personal support is also a reflection of what is needed for each missionary to serve. Each missionary is responsible for raising support through communication and deputation. The World Missions home office also works to assist in raising personal support for each missionary through various communications with our congregations and individuals.

The World Mission budget and personal support budget are evaluated and finalized to be sent to the BAC during our February meeting each year. These budgets are then sent to the Annual Conference for approval. The budget for the new year is evaluated again in December by the World Missions Board and the Corporation Treasurer. This is a time to adjust line items as needed, for example, if any changes to salaries are made.

Financial Statements

Financial Statements year-ending 2025 – *(Appendix E)*

Budget Request 2027 – *(Appendix F)*

Auditors' report for the Audit done for 2020 and 2023 – *available to view upon request*

Current Monthly Financial Statements – *provided monthly to the World Mission Board and the Executive Committee of the Corporation.*

Signing Authorities

The AFLC Director of Business Management, World Missions Executive Director, Office Manager, Communications Coordinator, and Journey Mission Department Head have check signing authority. The AFLC Director of Business Management and the World Missions Executive Director have the authority to sign and to place investment funds for World Missions.

Board of Directors Education and Resources

- Strategic Planning and Succession Planning – February Vision and Retreat meeting
- Board Member Orientation– All Boards meeting in October
- Recommended reading – from AFLC Ambassador Publications
 - The Gospel in the Congregation – A study of the AFLC Fundamental Principles
 - From the AFLC Heritage Series
 - Volume II – Free and Living Congregations – A History of the AFLC
 - Volume IV – Footprints of the Faithful – 50 years of the AFLC Mission in Brazil
 - Missionary Chronicles – Short Missionary stories.

- Standing Fast in Freedom – A booklet from the AFLC regarding the history, structure, and organization of the AFLC. (Pdf available on AFLC Website <https://www.aflc.org/wp-content/uploads/2018/10/Standing-Fast-in-Freedom.pdf>)
- AFLC World Missions website <https://www.aflcworldmissions.org/> and Corporation secure website

Organizational Outline

- AFLC Congregations
- World Mission Corporation
 - Corporation Officers – President, Vice-President (WMB Chairman), Secretary, Treasure.
 - World Missions Board of Directors – Chairman, Vice-Chairman, and Secretary
 - World Missions Executive Director (ft)
 - World Missions Office Manager (ft)
 - AFLC Receptionist (pt)
 - Journey Missions Department Head (ft)
 - Journey Missions Office Assistant (pt)
 - Missionary Assistants (ft, v)
 - Journey Missions trip leaders (v)
 - Communications Coordinator (ft)
 - Ambassador Institute
 - No staff at this time. (Our missionaries and nationals provide oversight on the field, and our executive director is the international director of Ambassador Institute.)
 - Missionaries (number indicates how many families)
 - Brazil – 4 (ft)
 - Mexico – 1 (ft)
 - Uganda – 1 (Seasonal)
 - Paraguay – 2 (ft)
 - Countries and Nationals

There can be anywhere from 0 to 50 people who are supported in one way or another in the following countries. There are also congregations, schools, compassion ministries, and other forms of ministry that are overseen in these countries.

 - Brazil
 - Mexico
 - India
 - Uganda
 - Switzerland
 - Paraguay
 - Chile
 - Missionaries on Loan

Oversight of our called missionaries that have been placed on loan is minimal.

 - Wycliffe – 1 (ft)
 - They Need the Bible – 1 (ft)

Staff

Home Office

Executive Director – Dr. Earl Korhonen
Office Manager – Wanda Jacobson
Department Head of Journey Missions - Pastor Jon Nelson
Communications Coordinator – Shelby Greven
Journey Missions Assistant –
Department Head of Ambassador Institute – Dr. Earl Korhonen
International Ambassador Institute Director – Dr. Earl Korhonen

Called Missionaries

Paul and Becky Abel	Brazil
Jonathan and Tamba Abel	Brazil
John and Hannah Lee	Brazil
Jonni Sliver	Brazil
Matthew and Ednay Abel	Paraguay
Zachariah and Carey Ritland	Paraguay
Michael Rokenbrodt (Seasonal)	Uganda
Todd and Barb Schierkolk	Mexico

On-Loan Missionaries

Steve and Glenda Kvale
Wycliffe Bible Translators, USA
Andrew and Alexis Olson
They Need The Bible, USA

National Leaders

Iran Goes - President of AILLB	Brazil
D. Luther Sastry – President of AFLC-I	India
Milton Flores – President of CMLC	Mexico
Augusto Furi – serves as Pastor	Switzerland
Patricio Rivero Bravo – serves as Pastor	Chile

Home Office Staff Contact List

World Mission Office

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Plymouth, MN 55441-3008
Email: worldmis@afcl.org
Headquarters: 763-545-5631

Executive Director-Dr. Earl Korhonen

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Headquarters Phone: 763-545-5631 ext. 2011
Office Phone: 763-412-2011
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Wanda Jacobson-Office Manager

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Mr. Jon Nelson-Journey Missions

Email: jon.nelson@afcl.org
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Office Phone: 763-412-2043
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Shelby Greven-Communications Coordinator

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Headquarters Phone: 763-545-5631 ext. 2013
Office Phone: 763-412-2013
Cell Phone: 623-694-7654

The preferred method of communication is email. This allows for a record and tracking of communications.

Department Job Descriptions

Job descriptions – *(Appendix G)*

Executive Director

Journey Missions Department Head

Office Manager

Communications Coordinator

Journey Missions Assistant

Missionary – (general job description)

Board of Directors – Ministry Description

World Mission Corporation Member – Ministry Description



AFLC World Mission 2026 Vision and Goals

- 1) Improve communication and relationships with our fields of work
 - A) Uganda
 - a) Earl, Michael, and a Board member Communicate Quarterly with Ambassador Church leadership.
 - b) Have Pastor Earl establish a connection with Pastor Henry and Rob - Nabakosi
 - B) India
 - Maintain annual training of the Pastors and Bible Women
 - C) Switzerland
 - Maintain our current visiting schedule by the Director and/or a Board Member every 18 months
 - D) Mexico
 - Maintain our current visiting schedule by the Director and/or a Board Member every 18 months
 - E) Brazil
 - Have the World Mission Board conduct a semiannual (Spring and Fall) online meeting with the President of the SETELL Board and the President of AILLB
 - F) Chile
 - a) Have Pastor Earl maintain a line of communication with Patricio
 - b) Fund (from WM Grant funds) Patricio to attend the 2026 Brazil Pastors Conference or Annual Conference
 - c) Establish an 18-month schedule for an in-country visit to Chile by Earl.
 - G) World Mission Board
 - Have each World Missions Board Member establish quarterly communication with one of our fields
 - Craig – Chile
 - Ken – Paraguay
 - Mark – Switzerland
 - David – India
 - Bill – Brazil
 - Lyle - Uganda
 - Jerry - Mexico

2) Administration and Policy

A) Child Safety Protection Network (CSPN)

- a) For Mark to attend the CSPN Program Essential Training in May 2026
- b) For an insurance and legal review of the Policy
- c) Approval by the World Missions Board by June 2026
- d) Distribute CSPN Policy to the Fields prior to the end of the year.

B) David to verify with Katie the updates to the Employee Handbook

C) Have the World Mission Board review the Policy and Procedures Manual by section for the February quarterly meeting. Which would require the Manual to be reviewed by the Board in full every three years.

D) Evaluate the administration costs charged by Journey Missions for trip participants to better cover the actual costs to the Journey Missions budget.

E) Have a proposal ready to present to the Corporation on the process of adding a new field of work to the Corporation's bylaws. David and Craig are tasked with this.

F) Have the World Missions office staff review the year-end report format to clarify the purpose and use of the report.

3) Attracting and encouraging new missionaries

A) Complete the Pipeline explanations into a booklet or brochure

B) Move forward in identifying a succession plan for our Miriam Home Communicator, Jonni Sliver is currently serving in that role

C) Have the WMB meet yearly with potential missionaries Kyle Gorman, Josiah and Mandie Charon

D) Prayerfully join Michael to discern where to serve following ordination

E) Promoting the new mission training school in Brazil

4) Developing new mission fields

A) Investigate the feasibility of opening a potential field of work. (sensitive countries) - Craig

B) Investigate the feasibility of sending a missionary to the Geneva area - Mark

C) Maintain contact with Hermann in Germany – Earl

5) Training

A) CSPN program essential training – Mark

B) Have the WMB read the *Footprints of the Faithful* by the October Meeting and have a brief discussion reflecting on the book.



BYLAWS OF THE

ASSOCIATION OF FREE LUTHERAN CONGREGATIONS

WORLD MISSION CORPORATION

WORLD
MISSIONS

**BYLAWS OF THE
ASSOCIATION OF FREE LUTHERAN CONGREGATIONS
WORLD MISSION CORPORATION
A Minnesota Nonprofit Corporation
("Corporation")**

**ARTICLE I
STATEMENT OF FAITH**

1-1. The members of this Corporation believe and confess that the Holy Scriptures, the canonical books of the Old and New Testaments, are the inspired Word of God, revealed for the salvation of men, and that they are the only infallible source and rule of faith, doctrine and life for the Christian. We also accept the Lutheran Church's Confession of Faith in the Apostolic Creed, the Nicene Creed, the Athanasian Creed, the Unaltered Augsburg Confession and the unaltered Luther's Small Catechism. All doctrinal instruction and action of this Corporation shall conform therewith, and to that end, the following bylaws are hereby promulgated.

**ARTICLE II
CORPORATION PURPOSE**

2-1. The purpose of the Corporation is to do that which is necessary for the propagation of the Gospel throughout the World. The Corporation shall receive and assess the goals, objectives, and budget from the World Mission Corporation Board of Directors (may be referred to hereafter as the ("Board")), make recommendations, review requests, receive Executive Director's reports, approve Board's annual budget, major goals and objectives, and provide general oversight and direction of the Board. Without limiting the statement of purposes included in this Corporation's present Articles of Incorporation, this Corporation and its Board state and affirm that the activities, mission, purpose, and witness of this Corporation in planting/establishing Free and Living Congregations throughout the World are based on the sincerely held religious belief as further detailed in this Corporation's Statement of Faith (Article I).

**ARTICLE III
PRINCIPAL OFFICE**

3-1. The principal office of the Corporation shall be located at 3110 E. Medicine Lake Boulevard, Plymouth, Minnesota. The Corporation may have such other offices, either within or without the State of Minnesota, as the Board of Directors may determine from time to time.

ARTICLE IV
WORLD MISSION CORPORATION

4-1. Membership.

The Corporation shall have up to fifty (50) members.

4-2. Qualification.

All individuals who satisfy the requirements for membership are eligible for membership; an individual must be either:

- (1.) A pastor on the Clergy Roster of the Association of Free Lutheran Congregations ("AFLC"); or
- (2.) A member in good standing in a congregation affiliated with the AFLC.

4-3. Responsibilities of Members.

The members of this Corporation shall be responsible for the following:

- (1.) Provide general oversight of corporate affairs of the Corporation.
- (2.) Elect Members of the Corporation, Officers of the Corporation, and the Corporation's Board.
- (3.) Receive the Presidents report, the Chairman of the Board's report.
- (4.) Receive the Treasurer's report.
- (5.) Approve an annual budget submitted by the Board.
- (6.) Transact all old & new business as may come before the Corporation's annual meeting.
- (7.) Regularly engage and participate in activities that benefit the Corporation, as well as further the Corporation's mission and purpose.

4-4. Term of Office.

Each member of the Corporation shall be elected to serve staggered (5) five-year terms. No member of the Corporation may serve for more than three consecutive terms. Terms shall end at the conclusion of the Corporation Annual Meeting in the year in which the terms expire.

4-5. Nomination and Election of Membership.

Members shall be elected each year, plus those to be elected to fill the vacancies of unexpired terms. The Nominating Committee of the Annual Conference of the AFLC may nominate two candidates for each vacancy in the Corporation. The Annual Conference may then submit one name to the Corporation for each vacancy. Additional candidates may be submitted by the Corporation. There must at all times be a majority of laypersons elected to the Corporation.

4-6. Membership Not Transferrable.

Membership, and the rights and obligations of membership, in the Corporation is not transferable or assignable, and any purported transfer or assignment of membership or any of the rights and obligations of membership, or any attempt to do so, shall be null, void, and of no effect.

4-7. Removal of Membership.

The Corporation may vote to remove a member at any time, for good cause, which may include but not be limited to moral failures. A meeting to consider the removal of a member may be called and noticed following the procedures provided in these bylaws. The notice of the meeting shall state that the issue of possible removal of a member will be on the agenda. The member shall have the right to present evidence at the meeting as to why he or she should not be removed, and the member shall have the right to be represented by an advocate at and before the meeting. At the meeting, the Corporation shall consider possible arrangements for resolving the problems that are in the mutual interest of the Corporation and the member. A member may be removed by the affirmative majority vote of the Corporation members present.

4-8. Resignation.

Any member may resign from the Corporation at any time by giving written notice to the President of the Corporation. The acceptance of such resignation shall not be necessary to make it effective.

4-9. Annual Meeting of the Members.

The annual meeting of the members of this Corporation shall normally be held in conjunction with the AFLC's Annual Conference, which is traditionally held in June. The purpose of such annual meeting shall be as follows:

- (1.) To elect members of the Corporation, officers of the Corporation, and the Corporation's Board.
- (2.) Receive the President's report, the Chairman of the Board's report.
- (3.) Receive the Treasurer's report.
- (4.) Approve an annual budget submitted by th Board.
- (5.) Transact all old & new business as necessary.

4-10. Special Meetings.

A special meeting of the members of the Corporation may be called for purpose of conducting business of the Corporation requiring vote of this membership. Such meeting may be called by the President or by the Board, either by:

- (1.) Action of the President or Board, or:

- (2.) In response to a written request submitted to the President by not less than 10 percent of the membership.

Any meeting of the membership must have recorded minutes. Such special meeting must be held within sixty (60) days of the President's receipt of said request. The purpose or purposes for a Special Meeting shall be stated in the notice of the meeting, and only matters specified in the call for a special meeting shall be considered at the special meeting. The Corporation is also encouraged to hold informational meetings for its members between its annual meetings, including those held by audio/video communications applications.

4-11. Place of Meeting.

The President of the Corporation shall designate the place of the meeting for any annual meeting of the members or for any special meeting of the members called by the Board or by the President of the Corporation.

4-12. Notice of Meeting.

Notice stating the place, day, and hour of the meeting, and, in case of a special meeting, the purpose or purposes for which the meeting is called, shall be published by the Secretary of the Corporation in the official magazine of the AFLC, and in such other publications as the President may direct, at least thirty (30) days prior to such annual or special meeting of the members. Notice of such meeting shall also be sent by United States Postal Service by the Secretary to each member of the Corporation entitled to vote at least thirty (30) days prior to the date of said meeting. Such notice by United States Postal Service shall be deemed to be delivered when deposited in the United States Postal Service, addressed to the member as it appears on the membership records of the Corporation, with postage thereon prepaid. If emailed, such notice shall be deemed to be delivered when electronically sent with delivery receipt to a current email address.

4-13. Quorum.

A majority of the members of the Corporation entitled to vote, present in person, shall constitute a quorum at a meeting of members. If less than a majority of the members are present at a meeting, a majority of those so present may adjourn the meeting from time to time without further notice. At such adjourned meeting at which a quorum shall be present, any business may be transacted which might have been transacted at the meeting as originally notified. The members present at a duly organized meeting may continue to transact business until adjournment, notwithstanding the withdrawal of enough members to leave less than a quorum.

4-14. Remote Communications.

Any duly called meeting of the members may, at the discretion of the President of the Corporation or the Boards, employ any means of remote communication through which any or all of the members may participate with each other during the meeting. Meetings can be conducted entirely through remote communication or include in-person and remote participation.

4-15. Action by Members Without a Meeting.

Unless otherwise provided by law, any action required to be taken at a meeting of the members of the Corporation or any other action which may be taken at a meeting of the members of the Corporation, may be taken without a meeting if a consent in writing, setting forth the action so taken, shall be signed by all of the members entitled to vote with respect to the subject matter thereof.

4-16. No Proxy Voting.

No member may vote by proxy.

ARTICLE V
OFFICERS OF THE CORPORATION

5-1. Number and Title.

The Officers of the Corporation ("Officers") shall be a President, a Vice-President, a Secretary, and a Treasurer.

5-2. Powers and Duties.

Each Officer shall have such powers and shall perform such duties as may from time to time be specified in resolutions or other directives of the Board. In the absence of such specification, each officer shall have power and authority and shall perform and discharge the duties of the offices of the same or similar general purposes and objectives as this Corporation and as further outlined below in this Article V.

5-3. Qualifications, Tenure and Election.

Officers shall be nominated and elected from the membership of the Corporation at the Annual Meeting. Officers shall be elected for two (2) year terms, and shall not serve more than five (5) consecutive terms. Each Officer shall hold office until his or her successor shall have been duly elected and qualified, or until his or her death, or until he shall resign, or shall have been removed in the manner herein after provided. Those elected to the office of Corporation Vice-President through their election, automatically become a member of the Board.

5-4. Removal.

Any officer elected by the Corporation may be removed by majority vote of the Corporation, whenever in its judgment the best interests of the Corporation would be served thereby. This could include moral failure, violation of the Statement of Faith and conduct expectation.

5-5. Vacancy.

A vacancy in any office because of death, resignation, removal or disqualification, may be filled by appointment of the President or in his absence the Vice President. The appointee is to serve until the time of the next annual meeting when the appointment for the balance of the unexpired term must be affirmed by a majority vote of the Corporation.

5-6. President.

The President shall be the principal executive officer of the Corporation. His duties include the following:

- (1.) He shall preside at all meetings of the Corporation.
- (2.) He shall call regular and special Corporation Meetings.
- (3.) He shall set the agenda for all Corporation meetings, regular and special.
- (4.) He shall be entitled to attend all Board meetings for observation without a vote.
- (5.) He may sign, with the Secretary or any other officer authorized by the Corporation, any deeds, mortgages, bonds, contracts, or other instruments that the Corporation has authorized to be executed, except in cases where the signing and execution thereof is expressly delegated to the Board by the Corporation, by these bylaws, or as required by law.
- (6.) The President shall perform other duties incident to the office of President that are approved by the Corporation.

5-7. Vice-President.

In the absence of the President, the Vice-President shall perform the duties of the President, and when so acting, shall have all the powers of and be subject to all the restrictions upon the President.

- (1.) The Vice-President shall serve as the permanent Chairman of the Board.
- (2.) The Vice-President shall perform such other duties as from time to time may be assigned to him by the President.

5-8. Secretary.

The Secretary shall:

- (1.) Keep accurate and official minutes of all corporation meetings and shall email and/or post on the AFLC website the preliminary minutes to all members for review within (10) days of the meeting. Members shall be given up to (5) additional days after sent or web posted date to review and offer corrections to the preliminary minutes by emailing any corrections to the Secretary, who will forward a copy of the proposed corrections to all Corporation members. If no member challenges the preliminary minutes as written by the Secretary after five days, the minutes stand approved as sent out or posted. If there are corrections without objection by members, minutes stand approved as corrected. Should there be a challenge by a member on the wording of corrected preliminary minutes, the Corporation's Executive Committee by a unanimous vote will make the final determination based on the intent of the Corporation and will post the final minutes on the AFLC website. The Executive Committee's decision and posting of final corrected minutes must occur within seventy-two (72) hours after the five-day review period. All emails of proposed corrections to minutes must be attached to the final minutes even if the wording is denied. The final minutes shall be dated and signed by the Secretary and kept in a secure hard copy file and a locked electronic file in the Corporation Office.
- (2.) Shall give or cause to be given notices in accordance with the provisions of these by-laws or as required by law.
- (3.) Maintain membership records, including without limitation, a yearly register of the post office address and e-mail address of each member.
- (4.) Perform all duties incident to the Office of Secretary and such other duties as from time to time may be assigned to him by the President or by the Board.

5-9. Treasurer.

The Treasurer shall be responsible for financial management and oversight over the Corporation's financial records. His duties include:

- (1.) Serve as the financial liaison between the Corporation, the Board, and any private organization or AFLC staff that may be contracted to carry out the day-to-day financial work.
- (2.) Review the Board's annual budget and monitor and compare the actual revenues and expenses incurred against such budget. While the annual budget shall be established by the Board, the Treasurer shall be prepared to explain and justify the budget to the Corporation.

- (3.) Signing authority for certain financial matters, as approved by the Board, however the Treasurer may delegate the day-to-day signing responsibilities to the AFLC Finance Department or a private organization by a written agreement approved by the Board and signed by the Treasurer. The Treasurer will ensure the filing of any required financial reporting forms in a timely manner and may delegate this responsibility.
- (4.) Oversee financial audit of the books as required by the Corporation, though the audits themselves may be delegated.
- (5.) Give a Treasurer's report to the Corporation at its annual meeting. The Treasurer should keep the Corporation apprised of key financial events, trends, and concerns, and his assessments of the Corporation's fiscal health.
- (6.) Facilitate and encourage strategic thinking about the short and long-term financial vitality of the Corporation in relation to its advancement of its mission.

5-10. Delegation.

The above officers of the Corporation may delegate their authority, duties, or powers only with the prior knowledge and consent of the Board. Any officer's delegation of any of their authority, duties, or powers does not limit or detract from the officer's responsibilities for the effective and timely performance of their duties as an officer of the Corporation.

5-11. Salaries.

The salaries of the officers shall be fixed from time to time by the Corporation and no officer shall be prevented from receiving such salary by reason of the fact that he is also a member of the Board.

5-12. Executive Committee of the Corporation.

The officers of the Corporation shall constitute the Executive Committee. In addition to the responsibilities herein specified, the Executive Committee shall perform such duties as may be delegated to them by the members of the Corporation subject to these bylaws of the Corporation.

ARTICLE VI

SPECIAL COMMITTEES

6-1. Special Committees.

The Board by resolution adopted by a majority of the Directors in office, may designate one or more committees, which committees, to the extent provided in such resolution, shall have and exercise the authority designated in such resolution; but the designation of such committees and the delegation thereto of authority shall not operate to relieve the Board, or any individual director, of any responsibility imposed on it or the individual director by law. These committees have no authority over the Corporation or the Board, but will research and make recommendations to the Corporation and the Board.

ARTICLE VII

WORLD MISSION BOARD OF DIRECTORS

7-1. General Powers. The business and affairs of the Corporation shall be managed by or under the direction of the Board. Said Board is authorized to delegate matters within its discretion to Special Committees established as per **ARTICLE 6-1.** on behalf of the Corporation have the responsibility to:

- (1.) Develop and cast a world vision for the establishing of new congregations through church planting and outreach. (Acts 1:8)
- (2.) Provide general operational oversight.
- (3.) Be in charge of the staff and the office employees and may appoint and remove such assistants as they may deem necessary and appropriate.

7-2. Number.

The Board shall consist of seven (7) men, with a ratio of four (4) laymen to three (3) clergymen at all times (referred to as "director" or "directors"). Within the specified limits, the exact number of directors can be increased or decreased by resolution of the Board. The Vice-President of the Corporation shall serve as a member of the Board and act the Chairman of the Board. In addition to the Vice-President of the Corporation, the Corporation shall elect up to six (6) directors from the membership of the Corporation.

7-3. Qualification.

- (1.) Directors must be active members of the Corporation, in good standing, and serve for a minimum of one (1) year.
- (2.) Directors must be willing to invest an appropriate amount of time to Board

duties and responsibilities, as may be determined by the Board from time to time.

- (3.) Directors shall possess a strong desire to serve as a board member and be willing to make the required commitment.
- (4.) Each Director shall unreservedly endorse both the Faith (**ARTICLE I**) and the Purpose (**ARTICLE II**) of this Corporation.
- (5.) Directors shall actively support and represent the work and ministry of this Corporation.

7-4. Tenure.

Directors shall hold office for a term of two (2) years. Each director shall serve for such term and until the election of a successor, or until such director's death, resignation, or removal. No person shall be a member of the Board for more than five (5) successive full terms. This shall not prevent a person after being off of the Board for a minimum of one (1) year, from later serving again as a director. If a director ceases to be a member of the Corporation, he shall automatically cease to be a director.

7-5. Manner of Election.

The Annual Conference of the AFLC may submit two (2) or more members of the Corporation as nominees to the Corporation for each expired term on the Board, plus two (2) or more nominees for any vacant unexpired terms. These nominees, plus nominees from the Conference floor, shall then be submitted to the members of the Corporation for election. Additional candidates may be submitted by the Corporation.

7-6. Regular Meeting.

The Regular Meeting of the Board shall be held without additional notice at the same place immediately following the annual meeting of the members of this Corporation. The Board may provide, by resolution, the time and place for the holding of additional regular meetings without other notice than such resolution.

7-7. Special Meetings.

Special meetings of the Board may be called by the Chairman and any two (2) directors by notice sent via postal or electronic mail to each director at his address as shown by the records of the Corporation not less than 10 days before such meeting. If mailed via United States Postal Service, such notice shall be deemed to be delivered when deposited in the United States Postal Service with postage

prepaid. If emailed, such notice shall be deemed to be delivered when electronically sent with delivery receipt to a current email address. Any director may waive notice of any meeting. The attendance of a director at a meeting shall constitute a waiver of notice of such meeting, except where the director attends a meeting for the express purpose of objecting to the transaction of any business because the meeting is not lawfully called or convened.

7-8. Electronic Conference Meeting.

Any meeting of the Board or any committee thereof may participate in a meeting of the Board or such committee by means of a conference telephone, video conference, or similar communications equipment. Participation by such means shall constitute presence in person at a meeting provided that all persons participating in the meeting can hear each other at the same time and each director can participate in all matters before the Board, including, without limitation, the ability to propose, object to, and vote upon a specific action to be taken by the board or committee. This constitutes a meeting of the Board, provided the same notice is given of the conference as would be required for a regular meeting, and if the number of persons participating in the conference is sufficient to constitute a quorum at the meeting. Participation in a meeting by such means constitutes personal presence at the meeting.

7-9. Electronic Signatures.

Wherever a written instrument is required to be executed hereunder, an electronic signature, to the extent permitted by applicable law, shall be deemed to be a written signature.

7-10. Action Without a Meeting.

Any action that could be taken at a meeting of the Board may be taken without a meeting when authorized in writing signed by all of the directors and recorded by the Board's Secretary in the official minutes. Written action is effective when signed by all of the directors unless a different effective time is provided in the written action.

7-11. Quorum.

A majority of the members of the Board shall constitute a quorum for the transaction of business at any meeting of the Board. If a quorum is not present at any meeting of the Board, a majority of the directors present may adjourn the meeting to another time without notice other than by announcement at the meeting, until such a

quorum is present, except that notice of such adjournment shall be given to any directors who were not present at the time of the adjournment.

7-12. Vacancies.

Any vacancy occurring in the Board may be temporarily appointed by an affirmative vote of a majority of the remaining Board members until the next annual Corporation meeting, at which time the Corporation's membership shall elect a Board member for the balance of the unexpired term.

7-13. Compensation.

By resolution of the Board, the Board members may be reimbursed their expenses, if any, of attendance at each meeting of the Board, and may be paid a fixed sum for attendance at each meeting of the Board or a stated salary as a Board member. No such payment shall preclude any Board member from serving the Corporation in any other capacity and receiving compensation therefor.

7-14. Officers of the Board of Directors.

The Vice-President of the Corporation will be the permanent chairman of the Board. The members of the Board are to elect the following from its board members:

- (1.) A Vice-Chairman to preside when the Chairman is absent.
- (2.) A Secretary to keep an accurate record of the minutes of Board meetings. After the Board of Director's approval, the minutes shall be signed by the Secretary and kept in a secure file in the World Mission office.
- (3.) The election of the two above officers shall occur at the regular meeting of the Board.
- (4.) The officers of the Board shall perform such duties or legal responsibilities as may be delegated to them by the Board or the Corporation subject to these bylaws.

7-15. Removal.

When in the judgment of a majority of the Board, a member of the Board has not acted in the best interest of the Corporation:

- (1.) Any member of the Board can move for a "no confidence" discussion and vote before the Board and it may not be ruled out of order by the Chairman.
- (2.) If the vote is affirmed by the majority, the matter is to be presented to the Corporation President for action.

- (3.) The Corporation President will call a special meeting of the Corporation and conduct the meeting for possible removal or other action.
- (4.) Any Director may be removed at any time for cause at a regular or special meeting.
- (5.) When a director has been removed, a new director may be appointed at the same meeting.

7-16. Resignation.

Any director may resign from the Board at any time by giving written notice to the Board. The acceptance of such resignation shall not be necessary to make it effective. No resignations shall discharge any accrued obligation or duty of a director.



ARTICLE VIII
WORLD MISSION EXECUTIVE DIRECTOR

8-1. Executive Director.

The Executive Director shall have general day-to-day oversight of the Corporation and shall report to the Board.

- (1.) The Board shall call the Executive Director, subject to the ratification of this call by a majority vote of the members of the Corporation.
- (2.) The Board shall oversee the day-to-day activities of the Executive Director and shall be responsible for annually reviewing his performance and for renewing his call every third year by a majority vote.
- (3.) The Executive Director must be in good standing on the Clergy Roster of the AFLC.
- (4.) The term of the Executive Director shall be limited to 15 years.
- (5.) The Executive Director shall be entitled to attend all Corporation meetings and participate in all deliberations of the Corporation and the Board, but shall not have the power to vote. However, the Board may meet without the Executive Director if the subject matter pertains to moral or ethical concerns about the Director.

8-2. Removal.

The Board may vote to remove an Executive Director at any time, for good cause, which may include but not be limited to moral failure. A Board meeting to consider the removal of the Executive Director shall be called and noticed following the procedures provided in the Bylaws. The notice of the meeting shall state that the issue of possible removal of the Executive Director will be on the agenda. The Board has the right to meet for discussion and vote for removal without the Executive Director present. However, the Executive Director shall have the right to present evidence at some part of that meeting as to why he should not be removed, and he shall have the right to be represented by an advocate at and before the meeting. At the meeting, the Board shall consider possible arrangements for resolving the problems. An Executive Director shall be removed by the affirmative vote of two-thirds (2/3) of the Directors.

ARTICLE IX
ROBERTS RULES OF ORDER

9-1. Roberts Rules of Order.

All business of the Corporation and the Board shall be conducted in accordance with "Roberts Rules of Order, Revised." In all matters not covered in these Bylaws, all meetings shall be conducted according to Robert's Rules of Order Newly Revised, 11th Edition or such subsequent edition thereof as may be approved by the person presiding at the meeting and as said rules may be modified or supplemented by special rules for a meeting approved by those attending and having voice and vote at the meeting.

9-2. Parliamentarian.

A parliamentarian may, but is not required to, be named by the person presiding at the meeting with approval of those attending and having voice and vote at the meeting. The parliamentarian's role shall be as provided for in the above referenced sources of parliamentary procedure for the meeting.

ARTICLE X
INDEMNIFICATION

10-1. Indemnification.

The Corporation shall indemnify directors and officers of the Corporation made or threatened to be made a party to a proceeding by reason of the former or present official capacity of the director or officer against judgments, penalties, fines, settlements, and reasonable expenses, including attorney's fees and disbursements, incurred by the individual in connection with the proceeding, if, with respect to the acts or omissions of the individual complained of in the proceeding, the individual has not been indemnified for the same expense by another entity, the individual acted in good faith and received no improper personal benefit, the individual had no reason to believe the conduct was unlawful and reasonably believed the conduct was in the best interests of the Corporation or not opposed to the best interests of the Corporation. A former or present director or officer of the Corporation shall not be entitled to indemnification for or related to any actions or claims he may assert against the Corporation or any of its directors or officers. The Corporation may purchase and maintain insurance on behalf of any person who may be indemnified to the extent of his right to indemnity under this Article.

ARTICLE XI
BOOKS AND RECORDS

11-1. Books and Records.

The Corporation shall keep correct and complete books and records of account and shall also keep minutes of the proceedings of its Board, committees having and exercising any of the authority of the Board, and shall keep at the principal office a record giving the names and addresses of t/he members entitled to vote. All books and records of the Corporation may be inspected by any member, director, or his or her agent or attorney, for any proper purpose, provided reasonable notice has been given prior to the inspection and subject to reasonable conditions designed to protect the confidentiality of confidential or privileged materials. A member or director who has gained access under this section to any corporate record may not use or furnish to another for use the corporate record or a portion of the contents for any purpose other than a proper purpose. The Corporation may charge the requesting individual a reasonable fee to cover the expense of providing copies of these documents.

ARTICLE XII
AMENDMENT OF THE BYLAWS.

12-1. Amendments.

These bylaws may be amended when deemed necessary. Any amendment shall be submitted by the Board to the membership at least thirty (30) days before the annual meeting at which such amendment is to be voted upon. To be adopted, an amendment must receive an affirmative vote of two-thirds (2/3) of the Votes Cast at the annual meeting.

**ARTICLES OF INCORPORATION
OF
ASSOCIATION OF FREE LUTHERAN CONGREGATIONS
WORLD MISSION CORPORATION**

The undersigned, for the purpose of forming a nonprofit corporation under and pursuant to the provisions of Minnesota Statutes Chapter 317A known as "The Minnesota Nonprofit Corporation Act," and laws amendatory thereof and supplementary thereto, does hereby adopt the following Articles of Incorporation.

Article I.

Name of the Corporation

The name of this Corporation is:

Association of Free Lutheran Congregations World Mission Corporation

Article II.

Registered Office

The registered office of this Corporation shall be located at:

c/o Association of Free Lutheran Congregations
3110 E Medicine Lake Blvd.
Plymouth, MN 55441

Article III.

Purpose of the Corporation

The primary purpose of Association of Free Lutheran Congregations World Mission Corporation (which is hereinafter referred to as the or this "Corporation") is exclusively religious, educational, and charitable within the meaning of Section 501(c)(3) of the Internal Revenue Code of 1986, as amended, or such other provisions of Minnesota or Federal law as may from time to time be applicable. This Corporation shall not be operated for profit but shall be operated exclusively for religious, educational, and charitable purposes as herein described. Without limiting the generality of the preceding statement of purpose, the purposes of this Corporation include:

- A. To increase discipleship of all nations and the propagation of the Gospel.
- B. To plant gatherings of Christians by promoting and assisting in the formation, establishment, and operation of self-governing and self-supporting Lutheran Congregations faithful to the principles and practices of the Association of Free Lutheran Congregations and affiliated therewith, and prepare theses churches in the study of the Word of God.

- C. To establish Biblical training.
- D. To serve those in need with compassion.
- E. To prepare future missionaries for service in the field
- F. To enter into obligations or contracts and perform any act incidental to the fulfillment of this Corporation's organizational goals or expedient to the purposes stated in these Articles of Incorporation;
- G. To acquire, own, hold, buy, sell, convey, lease, mortgage or encumber real estate or other property, personal or mixed, by purchase, lease or otherwise.
- H. To borrow money and to issue bonds, debentures, or obligations of this Corporation from time to time for any of the purposes hereof and to secure the same by mortgage, pledge, deed of trust, or otherwise.
- I. To engage in such other activities consistent with the activities enumerated above as this Corporation might from time to time deem advisable.
- J. Subject of the above paragraph F, to do any and all things otherwise allowed under Minnesota Statutes Chapter 317A, as amended, or reasonably necessary or incidental to accomplish said purposes.

Article IV.
Conduct of the Corporation

Notwithstanding any other provisions of these Articles of Incorporation, all of the work of this Corporation shall be carried on, and all funds of this Corporation, whether income or principal and whether acquired by gift, contribution or otherwise, shall be used and applied exclusively for religious, educational and charitable purposes directly or indirectly benefiting this Corporation, and in such manner that no part of the net earnings of this Corporation will, in any event, inure to the benefit of any legal entity or organization that is not an organization described in Section 501(c)(3) of the Internal Revenue Code of 1986, as amended, or any officer or director of this Corporation or of any other corporation, organization, foundation, fund or institution, or any other individual.

This Corporation shall not engage, other than as an insubstantial part of its total activities, in activities that in themselves are not in furtherance of one or more of the exempt purposes specified in Section 501(c)(3) of the Internal Revenue Code of 1986, as amended, and regulations issued thereunder. No part of the principle, assets or net income of this Corporation shall, in any event, be paid or contributed to any other corporation, organization, foundation, fund, institution or government body, any substantial part of the activities of which consist of carrying on propaganda or otherwise attempting to influence legislation or which participates or intervenes in any political campaign on behalf of any candidate for public office, nor shall this Corporation itself engage in any such activities in any way, directly or indirectly, except to the extent, if any, permitted by the Internal Revenue Code of 1986, as amended, and any regulations issued thereunder.

Article V.
Statement of Faith

This Corporation and its membership shall adopt and adhere to the religious principles and practices of the Association of Free Lutheran Congregations. All doctrinal instruction and action of this Corporation shall conform therewith.

Article VI.
No Pecuniary Gain or Inurement of Income

This Corporation shall not afford pecuniary gain, incidentally or otherwise, to its members (other than a member that is a nonprofit organization described in Section 501(c)(3) of the Internal Revenue Code of 1986 as amended), officers, directors, or any other private individual. No part of the net earnings of the Corporation shall inure to the benefit of, or be distributable to, its members (other than a member that is a nonprofit organization described in Section 501(c)(3) of the Internal Revenue Code of 1986 as amended), directors, officers, or other private individuals except that the Corporation shall be authorized and empowered to pay reasonable compensation for services rendered.

Article VII.
Perpetual Duration

The Corporation's duration shall be perpetual unless the corporate existence is sooner dissolved according to law.

Article VIII.
Membership

The Corporation shall have up to fifty (50) members. The membership shall be further provided for by this Corporation's Bylaws.

Article IX.
Board of Directors

The general management of the affairs of this Corporation shall be vested in a Board of Directors elected as provided for in the Bylaws of this Corporation. The initial Board of Directors shall consist of at least (3) three or more directors as appointed by the association of World Missions Committee of the Association of Free Lutheran Congregations Missions Corporation. Thereafter, the Board of Directors shall consist of the number of directors provided in the Bylaws of this Corporation. Each person serving on the initial Board of Directors shall continue in office until the first meeting of the members and thereafter until his successor is elected and qualified or until he is removed from office as provided by law or in the Bylaws of this Corporation. The terms of office of the directors, other than the persons serving on the initial Board of Directors, shall be fixed as provided by the Bylaws of this Corporation.

Article X.
Written Action Without a Meeting

Any action required or permitted to be taken at a meeting of the Board of Directors may be taken by written action signed by the number of directors that would be required to take the same action at a meeting of the Board of Directors at which all directors were present. When written action is taken by less than all directors, all directors must be notified immediately of the text of said action and its effective date, although failure to provide such notice does not invalidate such written action.

Article XI.
Meetings

Any meetings of the members, Board of Directors, or any committee(s) may be held in person at the registered address, any other place approved by a majority of the members of the group meeting, by remote communication, or by both in-person and by remote communication. "Remote communication" means communication by electronic means, including telephone, video conference, the Internet, or such other means by which persons not physically present in the same location may communicate with each other on a substantially simultaneous basis. References in these Articles to member meetings being held at the Corporation shall be construed to allow and include meetings being held in whole or in part by remote communication. Meetings held in whole or in part by remote communication shall comply with the requirements for such meetings stated in Minnesota Statutes Section 317A, Subdivision 4 as said provision may be amended from time to time.

Article X.
Indemnification

No officer, director, or member (if any) of this Corporation shall have any personal liability for corporate obligations. The Corporation may, to the fullest extent now or hereafter permitted by law, indemnify any person made or threatened to be made, a party to any action or proceeding by reason of the fact that he, his testator or intestate, was a director or officer of this Corporation, against judgments, fines, amounts paid in settlement, and reasonable expenses, including attorneys' fees in accordance with the Corporation's Bylaws.

Article XI.
Amendments To Articles

These Articles of Incorporation may be amended at any time and from time to time by an affirmative majority by the Corporation's membership called for such purpose as provided for by this Corporation's Bylaws.

Article XII.
Dissolution

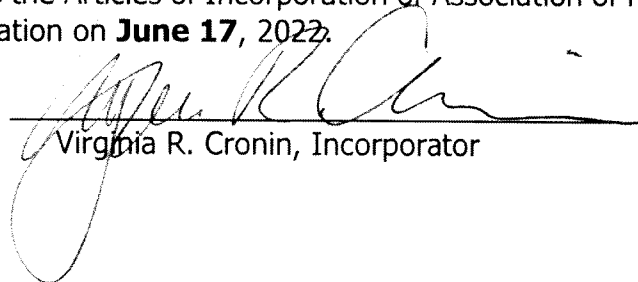
In the event of liquidation, dissolution, or winding up of this Corporation, whether voluntary or involuntary or by operation of law, except as and to the extent otherwise provided or required by law, the then remaining property and assets of this Corporation shall be distributed exclusively for religious, educational or charitable purposes to the Association of Free Lutheran Congregations Missions Corporation, or one or more nonprofit organizations exempt from federal income tax under Section 501(c)(3), or corresponding section of any future federal tax code.

Article XIII.
Incorporator

The name and address of the Incorporator of this Corporation is:

Attorney Virginia R. Cronin
c/o Henningson & Snoxell, Ltd.
6900 Wedgwood Road North
Suite 200
Maple Grove, Minnesota 55311-3541

These Articles are hereby adopted as the Articles of Incorporation of Association of Free Lutheran Congregations World Mission Corporation on **June 17, 2022**.


Virginia R. Cronin, Incorporator



Work Item 1318957200028
Original File Number 1318957200028

STATE OF MINNESOTA
OFFICE OF THE SECRETARY OF STATE
FILED
06/22/2022 11:59 PM

Steve Simon

Steve Simon
Secretary of State

Office of the Minnesota Secretary of State Certificate of Incorporation

I, Steve Simon, Secretary of State of Minnesota, do certify that: The following business entity has duly complied with the relevant provisions of Minnesota Statutes listed below, and is formed or authorized to do business in Minnesota on and after this date with all the powers, rights and privileges, and subject to the limitations, duties and restrictions, set forth in that chapter.

The business entity is now legally registered under the laws of Minnesota.

Name: Association of Free Lutheran Congregations World Mission Corporation

File Number: 1318957200028

Minnesota Statutes, Chapter: 317A

This certificate has been issued on: 06/22/2022



Steve Simon
Secretary of State
State of Minnesota

Office of the Minnesota Secretary of State
Minnesota Nonprofit Corporation/Articles of Incorporation
Minnesota Statutes, Chapter 317A



The individual(s) listed below who is (are each) 18 years of age or older, hereby adopt(s) the following Articles of Incorporation:

ARTICLE 1 - CORPORATE NAME:

Association of Free Lutheran Congregations World Mission Corporation

ARTICLE 2 - REGISTERED OFFICE AND AGENT(S), IF ANY AT THAT OFFICE:

Name

Address:

**c/o Association of Free Lutheran Congregations 3110 E Medicine Lake
Blvd Plymouth MN 55411 USA**

ARTICLE 3 - INCORPORATOR(S):

Name:

Address:

Virginia Cronin

**6900 Wedgwood Road, Suite 200 Maple Grove
MN 55311**

DURATION: PERPETUAL

If you submit an attachment, it will be incorporated into this document. If the attachment conflicts with the information specifically set forth in this document, this document supersedes the data referenced in the attachment.

By typing my name, I, the undersigned, certify that I am signing this document as the person whose signature is required, or as agent of the person(s) whose signature would be required who has authorized me to sign this document on his/her behalf, or in both capacities. I further certify that I have completed all required fields, and that the information in this document is true and correct and in compliance with the applicable chapter of Minnesota Statutes. I understand that by signing this document I am subject to the penalties of perjury as set forth in Section 609.48 as if I had signed this document under oath.

SIGNED BY: Virginia R. Cronin

MAILING ADDRESS: None Provided

EMAIL FOR OFFICIAL NOTICES: e.enderlein@gmail.com



World Missions Expense Voucher

Supervisor
Approval: _____
Acct Code: _____
Office Use Only

1. Travel Expenses

Mileage: Please provide complete odometer readings

Before	After	Location To & From	Purpose	# Miles	\$

Subtotal _____

Other: Travel *Receipts MUST be provided*

Type of Expense	Purpose	\$

Subtotal _____

2. Other Expenses *Receipts MUST be provided*

Type of Expense	Purpose	\$

Subtotal _____

Total _____

Print Name _____ Address _____

Date _____ Signature _____



World Missions Expense Voucher

Supervisor
Approval: _____
Acct Code: _____
Office Use Only

1. Travel Expenses

Mileage: Please provide complete odometer readings

Before	After	Location To & From	Purpose	# Miles	\$

Subtotal _____

Other: Travel *Receipts MUST be provided*

Type of Expense	Purpose	\$

Subtotal _____

2. Other Expenses *Receipts MUST be provided*

Type of Expense	Purpose	\$

Subtotal _____

Total _____

Print Name _____ Address _____

Date _____ Signature _____

COPY

Balance Sheet

December 31, 2025

	<u>2025</u>	<u>2024</u>
CURRENT ASSETS		
1060-50 CASH IN BANK-WORLD MISSIONS	\$154,867.61	\$215,771.64
1497-50 ACH SAVINGS-OLD NATIONAL BANK	157,102.07	129,259.82
1180-50 SPLIT GIFTS RECEIVABLE	0.00	4,140.66
SAVINGS - DESIG-SCHED 51	<u>1,130,398.79</u>	<u>1,108,329.31</u>
TOTAL CURRENT ASSETS	<u>1,442,368.47</u>	<u>1,457,501.43</u>
FIXED ASSETS		
TOTAL ASSETS		
	<u>1,442,368.47</u>	<u>1,457,501.43</u>
EQUITY		
WORLD MISSIONS EQUITY	1,457,501.43	1,553,704.41
BUDGET NET INCOME OR (LOSS)	(66,147.60)	(11,809.94)
NON-BUDGET NET INCOME OR (LOSS)	(3,663.06)	(82,673.54)
PERS. SUPP. NET INCOME OR (LOSS)	<u>54,677.70</u>	<u>(1,719.50)</u>
TOTAL EQUITY	<u>1,442,368.47</u>	<u>1,457,501.43</u>
TOTAL LIABILITIES & EQUITY	<u>1,442,368.47</u>	<u>1,457,501.43</u>

Note: The current balance in the World Missions Project and Outreach Accounts as of 12/31/2025 is \$149,878.89

AFLC WORLD MISSIONS
Savings Designated - Schedule 51
December 31, 2025

	Current	Balance	LAST YR-(Dec Only)
	2025	2025	2024
	<i>(Current changes)</i>		<i>(Changes Dec 2024)</i>
FUNDS			
	WFGV SAVINGS	\$9.98	\$395,890.43
1495-50	SAVINGS - MIDWESTONE	819.05	323,209.30
1492-50	CIF CD	3,151.75	281,022.99
1493-50	BREMER CD	797.54	130,276.07
	TOTAL IN SCHEDULE 51	4,778.32	1,130,398.79
MISSIONARY SAVINGS ACCOUNTS			
<i>(Restricted Funds)</i>			
1341-50	MISSIONARY SUPPORT-MR	(258.50)	2,133.92
1343-50	MISSIONARY SUPPORT-TS	3,300.37	39,733.36
1344-50	MISSIONARY SUPPORT- JL	13,941.69	52,471.67
1345-50	MISSIONARY SUPPORT-CD	0.00	8,734.74
1346-50	MISSIONARY SUPPORT-PA	7,687.28	81,367.16
1347-50	MISSIONARY SUPPORT-BR	0.00	1,999.39
1348-50	MISSIONARY SUPPORT-JA	4,057.56	25,509.96
1349-50	MISSIONARY SUPPORT-NJ	0.00	10,913.73
1356-50	MISSIONARY SUPPORT-ZR	7,182.66	39,778.78
1351-50	MISSIONARY SUPPORT-UNDESIGNATED	0.00	45,383.73
1352-50	MISSIONARY SUPPORT-JS	7,539.07	98,392.68
1353-50	MISSIONARY SUPPORT-JP	0.00	648.30
1355-50	MISSIONARY SUPPORT - MA	643.38	105,024.10
PROJECTS / GRANTS / LEGACIES / OTHER			
1339-50	BRAZIL PROJECTS	0.00	2,943.80
1370-50	AFRICA PROJECTS	0.00	29,853.56
1330-50	SWITZERLAND PROJECTS	0.00	0.00
1395-50	WORLD RELIEF SAVINGS	(185.00)	742.35
1400-50	INDIA PROJECTS	(340.00)	2,362.52
1402-50	INDIA-RELIEF/FOOD	(1,185.00)	644.48
1404-50	PARAGUAY PROJECTS	1,200.05	6,089.54
1407-50	INDIA CHILDREN	(585.00)	18,823.35
1408-50	RAY J LEGACY-NEW MISSIONARIES *	0.00	5,807.74
1410-50	LEGACIES *	0.00	86,748.63
1416-50	GRANTS *	(3,486.70)	38,599.15
1419-50	DARRELL BACON LEGACY*	0.00	109,302.68
1422-50	VARDON QUANBECK LEGACY*	0.00	68,458.18
1494-50	A.I. - SPECIAL PROJECTS	0.00	172.26
1421-50	JOURNEY MISSIONS	(2,350.58)	10,179.19
1423-50	JOURNEY MISSIONS SCHOLARHIPS	657.00	27,393.91
1461-50	INTERNATIONAL STUDENT SCHOLARSHIPS	50.00	31,570.00
1465-50	OPERATING RESERVE FUND*	0.00	90,000.00
1470-50	INTEREST EARNED SAVINGS	1,524.97	37,028.96
1474-50	CASH IN SAVINGS*	(33,962.85)	17,873.08
1475-50	MISSION VAN FUND	(652.08)	33,713.89
	SAVINGS / CDs - DESIGNATED - SCHEDULE 51 TOTAL	4,778.32	1,130,398.79

* Denotes Funds With Board Restrictions Already In Place

AFLC WORLD MISSIONS
Budget Receipts / Disbursements
December 31, 2025

	Budget	Current	Year To Date	Last Year
RECEIPTS				
3010-50 CONGREGATIONS GIFTS	\$499,550.00	\$25,634.00	\$286,568.62	\$292,119.75
3030-50 INDIVIDUALS GIFTS	0.00	22,347.14	71,859.62	49,110.65
3011-50 ADMIN REIMB WM - PA	8,611.00	2,208.05	12,563.13	12,647.60
3012-50 ADMIN REIMB WM - JL	8,611.00	2,580.78	12,505.60	13,956.55
3013-50 ADMIN REIMB WM - JS	8,611.00	1,358.70	8,362.69	6,355.86
3017-50 ADMIN REIMB WM - JA	8,611.00	1,312.38	10,844.57	8,920.11
3015-50 ADMIN REIMB WM - BR	0.00	0.00	0.00	10,589.36
3016-50 ADMIN REIMB WM - TS	8,611.00	1,229.33	10,720.34	10,698.20
3019-50 ADMIN REIMB WM - NJ	0.00	0.00	0.00	6,583.02
3023-50 ADMIN REIMB WM - MA	8,612.00	1,373.64	11,814.05	12,949.53
3025-50 ADMIN. REIMB. WM-MR	8,611.00	367.75	2,478.96	2,861.88
3026-50 ADMIN. REIMB. WM-ZR	8,611.00	1,636.79	15,373.85	0.00
3024-50 ADMIN REIMB - JOURNEY MISSIONS	4,000.00	231.55	2,741.15	2,058.52
3720-50 BRAZIL OUTREACH	0.00	7,140.00	7,315.00	0.00
3721-50 MIRIAM CHILDRENS HOME	0.00	10,137.87	46,786.52	50,086.97
3760-50 INDIA OUTREACH	0.00	1,175.00	3,556.00	4,005.00
3870-50 STEER SUPPORT	0.00	0.00	4,665.65	3,167.52
3890-50 AMBASSADOR INSTITUTE	0.00	585.00	3,120.00	5,565.00
4361-50 MISCELLANEOUS - AMB INST	0.00	0.00	3,156.00	1,000.00
3900-50 JOURNEY MISSIONS	0.00	4,922.00	38,363.79	33,991.44
4362-50 MISCELLANEOUS - JM	30,000.00	5,000.02	20,586.06	22,673.83
4360-50 MISCELLANEOUS - WM	100.00	0.00	2,150.00	4,997.48
4440-50 MISSION VAN INC FROM PS	12,000.00	291.00	6,638.00	51,147.98
TOTAL BUDGET RECEIPTS	614,539.00	89,531.00	582,169.60	605,486.25
DISBURSEMENTS				
BRAZIL OUTREACH				
NATIONAL CHURCH ASSISTANCE				
6576-54 TRAVEL ASSISTANCE	3,600.00	0.00	3,600.00	3,600.00
TOTAL CHURCH ASSISTANCE	3,600.00	0.00	3,600.00	3,600.00
SEMINARY & BIBLE SCHOOL				
6786-54 SETELL SUBSIDY	41,949.00	0.00	41,949.00	41,949.00
SUBSIDY TOTAL	41,949.00	0.00	41,949.00	41,949.00
OUTREACH TOTAL	41,949.00	0.00	41,949.00	41,949.00
MIRIAM CHILDRENS HOME				
6721-50 MIRIAM CHILDRENS HOME	26,900.00	0.00	26,400.00	26,400.00
6728-50 MIRIAM CHILDRENS HOME STAFF	24,800.00	0.00	24,800.00	24,800.00
MIRIAM CHILDRENS HOME TOTAL	51,700.00	0.00	51,200.00	51,200.00
TOTAL BRAZIL DISBURSEMENTS	97,249.00	0.00	96,749.00	96,749.00
BALANCE	(97,249.00)	17,277.87	(42,647.48)	(46,662.03)
MEXICO OUTREACH				
NAT'L CHURCH ASSISTANCE				
6538-56 EVANGELISM	3,500.00	291.67	3,500.04	3,500.04
TOTAL CHURCH ASSISTANCE	3,500.00	291.67	3,500.04	3,500.04
OUTREACH TOTAL	3,500.00	291.67	3,500.04	3,500.04
TOTAL MEXICO DISBURSEMENTS	3,500.00	291.67	3,500.04	3,500.04
BALANCE	(3,500.00)	(291.67)	(3,500.04)	(3,500.04)
INDIA OUTREACH				
NAT'L CHURCH ASSISTANCE				
6586-58 WORKER SUBSIDY	12,204.00	1,017.00	12,204.00	12,204.00
6769-50 INDIA NATIONAL CHURCH SUBSIDY	3,600.00	300.00	3,600.00	3,600.00
6772-50 INDIA UNREACHED PEOPLE GROUPS	2,160.00	180.00	2,160.00	2,160.00
TOTAL CHURCH ASSISTANCE	17,964.00	1,497.00	17,964.00	17,964.00
OUTREACH TOTAL	17,964.00	1,497.00	17,964.00	17,964.00
TOTL INDIA DISBURSEMENTS	17,964.00	1,497.00	17,964.00	17,964.00
BALANCE	(17,964.00)	(322.00)	(14,408.00)	(13,959.00)

AFLC WORLD MISSIONS
Budget Receipts / Disbursements
December 31, 2025

	Budget	Current	Year To Date	Last Year
AMBASSADOR INSTITUTE				
DEPARTMENT EXPENSES				
6812-50	850.00	0.00	754.01	863.03
6818-50	4,100.00	0.00	4,310.80	6,142.92
6825-50	2,400.00	200.00	2,400.00	2,400.00
	7,350.00	200.00	7,464.81	9,405.95
ADMINISTRATIVE EXPENSES				
6822-50	548.34	45.70	548.40	534.96
	548.34	45.70	548.40	534.96
	7,898.34	245.70	8,013.21	9,940.91
	(7,898.34)	339.30	(1,737.21)	(3,375.91)

	Budget	Current	Year To Date	Last Year
JOURNEY MISSIONS				
DEPARTMENT EXPENSES				
6902-50	69,815.00	6,217.92	70,215.04	68,278.00
6903-50	3,490.75	334.53	3,736.40	3,522.00
6904-50	300.00	37.19	446.28	441.00
6905-50	8,000.00	1,647.70	8,826.55	3,371.38
6906-50	3,000.00	0.00	6,740.48	2,505.90
6907-50	1,000.00	0.00	1,024.95	1,969.10
6911-50	750.00	0.00	1,478.30	1,000.98
6913-50	300.00	29.48	253.62	152.59
6914-50	700.00	14.80	898.44	272.78
6915-50	500.00	35.26	663.66	907.11
6916-50	1,500.00	134.23	1,476.87	1,501.19
6917-50	3,000.00	472.50	4,445.25	2,229.36
6918-50	200.00	16.00	139.52	0.00
	92,555.75	8,939.61	100,345.36	86,151.39
ADMINISTRATIVE EXPENSES				
6921-50	5,579.84	464.99	5,579.88	5,151.72
6922-50	9,870.12	822.51	9,870.12	9,628.44
	15,449.96	1,287.50	15,450.00	14,780.16
	108,005.71	10,227.11	115,795.36	100,931.55
	(74,005.71)	(73.54)	(54,104.36)	(42,207.76)

AFLC WORLD MISSIONS
Budget Receipts / Disbursements
December 31, 2025

	Budget	Current	Year To Date	Last Year	
WORLD MISSIONS					
ADMINISTRATIVE EXPENSES					
5460-50	AFLC BLDG USE CHARGES	14,348.16	1,195.68	14,348.16	13,247.28
5800-50	AFLC SALARIES, MAINT, ETC.	44,415.54	3,701.30	44,415.60	43,327.72
5801-50	AFLC DEVELOPMENT	0.00	1,000.00	4,000.00	0.00
5890-50	AMBASSADOR SUBSIDY	13,742.00	1,145.17	13,742.04	12,933.00
	TOTAL ADMIN	72,505.70	7,042.15	76,505.80	69,508.00
DEPARTMENT EXPENSES					
5010-50	BANK FEES	5,500.00	1,142.58	7,511.57	5,705.87
5020-50	LEGAL	3,500.00	3,000.00	3,000.00	8,690.01
5030-50	ABUSE PREVENTION	0.00	0.00	600.00	0.00
5060-50	PROMOTION	4,000.00	400.00	5,130.95	2,452.73
5110-50	VEHICLE OPER / MAINT	2,000.00	156.43	735.55	4,553.02
5260-50	INSURANCE / BONDS	7,000.00	545.05	7,663.24	7,724.52
5261-50	VEHICLE REGISTRATION	175.00	0.00	108.53	346.13
5360-50	EXPENSES / OFFICE	1,000.00	265.61	954.85	1,410.73
5410-50	POSTAGE	2,000.00	157.46	2,316.77	1,848.38
5511-50	REPAIR / MAINT	250.00	0.00	0.00	0.00
5560-50	SUPPLIES / OFFICE	2,500.00	167.62	2,719.47	3,812.69
5570-50	SUPPLIES / COMPUTER	250.00	43.20	414.78	245.24
5610-50	TAXES / PAYROLL	8,956.62	840.54	9,324.70	8,190.40
5660-50	TELEPHONE	2,000.00	197.88	1,815.22	1,808.62
5700-50	DIRECTOR TRAVEL - DEPUTATION	8,000.00	288.97	5,115.34	6,713.29
5702-50	EXPENSES / WM CORPORATION	2,500.00	0.00	217.00	2,976.37
5707-50	EXPENSES / COMMUNICATIONS COORD	1,000.00	0.00	531.00	45.00
5708-50	EXPENSES / OFFICE MANAGER	4,000.00	1,224.60	4,828.31	2,438.19
5709-50	DIRECTOR TRAVEL - INTERNATIONAL	8,000.00	61.74	8,639.79	10,668.40
5710-50	EXPENSES / DIRECTOR	2,000.00	64.09	2,033.70	1,591.86
5711-50	EXPENSES / BOARD	5,500.00	2,333.20	8,812.24	8,350.22
5821-50	SALARY - DIRECTOR	110,600.00	9,616.66	111,000.00	107,870.08
5830-50	SALARY-WM OFFICE MANAGER	74,850.00	6,637.50	75,250.00	73,161.92
5832-50	PART TIME STAFF	0.00	0.00	210.00	0.00
5833-50	SALARY - COMMUNICATIONS COORD	42,230.00	3,919.16	42,629.92	32,248.71
5870-50	STEER	1,000.00	0.00	1,175.15	1,423.57
5880-50	CONTINUING EDUCATION	1,700.00	0.00	1,278.37	2,287.20
5910-50	401(k) RETIERMENT & FEES	11,384.00	981.68	11,765.16	10,993.41
5914-50	LIFE INSURANCE-NEW	839.40	60.95	731.40	633.90
5916-50	LTD INSURANCE	511.08	42.59	511.08	455.44
5980-50	NEW EQUIPMENT	2,000.00	0.00	2,657.18	1,299.97
5981-50	EXPENSES / COMPUTER SUPPORT	200.00	0.00	138.75	89.75
5990-50	MISSION HOME OPERATION	6,000.00	565.28	9,969.77	8,667.07
	MISSIONS DEPARTMENT TOTAL	321,446.10	32,712.79	329,789.79	318,702.69
	TOTAL HOME EXPENSE	393,951.80	39,754.94	406,295.59	388,210.69
	BALANCE	186,587.20	20,584.62	50,249.49	97,894.80

AFLC WORLD MISSIONS
Budget Receipts / Disbursements
December 31, 2025

	Budget	Current	Year To Date	Last Year
TOTALS SUMMARY BY MINISTRY				
BRAZIL RECEIPTS	0.00	17,277.87	54,101.52	50,086.97
BRAZIL DISBURSEMENTS	97,249.00	0.00	96,749.00	96,749.00
NET (LOSS)	(97,249.00)	17,277.87	(42,647.48)	(46,662.03)
MEXICO DISBURSEMENTS	3,500.00	291.67	3,500.04	3,500.04
NET (LOSS)	(3,500.00)	(291.67)	(3,500.04)	(3,500.04)
INDIA RECEIPTS	0.00	1,175.00	3,556.00	4,005.00
INDIA DISBURSEMENTS	17,964.00	1,497.00	17,964.00	17,964.00
NET (LOSS)	(17,964.00)	(322.00)	(14,408.00)	(13,959.00)
AMBASSADOR INST RECEIPTS	0.00	585.00	6,276.00	6,565.00
AMBASSADOR INST DISBURSEMENTS	7,898.34	245.70	8,013.21	9,940.91
NET INCOME (LOSS)	(7,898.34)	339.30	(1,737.21)	(3,375.91)
JOURNEY MISS RECEIPTS	34,000.00	10,153.57	61,691.00	58,723.79
JOURNEY MISS DISBURSEMENTS	108,005.71	10,227.11	115,795.36	100,931.55
NET INCOME (LOSS)	(74,005.71)	(73.54)	(54,104.36)	(42,207.76)
ALL OTHER INCOME	580,539.00	60,339.56	456,545.08	486,105.49
HOME EXPENSES	393,951.80	39,754.94	406,295.59	388,210.69
NET (LOSS)	186,587.20	20,584.62	50,249.49	97,894.80
	Budget	Current	Year To Date	Last Year
TOTALS SUMMARY AS A WHOLE				
BRAZIL RECEIPTS	0.00	17,277.87	54,101.52	50,086.97
INDIA RECEIPTS	0.00	1,175.00	3,556.00	4,005.00
AMBASSADOR INST RECEIPTS	0.00	585.00	6,276.00	6,565.00
JOURNEY MISS RECEIPTS	34,000.00	10,153.57	61,691.00	58,723.79
STEER RECEIPTS	0.00	0.00	4,665.65	3,167.52
ALL OTHER RECEIPTS	580,539.00	60,339.56	451,879.43	482,937.97
TOTAL BUDGET RECEIPTS	614,539.00	89,531.00	582,169.60	605,486.25
BRAZIL DISBURSEMENTS	97,249.00	0.00	96,749.00	96,749.00
MEXICO DISBURSEMENTS	3,500.00	291.67	3,500.04	3,500.04
INDIA DISBURSEMENTS	17,964.00	1,497.00	17,964.00	17,964.00
AMBASSADOR INST DISBURSEMENTS	7,898.34	245.70	8,013.21	9,940.91
JOURNEY MISS DISBURSEMENTS	108,005.71	10,227.11	115,795.36	100,931.55
ALL OTHER (HOME) EXPENSES	393,951.80	39,754.94	406,295.59	388,210.69
TOTAL DISBURSEMENTS	628,568.85	52,016.42	648,317.20	617,296.19
TOTAL BUDG NET INCOME (LOSS)	(14,029.85)	37,514.58	(66,147.60)	(11,809.94)

AFLC WORLD MISSIONS
Non-Budget Receipts / Disbursements
December 31, 2025

	Budget	Current	Year To Date	Last Year
RECEIPTS				
MISCELLANEOUS RECEIPTS				
4140-50	\$0.00	\$0.00	\$9,640.72	\$49,533.33
4326-50	0.00	1,542.97	17,996.87	19,614.23
4380-50	0.00	3,200.00	14,700.00	6,100.00
4400-50	0.00	0.00	32,739.01	30,131.63
4461-50	0.00	50.00	50.00	50.00
4481-50	0.00	150.00	635.00	1,303.76
4484-50	0.00	15.00	2,463.50	2,530.38
4485-50	0.00	2,310.00	29,476.22	16,110.40
4486-50	0.00	0.00	0.00	100.00
4489-50	0.00	2,070.00	17,044.72	16,525.56
	0.00	9,337.97	124,746.04	141,999.29
JOURNEY MISSIONS - RECEIPTS				
4459-50	0.00	0.00	3,718.99	25.00
4458-50	0.00	0.00	57,292.07	30,150.00
4454-50	0.00	7,025.00	20,182.00	13,832.65
4500-50	0.00	2,315.47	25,693.34	19,740.93
4457-50	0.00	0.00	3,559.93	7,771.53
4402-50	0.00	0.00	1,000.00	1,000.00
4494-50	0.00	657.00	657.00	0.00
	0.00	9,997.47	112,103.33	72,520.11
BRAZIL PROJECTS - RECEIPTS				
4720-50	0.00	918.00	124,965.66	54,843.78
4724-50	0.00	25.00	275.00	300.00
4725-50	0.00	200.00	1,200.00	3,948.46
4729-50	0.00	815.00	5,760.00	5,025.00
4738-50	0.00	500.00	975.00	9,772.00
	0.00	2,458.00	133,175.66	73,889.24
MEXICO PROJECTS - RECEIPTS				
4740-50	0.00	500.00	3,501.05	5,199.54
4759-50	0.00	0.00	0.00	1,000.00
	0.00	500.00	3,501.05	6,199.54
INDIA PROJECTS - RECEIPTS				
4760-50	0.00	1,800.00	6,980.00	38,368.00
4761-50	0.00	695.00	13,248.38	12,830.00
4762-50	0.00	0.00	1,200.00	0.00
4764-50	0.00	0.00	2,400.00	1,600.00
	0.00	2,495.00	23,828.38	52,798.00
AFRICA PROJECTS-RECEIPTS				
4790-50	0.00	0.00	5,350.00	2,098.10
	0.00	0.00	5,350.00	2,098.10
SWITZERLAND PROJECTS - RECEIPTS				
4730-50	0.00	0.00	3,500.00	4,063.75
	0.00	0.00	3,500.00	4,063.75
PARAGUAY PROJECTS - RECEIPTS				
4700-50	0.00	1,500.00	67,338.21	41,477.84
	0.00	1,500.00	67,338.21	41,477.84
	0.00	26,288.44	473,542.67	395,045.87

AFLC WORLD MISSIONS
Non-Budget Receipts / Disbursements
December 31, 2025

	Budget	Current	Year To Date	Last Year
DISBURSEMENTS				
MISCELLANEOUS DISBURSEMENTS				
6140-50	0.00	0.00	23,030.00	49,445.00
6360-50	0.00	18.00	18.00	781.80
6380-50	0.00	3,200.00	14,700.00	6,100.00
6400-50	0.00	955.97	39,093.97	42,221.14
6461-50	0.00	50.00	530.00	0.00
6481-50	0.00	150.00	635.00	1,371.26
6484-50	0.00	200.00	2,400.00	2,400.00
6485-50	0.00	2,310.00	29,476.22	16,110.40
6489-50	0.00	2,070.00	17,044.72	16,525.56
5997-50	0.00	0.00	0.00	83,383.57
	0.00	8,953.97	126,927.91	218,338.73
AMBASSADOR INSTITUTE DISBURSMENTS				
6824-50	0.00	0.00	656.46	0.00
	0.00	0.00	656.46	0.00
JOURNEY MISSIONS DISBURSMENTS				
6459-50	0.00	0.00	13,329.58	0.00
6454-50	0.00	13,142.45	18,157.65	20,836.65
6458-50	0.00	0.00	55,775.30	30,917.06
6500-50	0.00	3,231.55	19,853.11	25,419.15
6457-50	0.00	0.00	550.00	1,536.00
6402-50	0.00	0.00	0.00	1,000.00
	0.00	16,374.00	107,665.64	79,708.86
BRAZIL PROJECTS - DISBURSEMENTS				
6720-50	0.00	900.00	124,965.66	54,843.78
6724-50	0.00	25.00	275.00	300.00
6725-50	0.00	200.00	1,200.00	3,948.46
6729-50	0.00	815.00	5,760.00	5,025.00
6738-50	0.00	500.00	975.00	9,772.00
	0.00	2,440.00	133,175.66	73,889.24
MEXICO PROJECTS - DISBURSEMENTS				
6740-50	0.00	500.00	3,501.05	5,199.54
6759-50	0.00	0.00	0.00	1,000.00
	0.00	500.00	3,501.05	6,199.54
INDIA PROJECTS - DISBURSEMENTS				
6760-50	0.00	1,690.00	7,130.00	38,850.00
6761-50	0.00	1,280.00	11,594.42	11,700.00
6762-50	0.00	1,185.00	3,220.00	3,220.00
6764-50	0.00	100.00	1,573.50	1,410.00
	0.00	4,255.00	23,517.92	55,180.00
PORTUGAL PROJECTS - DISBURSEMENTS				
AFRICA PROJECTS-DISBURSEMENTS				
6790-50	0.00	0.00	5,350.00	2,098.10
	0.00	0.00	5,350.00	2,098.10
SWITZERLAND PROJECTS - DISBURSEMENTS				
6730-50	0.00	0.00	7,563.75	0.00
	0.00	0.00	7,563.75	0.00
PARAGUAY PROJECTS - DISBURSEMENTS				
6700-50	0.00	1,500.00	68,847.34	42,304.94
	0.00	1,500.00	68,847.34	42,304.94
	0.00	34,022.97	477,205.73	477,719.41
TOTAL NON-BUDGET NET INCOME	0.00	(7,734.53)	(3,663.06)	(82,673.54)

AFLC WORLD MISSIONS
Missionary Personal Support
December 31, 2025

		Budget	Current	Year To Date	Last Year
PAUL ABEL #103					
RECEIPTS					
4811-50	MISSIONARY SUPPORT	\$0.00	\$22,080.50	\$124,998.29	\$125,018.42
4821-50	ADMIN ALLOCATION - PA	0.00	(2,208.05)	(12,563.13)	(12,647.60)
4831-50	STEER SUPPORT	0.00	0.00	632.90	1,457.52
	TOTAL	0.00	19,872.45	113,068.06	113,828.34
DISBURSEMENTS					
7001-50	SALARY	0.00	6,919.25	83,031.00	80,460.00
7051-50	PENSION	0.00	367.84	4,414.08	4,285.56
7111-50	LIFE INSURANCE	0.00	12.20	146.40	175.70
7120-50	LTD INSURANCE	0.00	17.03	204.36	204.36
7301-50	HOUSING ALLOWANCE	0.00	437.50	5,250.00	5,250.00
7501-50	TRAVEL, ON FIELD	0.00	0.00	422.61	1,204.32
7551-50	TRAVEL, TO/FR FIELD	0.00	1,560.59	3,001.84	3,479.91
7601-50	TRAVEL, DEPUTATION	0.00	2,870.76	12,552.83	9,764.73
7681-50	MISCELLANEOUS	0.00	0.00	167.27	820.70
7701-50	DOCUMENTATION	0.00	0.00	104.76	463.35
	TOTAL	0.00	12,185.17	109,295.15	106,108.63
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		Budget	Current	Year To Date	Last Year
MATTHEW ABEL #589					
RECEIPTS					
4813-50	MISSIONARY SUPPORT	0.00	13,736.35	118,140.30	129,495.21
4850-50	ADMIN ALLOCATION - MA	0.00	(1,373.64)	(11,814.05)	(12,949.53)
	TOTAL	0.00	12,362.71	106,326.25	116,545.68
DISBURSEMENTS					
7003-50	SALARY	0.00	8,953.83	71,453.96	65,934.00
7053-50	PENSION	0.00	485.19	4,022.68	3,746.76
7133-50	LIFE INSURANCE	0.00	21.95	263.40	263.40
7129-50	LTD INSURANCE	0.00	16.85	202.20	196.32
7303-50	HOUSING ALLOWANCE	0.00	750.00	9,000.00	9,000.00
7503-50	TRAVEL, ON FIELD	0.00	200.97	2,525.87	801.67
7553-50	TRAVEL, TO/FR FIELD	0.00	0.00	0.00	1,451.97
7603-50	TRAVEL, DEPUTATION	0.00	0.00	0.00	1,410.46
7683-50	MISCELLANEOUS	0.00	0.00	20,147.53	544.74
7703-50	DOCUMENTATION	0.00	0.00	2,059.09	764.65
7803-50	CHILDRENS EDUC	0.00	1,290.54	3,922.22	2,536.70
7903-50	FURNITURE, NEW/REPL	0.00	0.00	0.00	611.43
	TOTAL	0.00	11,719.33	113,596.95	87,262.10
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		Budget	Current	Year To Date	Last Year
JOHN LEE #594					
RECEIPTS					
4812-50	MISSIONARY SUPPORT	0.00	12,561.97	109,733.90	121,636.67
4823-50	ADMIN ALLOCATION-JL	0.00	(2,580.78)	(12,505.60)	(13,956.55)
4842-50	STEER SUPPORT	0.00	13,245.85	15,322.11	17,928.87
	TOTAL	0.00	23,227.04	112,550.41	125,608.99
DISBURSMENTS					
7002-50	SALARY	0.00	5,181.83	62,181.96	59,934.00
7052-50	PENSION	0.00	321.59	3,859.08	3,746.76
7130-50	LIFE INSURANCE	0.00	21.95	263.40	263.40
7131-50	LTD INSURANCE	0.00	16.85	202.20	196.32
7302-50	HOUSING ALLOWANCE	0.00	1,250.00	15,000.00	15,000.00
7402-50	MEDICAL EXPENSES	0.00	1,060.00	3,200.00	930.00
7502-50	TRAVEL ON THE FIELD	0.00	0.00	792.22	0.00
7552-50	TRAVEL-TO/FROM FIELD	0.00	0.00	864.27	7,813.10
7602-50	TRAVEL- DEPUTATION	0.00	0.00	0.00	16,301.87
7682-50	MISCELLANEOUS	0.00	0.00	768.43	76.31
7702-50	DOCUMENTATION	0.00	1,433.13	1,553.13	617.70
7802-50	CHILDREN'S EDUCATION	0.00	0.00	5,960.78	2,812.35
7952-50	LANGUAGE TRAINING	0.00	0.00	331.75	0.00
	TOTAL	0.00	9,285.35	94,977.22	107,691.81

AFLC WORLD MISSIONS
Missionary Personal Support
December 31, 2025

		Budget	Current	Year To Date	Last Year
TODD SCHIERKOLK #132					
RECEIPTS					
4816-50	MISSIONARY SUPPORT	0.00	12,293.27	105,303.36	105,294.45
4826-50	ADMIN ALLOCATION - TS	0.00	(1,229.33)	(10,720.34)	(10,698.20)
4836-50	STEER SUPPORT	0.00	0.00	1,900.00	1,687.50
	TOTAL	0.00	11,063.94	96,483.02	96,283.75
DISBURSEMENTS					
7006-50	SALARY	0.00	6,856.75	82,281.00	80,460.00
7056-50	PENSION	0.00	367.84	4,414.08	4,285.56
7116-50	LIFE INSURANCE	0.00	21.95	263.40	263.40
7122-50	LTD INSURANCE	0.00	17.03	204.36	204.36
7306-50	HOUSING ALLOWANCE	0.00	500.00	6,000.00	5,250.00
7556-50	TRAVEL, TO/FR FIELD	0.00	0.00	0.00	2,106.00
7606-50	TRAVEL, DEPUTATION	0.00	0.00	0.00	2,999.49
7686-50	MISCELLANEOUS	0.00	0.00	144.38	116.04
	TOTAL	0.00	7,763.57	93,307.22	95,684.85

		Budget	Current	Year To Date	Last Year
JONATHAN ABEL #189					
RECEIPTS					
4817-50	MISSIONARY SUPPORT	0.00	13,123.75	108,445.52	87,743.54
4827-50	ADMIN ALLOCATION - JA	0.00	(1,312.38)	(10,844.57)	(8,920.11)
4837-50	STEER SUPPORT	0.00	0.00	0.00	1,457.53
	TOTAL	0.00	11,811.37	97,600.95	80,280.96
DISBURSEMENTS					
7007-50	SALARY	0.00	6,356.75	76,281.00	73,710.00
7057-50	PENSION	0.00	367.84	4,414.08	4,310.56
7117-50	LIFE INSURANCE	0.00	12.20	146.40	146.40
7123-50	LTD INSURANCE	0.00	17.03	204.36	204.36
7307-50	HOUSING ALLOWANCE	0.00	1,000.00	12,000.00	12,000.00
7607-50	TRAVEL, DEPUTATION	0.00	0.00	0.00	201.00
7687-50	MISCELLANEOUS	0.00	0.00	108.37	182.65
	TOTAL	0.00	7,753.82	93,154.21	90,754.97

		Budget	Current	Year To Date	Last Year
JONNI SLIVER #491					
RECEIPTS					
4820-50	MISSIONARY SUPPORT	0.00	13,587.00	83,627.00	63,558.43
4830-50	ADMIN ALLOCATION - JS	0.00	(1,358.70)	(8,362.69)	(6,355.86)
	TOTAL	0.00	12,228.30	75,264.31	57,202.57
DISBURSEMENTS					
7010-50	SALARY	0.00	4,114.50	48,219.40	45,246.00
7110-50	TAXES - PAYROLL	0.00	346.14	3,736.38	3,516.29
7060-50	PENSION	0.00	205.73	2,410.99	2,287.36
7112-50	LIFE INSURANCE	0.00	12.68	152.16	152.16
7125-50	LTD INSURANCE	0.00	10.18	122.16	118.56
7561-50	TRAVEL, TO/FR FIELD	0.00	0.00	0.00	5,253.11
7610-50	TRAVEL, DEPUTATION	0.00	0.00	10,330.72	0.00
7690-50	MISCELLANEOUS	0.00	0.00	73.88	33.89
	TOTAL	0.00	4,689.23	65,045.69	56,607.37

AFLC WORLD MISSIONS
Missionary Personal Support
December 31, 2025

		Budget	Current	Year To Date	Last Year
MICHAEL ROKENBRODT #595					
RECEIPTS					
4844-50	MISSIONARY SUPPORT	0.00	3,677.50	24,789.52	27,233.14
4846-50	ADMIN ALLOCATION-MR	0.00	(367.75)	(2,478.96)	(2,861.88)
4845-50	STEER SUPPORT	0.00	0.00	0.00	1,385.60
	TOTAL	0.00	3,309.75	22,310.56	25,756.86
DISBURSEMENTS					
7011-50	SALARY	0.00	3,637.50	23,352.72	16,331.90
7014-50	TAXES-PAYROLL	0.00	308.87	1,824.73	1,295.29
7062-50	401(k)	0.00	181.88	1,167.65	816.62
7511-50	TRAVEL ON THE FIELD	0.00	0.00	5,896.18	5,045.90
7562-50	TRAVEL TO/FROM FIELD	0.00	(560.00)	4,246.37	2,245.89
7611-50	TRAVEL-DEPUTATION	0.00	0.00	2,167.53	4,525.04
7693-50	MISCELLANEOUS	0.00	0.00	602.17	0.00
7711-50	DOCUMENTATION	0.00	0.00	120.83	175.70
	TOTAL	0.00	3,568.25	39,378.18	30,436.34
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		Budget	Current	Year To Date	Last Year
ZACHARIAH RITLAND					
RECEIPTS					
4856-50	MISSIONARY SUPPORT	0.00	16,367.90	153,738.34	0.00
4847-50	ADMIN. ALLOCATION - ZR	0.00	(1,636.79)	(15,373.85)	0.00
	TOTAL	0.00	14,731.11	138,364.49	0.00
DISBURSEMENTS					
7012-50	SALARY	0.00	6,179.50	61,795.00	0.00
7015-50	TAXES-PAYROLL	0.00	508.39	4,781.78	0.00
7136-50	LIFE INSURANCE	0.00	21.95	219.50	0.00
7137-50	LTD INSURANCE	0.00	16.19	161.90	0.00
7063-50	401(k)	0.00	308.98	3,089.80	0.00
7512-50	TRAVEL ON THE FIELD	0.00	208.97	518.65	0.00
7958-50	LANGUAGE TRAINING	0.00	175.34	420.02	0.00
7563-50	TRAVEL TO/FROM FIELD	0.00	0.00	2,635.80	0.00
7612-50	TRAVEL - DEPUTATION	0.00	0.00	18,557.11	0.00
7694-50	MISCELLANEOUS	0.00	79.13	695.35	0.00
7418-50	MEDICAL EXPENSES	0.00	0.00	621.00	0.00
7712-50	DOCUMENTATION	0.00	0.00	2,173.19	0.00
7912-50	FURNITURE - NEW/REPLACEMENT	0.00	0.00	2,866.63	0.00
	TOTAL	0.00	7,498.45	98,535.73	0.00
<hr/>					
		Budget	Current	Year To Date	Last Year
SUMMARY					
	NET INCOME - PA	0.00	7,687.28	3,772.91	7,719.71
	NET INCOME - MA	0.00	643.38	(7,270.70)	29,283.58
	NET INCOME - CD	0.00	0.00	0.00	(2,872.67)
	NET INCOME - JL	0.00	13,941.69	17,573.19	17,917.18
	NET INCOME - BR	0.00	0.00	0.00	(23,535.11)
	NET INCOME - TS	0.00	3,300.37	3,175.80	598.90
	NET INCOME - JA	0.00	4,057.55	4,446.74	(10,474.01)
	NET INCOME - NJ	0.00	0.00	0.00	(16,272.80)
	NET INCOME - JS	0.00	7,539.07	10,218.62	595.20
	NET INCOME - MR	0.00	(258.50)	(17,067.62)	(4,679.48)
	NET INCOME - ZR	0.00	7,232.66	39,828.76	0.00
	DESIG DISB BRAZIL	0.00	33,913.57	362,472.27	364,035.45
	DESIG DISB MEXICO	0.00	7,763.57	93,307.22	95,684.85
	DESIG DISB PARAGUAY	0.00	11,719.33	113,596.95	87,262.10
	DESIG DISB AFRICA	0.00	3,568.25	39,378.18	224,795.49
	TOTAL DESIGNATED RECEIPTS	0.00	108,606.67	761,968.05	770,058.39
	TOTAL DESIGNATED DISBURSEMENTS	0.00	64,463.17	707,290.35	771,777.89
	NET INCOME (OR LOSS) - DESIGNATED	0.00	44,143.50	54,677.70	(1,719.50)

AFLC WORLD MISSIONS Financial Statement Budget Request for 2027

WM Budget	Actual 2023	Actual 2024	Actual 2025	Approved 2025	Final 2026	Requested 2027
Receipts						
Subsidy	\$ 425,404.43	\$ 438,046.43	\$ 462,235.20	\$ 499,550.00	\$ 519,532.00	\$ 535,117.00
Non Subsidy Receipts						
PS Administration	\$ 84,988.53	\$ 85,562.11	\$ 84,663.19	\$ 68,889.00	\$ 68,889.00	\$ 70,000.00
Non Budget Administration						
Other	\$ 50,227.34	\$ 81,877.81	\$ 35,271.21	\$ 46,100.00	\$ 44,100.00	\$ 24,100.00
Total	\$ 560,620.30	\$ 605,486.35	\$ 582,169.60	\$ 614,539.00	\$ 632,521.00	\$ 656,217.00
Disbursements						
Brazil	\$ 96,749.00	\$ 96,749.00	\$ 96,749.00	\$ 97,249.00	\$ 97,249.00	\$ 97,249.00
Mexico	\$ 3,500.04	\$ 3,500.04	\$ 3,500.04	\$ 3,500.00	\$ 3,500.00	\$ 3,500.00
Paraguay	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
India	\$ 17,964.00	\$ 17,964.00	\$ 17,964.00	\$ 17,964.00	\$ 17,964.00	\$ 17,964.00
Uganda	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Ambassador Inst.	\$ 7,377.17	\$ 9,940.91	\$ 8,013.21	\$ 7,898.34	\$ 8,124.39	\$ 5,724.39
Journey Missions	\$ 94,010.26	\$ 100,931.55	\$ 115,795.36	\$ 108,005.71	\$ 116,931.16	\$ 114,931.16
Home	\$ 351,706.78	\$ 388,210.69	\$ 406,295.59	\$ 393,951.80	\$ 418,674.75	\$ 420,851.75
Total	\$ 571,307.25	\$ 617,296.19	\$ 648,317.20	\$ 628,568.85	\$ 662,443.30	\$ 660,220.30
Income/Loss	\$ (10,686.95)	\$ (11,809.84)	\$ (66,147.60)	\$ (14,029.85)	\$ (29,922.30)	\$ (4,003.30)
PS Budget Receipts						
Personal Support	\$ 849,885.32	\$ 830,015.98	\$ 828,776.23	\$ 775,000.00	\$ 775,000.00	\$ 700,000.00
STEER	\$ -	\$ 25,604.52	\$ 17,855.01	\$ 8,000.00	\$ -	\$ -
PS Administration	\$ 84,988.53	\$ 85,562.11	\$ 84,663.19	\$ 77,500.00	\$ 68,889.00	\$ 70,000.00
Total	\$ 764,896.79	\$ 770,058.39	\$ 761,968.05	\$ 705,500.00	\$ 706,111.00	\$ 630,000.00
Disbursements						
Personal Support	\$ 779,143.45	\$ 771,777.89	\$ 707,290.35	\$ 686,754.19	\$ 791,972.38	\$ 707,909.06
Total	\$ 779,143.45	\$ 771,777.89	\$ 707,290.35	\$ 686,754.19	\$ 791,972.38	\$ 707,909.06
Income/Loss	\$ (14,246.66)	\$ (1,719.50)	\$ 54,677.70	\$ 18,745.81	\$ (85,861.38)	\$ (77,909.06)
Total for Both Budgets	\$ 1,275,289.75	\$ 1,268,062.41	\$ 1,291,011.43	\$ 1,274,550.00	\$ 1,294,532.00	\$ 1,235,117.00

Personal Support Disbursements			
Couples	\$109,295.15	PA	
	\$93,596.95	MA	
	\$94,977.22	JL	
	\$93,307.22	TS	
	\$93,154.21	JA	
	\$98,535.73	ZR	
Average	\$97,144.41		\$582,866.48
Single	\$65,045.69	JS	
	\$39,378.18	MR	
Average	\$52,211.94		\$104,423.87
Sub Total			\$687,290.35
3% Raise 2026			\$20,618.71
Total			\$707,909.06

AFLC Overhead Expenses	2024	2025	2026	2027
Ambassador Institute	\$534.91	\$548.34	\$774.39	\$774.39
Journey Missions	\$14,780.10	\$15,449.96	\$20,025.66	\$20,025.66
World Missions	\$69,507.99	\$72,505.70	\$92,441.95	\$92,441.95
Total	\$84,823.00	\$88,504.00	\$113,242.00	\$113,242.00

AFLC World Mission Executive Director – Job Description

The position of AFLC World Mission Executive Director entails oversight of a 1-2 million dollar a year ministry that reaches individuals for eternity on five continents.

Spiritual Life

- Prayer
- Word of God
- Seminary

World Missions Board of Directors

- Working under the authority of the World Missions Board
- Keeping the Board informed of what is happening in the department
- Meetings
 - Keeping records of subjects that the WMB needs to address
 - Preparing an informative report and agenda to help the Board have quality time at meetings
 - Making sure that those who are invited to the meetings know in advance where and when they are to arrive.
 - Setting up for scheduled meetings
 - Meetings in office
 - Meetings away from office
 - Virtual meetings
 - Taking detailed notes during meetings
 - Developing a plan and carrying out the directives of the WMB after meetings

Administration

- Planning

Working under the World Missions Board to plan and implement the work of World Missions. This has taken many different forms, working agreements with countries, Missionary Assistant program, Journey Missions, Ambassador Institute, Horeb Home, Seasonal Missionaries etc.

 - Vision
 - Developing Goals
 - Developing Policies
 - Implementing the Policies
 - Evaluating the outcome
- Oversight
 - Missionaries
 - Oversight includes care
 - Meeting and seeing off missionaries as they travel to and from field
 - Office Staff
 - Volunteers
 - Journey Missions
 - Ambassador Institute
 - Fields
 - Nationals
 - Ministries

- Detailed Record Keeping in the following areas
 - Financial
 - Policies
 - Correspondence – Email, phone, letters, messaging and etc.
 - Trip Journals
 - Missionary Schedules
 - Meetings
- Reports
 - AFLC Annual Conference
 - AFLC Missions Corporation
 - World Missions Board

Official Functions

Attendance at functions as the representative of World Missions

- Graduations
- Commissioning's
- Sending Services
- Ordinations
- Funerals
- Weddings

Campus Life

Attendance at various campus functions for networking. These seem menial but they are very important as they keep the channels of communication open.

- Building Devotions - daily
- Prayer times - weekly
- Campus Devotions - monthly
- Directors Meetings - monthly
- Coffee breaks – twice a day
- Missions Staff Meetings - weekly

Missionary Enlistment

- Praying for workers
- Encouraging those being called by God
- Working through the candidate process
- Facilitating the call process
- Commissioning
- Setting up financial accounting procedures for new missionaries
- Training of new missionaries
- Working with new missionaries to get them to the field
- Working with new missionaries as they get established on the field

Organizational

- Understanding of US and foreign legal rules and the implications of those rules
- Understanding of the organization of the AFLC
- Working with the directors, deans and other employees of the various AFLC departments
- Understanding the organization of the World Mission Corporation
- Knowing the policies and procedures of World Missions, Ambassador Institute and Journey Missions
- Diplomatically working with people in many areas to negotiate problems

Mission Organizations

Working with other mission's organizations including, World Mission Prayer League, Spiritual Orphans Network, Lutheran Bible Translators, Wycliffe, UnfoldinWord, They Need the Bible, Ends of the Earth Courier for Christ, Alpha and Omega, International Orality Institute, Norwegian Lutheran Mission, Perspectives, Sverdrup Society, World Relief Commission, and etc.

Finances

- Understand the GAAP, Generally accepted accounting principles. Work with the AFLC Administrative Office to assure that these principles are upheld.
- Careful documentation of all financial transactions to assure that an adequate paper trail exists.
- A working understanding of the AFLC World Missions financial statements
- Many of the tasks associated with finances involve an in-depth understanding of Excel and how to write an Excel worksheet
- Understanding how money is disbursed to each field and entity in each field
- The ability to use online banking
- Director of Development
 - Meeting with the Director of Development to exchange information
 - Developing and writing proposals for the Director of Development present to people who are desiring to be involved in missions ministry
- Income
 - Keeping an eye on the financial needs, evaluating if we have adequate funds to accomplish the ministries we have set out to do
 - Making sure that the receipts are recorded under the correct income account
 - Making sure that the incoming funds are stored in the proper funds account
- Expenditures
 - Writing of vouchers and transfers for the movement of funds and disbursement of funds.
- Working with the following:
 - Personal Support
 - Knowing the IRS regulations for employees
 - Tracking each missionary's Personal Support Income
 - Evaluating each missionary's expenditures
 - Projects
 - Polling the fields to determine needed projects
 - Organizing the projects and bring them to the World Missions Board for approval
 - Publicizing the Special Projects by:
 - putting them on the website
 - informing the WMF
 - Receiving funds for special projects and getting them to each field by writing vouchers and sending the funds to each field either by placing the funds in a specific bank account or by wire.
 - Acknowledgement of gifts
 - Write a monthly Thank You letter
 - Write personal thank you's for special gifts
 - Missionary Salary Evaluations

Every month research how much it cost to live in each city where we have missionaries. Keep track of the difference between living in Minneapolis and their city.
 - Budgeting Reports

Developing in depth budgets each year for the following

- Budget Analysis
 - Accounting Department for Financial Statements
- End of Month Reconciliation

Reconcile the accounting and fund balances of the Special Projects with transfers at the end of every month.
- End of Year Accounting

At the end of every year there are numerous accounting procedures that need to be performed

 - Working with accounting on bonuses, raises, housing allowances, reimbursement accounts and etc.
 - Reconciliation of grants making sure that their fund balances are correct
 - Reviewing the financial statements before the year is closed

Communication

People use various forms of communication depending on their personal preference. Therefore, the executive director must constantly stay connected and use various forms of communication including face to face, email, text, paper letter, Facebook messaging, phone, Skype, Go-To-Meeting, WhatsApp and etc. This communication will be with:

- WMC
- Missionaries
- Nationals on the field
- People from the AFLC
- Requests from foreign countries

Current Events

- Keeping up to date on the security climate of each country where we have missionaries and ministries
- Constantly digesting world events, politics, and news to understand how they will affect the spread of the Gospel
- Having a current knowledge of the exchange rate in various countries and how it will affect the purchasing power of our missionaries and ministries.

Publicity

- Websites
 - World Missions
 - Overseeing development and makeovers
 - Keep the website updated
 - Posting all newsletters before they go out
 - AFLC – Evaluating and updating the World Missions section of AFLC financial pages
- Facebook – Sending Facebook items to social media coordinators

Writing

This includes writing and getting others to write

- Bulletin backs
- Newsletters
- Bulletin Inserts for Missions month
- Monthly Ambassador Articles
- Monthly Devotionals
- Summer and Winter News
- Ambassador Institute Articles
- Special Requests from Ambassador Publications

Oversight of property

- Mission House
- Rental of furlough housing
- Deputation vehicles
 - Procuring
 - Maintaining
 - Assessing mileage to the missionary's personal support after they have used a vehicle
 - Insurance and Licenses
 - Disposal
- Oversight and fundraising for properties on the fields

Computer and Electronics

- Purchasing computers, video projectors, printers and etc.
- Ability to use a smartphone and apps to effectively work in all situations
- Understanding the basics of how computers, networks, electronic password generating fobs work
- Using various computer programs and apps including but not limited to:
 - Word
 - Outlook
 - Excel
 - PowerPoint
 - OneNote
 - OneDrive
 - FTP Software
 - PDF Scanning Software
 - Web browsers
 - VPN
 - Go To Meeting
 - Dropbox
 - Photoshop
 - Blackbaud\Raiser's Edge
 - Populi
 - WordPerfect
 - Ezra Crisis Management Software
 - Gmail Calendars
 - Publisher

Teaching

- AFLC Schools – Working within the requirements of our schools now that they are accredited.
 - FLBC
 - FLTS
- VBS
 - Daily presentations that can be used to promote World Missions during Vacation Bible School
 - Making a presentation for a Vacation Bible School project
- Sunday Schools
Personally teaching at Sunday schools
- Bible Studies
Present missions and Bible studies at midweek service

- WMF Rallies
Attend WMF Rallies around the country as the special speaker
- FLY
Attend FLY and speaking at various sessions.

STEER

Yearly attendance at the STEER convention in Bismarck, ND. Speak to farmers and ranchers about STEER.

AFLC Schools Mission Week

Our schools hold a mission week every year in January. World Missions has a presence with this in several ways, a display, two presentations, our missionaries speaking and the director's attendance.

Crisis Management

AFLC World Missions prepares a risk assessment for each missionary to mitigate risks before they happen and develop a plan on how to operate once a major problem happens. The following steps are taken to prepare this risk assessment:

- Travel to the field
- Perform the risk assessment using Ezra Crisis Management Software
- Use the assessment to:
 - Evaluate Risks
 - Mitigate known risks
 - Develop a contingency plan
- Keep current emergency contact information for all missionary families
- Have a current Crisis Management Board
- Have a current Crisis Management Team for each country

Deputation

- Missionaries
 - Help missionaries plan for their furlough
 - Walk new missionaries through how to plan and carry out deputation
- Personal for Missions
 - Work on the director's own deputation. The schedule is normally as follows:
 - Even years
 - Spring – Travel to congregation east, all the way to the coast
 - Fall – Travel west visiting congregations all the way to the coast, down the coast, through Arizona, Colorado, Kansas and Nebraska.
 - Fill in the other weekends with various congregations
 - Odd years
 - Visit the congregations in the center part of the country
 - FLY
 - Fill in the other weekends with various congregations

Travel

Many years 4-5 full months of the year have been spent traveling. Considerable time is spent planning this travel.

- Foreign

It is important that the director travels to the field. This develops a bond between the executive director and those on the field. It enables the director to convey the goals and desires of the World Missions Board to those on the field. It allows the director to understand the challenges and the joys of those on the field. Traveling internationally involves the following:

- Planning with those internationally
- Those traveling with the director
 - Consultation and planning
 - Training
 - Walking them through preparations to travel
 - Working with those traveling on trip
- Securing tickets
- Passports
- Visas
- In Country Logistics
- Ministry in country
 - Meetings - missionaries, nationals and organizations
 - Planning
 - Speaking, teaching and preaching
 - Official functions, dedications, installations, anniversaries, meeting with government officials
- Recording what is happening on the field during the trip
- Running all aspects of the World Missions Department remotely

- Domestic

The importance of the director traveling domestically is that it keeps the cause of missions before the pastors and congregations of the AFLC. It encourages people to pray for missions and give to the cause of missions. It involves the following:

- Planning the trip
- Consulting with pastors, congregations and other organizations on dates to visit.
- Working on the logistics of the trip, times to arrive, where to stay, what will happen at the visit.
- Preparing presentations and sermons for the visits.
- Running all aspects of the World Missions Department remotely

AFLC World Missions

Journey Missions Department Head – Job Description

Reports to: Executive Director AFLC World Missions

Job Overview

The position of Journey Missions Department Head entails oversight of the Journey Missions Department which exists to give people opportunities to visit our AFLC Mission Fields through:

- Ministry Trips: One to three-week mission trips
- Missionary Assistant: Living cross-culturally for a temporary period of time

The vision for this ministry is for people to serve in a foreign mission field alongside one another, fulfilling the Great Commission in a variety of ways.

Responsibilities and Duties

- Lead Adult / Student / Family Mission Trips

- This will entail every aspect of the mission trip from conception and training to return debriefing.

- Oversight of the Missionary Assistants Program (MA) under the guidance of the World Missions Executive Director

- Promotion of the ministry among the churches and Church body to raise awareness of mission trips, prayer and financial support for the department

- Maintain regular Contact of those interested in Missions throughout the AFLC

- Ministry to the people of the AFLC in the US

- Regular contact with AFLC Missionaries

- Various other assignments as directed by the World Mission Board and Executive Director

- This position could involve up to 75% travel and travel related activity

- This position will involve collaboration with other AFLC departments such as AFLC Schools and Youth Ministries

Qualifications

- Spiritual Qualifications
 - The Department Head must have a vital experience of God's saving grace in Jesus Christ. The Department Head must give evidence of a divine call to cross-cultural/world mission service and a concern for the lost.
 - Candidates shall be required to give evidence of unequivocal acceptance of the trustworthiness of the entire Scriptures and a personal declaration of faith in Jesus Christ.

- A solid knowledge of international travel and cross-cultural ministry

- Lead and work harmoniously with others of various backgrounds, temperaments and ages.

- Anticipate and accomplish the details of sending Missionary Assistants and leading mission trips.
- Public speaking skills and experience in order to effectively relay the details required for international travel, promote the ministry, and teach and train those participating in the program.
- Excellent communication and time management skills
- A working knowledge of Microsoft office software programs (Word, Excel etc.)
- It is desired that the candidate be a member in good standing of a congregation within the AFLC
- Degree in appropriate field of study or equivalent work experience
- The World Missions Board desires and appreciates the best possible scholastic preparation for the Department Head. Candidates for this position should be graduates of the Free Lutheran Bible College

Office Manager Job Description

Reports to: Executive Director AFLC World Missions

Job Overview

Organizes and coordinates office administrative procedures, in order to ensure organizational effectiveness, efficiency and safety. Develops intra-office communication protocols, streamlines administrative procedures, inventory control, office staff supervision and task delegation. Handles a wide range of administrative and executive support related tasks and able to work independently with little or no supervision. Is well organized, flexible and enjoys the challenges of supporting an office of diverse people.

Responsibilities and Duties

- Organize office operations and procedures
- Organization, tracking and recording of financial records and reports.
- Manage multiple tasks associated with Missionary staff.
- Point person for maintenance, mailing, shipping, supplies, equipment, bills and errands
- Coordinate with other departments
- Manage relationships with vendors and service providers
- Manage schedules, calendars and appointments
- Assign clerical, administrative, promotional and secretarial responsibilities and tasks among the office staff
- Participate actively in the planning and execution of events

Qualifications

- Proven office management experience
- Excellent communication and time management skills
- A working knowledge of Microsoft office software programs (Word, Excel etc.)
- Excellent accounting software user, administration and communication skills
- Degree in appropriate field of study or equivalent work experience
- Pays attention to detail, be deadline-oriented and is confidential

World Missions Communications Coordinator

Reports to the World Missions Executive Director and Office Manger

Job Overview

Facilitate and co-ordinate the creation and distribution of promotional materials interact with related ministries to effectively deliver the vision and goals of the World Missions Department. To provide support in the writing and editing of written materials produced by the World Missions Department.

Responsibilities and Duties

- Communicate with World Missions domestic and international ministries.
- Develop and distribute high quality departmental promotional materials.
- Develop communications strategies that would increase the visibility of our ministries.
- Organize information and produce written materials for print and media platforms.
- Design and review promotional materials oversee and manage a social media presence.
- Make sure all promotional and marketing material meet the brand identity strategy.
- Assess and report on the effectiveness of communication strategies.

Qualifications

- Degree or degree in process in appropriate field of study or equivalent work experience.
- Excellent communication and time management skills.
- Pays attention to detail, be deadline-oriented and is self-motivated.
- Works well in a team environment and can maintain confidentiality.
- Excellent writing and editing skills.

Journey Missions Assistant– Job Description

Reports to: Journey Missions Department Head

Job Overview

The position of Journey Missions Assistant entails assisting the Journey Missions Department Head. The position is a support role, working with date entry and tasks pertaining to Journey Missions trip members and missionary assistants.

The vision for this ministry is to multiply the work of the Department Head in giving our congregation members a better experience as they seek to serve in a foreign mission field alongside one another, fulfilling the Great Commission in a variety of ways.

Responsibilities and Duties

- Be in contact with Journey Missions Department Head regarding most immediate tasks.
- Help prepare teams and missionary assistants for upcoming trips. This is done through:
 - Tracking of funding for short term mission trips.
 - Packing suitcases for upcoming trips. Being sure, they fit into flight guidelines.
 - Putting together travel packets to send with the teams.
 - Trip Preparations.
- Be in regular contact with short-term mission members regarding funding and passport information. Answering questions as they come up.
- Being available while Journey Missions Department Head is on ministry trips.
- Various other assignments as directed by the Journey missions Department Head.

Qualifications

- Spiritual Qualifications:
 - The Journey Missions assistant must have a vital experience of God's saving grace in Jesus Christ. The Journey Missions assistant must give evidence of a divine call to cross-cultural/world mission service and a concern for the lost.
 - Candidates shall be required to give evidence of unequivocal acceptance of the trustworthiness of the entire Scriptures and a personal declaration of faith in Jesus Christ.
- A general knowledge of international travel and cross-cultural ministry.
- Lead and work harmoniously with others of various backgrounds, temperaments and ages.
- Anticipate and help accomplish the details of sending Missionary Assistants and short-term ministry trips.
- Excellent communication and time management skills.
- Someone who is Self-Motivated.
- A working knowledge of Microsoft office software programs (Word, Excel etc.)
- It is desired that the candidate be in good standing with AFLC congregations.

Missionary Job Description

Reports to the World Mission Board and the Executive Director AFLC World Missions

Job Overview

“Go therefore and make disciples of all the nations, baptizing them in the name of the Father and the Son and the Holy Spirit, teaching them to observe all that I command you; and lo, I am with you always, even to the end of the age.” Mathew 28: 19-20

The Missionary is expected to carry forth the overall Mission of AFLC World Missions. Go, Proclaim, Plant and Equip.

Responsibilities and Duties

- Publicly and privately teach and preach the Word of God in its truth and purity according to the Holy Scriptures and in conformity with the Articles of Faith accepted by the Association of Free Lutheran Congregations.
- In public and private lead, a life worthy of the holy calling of a missionary of the Lord Jesus Christ.
- Diligently visit those under your care, who are in need of the ministry of Christian love.
- Take pains to promote the instruction of the young in the Christian Faith.
- According to the Word of God, the congregation is the right form of the Kingdom of God on earth. We believe the best way for people to be reached for Christ and to grow in Christ is to be part of a free and living local congregation.
- You in all things observe and abide by the provisions of the Policies and Regulations of the World Missions Board of the Association of Free Lutheran Congregations as set forth in the current handbook (Policies and Regulations of the Association Free Lutheran Congregations' World Missions).

Qualifications

- Must have a vital experience of God's saving grace in Jesus Christ.
- Must give evidence of a divine call to cross cultural/world mission service and a concern for the lost.
- Adherence to the historic Lutheran confessions, and the Fundamental Principles and Rules for Work of the Association of Free Lutheran Congregations.
- A zeal for soul winning
- Excellent communication and time management skills

WORLD MISSION CORPORATION – BOARD OF DIRECTORS

Ministry Description

Association of Free Lutheran Congregations

Title of position: World Missions Board of Directors

Term of service: 2-year terms. Maximum of (5) five successive terms. This shall not prevent a person, after being off the Board for a minimum of one (1) year, from later serving again as a director

Qualifications:

Directors must be active members of the Corporation, in good standing, and serve for a minimum of one (1) year. Directors must be willing to invest an appropriate amount of time in Board duties and responsibilities, as may be determined by the Board from time to time. Directors shall possess a strong desire to serve as board members and be willing to make the required commitment. Each Director shall unreservedly endorse both the Faith (**ARTICLE I**) and the Purpose (**ARTICLE II**) of this Corporation. Directors shall actively support and represent the work and ministry of this Corporation.

Number of Board Members: The Board shall consist of seven (7) men, with a ratio of four (4) laymen to three (3) clergymen. (Note: the nominating committee nominates only (6). The 7th is elected by the Corporation and serves a 1 year term as Corporation Vice-President and serves as the Chairman of the Board.)

Serving under the authority of: The World Mission Corporation

First anticipated contact (if elected): Term of office begins immediately following the close of the World Mission Corporation annual meeting, which is held during the AFLC Annual Conference.

Responsibilities of an elected candidate: The Board of Directors is given the responsibility to manage the business and affairs of the Corporation. Develop and cast a world vision for the establishing of new congregations through church planting and outreach. (Acts 1:8). Provide general operational oversight. Be in charge of the staff and the office employees and may appoint and remove such assistants as they may deem necessary and appropriate.

- Will pray for all aspects of World Missions.
- Attend all board and committee meetings and as many functions, such as special events, as possible.
- Participate in electronic conference call meetings (called as needed throughout the year) and communication through email as situations arise (email communication takes place on a very regular basis)
- Prepare for board and committee meetings by reviewing the meeting agenda and supporting materials. (At times, there will be considerable reading).
- Take time to think and pray through complex situations and discern God's will
- Be informed about the organization's mission, services, policies, and programs.
- Serve on committees or task forces and offer to take on special assignments when your capacity allows.
- When appropriate, communicate with missionaries on the field to encourage and understand situations on the field
- Occasionally writing: Ambassador article as requested; a brief devotional (one Board member per month writes a devotional, which is shared with all missionaries)
- Be willing to occasionally lead devotions at Board meetings
- Inform others about the organization. Advocate for the organization by promoting AFLC World Missions to individuals and congregations.
- Be willing to travel to a mission field (at times with self-raised funds, which have historically been easily raised); to offer support and gain a better understanding of the work.
- Suggest possible nominees to the Board who can make significant contributions to the work of the Board and the organization.
- Keep up-to-date on developments in the organization's work.

- Follow conflict-of-interest and confidentiality policies.
- Assist the Board in carrying out its fiduciary responsibilities, such as reviewing the organization's financial statements.
- Have an openness to possibilities of accepting a Board office (Chairman, Vice-Chairman, or Secretary)

Anticipated time Commitments: The Board of Directors has a minimum of four meetings per year. Meetings usually take a full day plus travel time. Additional meetings are called as needed. A December and October meeting is held at AFLC Headquarters, the June meeting is held at the AFLC Annual Conference site (4 days), and a February meeting (up to 4 days) location will be announced. The Board will occasionally arrange electronic conference call meetings and email correspondence to deal with issues that may need timely action on the part of the Board.

Anticipated financial impact: World Missions provides reimbursement for travel expenses related to the attendance at Board meetings, including ½ of your AFLC Annual Conference costs.

Sources of this information: World Mission Corporation By-Laws; World Mission Board of Directors Manual.

Ministry Description

Association of Free Lutheran Congregations

Title of position: World Mission Corporation Member

Term of service: 5 years. No member of the Corporation may serve for more than three consecutive terms. Terms shall end at the conclusion of the Corporation Annual Meeting in the year in which the terms expire.

Qualifications: Layperson nominees must be a member in good standing in an AFLC Congregation. A pastor nominee must be on the clergy roster of the AFLC.

Serving under the authority of: The Word of God and the Holy Spirit as a servant of the Association of Free Lutheran Congregations. The purpose of this Corporation, as stated in Article III of the Articles of Incorporation is: To increase discipleship of all nations and the propagation of the Gospel. To plant gatherings of Christians by promoting and assisting in the formation, establishment, and operation of self-governing and self-supporting Lutheran Congregations faithful to the principles and practices of the Association of Free Lutheran Congregations and affiliated therewith, and prepare these churches in the study of the Word of God. To establish Biblical training. To serve those in need with compassion. To prepare future missionaries for service in the field.

First anticipated contact (if elected) July of the year elected. The election of nominees takes place at the Annual Meeting of the World Mission Corporation, usually in June at the AFLC Annual Conference.

First anticipated service commitment (if elected) Annual Meeting of the Corporation in June of the year following your election to the Corporation, except in the event that a special meeting of the Corporation may be called before the next Annual Meeting of the Corporation.

Responsibilities of an elected candidate: Attend the Annual Meeting of the Corporation and any special meetings of the Corporation that may be called between Annual Meetings; be a faithful prayer supporter of World Missions; be an advocate in your local congregation; stay informed about the activities of the Board of Directors (minutes of the Board of Directors meetings are sent to each Corporation member following their approval by the Board) and be available to serve on the Board of Directors, if called upon. The members of this Corporation shall be responsible for the following: Provide general oversight of corporate affairs of the Corporation. Elect Members of the Corporation, Officers of the Corporation, and the Corporation's Board. Receive the President's report and the Chairman of the Board's report. Receive the Treasurer's report. Approve an annual budget submitted by the Board. Transact all old & new business as may come before the Corporation's annual meeting. Regularly engage and participate in activities that benefit the Corporation and further the Corporation's mission and purpose.

Anticipated time commitments, including specific meeting times/locations if known:

Members of the Corporation are expected to attend the Annual Meeting of the Corporation. The Corporation Annual Meeting involves a meeting held during the AFLC Annual Conference, which is held in June of each year. Special meetings of the Corporation may be called on rare occasions to conduct the pertinent business of the Corporation.

Anticipated financial impact: Personal expenses involved in traveling to the Corporation's meetings are the individual member's responsibility. The Corporation does not provide reimbursement for the travel expenses for members to attend the meetings of the Corporation.

Sources of this information: World Mission Corporation Articles of Incorporation; World Mission By-laws and World Missions office.