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BEFORE THE

Federal Communications Commission

JUL 12 1994

WASHINGTON, D.C.

FEDERAL COMMUNICATIONS COMMISSION
OFFICE OF SECRETARY

In re Applications of)
)
THE LUTHERAN CHURCH/)
MISSOURI SYNOD)
)
For Renewal of Licenses of)
Stations KFUO/KFUO-FM)
Clayton, Missouri)

MM Docket NO. 94-10

File Nos. BR-890929VC
BRH-890929VB

To: The Honorable Arthur I. Steinberg
Administrative Law Judge

CHURCH EXHIBIT 7

Testimony of Reverend Paul Devantier

Respectfully submitted,

THE LUTHERAN CHURCH -
MISSOURI SYNOD

By: Richard R. Zaragoza
Kathryn R. Schmeltzer
Barry H. Gottfried
Scott R. Flick

Its Attorneys

FISHER WAYLAND COOPER
LEADER & ZARAGOZA L.L.P.
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Dated: June 1, 1994

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Presented by Chase

Identified 6.23.94

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Reporter A. Walker

Date 6.23.94

TABLE OF CONTENTS

CHURCH EXHIBIT 7:

Testimony of Reverend Paul Devantier

- Attachment 1:** Organization Chart
- Attachment 2:** Resolution 8-07 of the Synod, 1981
- Attachment 3:** Synod Resolution Denouncing Apartheid, 1986
- Attachment 4:** Church Employment Manual
- Attachment 5:** Tom Lauher Memorandum to Reverend Devantier, March 9, 1989
- Attachment 6:** Tom Lauher Memorandum to Reverend Devantier, March 15, 1989
- Attachment 7:** Minutes of Standing Committee on Broadcasting, April 5, 1989

TESTIMONY OF REVEREND PAUL DEVANTIER

A. PERSONAL BACKGROUND

1. I am the Executive Director of the Board for Communications Services of the Lutheran Church/Missouri Synod (the "Church"). As such, I serve as the Chief Executive Officer of KFUD (AM) and KFUD-FM (the "Stations" or "KFUD").

2. I graduated from Concordia College, Fort Wayne, Indiana and received a Masters in Divinity degree from Concordia Seminary in Clayton, Missouri. I also received a Masters in Mass Communications from Southern Illinois University. I am an ordained Lutheran Minister. While I was a Seminarian, I served as a part-time announcer on the Stations. I also worked parttime at several other stations between 1965 and 1972. I was ordained by the Church in 1972 and was immediately assigned to the Church's radio ministry, as Director of Development at the Stations. I was appointed acting General Manager of the Stations in 1973 and General Manager of the Stations in 1974. On March 1, 1982, I became Executive Director of the Board for Communications Services of the Church.

B. THE CHURCH'S RADIO MINISTRY

1. The Stations' Mission

3. Throughout the time I have been connected with the Stations, (i.e., from 1972 to the present) both Stations have

been dedicated to the task of carrying out in their way the Great Commission which Christ gave to His Church, to preach the Gospel to every creature and to nurture and serve people in a variety of ways. Indeed, the religious mission of the Stations long predates my connection to this ministry. The Stations have had a spotless record with the FCC since commencing operation.

4. From its inception in 1924, when KFUO(AM) was licensed to Concordia Seminary, the AM station broadcast on a noncommercial basis both religious discussions and classical music. The founders of the station were proponents of a ministry to the "whole man" and believed classical music was important to that ministry. Martin Luther had said: "After theology, I accord to music the highest place and greatest honor." Throughout its early years, KFUO(AM) followed Luther's tradition by using fine classical music -- much of which was composed for use in church liturgy -- to glorify the name of Jesus Christ.

5. From the time the Church constructed and began operation of KFUO-FM in 1948 until 1974, religious and classical music programming was simulcast on KFUO(AM) and KFUO-FM, both of which were operated on a noncommercial basis. After 1974, because of a change in FCC rules, KFUO(AM/FM) simulcast only on weekends, but both stations remained noncommercial. KFUO-FM became a full power stereo broadcast operation in 1975, operating at 100,000 watts. During the License Term, the AM broadcast traditional religious programming while the FM broadcast largely classical music while continuing to air some traditional

religious programs. Classical music began as sacred music. KFUC-FM is dedicated not only to the best in classical music but also to the Christian classics. For example, the station has played Bach, Schuetz, Handel, Mendelssohn and others and related them to the church year. This has been an important aspect of the Church's mission. KFUC-FM has aimed at fostering the reciprocal relationship between classical (concert) and sacred music toward the improvement of culture and the praise of God.

6. In the 1930's and 1940's, KFUC(AM) originated and broadcast "The Lutheran Hour," a weekly national radio program. Subsequently, the KFUC Extension Service was created. The Extension Service was designed to produce and distribute religious radio and television program materials, both scripted and recorded, for use by broadcast and non-broadcast outlets, and for use by parish pastors over stations in their localities. These materials have been distributed and used on a Synod-wide basis and have also been used in foreign mission fields. KFUC's Extension Service was instrumental in developing "Portals of Prayer," a daily devotional program offered free of charge for use by radio stations, nursing homes, hospitals, schools, prisons and other institutions. By 1983, "Portals of Prayer" was broadcast in 700 locations nationally and internationally. In the 27 years since its inception nearly five million recorded copies of "Portals of Prayer" have been distributed to outlets worldwide. The "Portals of Prayer" program messages have been broadcast to at least four continents. In 1988 the name of the

program changed to "By The Way." Beginning in April 1981 and continuing into 1983, KFUCO sponsored the weekly 30-minute sacred music program "JOY." Distributed to some 300 radio stations including those in foreign countries, "JOY" featured Christian choral music along with commentary and was designed to highlight scripture lessons. In 1982, KFUCO initiated the Bible reading program "HIS WORD." These 10-minute daily radio programs contain readings from the New International Version of the Bible along with commentary and music. Production, distribution and funding for these and other programs have been provided by KFUCO. These and other programs have been distributed to other radio stations.

7. In 1978, KFUCO's first Radio Choir was formed with volunteer musicians from the KFUCO listening area. The Choir performed regularly on KFUCO(AM) during the license period, appeared in public performances and recorded several albums.

8. KFUCO has the distinction of being the "world's oldest religious broadcast facility." The AM station was the first daily station to come on the air with and continuously maintain a religious format. The FM station has been one of the very few classical music stations to combine classical and sacred religious music, and it has done so continuously since 1948. Over the years KFUCO has provided the following:

- a radio training program for future pastors;
- workshops in radio ministry for parish pastors;

- resource materials (tapes, records, scripts, etc.) for congregations wishing to extend their ministries through local radio programming;
- assistance to synodical boards, institutions, agencies and other organizations in the development and production of radio programs and other audio materials; and
- development of new radio programs in varying formats (devotionals, children's programming, drama, sacred music, etc.) for sharing the Gospel and furthering the work of the Church.

9. In March 1983, one month after the beginning of the License Term (that is, from February 1, 1983 to February 1, 1990), the Church decided it would need to accept commercials on the FM station. Voluntary contributions and bequests -- which had been the source of both Stations' revenues up until then -- were simply insufficient to support the Stations' operations. Throughout the License Term, however, members of the Board of Directors of the Church debated whether the Church should engage in commercial endeavors,^{1/} because the main function of both Stations remained as a ministry to support the Church and nurture Christian faith in at least two major ways. First, the AM was devoted largely to religious discussions, while the FM continued

^{1/} This struggle over commercialism is evidenced by KFZO-FM's use of an outside sales company from 1983 to 1986 to sell both local and national advertising. The station had not fully entered the realm of lay employment practices.

-- in the tradition of Martin Luther -- to use sacred classical music to glorify Christ's name. Second, both of the Stations continued to give professional help and training to the students of Concordia Seminary.

2. Concordia Seminary

10. The arrangement between the Seminary and the Stations has always been mutually beneficial and each has played an integral role in the achievement of the other's goals. The Stations have been able to maintain facilities on Seminary property and have obtained a supply of individuals with both Lutheran training and a personal conviction to the ministry of the Stations. Such individuals have been willing to work full-time and part-time for relatively low salaries that these Church Stations have been able to pay.

11. In return for the dedication of their energies to the Stations' mission, Seminary students have learned valuable lessons in the dissemination of the Lutheran faith through broadcast ministry. Thus, the students' work for the Stations has been a part of their overall education as ministers. Similar considerations apply to the spouses of Seminary students who were employed at the Stations. These individuals often play an important role as partners in their spouse's ministry after graduation. They have had the opportunity to learn and develop in that role as station employees.

3. Organization of the Ministry

12. During the License Term involved in this proceeding, the Church re-organized its radio ministry at the Stations in a way that affected staffing, position descriptions and position titles.

13. Prior to 1986, the Stations were operated by the Board for Lutheran Radio, a Board directly accountable to the Church's membership in Convention and its Board of Directors. Prior to 1986, the "Chief Executive Officer" of the radio operations was a "General Manager" of both Stations. Because of the religious nature of the radio operations at that time, the General Manager position (the top staff position) required theological education and expertise. During that time, as Executive Director of the Board for Communications Services ("BCS"), I served as a liaison to the Stations.

14. In 1986, the Church assigned responsibility for the radio operations of its Stations to the BCS and the Board for Lutheran Radio became a standing committee of the BCS. As the Executive Director of the Board for Communications Services, I have been the "CEO" of the Stations. Thus, since 1986, the requirement that the top staff position be filled by someone with theological education and expertise has been fulfilled through the Executive Director position. As the Stations' CEO, I report to the 7 member Board for Communications Services established by

the Church. This Board in turn reports to the Church's Membership in Convention and its Board of Directors.

15. With the new reporting and supervisory relationship established in 1986 came staff organizational changes at the Stations. The first major reorganization (1987) called for a Director of Broadcast Ministries to report directly to me and to supervise the general managers for each radio station. A chart showing these various configurations is attached as Attachment 1.)

C. THE POLICY OF EQUAL EMPLOYMENT OPPORTUNITY AT KFUD (AM/FM)

16. The Stations' commitment to nondiscrimination on the grounds of race is reflective of the Church's policy against racism. In 1981, for example, the Church emphatically reaffirmed its statements against racism. Resolution 8-07 of the Synod Convention resolved "[t]hat we reaffirm our earlier statements against racism and violence and call upon our congregations to reaffirm clearly their affirmation of human life and dignity for all persons and all races." (See Attachment 2). In 1986, the Church denounced apartheid as well as other forms of racial discrimination. (See Attachment 3).

17. When I assumed my position as "CEO" of the Stations in 1986, I took steps to assure that the Church's policy of non-discrimination and equal opportunity was in effect at the Stations. For example, I assured that the Church's employment manual, containing a statement concerning Equal Employment

Opportunity, was put in effect at the Stations and was distributed to all employees. See Attachment 4. For the implementation of the details of the Stations' EEO policies, however, I relied on the operational chiefs at the Stations.

18. From my vantage point, I believed that the Stations' operational supervisors were assuring that the Stations did not discriminate against anyone because of his or her race. Moreover, I believed that the Stations' operational supervisors were implementing whatever affirmative action efforts were required by the FCC. I based these beliefs on the following facts:

(a) I had been involved in hiring the Stations' managers and knew them to be competent, responsible people of good character.

(b) When I had been General Manager of the Stations in the 1970's, the Stations had always been committed to equal opportunity for all. Indeed, I had promoted a Black woman, Lula Daniels, from secretary to a managerial position as Coordinator of Worship Programming. Ms. Daniels died on April 17, 1985. I had no reason to believe that the Stations' policies had changed from their commitment to equal opportunity employment at any time after my tenure as General Manager.

(c) I discussed with each of the General Managers during the License Term, the Stations' commitment to equal employment opportunity and the desirability of hiring minority employees. Based on these discussions, I believed that the

managers were committed to maintain the EEO policies. The only manager who told me that it was desirable to modify the Stations' EEO procedures was Tom Lauher, who sent me two memoranda on the subject in March 1989. Copies of these memoranda are attached as Attachments 5 and 6. After reviewing the memoranda and speaking with Mr. Lauher, I told him to do what he needed to do to ensure continuing compliance. I also notified the Standing Committee on Broadcast of the Church's Board for Communications Services, at its next meeting on April 5, 1989, of the "importance of adhering to laws and regulations pertaining to the Federal Equal Employment Opportunity programs." A copy of the minutes of this meeting is attached as Attachment 7.

(d) I knew the Stations had highly respected communications counsel, the firm of Arnold & Porter, because that firm had been our counsel when I was General Manager. I believed that I would hear directly from the firm if FCC rules or policies changed in a way which would have required dramatic changes in our EEO program. I did not receive any such communications from such counsel.

(e) No past or present employee or job applicant complained that the Stations discriminated against him or her on the grounds of race or religion.

19. I was identified in the 1989 renewal application as responsible for implementation of the Stations' EEO program since I was effectively "CEO" of the Stations and, at that time, the General Manager of KFUD(AM), while hired, had not begun his

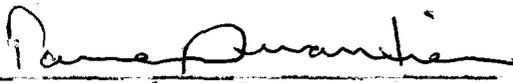
employment at the station and no permanent General Manager for KFUC-FM had been hired. While I am proud of our commitment to non-discrimination and affirmative action, in hindsight, I realize we should have done even more to pursue sources specializing in the referral of minorities.

20. I am deeply saddened that the NAACP and the Commission would believe that our Church intended to discriminate. Nothing could be further from the truth. The Lutheran Church - Missouri Synod has made great strides for over 100 years to eliminate discrimination and to promote equal opportunities for all. The pleadings we filed with the FCC contained both facts and legal arguments. With regard to the legal arguments, we relied on the advice of our counsel, Arnold & Porter, and never intended to offend the NAACP or any minorities.

DECLARATION

I, Reverend Paul Devantier, have read the foregoing Lutheran Church - Missouri Synod Exhibit entitled "Testimony of Reverend Paul Devantier," and I declare under penalty of perjury that it is true and correct to the best of my knowledge and belief.

Executed this 1st day of June 1994.


Reverend Paul Devantier

KFUO Organization

000001

Chart I (pre-1986):

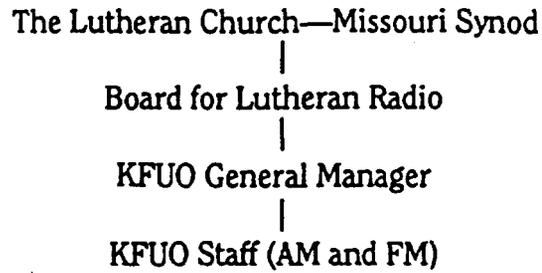


Chart II (1986-87):

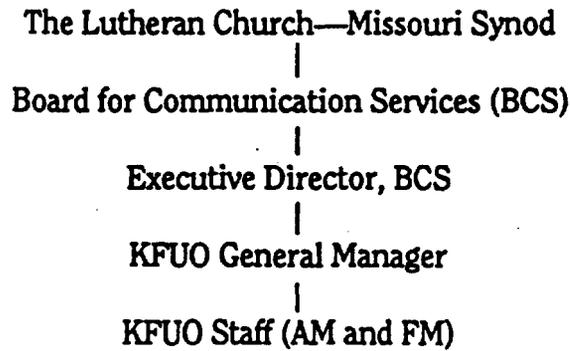
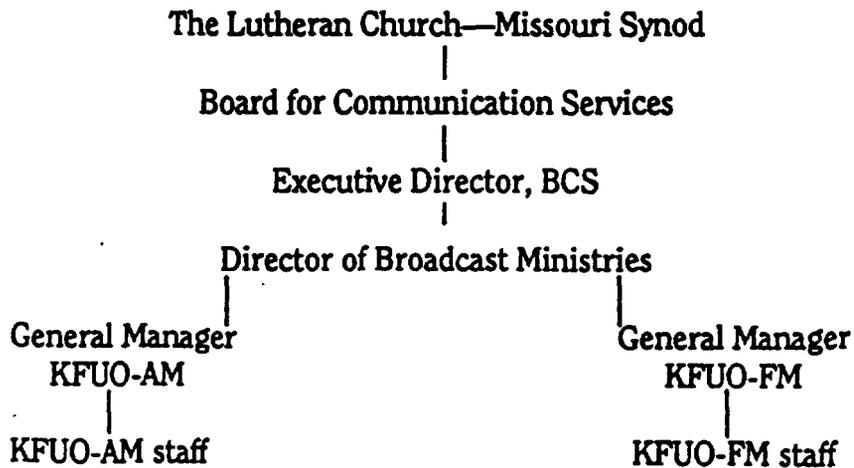


Chart III (1987-1991):



To Search for Funding for a Staff Person for Ministerial Health

RESOLUTION 8-04

Report 8-02 (CW, p. 304)

WHEREAS, The Board of Directors of the Synod, charged with budget responsibilities, was financially unable to engage a full-time staff person in the area of ministerial health, as resolved in Res. 8-03 of the 1979 convention; and

WHEREAS, Such assistance to many professional church workers and their families continues to be a demonstrated need; therefore be it

Resolved, That the Board of Directors of the Synod continue to search for funding for a staff person to provide ongoing leadership, training, and guidance in relation to the health of professional church workers and their families; and be it further

Resolved, That the Commission on Ministerial Health and the Board of Social Ministry and World Relief pursue with the Board of Directors of the Synod the possibility of implementing this position with a shared staff person.

Action: *Adopted (8)*.

(The convention defeated an amendment asking the Concordia Health Plan to consider funding such a staff person.)

To Encourage Donation of Kidneys and Other Organs

RESOLUTION 8-05

Overture 8-12 (CW, p. 306)

WHEREAS, We accept and believe that our Lord Jesus came to give life and to give it abundantly (John 10:10); and

WHEREAS, Through advances in medical science we are aware that at the time of death some of our organs can be transplanted to alleviate pain and suffering of afflicted human beings (see Gal. 6:10); and

WHEREAS, Our heavenly Father has created us so that we can adequately and safely live with one kidney and can express our love and relieve the unnecessary prolonged suffering of our relative; and

WHEREAS, We have an opportunity to help others out of love for Christ, through the donation of organs; therefore be it

Resolved, That our pastors, teachers, and DCE's be encouraged to inform the members of The Lutheran Church—Missouri Synod of the opportunity to sign a Universal Donor Card (which is to authorize the use of our needed organs at the time of death in order to relieve the suffering of individuals requiring organ transplants); and be it further

Resolved, That we encourage family members to become living kidney donors; and be it further

Resolved, That the program committees of pastors and teachers conferences be encouraged to include

1981
"organ and tissue transplants" as a topic on their agendas; and be it finally

Resolved, That the Board of Social Ministry and World Relief seek ways to implement this program so that the entire Synod may join in this opportunity to express Christian concern.

Action: *Adopted (9)*.

002370

To Work for Fair Housing

RESOLUTION 8-06

Overture 8-21 (CW, p. 308)

000001

WHEREAS, Current overall housing patterns and some real estate practices continue to perpetuate segregated housing patterns among Blacks, Hispanics, native Americans, and others, even though such segregation is against the law; and

WHEREAS, The trend toward separate societies of Black and white tragically continues despite the warnings and suggestions of the Kerner Report of the 1960s; and

WHEREAS, Different racial and cultural groups are "deprived" when they do not personally know one another; and

WHEREAS, Legislative processes alone have not resulted in fair housing for everyone; and

WHEREAS, The Lord requires of us that we "do justice" (Micah 6:8) and our Savior calls Christians "the salt of the earth" (Matt. 5:13); therefore be it

Resolved, That all members, congregations, and Districts of The Lutheran Church—Missouri Synod be encouraged to work for fair housing for all Americans and aliens; and be it further

Resolved, That the synodical and District boards of social ministry be urged to provide guidance to Lutheran Christians in making fair housing a reality.

Action: *Adopted (12)*.

(In presenting the resolution the committee added "and aliens" to the first resolved.)

To Oppose Racism and Violence

RESOLUTION 8-07

Report 8-01 (CW, pp. 301-303)

WHEREAS, The rending of human life through violence, malice, or murder is of grave concern to members of our congregations; as Christians we value the life, creation, dignity, and worth of each person; and

WHEREAS, We are greatly concerned for the safety of the children in the city of Atlanta, where 28 Black children and young adults have had their lives violently taken as of May 24, 1981; and

WHEREAS, Throughout our country there has been increased violence, a sickness that must be fully addressed; on March 30 a young man attempted to assassinate the President of the U.S.A., seriously injuring



Deaf delegate and interpreter

national Year of Disabled Persons, which The Lutheran Church—Missouri Synod endorsed as partner with the national committee recognizing such a year; and

WHEREAS, Our congregational leaders as well as parishioners should seek those with disabilities and their families in order to bring the Gospel to them and also to assist them to find help and resources available in all communities to combat and alleviate problems of disability; therefore be it

Resolved, That all congregations minister to members with disabilities and their families through increased parish awareness and involvement; and be it further

Resolved, That congregational trustees and elders look to the removal of barriers which might deny or limit access to any disabled member and visitor; and be it finally

Resolved, That aid and assistance also be sought in this regard from Districts and synodical boards and commissions.

Action: *Adopted (12).*

our persons; every 13 seconds a handgun is sold in the J.S.A., and violent crimes are on the rise in every major city, a trauma also to surviving relatives, friends, and others in the community; and

WHEREAS, The increase in violence is mixed with another grave dimension—the growing number of murders of minority persons, racially motivated, particularly the number of Black persons; these incidents are juxtaposed with a new emergence of the Ku Klux Klan and other similar groups which have gained acceptance in segments of many communities; therefore be it

Resolved, That we reaffirm our earlier statements against racism and violence and call upon our congregations to reaffirm clearly their affirmation of human life and dignity for all persons and all races; and be it further

Resolved, That we challenge our congregations to work for an end of racial violence in their communities, their states, and country; and be it finally

Resolved, That we invite our members to respond, as they are able, to support Lutheran ministries to seek long-term solutions to the problem in their areas.

Action: *Adopted (12).*

(The convention declined to remove the reference to handguns in the third whereas.)

To Minister to Disabled Persons and Their Families

RESOLUTION 8-08

Overtures 8-04—8-06 (CW, pp. 304—305)

WHEREAS, Our Lord Christ ministered to all people regardless of race and condition of life in His teaching and healing; and

WHEREAS, He commands that we minister to all people, including those in the church with various disabilities such as physical handicap, blindness, deafness, mental retardation, and those with learning disabilities; and

WHEREAS, The year 1981 is designated as the Inter-

To Respond to Needs of Aging Members of the Christian Family

RESOLUTION 8-09

Overture 8-14 (CW, p. 306)

WHEREAS, The Lutheran Church—Missouri Synod has given much attention and concern to the problems of its older members through the establishment of new nursing homes and care facilities, in the fiscal support of established facilities, and in suggesting approaches to enable the frail elderly to achieve independent living in the security of their own homes; and

WHEREAS, The Board of Social Ministry and World Relief has developed some programs such as Project Compassion to respond to some of the needs of the aging; and

WHEREAS, The White House Conference on Families developed a number of recommendations related to the concerns of the aging, suggesting greater involvement of the religious community; and

WHEREAS, The 1981 White House Conference on Aging will offer many suggestions designed to improve the quality of life for older citizens; therefore be it

Resolved, That The Lutheran Church—Missouri Synod direct its Board of Social Ministry and World Relief to study the recommendations of the White House Conference on the Family and the White House Conference on Aging to determine the relevance and applicability of their findings and to report to the Board of Directors with proposals that implement such recommendations as are feasible and relevant to our constituency.

002371

000002

tions be urged to take an active, supportive role contacting legislators and authorities on divesting," the chairman ruled this was not a substitute motion. The chair was not sustained. The delegates, however, declined to consider the substitute motion.)

To Urge Support for Oppressed

RESOLUTION 7-08A

Overtures 7-18, 7-20, 7-22 (CW, pp. 359-60)

WHEREAS, Christ commands His disciples to love everyone (Mark 12:31, Matt. 5:44); and

WHEREAS, Racial discrimination occurs throughout the world; and

WHEREAS, This discrimination is particularly fostered by the system of apartheid in the Republic of South Africa; and

WHEREAS, We abhor racial discrimination wherever it occurs; and

WHEREAS, Christians have a moral responsibility to advocate for victims of racial discrimination; therefore be it

Resolved, That all Lutheran Church—Missouri Synod members be encouraged to undertake a self-examination with respect to their attitude toward all people; and be it further

Resolved, That congregations through worship, prayer, and Bible study groups assist in sensitizing members to evils of racial discrimination so that they may through the love of Christ respond to the needs of the oppressed; and be it further

Resolved, That The Lutheran Church—Missouri Synod declare publicly that it denounces apartheid as well as other forms of racial discrimination; and be it finally

Resolved, That The Lutheran Church—Missouri Synod continue to develop ways and means to share the love of Jesus Christ in all parts of the world and to bear witness to the reconciliation that is possible in Christ.

Action: Adopted (14).

(In session 13 an amendment was introduced to delete the third whereas and to substitute "all" for the words "apartheid as well as other" in the third resolve. It was declined when discussion was resumed in session 14. In that session an amendment was introduced to add at the end of the third resolve the words, "as contrary to the command of Christ to love your neighbor as yourself. This does not mean, however, that we countenance the use of any violence against those who support apartheid in South Africa." It too was declined.)

To Support Lutherans for Life

RESOLUTION 7-09A

Overture 7-08 (CW, p. 357)

WHEREAS, Human life before and after birth is the gift of God; and

WHEREAS, The legalized murder of unborn children continues as an American abomination without equal in the sordid history of man; and

WHEREAS, The Lutheran Church—Missouri Synod has consistently expressed an uncompromising, Scriptural position on the sanctity of life; and

WHEREAS, Lutherans for Life exists to promote the

sanctity of life through a clear Scriptural witness and to terminate the abortion holocaust of our own time; and

WHEREAS, The effectiveness of Lutherans for Life would be intensified with increased congregational support; therefore be it

Resolved, That the Synod thank and praise God for those volunteers who have given so freely of their time and talents for Lutherans for Life; and be it further

Resolved, That The Lutheran Church—Missouri Synod encourage its congregations to provide increased support which will allow Lutherans for Life to become more effective.

Action: Adopted (14).

To Support Synodical Efforts to Alleviate World Hunger

RESOLUTION 7-10A

Overtures 7-58A-B (CW, p. 368)

WHEREAS, Our Lord said that the worship He chooses is for us to share our food with the hungry (Is. 58:7); and

WHEREAS, The Board for Social Ministry Services and Lutheran World Relief in their World Relief—World Hunger programs have been faithful in attempting to alleviate world hunger; and

WHEREAS, There continues to be great need to provide relief for the many poor in the world; and

WHEREAS, It has been the practice of the Board of Directors of The Lutheran Church—Missouri Synod to designate the last Sunday of November as World Relief—World Hunger Sunday; therefore be it

Resolved, That we commend the Board for Social Ministry Services for its past World Relief—World Hunger efforts and encourage it to continue its positive efforts; and be it further

Resolved, That we urge support of our districts, congregations, and individuals for continued aid; and be it finally

Resolved, That The Lutheran Church—Missouri Synod in convention urge the Board of Directors to continue to designate the last Sunday in November as World Relief—World Hunger Sunday.

Action: Adopted as amended (6).

(The first whereas was amended by common consent.)

To Uphold Sanctity of Human Life

RESOLUTION 7-11A

Overtures 7-10A-7-11, 7-13A-B (CW, p. 358)

WHEREAS, Scripture admonishes us to "speak up for people who cannot speak for themselves. Protect the rights of all who are helpless. Speak for them and be a righteous judge. Protect the rights of the poor and needy" (Prov. 31:8-9 TEV); and

WHEREAS, The 1983 convention of The Lutheran Church—Missouri Synod in Res. 3-04B resolved "that the Board for Social Ministry Services be directed to develop proposals by which congregations might help expectant



THE LUTHERAN CHURCH--MISSOURI SYNOD

Employee Handbook

No doubt you will hear The Lutheran Church--Missouri Synod (LCMS) and Lutheran Church Extension Fund (LCEF) employees at the International Center referred to as "a family," for that seems to be a common term of reference.

It's a large family, over 370 people working for all types of boards and commissions that set the programs and projects of North America's second largest Lutheran body, The Lutheran Church--Missouri Synod.

The basic task of this church, with 2.7 million members in more than 6,000 congregations, and mission activities in over 30 countries, is to do the Lord's work by effectively proclaiming the Gospel, paving the way for God's Spirit to bring others to salvation, equipping and training the workers, and reacting to God's love with deeds of love and service, at home and abroad.

The Synod is a not-for-profit organization. Its source of revenue is derived from voluntary gifts and contributions from the members of our congregations.

Through the boards, commissions, departments, and other entities at the International Center, the Synod provides ways and resources to help Lutheran congregations, schools and agencies be as effective as possible in the task of doing the Lord's work. It also serves in behalf of the congregations in foreign missions, and in coordinating the Synod's system of higher education.

Though our office operation appears on the surface to be just like that of a business organization, we are different. No matter what kind of work each of us might do individually in the synodical headquarters, it is the Lord's work that is being done through us.

In that sense, it is not hard to see how we can be thought of as a "family," working for the common good of God's family, His church.

This manual has been designed to help you gain a better understanding of the Synod. Even though we try to function as a family, due to the number of people involved various policies are adopted and included in this manual to help and protect both the members of the family and the Synod itself. The Synod must reserve the right to change wages, and to change or eliminate non-accrued benefits as well as to be able to terminate any particular employment relationship for any reason at any time. Also, any of the policies set forth in this manual may be modified or deleted at any time by the Synod. It is important to you, and your responsibility, that you keep this manual up to date by inserting the changes that will periodically be sent to you.

May the Lord bless you through the work you do for Him here at the International Center.