

1965

133rd Annual Report of the Board of World Missions

Reformed Church in America

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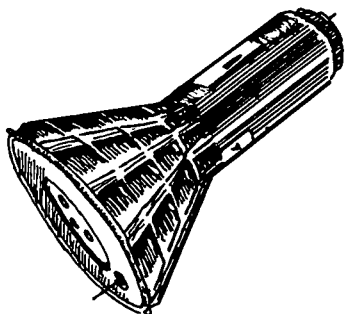
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The
Unchanging
Gospel



in a
Changing
World



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Section I

Annual Report

REFORMED CHURCH IN AMERICA / *Board of World Missions*
475 Riverside Drive, New York, N. Y. 10027

In Memoriam

Wherefore seeing we also are compassed about with so great a cloud of witnesses, let us lay aside every weight, and the sin which doth so easily beset us, and let us run with patience the race that is set before us,

Looking unto Jesus the author and finisher of our faith; who for the joy that was set before him endured the cross, despising the shame, and is set down at the right hand of the throne of God.

(Hebrews 12:1 and 2)

Gerald H. Nykerk, M.D.

Gerald Nykerk, 52, a medical missionary of the Reformed Church since 1941, died of a heart attack on March 20, 1964, while serving in Kuwait, Arabian Gulf. He was laid to rest in the local cemetery there.

A native of Holland, Michigan, Dr. Nykerk received his training in the schools of the city, including Hope College. He was a graduate of Marquette University School of Medicine of Milwaukee. It was while he was a student here that he married Miss Rose Witteveen.

Dr. Nykerk specialized in eye surgery and wrote a book describing his experiences as part of a medical team in West Pakistan where in nine days he performed 316 eye operations.

Just a month before he died he wrote to his home church that they were in their middle years of service with "the added dimension of experienced judgment to guide in making right decisions. These are the years in which we still expect the miracle by which the Holy Spirit changes the hearts of men and turns them to Christ," he wrote. "While we think in terms of hours, days and years, God works in eternity."

The Reverend William Henry Farrar

The Reverend William Farrar, known affectionately to his missionary colleagues in India as *Uncle Billy*, died at Hammonton, New Jersey, on March 22, 1964, at the age of 93. He had retired in 1935 after 38 years of service. Following the death of his wife several years ago, he made his home with a daughter.

As a layman, Mr. Farrar went to the Arcot Mission in 1897 to help build a trade school for boys. The sons of the early converts needed training in a means of livelihood. Along with his work he studied theology privately and in 1920 was qualified for ordination by the Arcot Council. For a missionary to be ordained by a national church was an unusual procedure, and showed the respect they felt for him. He made a study of the Tamil language and became a preacher and evangelist as well as a teacher.

Many of the boys in the boarding school at Arni who received love and parental care from the Farrars are prominent in the Church of India today.

The small trade school was moved to Katpadi and became the famous Industrial Institute.

Mr. Farrar spent his remaining years as a district missionary, touring the rural areas near Arni. He prepared handbooks and outlines in Tamil for group Bible study; some of these are still in use. Later he devoted himself to evangelistic work in the Indian villages. This gave him an unusual insight into rural conditions as well as the church in South India.

Mr. Farrar was a real Father in God to numbers of Indian Christians as well as a genial and beloved colleague of his fellow missionaries.

Eleanor Gibbons Olcott

Eleanor Olcott, wife of Mason Olcott, Ph.D., and sister of Margaret Gibbons, M.D., died in California on June 2, 1964, after a long illness.

Mrs. Olcott was a graduate of Smith College and received her M.A. degree from Pennsylvania State University. She was working in a Presbyterian mission in Kolhapur

(continued on back cover)

Section I

*The Unchanging
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THE BOARD OF WORLD MISSIONS

respectfully presents to the General Synod of the Reformed Church in America its

ONE HUNDRED AND THIRTY-THIRD ANNUAL REPORT

1965

The One Hundred and Eighth of its Separate and
Independent Action and the Nineteenth of the
Reorganized Board, Continuing the former
Woman's Board of Foreign Missions

REFORMED CHURCH / 475 Riverside Drive, New York 10027

The mission of the Church in the world is **THE CREATIVE ACTIVITY OF THE HOLY SPIRIT**. It is He who interprets through the Church to the world the relevance of the Gospel of Jesus Christ. The world of Humanity is His! Since He has a high calling for all men in every generation, He has a mission to each man in this generation.

The Reformed Church in America is called into active participation in Christ's mission which is to open the way for the Holy Spirit to change the relationships between a man and his Creator and the countless relationships between men and men.

THERE ARE CHANGING RELATIONS AMONG PEOPLES. Until recently there was a clear division between the developed and the underdeveloped areas. This categorical difference is no longer true; *under-developed countries* are now referred to as *developing countries*. The difference is not simply a reflection of a guilt complex in the West; it reflects a change in fact.

THE RISE OF NATIONALISM taught the world by Western civilization has now become the focal point for much anti-European, anti-American and anti-Christian feeling. The very existence of the *United Nations* has made it important for every *people* to become nations in order to participate in world affairs. While nationalism unites tribes and small provincial groups, it also divides people from each other. This greater divisiveness is a point of concern for the Church as it proclaims the Word of Reconciliation.

THE RACIAL REVOLUTION has created another major change in relations among people. The divisiveness which has been attributed to racial differences (taught, ironically, to many parts of the world by the West) continues to be a target for the proclamation of the Gospel. "Which race is superior?" cannot be asked in Christ. The world is looking at America to see what it is doing about the race problem. The Church in America is *on the spot* because it has not overcome this problem within itself. This fact deeply affects the mission of every Christian in the world.

THE RELATION BETWEEN A PERSON AND HIS COMMUNITY IS CHANGING. The most obvious example is found in every continent as large cities become even larger. When men accustomed to a rural pattern of life move into the economic pressures of big cities, they are frequently lost. From a society in which the elders determine life's protocol, the seasons determine its routine and a local religion attempts to give it meaning, the uprooted discover themselves without moral, ethical and spiritual direction.

FINDING AND TRAINING THE LEADERS for a new generation cannot be put off. Relations between the generations are deteriorating rapidly around the world because of the tremendous speed of change.

Adjustments made by five generations before this one have to be made between father and son today. As the father must find words that speak relevantly to his son, the Church too must find ways of ministering to the mind in the name of the One who will make even more changes!

IN METHODS OF COMMUNICATION there are dramatic changes. In an earlier day the meanings of life were interpreted from one generation to another by *wise men* who remembered religions learned by earlier generations. They were respected because they were the depositories of earlier meanings. Now men, as they progress politically, economically and technologically, are finding direction in life, which may not come from the past or from religion. The information does not come from the *wise men*. The channels of authoritative information are now the mass media: magazines, radio, television, books, newspapers, paperbacks, political ideologies, economic concepts and scientific achievements. The variety of ideas creates confusion. Modern man develops a pluralistic attitude toward religion and politics. "Seek first . . ." but for some it is enough to "seek first the political kingdom." The Church of Christ under the guidance of the Holy Spirit is entrusted with the Word of Reconciliation and it must use more and more effectively the means of communication to which missions are paying attention.

THERE ARE DRAMATIC CHANGES OCCURRING IN THE PROGRAM OF THE CHURCHES with which the Reformed Church in America is associated in mission. No longer is it possible to refer to *sending* and *receiving* churches. Every church is both if it is true to the meaning of mission. A church that has no outreach is no true church. The younger churches are taking their places in this mission and the western world is beginning to realize that it has much to learn from the vigorous groups of Christians in Africa and Asia.

Partnership and joint action is the order of the day. It is difficult to believe that the eternal Gospel which never changes can forever be fresh and relevant in a society which is forever taking on new characteristics. That it is relevant becomes clear as the highlights of the activities in each interest area of the Reformed Church are approached.

Arabian Mission and Iraq

This year marks the 75th anniversary of the Arabian Mission; the full meeting of the mission in February 1965 was highlighted by an anniversary observance. Special guests invited to participate were Mrs. John Van Ess, the Most Reverend Archbishop Campbell McInnes and representatives from the Church of South Arabia in Aden and the Dhahran Protestant Fellowship. It was the first meeting attended by a

representative of the Arab Church, the Reverend Yusef Abdul Noor from Kuwait. In this stimulating meeting the mission exhibited a sensitivity to the rapid changes taking place in the Gulf and to the need for a redevelopment of program that will be relevant to present needs.

The members of the Arabian Mission are keenly aware that witness in the Middle East is affected by the Church's witness in the United States. The following resolution ON THE MISSION OF THE CHURCH was approved by the Arabian Mission in February 1965.

Resolved, that the Arabian Mission express its appreciation to *the home church* for its intelligent and prophetic statements on today's critical issues, particularly civil liberties, as they pertain to the entire witness of the Body of Christ in the world. Further, that we thank the Board of World Missions for its active concern and participation in the civil rights question.

Further, that the Arabian Mission, although outside of the American shore and thus, away from the immediate situations and activities, nevertheless record itself as completely committed to the implementation and fulfillment of the 1957 General Synod Credo on Human Rights.

Further, we believe that it is daily becoming clearer that the Church's total mission is wider and more comprehensive than has been realized hitherto. To go into all the world proclaiming the Lordship and saving power of Christ is to go deeply into every area of life as well. The problems of society, the meaning of history, the nature of the secular, the predicament of man in his perilous mastery of power—all these themes constitute fields in which the total mission of the Church has to be understood and fulfilled.

Special attention is focused on the organization of the Arabian Mission in recognition of the continuing and profound changes in Middle East society. In this there is a seeking to find a plan of operation for the effective fulfillment of its task in the Arabian Gulf areas.

The former Near East Christian Council has changed its name to Near East Council of Churches. As a servant of the churches in carrying out programs that are best done together, the council expresses its faith in service to the world in which it lives. The Reverend Albert Isero of Egypt has been chosen as the first national Christian leader as executive secretary of the Near East Council of Churches.

The new building for the Basrah Boy's School will be open for use at the new school term in September 1965. Education remains the entré in Iraq.

Africa-Ethiopia

All missionaries were expelled from the Sudan by 1964.

In making the transition from the Sudan to Ethiopia, church people at home are urged to remember the church people in the Sudan in their prayers. Occasional reports from the Church of Christ in the Upper Nile indicate that the Sudanese pastors and church leaders are carrying on the program of the presbytery as well as local worship. The Spearhead Press in Malakal continues its publication of LIGHT magazine.

As the work begins to open up in Ethiopia, there are two evangelistic families in the support of the Board of World Missions, the Reverend and Mrs. J. Robert Swart and the Reverend and Mrs. Harvey Hoekstra. Both have opened frontier mission stations, the Swarts in the Geleb tribe and the Hoekstras among the Mesengo tribes people. They share in the program of the United Presbyterian Church, U.S.A. and are assisted by a volunteer couple, Mr. and Mrs. Franklin Kieft from Spring Lake, Michigan, members of the Hope Reformed Church of Grand Haven.

In early April 1965 word was received through the Reverend Dr. Donald McClure, General Secretary of the Ethiopian Mission, that the Ethiopian Government was ready to grant visas to all former Sudanese missionaries who had been expelled from the South Sudan. It is therefore expected that Mr. and Mrs. LaVerne Sikkema, Miss Lillian Huisken and Miss Wilma Kats will all be able to enter the country some time during 1965. It is hoped that Miss Arlene Schuiteman will go in 1966 after completing her present studies at Iowa State University. The prospects seem bright for these "refugee" missionaries in their new land.

Hong Kong

In Hong Kong, where the need for social development and educational facilities are so obvious, the church of Jesus Christ at work in this colony is constantly faced with the temptation to improve these human situations at the expense of soft pedaling the need of men for the Gospel. Against this awareness, the Hong Kong Consultation between the Hong Kong Council of the Church of Christ in China and the representatives of the Board working in partnership with this church was held February 3, 1965. The character of the church as a witnessing congregation was examined. The group also seriously considered the ministry as the focal point for spiritual leadership, the role of the missionary and the significance of service and welfare within this framework.

One of the greatest needs in the colony is for still more schools. Under the Church of Christ in China there are 33 schools with a student body of about 25,000. One of the most effective programs of evangelism

is carried out through these schools and their fine religious programs. New ones are opening all the time and even with two daily sessions many children are turned away.

With a quarter of a million people to each square mile; an extraordinarily high birth rate; the need for family planning; a high rate of illiteracy; an increasing number of young people needing jobs (45% of the population are under 16); the tremendous needs in both witness and service; — the church faces and is meeting a unique challenge.

India

In India the Reformed Church works with the Church of South India, relating particularly to the Madras and Rayalaseema Dioceses. Two new bishops have been chosen in the two dioceses: the Right Reverend C. S. Sundaresan was consecrated as the Bishop of Rayalaseema Diocese in August 1964 and the Right Reverend Lesslie Newbigin will begin serving as Bishop of the Madras Diocese, replacing the late Right Reverend David C. Chellappa, in the fall of 1965.

The Church of South India is undergoing a process of new growth, a movement of renewal and advance, in which church leaders and mission boards are attempting to discover what God is calling the church in India to be and to do. This is the first step in an approach to a Joint Action for Mission as developed under the auspices of the Commission on World Mission and Evangelism of the World Council of Churches in which churches survey their needs and their opportunities as well as the resources available to them. In the India church this has come to be known as *Renewal and Advance*.

Special conferences have been held in both dioceses to assist in implementing the actions of the Synod of the CSI. Priority emphasis is given to the strengthening of the evangelistic outreach of the church.

The church is seeking to improve its evaluation procedures in determining priorities in program and to encourage joint action support of the most urgent projects facing it. The Church of South India also plans to extend its limited world efforts in Papua and Thailand.

Japan

“The old order changeth yielding place to the new,
And God fulfills himself in many ways,
Lest one old custom should corrupt the world.”

As we turn our attention to the mission endeavor in Japan, it is apparent that the churches with which the Reformed Church is in partnership are reviewing their program of outreach for Christ, aware of the lines of Alfred Lord Tennyson quoted above.

Our partnership is carried out by relating to the work there through the Interboard Committee in New York and the Council of Cooperation in Japan. We are sharing in this with eight other denominations, and all of our efforts are done through these joint agencies.

The formation of a missionary agency by the United Church called the Commission on Ecumenical Missions and Relations bears testimony to the fact that this church is gearing itself for responsible partnership in world mission. It is adjusting itself to the changes within its own society as well, as there is new emphasis on occupational and industrial evangelism. This is made necessary by the phenomenal rise in industrial urban population.

The assignments of the last four missionary couples of the Board of World Missions to these new types of mission endeavor is significant. They are: the Reverend and Mrs. Thomas J. Harris to occupational evangelism in Osaka; the Reverend and Mrs. George Magee to Tomakomai, Hokkaido, to evangelistic work in this lumbering, pulp and paper manufacture area; the Reverend and Mrs. William Unzicker to Otaru City and adjacent towns in Hokkaido, to evangelistic work in this area; the Reverend and Mrs. John Zwyghuizen, to Tsuyazaki, Kyushu, to evangelistic work

The world order is indeed changing but the reconciling Word is being spoken.

Malaysia

The Malaya Synod of the Chinese Christian Church is becoming increasingly aware of its responsibility to the new nation of Malaysia into which it is called to give spiritual leadership. This church is making a wonderful witness in a Muslim culture and widening its vision as it plans for greater leadership in the field of Christian education and in the area of rural evangelism. More than half of the one and a half million population of Singapore is under 21 years of age. It is estimated that only 2% of the population is Christian. What a challenge and what a task for the Christian Church!

West Pakistan

The one little bastion of RCA involvement in West Pakistan is the Literacy Centre at Gujranwala. After five years the Paul Hostetters left for furlough in the spring of 1965 after seeing 200,000 volumes in print in three and a half years. The goal of literacy is still far away, however, even with the good beginning, a surge of hope and a dash of progress. A special program just for adults has taken hold; 45 separate books are in print and a magazine in the planning stage. Over 200 volunteer teachers

are now doing their faithful bit to stem the tide of ignorance. Nine Pakistani staff members man the center.

Literacy year, promoting the work of the literacy center, is being observed in 1965, seeking greatly to increase training of the non-literate in Pakistan.

Philippines

There is a vigorous attempt on the part of the United Church of Christ in the Philippines, with which the Reformed Church is in partnership, to meet the changing needs of the changing times. There is a concerted drive to participate actively in world mission through the sharing of Filipino personnel and supporting them in other places.

Another area of inquiry is on ways and means of making the missionaries from the North American churches working in the Philippines a more integral part of the United Church and using to the best advantage the skills and dedication that they bring with them. One of the questions that has loomed large in the Far East is how to make more effective the participation of the boards of mission in the Leadership Development Program of the National Church. This came into sharp focus in the Philippines.

It was recognized that overseas development and training of the laity should be considered only after the best use has been made of the educational and academic resources available in the Philippines and in the Far East.

Taiwan

Probably no church in Southeast Asia is as conscious of its need to witness changing situations as the Presbyterian Church of Formosa. In June the Church will give thanks to God for one hundred years of Christian witness on the island. This includes not only a week of celebration and thanksgiving, but gearing itself for action in the second century of Christianity. Since 1954 this church has doubled itself so that at the end of 1963 there were 841 churches with 176,205 members. Local church expenses have been raised, except for tribal churches, to the extent of 90% by the Formosan Christians. Those representing the Reformed Church at the Centenary are the Reverend Gordon Van Oostenburg, the Reverend Edwin Mulder and the Reverend Charles J. Wissink.

in India when Mason Olcott met her and annexed her for the Arcot Mission as well as his wife. She was a Reformed Church missionary for 15 years from 1924 to 1939. She became quite proficient in the Marathi and Tamil vernaculars.

In 1953 en route to the United States following the completion of a UNESCO appointment, the Olcotts delayed their return while Mrs. Olcott served a year as hostess at the Language School in Bangalore. She was a loyal supporter of the Woman's Christian College in Madras, and served as corresponding secretary of its Associate Board in the United States for many years.

Her home was open to one and all; when they lived in New York they entertained friends from many lands. Always a faithful worker for the church, she shared in bringing up their three children in the strong Christian tradition of which she herself was so much a part.

Emma Kollen Pieters

Emma Pieters, wife of the late Albertus Pieters, died June 25, 1964, in Holland, Michigan. She was born in Overisel, Michigan, September 22, 1866. After her graduation from Hope College, she taught at Northwestern Academy, Orange City, Iowa, for three years before her marriage to Dr. Pieters, a college classmate.

A member of the Japan Mission from 1891 to 1925, she worked in wholehearted sympathy with her husband's work in Nagasaki, Kumamoto and Oito. She continued using her gift of teaching and her effective ways of working with young people in Japan.

There were no American schools in Japan in those days and Mrs. Pieters undertook the task of teaching her five daughters the required academic subjects. She was also a wide reader on many subjects and kept pace with the world at hand and far away.

Her courage was phenomenal. A letter in those early days took from six to eight weeks to arrive in the United States or in Japan from home. Huge orders of groceries had to be ordered twice a year from home. There were times of sickness and sorrow; a baby boy was laid to rest on Japanese soil and the oldest daughter Ruth died as a senior at Hope College. Two of the other daughters were seriously ill and then came the difficult decision to return to America.

She entertained her fellow missionaries, while she was in Japan, whenever possible, opened her home for weddings, cared for missionary children whose mothers were ill, worked with the Japanese women in her own home, taught Bible classes, as well as cooking and sewing, and taught in the Japanese Sunday schools.

Exemplary wife and mother, Mrs. Pieters' life of dedication to the Lord included more than thirty years of service to the Japanese people.

Elisabeth W. Conklin

Miss Elisabeth Conklin was the daughter of the Reverend John W. Conklin who served a term in India (1881-1890). She grew up in the United States when her father, after leaving the mission, was serving Reformed Churches in New Jersey. After her graduation from Mt. Holyoke College, she became a traveling secretary of the Student Volunteer Movement, visiting many campuses and presenting the cause of missions.

In 1915 she was commissioned as a missionary to India where she served until 1934, spending most of her time in Chittoor where she was in charge of women's evangelical work. During her years of service, she was able to accomplish much through her generosity and love of people. From a legacy she purchased property for new quarters for the girls' school in Chittoor and was responsible for financing several of the buildings.

Ill health forced Miss Conklin to resign from the Arcot Mission and in 1934 she returned to the United States, living in Clearwater, Florida, while her mother was still living. Later she moved to southern California where she spent the remainder of her life. She died on December 7, 1964, in a sanitarium in Whittier, after a long period of ill health.



Administrative Issues

As presented to the 1965 General Synod

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The Board of World Missions respectfully presents to the General Synod for its consideration and action several principal issues which have been faced by the Board in 1964 and in the first part of 1965.

Revision of the Constitution of the Board

The need for revision of the Constitution and By-Laws has been recognized by the Board for several years. Sections of both documents are presently under suspension. (Actions 63-39, 205, 206)

Definite action initiating revision of the Constitution and By-Laws was taken in October 1962. The action read, "That the Board approve the formation of a subcommittee on Revision of the Constitution and By-Laws, this committee to include the Chairman and two members of the Policy Committee, and further, that Staff appoint a Secretary to work with the subcommittee." (62-248)

At the same meeting, the Board initiated a study of the function and organization of the Board and its committees to be undertaken by the Organization Committee. (62-253)

Since the By-Laws define the Board's organization, the assignments could not be carried out independently and necessarily became the responsibility of both committees.

The revision has been framed within the provisions of the RCA Constitution (Articles 1:1 on purpose, 12:11 on policy and 13 on Boards and Agencies). The essential substance of the current Constitution and By-Laws has been incorporated in the revision. It has been carefully reviewed and approved from the legal point of view by Mr. Howard Nichols, former member, attorney and legal counsel for the Board.

The Constitution is a basic, yet minimum, statement of the Board's assignment from General Synod, as well as requirements on membership and meetings. When approved, as is true of the present Constitution, it will be subject to change solely by the General Synod.

The By-Laws provide for a Board directed, Staff administered organization in which the responsibilities of its officers, committees and executive staff are clearly defined. It includes a deliberately structured creative tension through a maximum reasonable delegation of responsibility and decision making authority, with a challenge to innovate but with the requirement of accountability.

Explicit is the Lordship of Christ and implicit is the unity of the Body of Christ. A conscious effort is made to recognize the Church as Mission wherever it is found in all six continents and the necessity of shared study, planning and action by all of the members.

The general goal of the Board was to draft a Constitution and devise a By-Law framework which would be acceptable to the laws of the State of New York and the Doctrinal Standards as well as the Constitution of the Reformed Church in America within which the responsibility of the Board of World Missions as assigned by the General Synod could be fulfilled with efficient stewardship of time, talent and resources.

Among the specific objectives were the following:

- a. A clear and inclusive statement of purpose.
- b. An organization which will best fulfill the purpose.
 - (1) Sufficient flexibility to enable innovations
 - (2) Clear lines of responsibility and accountability
- c. A definition of the respective responsibilities of the Board and the General Synod, of the Board's executive staff and the Stated Clerk of the General Synod.
- d. A definition of the current and potential geographic areas of responsibility related to the Board and the Board of North American Missions.
- e. A definition of the respective responsibilities of the Board and RCA-Church World Service.

The Board took the following action at its November 12, 1964 meeting:

“VOTED: that the Board of World Missions approve the Constitution as presently revised (to include a historical sketch and preamble), refer it to General Synod and request the consideration and approval of the Board of World Missions' revised Constitution by the General Synod at its June 1965 meeting.” (64-178)

At the November 12, 1964 meeting the Board also approved a revised set of By-Laws which became effective at the conclusion of that meeting. The Constitution and By-Laws have been printed separately in this annual report. The Board requests the consideration and approval of the Constitution. The By-Laws are presented for review by the General Synod.

Joint Study on the feasibility of Board of World Missions-Board of North American Missions merger

After consultation between the officers and staffs of the Board of World Missions and the Board of North American Missions, the following recommendation was presented to the two Mission Boards:

1. The approval of a joint study on the feasibility of merging BONAM and BWM into one Mission Board and, that an interim report on the study be scheduled for the General Synod of 1965.

2. The approval of immediate cooperative staff study and experimentation in combination of the several functional services, or portions thereof, i.e., Promotion, Personnel and Finance.

The Board of World Missions took the following action on April 23, 1964: "that the Board of World Missions approve the direction of the actions taken in the joint executive staff meetings of March 30 and April 9 and approve the recommendation for specific and immediate experimentation." (64-82)

Both Mission Boards reported the approval of the study to the 1964 General Synod through the respective Standing Committees. Included in the report of the Standing Committee of the Board of World Missions was this statement:

"The BWM has voted approval of a study to be undertaken with the BONAM to determine the feasibility of merging the BONAM and BWM into one Mission Board, and has authorized that an interim report on the study be scheduled for the General Synod, 1965. The BWM has voted also 'the approval of immediate staff study and experimentation in combination of the several functional services, or portions thereof, i.e., Promotion, Personnel and Finance.' The Standing Committee encouraged further study between the two Boards." (G.S. Minutes, page 83)

Studies to date have indicated that a merged Mission Board would be feasible. Some differences do exist in the role and functioning of the staffs. These differences and those in respective policies and procedures could be resolved.

The cross-fertilization of ideas and practices, as a result of one Board being involved in total missionary programming, would seem to have desirable and fruitful consequences in terms of staff and Board functioning. A key question which has not as yet been resolved and which will require further study is whether or not the actual programming would be enhanced and made more effective.

The joint staffs have begun to discuss the role and function of the Boards, their members, the executive staffs and the missionaries, as together they participate in the mission of the Church. A more detailed study with Board member participation is necessary. A delineation of structure and a definition of responsibilities will have to be part of such study.

At the present time it would seem that the specific areas which are uniquely a Board's are as follows: (a) the establishment of policy, (b) strategic long-range planning, (c) giving guidance to the staff, (d) establishing

standards of performance, (e) evaluating the effectiveness of programs and making necessary corrections in mission policy and practice.

Related to the function and responsibility of the Board, the staff does research, clarifies issues, suggests actions and possible alternatives as well as describe the consequences of each. The basic work enables the Board to evaluate the alternatives and make policy decisions.

On the other hand, members of the staff work as true operating executives. It is staff's responsibility to execute the over-all program. They carry the day-to-day administrative responsibility for the functioning of the operation. They are given authority to make administrative decisions, but are held accountable to the Board for all such decisions even as the Board is held accountable to General Synod for the way in which it fulfills its assigned responsibility.

In brief, the General Synod assignment to any Board can be considered most effectively and efficiently carried out when the Board concentrates on development and review of policy and the staff is made responsible for research and recommendation on the one hand, and implementation on the other.

At its April, 1965 meeting the Board received for information the joint staff report indicating that a merger of the BWM and BONAM would be feasible, but also indicating that it is not yet clear whether such a merger would enhance programing; and further,

that pending similar approval from BONAM, the Board authorize the continuance of the study by the joint staffs; and further,

that the President and one Board member join two members of the staff in the continued study; and further,

that the studies consider (1) a delineation of the proposed structure for a merged Board and staff, (2) a definition of the respective responsibilities, and (3) an estimate of the potential effectiveness of programing under one Board; and further,

that pending a similar approval by BONAM, the President join the President of BONAM in requesting consultation with the General Synod Executive Committee's subcommittee on the study of Boards and Agencies in keeping with Action 64-40 of the General Synod Executive Committee.

(General Synod Executive Committee Action 64-40:

"It was moved, seconded, and CARRIED that we suggest to the Boards of World Missions, North American Missions, and Education that their general secretary, staff chairman, and executive secretary

respectively be made available to serve as consultants to the sub-committee on Study of Boards and Agencies of the General Synod Executive Committee.”)

This is a progress report for review by the General Synod. The Standing Committee may wish to endorse the action for further study taken by the Board.

Opportunity for Advance in Mission

The General Synod of 1964 approved the Recommendations of the Standing Committee on the Board of World Missions which said in response to the Overture from the Raritan Classis “that the Board of World Missions study, in consultation with the Board of North American Missions, the matter of our mission in Latin America and that it report back to the General Synod of 1965 a specific proposal (or the basic alternatives) which would include a proposed experimental program, the possible location of services, the preferred church and mission relationships in the area, the type of personnel and its possible source, the maintenance and work budgets implied in the experimental program and suggested methods of meeting the cost for such a program. This is not to be understood as a commitment, but rather as instruction for a detailed study.”

The Board of World Missions submits the following as its response to General Synod’s directive:

I. *Proposals for Latin America*

The BWM has made investigation of possibilities for work in Latin America, and finds many opportunities to exist. Among these are:

- a. Urban church extension and evangelism in association with the Presbyterian Church of Venezuela
- b. Urban and rural church development and evangelism in association with the Reformed Church of Argentina
- c. Seminary professorship in Union Seminary in Chile
- d. Village and town church development and evangelism in association with the Presbyterian Church in southern Brazil
- e. Tribal evangelism through the United Andean Indian Mission in Ecuador
- f. Agricultural and rural development in association with the Moravians and the United Church of Christ in Honduras
- g. Student work on several university campuses either by bona fide graduate students enrolled in Latin American institutions by free-lance approach to intelligentsia by mature professor or Christian journalist.

The resources needed for an initial period of involvement in mission in South and Central America are dependent, of course, upon the degree of involvement to which the RCA might be committed. We believe an initial involvement should consist of the use of five couples for a period of six years. These years would consist of 1½-2 years in orientation and language study, and 3-3½ years at work in different kinds of assignments. Administrative responsibilities could be delegated, at the discretion of the BWM-RCA, to national churches or to sister boards in the U.S. having a Latin American *desk*. Responsibility for personnel, finance and promotion would rest with the BWM-RCA.

During the proposed six year period, the annual cost for the support of five couples (salaries, housing, orientation and language study, travel, children's allowances and education, medical expenses, a basic work fund of \$1,000, etc.) and an estimated percentage for the related costs in personnel, promotion, finance and general administration would be approximately \$80,000. It must be noted that there are no funds presently budgeted to permit this expansion.

II. *Present obligations and their expansion*

The Board also desires to inform the Synod of the fact that it is presently involved in many important commitments in other parts of the world. The BWM would like very much to expand its present commitments, in such ways as:

- a. Upgrading the seminary programs and facilities in East Asia, e.g. at Chung Chi College and seminary, Hong Kong
- b. Increasing student work in Asian colleges and universities, e.g. at Taichung, Taiwan, where there are 10 colleges and universities in one city
- c. Supplying medical specialists for government hospitals, e.g. opportunity for a Christian American pediatrician in Taipei Medical College, Taiwan
- d. Clinic at the Cebu Christian School and Educational Center at Cagayan-de-Oro in association with the United Church of Christ in the Philippines
- e. Evangelistic and church development in Malaysia in association with the Chinese Church of Christ
- f. Developing specialists for evangelism among Hindu intelligentsia in India and among India's large Muslim population in association with the Church of South India
- g. Industrial evangelism in India's fast-growing urban centers such as Madras

- h. Scholarships and special training programs for Indian pastors; a leadership development program with primary focus of training in India or Asia rather than in European or American institutions
- i. Stewardship program, development and training of pastors and laymen in India
- j. Special study of economic development plans for rural India and churches' responsibility
- k. Frontier evangelism in Ethiopia in association with the Commission on Ecumenical Mission and Relations
- l. Development of Arab missionary activity in collaboration with the Presbyterian churches of Egypt, Syria and Lebanon and with the Near East Council of Churches
- m. Joint action projects already approved in India and Africa and Middle East but not yet presented to Board or Synod because of restricted Board budget

Various cost figures are available for the Advances in Mission. For those which depend on the availability of personnel, approximately \$11,000 a year is needed to supply a couple to one of these programs, not counting the cost of the projects themselves. Obviously, over \$100,000 a year would be needed to move ahead on the short selected list given above; of this, a major part would be needed for personnel. Many of these opportunities have been delayed already because the Board has not seen fit to close other work in order to commit its resources to them under the current restrictions.

The Board approved the following basic positions at its April 1965 meeting for referral to the General Synod:

1. That the Board of World Missions *would like* to undertake the work in South and Central America such as that outlined above, costing approximately \$80,000 per year.
2. That the Board of World Missions *should* undertake the program of development of present commitments in Asia and Africa as outlined above, costing approximately \$100,000 per year.
3. That the Board of World Missions *should not* undertake *new work* in South and Central America until it also undertakes the development of its present commitments.
4. That the Board of World Missions considers it neither proper nor possible to enter upon such a program unless General Synod includes it in an evaluation of the total RCA program and accepts it as an additional element in the General Synod Benevolent Budget.

Study of the implications to the Board of the proposed Reformed Church in America/Presbyterian Church in the United States merger.

Under instruction of General Synod, 1964, (GSM, 1964, pages 320 and 322) the Board made careful study of the possible effects of the proposed RCA/PCUS merger on the mission program of the Reformed Church in America and reported its final judgment to the Joint Committee of 24 at its Louisville meeting in February. This study began with the preparation and discussion by the executive staff of answers to the specific questions of the Joint Committee. The BWM-RCA and BWM-PCUS executive staffs then had a full meeting discussing the areas of mutual concern administratively and the implications of the proposed merger both to administration in the USA and to program policy overseas. Reports of this work were then reviewed by the Board of World Missions which developed its succinct reply to the Joint Committee, which said:

“It is the Board’s conviction that the historic Reformed Church policy in mission, to work cooperatively and in partnership with Churches in a wide diversity of Christian traditions, provides ample evidence that this Board and its staff are able and willing to solve technical matters related to a merging of the two Boards of World Mission when the issue of union is resolved.”

Dr. Brink, President of the Board, presented and defended this statement to the Joint Committee. During the discussion, the reply of the BWM/PCUS was subjected to criticism because it seemed to imply that the Reformed Church and its Board of World Missions were not basically willing to cooperate in mission and witness ecumenically. There appeared to be some misunderstanding of the intent of the 1964 General Synod’s action on merger. At a recent meeting, the BWM/PCUS took action assuring the BWM/PCUS and the Synod of RCA of their confidence and desire to collaborate; the concern is expressed that such collaboration or possible merger should not preclude the possibility of wider collaboration or even merger within the family of the Reformed-Presbyterian churches.

The RCA Capital Funds Campaign

During the past year the Stewardship Council has been acting on the instruction of General Synod, 1964, to develop a Capital Fund Campaign for the denomination. Because of the heavy restrictions placed on BWM operating program income, the Board (in Action 64-182) went on record saying it did not for itself desire to have the campaign but that it would do what the majority of the Boards and Agencies wanted to do and would cooperate, if they so desired, in the campaign. The outcome of

the series of discussions which have occupied much attention of the Board members and staff consultants on the subject of the campaign is presented by the Stewardship Council to General Synod. The Standing Committee is not required to take action on this issue.

The Board's request for Evaluation

In June 1964 the Board approved an operating program budget for 1965 that was \$70,000 less than that of 1964 because the giving of the churches had failed to reach the approved Board budget for three of the last four years, a fact which was forcing the Board to have annual deficits.

In its Action 64-138 the Board communicated

“to the Executive Committee of General Synod its concern over the administrative necessity of deciding to restrict so drastically the Operating Program (budget) for 1965 and its request for an Executive Committee inquiry into whether this continued limitation on the Operating Program of the Board in the light of the continued increase in denominational giving is an expression of the will of the denomination. . . .”

The Executive Committee of General Synod has discussed this matter several times in the larger context of the importance of program evaluation being raised by a number of Boards and Agencies. There has been no specific answer to the Board. There does appear, however, to be an inclination toward establishing some revised process of evaluation for the denomination's Boards, institutions and Agencies. The Standing Committee is not required to take action on this issue; it may wish to endorse the Board's request for the development of an evaluation process.

Reorganization of Division of Overseas Ministries

A very real source of enrichment and stimulation to the Board of World Missions as well as a channel for a variety of cooperative activities, the Division of Overseas Ministries of the NCCC has gone through major administrative changes during the past year. The former Division of Foreign Missions and the former Church World Service organization were amalgamated to offer channels of witness and service that are more naturally coordinated in the USA and overseas with the total program of the national churches here and there. The new structure of the DOM Area Committees, on which the RCA/BWM is normally represented, is now beginning to handle both policy and program decisions for the CWS-related activities overseas toward which the RCA contributes annually.

The new DOM structure affects the relation of BWM to RCWS. Therefore, new channels for information and decision-making are necessarily

being developed between BWM and RCWS. These staff discussions and any recommendations which might grow out of them will be reported to General Synod by RCWS in the future.

Official Representatives of the RCA to Centenary Celebration of Presbyterian Church in Formosa

In its action 64-167, the Board of World Missions voted

"That the Board express to the Presbyterian Church of Formosa its appreciation for the invitation to participate in the Centenary Celebration; and further

that the present President of General Synod be asked to represent the Reformed Church in America at the Celebration June 13-20, 1965."

The Reverend Gordon Van Oostenburg has agreed to represent the Reformed Church in America at this occasion.

It would be suitable for the Standing Committee to recommend that General Synod send its greeting to the Presbyterian Church of Formosa in the hands of the present President.

Executive Staff of the Board

During the past year the terms of service of two members of executive staff, the Reverend John Buteyn and the Reverend Dr. James Thomas, were renewed by Board action. Miss Ruth Joldersma was granted a leave of absence from December 1, 1964 to June 30, 1965. The General Secretary has announced that Miss Joldersma is expected to resume her function as Personnel Secretary in July.

Finances

The Treasurer's Report is included in Section IV of this report for review by the Standing Committee and the General Synod.

Missionary Personnel

During the past year the following missionaries have been commissioned:

Dr. and Mrs. Harvey E. Doorenbos to Arabia

Dr. and Mrs. Egbert H. Fell to Arabia

(Appointed by the Commission on Ecumenical Mission and Relations, UPUSA, for service with the RCA Arabian Mission)

Miss Elaine E. Fieldhouse, R.N. (short term to Arabia)

Dr. Corine Overkamp to Arabia

Mr. and Mrs. John Scholte to the Philippines

The following missionaries returned to the United States in 1965 for pre-retirement furlough:

The Reverend and Mrs. Cornie De Bruin from India

Dr. and Mrs. W. Harold Storm from Arabia

The following will be presented as candidates at this meeting of the General Synod:

Rev. and Mrs. Carroll M. de Forest
Rev. and Mrs. Rowland D. Van Es
Dr. and Mrs. Donald D. Van Etten

The Standing Committee may wish to recommend the recognition of the retiring missionaries who are able to be present at General Synod.

Reduction in the size of the Board

Pending the General Synod's approval of the Constitution a pattern for reducing the size of the Board from its present duly elected membership of 42 to the constitutional *twenty seven* must be arranged. At the April 1965 meeting the Board approved a proposal for initiating a reduction in the membership of the Board.

1. that the reduction of the number of Board members to 27 persons be attained gradually by electing no new members to replace those whose second terms expire in 1965 and those who may resign;
2. that in order that the Board may have the benefit of their experience and knowledge, those members whose first terms are scheduled to expire be considered for reelection in 1965 to a second term of three years to be effective at the close of General Synod.

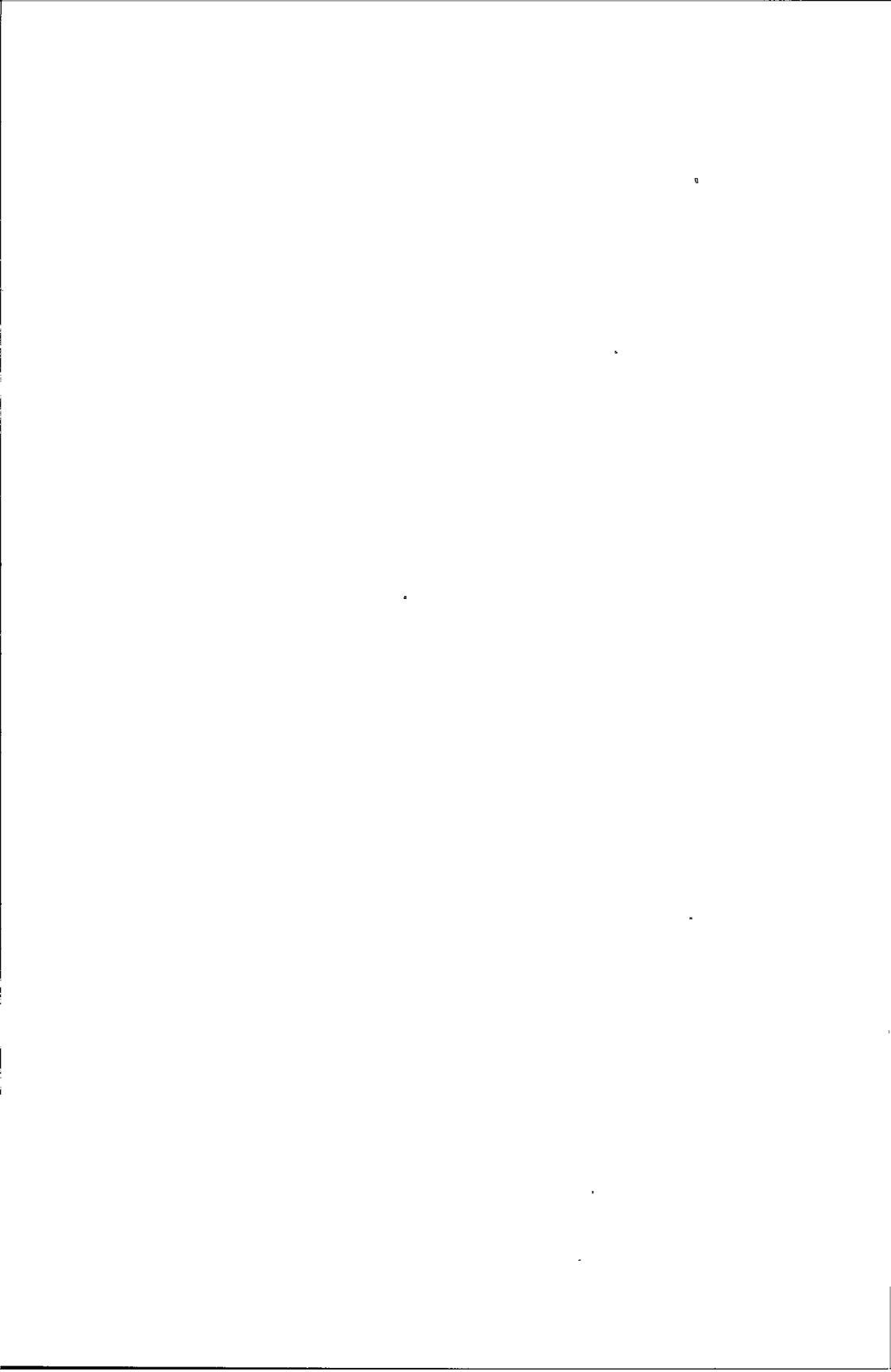
Board of World Missions Officers—1965-67

The following officers were elected by the Board at its April 1965 meeting. The terms will begin at the close of this meeting of the General Synod.

President — The Reverend Harold A. Colenbrander
First Vice President — Mrs. John M. Scutt
Second Vice President — The Reverend Cuyler T. E. Thayer
Recording Secretary — The Reverend Donald R. Baird

The Standing Committee may wish to report the election to the General Synod.

The Statement of Administrative Issues was approved at the April 28, 1965 meeting of the Board of World Missions for presentation to the 1965 General Synod.





21

Financing the World Mission

As presented to the 1965 General Synod

Section III

Annual Report

REFORMED CHURCH IN AMERICA / *Board of World Missions*
475 Riverside Drive, New York, N. Y. 10027



Section III

*Financing the
World Mission*

THE BOARD OF WORLD MISSIONS

respectfully presents to the General Synod of the Reformed Church in America its

ONE HUNDRED AND THIRTY-THIRD ANNUAL REPORT

1965

The One Hundred and Eighth of its Separate and
Independent Action and the Nineteenth of the
Reorganized Board, Continuing the former
Woman's Board of Foreign Missions

REFORMED CHURCH / 475 Riverside Drive, New York 10027

REFORMED CHURCH IN AMERICA
Board of World Missions

COMPARATIVE STATEMENT OF INCOME AND EXPENSES
For the Three Years Ending December 31, 1964

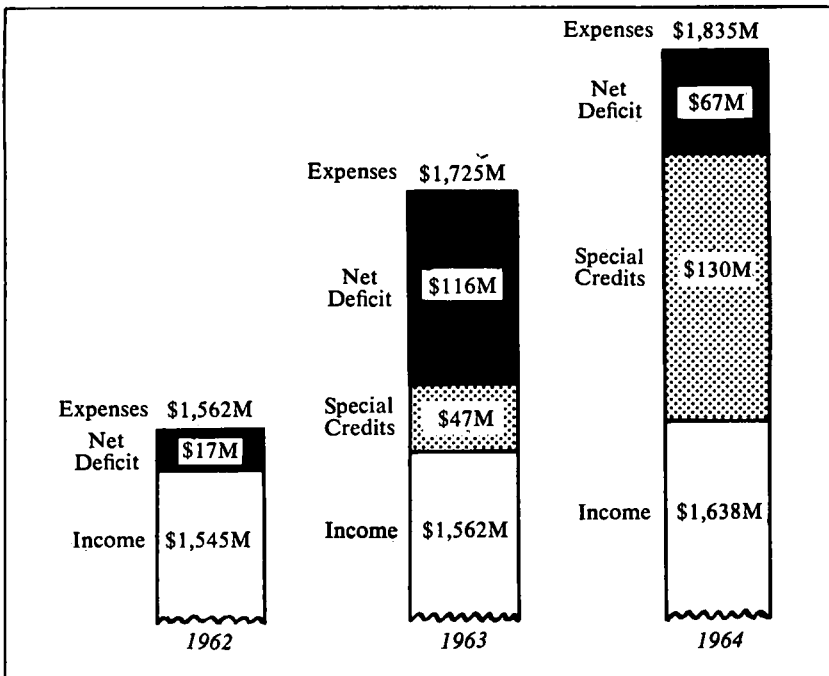
| | OPERATING | | | OPERATING AND CAPITAL | | | | | | |
|---------------------------------|--------------------|---------------------|---------------------|-----------------------|---------------|---------------|--------------------|---------------------|---------------------|---------------|
| | Amounts | | | Amounts | | | Percents | | | |
| | 1962 | 1963 | 1964 | 1962 | 1963 | 1964 | 1962 | 1963 | 1964 | |
| INCOME | | | | | | | | | | |
| General Synod Benevolence | \$1,349,759 | \$1,341,784 | \$1,422,366 | 93.3% | 94.2% | 92.0% | \$1,440,157 | \$1,440,229 | \$1,514,174 | 93.2% |
| Other Sources | 96,711 | 83,532 | 122,961 | 6.7 | 5.8 | 8.0 | 105,202 | 121,510 | 124,302 | 6.8 |
| Total Income | \$1,446,470 | \$1,425,316 | \$1,545,327 | 100.0% | 100.0% | 100.0% | \$1,545,359 | \$1,561,739 | \$1,638,476 | 100.0% |
| EXPENSES | | | | | | | | | | |
| Program: | | | | | | | | | | |
| Support of Missionaries | \$ 777,561 | \$ 804,934 | \$ 906,390 | 53.3% | 52.4% | 53.5% | \$ 800,440 | \$ 851,073 | \$ 973,084 | 51.2% |
| Share in Programs, etc. | 345,260 | 382,512 | 422,951 | 23.7 | 24.9 | 25.0 | 394,765 | 524,668 | 493,084 | 25.3 |
| Total | \$1,122,821 | \$1,187,446 | \$1,329,341 | 77.0% | 77.3% | 78.5% | \$1,195,205 | \$1,375,741 | \$1,466,168 | 76.5% |
| Program Development: | | | | | | | | | | |
| Recruitment, etc. | \$ 58,697 | \$ 70,960 | \$ 49,778 | 4.0% | 4.6% | 2.9% | \$ 88,934 | \$ 70,960 | \$ 49,778 | 5.7% |
| Interpretation, etc. | 85,658 | 91,145 | 97,805 | 5.9 | 5.9 | 5.8 | 85,658 | 91,145 | 97,805 | 5.5 |
| Administrative, etc. | 192,236 | 187,078 | 216,763 | 13.1 | 12.2 | 12.8 | 192,236 | 187,078 | 221,706 | 12.3 |
| Total | \$ 336,591 | \$ 349,183 | \$ 364,346 | 23.0% | 22.7% | 21.5% | \$ 366,828 | \$ 349,183 | \$ 369,289 | 23.5% |
| Total Expenses | \$1,459,412 | \$1,536,629 | \$1,693,687 | 100.0% | 100.0% | 100.0% | \$1,562,033 | \$1,724,924 | \$1,835,457 | 100.0% |
| EXCESS OF EXPENSES | | | | | | | | | | |
| OVER INCOME | \$ (12,942) | \$ (111,313) | \$ (148,360) | | | | \$ (16,674) | \$ (163,185) | \$ (196,981) | |
| SPECIAL CREDITS | | 27,841 | 40,614 | | | | | 47,285 | 130,481 | |
| NET DEFICIT | \$ (12,942) | \$ (83,472) | \$ (107,746) | | | | \$ (16,674) | \$ (115,900) | \$ (66,500) | |

The Financial Picture

The financial results of the Board's Operating and Capital programs for 1964, when taken with all possible sources of Income and Special Credits, produced a Net Deficit of \$66,500.

Actually, this Net Deficit was smaller than anticipated, primarily as a result of a 5.2% increase in the General Synod Benevolence Operating Income in 1964 over the prior year, as well as unusually large amounts of Special Credits. The increase in the General Synod Benevolence Operating Income in 1964 was the first substantial increase in three years, the reader may recall, because of a major emphasis toward Capital contributions during this period. For further details of the leveling off of the General Synod Benevolence Operating Income for this three-year period and the related Net Deficits incurred by the Board, the reader is referred to the Comparative Statement of Income and Expenses on the opposite page of this Report and to Pages 73 through 77 of the Board's Annual Report last year.

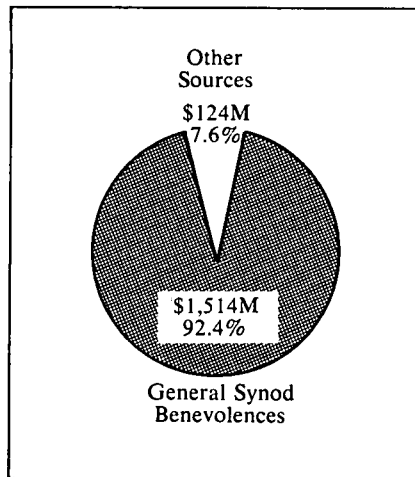
In order to gain a visual impression of the over-all results of both Operating and Capital for the past three years the following example is provided:



The above example clearly reveals that, if it had not been for the increase in Income and the very large amount of Special Credits in 1964, the Net Deficit for 1964 would have been even larger than the \$115,900 in 1963. Since Special Credits, nicknamed *Windfalls*, are unusual sources of funds and do not recur, the Board must receive increases in regular Income or reduce Expenses to eliminate future Net Deficits and thereby *close the gap*.

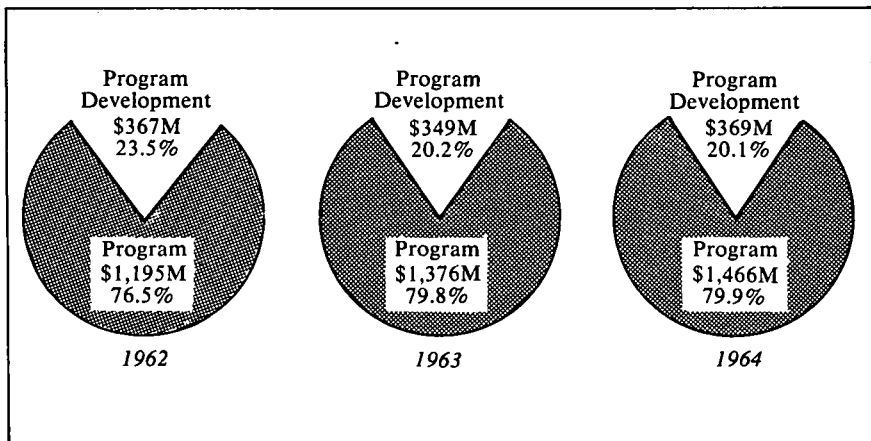
The Board has reduced its budgeted Expenses in 1965 by \$70,000. This reduction, together with the expected gradually increasing Income in 1965 and 1966, should result in the elimination of the Net Deficit in 1966. However, in 1965 another Net Deficit is anticipated the amount of which will largely depend on the amount of Special Credits (Windfalls) that will be received. Present very rough estimates indicate that the 1965 Net Deficit may be smaller than that of 1964.

The proportion of General Synod Benevolence Income (contributions from Reformed Church collection plates for regular work) and Other Sources of Income to the Total Income received by the Board in 1964 is illustrated, as follows:



While such a large proportion of dependence on current contributions from the Constituency of the Reformed Church in America makes the Board vulnerable in times of economic depression or national emergency, there is a very real advantage to such dependency in requiring the Board to maintain quality programs on behalf of the Reformed Church in America and enthusiastically to encourage the Constituency to support such programs.

Another helpful illustration might be a comparison of the proportions of the Total Expenses directed to the Program of the Board (Support of Missionaries and Share in Programs of Sister Churches and Others) and to that of its Program Development (Recruitment, Interpretation and Administrative, etc.), as follows:



No discussion of the financial results of 1964 would be complete without mentioning with appreciation the tremendous legacy left for the work of the Board through the First Reformed Church of South Holland, Illinois, by Miss Lucy Van Zanten. Of this legacy \$89,866.79 was received in 1964, and an additional amount of \$27,000 has been received in 1965. With the very helpful cooperation of the members and pastor of the First Reformed Church, who were granted the authority for designating the projects to be supported under the terms of the Will, the entire amount received in 1964 was designated for regular Capital projects, some of which may not have been completed, were it not for the legacy.

Finally, in keeping with the new format for the Board's Annual Report, some of the details of financial information previously supplied by underlying schedules are not being included this year. The Board wishes to emphasize, however, that it encourages and invites questions and comments on any phase of its financial reporting and will be pleased to supply additional details upon request.

REFORMED CHURCH IN AMERICA

Board of World Missions

AUDITORS' CERTIFICATE

To the Board of World Missions of
the Reformed Church in America

We have examined the books of account of the BOARD OF WORLD MISSIONS OF THE REFORMED CHURCH IN AMERICA for the year ended December 31, 1964 and have prepared therefrom the following statements and schedules:

- Exhibit I — Statement of Income and Expenses
- Exhibit II — Balance Sheet

- Schedule I-a — Schedule of Expenses — Program
- Schedule I-b — Schedule of Expenses — Program Development

- Schedule II-a — Summary of Changes in Interim Operating Reserve
- Schedule II-b — Summary of Changes in General Endowment Fund
- Schedule II-c — Summary of Changes in Specific Endowment Funds
- Schedule II-d — Details of Trust Funds

Our examination was made in accordance with generally accepted auditing standards and, accordingly, included such tests of the accounting records and other auditing procedures as we considered necessary in each circumstance.

In our opinion, the accompanying Statement of Income and Expenses and Balance Sheet present fairly the Operating results of the BOARD OF WORLD MISSIONS OF THE REFORMED CHURCH IN AMERICA for the year ended December 31, 1964, as well as its financial position as at the same closing date. They were prepared in conformity with generally accepted accounting principles applied on a basis consistent with that of the preceding year.

New York, N. Y. 10036
April 30, 1965

LAMBRIDES & LAMBRIDES
Certified Public Accountants

REFORMED CHURCH IN AMERICA

Board of World Missions

STATEMENT OF INCOME AND EXPENSES

For the Year Ended December 31, 1964

| | <u>Operating</u> | <u>Capital</u> | <u>Total</u> |
|--|------------------------|----------------------|-----------------------|
| INCOME: | | | |
| General Synod Benevolences: | | | |
| Living Donors | \$1,421,232.74 | \$ 33,601.26 | \$1,454,834.00 |
| Service Projects | — | 34,206.25 | 34,206.25 |
| February Emphasis | 1,133.55 | 14,124.38 | 15,257.93 |
| Youth Projects | — | 9,875.62 | 9,875.62 |
| | <u>\$1,422,366.29</u> | <u>\$ 91,807.51</u> | <u>\$1,514,173.80</u> |
| Other Sources: | | | |
| Investments | \$ 65,058.65 | \$ — | \$ 65,058.65 |
| Legacies | 37,500.00 | 1,342.00 | 38,842.00 |
| Church World Service | 15,000.00 | — | 15,000.00 |
| Miscellaneous | 5,401.95 | — | 5,401.95 |
| | <u>\$ 122,960.60</u> | <u>\$ 1,342.00</u> | <u>\$ 124,302.60</u> |
| Total Income | <u>\$1,545,326.89</u> | <u>\$ 93,149.51</u> | <u>\$1,638,476.40</u> |
| EXPENSES: | | | |
| Program—Joint Action in the Christian Mission Overseas | | | |
| Support of Missionaries | \$ 906,389.99 | \$ 66,693.92 | \$ 973,083.91 |
| Share in Programs of Sister Churches & Others | 422,951.14 | 70,132.48 | 493,083.62 |
| Schedule I-a | <u>\$1,329,341.13</u> | <u>\$136,826.40</u> | <u>\$1,466,167.53</u> |
| Program Development: | | | |
| Recruitment, Selection & Training of Missionary Candidates | \$ 49,778.48 | \$ — | \$ 49,778.48 |
| Interpretation & Church Relations | 97,804.68 | — | 97,804.68 |
| Administrative Services | 216,763.14 | 4,943.35 | 221,706.49 |
| Schedule I-b | <u>\$ 364,346.30</u> | <u>\$ 4,943.35</u> | <u>\$ 369,289.65</u> |
| Total Expenses | <u>\$1,693,687.43</u> | <u>\$141,769.75</u> | <u>\$1,835,457.18</u> |
| EXCESS OF EXPENSES OVER INCOME | <u>\$ (148,360.54)</u> | <u>\$(48,620.24)</u> | <u>\$(196,980.78)</u> |
| SPECIAL CREDITS: | | | |
| Designated Legacy—through the First Reformed Church, South Holland, Illinois | | | |
| | \$ — | \$ 89,866.79 | \$ 89,866.79 |
| Iraq Government Payment for Expropriation of Amarah Hospital less provision of \$34,167.17 for Basrah Employee Pensions | | | |
| | 22,000.00 | — | 22,000.00 |
| Refund of 1963 Arabia Balances and Other Credits | | | |
| | 18,614.09 | — | 18,614.09 |
| Total Special Credits | <u>\$ 40,614.09</u> | <u>\$ 89,866.79</u> | <u>\$ 130,480.88</u> |
| NET DEFICIT—Exhibit II | <u>\$ (107,746.45)</u> | <u>\$ 41,246.55</u> | <u>\$ (66,499.90)</u> |

REFORMED CHURCH IN AMERICA
Board of World Missions
BALANCE SHEET
December 31, 1964

A S S E T S

GENERAL FUND:

| | |
|---|--------------|
| Cash | \$ 30,826.80 |
| 1964 Income In Transit from Living Donors | 243,072.29 |
| Certificate of Deposit, 4¼%, due 6/29/65.... | 100,000.00 |
| Advances to Overseas Treasurers | 88,633.47 |
| Miscellaneous Receivables | 37,236.03 |
| Investments (see below) | 857,357.55 |

Other Assets:

| | |
|--|-------------|
| Missionary Furlough Residences, recorded at a nominal value of \$1,000 each | \$ 4,000.00 |
| Participating Interest in the Interchurch Center, at cost | 5,000.00 |
| | <hr/> |
| | 9,000.00 |

Total Assets - General Fund \$1,366,126.14

ENDOWMENT & TRUST FUNDS:

| | |
|--|----------------|
| Cash | \$ 204,832.55 |
| Investments, at cost: | |
| Bonds (market value \$1,560,496) | \$1,561,057.44 |
| Stocks (market value \$1,600,947) | 974,962.54 |
| Mortgages | 54,170.96 |
| Federal Savings & Loan Shares | 35,000.00 |
| R.C.A. Extension Foundation, Inc. Notes | 30,000.00 |
| | <hr/> |
| | \$2,655,190.94 |
| Less General Fund Investments (see above) | 857,357.55 |
| | <hr/> |
| Total Investments | 1,797,833.39 |

Total Assets-Endowment & Trust Funds 2,002,665.94

TOTAL ASSETS \$3,368,792.08

REFORMED CHURCH IN AMERICA
Board of World Missions
BALANCE SHEET
December 31, 1964

LIABILITIES & FUND BALANCES

| | | |
|--|----------------|-----------------------|
| GENERAL FUND: | | |
| 1964 Expenses Payable | \$ 138,470.98 | |
| Unexpended Commitments & Accruals | 192,312.54 | |
| Unexpended Designated Non-Budget Gifts & Legacies | 94,072.70 | |
| | | \$ 424,856.22 |
| General Fund Balance: | | |
| Interim Operating Reserve — | | |
| Schedule II-a | \$ 510,000.00 | |
| Missionary Emergency Reserve | 275,000.00 | |
| Unrestricted: | | |
| Balance, January 1, 1964 | \$ 182,384.17 | |
| Add—Transfers from other Funds | 47,245.35 | |
| | \$ 229,629.52 | |
| Less—Transfer to Interim Operating Reserve | \$ 6,859.70 | |
| Net Deficit for the Year— Exhibit I | 66,499.90 | |
| | \$ 73,359.60 | |
| Balance—December 31, 1964 | 156,269.92 | |
| Total General Fund Balance | | 941,269.92 |
| Total Liabilities & Fund Balance — General Fund | | \$1,366,126.14 |
| ENDOWMENT & TRUST FUNDS: | | |
| General Endowment Fund—Schedule II-b.... | \$1,049,068.99 | |
| Specific Endowment Funds—Schedule II-c: | | |
| Principal Balances | \$ 576,646.51 | |
| Accumulated Income | 119,035.40 | |
| | 695,681.91 | |
| Trust Funds—Schedule II-d: | | |
| Principal Balances | \$ 229,389.70 | |
| Accumulated Income | 28,525.34 | |
| | 257,915.04 | |
| Total Endowment & Trust Funds | | 2,002,665.94 |
| TOTAL LIABILITIES & FUND BALANCES | | \$3,368,792.08 |

REFORMED CHURCH IN AMERICA
Board of World Missions
SCHEDULE OF EXPENSES — PROGRAM
For the Year Ended December 31, 1964

| | Support of Missionaries | | | Share in Programs of Sister Churches & Others | | | Total Program Expenses |
|-------------------------------|-------------------------|------------------------|--------------------------|---|---------------------|--------------------|------------------------|
| | Operating | | Capital | Operating | | Capital | |
| | Salary & Pensions | Missionary Maintenance | Missionary Housing, etc. | Sub-Total | Sub-Total | Sub-Total | |
| Africa | \$ 33,634.28 | \$ 22,114.53 | \$ 22,290.00 | \$ 78,038.81 | \$ 25,524.00 | \$ 5,248.20 | \$ 108,811.01 |
| Arabia | 188,000.06 | 124,748.99 | — | 312,749.05 | 54,974.66 | 11,435.95 | 379,159.66 |
| India | 92,944.38 | 39,852.37 | 3,337.00 | 136,133.75 | 115,368.21 | 11,727.06 | 263,229.02 |
| Iraq | 25,460.47 | 12,244.91 | — | 37,705.38 | 30,283.00 | 11,634.27 | 79,622.65 |
| Japan | 116,480.70 | 72,662.34 | 41,066.92 | 230,209.96 | 75,910.20 | — | 306,120.16 |
| Functional Ministry ... | 10,349.65 | 3,365.67 | — | 13,715.32 | — | — | 13,715.32 |
| Southeast Asia: | | | | | | | |
| Hong Kong | 14,400.45 | 7,808.12 | — | 22,208.57 | 19,246.00 | — | 41,454.57 |
| Malaysia | 7,999.28 | 3,117.74 | — | 11,117.02 | 606.06 | — | 11,723.08 |
| Philippines | 39,623.11 | 21,624.76 | — | 61,247.87 | 7,815.88 | — | 69,063.75 |
| Taiwan | 39,902.68 | 30,055.50 | — | 69,958.18 | 20,104.46 | 3,037.00 | 93,099.64 |
| Interdenominational, etc. | — | — | — | — | 73,118.67 | 27,050.00 | 100,168.67 |
| TOTAL—Exhibit 'I'..... | \$568,795.06 | \$337,594.93 | \$ 66,693.92 | \$973,083.91 | \$422,951.14 | \$70,132.48 | \$1,466,167.53 |

REFORMED CHURCH IN AMERICA
Board of World Missions
SCHEDULE OF EXPENSES — PROGRAM DEVELOPMENT
For the Year Ended December 31, 1964

| | <i>Recruitment Selection & Training</i> | <i>Interpretation & Church Relations</i> | <i>Administrative Services</i> | <i>Total</i> |
|--|---|--|------------------------------------|---------------------|
| Staff Salaries: | | | | |
| Executives: | | | | |
| Edwin M. Luidens | \$ — | \$ — | \$ 8,877.75 (a) | \$ 8,877.75 |
| John E. Buteyn | — | — | 10,499.94 (a) | 10,499.94 |
| James P. Ebbers | — | 10,499.94 (a) | — | 10,499.94 |
| J. Robert R. Harrison | — | — | 10,499.94 (a) | 10,499.94 |
| Ruth E. Joldersma | 9,583.28 (a) | — | — | 9,583.28 |
| James J. Thomas | — | — | 10,499.94 (a) | 10,499.94 |
| | <hr/> | <hr/> | <hr/> | <hr/> |
| | \$ 9,583.28 | \$ 10,499.94 | \$ 40,377.57 | \$ 60,460.79 |
| Administrative | 5,460.00 | 14,787.48 | 13,393.75 | 33,641.23 |
| Office | 4,982.00 | 4,800.00 | 48,685.14 | 58,467.14 |
| Pensions, Medical Insurance, etc. | — | — | 15,881.86 | 15,881.86 |
| Pensions to Retired Office Staff | — | — | 2,974.40 | 2,974.40 |
| Travel: | | | | |
| Board Members | — | — | 11,165.08 | 11,165.08 |
| Staff | 1,566.63 | 4,243.32 | 13,311.88 | 19,121.83 |
| Administrative Expenses: | | | | |
| Office Supplies, Equipment, etc. | — | — | 16,462.21 (b) | 16,462.21 |
| Postage, Telephone & Cables | — | — | 10,894.56 | 10,894.56 |
| Office Rent | — | — | 18,176.00 | 18,176.00 |
| Audit & Special Accounting Services | — | — | 2,375.00 | 2,375.00 |
| Insurance | — | — | 834.71 | 834.71 |
| Recruitment, Selection and Training of Missionary Candidates: | | | | |
| Personal and Medical Evaluation | 1,254.41 | — | — | 1,254.41 |
| Domestic Travel of Candidates | 2,944.19 | — | — | 2,944.19 |
| Candidate Salary and Allowances | 5,522.80 | — | — | 5,522.80 |
| Missionary Orientation Program | 12,633.70 | — | — | 12,633.70 |
| Candidate Preparative Study | 1,237.35 | — | — | 1,237.35 |
| Medical Advisory Committee | 511.02 | — | — | 511.02 |
| N.S.C.F.—Administration | 1,023.10 | — | — | 1,023.10 |
| AMMO Medical Examinations | 3,060.00 | — | — | 3,060.00 |
| Interpretation and Church Relations: | | | | |
| Publications and Postage | — | 17,726.13 | — | 17,726.13 |
| Advertising in Church Herald | — | 4,487.73 | — | 4,487.73 |
| Annual Report | — | 4,911.52 | — | 4,911.52 |
| Missionary Travel for Speaking | — | 10,053.45 | — | 10,053.45 |
| Summer Conferences, etc. | — | 1,196.04 | — | 1,196.04 |
| Cooperation within the Denomination: | | | | |
| Stewardship Council | — | 19,099.07 | 9,549.53 | 28,648.60 |
| Central Services | — | — | 17,624.80 | 17,624.80 |
| Audio Visual Office | — | 6,000.00 | — | 6,000.00 |
| | <hr/> | <hr/> | <hr/> | <hr/> |
| TOTALS—Exhibit I | \$ 49,778.48 | \$ 97,804.68 | \$221,706.49 | \$369,289.65 |

(a) Includes Housing Allowance at the rate of \$3,000.00 per year.

(b) Includes Capital Expenses of \$4,943.35.

REFORMED CHURCH IN AMERICA

Board of World Missions

General Fund

Schedule II-a

**Summary of Changes in Interim Operating Reserve
For the Year Ended December 31, 1964**

| | | |
|--|-------------|----------------------|
| Balance, January 1, 1964 | | \$ 532,000.00 |
| Add — General Purpose Legacies received during the year | \$ 8,640.30 | |
| Adjustment necessary for Interim Operating Reserve to equal 30% of 1965 Operating Budget | 6,859.70 | |
| | | <u>15,500.00</u> |
| | | \$ 547,500.00 |
| Less — Transfer to income — 1/10 of General Purpose Legacies received for ten years ending December 31, 1962 | | 37,500.00 |
| Balance, December 31, 1964 — Exhibit II | | <u>\$ 510,000.00</u> |

Endowment & Trust Funds

Schedule II-b

**Summary of Changes in General Endowment Fund
For the Year Ended December 31, 1964**

| | | |
|--|--|-----------------------|
| Balance, January 1, 1964 | | \$1,059,709.86 |
| Less — Share of Losses on Sales of Investments | | 10,640.87 |
| Balance, December 31, 1964 — Exhibit II | | <u>\$1,049,068.99</u> |

Endowment & Trust Funds

Schedule II-c

**Summary of Changes in Specific Endowment Funds
For the Year Ended December 31, 1964**

| | <u>Principal Balances</u> | <u>Accumulated Income</u> |
|--|-------------------------------|-------------------------------|
| Balance, January 1, 1964 | \$583,557.01 | \$ 103,652.70 |
| Add — Investment Income | — | 27,057.61 |
| | <u>\$583,557.01</u> | <u>\$ 130,710.31</u> |
| Less — Share of Loss on Sales of Investments | 6,910.50 | — |
| Disbursements for the Year | — | 11,674.91 |
| Balance, December 31, 1964 — Exhibit II | <u>\$576,646.51</u> | <u>\$ 119,035.40</u> |

Endowment & Trust Funds

Schedule II-d

**Details of Trust Funds
December 31, 1964**

| | <u>Principal Balances</u> | <u>Accumulated Income</u> |
|--|-------------------------------|-------------------------------|
| Arabia Pension | \$ 98,122.36 | \$ 11,658.76 |
| China Reserve | 40,023.05 | 15,468.99 |
| Conditional Gifts (Annuity Agreements) | 56,200.00 | — |
| Minnie Taylor Trust | 9,829.49 | — |
| New Bahrain Church | 24,894.99 | 1,397.59 |
| Mortgage Escrow | 319.81 | — |
| Total — Exhibit II | <u>\$229,389.70</u> | <u>\$ 28,525.34</u> |

