

# **COUNCIL OF DELEGATES SUPPLEMENT**



# Council of Delegates Supplement

## I. Introduction

[Sections I, A-C are found in the COD report in the Agenda for Synod 2026.]

### D. Staff transitions update

At its May meeting, the Council of Delegates (COD) heard interviews for the positions of ReFrame Ministries director, Thrive director, and editor in chief of *The Banner*.

#### 1. Reframe Ministries

The COD approved Rev. Darrell Delaney (Appendix G) to serve as ReFrame Ministries director. In keeping with established procedures for appointment to this position, synod is asked to ratify the appointment of Rev. Delaney (see Recommendation BB). Synodical ratification of this position constitutes “affirmation that the person in question has the requisite gifts to perform the task to which he or she has been called or appointed,” in particular for one whose position has significant theological components (see *Agenda for Synod 1995*, pp. 40-41).

#### 2. Thrive

The COD approved Dr. Lee Carter (Appendix H) to serve as Thrive director. In keeping with established procedures for appointment to this position, synod is asked to ratify the appointment of Dr. Carter (see Recommendation CC). Synodical ratification of this position constitutes “affirmation that the person in question has the requisite gifts to perform the task to which he or she has been called or appointed,” in particular for one whose position has significant theological components (see *Agenda for Synod 1995*, pp. 40-41).

#### 3. *The Banner*

Rev. Lora Copley (Appendix I), who has been serving as interim editor of *The Banner* since December 1, 2025, was presented at the May COD meeting upon the completion of a search process for a permanent *Banner* editor. The COD recommends that synod appoint Rev. Copley as editor in chief of *The Banner* following a successful interview (see Recommendation DD), in keeping with regulations regarding the appointment of a new editor (*Acts of Synod 2004*, pp. 560-61; *Agenda for Synod 2015*, p. 48).

## II. Membership matters

[Sections II, A-D are found in the COD report in the Agenda for Synod 2026.]

### E. Rubrics for denominational boards

Synod 2025 directed the Office of General Secretary to request that synodically appointed boards, committees, and agencies provide rubrics that would clearly identify nominees as having appropriate qualifications for service in their roles, as well as having stated their “commitment to Jesus Christ and to the confessional standards of the CRCNA” (*Acts of Synod 2025*, pp. 675-76). This has created an opportunity for the Office of General Secretary to review the ways in which nominees are presented to synod.

The Office of General Secretary has decided that it will present a single, complete list of nominees in the Agenda Supplement each year, rather than listing nominees in the various reports of boards, committees, and agencies, with some nominees appearing in the main *Agenda for Synod* and others in the Agenda Supplement. This process has been affirmed by the COD, which has completed a review of its own rubrics as well. The COD recommends that synod take note of the work done to gather all of the rubrics in fulfillment of synod’s instruction (see Recommendation EE). The complete rubrics document is presented in Appendix J.

*F. Nominations*

The COD recommends the individuals identified in the Nominations section of the Agenda Supplement for appointment or reappointment to a three-year term on the Council of Delegates (see Recommendation FF).

*G. Concluding service*

Concluding service on the Council of Delegates in the past year are the following members:

<i>Classis</i>	<i>Member</i>
Canada at-large	Melissa Van Dyk
Grandville	Rachel Bouwkamp
Greater Los Angeles	Thomas Byma
Illiana	Jill Feikema
Muskegon	Drew Sweetman
Red Mesa	Tabitha Manuelito
U.S. at-large	Michael Ten Haken

In addition, the following members have opted not to serve a second term or have resigned from the COD in the past year: Jeff Dykema (Arizona), Bonnie Zigterman (Northern Illinois), and Steve Bussis (Yellowstone).

The COD recommends that synod express gratitude to these members for their faithful service and their significant contributions to the denomination during their tenure on the Council of Delegates (see Recommendation GG).

In addition, the COD oversees nominations for the Banner Advisory Committee and the Judicial Code Committee. It received the resignations of David Koll and Henry Hess as non-COD members of the Banner Advisory Committee and of Arlo Bossenbroek as a member of the Judicial Code Committee and recommends that synod express gratitude to those members for their faithful service on these committees (see Recommendation GG).

**III. Program Matters**

*[Sections III, A-G are found in the COD report in the Agenda for Synod 2026.]*

*H. Diversity efforts*

1. Annual report on diversity efforts by denominational agencies  
At the instruction of Synod 2013, each CRCNA agency and ministry, Calvin Theological Seminary, Calvin University, and World Renew are

asked to submit to the general secretary, “as part of their strategic plan, diversity goals and timelines in their leadership, administrative, and regional ministry teams” (*Acts of Synod 2013*, p. 629). In addition, the Office of General Secretary regularly reminds and encourages stated clerks and denominational boards to seek ethnic diversity in nominating people to serve on denominational boards and as delegates to synod. These reports are shared with the COD to provide an ongoing summary of our efforts to foster diversity within our denominational systems.

2. Board diversity report

Synod 2016 tasked the CRC’s executive director (now general secretary) with requesting “an annual diversity report from each agency and ministry” and including “a summary of these reports . . . to the [COD] each February” (*Acts of Synod 2016*, p. 829). A delay in receiving data from various boards this year led to the summary of reports being delayed for presentation to the COD until its May 2026 meeting. The COD presents here the summary of the diversity reports. Data for the 2025-2026 year with regard to gender and ethnic diversity has been received from the denominational boards (Council of Delegates, Calvin Theological Seminary, Calvin University, and World Renew). In addition, data from the World Renew Joint Ministry Council (JMC) is included along with material from the World Renew Board of Delegates. *Note:* The JMC is elected from the membership of the World Renew Board of Delegates.

Denominational board ethnic diversity

<i>Board</i>	2023-2024	2024-2025	2025-2026
Calvin Theological Seminary	25%	14%	17%
Calvin University	19%	19%	20%
World Renew (JMC)	20%	25%	6%
COD	14%	17%	17%

Denominational board gender diversity

<i>Board</i>	2023-2024	2024-2025	2025-2026
Calvin Theological Seminary	25%	19%	11%
Calvin University	35%	23%	30%
World Renew (JMC)	47%	38%	38%
COD	31%	26%	21%

3. New process to harmonize diversity reporting

Synod currently receives at least three separate diversity reports through different channels as a result of prior mandates. With the variety of pieces of diversity reporting to synod there is no clear way or method by which to review the overall picture of our denominational diversity efforts. In addition, the filing of the various reports requires significant effort on the part of our ministries. In response to a request in an overture for more visible reporting for ethnic-minority ministry groups (*Acts of Synod 2024*, p. 820), the COD has reviewed the process

by which we gather diversity information. As a result, the COD is recommending a new process to harmonize some of these reports through its Diversity Connection Advisory Committee (see Recommendations HH-II).

4. Diversity Connection Advisory Committee report  
Synod 2025 took note of the COD's decision to develop a committee of the Council of Delegates to function as a connection point for identified ethnic-minority leaders of the CRC to share their feedback and engagement regarding the CRCNA's ecclesiastical structures, with the understanding that the COD would evaluate the effectiveness of this committee after a year of work (*Acts of Synod 2025*, pp. 600-1; see *Agenda for Synod 2025*, pp. 439, 451-453). The committee's report is presented in Appendix K, along with two recommendations including a recognition that the review intended for this year was not able to be completed. Due to timing issues, the COD received their report and recommendations virtually (see Appendix K and Recommendations JJ-KK).

#### *I. Church renewal*

An overture about membership decline led Synod 2023 to talk openly about the membership challenges our churches are facing. In response, synod instructed the Office of General Secretary "to develop a comprehensive unified strategy and plan to arrest and reverse the trend of decline and bring about a positive trend of membership growth to our denomination," and to "continually update this plan and to report its progress regarding this plan to synod annually until such time as synod decides that this issue has been satisfactorily addressed" (*Acts of Synod 2023*, pp. 975-76).

In response to this instruction, Thrive staff led by Rev. Elaine May developed a series of events in 2024-2025—called the Gather initiative—as a first step in encouraging and assisting CRC congregations in renewal. A report on this initiative was presented to Synod 2025 (*Acts of Synod 2025*, pp. 509-25, 595) with a commitment to return to Synod 2026 with further learning and proposals. Synod also encouraged classes to reflect on the results of the Gather initiative and to pray for continued renewal in the CRCNA (*Acts of Synod 2025*, p. 698). Additional reflections and proposals gathered in the past year are presented as part of this year's Thrive supplement, and the COD recommends that synod take note of these efforts as well as the coordination of renewal and church planting plans (Recommendation LL).

#### *J. Ten-year strategic plan for church planting*

Recognizing the vital role that church planting plays in our present existence and future growth as a denomination, Synod 2025 instructed the Office of General Secretary to "coordinate with agencies and the classes to develop a vision, plan, strategy, and financial proposal for church planting for the CRCNA for the next decade" (*Acts of Synod 2025*, pp. 707-9). Resonate Global Mission was assigned to take the lead in developing this plan, which is presented in the Resonate supplement. The COD discussed this proposal

and has endorsed in concept the ten-year strategic plan developed in response to synod's instruction.

#### *K. Review of World Renew*

Synod 2025 approved an annual review cycle in which World Renew was scheduled to be reviewed for Synod 2026 (*Agenda for Synod 2025*, pp. 455-56; *Acts of Synod 2025*, pp. 601-2). The COD received the report of the review committee (Appendix L) at its May meeting and presents it to synod for adoption, including its recommendations (see Recommendations MM-RR).

#### *L. Abuse prevention and response*

Over the years, synod has mandated a variety of actions to address abuse within the CRCNA, with responsibility assigned to the COD to monitor the progress of these efforts (*Acts of Synod 2019*, pp. 794-99). Among other reporting components, the annual *Yearbook* survey includes questions designed to assess the CRC's progress regarding key indicators of safe church commitments adopted by Synod 2014 (see *Acts of Synod 2014*, pp. 559-60). The results of the 2025 survey include responses from organized and emerging CRCNA churches, although not all churches participated in the survey. The percentages below are based on the total number of CRCNA churches, not just those that reported.

1. Has your church implemented a written policy for abuse prevention? (74.44%)
2. Does your church have a team or committee that regularly meets regarding abuse prevention? (32.74%)
3. Does your church include Circle of Grace or another abuse prevention program in its church school or youth education? (12.4%)
4. Does your church require training for pastors, elders, and deacons regarding the use and potential abuse of power associated with their position? (36.1%)
5. Does your church have protocols in place for responding to church leader misconduct? (59.51%)

In addition, Thrive reports that approximately half of CRCNA classes have safe church teams. Thrive also notes the past decisions of synod that have strongly encouraged the development of classical or regional safe church teams and the need to support churches by advocating for safe church personnel, policies, and practices (*Acts of Synod 2010*, p. 885; see also *Acts of Synod 2014*, pp. 559-60; *Acts of Synod 2015*, p. 670; *Acts of Synod 2017*, p. 636). The COD continues to review the work done to equip churches and classes for awareness, prevention, and response of abuse within the CRCNA's congregations and denominational systems.

#### *M. Global Vision Implementation Team*

Synod 2024 approved the recommendations of the Global Vision Team report (*Acts of Synod 2024*, pp. 807-9), which provided vision and advice for

churches and classes that are engaging with leaders and congregations outside North America. An implementation team, chaired by Rev. John Medendorp, is currently working on an inventory of resources and is discussing with various stakeholders within and outside the CRC how to assess the barriers and opportunities to implement this vision. Through the general secretary, the team has been providing updates on its work to the COD and intends to bring recommendations to the COD by the time of its February 2027 meeting for potential adoption by Synod 2027.

#### **IV. Polity matters**

*[Sections IV, A-F are found in the COD report in the Agenda for Synod 2026.]*

##### *G. Right of comment—Response to Overture 6*

In keeping with past protocols regarding the COD's role in providing background information on ministry matters that come before synod (see Rules for Synodical Procedure, VI, A, 3, c), the Council of Delegates has endorsed the response presented in Appendix M to Overture 6 from Classis Iakota, calling for "Confessional Integrity of Denominational Employees, Writers, Boards, and Agencies."

##### *H. Disaffiliation resources*

Synod 2024 instructed the Office of General Secretary "to pay particular attention to the needs of disaffiliating churches and of classes who are supporting them to ensure that the proper support is available" (*Acts of Synod 2024*, p. 906). The Office of General Secretary has worked closely with Thrive to update disaffiliation resources, including the *Next Steps* discernment process, and the denominational staff have been in communication with churches that are disaffiliating or considering disaffiliation. At its May meeting, the COD received a report from Thrive staff on their work with churches discerning disaffiliation (see Appendix N). The COD provides the report from Thrive for information, especially as it may address continued confusion within our systems.

##### *I. Banquet*

Synod has long had the practice of holding a banquet each year to honor retirees and recognize special achievements. In recent years, the logistics of this event have become increasingly challenging to organize as synod faces increasing constraints on time and financial resources, and changes to the denominational structure have reshaped the kinds of events traditionally recognized at this banquet. The COD recommends suspending the practice of a noon banquet luncheon in favor of allowing the general secretary and the officers of synod to identify the best ways to honor retirees and recognize special achievements each year (see Recommendation SS).

*J. Publications*

1. *Yearbook*

Since the late 1800s, synod has mandated the publication of an annual *Yearbook* with statistical information about the churches, as well as contact information for CRC ministers. After 2015, the CRC has endorsed a greater online presence for this publication (*Acts of Synod 2015*, p. 463), a direction which the Office of General Secretary has continued to lean into due to the cost and time of producing a printed book. The COD recommends suspending the publication of this information in printed form and focusing instead on alternate ways to make the material available electronically (see Recommendations TT-UU).

2. *Manual for Synodical Deputies*

Synod 1993 instructed the general secretary to prepare a handbook for synodical deputies (*Acts of Synod 1993*, p. 582). This publication is updated regularly and is used alongside other polity publications such as the *Manual of Christian Reformed Church Government*. The Office of General Secretary is currently reviewing how best to provide a format that would avoid unnecessary duplication within these publications while maintaining the information in an easily accessible format.

*K. Judicial Code Committee*

1. *Nominations*

The Council of Delegates recommends that synod elect one new member for each position to the Judicial Code Committee, for a first term of three years, from the slates of nominees in the Nominations section of the Agenda Supplement (see Recommendation VV).

2. *Nomination Process*

The Judicial Code Committee (JCC) currently does not process its own nominations. These are processed through the COD. In order to bring the nomination process into line with other standing committees that report to synod, the COD recommends that the responsibility of nominations to the JCC be assigned to the committee rather than to the COD (see Recommendation WW).

*L. Interim appointments*

1. *Synodical deputies*

On behalf of synod, the COD has ratified the following classical appointments of synodical deputies and alternate synodical deputies\*:

<i>Classis</i>	<i>Deputy</i>	<i>Alternate</i>	<i>Term</i>
Heartland	Rev. P. Westra	Rev. S. Terpstra	2028/1
Pacific Northwest	Rev. D. Fakkema	Rev. J. Knoester	2028/1

\*Terms of alternate synodical deputies run concurrent with those of the synodical deputies.

## 2. Other board and committee appointments

In the past year, the COD was asked to make the following interim decisions regarding board appointments:

- a. The Calvin University Board of Trustees notified the COD that it is temporarily appointing Nancy Schoonmaker to fill a vacancy on the board, in keeping with relevant provisions in the bylaws approved by synod (*Minutes of the Special Meeting of the Council of Delegates 2021*, p. 561; *Acts of Synod 2022*, pp. 840-41).
- b. The COD approved a request from the Ecumenical and Interfaith Relations Committee asking for an exception to the regional balance requirement on that committee (see *Acts of Synod 2022*, p. 842), allowing Rev. Marno Retief to complete his first term ending in 2027 (see EIRC report, section III).

The COD recommends that synod ratify these interim actions (Recommendation XX).

## V. Financial matters

[Sections V, A-D are found in the COD report in the Agenda for Synod 2026.]

### E. Budget review and ministry shares

At the May 2026 COD meeting, the ministry boards approved the budgets for the national ministry offices, for the joint ministries of the CRCNA in Canada and the U.S., and the joint service agreements (Recommendation YY and Appendix O).

Synod has also assigned to the COD the task of reviewing and monitoring the ministry-share system. Information regarding the receipts and allocations of these funds can also be found in the financial statements provided.

### F. Investment compliance statement

As requested by a previous synod (*Acts of Synod 1998*, p. 439), the COD reports that on December 31, 2025, all of the agencies and institutions appear to be in compliance with the denomination's investment policy, including the guidance it provides for assets received as a result of gifts or gift-related transactions (Recommendation ZZ and Appendix O).

## VI. Recommendations

[Recommendations A-AA are found in the COD report in the Agenda for Synod 2026.]

BB. That synod ratify the appointment of Dr. Lee Carter as the director of Thrive (section I, D, 1 and Appendix G).

CC. That synod ratify the appointment of Rev. Darrell Delaney as director of ReFrame Ministries (section I, D, 2 and Appendix H).

DD. That synod, following a successful interview, appoint Rev. Lora Copley to serve as the editor in chief of *The Banner* (section I, D, 3 and Appendix I).

EE. That synod take note of the work done by the Office of General Secretary and the various boards and committees of denominational organizations to fulfill the request of Synod 2025 regarding the creation and presentation of rubrics for board membership (*Acts of Synod 2025*, pp. 675-76) (section II, E and Appendix J).

FF. That synod, by way of the ballot, appoint, reappoint, or ratify the election and reelection of COD members from the slates of nominees presented in the Nominations section of the Agenda Supplement (section II, F).

GG. That synod express its gratitude to members finishing their tenure on the Council of Delegates and its advisory committees (section II, G).

HH. That synod revise its previous instructions concerning diversity reporting to ask that the general secretary facilitate the collection and reporting of data related to diversity in the CRCNA as deemed most appropriate, while ensuring that information about the diversity of board composition (*Acts of Synod 2016*, p. 829; *Acts of Synod 2013*, pp. 631-32) is still reported annually and that the growth of our churches and agencies in the area of diversity (*Acts of Synod 2024*, p. 907) remains part of that information (section III, H, 3).

II. That synod instruct the general secretary to work with the COD to report on diversity efforts each year in such a way that provides recognition of the good work done by churches and leaders in the area of diversity and provides avenues for accountability for such work, especially as it relates to the work of formal and informal networks that exist among ethnic-minority communities within the CRCNA. This may be in the form of an in-person report from an individual from these communities, but this is not required. It is understood that this instruction replaces synod's encouragement for Resonate Global Mission to serve as the avenue for reporting by groups such as Consejo Latino (see *Acts of Synod 2024*, p. 820) (section III, H, 3).

JJ. That synod take note of the reports provided by representatives of the major ethnic groups within the CRCNA and make space to hear about and celebrate the work God's Spirit is doing within these communities (section III, H, 4 and Appendix K).

*Ground:* This fulfills the request of Synod 2024 to create a pathway for Consejo Latino and other groups to "report on their work and to share resources with the CRCNA" (*Agenda for Synod 2024*, p. 419; see *Acts of Synod 2024*, p. 820).

KK. That synod take note of the COD's intention to review the work of the Diversity Connection Advisory Committee at the two-year mark instead of this year (see *Acts of Synod 2025*, pp. 600-1) due to the brief time in which the group has been able to begin its work (section III, H, 4).

LL. That synod take note of the reports on Thrive's ongoing efforts to work with classes and churches to address membership decline (*Acts of Synod 2023*, pp. 975-76) and their efforts to coordinate these church renewal plans with the church planting strategy being developed by Resonate Global Mission (section III, I).

MM. That synod receive the report of the World Renew review team for information in fulfillment of Synod 2025's instructions regarding the regular review of CRCNA agencies (*Agenda for Synod 2025*, pp. 455-56; *Acts of Synod 2025*, pp. 601-2) (section III, K and Appendix L).

NN. That synod endorse and recommit to its covenantal relationship with World Renew (section III, K and Appendix L).

OO. That synod give serious consideration to how the work of World Renew, intended to be an extension of the natural work of the local churches and classes, may be truly supported by the same (section III, K and Appendix L).

PP. That synod encourage congregations and classes to be intentional in making reporting opportunities available for World Renew (section III, K and Appendix L).

*Ground:* It is believed that these opportunities will be inspirational and mutually beneficial for visiting missionaries and World Renew staff, and for the congregations and classes.

QQ. That synod urge local congregations to be encouraged and inspired by the example of World Renew to engage similarly with their communities (section III, K and Appendix L).

*Ground:* World Renew has many resources and ideas and would welcome invitations from CRCNA churches to come and share their stories.

RR. That synod urge churches to encourage their younger members to explore opportunities to serve with and to support World Renew (section III, K and Appendix L).

SS. That synod suspend the practice of holding a noon luncheon to honor retirees and recognize special achievements (*Acts of Synod 1996*, p. 534) and instead direct the general secretary to work with the officers of synod each year to identify the best way to accomplish these purposes within synod's schedule (section IV, I).

*Ground:* This change would allow greater flexibility in making decisions about how to accomplish these important purposes within the time frame and financial constraints under which synod needs to work each year.

TT. That synod no longer require the COD and the Office of General Secretary to ensure the publication of an annual *Yearbook* in printed form (section IV, J, 1).

*Grounds:*

1. The growing availability of digital materials no longer makes it financially viable or practically necessary to continue the publication of an annual resource such as the *Yearbook*, which was first mandated in 1880 and adopted as an official publication of the CRC in 1930 (*Acts of Synod 1880*, p. 463; *Acts of Synod 1930*, pp. 17-18).

2. The responsibility for overseeing the publication of the *Yearbook* was given to the Synodical Interim Committee, the predecessor of the COD (*Acts of Synod 1971*, p. 75; *Acts of Synod 2017*, pp. 620-22).

UU. That synod, instead, instruct the Office of General Secretary to provide for the public distribution of denominational statistics formerly collected in the *Yearbook* by requesting that churches continue to provide membership information as well as records related to churches, ministers, classis personnel, institutions approved for offerings, and classis funding for counseling services for abuse survivors; and that synod authorize the Office of General Secretary to make this data available to the churches in methods that support reasonable access and timeliness (section IV, J, 1).

*Grounds:*

1. Churches are already required to keep complete records of membership statistics (Church Order, Art. 68), so requesting that this information be collected for denominational uses places only a minimal reporting burden on councils.
2. Past synods have specifically requested that statistical information on churches, classes, and other denominationally related materials be made available publicly (*Acts of Synod 1898*, p. 40; *Acts of Synod 1910*, p. 59; *Acts of Synod 2019*, p. 797), while also recognizing that decisions about the specific information to be included in such publications are not matters that should concern our highest ecclesiastical assembly (*Acts of Synod 1960*, p. 11; *Acts of Synod 2007*, p. 582).
3. Such membership records continue to be actively used in informing denominational conversations and in decision making.

VV. That synod elect one new member for each position to the Judicial Code Committee, for a first term of three years, from the slates of nominees in the Nominations section of the Agenda Supplement (section IV, K, 1).

WW. That synod assign responsibility for the nominations of Judicial Code Committee members to the JCC rather than to the COD, and authorize the general secretary to update any governance documents to reflect this change in procedure (section IV, K, 2).

*Grounds:*

1. This would bring the JCC's practice into alignment with that of the other standing committees and would remove the extra step of COD approval for JCC nominees.
2. Synod 1990 removed this responsibility from the JCC because the committee met only infrequently at the time (*Acts of Synod 1990*, p. 633). However, the availability of online meetings now allows the JCC to meet at least annually.

XX. That synod ratify the COD's work with regard to interim appointments (section IV, L).

YY. That synod receive as information the work on budgets for fiscal year 2026-2027 for the agencies, institutions, and ministries (section V, E and Appendix O).

ZZ. That synod receive as information the summary of denominational investments and compliance with investment policy (section V, F and Appendix O).

Council of Delegates  
of the Christian Reformed Church in North America  
Michael L. Ten Haken, chair

---

## APPENDIX G

### **Director of ReFrame Ministries Curriculum Vitae: Rev. Darrell L. Delaney**

#### **Executive profile**

Ordained minister of the Word in the Christian Reformed Church in North America with over a decade of experience in pastoral leadership, organizational development, and media-based discipleship. Proven leader skilled in casting vision, cultivating healthy culture, developing leaders, and stewarding mission-driven organizations through complexity and change. Recognized communicator with experience in preaching, teaching, coaching, and content creation for local, national, and global audiences.

#### **Core strengths**

Executive Leadership | Vision and Strategy | Reformed Theology and Discipleship | Media and Public Communication | Organizational Health | Team Development and Mentoring | Cross-Cultural Leadership | Pastoral and Spiritual Care | Coaching and Facilitation | Conflict Resolution | Systems Thinking

#### **Professional experience**

##### *ReFrame Ministries*

Groundwork Podcast Co-Host, 2021–Present

- Co-host of Scripture-centered, Reformed theological broadcast and podcast owned by ReFrame Media.
- Develop and deliver accessible, faithful teaching for global radio and digital audiences.
- Collaborate with editorial, production, and ministry leadership to ensure theological clarity, mission alignment, and consistent quality.

##### *Strategic Design Consultants*

Founder: Consultant, Coach, Speaker, 2021–Present

- Provide leadership coaching and consulting for nonprofit and faith-based leaders.

- Facilitate workshops focused on resilience, identity, organizational culture, and sustainable leadership.
- Guide leaders through adaptive change using systems thinking and organizational leadership frameworks.

*Calvin Theological Seminary*

Adjunct Professor, Foundations of Pastoral and Spiritual Care, 2025

- Designed and taught graduate-level coursework in pastoral care, listening, presence, and spiritual formation.
- Led case-based learning, role play, and reflective practice for ministry readiness.
- Evaluated student work and mentored emerging pastoral leaders.

*Reach the Forgotten Jail Ministry*

Assistant Regional Leader and Lead Chaplain, Ottawa County, Michigan, 2023–2025

- Provided regional oversight for chaplaincy operations across 30+ Michigan counties.
- Delivered pastoral care, crisis support, and conflict mediation within correctional institutions.
- Supported recruitment, onboarding, and development of chaplains and volunteers.
- Advanced trauma-informed and inclusive spiritual care practices.

*Madison Christian Reformed Church, Square Campus, Grand Rapids, Michigan*  
Campus Pastor, 2014–2021

- Cast vision and led ministry programming for a multi-ethnic urban congregation.
- Preached regularly and provided pastoral care to individuals and families.
- Recruited, trained, and mentored leaders across generations.
- Built discipleship pathways and strengthened volunteer leadership systems.

*Madison Christian Reformed Church, Grand Rapids, Michigan*

Middle School Coordinator, 2012–2014

- Oversaw ministry operations, volunteer coordination, and parent communication.
- Delivered teaching and relational discipleship for middle school students.

**Writing and publications**

*Today* devotions

- Authored published sets of devotions in 2022–2024, 2026 for *Today*, ReFrame Ministries' daily devotional platform.

*The Banner* (CRC magazine and website)

- Published writer and contributor

## **Education**

*Ph.D. in Organizational Leadership (in progress)*

The Chicago School of Professional Psychology, expected 2028–2030

*Master of Theology, Pastoral Care*

Calvin Theological Seminary, 2014

*Master of Divinity and Graduate Certificate, Urban Pastoral Ministry*

Western Theological Seminary, 2012

*Bachelor of Science, Bible and Theology*

Kuyper College, 2005

## **Ordination and affiliation**

Ordained Minister of the Word

Christian Reformed Church in North America

Ordained through Madison Church, Grand Rapids, Michigan

## **Governance and board service**

*Kuyper College*

Board of Trustees, Trustee, 2015–2024

Programs Committee Chair, 2021–2023

Executive Committee Member and Secretary, 2021–2023

- Provided governance oversight and strategic guidance in support of institutional mission and sustainability.
- Contributed to board-level decision-making, accountability, and stewardship for a Christian higher education institution.

## **Affiliations**

The Society for Collegiate Leadership and Achievement (SCLA), November 2025

## **Certifications**

Certified Courageous Conversations Facilitator

---

## **APPENDIX H**

### **Director of Thrive**

### **Curriculum Vitae: Dr. Lee A. Carter**

*Nonprofit Executive | Leadership Development Strategist | Adjunct Professor |  
Missional and Intercultural Leadership | Organizational Health | Faith-Based and  
Global Nonprofit Expertise | Homewood, Illinois*

## **Professional summary**

My vision is to equip missional leaders with healthy leadership models that foster flourishing communities and strong team dynamics to support and

scale the mission. With extensive global experience in leadership development, organizational strategy, and team formation, I bring strategic insight, empathetic leadership, and a deep commitment to purpose. I thrive in roles requiring innovative thinking, relational depth, and seamless execution. Grounded in my strengths, I help leaders turn vision into impact. Whether shaping culture, guiding strategy, or supporting behind-the-scenes execution, I lead with clarity, consistency, and a passion for helping others thrive in mission-driven environments.

### **Core competencies**

- **Strategic and Visionary Leadership:** Extensive experience guiding organizations through vision casting, strategic planning, and execution. As EVP at Bible League International, led global strategy integration across departments. Skilled at translating visionary ideas into aligned, mission-driven initiatives.
- **Missional Team Leadership and Development:** Equipped and led cross-cultural, high-performing teams with a focus on spiritual formation, community-building, and collaborative culture. Created and facilitated leadership development programs rooted in theology and ethics, shaping emerging leaders globally.
- **Program Design and Innovation:** Designed innovative programs that integrate faith, leadership theory, and practical formation—like the Leadership-in-Community curriculum. Applied design thinking in program development, aligning initiatives with long-term organizational impact.
- **Thought Leadership and Teaching:** Doctor of Strategic Leadership with teaching experience at the graduate level and national conferences. Developed and delivered content on leadership, ethics, and formation, influencing organizational culture and equipping leaders in both academic and applied contexts.

### **Education**

*Regent University*

Doctor of Strategic Leadership

Graduated May 2021

Regent University's Doctor of Strategic Leadership is a terminal professional degree that expertly prepared me to tackle complex organizational challenges in global environments. The program empowered me to transform organizational systems and teams, fostering healthy, flourishing organizations. I developed deep expertise in organizational theory and practice, focusing on strategic initiatives, organizational assessments, and change management through a Christian worldview. My education seamlessly integrated rigorous Biblical study with advanced leadership theory, equipping me to lead with both spiritual insight and strategic acumen in high-impact leadership roles.

*North Park University*  
Master of Nonprofit Administration

Graduated May 2009

The Master of Nonprofit Administration (MNA) degree from North Park University equipped me with the leadership skills and strategic insight necessary to drive success in the nonprofit sector. The program provided comprehensive knowledge in all critical areas of nonprofit management, including fundraising, financial decision-making, governance, and compliance with regulations and reporting requirements. It emphasized strategic management, enabling me to navigate the complexities of both small and large organizations. This degree honed my ability to lead mission-driven organizations effectively, preparing me to serve as an executive capable of delivering impactful results in dynamic environments.

*University of Montana*

Bachelor of Science, Business Administration Emphasis in accounting,  
Minor in Communication Studies

Graduated May 1997

In addition to my core studies in Business Administration, I specialized in accounting and complemented my education with a minor in Communication Studies. This focused academic path enhanced my financial acumen while developing my ability to communicate complex ideas clearly and effectively, equipping me with a well-rounded skill set for leadership in business environments.

### **Professional experience**

*Imago Leadership Consulting, LLC*

Imago Leadership Consulting equips nonprofit and missional leaders with transformative tools for leadership team development and spiritual formation, preparing them as adaptive, missional leaders for the next generation.

Founder and Principal Consultant, July 2025 to present

I founded Imago Leadership Consulting, LLC as a platform to apply my doctoral research in leadership development and training for missional leadership teams. Through this venture, I designed and launched a comprehensive leadership curriculum for global nonprofit cohorts, integrating strategic theory with accessible, practice-based exercises. I developed a StoryBrand Brandscript and a full digital engagement strategy that includes a website, blogs, podcasts, vlogs, and social media channels. To deepen organizational impact, I created direct email campaigns and companion guides that support cohort learning. I've facilitated workshops and consulting engagements focused on communal discernment, team culture, and organizational development. Additionally, I authored a strategic business plan outlining service offerings, market positioning, and a growth roadmap for leadership formation initiatives. Throughout this work, I've applied

nonprofit marketing and fundraising principles from my graduate studies to shape messaging, outreach, and audience engagement strategies.

*Bible League International Crete, Illinois*

March 2004–April 2025

Global Christian nonprofit providing Scripture engagement programs and Bible resources in over 40 countries, equipping local churches and partners to disciple believers and transform communities through God’s Word.

Executive Vice President of Scripture Engagement, June 2016–April 2025  
(8 years, 11 months)

In this role, I reported directly to the CEO/President and led a global Scripture Engagement team of 40 staff members across multiple functions and six regions, including Africa, Asia, Europe, the Middle East, Latin America, and the United States. I provided executive leadership for program strategies that reached 2.8 million people annually through the training of 175,000 community leaders worldwide. By introducing appreciative inquiry as a development model, I enhanced cross-team collaboration and spearheaded the creation of a new Ministry Model that strengthened program design and measurement across diverse cultural and linguistic contexts. I directed the annual strategic planning and budgeting process for an \$18 million budget, ensuring alignment of global program strategies with funding goals and mission objectives in 70 countries. My leadership encompassed five key organizational functions—Ministry Partnerships, Publishing, Bible Translation, Content & Training, and Mission Engagement—resulting in unified planning, budgeting, and improved collaboration. Additionally, I designed and facilitated training programs for staff, partners, and volunteers on essential mission topics such as missional leadership, team building, and spiritual formation, which led to the development of foundational theological and strategic documents aligning BLI’s global efforts with its mission and values.

Senior Director of International Finance, June 2008–May 2016 (8 years)

In this role, I reported to the Executive Vice President of Finance and led a team of three staff responsible for international finance, grant administration, KPI reporting, inventory management, procurement, and shipping. I provided financial oversight and ensured compliance for approximately \$15 million in international grant-making, encompassing both operational funding and program materials. This oversight enhanced transparency and enabled more effective project management for three core programs implemented across roughly 70 countries. Additionally, I directed budgeting, forecasting, and financial analysis, delivering regular financial and KPI reports to three divisional unit directors—the Vice Presidents of Latin America, EMEA, and Asia-Pacific—as well as the EVP of Operations. These efforts improved transparency and supported data-informed decision-making to strengthen overall program execution.

Finance Manager for Africa Ministries, March 2004–June 2008 (4 years, 4 months)

As Finance Manager for Bible League International’s Africa ministries, I served as a key liaison with partner offices across the continent, ensuring accurate grant accounting and timely financial reporting. I played a critical role in the annual budgeting process, aligning financial planning with programmatic goals to maximize impact within available resources. I led the development of robust accountability structures for partner accounting offices, enhancing financial transparency and compliance. Additionally, I delivered targeted training on accounting systems to build local capacity and ensure consistent, high-quality financial operations across Africa ministries.

*InterVarsity Christian Fellowship*

Madison, WI

Campus Staff Member

April 1997–July 2002 (5 years, 4 months)

Montana State University (Bozeman), Montana State University – Billings (Billings), Rocky Mountain College (Billings)

As a Campus Staff Member with InterVarsity Christian Fellowship, I played a pivotal role in the spiritual and leadership development of Christian university students. I mentored and disciplined students through Bible studies and one-on-one guidance, empowering them to take on leadership roles within the campus chapter. I regularly delivered impactful Scripture-based messages at large group meetings and conferences, focusing on evangelism, discipleship, and living out the Christian faith with integrity. In addition, I gained valuable experience in fundraising, crafting compelling case statements, promoting the ministry’s mission, writing engaging newsletters, cultivating donor relationships, and securing continued and increased support for ministry growth and initiatives.

### **Volunteer experience**

*Remember Me Global Initiatives (Dissolved)*

Chicago, Illinois

Board Treasurer (Volunteer)

January 2010–November 2017 (7 years, 11 months)

As a founding board member of Remember Me Global Initiative, a 501(c)(3) public charity established under Illinois state law, I played a key role in supporting and amplifying indigenous grassroots community development efforts. We raised awareness of impactful local initiatives, securing funds to foster self-sustaining development while empowering communities to drive lasting change. I provided strategic counsel to local partners, offering expertise in administrative, technical, and operational areas to enhance the effectiveness and sustainability of community development projects. My leadership helped shape a foundation committed to transformative, locally

driven progress. As a founding board member of Remember Me Global Initiative, a 501(c)(3) public charity established under Illinois state law, I played a key role in supporting and amplifying indigenous grassroots community development efforts. We raised awareness of impactful local initiatives, securing funds to foster self-sustaining development while empowering communities to drive lasting change. I provided strategic counsel to local partners, offering expertise in administrative, technical, and operational areas to enhance the effectiveness and sustainability of community development projects. My leadership helped shape a foundation committed to transformative, locally driven progress.

*By the Hand Club for Kids*  
Chicago, Illinois

Classroom Volunteer (Volunteer)

August 2021–May 2022 (3 years, 10 months)

As a volunteer at By the Hand Club for Kids in Alsted, IL, I provided classroom support by tutoring and mentoring third-grade students in an underserved community. I worked closely with the lead teacher to reinforce lesson plans, offer individualized instruction, and assist students in developing critical academic skills. My role was essential in helping foster a positive learning environment, supporting students' academic growth, and addressing unique challenges faced by children in this underserved area. I contributed to building a foundation of hope and opportunity for the next generation in a community in need.

### **Publications**

*Leadership-in-Community: The Missiology, Community, and Ethics of Missional Leadership*

First edition, 2021: Kharis Publishing

Revised edition, 2025: Self-Published (Draft2Digital)

Leadership-In-Community is a transformative team leadership formation curriculum that equips Christian leaders with both a theological and practical foundation for fulfilling God's mission in an ever-changing world. It engages both emerging and seasoned missional leaders in the core principles of missiology, leadership theory, and essential leadership practices. The curriculum explores three interwoven themes critical to effective missional leadership: missiology, community, and ethics.

These themes are deeply examined through *Lectio Missio*, an innovative expansion of *Lectio Divina*, which incorporates mission-focused spiritual practices. Leaders participate in small groups, engaging in Scripture study, prayer, dialogue, meditation, journaling, and experiential learning. These spiritual formation disciplines form the bedrock for missional leadership development, fostering both personal transformation and effective leadership in mission-driven contexts.

*Friendship: Recovering the Soul of God's Mission*

Unpublished

Friendship argues that friendship is central to God's mission, not a secondary virtue. Blending biblical theology, cultural critique, and narrative, the manuscript explores how friendship reflects the relational nature of the Triune God and restores the wonder lost through sin and isolation. Through Christ, believers are invited into transformative, self-giving relationships that reflect divine love and enable human flourishing. The book challenges individualism and calls the Church to embody friendship as a communal, missional practice. Ultimately, it presents friendship as essential to renewing the Church's witness and cultivating a culture of belonging and grace.

- Blogs: [imagoleadership.org/category/blog/](https://imagoleadership.org/category/blog/)
- Vlog: [youtube.com/@imagoleadership](https://youtube.com/@imagoleadership)
- Podcast: [imagoleadership.podbean.com](https://imagoleadership.podbean.com)

### **Teaching Experience**

*Development Associates International (DAI)*

June 2022–June 2023 (Remote via Moodle)

Global Christian nonprofit dedicated to enhancing the integrity and effectiveness of Christian leaders through servant leadership training, mentoring, consulting, and educational programs. Operating in over 75 countries.

Course Facilitator

June 2022–June 2023

As a graduate instructor for Development Associates International, I taught a master's-level Spiritual Formation course to a cohort of 20 international students—primarily from the Middle East and Africa—through the Evangelical Theological Seminary in Cairo. These students, many of whom held high-level leadership roles in nonprofit and NGO sectors, were equipped with a Christ-centered foundation for leadership that fostered personal transformation, ethical discernment, and integrity within their cultural and organizational contexts. I designed transformative learning experiences that integrated spiritual practices with leadership training, guiding students in applying faith-based principles to global leadership challenges. Through dynamic teaching, mentorship, and cross-cultural insights, I supported their holistic development, helping them lead with greater relational depth, balanced priorities, and mission-driven clarity.

### **Presentations**

*A Person, A Place, and A Thing: Narrative and Identity Formation, Reflections on Colossians 3 (Invited Lecture)*

Men of Faith Network

April 27, 2024

Palos Heights, Illinois

*Dyadic Leadership: Friends on Mission (Workshop)*

2024 Outcomes Leadership Conference

Christian Leadership Alliance  
April 10, 2024  
Jacksonville, Florida

*Leadership-in-Community (Workshop) 2023 Outcomes Leadership Conference*  
Christian Leadership Alliance  
March 28, 2023  
Chicago, Illinois

*Leadership-in-Community: Peacemaking (Workshop)*  
Leadership Team Workshop  
By the Hand Club for Kids  
June 29, 2022  
Chicago, Illinois

### **Languages**

French: CEFR Level B2 (Intermediate)

---

## **APPENDIX I**

### **Editor in Chief of *The Banner***

#### **Curriculum Vitae: Rev. Lora A. Copley**

##### **Work experience**

Dec. 2025 to present: Interim Editor – *The Banner*, magazine of the Christian Reformed Church in North America

2022 to present: Campus Pastor – Areopagus Campus Ministry, Iowa State University

- Disciple undergrad and graduate students in weekly group and 1:1 Bible studies
- Serve the Iowa State University community through lecture events, service projects, and relational connectivity with the international student community

2011 to present: Contract Ministry Work – various preaching, speaking at retreats, Bible camps

- Regular pulpit supply (usually once/month); occasionally a member of interim teams
- Calvin Symposium on Worship, workshop presenter, panel moderator (2014, 2017)

2015–2022: Instructor and Coordinator – Classis Red Mesa Leadership Development Network

- Taught Bible, doctrine, and preaching to equip Native leaders in Classis Red Mesa
- Coordinate the effective running of this program with advancement and grant work

2016–2021, 2002–2004: Christian Doctrine Teacher – Rehoboth Christian High School, New Mexico

- Taught and formed web curriculum for a course on tenets of the Christian gospel

2013–2014: Interim Assistant Preaching Pastor – Woodlawn CRC, Grand Rapids, Michigan

- Preached three times a month and led liturgy for non-preaching services.

2006–2011: Minister of Congregational Life – Calvin CRC, Grand Rapids, Michigan

- Primary responsibility for all discipleship, care, outreach and diacoyal ministries
- Pastoral care of members in their twenties and thirties; preaching/leadership in three-year vacancy

### **Honors and publications**

*Teach Us to Pray: Scripture-Centered Family Worship through the Year.* Daily family worship liturgies, coauthored with Elizabeth VanderHaagen; Calvin Press, 2017.

### **Articles**

- One month of *Today* devotions (in process)
- One editorial in *The Banner*
- Ten sermon starter articles for the Center for Excellence in Preaching (Jan./Feb.)
- *Abingdon Preaching Annual 2016*
- Articles in *Reformed Worship* (2012, 2016, 2017)
- Article in *Christian Courier* (2023)

The Ellens Preaching Award (2002)

The Vander Wilt Heidelberg Sermon Award (2000)

### **Denominational service**

- CRCNA Candidacy Committee and EPMC mentoring subcommittee (2023–2026)
- CRCNA synod delegate, Classis Northcentral Iowa; advisory committee reporter (2024)
- Synod delegate, Classis Red Mesa (2019)
- Member, CRCNA Council of Delegates (2020–2022)

### **Education and training**

- Colson Fellow, Colson Fellows Program, certificate in worldview studies (2019–2020)
- Equipped as instructor in Timothy Leadership Training; Stephen Ministries; Prepare-Enrich programs
- Calvin Theological Seminary (GPA: 3.8), Master of Divinity (1998-2002)
- Dordt University (GPA: 3.9), Bachelor of Arts in Theology (1994-1998)

## **Board and Committee Rubrics**

In response to an overture requesting that an advisory committee be created to interview and recommend nominees for denominational boards, Synod 2025 instructed that all denominational boards and committees develop “rubrics for board membership” and that the rubrics be made publicly available. The rubrics are to include information about relevant education and professional experience, spiritual maturity and moral integrity, and a stated commitment to Jesus Christ and to the confessional standards of the CRCNA (*Acts of Synod 2025*, pp. 675-76). Past synods have also requested that information about church membership, ethnic and gender diversity, and educational and professional experience be collected as well to assist the boards in developing a well-qualified membership that represents the diversity of the denomination (see *Acts of Synod 1975*, p. 78; *Acts of Synod 1998*, p. 353; *Agenda for Synod 1999*, pp. 380-83; *Acts of Synod 1999*, pp. 597-600).

The information in the first section of the form below (Part I) will be collected for all nominees within the CRCNA board nomination system. It covers two basic areas: contact information and educational/professional background. The second section of the form (Part II), is designed to collect information requested by the specific boards and committees in evaluating potential nominees. This information will be gathered by the Office of General Secretary through an online form to be filled out by all applicants for positions of service on denominational boards.

This appendix reflects the input of the various boards and committees involved—all of which have reviewed their questionnaires for nominees in the past year and have worked to coordinate their forms with the general information already collected by the Office of General Secretary. Once synod has completed its work this year, the intention is to post this information online at [crcna.org/nominations](http://crcna.org/nominations).

## **DENOMINATIONAL BOARD NOMINATIONS FORM**

### **Part I: Information asked of all nominees**

#### **CRCNA Boards and Committee Nominations**

Thank you for your willingness to be considered for service on a CRCNA board or committee. This form gathers information that helps the respective committee understand your background, professional experience, Christian commitment, and alignment with the mission and Reformed Christian confessional identity of the Christian Reformed Church in North America.

Your responses will remain confidential within the nomination review process. The form typically takes 20-30 minutes to complete. If you have any questions at any point, you are encouraged to contact the Office of General

Secretary (synod@crcna.org) or the chair of the board/committee to which you are nominated.

*General information* (\*indicates response required)

- Name\*  
(Prefix, First name, Last name, Suffix)
- Email address\*
- Street address\*
- Street address (line 2, if applicable)
- City\*
- State/Province\*
- Postal/ZIP code
- Country\*
- Phone number\*
- Ethnicity\*
- Birth year\*
- Gender\*

*Membership and experience*

- I am a member in good standing at\*  
(Church name, city, state/province)
- Classis\*
- Please list your academic, business, or professional training.\*
- Please include names of post-secondary schools attended and dates of graduation, if applicable.  
(Enter N/A if no academic, business, or professional training.)
- Current professional role\*  
(Title, organization, major responsibilities, and areas of oversight)
- Past professional experience\*  
(Highlight key roles and achievements, especially those relevant to nonprofit governance, leadership, higher education, or financial/organizational stewardship.)
- Please list your previous experience on denominational, ecclesiastical, or nonecclesiastical boards or committees.  
(Please clearly indicate the board name and position you held. Enter N/A if no previous board or committee experience.)
- Please list any current membership on boards or committees.\*  
(Enter N/A if not currently serving on a board or committee.)
- Please list your experience serving on church council or in church leadership.\*  
(Enter N/A if you have not served on your local church council or in church leadership.)
- Please list other ministry positions or community-service positions you have held, also indicating time frame.\*  
(Enter N/A if you have not served in other ministry positions or community-service positions.)

- Are you, or have you ever been, employed by, or served as a contract employee for, the CRCNA? If yes, indicate agency/ministry.\*

### *Board*

I have been nominated to serve on the following board or committee:\*

(Mark only one.)

- Council of Delegates (COD)
- COD: Banner Advisory Committee
- COD: Bible Translation Committee
- COD: Diaspora and Ethnic Ministry Committee
- COD: Dignity Team
- Candidacy Committee
- Historical Committee
- Ecumenical and Interfaith Relations Committee
- Judicial Code Committee
- Calvin University Board
- Calvin Theological Seminary Board
- Loan Fund
- Pensions Fund
- Reformed Benefits Association

## **Part II: Information requested of nominees for specific boards**

### *Council of Delegates*

- Please share why you are interested in serving on the Council of Delegates (or, in particular, one of its advisory committees).\*
- Please list your specific skills related to this board/committee position.\*  
(Examples: *finance, law, fundraising, education, strategy, governance, human resources, ministry experience, diversity/equity work, global engagement*)
- Commitment to the CRCNA\*
  - I can affirm the doctrinal commitments of the denomination as articulated in the COD Statement of Agreement with the Beliefs of the CRCNA and that such agreement is without reservation and does not include settled convictions that do not agree with the creeds and confessions of the CRCNA.
- Please provide the name and contact information of someone within your church or classis who would be able to attest to your spiritual maturity and moral integrity.\*  
(This reference will be contacted by a member of the COD, and information will be shared only with the COD itself.)
- By clicking “I accept” below, I am indicating my willingness to sign the COD Statement of Agreement with the Beliefs of the CRCNA, the Code of Conduct, and the Conflict of Interest Form.\*

### *Candidacy Committee*

- What are you able to offer in service to the Candidacy Committee?\*
- Please list your experience with leadership development and/or mentorship of pastoral leaders.\*  
(Enter N/A if no experience.)
- Please list your specific skills related to this board/committee position.\*  
(Examples: *finance, law, fundraising, education, strategy, governance, human resources, ministry experience, diversity/equity work, global engagement*)
- Why would you like to serve on the Candidacy Committee?\*
- Commitment to the CRCNA: Describe your commitment to Jesus Christ and to the confessional standards of the CRCNA.\*
- Please provide the name and contact information of someone within your church or classis, who would be able to attest to your spiritual maturity and moral integrity.\*  
(This reference will be contacted by a member of the committee, and information will be shared only with the committee itself.)
- By clicking “I accept” below, I indicate my willingness to be contacted by a member of the Office of General Secretary and/or the Candidacy Committee.\*

### *Calvin Theological Seminary*

- Describe your relationship to Calvin Theological Seminary.\*  
(*Alumni status, family connections, volunteer roles, donor engagement, committee service, or other involvement*)
- Why are you interested in serving as a trustee?\*
- How do you see your competencies and/or connections contributing to Calvin Seminary’s mission?\*
- Please list your specific skills related to this board position.\*  
(Examples: *finance, law, fundraising, education, strategy, governance, human resources, ministry experience, theological training, justice work, cross-cultural competency*)
- Briefly describe your personal faith journey as a Christian.\*
- How would you articulate what it means to be a Reformed Christian in today’s contemporary world?\*
- Commitment to the CRCNA\*  
— As a member in good standing in the CRCNA, I profess faith in God the Father, Son, and Holy Spirit; acknowledge the divine inspiration and authority of the Word of God; and am committed to the confessional standards of the CRCNA as faithful reflections of the Word of God.
- Please provide the name and contact information of someone within your church or classis who would be able to attest to your spiritual maturity and moral integrity.

*(This reference will be contacted by a member of the board, and information will be shared only with the board itself.)*

- By clicking “I accept” below, I indicate my willingness to be contacted by a member of the Office of General Secretary and/or the Calvin Theological Seminary Board of Trustees.  
\_\_\_ I accept

#### *Historical Committee*

- Please explain your expertise in CRCNA history and the Reformed legacy, or some aspect thereof.\*
- Please list your specific skills related to this committee position.\*  
*(Examples: finance, law, fundraising, education, strategy, governance, human resources, ministry experience, diversity/equity work, global engagement)*
- Commitment to the CRCNA\*  
\_\_\_ As a member in good standing, I am committed to Jesus Christ and to the confessional standards of the CRCNA as faithful reflections of the Word of God.  
\_\_\_ I am currently unable to sign my commitment to Jesus Christ or the confessional standards of the CRCNA but would like to have a conversation on this matter.
- Please provide the name and contact information of someone within your church or classis who would be able to attest to your spiritual maturity and moral integrity.\*  
*(This reference will be contacted by a member of the committee, and information will be shared only with the committee itself.)*
- By clicking “I accept” below, I indicate my willingness to be contacted by a member of the Office of General Secretary and/or the Historical Committee.\*

#### *Ecumenical and Interfaith Relations Committee*

- What interests you about serving on the Ecumenical and Interfaith Relations Committee (EIRC)?\*
- What education, professional training, and/or personal experience do you have that is related to the work of the EIRC?\*
- Please list your specific skills related to the work of the EIRC.\*  
*(Examples: education, strategy, governance, human resources, ministry experience, diversity/equity work, global engagement, ecumenical relationships)*
- Are you committed to Jesus Christ? And do you believe that the Belgic Confession, Heidelberg Catechism, and the Canons of Dort—the confessional standards of the CRCNA—faithfully reflect the revelation of Christ and his redemption of you and our world?\*
- \_\_\_ Yes
- \_\_\_ No
- \_\_\_ I'd like to discuss this matter.

- Please provide the EIRC with a reference who can comment on your commitment to Christ, path of Christian maturity, and service in your church community. This could be a pastor, a council chair, or another leader.\*

*(This reference will be contacted by a member of the EIRC, and information will be shared only with the committee itself.)*

- By clicking “I accept” below, I indicate my willingness to be contacted by a member of the Office of General Secretary and/or the EIRC.\*

#### *Judicial Code Committee*

- I am eligible for the following position on the Judicial Code Committee\*

minister of the Word or commissioned pastor

person trained in law

nonordained, not trained in law

- Please list your specific skills related to this committee position.\*

*(Examples: finance, law, fundraising, education, strategy, governance, human resources, ministry experience, diversity/equity work, global engagement)*

- Commitment to the CRCNA\*

As a member in good standing, I am committed to Jesus Christ and embrace the Three Forms of Unity (Heidelberg Catechism, Belgic Confession, and Canons of Dort) as faithful reflections of Scripture’s teaching.

- Please provide the name and contact information of someone within your church or classis who would be able to attest to your spiritual maturity and moral integrity.\*

*(This reference will be contacted by a member of the committee, and information will be shared only with the committee itself.)*

- By clicking “I accept” below, I indicate my willingness to be contacted by a member of the Office of General Secretary and/or the Judicial Code Committee.\*

#### *Calvin University*

- Describe your relationship to Calvin University\*

*(Alumni status, family connections, volunteer roles, donor engagement, committee service, or other involvement)*

- Why are you interested in serving as a trustee?\*

- How do you see your competencies and/or connections contributing to Calvin’s mission?\*

- Please list your specific skills related to this board position.\*

*(Examples: finance, law, fundraising, education, strategy, governance, human resources, ministry experience, diversity/equity work, global engagement.)*

- Briefly describe your personal faith journey as a Christian.\*

- Do you affirm the ecumenical Christian creeds (Apostles', Nicene, and Athanasian)?\*
  - \_\_\_ Yes
  - \_\_\_ No
  - \_\_\_ Other:
- Commitment to the CRCNA\*
  - \_\_\_ As a member in good standing, I am committed to Jesus Christ and to the confessional standards of the CRCNA as faithful reflections of the Word of God.
  - \_\_\_ I am currently unable to sign my commitment to Jesus Christ or the confessional standards of the CRCNA but would like to have a conversation on this matter.
- Please provide the name and contact information of someone within your church or classis who would be able to attest to your spiritual maturity and moral integrity.\*  
(This reference will be contacted by a member of the board, and information will be shared only with the board itself.)
- By clicking "I Accept" below, I indicate my willingness to be contacted by a member of the Office of General Secretary and/or the Calvin University Board.\*

*Pension Trustees (U.S. and Canada)*

- Please mark all the areas of education and experience you have (check all that apply).\*
  - \_\_\_ Legal education
  - \_\_\_ Legal professional experience
  - \_\_\_ Financial education
  - \_\_\_ Financial professional experience
  - \_\_\_ Investment certification
  - \_\_\_ Banking experience
  - \_\_\_ Banking professional experience
  - \_\_\_ Pension education
  - \_\_\_ Pension certification
  - \_\_\_ Pension professional experience
  - \_\_\_ Financial planning education
  - \_\_\_ Financial planning certification
  - \_\_\_ Financial planning professional experience
  - \_\_\_ Administrative education
  - \_\_\_ Administrative professional experience
  - \_\_\_ Senior management education
  - \_\_\_ Senior management professional experience
  - \_\_\_ Communications/marketing education
  - \_\_\_ Communications/marketing professional experience
  - \_\_\_ Ministerial experience (active participant in Ministers Pension Plan)
  - \_\_\_ Other:

- What interests you about serving on this board?\*
- Commitment to the CRCNA\*

As a member of the CRCNA, are you willing to accept the spiritual guidance of the church?

Yes

Not at this time

- Please provide the name and contact information of someone within your church or classis who would be able to attest to your spiritual maturity and moral integrity.\*  
(*This reference will be contacted by a member of the board, and information will be shared only with the board itself.*)
- By clicking “I accept” below, I indicate my willingness to be contacted by a member of the Office of General Secretary and/or the Pension Fund Board.\*

#### *Loan Fund*

- Please list your specific skills related to this board position.\*  
(*Examples: finance, law, fundraising, education, strategy, governance, human resources, ministry experience, diversity/equity work, global engagement*)
- What is your capacity to attend two to four meetings annually and to review materials in advance?\*
- Commitment to the CRCNA: As a member of a CRC congregation, I have made a public profession of faith and reaffirm that profession (*see 2016 Profession of Faith form*).\*  
 Yes
- Please provide the name and contact information of someone within your church or classis who would be able to attest to your spiritual maturity and moral integrity.\*  
(*This reference will be contacted by a member of the board, and information will be shared only with the board itself.*)
- By clicking “I accept” below, I indicate my willingness to be contacted by a member of the Office of General Secretary and/or the Loan Fund Board.\*

#### *Submission*

- Is there any additional information you would like to share?
- By submitting this form, I am stating that the information is correct, and I am willing to be contacted by a representative of the CRCNA, Calvin University, or Calvin Theological Seminary. I understand that the information shared here may be used in my synodical biographical description, with the exception of contact information, which is used only for internal CRCNA purposes.\*

## Diversity Connection Advisory Committee Report

### I. Mandate and membership

The Council of Delegates established the Diversity Connection Advisory Committee (DCAC; originally called the Diaspora and Ethnic Ministry Advisory Committee) on a provisional basis in spring 2025 in order to “listen to the perspectives of CRCNA members and leaders of different ethnic and cultural backgrounds regarding their engagement within our denomination’s ecclesiastical system and to advise the COD and its committees on policies and activities” (*Acts of Synod 2025*, p. 451).

The COD selects six of its members to serve on the committee, with particular attention given to members of the COD committees supporting the work of CRC agencies and the Office of General Secretary. In addition, the general secretary annually invites up to six guests from among the preceding year’s delegates to synod who represent the ethnic diversity of the denomination. The members of the DCAC Committee for 2025-2026 were Andre Van Ryk (chair), Linda VanSligtenhorst, Debra Jallim, Rachel Bouwkamp, Christian Pedersen, and Doug Fakkema, and guests were Joseph Hunsuk Bae, Julia Alonzo, Aaron Solomon-Mills, and Ruben Aguilar. The committee met by videoconference on January 7 and April 2, 2026.

### II. Annual report on activities

The DCAC is responsible to advise the COD and its committees about the effectiveness of the CRCNA’s efforts to enfold ethnic-minority members and leaders into our denomination’s ecclesiastical governance (synod, classis, council, and Council of Delegates). It also is tasked to report to the COD and its committees about the results of efforts to live out our denomination’s vision as expressed in the synodical report *God’s Diverse and Unified Family* (see *Acts of Synod 1996*, pp. 595-619; [crcna.org/sites/default/files/diversefamily.pdf](http://crcna.org/sites/default/files/diversefamily.pdf)).

Because the committee formed this past year, there was no established format for accomplishing these tasks. A main focus of the committee’s work so far has been to discuss the best way to recognize the efforts of ethnically diverse groups in the CRCNA. In recent years synod has celebrated the work of specifically identified groups at the synod banquet. However, that approach can create gaps of several years in the reporting by any group. The committee also recognized synod’s response to an overture asking that Consejo Latino be given space to “report on their work and to share resources with the CRCNA” (*Agenda for Synod 2024*, p. 419). Synod responded by assigning Resonate Global Mission to work on an appropriate pathway for such reports (*Acts of Synod 2024*, p. 820). This committee has inherited that assignment from Resonate.

After some consideration, the DCAC decided to request reports from each of the identified ethnic groups (see Addendum to this report). These reports will be included regularly with the DCAC report to the COD and synod for

discussion and reflection. The committee is thankful for all who shared about the work God has been doing within their communities and prays that this information may help to encourage and challenge the entire CRCNA to consider how to live more fully into the vision of the diverse family of God “chosen for eternal life and united in true faith” (Heidelberg Catechism, Q&A 54).

### **III. Reflection on CRC diversity efforts**

As the committee considered how it could contribute helpfully to the conversation around diversity in the CRCNA and various connections to denominational systems, it reviewed the synodically mandated denominational diversity reports as well as the summary of various groups’ experiences within the CRCNA.

Synod itself has set several diversity goals for the denomination. In 2005, it challenged the classes to send at least one ethnic-minority delegate to synod (*Acts of Synod 2005*, p. 756). Although this goal has not been reached, we do note that for the first time in several years there is a sufficient number of ethnic-minority delegates so that ethnic advisers are not needed at Synod 2026 (see Rules for Synodical Procedure, III, B, 2, b). This year, twenty classes are sending at least one delegate from a non-Anglo background. We are thankful for this steady progress and for examples of instances in which newcomers feel embraced by the existing CRCNA community. We remind classes of the “One Family Conversation” resources available through the Office of General Secretary (with support from Thrive) to support classes seeking to grow in their capacity to engage issues of diversity (see *Acts of Synod 2023*, pp. 80-82).

Synod has also requested information about the place of diversity in each agency’s strategic plan and in our progress toward the goal of 25 percent ethnic-minority representation (*Acts of Synod 2013*, pp. 629, 831-32; *Acts of Synod 2016*, p. 829). These reports are processed through the Ministries Leadership Council (MLC) and the COD. All of the CRCNA agencies and institutions have sought to recruit diverse staff and to address issues of diversity, including efforts to combat racial bias both in the workplace and in their areas of ministry. Unfortunately, progress toward the goal of 25 percent representation to include diverse voices on our boards has stalled, and we recognize the importance of making this a priority. Current percentages are presented in the COD supplementary report (section III, H, 2).

With regard to the experience of individual communities, reports indicate both joys and concerns. Almost a third of the CRCNA’s 925 congregations draw from ethnic backgrounds that are not predominantly Anglo. Some groups, notably Koreans and Hispanics, have seen dramatic growth and increased participation in denominational systems. Other groups, especially the Black and Reformed Network and Indigenous communities, have seen declining numbers and face challenges in leadership development. All of

these communities have expressed that they recognize the ongoing importance of maintaining ways to connect with denominational systems, and we are grateful to hear about efforts to prioritize the development of resources in the various languages spoken in our churches.

Written reports do not adequately capture the range of activities in our various ethnic-minority networks, however. To address this gap, Synod 2024 asked Resonate Global Mission to work with Consejo Latino to find ways to report directly to synod about work being done in that community (*Acts of Synod 2024*, p. 820). Recognizing that the CRCNA contains a number of diverse representatives, however, the MLC and COD are recommending that synod provide space this year in plenary session for all of the groups represented in this report to share joys and concerns about the work God is doing in their networks, rather than merely reporting through Resonate (see the COD supplementary report, section III, H, 4 and recommendation JJ). We are encouraged by this suggestion, and we hope that in years to come we can establish a regular pattern of sharing and celebration to provide greater visibility for the ministries in our ethnically diverse congregations.

More discussion is needed regarding the denomination's effectiveness at making diversity a comprehensive piece of the CRC's ministry efforts. In the end, growth in the area of diversity in pursuit of a Revelation 7 vision is obviously a work of the Holy Spirit in the hearts of every member and leader in the CRC—from both the majority and minority cultures. But we recognize that concrete strategies, such as synod's recommendations about ethnic-minority representation on boards and at synod, can play a role in this work. We are thankful to find very few stories of hostility in the CRC toward ethnic minorities—and in fact the very opposite: again and again we hear of welcome embrace. But work remains as we continue the ministry that God has called us to do side by side as long-established groups in the CRC and as groups who are new to our part of God's family. This group plans to pick up that conversation again in the fall.

In the end, our goal in this conversation is not (just) to share the experiences of certain ethnic groups but to foster conversations about the ability of the CRCNA to integrate all of the diverse voices God has given us, including those of multicultural church settings. We encourage churches to review the reports in the Addendum that follows, and to join synod in bringing the joys and concerns of these networks before God in prayer.

#### **IV. Evaluation and continued work**

The Diversity Connection Advisory Committee was originally formed with the intention of evaluating its effectiveness after its first year of work (*Acts of Synod 2025*, pp. 600-1). Given the relatively short time since the committee started its work, we believe it would be better to delay this evaluation for another year to more accurately assess whether the efforts of the DCAC are making a difference in deepening relationships and shared ministry efforts across ethnic and cultural backgrounds in the CRCNA.

## V. Recommendations

A. That synod take note of the reports provided by representatives of the major ethnic groups within the CRCNA and make space to hear about and celebrate the work God’s Spirit is doing within these communities.

*Ground:* This fulfills the request of Synod 2024 to create a pathway for Consejo Latino and other groups to “report on their work and to share resources with the CRCNA” (*Agenda for Synod 2024*, p. 419; see *Acts of Synod 2024*, p. 820).

B. That synod take note of the COD’s intention to review the work of the Diversity Connection Advisory Committee at the two-year mark instead of this year (see *Acts of Synod 2025*, pp. 600-1) due to the brief time in which the group has been able to begin its work.

Diversity Connection Advisory Committee  
Andre Van Ryk (chair)

## ADDENDUM

### Experiences of Specific Groups within the CRCNA

#### I. Background

The Diversity Connection Advisory Committee requested representatives of each of the six identified ethnic-minority communities in the CRCNA to briefly share a few concrete items that could be passed along to the wider denomination. Specifically, each representative was asked the following:

- What opportunities or victories have you experienced in the work your group does across the CRC?
- Where have you seen challenges and setbacks in your ministry?
- What prayer requests can you share with your brothers and sisters across the CRC?

The answers from each group are compiled below.

#### II. Consejo Latino

##### A. *Opportunities and victories*

We celebrate recognition within the denomination, the establishment of Revelation University (an institution in Florida offering accessible religious education), the Luke 10 and SLIM programs (Spanish-language training for church leadership), City to City trainings (Flourishing Churches), a connection to Multiplication Network Ministries, and the development of Calvin Theological Seminary’s programs in Spanish. In addition, the Latino community has been active in planting churches across North America as well as in building relationships with and celebrating the growth of Reformed churches in Venezuela. In addition, a memorandum of understanding was signed with Reformed congregations in the Dominican Republic. We have enjoyed being part of the CRC’s conversations about promoting a global denomination, providing

leadership to development of the stance on sexuality, and participating in synod and in the Abide network within the CRC, as well as with Life-way Churches. We are seeking to train multiplication network coaches and have published materials for Latino churches, including materials for youth groups, marriages, and translations of training certificates.

*B. Challenges and setbacks*

Some of the challenges include a need for improved connection with Spanish-speaking pastors, a better connection with agencies (Thrive, Re-Frame Ministries), engaging young leaders in the call to ministry, and work in the wider community. The general culture of the CRCNA is one obstacle to connection with agencies in particular.

*C. Prayer requests*

We humbly ask for prayers in the following areas as we continue to serve the Latino community within our denomination:

1. For deeper connections and unity: Please pray that God would break down cultural and organizational barriers that sometimes hinder our full integration and collaboration within the CRCNA. Specifically, pray for the following:
  - stronger, more meaningful connections between Latino pastors and the broader denominational leadership
  - better partnership and communication with CRC agencies like Thrive and ReFrame Ministries, that cultural differences would become bridges rather than obstacles
  - wisdom and grace as we navigate the general culture of the CRCNA while maintaining our unique cultural identity and contributions
2. For the next generation of Latino leaders: Pray earnestly for young Latino leaders who are discerning God's call to ministry. Ask the Lord to do the following:
  - ignite passion for pastoral ministry among Latino young people
  - provide mentorship, resources, and pathways (through institutions like Calvin Seminary's Spanish programs and others) that equip them for effective service
  - raise up a new generation that is bilingual, bicultural, and deeply committed to the gospel
  - open doors for collaboration with organizations like World Renew to engage young leaders in holistic ministry
3. For fruitfulness in church planting and community impact: Pray for the continued growth and multiplication of Latino churches within the CRC. Please intercede for the following:
  - church planting efforts that are reaching unchurched Latino communities across North America

- our ongoing relationships with churches in Venezuela and the Dominican Republic, that these partnerships would strengthen both our international connections and our witness
- effectiveness in community work—that our churches would not only gather for worship but also scatter to serve, transforming neighborhoods with the love of Christ
- the development of culturally relevant resources (materials for youth groups, marriages, discipleship) that equip our congregations for ministry

We are deeply grateful for your partnership in the gospel and for the privilege of serving together as one body with many members. Thank you for standing with us in prayer.

### **III. Korean Ministers Association**

The CRCNA Korean Ministers Association (KMA), formerly the Korean Council, serves as the representative body for ethnic-Korean ministers and Korean-speaking ministries within the Christian Reformed Church in North America. The KMA is committed to strengthening bonds of fellowship, fostering the renewal of local churches, and ensuring effective communication within the broader denomination.

The KMA strives to hold a unique space for leaders and ministries with a shared story while navigating the complexities of a complicated immigrant history in various Korean-American and Korean-Canadian contexts. The KMA seeks to continue to create opportunities for mutual encouragement to help strengthen ministers and ministries to serve more effectively, contributing to the collective history and shared calling of the Christian Reformed family.

#### *A. Opportunities and victories*

1. The Korean ministry remains a vibrant and essential demographic within the CRCNA: out of 918 CRCNA churches, 110 are ethnically Korean, and 107 are primarily Korean-speaking; there are 213 ethnically Korean pastors out of a denominational total of 1,308.
2. The 2026 Seattle Gathering (Apr. 20-23): For the first time in our history, Korean-speaking and English-speaking ministers convened for a joint gathering in Seattle. The week consisted of language-specific tracks for continuing-education opportunities in addition to times of fellowship and mutual edification. We are thankful for the historic opportunity to bring together both Korean-speaking and English-speaking ministers. We pray that God will continue to use all our ethnic-Korean ministers to be a blessing to the Christian Reformed family.
3. Governance: The KMA Steering Committee, consisting of regional leaders (the stated clerks of Classis Hanmi and KoAm), meets monthly to respond to the ongoing needs of ethnic-Korean ministers and Korean-speaking ministries.

4. Korean-Language Church Order Translation Task Force: Recently the Translation Task Force met in Phoenix, Arizona (Mar. 8–10, 2026) to finalize a comprehensive revision of the Korean-language Church Order. This project ensures that our governing documents are accurate, readable, and consistent for the Korean-speaking community.

*B. Prayer requests*

1. Addressing the "gap" in specialized support: Since the dissolution of the Korean Ministry Office, many Korean-speaking churches feel a lack of specialized consultation. Please pray for the continued development of necessary resources and training that will help these churches internalize Reformed theology and CRCNA traditions more deeply.
2. Cultivating new leadership: Pray for the identification and mentoring of potential leaders and church planters. We seek God's wisdom in creating robust pipelines to inspire the next generation to serve within the CRCNA.
3. Identity and education: Pray that Korean-speaking churches would continue to grow in their identity as essential members of the CRCNA, and that the KMA, in partnership with the denominational office and agencies, may have the wisdom to provide the necessary education and resources needed to make this a reality.

#### **IV. Native American and Indigenous Ministry**

The CRCNA has a long history of ministry in the Four Corners area of the southwestern United States, as well as a presence through Indigenous ministry centers in Denver, Colorado, and in several Canadian cities. Because of the role that Indigenous Ministry plays in Canada, additional information about that work can be found in the Canadian Ministries report (section IV) in the *Agenda for Synod 2026* or at [crcna.org/indigenous](http://crcna.org/indigenous).

*A. Opportunities and victories*

1. The ownership of Whitehorse Lake CRC in Classis Red Mesa was recently turned over to the local congregation as part of an ongoing strategy to foster local control over deeds to mission stations originally owned by Resonate's predecessor agency, Christian Reformed Home Missions.
2. Classis Red Mesa continues to cultivate a culture of leadership development, with a robust Leadership Development Network that meets twice a month to raise up new pastors, commissioned pastors, and members licensed to exhort within the classis.
3. In fall 2025, fifteen students in the Ecclesiastical Program for Ministerial Candidacy (EPMC) took part in a four-day "connection trip" designed for learning about the impact of residential schools on Indigenous ministry in Canada, deepening the participants' understanding of pastoral ministry within this context.

*B. Challenges and setbacks*

1. In Classis Red Mesa, historically the center of CRC ministry among the native population in North America, very few ministers of the Word are available to lead congregations.
2. An increasing number of young people on the Navajo and Zuni reservations see the Christian faith as something foreign to their own experience.

*C. Prayer requests*

1. Pray that God will move Native American and Indigenous peoples to an awareness of Christ and the gospel, and that churches in these settings may become rallying points for leaders to direct their efforts toward building up communities where people gather and work in their local spaces.
2. Pray for avenues for current leaders working in Indigenous spaces to find support and leadership well-being.

**V. Black and Reformed Network**

*A. Opportunities and victories*

We celebrate God's provision of young leaders such as Chris Kingdom-Grier, Aaron Solomon-Mills, and Ericka Williams-White.

*B. Challenges and setbacks*

1. Significant challenges have accompanied the disaffiliation of multiracial churches such as Pullman CRC (Chicago, Ill.), Roseland Christian Ministries (Chicago), Grace CRC (Grand Rapids, Mich.), Washington D.C. CRC, and Oakdale Park CRC (Grand Rapids), which historically pulled the denomination into experiencing the expansion of racial justice and the gifts of leadership that helped it live into the Revelation 7 vision. In addition, closings such as Coit CRC in Grand Rapids have contributed to the decrease as well.
2. The Black and Reformed Network has largely ceased to exist because the present leaders have either resigned or left the CRC, and the low numbers and slow growth of African Americans in the CRC makes it hard to replace this network.

*C. Prayer requests*

1. Pray for ways of growing young leaders and succession orientations that would usher these leaders in the right way.
2. Ask God to provide ways to ease the heavy burden of sustaining the faith of younger leaders in the CRC for the long haul.
3. Join in lament and pray for God's Spirit for guidance as African American leaders do their best to reverse the current reality and raise up new African American leaders and churches in the CRC.

## **World Renew Review**

### **I. Background and methodology**

Synod 2025 brought forward a previous practice of review for the CRCNA-related ministries, agencies, and institutions. The annual review cycle was paused to allow governance structure changes to be fully implemented, noting that it was difficult to conduct a wholesome review in the time of transition (*Acts of Synod 2025*, pp. 601-2). This report represents the resumption of the scheduled review cycle under the new methodology.

Synod deemed that these reports should be informative and inspirational, seeking to outline how the partnership under review fulfilled the four milestones: prayer and spiritual practices; every generation; diversity and unity; and sharing the gospel. The purpose was not to be an organizational review of budget, finance, staffing, or other elements related to the structure of the organization. The review was to focus on the alignment of the ministry, agency, or institution to their mandate from synod within the context of the milestones. Note was to be made of any applicable metrics that supported and underlined alignment with the Ministry Plan.

In keeping with the methodology adopted by Synod 2025, this review was conducted by a panel of COD members (Robert Drenten, Jeff Dykema, and Roy Heerema); World Renew Board members (Harry Bergshoeff, Ben VanderWindt); and the World Renew codirectors, Carol Bremer-Bennett and Peter Timmerman; and was facilitated by Office of General Secretary staff members Roberta Vriesema and Zoe Sherman.

Foundational meetings were held in early January of this year as part of the determination on how to move forward with the revised review. The review panel convened on March 13 and March 26. This report results from those review meetings.

### **II. Ministry evaluation through the lens of *Our Journey***

#### *A. Review of synodical mandate*

After the Red River Valley flooding of 1950 in Winnipeg, Manitoba, as well as the 1953 flooding in Ontario and the Netherlands, Synod 1959 received a request to create a permanent worldwide relief organization. A study committee was formed by Synod 1960, responding favorably to recommend the establishment of a “World-wide Relief and Services Committee of [the CRCNA’s] Deacons’ Conferences to administer all of our works of mercy in such areas where the local congregation is unable to do so” (*Acts of Synod 1960*, p. 40). Formalized by Synod 1962, a mandate was adopted for the Christian Reformed World Relief Committee (CRWRC) “to minister in the name of our Lord to man distressed by reason of the violence of nature, the carnage of war or other calamities of life, and to relieve the suffering of the needy of the world. . . .” (*Acts of Synod 1962*, pp. 106-7, 333). From its earliest days, World Renew’s work was shaped not only by disasters in Canada

and the United States but also by a growing denominational conviction to respond to global crises such as problems emerging from the Korean War, major disasters in Asia, and the widespread hunger affecting much of the world. Over the years the primary purpose and focus for World Renew has remained the same.

### *B. Prayer and spiritual practices*

World Renew has developed an intentionally vibrant prayer life. Leaders of the organization surrender their work to prayer because they have witnessed how the Holy Spirit has moved through their prayers. They recognize that prayer must be the first, and sometimes even the only, response in their service. More significantly, World Renew recognizes the need for prayer partnership with CRCNA churches for their collective work and invites churches into shared prayer.

When disaster strikes a community or a need becomes present, World Renew may or may not be called to that particular space to bring support. Prayer, however, is an act of faith and surrender that can always be taken. World Renew prays weekly and consistently with board members to discern the direction and actions of the organization. Important meetings are bathed in prayer, sometimes with more people praying for the meeting than people at the meeting. World Renew believes prayer to be a vital, sacred rhythm.

Through prayer, World Renew has been reminded that their mission to extend Christ's compassion to others around the world is bigger than themselves or the CRCNA. World Renew has been humbled and honored that God continues to allow World Renew to have such an impact in disaster response and community development. Often, a well-cultivated prayer life is the fruit of such work in itself. In discussing this, a member of World Renew shared a story from 2013 where they were responding to Typhoon Haiyan in the Philippines. Although World Renew faced delays in procuring resources, members of the local community were deeply grateful that the volunteers continued to walk alongside them in prayer and partnership throughout that time of waiting. The power and impact of World Renew's commitment to prayer goes beyond the tangible support and relief the organization provides.

The World Renew leaders also recognize justice as a core spiritual practice the organization focuses on. Working towards justice and reconciliation with a gospel lens strengthens one's relationship with God and their community. World Renew looks to Micah 6:8 to challenge them to continually seek God's kingdom here on earth and to encourage congregations to engage in justice as a spiritual practice.

### *C. Every generation*

World Renew engages people of all ages in its mission, with particularly strong intergenerational involvement through its volunteer-driven Disaster Response Services (DRS). Disaster Response Services' week-long trip

groups are known to consist of volunteers as young as 14 and as old as 85. World Renew is experiencing an increasing number of churches and families sending intergenerational groups on DRS trips. The 2025 spring break season was especially impactful. Thirteen college groups served, contributing to a total of 1,027 volunteers serving on week-long trips throughout the year. At the time of this report, 15 college groups were already underway in their service to disaster-affected communities across North America. In all these instances, the older generations are invited to cast the vision for Christ-focused servitude. Older generations are some of the strongest supporters of World Renew and its work. In Canada, World Renew was formed and mandated when many of them were new immigrants. There is a strong link that can be nourished between socially conscious young people and the older generations.

World Renew has expressed, though, that while service trips are a fantastic way to get people exposed to the CRCNA and service work, they are short-term. World Renew recognizes that their work uniquely appeals to Generation-Z's social awareness. With their donor and volunteer base aging, World Renew's marketing and communication strategies have been changing to better communicate with the younger audience. World Renew has also made efforts to connect to students at Calvin Theological Seminary, Calvin University, Redeemer University, Kings College, and Dordt University through service trips, guest speaking, and teaching classes, although staffing continually poses a challenge.

By the very nature of World Renew's work, their programs empower people in every generation to live into the lives of flourishing God desires for them. In many of the countries in which World Renew works, young people make up a majority of the population. In Africa, over 60% of the population is made up of people aged 15–25. World Renew organizes youth running clubs in Africa where kids and teens are partnered with an adult mentor and are taught about healthy bodies and relationships. World Renew also supports community programs that are dependent on intergenerational involvement. Some programs work alongside communities to strengthen opportunities for young people to develop skills, contribute meaningfully to local initiatives, and build a sense of purpose and belonging as part of broader community renewal efforts.

Another area in which World Renew serves every generation is in the development of curriculum. Partnerships with Christian Schools in Canada allowed World Renew to develop curriculum focusing on justice and finding best practices in service to their communities. World Renew has also worked with farming organizations including Canadian Foodgrains Bank, Growing Hope Globally, and Future Farmers of America to develop curriculum that leads to multi-generational projects. Projects like these have a compounding impact on growing a service mindset in the broader community.

#### *D. Diversity and unity*

The milestone of diversity and unity is central to the very bones of World Renew. In these particular conversations, the panel focused on World Renew's Canadian Refugee Sponsorship and Resettlement Program and their established relationships with other denominations and organizations.

The Refugee Sponsorship and Resettlement Program (RSRP) of World Renew in Canada is nationwide and has been extremely successful. World Renew's RSRP partners with Christian Reformed churches, other denominations, and other faith-based organizations to sponsor and resettle refugees in Canada. Partners provide all financial and non-financial support for the refugees they are sponsoring for their first year in Canada. The RSRP provides expertise, guidance, and support to churches throughout the sponsorship process, training sponsors to meet government requirements and providing a healthy welcome to newcomers. In addition, the RSRP builds awareness for refugee justice by engaging in advocacy and equipping their sponsorship volunteers to advocate with them regarding the broader global context of the challenges and injustices that refugees face. As of March 31, 2026, the RSRP is partnering with 56 Christian Reformed churches across Canada to resettle 289 refugees to Canada. World Renew's refugee work is much more prominent in Canada because of a collective decision for the organization to step back from refugee work in the United States to create space for Bethany Christian Services; this was discussed as a self-imposed constraint to World Renew's work.

World Renew works extensively with other denominations, organizations, and governmental entities around the world because they recognize that the need for reconciliation and justice goes far beyond what World Renew or the CRCNA could accomplish on their own. World Renew's mandate is not evangelism, but a Christ-centered ministry of mercy—responding to disaster, hunger, and poverty in ways that demonstrate God's love through action and strengthen the witness of local churches and communities. This approach to outreach is why World Renew is invited into so many spaces where they have the opportunity to testify to the work God is doing through their organization and the programs they've developed. World Renew is a part of many alliances, including the Act Alliance and the World Council of Churches, and is connected to the ecumenical relationships of the CRCNA through the Ecumenical and Interfaith Relations Committee. Because of World Renew's distinction in their mission, governments are also more apt to provide crucial funding.

Collaborating with other organizations has strengthened World Renew's Reformed roots and commitment to the CRCNA. In its work, World Renew has partnered with hundreds of other churches and Christian organizations to implement community development, disaster response, and justice programs in over 30 countries. World Renew provides Christian Reformed churches with opportunities to learn about and tangibly connect with the

diversity of the global body of believers; Revelation 7:9 depicts this wonderful vision as “a great multitude that no one could count, from every nation, tribe, people and language, standing before the throne and before the Lamb.”

#### *E. Sharing the gospel*

World Renew testifies that the common thread of community development is spiritual transformation. World Renew helps people experience a holistic gospel vision. Service is used as a means to show people God’s mercy and compassion.

World Renew affirms that community development is rooted in spiritual transformation and a holistic vision of the gospel. Through compassionate service, World Renew seeks to reflect God’s mercy and love, accompanying people and communities who are often remote or made most vulnerable by disaster, poverty, and injustice. This posture of service opens doors for World Renew to be invited into diverse and unlikely spaces.

As World Renew walks alongside communities around the world, these experiences also shape and renew the church in North America. Volunteers and partners return to their congregations with stories of God at work—stories that encourage churches to see God’s kingdom more broadly and to rediscover the gospel’s call to love, humility, and faithful service.

### **III. World Renew’s relationship with the CRCNA**

#### *A. Connections within*

World Renew’s work is deeply intertwined with that of the CRCNA and the individual churches within the denomination. Please see the addendum provided by World Renew to learn of the specific connections.

The work of World Renew and Resonate Global Mission are often likened; however, the mandates and focuses remain distinct. The two entities share the support and fellowship of the same theological background but are independently run. World Renew operates as a distinct legal entity from the CRCNA as the denomination’s relief organization while Resonate operates as the CRCNA’s internal mission agency. In some countries, the two entities share a presence, but their footprint is different as their mandates are different. World Renew’s calling often leads them into the most remote and oppressed areas of the world to provide disaster relief and support. Lines of communication are utilized to strengthen the other’s work and coordinate when necessary.

#### *B. A Reformed foundation*

World Renew’s work is committed to its Reformed theological roots and its shared life within the Christian Reformed Church. These commitments are expressed in the values and practices that guide World Renew’s programs and partnerships, including a deep respect for the dignity and sanctity of human life. Even in diverse international contexts, World Renew approaches sensitive issues with care, humility, and faithfulness, seeking to

communicate its convictions with compassion and integrity. This same thoughtfulness is reflected in World Renew's strong commitment to stewardship, transparency, and financial accountability.

World Renew lives into the church's mandate to seek out the lost and the suffering. This work is founded in the CRCNA's emphasis on both sin and grace. Our Reformed theology is sensitive to the profound scope of sin and misery and recognizes how sin negatively impacts everything God created to be good in this world. World Renew is the CRCNA's response to this brokenness as it relates to disasters and development. This theological understanding of how deep sin fractures our world leads to an even larger appreciation of God's grace and cements our hope in Jesus.

In reflecting on World Renew's approach, the panel affirmed that World Renew's work is firmly rooted in the gospel of Jesus Christ. World Renew's commitment to justice and mercy is an expression of God's compassion, not a replacement for the saving work of Christ. With humility, World Renew carries out its calling knowing that it is not the savior of the world; rather, it seeks to serve faithfully, trusting that lasting transformation and flourishing are found in Jesus Christ alone.

#### *C. Strengthening churches in North America*

World Renew embodies a holistic vision of Christ-centered restoration. The stories and testimonies that World Renew staff and volunteers share in North America demonstrate how vast the transformative and renewing work of the Holy Spirit is. As World Renew gazes upon the brokenness of this world, leaders and volunteers seek to challenge those in North America to lift their heads to the world around them. World Renew hopes to inspire churches in North America and invites them to join in their endeavor to embody God's compassion and justice to those in their own communities.

#### *D. Financial covenant*

World Renew has been a faithful servant of the Lord's work in the CRCNA since 1962, growing in their mission to renew hope, reconcile lives, and restore creation. World Renew operates as a distinct legal entity and does not receive ministry shares. They are an entirely donor-based organization, dependent on support from individuals, churches, and grants. Throughout this process, the panel has reviewed and analyzed World Renew's commitment to the CRCNA and fulfillment of their mandate. The panel confidently concludes that World Renew is a blessing to the denomination and the world through their disaster relief and development work. We would, therefore, recommend that churches in the CRCNA remain confident in World Renew's work and leadership and approach their conventional financial support of World Renew with a renewed commitment. God willing, World Renew will continue to serve marginalized communities for years to come with the generosity of churches in the CRCNA.

### *E. Communicating God's goodness*

World Renew carries the responsibility to communicate the ways in which the CRCNA is partnering with the Holy Spirit to transform lives—both in the tangible provision of needs and development and the intangible spiritual transformation of individuals and communities. However, World Renew has experienced challenges in finding ways to communicate these testimonies and results to the CRCNA, specifically in classis meetings. We would encourage classes to hold space for World Renew on a regular rotation, recognizing that classis agenda space is always a desired commodity. This can be further supported by encouraging local churches to utilize the willingness of World Renew to speak to them directly.

## **IV. Conclusion**

World Renew's tracing of its origin to a 1962 Christian Reformed Church synodical mandate speaks to organizational history. However, the history of the organization only hints at the organic relationship that holds the CRCNA and World Renew together. A denomination that understands that both the curse of sin and the grace of Christ reach far and wide in God's creation is the denomination that shapes its mercy through World Renew in service to Christ. In word and deed, the Christian Reformed Church and World Renew are fitting partners in gospel service.

The committee is grateful to learn that this partnership is still vital to our work together. While working with a variety of agencies, serving in varied contexts across the globe, World Renew seeks to align faithfully with the Christian Reformed Church. Conversely, World Renew inspires and challenges the Christian Reformed Church to see the broader vision of the work Christ calls us to do.

Now is the time for the Christian Reformed Church and World Renew to commit anew to its historic partnership. Financial resources are stretched while fresh donor streams need to be developed. A generation which supported World Renew, giving time and treasure, now must be replenished with a new generation ready to continue the work. World Renew faces challenges of telling its story in compelling ways to a new audience.

The Christian Reformed Church and World Renew are strongest when they live intentionally into their shared history and partnership. These recommendations are offered to help keep that relationship vital and trustworthy, inviting the church to embody this shared ministry for the flourishing of communities, the health of the church, and the glory of God.

## **V. Recommendations**

A. That synod receive the report of the World Renew review team for information in fulfillment of Synod 2025's instructions regarding the regular review of CRCNA agencies (*Agenda for Synod 2025*, pp. 455-56; *Acts of Synod 2025*, pp. 601-2).

B. That synod endorse and recommit to its covenantal relationship with World Renew.

C. That serious consideration be given to how the work of World Renew, intended to be an extension of the natural work of the local churches and classes, be truly supported by the same.

D. That synod encourage congregations and classes to be intentional in making reporting opportunities available for World Renew (section III, K and Appendix L).

*Ground:* It is believed that these opportunities will be inspirational and mutually beneficial for visiting missionaries and World Renew staff, and for the congregations and classes.

E. That synod urge local congregations to be encouraged and inspired by the example of World Renew to engage similarly with their communities (section III, K and Appendix L).

*Ground:* World Renew has many resources and ideas and would welcome invitations from CRCNA churches to come and share their stories.

F. That churches encourage their younger members to explore opportunities to serve with and to support World Renew.

World Renew Review Team

Harry Bergshoeff  
Carol Bremer-Bennett  
Robert Drenten  
Jeff Dykema  
Roy Heerema

Zoe Sherman  
Peter Timmerman  
Ben VanderWindt  
Roberta Vriesema

---

## ADDENDUM

### World Renew and CRCNA Connections

#### I. Governance and accountability connections

World Renew U.S. and World Renew Canada are both ministries of the CRCNA, each governed by a board while still accountable to synod through reports, reviews, and a shared ecclesial identity. Ongoing dialogue occurs through meetings and review processes involving CRCNA leadership and staff (e.g., Connections Committee conversations).

#### II. Congregational and classical engagement

World Renew serves CRCNA congregations through the following:

- Disaster Response Services (DRS) in North America:
  - Offers congregations meaningful opportunities to serve while remaining aligned with the CRCNA's best practices and diaconal calling.
  - Provides well-established, safeguarded pathways for volunteer involvement in North America.
  - Engages church groups, intergenerational groups, and youth groups (see chart at the end of this section).

- Incorporates trauma-informed approaches.
- Builds strong partnerships with local communities.
- Focuses on defined volunteer roles that meet real needs without displacing local capacity.
- Refugee Sponsorship and Resettlement Program (RSRP).
- Presentations at classis meetings, congregational events, local Christian primary and secondary schools, and denominational gatherings.

The chart below breaks down the denominational demographics of DRS volunteers. A significant portion of DRS volunteers come from CRCNA congregations reflecting the denomination’s deep commitment to compassionate response.

*Demographics of DRS volunteers*

<i>Denomination</i>	<i>Group volunteers (mostly youth)</i>	<i>3-week volunteers</i>	<i>Total volunteers</i>	<i>% Overall</i>
CRCNA	509	420	929	69.3%
RCA	174	53	227	16.9%
Nondenominational	26	23	49	3.7%
ARC	30	11	41	3.1%
Kingdom Network	16	23	39	2.9%
ECO Presbyterian	34	0	34	2.5%
Orthodox Presbyterian	22	0	22	1.6%

**III. Formation, diaconal support, and shared learning**

World Renew provides resources and support to congregations to help churches deepen their understanding of global realities and their shared calling with the body of Christ. The CRCNA’s relationship with World Renew supports the denomination’s diaconal calling to help churches engage their local and global communities with wisdom and humility.

World Renew provides formation, support, and learning opportunities through the following:

- equipping churches with formation resources rooted in Reformed theology and best practices (e.g., When Helping Hurts, asset-based community development, partnership discernment, Climate Witness Project);
- offering lectures and workshops at Calvin University and Calvin Theological Seminary;
- supporting CRCNA Justice Ministries (e.g., Do Justice, Indigenous Ministries, Centre for Public Dialogue);
- working with Diaconal Ministries Canada and partaking in other US diaconal conferences; and
- connecting with Candidacy to support new pastors.

The Church and Community Engagement (CaCE) team serves as a primary relational resource for CRCNA congregations discerning their calling in

global and local engagement. World Renew's CaCE staff walk alongside churches at various stages of engagement, offering the following:

- theological framing for diaconal and global engagement;
- discernment conversations with church leaders and councils;
- guidance on healthy, values-aligned partnership models;
- connections to trusted World Renew partners and learning opportunities; and
- ongoing coaching grounded in humility, mutuality, and a long-term perspective.

World Renew also facilitates Connection Tours and other global learning experiences that enable CRCNA congregations to listen to and learn directly from global partners. These experiences are intentionally designed as formation and learning opportunities, rather than service trips, and emphasize the following:

- listening to local leadership and community voices;
- understanding the complexities of poverty, disaster, and development; and
- building long-term commitment grounded in relationships rather than transactions.

#### **IV. Financial partnership and stewardship**

World Renew was established to do the diaconal work of the CRCNA and has never received ministry shares. Congregations, classes, and members financially support World Renew through denominational giving, designated offerings, and shared initiatives. Synod encourages churches to take four offerings per year for World Renew. This can be done anytime, but there are four designated Sundays to assist with deacons' planning. Those Sundays are Canadian Foodgrains Bank and DRS Sunday, Mother's Day, Refugee Sunday, and World Hunger Sunday; some churches also add Thanksgiving and Christmas offerings. Just over 50% of CRCNA congregations take offerings for World Renew (45% of US churches and 80% of Canadian churches). This partnership enables the CRCNA to have a global reach beyond what individual congregations could accomplish alone.

#### **V. Prayer, worship, and spiritual life**

World Renew participates in and invites CRCNA churches to join them in the following practices:

- praying for disaster-affected communities;
- utilizing justice-focused worship resources; and
- sharing global testimonies that enrich congregational faith and discipleship.

## **Council of Delegates Response to Overture 6**

The Council of Delegates submits the following in response to Overture 6, calling for “Confessional Integrity of Denominational Employees, Writers, Boards, and Agencies” (*Agenda for Synod 2026*, p. 340).

### **I. Overview: Overture 6**

Classis Iakota has presented an overture to Synod 2026 requesting that ministry staff employed by denominational agencies and those who populate volunteer boards are in alignment with the CRC’s confessional positions. The overture observes that the people in these positions “exercise significant influence over policy, communication, and direction of the CRCNA” and should therefore be in alignment with our shared confessions.

The COD agrees with the basic premise of the overture, namely that the ministries of the denomination should be carried out in accordance with its confessional convictions. The COD presents these comments to inform synod of current conviction alignment expectations for boards and CRCNA staff members.

### **II. Confessional alignment for boards**

Synod 2024 responded to overtures calling for a review of board practices related to doctrinal alignment by instructing the boards and institutions of the CRCNA to review their policies related to confessional subscription and to revise them as necessary (*Acts of Synod 2024*, p. 880). The COD and other institutional boards have done so, and synod has commended the ongoing efforts to ensure a robustly Reformed set of standards for board membership (see *Acts of Synod 2025*, pp. 613, 666-67, 691). Synod 2025 further requested that all synodically appointed bodies provide rubrics for membership that include a commitment to Christ and to the confessional standards of the CRCNA (*Acts of Synod 2025*, pp. 675-76). Those materials are included in the COD supplementary report (Appendix J) in keeping with the instructions of synod, and reflect an ongoing commitment of our agencies and institutions to be governed in accordance with our shared understanding of Scripture and of God’s call on us as a denomination.

### **III. Confessional alignment for staff**

Confessional alignment of staff was a significant concern of two overtures to Synod 2023 (see *Agenda for Synod 2023*, pp. 540-46) and the COD submitted comments in response (*Acts of Synod 2023*, pp. 794-95). However, Synod 2023 did not offer a specific response to the COD’s comments about staff alignment with the confessions.

It is a reasonable expectation that staff working for the denominational agencies and ministry offices (Canada and U.S.) faithfully support the denomination's mission. As noted in the 2023 COD response, this concern was addressed already in 2017 with the adoption of a policy for church member-

ship and confessional conformity of personnel. The 2017 policy was updated in spring 2023. The policy distinguishes between “direct ministry positions” (including leadership) and “support ministry positions.” Direct ministry positions are those which “encourage and assist congregations and classes in their work of word and deed witness to Christ and his kingdom” (Church Order, Art. 76-a), and require professing membership in the CRCNA or a church in communion as well as the signing of a covenant statement indicating commitment to the doctrines of the CRCNA. Support ministry positions “provide organizational and administrative assistance so that direct ministry staff members can do the ministry work entrusted to them by synod” (e.g., payroll administrator). Such positions include the following qualification: “Able to respect and support the mission, vision, and values of the CRCNA. Recognition that the CRCNA desires a profession of Jesus Christ as Lord and Savior and active involvement in a Christian congregation.”

As noted in 2023 (*Acts of Synod 2023*, pp. 794-95), the denomination remains bound to federal and provincial/state laws governing employment that regulate religious tests for employment. However, denominational leadership exercises discernment in hiring practices in accordance with the interests of the denomination and applicable laws permitting the use of “bona-fide occupational qualifications” for religious organizations. Ongoing review of the ways in which this discernment is applied is a regular part of denominational human resources practice.

#### **IV. Concluding observations**

The COD recognizes the important value of denominational leadership alignment with our confessions, as expressed by this overture. The COD and staff leadership desire to build trust with CRCNA congregations and believe that current policy and practices safeguard staff and board commitment to the CRCNA’s understanding of Scripture and the direction set by synod.

*Note:* This communication is submitted to synod per the “Right of Comment” protocols that guide the processes by which staff and boards respond to an overture or report on synod’s agenda in keeping with the principles established by the Rules for Synodical Procedure and other governance documents.

## **Thrive Report on Disaffiliation Discernment**

### **I. Background**

#### *A. Challenging Conversations Toolkit (2020-2022)*

As the committee working on the Human Sexuality Report (HSR) prepared to present their work to the churches for discussion at synod, Thrive (then Pastor Church Resources) recognized that many congregations had little experience dealing with a topic as sensitive and polarizing as human sexuality. At the same time, the HSR committee itself expressed concern that congregations and church members would not meaningfully interact with the HSR but would likely engage only if the report said “yes” or “no” to same-sex marriage. In consultation with representatives of the HSR committee, Thrive staff created a small group study guide based on the HSR. With the committee’s endorsement, the guide was released at the same time as the Human Sexuality Report. From 2020-2022, Thrive used that guide to help more than 80 churches organize and facilitate about 300 small groups, including about 2,500 participants. The resource supported prayer, study (of the HSR), and listening but did not support (and actively discouraged) decision making.

#### *B. Next Steps Discernment (Phase 1: After Synods 2022 and 2023)*

In 2022, Thrive began hearing from churches that synod’s decisions about the HSR, particularly the recommendations related to the confessional status of the clarification of Heidelberg Catechism Q&A 108, made them wonder if they could stay in the CRC or if it would be better to leave. They asked for resources to support both prayer/study/listening *and* decision making. Thrive developed *Next Steps Discernment* to support churches at this time. *Next Steps* begins with a discernment-readiness assessment focused on four questions:

1. Is my foremost desire that God’s will be done?
2. Do I understand the issues prompting this discernment?
3. Am I ready to steward my decision-making power well?
4. Is it necessary or helpful to do this now?

The resources then provide materials to help prepare hearts, increase understanding, and exercise a Church Order-compliant process for discernment and decision making.

From 2022-2023, many churches using this resource developed recommendations to remain with the CRC, to teach from the HSR, to refrain from officiating same-sex weddings, to restrict same-sex married individuals from serving in office, and to require officebearers not to teach or preach contrary to the HSR. These churches usually retained some discretion to permit officebearers to serve even if they held some private reservation.

### *C. Next Steps Discernment (Phase 2: After Synod 2024)*

After Synod 2024, many churches were reckoning with the perceived loss of discretion they had thought they had (to permit officebearers to hold private reservations about the definition of “unchastity” and other confessional matters). This shift initiated a new round of discernment about whether it was wise to remain affiliated with the CRC. The *Next Steps* resource was revised accordingly, with fresh emphasis on communicating clearly synod’s decisions related to the matter of confessional subscription.

## **II. Current Thrive support for churches discerning disaffiliation**

Thrive has had some degree of disaffiliation-discernment contact with 83 churches (and seven classes) since Synod 2024. Of those 83 churches, some engaged in the *Next Steps* process thoroughly, some engaged partially, and others merely sought advice and consultation. Among those 83 churches, 16 have completed a process of disaffiliation. Of the 67 churches that had contact with Thrive and have not disaffiliated, Thrive estimates that about 10 are settled in deciding to remain in the CRCNA.

### *A. Observations*

1. The most common *practical* challenge identified by churches engaging in *Next Steps Discernment* is to understand what synod means when it says that officebearers must subscribe to the CRC’s confessions “without reservation.” Thrive has clarified that Synod 2025 provided space for officebearers and councils to exercise discretion in evaluating the persistence and seriousness of an officebearer’s doubts or questions. Nevertheless, these churches perceive that they are receiving contradictory messaging from the Church Order, the Covenant for Officebearers, synod, church visitors, and the Office of General Secretary. Depending on whom they listen to, they reason that they could stay or that it might be better to leave.
2. Almost as common are church leaders who are frustrated because they think that subscribing to the CRC’s confessions “without reservation” (depending on which voice they listen to) is an impossible standard more likely to discourage honest wrestling and to encourage secret doubting or unthinking assent.
3. Still others think that “without reservation” subscription is an unnecessarily restrictive standard that would prevent otherwise highly qualified (and much relied upon) leaders in their churches from serving. These churches believe they had been living faithfully and well under a practice that permitted some discretion for confessional *submission* and would prefer to continue to do so.
4. These churches are as likely to be dealing with officebearer reservations concerning covenant baptism and reprobation as they are to be dealing with reservations regarding synod’s clarification of Heidelberg Catechism Q&A 108.

5. The most common *relational* challenges identified by *Next Steps Discernment* churches are the following:
  - a. They report that others in the denomination sometimes do not seem to consider their misunderstanding or apprehension to be genuine.
  - b. They report that others in the denomination can seem to be more interested in evaluating their compliance than in meeting them where they are and practically accompanying them toward a more positive, Reformed vision of leadership and ministry.
  - c. These relational dynamics are complicated by the fact that these churches are not monolithic and sometimes contain people whose misunderstanding, apprehension, or resistance to compliance seems to be serving an unacknowledged agenda.
6. Among churches that are unsettled in deciding to remain in the CRCNA, the most commonly stated concerns (what they're watching warily) are the following:
  - a. Our denomination will actively or passively limit the roles of women in ecclesiastical office.
  - b. Our denomination will move into a confining theological direction that may further break up its congregations and impair, rather than enrich, their local mission and witness.
  - c. Our denomination will increasingly seek to control what can be done in local congregations.

*B. Some editorial observations*

1. Our denomination, through synod, seems to be wanting churches to embrace our doctrinal heritage more enthusiastically and overtly. Rather than having generic community churches with a Reformed identity hidden in the background, synod wants churches to reclaim their Reformed heritage and move it closer to the foreground. Synod hopes that officebearers in particular would not just accept Reformed doctrines but champion them. Alas, if these are the intended messages, they are not consistently getting through. Synod's decisions, particularly decisions perceived to limit council discretion, are being experienced as disruptive solutions to problems that a number of churches didn't think they had. As such, synod's decisions are experienced much more as a threat to the viability of these congregations than as an invitation to adapt or change. These churches are often open to some change, but they resent the sense of looming threat and mistrust they perceive underlying the changes resulting from synod's decisions.
2. We have lost about 70 churches to disaffiliation in the past few years. Many of those 70 seemed unwilling to submit to the CRCNA's practice and position in those years. It seems that we've got another, possibly similarly sized group of churches that are willing to *submit* but may not be willing or able to stay if affiliation requires the most literal definitions

- of “without reservation” subscription. This is the major practical hinge point for many of these congregational discernments.
3. It would be hard to overstate the depth and breadth of grief, confusion, and frustration Thrive has witnessed in this work in the past few years.

---

## APPENDIX O

### Financial Statements

Each year, synod provides delegates with a number of financial documents. These documents fall into three main groups and reflect the instructions of previous synods (cf. *Acts of Synod 1998*, pp. 439-40): the prior fiscal year-end balance sheets and income statements for each agency and institution are found in Appendix F of the Council of Delegates report (*Agenda for Synod 2026*, pp. 113-124); the investment allocations as well as the budgets for the upcoming fiscal year are presented in this Financial Statements Supplement.

This appendix contains the following documents:

- Budgets for Fiscal Year 2026-2027
- Investment summary

Further background information can be found in the COD Supplement, Sections V, E and V, F. Note that, per the decisions of Synods 2015, 2017, and 2023, which combined the operations of Resonate Global Mission, Thrive, and the Office of General Secretary into the general CRCNA operations, the budgets in this supplement include financial information for all three of those entities in a single document (*Acts of Synod 2015*, p. 680; *Acts of Synod 2017*, p. 621; *Acts of Synod 2023*, pp. 956-57).

**Budget**

**THE CHRISTIAN REFORMED CHURCH IN NORTH AMERICA**

**Agency:** CRC (Resonate, Office of General Secretary, Thrive, Ministry Boards, Canadian Ministries)

**Budget:** Fiscal Year ending June 30th (000's)

Income	Fiscal Year 25-26 Actual		Fiscal Year 26-27 Budget	
	Can Dollars	US Dollars	Can Dollars	US Dollars
	Actual	Actual	Budget	Budget
Ministry Shares	\$5,500	\$8,325	\$5,100	\$8,600
Above Ministry Shares	\$4,136	\$13,482	\$3,563	\$13,774
Grant Income	\$108	\$132	\$100	\$132
Investment Income	\$126	\$885	\$180	\$1,222
Product Revenue	\$110	\$703	\$136	\$526
Advertising Revenue	\$8	\$275	\$20	\$170
Other Revenue	\$100	\$54	\$120	\$308
Release from Restrictions	\$0	\$443	\$0	\$1,240
Service Allocations	\$2,435	\$4,879	\$2,589	\$4,560
<b>Total Income</b>	<b>\$12,523</b>	<b>\$29,178</b>	<b>\$11,808</b>	<b>\$30,532</b>

Expense				
OGS Admin	\$343	\$677	\$318	\$755
OGS Synodical Services	\$205	\$406	\$168	\$363
OGS Sydodical Deputies	\$14	\$27	\$10	\$22
OGS Annual Synod Meeting	\$212	\$419	\$126	\$273
OGS Ecumenical Relations	\$36	\$69	\$28	\$60
OGS Judicial Committee	3	\$6	\$3	\$6
OGS Study Committees	\$8	\$16	\$6	\$10
OGS Stated Clerks gathering	\$14	\$3	\$1	\$1
OGS Historical Committee	\$39	\$78	\$40	\$86
OGS Ministry Plan	\$2	\$4	\$2	\$5
OGS Yearbook	20	65	23	42
OGS COD	\$33	\$65	\$34	\$88
OGS Candidacy	\$94	\$185	\$50	\$216
OGS Communication	\$136	\$269	\$229	\$288
OGS Banner	\$51	\$896	\$247	\$721
OGS Grants	\$0	\$0	\$0	\$55
<b>OGS Expense Subtotal</b>	<b>\$1,210</b>	<b>\$3,185</b>	<b>\$1,285</b>	<b>\$2,991</b>
TH Admin	\$23	\$924	\$270	\$709
TH Connect	\$160	\$312	\$177	\$352
TH Engage	\$260	\$505	\$125	\$597
TH Equip	\$353	\$684	\$157	\$621
TH Operations	\$208	\$403	\$115	\$436
TH Communications	\$0	\$0	\$15	\$72
TH-Grants	\$157	\$747	\$101	\$971
<b>TH Expense Subtotal</b>	<b>\$1,161</b>	<b>\$3,575</b>	<b>\$960</b>	<b>\$3,758</b>
RG Admin	\$664	\$1,717	\$688	\$1,337
RG Advancement	\$626	\$457	\$596	\$534
RG Advancement Communications	\$0	\$893	\$61	\$845
RG Asia	\$92	\$1,394	\$156	\$1,337
RG Church Planting Team	\$224	\$606	\$335	\$898
RG Eastern & Southern Africa	\$183	\$1,212	\$227	\$1,270
RG Europe	\$130	\$971	\$134	\$796
RG Global Mission Core Team	\$510	\$3,828	\$510	\$4,151
RG Latin America	\$0	\$1,806	\$118	\$1,922
RG Local Mission Core Team	\$396	\$1,102	\$481	\$1,141
RG Middle East	\$109	\$298	\$113	\$298
RG North American Engagement Team	\$680	\$1,467	\$629	\$1,321
RG West Africa	\$0	\$792	\$34	\$844
<b>RG Expense Subtotal</b>	<b>\$3,614</b>	<b>\$16,543</b>	<b>\$4,082</b>	<b>\$16,694</b>

MB Canadian Ministries	\$1,598	\$0	\$1,394	\$0
MB Faith Alive	\$110	\$624	\$121	\$572
MB Calvin Seminary	\$400	\$0	\$400	\$0
MB Calvin University	\$0	\$0	\$0	\$0
Mgt & Gen Building	\$327	\$176	\$339	\$0
Mgt & Gen Finance	\$900	\$1,497	\$683	\$1,443
Mgt & Gen Gift Entry	\$187	\$171	\$190	\$148
Mgt & Gen Human Resources	\$214	\$802	\$274	\$714
Mgt & Gen Information Technology	\$578	\$1,313	\$794	\$1,371
Mgt & Gen Risk	\$0	\$97	\$0	\$85
Mgt & Gen Payroll	\$117	\$106	\$113	\$47
Mgt & Gen Ministry Support Services	\$166	\$716	\$156	\$608
Mgt & Gen Admin	\$591	\$1,280	\$643	\$1,098
MB Advancement	\$460	\$519	\$571	\$510
MB Advancement - Communications	\$121	\$0	\$42	\$76
MB Expense Subtotal	\$5,769	\$7,301	\$5,720	\$6,672
CRC Total Expense	\$11,754	\$30,604	\$12,047	\$30,115
Net Gain/Loss	\$769	-\$1,426	-\$239	\$417
Program %	68%	78%	64%	76%
Mgt & General %	21%	16%	20%	14%
Fund Raising %	10%	6%	11%	7%

OGS= Office of General Secretary

TH= Thrive

RG= Resonate Global

MB= Ministry Boards

Exchange Rate CAN/US

1.4286

1.3889

Exchange Rate US/CAN

0.7

0.72

### Budget

#### THE CHRISTIAN REFORMED CHURCH IN NORTH AMERICA

Agency: Calvin Theological Seminary

Budget: Fiscal Year ending June 30th (000's)

	Fiscal Year 25-26 US Dollars	Fiscal Year 26-27 US Dollars
Income	Actual	Budget
Ministry Shares	\$ 900	\$ 788
Above Ministry Shares	\$ 6,800	\$ 6,500
Net Tuition	\$ 760	\$ 900
Grant Income	\$ -	\$ -
Auxiliary Activities	\$ 843	\$ 995
Endowment Earnings	\$ 2,599	\$ 2,168
Other Revenue	\$ 340	\$ 90
Total Income	\$ 12,242	\$ 11,441
Expenses		
Instruction	\$ 3,690	\$ 3,750
Academic Support	\$ 1,190	\$ 1,122
Student Services	\$ 2,302	\$ 1,978
Auxiliary Activities	\$ 950	\$ 700
Mgt & General	\$ 2,401	\$ 2,300
Advancement	\$ 979	\$ 960
Total Expenses	\$ 11,512	\$ 10,810
Net Gain/Loss	\$ 730	\$ 631
Program %	71%	70%
Mgt & General %	21%	21%
Fund Rasing %	9%	9%

**Budget**  
**THE CHRISTIAN REFORMED CHURCH IN NORTH AMERICA**  
Agency: Calvin University  
Budget: Fiscal Year ending June 30th (000's)

	Fiscal Year 25-26 US Dollars	Fiscal Year 26-27 US Dollars
Income	Actual	Budget*
Net Tuition	\$ 59,338	\$ 56,190
Contributions/Sponsored Programs	\$ 3,977	\$ 4,238
Investment Income	\$ 5,544	\$ 5,856
Miscellaneous Income	\$ 7,090	\$ 7,937
Total Room & Board, Campus Store	\$ 21,466	\$ 20,353
<b>Total Income</b>	<b>\$ 97,415</b>	<b>\$ 94,574</b>
Expenses		
Salaries & Wages	\$ 49,897	\$ 48,657
Benefit Operating	\$ 15,150	\$ 13,860
Professional Services & Outside Contractors	\$ 20,654	\$ 17,259
Advertising & Promotion	\$ 1,225	\$ 855
Shared Services	\$ (741)	\$ (903)
Supplies & Equipment	\$ 3,108	\$ 2,679
Repairs & Maintenance	\$ 1,474	\$ 1,090
Utilities	\$ 3,588	\$ 3,954
Insurance	\$ 1,137	\$ 1,225
Dues & Memberships	\$ 460	\$ 421
Travel	\$ 2,044	\$ 1,912
Miscellaneous	\$ 2,725	\$ 1,913
Allocations	\$ (825)	\$ (763)
<b>Total Operating Expenses</b>	<b>\$ 99,896</b>	<b>\$ 92,159</b>
Transfers To/Transfers From		
Transfers To/Transfers From	\$ 71	\$ 8
Debt Service Transfer	\$ 4,563	\$ 4,563
<b>Total Transfers(To)/Transfers From</b>	<b>\$ 4,634</b>	<b>\$ 4,571</b>
<b>Surplus/(Deficit)</b>	<b>\$ (7,114)</b>	<b>\$ (2,153)</b>
<b>One-time events</b>	<b>\$ (7,114)</b>	<b>\$ (2,153)</b>
<b>Net Surplus/(Deficit)</b>	<b>\$ -</b>	<b>\$ -</b>

**Budget**  
**THE CHRISTIAN REFORMED CHURCH IN NORTH AMERICA**  
Agency: Loan Fund  
Budget: Fiscal Year ending June 30th (000's)

	Fiscal 25-26 US Dollars	Fiscal 25-26 US Dollars
Income	Actual	Budget
Ministry Share	\$ -	\$ -
Contributions	\$ -	\$ 25
Loan Interest Income	\$ 525	\$ 531
Investment Income	\$ 110	\$ 85
Grants/Miscellaneous	\$ -	\$ -
<b>Total Income</b>	<b>\$ 635</b>	<b>\$ 616</b>
Expense		
Interest Expense	\$ 239	\$ 250
Mgt & General	\$ 369	\$ 344
Advancement	\$ 20	\$ 14
<b>Total Expenses</b>	<b>\$ 628</b>	<b>\$ 608</b>
<b>Net Gain/Loss</b>	<b>\$ 7</b>	<b>\$ 8</b>
Program %	38%	41%
Mgt & General %	59%	57%
Fund Raising %	3%	2%

**Budget**  
**THE CHRISTIAN REFORMED CHURCH IN NORTH AMERICA**  
**Agency: ReFrame Ministries**  
**Budget Fiscal Year ending June 30th (000's)**

	Fiscal Year 25-26		Fiscal Year 26-27	
	Can Dollars	US Dollars	Can Dollars	US Dollars
<b>Income</b>	<b>Actual</b>	<b>Actual</b>	<b>Budget</b>	<b>Budget</b>
Ministry Shares	\$398	\$570	\$400	\$500
Above Ministry Shares	\$1,817	\$2,456	\$1,787	\$2,663
Grant Income	\$0	\$0	\$0	\$0
Investment Income	\$0	\$0	\$31	\$250
Products Revenue	\$0	\$0	\$0	\$0
Other Revenue	\$30	\$499	\$0	\$50
<b>Total Income</b>	<b>\$2,245</b>	<b>\$3,525</b>	<b>\$2,218.00</b>	<b>\$3,463.00</b>
<b>Expenses</b>				
Today Devotional	\$218	\$423	\$184	\$399
Church Juice	\$2	\$4	\$0	\$0
Groundwork	\$64	\$124	\$58	\$125
Family Fire	\$2	\$4	\$0	\$0
Think Christian	\$2	\$4	\$0	\$0
Kids Corner	\$61	\$119	\$56	\$120
Prayer Ministry	\$52	\$101	\$46	\$100
English	\$423	\$821	\$339	\$732
Korean Expenditures	\$9	\$18	\$8	\$18
Arabic Expenditures	\$27	\$53	\$33	\$71
Chinese Expenditures	\$267	\$493	\$238	\$515
French Expenditures	\$35	\$93	\$41	\$89
Hindi Expenditures	\$52	\$101	\$44	\$99
Indonesian Expenditures	\$74	\$143	\$65	\$142
Japanese Expenditure	\$177	\$344	\$157	\$337
Portuguese Expenditures	\$180	\$349	\$163	\$352
Russian Expenditures	\$0	\$0	\$0	\$0
Spanish Expenditures	\$81	\$158	\$70	\$151
Mgt & General	\$177	\$846	\$355	\$767
Advancement	\$277	\$850	\$291	\$628
Advancement Communications	\$100	\$171	\$77	\$166
<b>Total Expense</b>	<b>\$2,280</b>	<b>\$5,219</b>	<b>\$2,225</b>	<b>\$4,811</b>
<b>Net Gain/Loss</b>	<b>-\$35</b>	<b>-\$1,694</b>	<b>-\$7</b>	<b>-\$1,348</b>
Program %	76%	64%	68%	68%
Mgt & General %	8%	16%	16%	16%
Fund Raising %	17%	20%	17%	17%
Exchange Rate CAN/US	1.4286		1.3889	
Exchange Rate US/CAN	0.7		0.72	

## **Summary of Denominational Investments and Compliance with Investment Policy**

Synod 1998 approved a number of measures dealing with investment guidelines and disclosures. Two of these appear on page 440 of the *Acts of Synod 1998* as follows:

That the [COD] annually provide synod and classical treasurers with a summary of all investments owned by the agencies and institutions of the CRCNA. The summary is to include groupings of investments listed in the investment policy.

That the [COD] annually provide synod with a statement that the agencies and institutions are in compliance with the investment policy; any exception to the policy will be reported.

The accompanying summary and related footnotes constitute the Council of Delegates' response to the first of these requests. In response to the second request, the Council of Delegates reports that on December 31, 2025, all of the agencies and institutions are in compliance with the denomination's investment policy, including the guidance it provides for assets received as a result of gifts or gift-related transactions.

The Council of Delegates' discussions regarding these matters included the following:

1. As requested by synod, the investment summary contains information regarding assets held by the agencies and institutions of the denomination. In addition to these investments, the denomination is responsible for the administration of investments held by various benefit plans, including retirement plans. The COD reports that assets held by the benefit plans also are in compliance with the denomination's investment guidelines.
2. As requested, the summary includes investments only. It tells nothing of the commitments, restrictions, and purposes attached to the investments. Persons interested in a full understanding of these aspects are encouraged to refer to the financial statements posted on the CRCNA website.

THE CHRISTIAN REFORMED CHURCH IN NORTH AMERICA  
Investment Policy Review  
Canada Investment Summary (IN CDNS)  
As of December 31, 2025

Categories Specified by Investment Policy:

	CRCNA Ministries	MPF Canada	ReFrame Ministries	World Renew	TOTAL
<b>A. SHORT TERM CASH</b>					
Bank Balance	9,574,799	5,666,561	2,452,349	6,773,464	24,467,173
Money Market	2,748,075	-	-	-	2,748,075
CDs	-	-	-	100,000	100,000
<b>B. EXCESS SEASONAL FUND</b>					
Fixed Income Mutual Funds	-	-	-	-	-
<b>C. INTERMEDIATE-TERM FUNDS</b>					
CRCNA LLC Liquidity Fund	-	-	-	-	-
Fixed Income Mutual Funds	-	-	-	-	-
<b>D. LONG-TERM FUNDS</b>					
CRCNA LLC Balanced Fund	-	81,786,090	-	-	81,786,090
Publicly traded common, preferred, and convertible preferred stock	-	-	-	-	-
Equity mutual funds	11,695,055	-	-	2,000,000	13,695,055
U.S. treasuries or Canadian gov't bonds	10,332,430	-	-	-	10,332,430
Publicly traded bonds and notes (investment grade, at least A-rated)	8,540,216	13,332,331	-	-	21,872,547
Bond mutual funds	-	-	-	-	-
Bank overdraft accounts	(30,113,069)	-	-	-	(30,113,069)
Real Estate	-	-	-	-	-
Other Alternatives	-	-	-	-	-
Private equity/hedge funds	-	-	-	-	-
Life Insurance cash value	-	-	-	-	-
<b>E. FUNDS HELD FOR SPECIFIC DENOMINATIONAL PROGRAMS (i.e., Barnabas Foundation, grants)</b>					
Beneficial Interest	-	-	-	-	-
<b>Interagency Investments (Obligations):</b>					
Loans to CRCNA (Denom. Services)	-	-	-	-	-
<b>Total</b>	<b>12,777,506</b>	<b>100,784,982</b>	<b>2,452,349</b>	<b>8,873,464</b>	<b>124,888,302</b>

THE CHRISTIAN REFORMED CHURCH IN NORTH AMERICA  
Investment Policy Review  
US Investment Summary (in US\$)  
As of December 31, 2025

Categories Specified by Investment Policy:

	CRC	MPF US	ReFrame Ministries	World Renew	Calvin University*	Calvin Seminary	Loan Fund	TOTAL
<b>A. SHORT TERM CASH</b>								
Bank Balance	1,843,549	1,610,240	780,537	5,288,140	28,339,000	2,219,823	101,526	40,182,815
Money Market	6,096,399	7,481,412	-	1,000,988	-	3,186,117	825,054	18,589,970
CDs	414,644	-	-	178,140	-	-	-	592,784
<b>B. EXCESS SEASONAL FUND</b>								
Fixed Income Mutual Funds	-	-	-	-	-	-	3,375,882	3,375,882
<b>C. INTERMEDIATE-TERM FUNDS</b>								
CRCNA LLC Liquidity Fund	3,650,116	-	2,081,609	-	-	-	-	5,731,725
Fixed Income Mutual Funds	122,492	-	-	-	-	3,397,481	-	3,519,973
<b>D. LONG-TERM FUNDS</b>								
CRCNA LLC Balanced Fund	11,062,213	-	7,074,807	1,461,000	-	-	-	19,598,020
Publicly traded common, preferred, and convertible preferred stock Equity mutual funds	-	84,117,367	-	-	135,588,000	46,744,741	-	286,450,108
U.S. treasuries or Canadian gov't bonds	333,003	-	-	7,638,840	-	-	-	7,971,843
Publicly traded bonds and notes (investment grade, at least A-rated)	-	-	-	73,050	-	3,381,242	-	3,454,292
Bond mutual funds	-	5,529,334	-	-	101,903,000	-	-	107,432,334
Real Estate	14,414	-	-	4,561,680	-	1,304,071	-	5,865,751
Common stock - non-listed	71,531	17,423,115	-	-	-	1,278,117	-	414,644
Other Alternatives	9,789	5,137,848	60,584	-	-	-	-	60,584
Private equity/hedge funds	-	10,829,887	-	-	17,115,000	19,012	-	22,271,860
Life Insurance cash value	104,437	-	773,624	-	66,528,000	12,251,063	-	86,606,950
<b>E. FUNDS HELD FOR SPECIFIC DENOMINATIONAL PROGRAMS (i.e., Barnabus Foundation, grants)</b>								
Beneficial Interest	3,317,834	-	1,873,457	-	-	-	-	3,317,834
<b>Interagency Investments (Obligations):</b>								
Loans to CRCNA (Denom. Services)	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ 27,040,421</b>	<b>\$ 132,129,203</b>	<b>\$ 12,644,618</b>	<b>\$ 20,201,838</b>	<b>\$ 349,471,000</b>	<b>\$ 73,781,667</b>	<b>\$ 4,302,462</b>	<b>\$ 601,188,887</b>

\* Calvin University Investment values are as of June 30, 2025