

HISTORICAL STUDY AND EVALUATION OF  
THE OFFICE OF THE EXECUTIVE SECRETARY  
IN THE WISCONSIN EVANGELICAL LUTHERAN SYNOD

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The title for this paper is lengthy. Its contents will also be lengthy. The development of the office of an executive secretary in our Synod has taken place over a long period of time. In fact, the development is still going on. At present the Board for Parish Education is seeking a fourth man for its executive staff. The position is described as a Secretary for Publications. Also, in 1973 the Commission on Evangelism expressed a need for a "full-time Synod Evangelist." The matter was referred to the ten districts for study, and last summer a memorial appeared requesting that "the Commission on Evangelism be authorized to call a full-time Coordinator of Evangelism."

This leads to another observation. The Commission on Evangelism is not asking for an executive secretary. Its first request was for a "full-time Synod Evangelist." Now the title has been changed to "Coordinator of Evangelism." This writer has the distinct impression that the scope of this paper was not merely to zero in on those who carry the title of "executive secretary," but rather that it direct itself to all who fill full-time executive offices. For example, the Conference of Presidents along with the Stewardship Board has an executive officer who bears the title "Stewardship Counselor." A strictly personal observation is that this executive position has probably created more static than any other. Hence this paper will address itself to the executive officers of the Wisconsin Synod and not simply to the executive secretaries.

It is also my conviction that if one is to present a truly objective study of this matter, one must let the Synod speak for itself. This does not mean that personal comments will not be occasionally interjected. However, as much as is humanly possible, I want to have the historical portion of this paper free from personal bias. For that reason Synod actions will be reported in considerable detail. That accounts for the great length of this study.

The paper is divided into three sections, the longest of which is the first.

- I. The development of executive officers in the various divisions and departments of the Synod.
- II. Voices of concern involving the position and role of executive secretaries.
- III. Personal observations and evaluations.

## I. THE DEVELOPMENT OF EXECUTIVE OFFICERS IN THE VARIOUS DIVISIONS AND DEPARTMENTS OF THE SYNOD.

### A. BOARD FOR PARISH EDUCATION

It may come as a surprise to some that the calling of the first executive officer in the Wisconsin Synod goes back to the year 1919. A committee had been appointed to make a thorough study of the entire educational program of the Synod from the seminary down to the elementary level. This committee even investigated the question of whether German or English should be employed as the language in our schools. One of this committee's recommendations, adopted by the 1919 convention, stated: "Dass die Synode einen Schulvisitator unter einen Schulkommission anstelle, als deren Glieder das Komitee den Herrn Synodalpräsidenten ex officio and die Professoren Dir. Schaller and W. Henkel empfiehlt." (That the Synod engage a school visitor under a school commission, whose members are recommended by the president of the Synod ex officio and the professors: Director Schaller and W. Henkel.)

At that time Synod conventions were held annually. The following year (1920) the Synod received this report:

Die auf der letztjährigen Versammlung der Synode erwählte Schulkommission (Synodalbericht 1919, S. 109) berief kraft der ihr gegebenen Vollmacht Herrn Lehrer

Cl. Gieschen von Kenosha zum Schulvisitator. Derselbe nahm den Beruf an und begann nach eingehenden Besprechungen mit der Kommission seine Arbeit. Es war ihm besonders zur Pflicht gemacht worden, bei dem Besuch der Schulen zunächst den Stand derselben nach allen Seiten hin festzustellen, auf vorgefundene Mängel und Schäden aufmerksam zu machen und mit seinem fachmännischen Rat in brüderlichem Geiste überall zu dienen, wo die Liebe erfordere, dann die Hauptsachen an die Kommission zu berichten, mit ihr die Sachen zu beraten und dem Resultat gemäss weiter zu handeln." (At its last year's Synod convention the School Commission, by authority vested in it (Synodical Proceedings, 1919, p. 109), called Teacher Claus Gieschen of Kenosha to be school visitor. The same accepted the call, and, after thorough discussion with the commission, he began his work. It was especially impressed upon him, in his visit of the schools, to determine, first of all, their condition from every aspect, to call attention to discovered shortcomings and sore spots, and, with his expert advice, be of service everywhere in a brotherly spirit, as required by love; then, to report the essentials to the Commission, to discuss with it these things, and, in accordance with the result, to continue to act.) (Proceedings, 1920, p. 50)

At the time this position was established the executive officer was known as "Schulvisitator." In subsequent years he was referred to as the Superintendent of Schools. About a decade later the country experienced a serious depression. Economic conditions forced the Synod to tighten its financial belt. One of the budgetary curtailments resulted in eliminating the office of Superintendent of Schools. The 1929 Proceedings state:

"That although we do find definite good results of the work of the Superintendent of Schools, yet in view of the lack of funds we nevertheless recommend that the School Committee be asked to take steps to bring about a reasonable arrangement for the future employment of the superintendent and that the office of School Visitor be then temporarily vacated and that the School Committee be asked to continue as much of the work as possible." (Proceedings, 1929, p. 40)

Apparently the title "Superintendent of Schools" had also met with displeasure in some circles. In 1933 the Synod was again ready to resume a program of school visitation. The School Committee presented the following resolution:

"That the office of the school visitor be refilled according to a new plan which will be submitted in mimeographed form.

"To obviate all previous fears and to allay all false hopes respecting the office, we recommend: to discard the title of School Superintendent, or Visitor, and change it to conform to the true nature of his work, i.e. Executive Secretary of the School Committee." (Proceedings, 1933, p. 77, 79)

The reaction of the Synod convention was as follows:

"A motion prevailed that the School Visitation Plan be accepted; the plan to be put into operation at once, but the election of an executive secretary be deferred." (Proceedings, 1933, p. 84)

No reason was given for deferring the calling of an executive secretary. In light of what happened two years later it would seem as if finances may have played an important role. Of significance, however, is the fact that for the first time the term "executive secretary" was used in official synodical circles.

The Wisconsin Synod agreed to its first "executive secretary" in 1935. In that year the School Committee reported:

"The new plan of school-visitation, adopted by the Synod in 1933, is not only in full operation, but has proved very satisfactory. The plan, however, is very incomplete without the executive secretary, called for in the plan. Your committee feels very keenly the necessity of an executive secretary and urgently requests that an executive secretary be granted. (Emphasis in Proceedings)

"The following two reasons, in particular, induce your committee to come before the Synod with this request:

"a) In spite of its best efforts to do as much as possible of the work which is expected of the proposed executive secretary, your committee has been able to do only a small part of that work. The work expected of the executive secretary can be done efficiently only by a man who can devote his entire time to this work.

"b) The main burden of the work, which rests upon the secretary of the executive committee of the School Committee requires so much of his time that it leaves him little time for his other work. The large amount of correspondence alone requires so much time that he cannot continue this work without neglecting, in a certain degree, the work to which he has been called by his congregation." (Proceedings, 1935, p. 84)

The Synod agreed to this request. It resolved:

"5. That the Synod now empower the School Committee to appoint a man to fill the position of Executive Secretary of our schools, and that his term of office be left to the discretion of the School Committee.

"6. That the School Committee make its selections from a list submitted by members of the Synod, and that this list be published in the church papers." (Proceedings, 1935, p. 87)

This call was accepted by Mr. F. W. Meyer in 1936. Thus in this year the Wisconsin Synod had its first "executive secretary."

At this point you may already be tired of reading quotations from synodical proceedings. And pages on end are still to come. Why all the paper work? It is my conviction that if one wants to study the history of executive officers in the Wisconsin Synod, it is important to then read precisely what the Synod said when such offices were either authorized, deferred, or totally rejected.

Mr. F. W. Meyer, the first executive secretary of the Board for Parish Education passed from this life in 1948. The Proceedings of 1949 not only report his death but also indicate how the office he filled was serving the interests of the Synod.

"So teach us to number our days, that we may apply our hearts unto wisdom." Psalm 90: 12. We are moved to join the most ancient of the Lord's holy prophets in this solemn prayer as we recall that our sainted Executive Secretary of the Board of Education was called to his eternal reward on November 22, 1948 . . . In 1936 he accepted the call to the newly created office of Executive Secretary.

"At that time many in our Synod were in doubt as to whether the new office would prove successful. It appears as though no one at that time had a clear idea regarding the duties and functions of the Executive Secretary. Hence Mr. Meyer entered his office under adverse conditions . . .

"Today the functions, the duties, and the blessings, of the office of Executive Secretary have become clear to us all, and the office itself is now a firmly esta-

blished institution in our Synod. We should find ourselves severely handicapped indeed if for some reason we were suddenly and permanently deprived altogether of our Executive Secretary in the department of Christian education." (Proceedings, 1949, p. 100, 101)

In 1949 Mr. Emil Trettin accepted the call as executive secretary of the Wisconsin Synod Board of Education.

In 1955 the Board for Parish Education sought authorization from the Synod for expansion. Its proposal was to expand the board's duties. Attention was drawn to a "growing need and an increasing demand for materials and helps for all agencies of parish education." In keeping with the request for expansion the need for two additional executives was also expressed, "one for the Department of Full-Time Christian Education, to be known as the Executive Secretary of Christian Day Schools," and "one for the Department of Part-Time and Adult Education, to be known as the Executive Secretary of General Parish Education."

This proposal was referred to the various conferences and conventions of the Synod and also to the General Synodical Committee for further study and report.

A special committee was appointed to study this matter and report to the 1957 convention. The report spelled out in considerable detail proposed duties, functions, and personnel for the Board for Parish Education. In its own report the Board for Parish Education urgently requested a second man for its executive office who would carry the title of "Assistant Executive Secretary."

The floor committee which acted upon these items included the following in its report to the 1957 convention.

"The Board of Education - Wisconsin Synod shall supervise and be responsible for the activities of a department of Christian day schools and high schools, and a department of part-time and adult education.

"The Board of Education - Wisconsin Synod shall call an executive secretary and an assistant executive secretary for the Department of Christian Day Schools and High Schools. At the discretion of the Synod an executive secretary and an assistant executive secretary may be called for the Department of Part-Time and Adult Education." (Proceedings, 1957, p. 98)

The floor committee also presented the following recommendation which was adopted by the Synod:

"We recommend that the Board of Education - Wisconsin Synod call an assistant executive secretary for the Department of Christian Day Schools and High Schools." (Proceedings, 1957, p. 98)

The board for Parish Education was pleased with this action. In 1959 it reported to the Synod:

"Our Board expresses its gratitude to the Synod for its 1957 resolution to create the Office of Assistant Executive Secretary of the Board of Education and to the Board of Trustees for authorizing the release of the necessary funds to implement this resolution. Mr. Adolph Fehlauer has accepted the call to this position and will assume his duties on August 1, 1959."

The Board of Education report also stated: "The Board of Education adopted the following resolution at its meeting of May 18, 1959: 'Be it resolved that the

Board of Education continue its work in the area of Part-Time and Adult Education; and be it further resolved that we recommend to the 1959 Synod Convention that the Synod at the present time do not authorize the calling of an Executive Secretary for the Department of Part-Time and Adult Education." (Proceedings, 1959)

This recommendation of the Board of Education was adopted by the 1959 Synod convention.

Six years later the situation had changed. Now the Board urgently requested a third man. It supported this plea with very lengthy argumentation. Why did the Synod agree to this third executive officer on the Board for Parish Education? It is necessary to read all of the supporting data which was provided.

"From all quarters of the Synod your Board of Education is receiving a constant stream of requests for more and more educational materials. Urgent pleas are coming to us for materials with a Christ-centered approach that adheres strictly to the Scriptures. People from outside our own Synod are turning to us also because they know how we stand toward the Word of God. There is a crying need for a wide range of educational materials written from a sound, Scriptural point of view. We list only a few of the items which are urgently needed:

1. Bible Class materials for young people
2. New Vacation Bible School materials
3. Saturday-school materials
4. Promotional materials for Christian day schools, Sunday schools, and other agencies of Christian education.
5. Completion of the revision of the senior Bible history
6. An intermediate Bible history
7. An elementary Catechism
8. A Christian civics textbook
9. An entirely new, modern course of study for our Christian day schools
10. A life of Luther for elementary and intermediate grades
11. Devotional materials for all grade levels

"Your Board sees in the appeals that are coming to it a call from the Lord to expand its program. It is also aware of its responsibility under the Constitution of the Synod to "gather, prepare, and publish new materials as needed" (Bylaws, Section 8.11). We realize that we are stewards of the precious Gospel truths who have the solemn responsibility to teach them to our children, "that the generation to come might know them, even the children which should be born; who should arise and declare them to their children" (Psalm 78:6).

"Your Board has given this matter earnest and careful study. The urgent demand for the early publication of our new Sunday school course has made it necessary for the Board to release Mr. A. Fehlauer, the Assistant Executive Secretary, from his other duties in order that he might give his time and energy almost exclusively to this project. This has naturally increased the burden of work placed upon Mr. Emil Trettin, the Executive Secretary, who is, in effect, trying to do the work of two men. Obviously this can not continue without seriously impairing the program of the Board of Education and hampering it in fulfilling the responsibilities placed upon it according to the Bylaws of the Constitution.

"Your Board knows that the members of our Synod rejoice with us in the growth under the Lord's blessing of our Christian day-school system. This has also, however, placed a larger burden of work upon our office. To cite but one example, more than 500 call lists must be prepared annually from our office for our District presidents. This is a grave responsibility, which can not be met hurriedly. It requires serious and prayerful consideration.

"In view of all these factors, your Board is convinced that the only solution is to ask for more help. It is painfully aware that even with an additional man, it will not be able to produce all of the materials that are so urgently needed. As in the past, it will continue to enlist committees of qualified people to do as much of this work as possible. But again, pastors, teachers, and professors, who are already often carrying an overload of work, can not give very much time to writing such materials.

"The need for producing such educational materials is constant. The work is never finished. We need to bear in mind also that, although our Synod is far smaller than many others, we need the same type of material as they do. Their Sunday school and other educational materials are usually produced by a large staff of full-time writers and editors. We mention this only to caution against the expectation that the granting of our request for only one additional man at this time will solve all our problems and meet all our needs. Still more men will be needed in the near future if we are to carry out our God-given responsibilities in the field of Christian education.

For these reasons the Board of Education - Wisconsin Synod asks the Synod to authorize it to call another man immediately." (Their emphasis) (Proceedings, 1965, p. 168)

The Synod granted this request. Pastor William E. Fischer accepted the call as a third executive officer for the Board for Parish Education.

You undoubtedly noticed that the primary duties of this third executive officer was to produce religious materials and Pastor Fischer has worked in this area. His first assignment was to assist in producing the new Sunday school course which required many years to develop. However, the need to produce religious materials was still not being adequately filled. In 1971 the Board for Parish Education addressed the following memorial to the Synod in convention:

WHEREAS our congregations, pastors, and teachers must depend upon our Synod and its Board for Parish Education to produce Christian educational materials that are acceptable; and

WHEREAS the demand for more courses, books, and teaching materials for all educational agencies in our congregations is increasing; and

WHEREAS the office staff of the Board for Parish Education cannot devote the time needed for the planning and writing of all the materials needed; and

WHEREAS it is difficult for pastors and teachers to get leaves of absence to do this work; and

WHEREAS the committee that was appointed by the Executive Committee of the BPE to study the educational publication needs in our Synod and the work-load of the staff in the office of the Board for Parish Education is of the opinion that full-time help is needed to assist with the production of Christian education materials; therefore be it

Resolved, a) That the Synod authorize the Board for Parish Education to call an assistant to help with the planning and producing of Christian educational materials, and be it finally

Resolved, b) That the assistant called work under the supervision of the Executive Secretary, and in cooperation with the Secretary of Part-Time Agencies and the Secretary of Schools." (Book of Reports and Memorials, 1971, p. 50)

You will notice that the Board for Parish Education expressed its difficulty in obtaining pastors and teachers to get leaves of absence to do this work or to do it on a part-time basis. Yet the Synod action was peculiar. It appeared to

acknowledge and accept all of the problems cited by the BPE. In fact, in its fourth, "Whereas" the Synod stated, "the committee that was appointed by the Executive Committee of the Board for Parish Education is of the opinion that full-time help is needed to assist with the producing of Christian educational materials." Yet the Synod did not grant a man. In a resolution that almost borders on contradiction it stated:

"a) That the Board for Parish be empowered to seek the assistance of pastors and teachers on a leave of absence basis from their present calling in order to employ their talents in the planning and producing of Christian educational materials under the supervision of the Executive Secretary of the Board for Parish Education and in cooperation with the Secretary of Part-Time Agencies and the Secretary of Schools; and be it further

Resolved, b) That the assistance which may be obtained on such a leave-of-absence basis be equivalent to that of one full-time person; and be it finally

Resolved, c) That those congregations whose servants are temporarily called be encouraged to recognize the importance and urgency of this work, as well as the service which can be rendered to the Synod and church at large, and therefore to grant a leave-of-absence to a servant of the Word for the planning and writing of Christian educational materials." (Proceedings, 1971, p. 80)

The Synod empowered the BPE to do something which comes very close to the arrangement which the BPE in its memorial had termed unworkable.

The arrangement proposed by the Synod has not been satisfactory. In the Report To The Ten Districts received last year the Board for Parish Education reported:

"More office space is needed in order that the various departments of the Synod can carry out their work effectively. The BPE office was asked to make a study of its needs between 1974-79, 1980-84, and 1985-94. Projections are difficult to make, but we know that our immediate needs are a secretary of publications, another stenographer, and an expanded curriculum library area." (Report To The Ten Districts, 1974, p. 29)

According to word received at the last meeting of the Commission on Higher Education, the Board for Parish Education again plans to memorialize the Synod at the 1975 convention in an effort to obtain a Secretary of Publications. Since this board (BPE) functions within the Worker Training Division, it asked the Commission on Higher Education to include this position on the priority list for requested professors and instructors. This is a new departure but perhaps a necessary one since the BPE has representation on the Coordinating Council only through those representing the Commission on Higher Education. The point is, however, that the Board for Parish Education is still avidly seeking a fourth executive.

#### B. LITERARY EDITOR-IN-CHIEF

Perhaps some may contend that this position does not belong in this paper. It is included because this man is a full-time called servant of the Synod. He is not hired; he is called. His work is not part-time; it is full-time. It may be questioned whether he functions in an executive office. That would depend upon what is meant by the term "executive." Webster defines an executive as one who "holds a position of administrative or managerial responsibility." The literary editor-in-chief falls within such a category.

The literary editor-in-chief became the second full-time called executive in the Synod. The institution of the office is not clearly enunciated in the official publications of the Synod.

Nothing could be found in the 1955 Proceedings or in previous proceedings which spoke about a literary editor for the Northwestern Publishing House. Perhaps this writer is not adept at adroit research. However, extensive reading turned up no clues.

Yet in 1957 the Proceedings state:

"In spite of the large expenditures involved in the establishment of the office of Literary Editor of our Northwestern Publishing House. . . . And with the development of new materials coming from the office of our Literary Editor and produced by us, we may well anticipate a continued increase in the volume of business and sales. At present our Literary Editor is devoting the greater part of his time to the development of our Book of Meditations. He is determined to have this in your hand before the beginning of Advent, 1957." (Proceedings, 1957, p. 79, 80)

A sharp turn in terminology appeared in 1969. The Book of Reports and Memorials states that Pastor Werner Franzmann was an Associate-Literary Editor and that Pastor Harold Wicke was called as the Literary Editor-in-Chief. The report also states that the Northwestern Publishing House was in the process of calling a third literary editor.

In response to this report the 1969 Synod convention passed the following resolution:

WHEREAS Our Publishing House has been served faithfully by Pastor Werner Franzmann as Associate-Literary Editor for eleven years, and  
 WHEREAS Pastor Harold Wicke has now assumed the duties of Editor-in-Chief; therefore, be it  
 RESOLVED, a) That we express our thanks to Pastor Werner Franzmann for his past services, and be it further  
 RESOLVED, b) That we wish Pastor Wicke God's blessings in his work.

This entire matter causes confusion. Apparently the Northwestern Publishing House is relatively free to act on its own. I can offer only the following speculation. At some point Pastor Franzmann expressed the need for more help. When Pastor Wicke was called, he became the Editor-in-Chief, and Pastor Franzmann became the Associate Editor. When Pastor Franzmann retired, Pastor Siegfried Fenske became his replacement. At least the 1970 Yearbook lists Pastor Fenske as an associate editor.

Then a third associate editor was secured. The 1971 Book of Reports and Memorials states: "We are also happy to report that our Lord has seen fit to fill a long-felt need in granting a second associate editor in the person of Pastor Lyle Albrecht, Warren, Michigan, who will begin his duties in June of this year." (Book of Reports and Memorials, 1971, p. 161)

That is where the matter now stands. The Northwestern Publishing House has three executive officers: one full-time called Literary Editor-in-Chief and two full-time called Associate Editors. These appear to be positions over which the Synod has not exercised much control. It is true that when a vacancy occurs, a list of candidates is requested and subsequently published. At the same time it would appear that these positions were never officially authorized by the Synod

## C. SYNOD PRESIDENT

It is true that the president of the Synod is not an executive secretary. It is just as true that he is an executive officer, a full-time called executive officer. In fact, he is the chief executive, one who exercises stronger control and greater influence over the affairs of the Synod than any other single individual.

For the first 109 years of its existence the Wisconsin Synod did not have a full-time president. The president was always a man functioning actively in the parish ministry. As long as the Synod remained a relatively small church body, particularly with a sister synod of much greater size involved in a broad scope of Kingdom activity, the presidency of the Synod could be handled on a part-time basis. This does not mean that the parish of the Synod's president did not have to make sacrifices. Surely the office made demands of time which frequently took him away from pastoral care needed by members of his congregation. Nor does this mean that the merits of a full-time president had never been discussed. Apparently in 1923 such a proposal even reached the convention floor. But for better than three decades no "official" deliberations on the matter took place.

A proposal for a full-time president was sounded and sounded suddenly at the 1957 Synod convention. This was four years after President Oscar Haumann had been elected to succeed the retired President John Brenner. The minutes report that on the second day of the 1957 convention the motion was adopted:

"Resolved, that a committee of five be appointed by the two vice-presidents to investigate the possibility of making the presidency of the Synod a full-time office, and that this committee submit its recommendations to this convention."

First Vice-President Irwin Habeck announced the appointment of the following to this committee: Pastor H. C. Nitz, Pastor M. J. Witt, Mr. Richard P. Miller, Mr. Carroll Dummann, and Teacher H. Ihlenfeldt.

What prompted this action the minutes do not say. Nothing in the Book of Reports and Memorials or in the president's address hints that this subject was to be broached. The committee appointed by Vice-President Habeck came in with the following report:

"We submit the following for your consideration:

1. Your committee is of the opinion that the question assigned for its consideration is of such importance to the welfare of the Synod that it merits more extensive study than is possible during the time available to us now.
2. Since the proposition of a full-time president of the Synod has been advanced at various times, yet has not appeared on the agenda at our conventions since 1923, we recommend that the Conference of Presidents appoint three well-informed men to consider limiting the tenure of office of president, to investigate all other aspects of the question during the next two years, and to report its findings and conclusions to the 1959 convention.
3. We recommend that the Synod declare itself ready to provide certain necessary items which will tend to relieve our president in his congregational work and also facilitate his work as it concerns his synodical duties. We list the following:
  - a. Pastoral assistance in his congregation
  - b. Adequate equipment for his office such as dictaphone, electric typewriter, and other aids to save time and expedite work.

This report was adopted. In response to this resolution a committee was appointed to study the matter of a full-time president. Appointed to the committee were Pastors Oscar Siegler, Richard Mueller, Sr., Arthur Halboth, and Karl Krauss. Additional assignments were also given to this committee. In addition to the matter of a full-time president it was asked to study the office of the district presidents, and the office of the chairman of the Board for Foreign Missions.

To weigh the merits of a full-time president for the Synod the following is gleaned from the report of this committee.

#### "The problem"

- A. The time required, aside from the President's congregational work, carrying out the duties listed above - roughly estimated as an average of two months away from home each year plus approximately thirty hours desk work each month.
- B. The imposition placed upon the President's congregation by the Synod - in taking the pastor away from his congregational work to the extent mentioned above.
- C. The mental and emotional stress under which the President finds himself, attempting to do justice both to his office as President and his work as pastor of a congregation - particularly, the uncomfortable feeling of not adequately carrying out his pastoral duties while accepting the congregation's pay for full-time work.

#### "Some advantages of a full-time President"

1. Greater efficiency in preparing for and arranging meetings of the Synod, General Synodical Committee, Church Union Committee, Conference of Presidents.
2. Greater efficiency and the possibility of giving more careful attention concerning correspondence with synodical boards and commissions, as well as with respect to other church bodies.
3. Freedom to attend most, if not all, meetings of the Districts, boards, and commissions of the Synod - resulting in a better grasp of the functions of such districts and boards, as well as the cohesive effect which such functions of the President could have within the Synod.
4. It would resolve the President's present problem of attempting to do justice both to his office as President as well as to his work as pastor of a congregation, relieving the President of the 'guilty' feeling involved in receiving pay from the congregation for work undone.

#### "Disadvantages"

1. It would remove the President to a large extent from the primary work of a pastor - the care of a congregation, pastoral counseling of the sick and distressed, the constant necessity of employing God's Word in all manner of everyday problems in the life of the individual Christians. An almost unavoidable result would be the losing touch with, and appreciation of, the basic day-to-day work in Christ's Church - making disciples, teaching to observe all things, re-proving, rebuking, exhorting. It would tend to distort such a man's perspective of the Church's primary function, compelling him to concentrate almost entirely on administrative duties and the general functions of a church body at large with its boards and committees. It would place him into a position of establishing and guiding far-reaching policies without at the same time experiencing the instructive and humbling influence of daily pastoral work.
2. It would mean a centralizing and concentration of influence and power in the office of the President, always potentially dangerous both to the office holder as well as to the Church. In matters of this world (e.g. government, business) efficiency, power, outward success, the most judicious use of available funds are basic considerations. In the life of the Church there is also need for outward order, efficiency, the best use of available funds and manpower. The Church's basic consideration, however, has to do with the spiritual, inner life of its members, something which is nourished alone by faithful use of, and adherence to, the Word

and Sacraments. It is the Word alone which can set the right tone in the Church, establish proper policies, truly unite, and correctly motivate. The emphasis in the Church dare never be diverted from the authority of the Word to the authority of an office, from concern for the spiritual, inner life of its members to a desire for more influence, power, efficiency, external success. Concentrating influence and power in one office, as history repeatedly demonstrates, always bears with it the danger of looking to and depending on the office - to the detriment of the Word and its God-given function within the Church.

3. It would tend to hamper and to lessen the Synod's present freedom to elect whom it chooses to the office of the President." (Proceedings, 1959, p. 24)

As a result of its study the committee stated that "although the time may well come when the growth of the Synod may make the establishment of a full-time President inescapable, your committee is of the opinion that such a situation does not yet exist."

The recommendations of this committee met with vigorous dissent from various quarters. The Michigan District Pastor-Teacher Conference addressed a memorial to the Synod and gave the following reasons for favoring a full-time president:

"1. We feel that the full-time office would not remove the President from the primary work of a pastor. As a Christian it would still be his prime duty to apply the Word of God in making disciples, teaching to observe all things, reproving, rebuking, and exhorting his fellow pastors in particular and his fellow Christians in general.

2. We feel that there would be no more concentration or centralization of power in a full-time President than there is now. His duties would remain the same. The only question is whether he will have sufficient time to carry out the work of the Synod Presidency while at the same time being the pastor of a congregation. Furthermore, his authority is always subject to the Word of God, and his policies are always subject to the approval of Synod if his office remains elective, as we feel it should.

3. The Synod Presidency would not tend to hamper and to lessen the Synod's freedom to elect whom it chooses, since we feel that this office is a full-time and not a lifetime office. The President should be subject to re-election every biennium." (Proceedings, 1959, p. 36)

A memorial with possible greater potency came from the Committee on Constitutional Matters. It listed seven "Whereases" in favoring a full-time president. Five of them were later used verbatim by the 1959 convention floor committee dealing with this matter. They were:

"1. The Constitution of the Synod requires that its President promote the welfare of the Synod in every direction.

2. The President by virtue of his office, is the chief executive of the Synod and required to supervise the implementation of its resolutions.

3. Over the past thirty-five years the administrative complexity of the Synod, presently divided among forty boards, commissions, and committees, has greatly increased and requires a coordinating executive.

4. The duties of the General President have multiplied to such an extent that he can no longer fulfill the obligations which occupy the parish pastor.

5. The Synod expects its President to have proper time to evaluate any and all developments which affect our Church; and the Synod would likewise profit by more frequent personal contact with its President." (Proceedings, 1959, p. 35)

Following these five "Whereases" the 1959 floor committee proposed the resolution: "Resolved, That the Synod declare the office of the President to be

a full-time office." From that time to the present Rev. Oscar J. Naumann has functioned as the chief executive officer, the full-time president of the Wisconsin Synod.

#### D. BOARD OF TRUSTEES

The position of executive secretary for the Board of Trustees came into existence suddenly and for the most part unexpectedly.

Attention to such a position was first given in 1959. The committee appointed to study the matter of a full-time president of the Synod included in its remarks that "at least one other office within the Synod needs consideration like unto that being given the office of the Synod's President and of the District Presidents, namely, the Chairman of Synod's Board of Trustees." (Proceedings, 1959, p. 33)

In response to this the 1959 convention resolved, "That in view of the fact that a thorough study of the office of Executive Chairman is not available, a committee of three be appointed to study this office and report its recommendations to the 1961 Convention of the Synod."

The committee appointed to study this matter consisted of Norbert Paustian, Bruno Barg, and Eldor Toepel. Their recommendation can be quoted succinctly: "Your committee, appointed by the Conference of Presidents, having made a thorough study of the office of Executive Chairman of the Board of Trustees, herewith recommends that this office be filled as heretofore and as outlined in the Constitution of Synod." (Proceedings, 1961, p. 200)

The Synod was even briefer in its response. It resolved: "We concur with the findings of said committee."

However, two years later in 1963 came the bombshell. It is here necessary to quote at length from the report of President Naumann to the 1963 convention. He stated:

"At its 1959 Convention in Saginaw the Synod resolved that 'a committee of three be appointed to study this office' of Executive Chairman of the Board of Trustees and that this committee should 'report its recommendations to the 1961 Convention of the Synod.' (1959 Proceedings, p. 39.) This committee was appointed in the spring of 1960.

"Because of the great amount of work in their own midst and the far-reaching decisions concerning building and relocation that confronted St. Jacobi Congregation, the members of this congregation resolved on September 19, 1960 to ask Pastor Harold Eckert to resign his Synodical office and to devote all his time and talents to the congregation that had called him some years earlier as pastor. This was their well-considered request, even though the Synod was supplying them with salary and housing for an assistant pastor. The following day Pastor Eckert wrote and submitted his resignation to become effective January 1, 1961. The matter was discussed with the Praesidium, the Conference of Presidents, and the Board of Trustees. Appeals were made to the congregation together with offers of further assistance for the pastoral work at St. Jacobi, while plans were laid to secure more help and a division of duties in the fiscal office and on the Board of Trustees. St. Jacobi Congregation agreed to permit Pastor Eckert to serve the term of office to which he was elected.

"While plans of additional help in the fiscal office were being made, Mr. C. J. Niedfeldt, our treasurer, became ill, was hospitalized, and submitted to major surgery. The duties of his office fell upon the shoulders of Pastor Eckert, the only man in the Synod familiar with the functions of the office of treasurer and legally authorized to function in his stead. The routine functions of the treasurer's office consumed so much of Pastor Eckert's time and the time of the only two other persons in the fiscal office at that time as to delay the careful planning for enlarging his staff and dividing the duties and responsibilities.

"In view of the plans to secure additional manpower to assist the treasurer and the Board of Trustees, especially its chairman, the study committee which had first decided to recommend that the office of chairman of the Board of Trustees be made a full-time office, altered its report in the hope that Mr. Niedfeldt would soon return and the additional help would solve the problem.

"Unexpectedly Mr. Niedfeldt's condition worsened, and the Lord called him to Himself in heaven a few days before the opening of our convention in August 1961. Many will recall that we delayed the opening of our convention so that the officers and delegates of the Synod could attend the funeral service.

"At the convention all of us seemed more intent upon solving other weighty problems before the Synod than upon reevaluating the office of chairman of the Board of Trustees in the light of these sudden developments. The report recommending that the office continue on a part-time basis was adopted. Pastor Eckert was re-elected for two years.

"Meanwhile the Synod voted to institute a pension plan, to inaugurate the Pre-Budget Subscription System, to inaugurate a new Church Extension Loan Program in addition to the existing Church Extension Fund; it required a much more extensive audit of all funds and financial records in the Synod, which virtually meant introducing a uniform system of bookkeeping in all institutions of the Synod, in addition to laying plans for vastly expanding our worker-training facilities. There remained the task of acquainting the new treasurer and the additional help in the fiscal office with their work. No one but Pastor Eckert was in a position to do this.

"One can understand why St. Jacobi Congregation once more on September 18, 1961, asked Pastor Harold Eckert to resign as elected chairman of the Board of Trustees effective November 1, 1961. Pastor Eckert submitted his resignation under date of September 26, 1961.

"You can understand why our Praesidium whose office is next door to the fiscal office and who was well acquainted with the emergency that confronted our Synod and its financial department, called a special meeting of the Conference of Presidents to act in this situation. The Constitution charges the President with promoting the interest of the Synod in every direction.

"The outcome of this meeting was that upon formal request of the Board of Trustees the Conference of Presidents in the name of the Synod extended a call to Pastor Eckert to become the full-time Executive Chairman of the Board of Trustees. A letter was also addressed to St. Jacobi Congregation requesting them to grant Pastor Eckert his peaceful release to accept the call extended to him. Pastor Eckert received his release on October 30, 1961, and accepted the call in a letter dated October 31, 1961.

"This action of the Conference of Presidents, taken in the fear of God and in the interest of the Synod's work and welfare, together with all documents

pertaining to this action is submitted to Committee 4. On The President's Report for examination. We request that the Synod approve the action taken by the Conference of Presidents in this emergency." (Proceedings, 1963, p. 15)

Two floor committees responded to this item in the president's report. Both were favorable, and both reports were adopted.

One stated:

"WHEREAS, The President's Report states that an emergency arose in the fiscal office of the Synod due to the death of the treasurer, and  
 WHEREAS, Circumstances in Pastor Eckert's congregation would not permit him to serve as chairman of the Board of Trustees on a part-time basis, and  
 WHEREAS, In the judgment of the Conference of Presidents, Pastor Harold Eckert was best qualified to fill this position, and  
 WHEREAS, We recognize an emergency situation was thus created requiring immediate action by the President, and  
 WHEREAS, The Conference of Presidents called Pastor Harold Eckert to serve on a full-time basis till the convening of the 1963 Convention; therefore be it Resolved, That the Synod approve this action of the Conference of Presidents. (Proceedings, 1963, p. 31)

The other report read:

"WHEREAS, It appears that the volume of business immediately confronting the Board of Trustees cannot be handled properly and efficiently without the services of a full-time executive; and  
 WHEREAS, It is inadvisable for a salaried executive of a Board to serve as Chairman of the Board to which he is responsible; therefore be it Resolved, a) That the office of a full-time executive of the Board of Trustees be continued, and be it further Resolved, b) That this full-time executive become executive secretary to the Board of Trustees." (Proceedings, 1963, p. 32)

Thus for the record it must be reported that the position of executive secretary for the Board of Trustees was more approved than authorized by the Synod. This is not said in criticism. It is reported for the sake of facticity.

#### E. BOARD FOR HOME MISSIONS

By now it may have become apparent to some that we are treating the positions of executive officers in the chronological order in which they appeared on the scene of the Synod's work.

The first request for a full-time executive in the field of home missions came in the year 1945. It originated with the General Mission Board and was submitted in the form of a report to the Synod convention that year. The report reads:

"By the grace of God the Home Mission work of our Synod has expanded so rapidly and become so farflung, that it has become a physical impossibility for any one who holds a pastorate in a larger congregation to keep in touch with, and to keep himself informed on, the work that is being done in the various districts. (Our Home Mission endeavors now call for an annual expenditure of approximately \$268,000.00)

"If our work is to extend in these latter days and if, to make such expansion possible, we are to make the best possible use of the talents and means which the Lord has placed at our disposal for the blessed work of missions, then there remains much to be done for which we lack the necessary machinery under our present set-up.

"It is the sincere conviction that there exists in our Synod the definite need of an office which may be described as a secretaryship of home missions.

"The General Mission Board, therefore, seeks your approval of calling a full-time Secretary of Home Missions.

"For this office of Secretary of Home Missions we suggest the following:

"I. Status of the Secretary of Home Missions.

1. He shall be called by the General Mission Board from a published list of candidates whose names have been submitted by the Synod at large, according to the procedure prescribed for the nominating of candidates for professorships.
2. He shall be responsible to the General Mission Board, which shall continue to function as heretofore.
3. He shall be a member of the District in which he resides.
4. He shall be an advisory member of the General Mission Board, and its Executive Committee, of the various District Boards, and of the Committee of Assignment of Calls.

"II. Duties of the Secretary of Home Missions.

1. He shall strive, in every way possible, to coordinate the mission work of the various districts and shall to this end meet and advise with the District Mission Boards as often as feasible.
2. He shall keep himself thoroughly informed on the work and the needs of the various districts and shall to this end visit individual fields, from time to time, and shall keep in his files copies of all the annual mission and financial reports of all stations.
3. He shall report on his activities to the General Mission Board and shall call attention to whatever may be of interest to or require the attention of the General Mission Board.
4. He shall receive all applications for loans from the Church Extension Fund, after approval of the District Mission Boards, and shall report on such approvals to the General Mission Board.
5. He shall make or advise preliminary surveys of prospective new areas, especially in territories which lie beyond the jurisdiction of the District Mission Boards.
6. He shall see to it that our missions receive due representation in the church papers and at the conventions.
7. He shall further the blessed cause of missions whenever and wherever opportunity affords itself, according to the ability which the Lord has given him.

"III. Qualifications of the Secretary of Home Missions.

1. He shall have at least 15 years of pasoral experience, a portion of which has been acquired in a mission field.
2. He shall be a man who is imbued with a passion for the winning of souls for Christ's glorious kingdom.
3. He shall be a man who thoroughly appreciates the blessings of the Christian Day School.
4. He shall be a man of sober judgment in matters affecting the practical and physical details involved in the establishing of missions."

(Proceedings, 1945, p. 45)

In response to this report the 1945 convention resolved to instruct the General Synodical Committee to study the question and empower it to grant such a secretary.

The General Synodical Committee chose to appoint a special committee to study this matter. The committee consisted of Walter A. Schuman, Chairman, H. Lau, and Wm. F. Mueller. Their recommendations came before the 1947 Synod convention and read as follows:

"The undersigned appointed by the General Synodical Committee to study the question of a full-time Secretary of Home Missions respectfully submit the following:

1. We agree that the work of our synodical Home Mission Work has expanded to such an extent "that it has become a physical impossibility" for any one holding a pastorate in either a small or large congregation to keep in touch with all phases of our mission work.

2. We hold, however, that the solution of the administration problem does not lie in the appointment of a general secretary without congregation. Such secretary would be confronted with the same difficulties which at present confront the members of the Executive Committee of the General Mission Board.

3. We also believe that the creation of the office of general secretary of Home Missions involves a centralizing tendency which should be avoided in view of its attendant dangers.

4. We therefore recommend that the matter of a general secretary of Home Missions be dropped, and

5. We permit ourselves to suggest that a committee be appointed to consider the question of a division of the administrative work in the General Mission Board of the Synod." (Proceedings, 1947)

The reaction of the Synod convention was to appoint another "special committee" to report, if possible, to the October meeting of the General Committee. The committee consisted of Pastors Wm. Sauer, Edgar Hoenecke, E. Walther, and Messrs. Wolfgram and Bode.

It is unclear to this writer whether this committee was to study all phases of the Schumann Committee report or merely Point 5. The latter would be my understanding of the resolution. It would appear that the 1947 convention shelved the proposal for a full-time secretary of Home Missions and wanted the new committee to consider the question of "a division of the administrative work in the General Mission Board of the Synod."

The 1957 Synod convention apparently acted twice on the matter of a full-time Executive Secretary for Home Missions. Before it was a memorial from the South-eastern Wisconsin District Mission Board. The memorial read as follows:

"WHEREAS, as early as the year 1945 a definite need was felt for the office of a full-time Executive Secretary of Home Missions, and

WHEREAS, the General Mission Board memorialized Synod to grant such an office (see Proceedings 28th Convention, 1945, p. 45-46), and

WHEREAS, we grant that the division of the General Mission Board into the General Home Board for Mission and the Foreign Mission Board did for a time and to some extent alleviate the need, and

WHEREAS, our work today has been expanded greatly and has become even more far-flung (missions in Florida, California, and Texas), making it a physical impossibility for anyone holding a pastorate to keep in touch with the work, and

WHEREAS, we expend annually for Home Missions an amount in excess of \$600,000 (\$268,000 in 1945) and have a Church Extension Fund of 2½ million dollars, with loans granted annually for chapels and schools averaging \$200,000, and

WHEREAS, we ought to make the best possible use of the talents and the means which the Lord has placed at our disposal for the work of saving souls,

THEREFORE, it is our sincere conviction that there exists in Synod, now, more than ever, a definite need for a Secretary of Home Missions.

**'BE IT THEREFORE RESOLVED:**

1. That Synod establish such an office.
2. That the General Home Board be authorized to call a man for that office from a list of candidates called for and published in our Synodical publications.
3. The qualifications as well as the duties of the Secretary be determined by the G.B.H.M.
4. That necessary additions be made to the bylaws of Synod's Constitution." (Proceedings, 1957, p. 61)

This memorial was endorsed by the Southeastern Wisconsin District Pastors' and Teachers' Conference.

The floor committee of the 1957 convention responded to both memorials with the recommendation that "we do not establish the office of a full-time Executive Secretary for Home Missions at this time." This was Point III of the floor committee's report.

The 1957 Proceedings refer to this floor committee's report and state: "The report was adopted. Section III on a full-time Executive Secretary for Home Missions was referred to the General Synodical Committee for further study and report."

The 1957 convention also heard a report from a committee "appointed to study present method of investigating and providing for needs in the respective District Mission Fields of the Joint Synod of Wisconsin and Other States." One of the items treated by this committee was the question of an executive secretary. The committee stated: "We strenuously caution against the creation of such an office. We believe the present arrangement is adequate. We would suggest a greater division of work among officials, more frequent change of personnel on the Boards, thus using to better advantage the diversity of gifts the Spirit has bestowed upon the Church, and thus not unduly burdening congregations whose pastor is serving on some board." (Proceedings, 1957, p. 68)

The very lengthy report of this committee was adopted by the convention, but there was one exception. The minutes state, "Section 4 of a full-time Executive Secretary for Home Missions was referred to the General Synodical Committee for further study and report."

Apparently the General Synodical Committee appointed another committee to study this matter. The committee consisted of Karl A. Bast, Reginald A. Siegler, and Emil Toepel. Their report appeared in the Report To The Nine Districts in 1958. It was extremely lengthy, and only the conclusions will be offered in this presentation.

"A. We believe that the time has come when good stewardship of our money, manpower, and mission opportunities requires the establishment of the office of Executive Secretary for Home Missions as outlined above, who will have an overall picture of the work of our Synod's Home Missions, be able to evaluate the needs and opportunities in the various fields, and increase the efficiency of our home mission program.

B. That the maximum efficiency of our mission program should be the concern of all goes without saying. That our Synod has always been interested in increasing this efficiency is evidenced by administrative changes made in the past. That the General Board for Home Missions is concerned about greater efficiency in our home mission program is attested by the recent appointment of a committee "to consider the advisability of calling a missionary-at-large or missionaries-at-large."

C. The cost of establishing this office will be considerable; however, the expense will be offset by benefits to the entire program.

D. The manpower shortage should be alleviated by the establishment of such an office through more efficient use of available manpower.

E. We recognize that it will take time for one person to become acquainted with all the home mission fields of Synod, but we feel that the work outlined for this office can be carried out by the Executive Secretary.

F. We realize that the establishing of such an office could lead to the accusation of centralization, but the relationship established between the Executive Secretary and the Mission Boards as outlined safeguards against this danger.

(Examples:

1. Each District Mission Board shall continue to hold the responsibility for the initial investigation of all new mission fields in its District (canvassing, study of population trends, building codes and restrictions, other churches in the area, etc.)
2. Before any work beyond investigation is done in any given field, the Executive Secretary shall be requested to evaluate the preliminary findings and counsel with the District Mission Board before it goes to the General Board for Home Missions for permission to begin work in the field.
3. After a mission has been established, he shall be the District Mission Board's consultant in determining future major projects of said mission such as, new buildings (church, school, parsonage), changes of location, architectural problems. This, however, does not change the orderly procedure of establishing these new projects, namely congregation to District Mission Board to General Board for Home Missions.
4. The District Mission Board chairman shall feel free to call upon the Executive Secretary for advice regarding the technical problems of his office.
5. Should any promising fields outside of the area of the respective Districts be brought to his attention, he shall present the matter to the General Board for Home Missions before any further action is taken.
6. He shall make semi-annual reports of his activities to the General Board for Home Missions.)

G. This office will only slightly reduce the work burden of the District Mission Boards. There we suggest that the District Mission Boards be expanded and the organization be more flexible and adaptable to the District situation."

(Report To The Nine Districts, 1958)

The committee chaired by Oscar Siegler to study the question of a full-time president and other matters also took this proposal under study. Its recommendation to the Synod sated:

WHEREAS, The demand for an Executive Secretary for Home Missions does not seem to be urgent, (apparently the two Siegler brothers did not agree) and

WHEREAS, The manpower situation in the Synod at this time is such as to prevent us from profiting from the proposed executive secretary investigations; therefore be it

Resolved, That the creation of such an office is unwarranted at this time.  
(Proceedings, 1959, p. 38)

The 1959 convention also was in receipt of a memorial from the Northern Wisconsin District which strongly opposed the establishment of this office. Part of the memorial's argumentation reads as follows:

"a. The duties outlined in the Report To the Nine Districts, pages 8-9, are so many and so varied that it would be impossible for one man to fulfill them even to a small degree, to say nothing of doing them efficiently.

b. The tremendous amount of secretarial work, even with a secretary, would leave little or no time for his investigating, advising, coordinating duties, etc." (Proceedings, 1959, p. 50)

The 1959 convention adopted the recommendation of the designated floor committee that "we decline to establish the Office of Executive Secretary for Home Mission at this time." The reasons for the recommendation were:

- "1. A great manpower shortage already exists in our Synod.
2. The establishment of the Office of Executive Secretary for Home Missions would take another man from the field.
3. Only a few new fields can be opened every year under present manpower conditions.
4. The establishment of this office would add much to our budget.
5. The majority of the Districts in their 1958 conventions voiced disapproval of the establishment of this office." (Proceedings, 1959, p. 53)

In 1963 the subject was introduced in a different form. This writer does not want to be judgmental. However, two thoughts seem to appear on the surface. One is that advocates of the office felt that opposition to the position of executive secretary could be overcome by changing the title to "Home Missions Counselor." The other is that the highly detailed position description presented earlier was more damaging than helpful. At least this aspect of the matter had elicited opposition from the Northern Wisconsin District. Thus there appeared to be an effort to make the office and the duties look extensive enough to warrant the services of a full-time man but not to the extent that it would go beyond his time and abilities.

The memorial from the Board for Home Missions to the 1963 convention consisted of two parts.

"I. WHEREAS, The scope and complexity of demands placed upon the chairman of the General Board for Home Missions have placed an almost impossible burden upon this office, and

WHEREAS, Opportunities for expansion cannot be pursued as efficiently and economically as is desirable through the present Mission Board structure; therefore be it

Resolved, That the General Board for Home Missions requests the creation of the office of a HOME MISSIONS COUNSELOR, as defined in the Committee Report, re: Executive Secretary for Home Missions, printed, page 7, Report To The Nine Districts, 1958.

"II. WHEREAS, The committee's report defines this office as one of specialized service to the General Board for Home Missions and the District Mission Boards and de-emphasizes its executive nature; therefore be it

Resolved, That the General Board for Home Missions prefers to adopt the title, "Home Missions Counselor." (Proceedings, 1963, p. 157)

The third part of the memorial outlined the duties, status, and qualifications of the Home Missions Counselor.

This memorial was supported by the Arizona-California District Pastoral Conference. It was opposed by a special memorial from Fred Bartz and Paul Unke, which suggested a restructuring of home mission work without a full-time executive. The convention may also have been influenced by a memorial from the Conference of Presidents which requested that executive chairmen serving on a full-time basis be referred to henceforth as full-time executive secretaries.

The memorial from the Board for Home Missions was not directed to the floor committee considering the work of home missions. Rather it was given to the floor committee on constitutional matters. What appears to be strange is that the position was approved in two separate resolutions. A different thrust is apparent in the two resolutions. In some basic respects, however, they were repetitious. The committee employed the term "executive secretary."

Resolution No. 1

"WHEREAS, The Home Mission opportunities confronting our Wisconsin Evangelical Lutheran Synod are now greater than ever before, and

WHEREAS, We, by the grace of God, possess purity of doctrine, and

WHEREAS, This imposes the obligation upon us not to hide our light under a bushel, but to let this light shine; and

WHEREAS, The Lord's work always demands urgency of action, particularly in these turbulent times: "Work while it is day, for the night cometh when no man can work," and

WHEREAS, We recognize with deep appreciation the considerable efforts of our Home Mission Board; and

WHEREAS, Despite these efforts the Home Mission Board deplors that it has been handicapped in the implementation of our mission program, and

WHEREAS, This condition is partly due to the growing complexity of the work being imposed upon the Chairman of the Home Mission Board, and

WHEREAS, The demands to conduct the affairs of this office efficiently cannot possibly be done by a parish pastor, and

WHEREAS, Placing such demands upon him would be a questionable conservation of manpower, and

WHEREAS, The Board is concerned about the best stewardship of manpower and money, and

WHEREAS, We are convinced that the establishment of such office would effect such stewardship; therefore be it

Resolved, That this convention establish the office of full-time Executive Secretary of Home Missions." (Proceedings, 1963, p. 232)

Resolution No. 2

"WHEREAS, A full-time executive secretary is responsible to the board which he will serve, and

WHEREAS, Such board is thoroughly acquainted with the scope of work involved for its full-time executive secretary as well as the qualifications needed to carry out this work, and

WHEREAS, The services of a full-time executive secretary of a given board are of value and interest to the entire Synod, and

WHEREAS, The need for a full-time executive secretary of the Board for Home Missions is an immediate one; therefore be it

Resolved, a) That the full-time executive of a given board be called by the board to which he will be responsible, and be it further

Resolved, b) That a full-time executive secretary for Home Missions be called at the earliest possible moment. (Proceedings, 1963, p. 235)

Pastor Raymond Wiechmann was called to this position. In 1967 he accepted another call because of his wife's health. The Proceedings of 1967 indicate that the Board for Home Missions deemed this position very important. A resolution

adopted by the 1967 convention states:

"WHEREAS, This very important work of Home Missions requires a full-time Executive Secretary; therefore be it  
Resolved, That we ask the Lord in His mercy to grant us an Executive Secretary soon. (Proceedings, 1967, p. 212)

It took eighteen years after the first overture, but eventually the Board for Home Missions obtained its full-time executive secretary.

#### F. BOARD FOR WORLD MISSIONS

The office of executive secretary for World Missions was established in the same year as was the executive secretary for Home Missions. However, overtures for the former office did not begin as early as did overtures for the latter.

Earlier in this essay we noted that in 1957 the General Synodical Committee appointed a special committee, chaired by Oscar Siegler, to report on a full-time president of the Synod, the office of the district president, and the office of the chairman of the Board for Foreign Missions. The last of these three now engages our attention.

The Siegler Committee made its report to the 1959 convention. Its observations and recommendations on the matter of a full-time chairman for the Board for Foreign Missions now follow.

#### "Advantages of full-time chairman

1. Help inaugurate and set in motion the basic policies for self-supporting, self-governing, self-propagating foreign churches, as approved by the Synod in 1957. (Cf. Proceedings, 1957, p. 33ff.)
2. Bring the policies in all foreign fields under the supervision of one man, thus avoiding conflicting practices and policies.
3. Permit longer visits to the foreign fields which would otherwise be impossible, and it would permit such a man to meet emergencies more quickly, as they arise in the foreign fields.
4. Put the chairman of the Foreign Mission Board into a better position to evaluate the relative needs of the respective foreign mission fields, and to coordinate the work in general.
5. Still look to a limited, temporary arrangement whereby the Synod would be free to terminate the full-time office in 1961.

#### "Disadvantages

1. Reduce the function of the Executive Committee to a minor role, at least for the limited period envisioned in the recommendation.
2. Carry with it the possibility that such an office, once set up, might perpetuate itself in spite of the limiting, temporary nature of the present recommendation.
3. Bring about a concentration of influence and power in one office.
4. Tend to eliminate during the limited period, at least, one step of appeal in disciplinary cases involving the foreign missionaries.

#### "Recommendation of Committee

1. That a qualified man be called to assume full-time responsibility as Chairman of the Board for Foreign Missions, devoting himself exclusively to the

work of the Foreign Mission Board, and that the call be limited to a period not extending beyond the next regular convention of the Synod in 1961.

(Proceedings, 1959, p. 32)

The Proceedings indicate that Pastor Siegler, chairman of the committee, dissented from this recommendation.

Earlier that year, in a meeting on February 20, 1959, the Board for Foreign Missions also took action on this matter. At this meeting "Chairman E. Hoenecke pointed out that he could not serve in the future as in the past because he was absent from his congregation at Plymouth for 61 full days in 1958. The office of Chairman of the Foreign Board grew with the years. Originally the office was to be a moderator, but it has now developed so that the chairman must make periodic visits to all foreign fields, and, in general, to formulate our foreign policies and guide all the fields." (Proceedings, 1959, p. 37)

The Board for Foreign Missions then carefully defined the duties associated with the office of the chairman. This delineation of duties provides the rationale for establishing the position of an executive chairman. They will not be listed here since they eventually served as the "Whereases" when the Synod in convention authorized this full-time position.

The Board for Foreign Missions closed its February meeting with the following petition to the 1959 convention:

"For a limited time only (their emphasis) the Synod ought to find a qualified man to assume full-time responsibility as Chairman of the Board for Foreign Missions, devoting himself exclusively to this program.

"We would strongly urge that the Synod should not commit itself to such a temporary, provisional arrangement beyond August of 1961, and that the Synod at that time be held to consider a study, evaluation, and recommendation of a competent committee concerning the program and its progress; upon which the Synod would have full freedom of action either to discontinue the program at once, or to continue it for another limited period, before a permanent program is inaugurated."

The 1959 convention authorized this position. One should note that in this year the Synod did not establish the position of "Executive secretary." The position was termed "Executive chairman." The resolutions spelling out the rationale follow.

WHEREAS, The Chairman must be in close touch with, and be well-informed about, the work in every foreign field; and

WHEREAS, He must therefore scrutinize the expenditure and budgets of each field and station; and

WHEREAS, He, at times, must make visits to the various fields for inspection and counseling and arbitration; and

WHEREAS, In general, he is to see to it that the policies of the Synod and the directives of the General Board are carried out in the various fields; and

WHEREAS, The Chairman of the Foreign Board is also expected to attend, or to be represented at, the meetings of the Board of Trustees of the Synodical Conference. (Section 9 of Constitution); and

WHEREAS, By agreement with the faculty, arrangements have been made to have periodic lectures before the Seminary student body concerning our mission policies and the mission fields of our Synod; and

WHEREAS, The Synod has not defined the policies for our foreign fields and therefore all policies and changes of policies must come from the Foreign Board and the Chairman; therefore be it

Resolved, a) That a qualified man be called to assume full-time responsibility as Chairman of the Board for Foreign Missions, devoting himself exclusively to the work of the Foreign Mission Board and that the call be limited to a period not extending beyond the next regular convention of the Synod.

Also Resolved, e) That the Conference of Presidents appoint a committee of three men to evaluate the program set forth above and to report its recommendations to the next regular convention of the Synod in 1961. (Proceedings, 1959, p. 37)

The Conference of Presidents appointed a committee of three to evaluate this position and to report to the 1961 convention. Members of this committee were W. J. Schmidt, George S. Baer, and Arthur P. C. Kell. This committee recommended that the position of an executive chairman remain in effect for another limited period of time. Their full report reads as follows:

"A. The demands upon the chairman's time for some phases of his work may diminish (their emphasis).

B. Other phases of his work will continue to make heavy demands on his time.

1. Visits to foreign fields for the purpose of inspection, counseling, and arbitration will continue (their emphasis) to be desirable and even necessary from time to time.
2. Defining the Synod's policies, relating them to the various fields, and giving aid and comfort to workers and natives alike, while the new policies are being established among them, will require a sustained effort over a longer period of time.

C. Still other phases of his work will claim an increasing portion (their emphasis) of his time.

1. The momentum which the nationalistic movement in Africa has acquired makes it imperative for us to establish the Bible Institute in Rhodesia for the training of native workers as soon as possible.
2. Reports from the field in Germany clearly indicate the need for a change of policy based on an intensive "on-the-spot" study of the situation.
3. Implementation in Japan of Synod's new policies also will require much time and effort.
4. An expansion of the program of mission lectures would likewise prove a time-consuming effort.

D. The two-year period during which the program of a full-time chairman has been in force has not proved sufficient to permit the chairman to complete all phases of his assignment.

"Recommendations:

A. That the Synod, assembled in regular convention in 1961, continue the office of a full-time chairman of the Board of World Missions established at Saginaw in 1959 for another limited period of time of not less than four years.

B. That the Synod again instruct the Conference of Presidents to appoint a committee of three to evaluate this program and to report its recommendations to the regular convention of the Synod in 1965." (Proceedings, 1961, p. 59)

Strangely, the Synod in convention did not endorse this report in its entirety. Instead it placed a time limit on the length of time this office should exist. The following resolution was passed:

WHEREAS, Pastor Edgar Hoenecke, full-time chairman of the Board for World Missions, has successfully inaugurated sound guiding principles for World Missions, and

WHEREAS, Most of the objectives of having a full-time chairman have been reached, and

WHEREAS, Pastor Hoenecke has expressed his desire to hold the Synod to its promise that his office as a full-time chairman be a temporary one; therefore be it

Resolved, That this office be terminated at the time of the 1963 convention of the Synod, at which time the Synod revert to the constitutional provision for a part-time chairman.

Then came 1963. Apparently Pastor Hoenecke had a change of heart and no longer felt such a fervent desire to "hold the Synod to its promise that his office as a full-time chairman be a temporary one." In the Book of Reports and Memorials of that year the Board for World Missions presented a memorial in which they not only asked that the position be retained but also that its title be changed to that of executive secretary. Their reasoning was as follows:

"In the opinion of the Board for World Missions the reasons for a full-time chairman of the Board for World Missions, adduced by a committee of the Synod in 1961 and placed before the Synod in convention in 1961 still obtain; in fact, the Board believes that they obtain in an even greater degree; due to the expansion envisioned and the inauguration of the Christian Missioner Corps Program.

"The Synod has recognized the need for full-time personnel in certain departments, where the work has expanded and increased. We refer to a full-time General President and two full-time Executive Secretaries of the Board of Education. By such action precedent has been established. We believe the need for a full-time Chairman of the Board for World Missions would be comparable to other departments for which full-time personnel has been provided.

"However, we believe that the Synod should think in terms of a full-time Executive Secretary rather than a full-time Chairman of the Board. An Executive Secretary would not be as restricted in his expressions and actions as the Chairman of the Board is now. An Executive Secretary for World Missions would be free to speak as the one source for our foreign fields. We must have one man who is both coordinator and catalyst for our variegated program in world missions."

The following reasons were listed:

1. An Executive Secretary for World Missions must be in close touch with and well informed about the work in every world field.
2. He must scrutinize the expenditures and budgets of each field and station, as well as their requirements with regard to continued operation and envisioned expansion.
3. He, at times, must make visits to the various fields for inspection, counseling, and arbitration.
4. In general, he must see to it that the policies of the Synod and the directives of the World Board are carried out in the various fields.
5. It would be highly advisable that the policies in all world fields be under the supervision of one man, thus avoiding conflicting practices and policies.
6. He could be in a better position to evaluate the relative needs of the respective fields, and to coordinate the work in general.
7. By agreement with the respective faculties, arrangements could be made for periodic lectures before the student bodies of all Synodical institutions, at area high schools, and circuit meetings of congregations for the purpose of helping to make all members of the Synod more conscious of our mission obligations, and this would claim an increasing amount of time. (Proceedings, 1963, p. 178)

This memorial was not greeted by universal acceptance or agreement. A memorial was submitted by the Western Delegate Conference of the Dakota-Montana District expressing opposition to this change. The memorial stated:

"WHEREAS, We question the advisability of centralizing such power in the hands of one man;

WHEREAS, We question the continual establishment of precedents, which eventually leads to more of such offices, perhaps at inadvisable times, with a consequent outlay of funds which could be put to other uses;

WHEREAS, We question the depletion of manpower which would follow, especially since this would be looked on as another case setting precedent;

We request, That a full-time executive secretary for the Board for World Missions should not be granted." (Proceedings, 1963, p. 231)

A memorial from the Pacific Northwest District also expressed opposition to the continuance of this full-time position.

However, the 1963 Synod convention agreed to the request. It did so with a very short resolution. It stated:

"WHEREAS, The reasons advanced for establishing the office of full-time Executive Secretary for Home Missions apply with equal force to the establishing of the office of full-time Executive Secretary for World Missions; therefore be it

Resolved, That the Synod establish the office of full-time Executive Secretary for World Missions." (Proceedings, 1963, p. 232)

Thus the positions of Executive Secretary for Home Missions and Executive Secretary for World Missions were established in the same year.

#### G. STEWARDSHIP COUNSELOR

The Stewardship Board does not have an executive secretary. However, it does have a man who serves in a full-time executive position. He bears the title of Stewardship Counselor and is accountable to the Conference of Presidents and also in part to the Stewardship Board.

The establishment of this office occurred in a very strange way. The initial overture for an executive secretary for stewardship did not originate in the Stewardship Board. At the 1957 Synod convention the floor committee on the Board for Information and Stewardship brought in the following report.

"In view of the fact that a tremendous amount of time and work comes under the scope of the Board for Information and Stewardship:

WE RECOMMEND that the Synod now in session authorize the Praesidium to initiate a study during the coming biennium to determine the advisability of establishing the office of a full-time Executive Secretary of the Board for Information and Stewardship, who shall, under the direction of this same Board, carry out a program of systematic and organized stewardship training." (Proceedings, 1957, p. 178)

The report of the floor committee was adopted. Appointed to the committee to study this matter were Luther Voss, Clayton Krug, and Marcus Liesener. The committee brought its report to the 1959 Synod convention. Significant points in their report were as follows:

"The Board for Information and Stewardship has not up to this time recommended or requested the establishment of the office of a full-time Executive Secretary.

"pending consideration of a 'Subscription' to replace the 'quota system' must be taken into account (cf. 1957 Proceedings, p. 181). Your committee feels that the suggested change of system would, if adopted, materially affect the workings of our information and stewardship program. This matter should therefore be resolved before any permanent alteration is made with reference to the Board for Information and Stewardship.

"YOUR COMMITTEE THEREFORE RECOMMENDS that the office of a full-time Executive Secretary for the Board for Information and Stewardship not be established at this time." (Proceedings, 1959, p. 247)

In response to this report the 1959 convention adopted two resolutions offered by the floor committee dealing with this matter.

Resolution No. 2

"WHEREAS, The Committee appointed to study the advisability of appointing a full-time Executive Secretary of the Board for Information and Stewardship informs us that the information and stewardship program as presently manned and conducted has in general been well received by the constituency of the Synod; and

WHEREAS, This Committee recommends that the office of a full-time Executive Secretary of the Board for Information and Stewardship should not be established at this time; and

WHEREAS, The Board for Information and Stewardship does not at this time request a full-time executive secretary; therefore be it

Resolved, That we concur with the findings of the committee and decline to establish the office of a full-time executive secretary at this time.

Resolution No. 3

"WHEREAS, The work of the Board for Information and Stewardship may continue to expand in the future; therefore be it

Resolved, That the Synod restudy and reconsider the matter of a full-time Executive Secretary of the Board for Information and Stewardship at its sessions in 1961." (Proceedings, 1959, p. 250)

In 1961 the report of the Board for Information and Stewardship contains no reference to an executive secretary. The floor committee which was directed to study the work of the board, however, again came in with two resolutions.

Resolution No. 2

"WHEREAS, The Board for Information and Stewardship does not at this time request a full-time executive secretary; therefore be it

Resolved, That we concur with this expressed feeling and decline to establish the office of a full-time executive secretary at this time.

Resolution No. 3

"WHEREAS, The work of the Board for Information and Stewardship may continue to expand in the future; therefore be it

Resolved, That the Synod restudy and reconsider the matter of a full-time Executive Secretary of the Board for Information and Stewardship at its sessions in 1963." (Proceedings, 1961, p. 238)

The second resolution cited above stated that the matter of an Executive Secretary of the Board for Information and Stewardship was to be reconsidered by the 1963 convention. However, the Proceedings of the 1963 convention make no mention of the matter.

In 1965 a memorial was submitted by various pastors in the Michigan District. of such an office stated in this way:

'WHEREAS, Our Lord in His unfathomable grace and wisdom has seen fit to confront our Synod with unprecedented mission opportunities and obligations, both in its Home and World fields, and

WHEREAS, These unparalleled mission obligations call for equally unparalleled and truly sacrificial gifts from the concerned Christians of our Synod, and

WHEREAS, Humanly speaking, such mission response will result, if a vivid and complete picture is presented to the redeemed of our Synod, and

WHEREAS, The scope of an all-out information and stewardship effort is beyond the physical capabilities of men otherwise engaged in the multi-faceted work of the ministry, and

WHEREAS, The answer to this "Macedonian explosion" requires a well-planned and coordinated program of information and financial stewardship, and

WHEREAS, The Synod in previous conventions has recognized the need of periodic reconsideration of the matter of a full-time Executive Secretary of the Board for Information and Stewardship (1957 Proceedings, p. 178, Committee No. 16 I; 1959 Proceedings, p. 250, Committee No. 16, Resolution No. 3; 1961 Proceedings, p. 238, Committee No. 18, Resolution No. 3); therefore be it

Resolved, That Synod establish the full-time office of an Executive Secretary of the Board for Information and Stewardship, and be it further

Resolved, That the Conference of Presidents be directed to call a qualified man who shall work under the direct supervision of the Board for Information and Stewardship, and be it further

Resolved, That the Executive Secretary of the Board for Information and Stewardship be charged with the responsibility of the coordination and execution of a Christ-centered program of stewardship as well as information, and be it further.....

Resolved, That the Executive Secretary of the Board for Information and Stewardship shall make regular reports to both the Board for Information and Stewardship and the Conference of Presidents, and be it finally

Resolved, That the Executive Secretary of the Board for Information and Stewardship work in conjunction and consultation with the editors of our official organs, and our Public Relations Committee, and all other boards and committees responsible for the dissemination of information." (Proceedings, 1965)

The reaction of the convention was short but very positive. It stated:

'WHEREAS, Your floor committee concurs with the memorial relative to the Executive Secretary for the Board for Information and Stewardship; therefore be it

Resolved, That the Synod adopt the memorial.

Thus the 1965 convention authorized the establishment of this position. However, nothing was done. The 1967 Proceedings contain no reference to the 1965 resolution to establish the office of a full-time Executive Secretary for the Board for Information and Stewardship. However, another significant development occurred. The Missio Dei offering had been undertaken and by God's grace had resulted in blessings from the Lord which had not been envisioned. The Missio Dei Committee brought this report to the 1967 convention.

"It is our opinion that in carrying out its constitutional responsibility "to supervise the raising of the Synod's budget" the Conference of Presidents needs long-overdue assistance. In view of the general positive reaction to the Missio Dei Offering and in view of the doors of opportunity opening to us daily, we most strongly urge the convention to consider seriously the authorization of a full-time stewardship counselor responsible to the Conference of Presidents.

"The responsibilities of the counselor would be twofold. He would serve in the area of Missio Dei follow-up, supplying necessary supportive administration. He would also assist the Conference of Presidents in developing a program of giving to be put into effect at the close of the Missio Dei Offering commitment period which would permit us fully to realize the mission opportunities placed before us within the limits of our giving potential. It is unrealistic to hope that the Missio Dei giving levels be sustained, but no one, having experienced the grace of this giving, should be permitted by default to fall back into old patterns of giving." (Proceedings, 1967, p. 381)

The 1967 convention reacted positively to this report. It resolved:

WHEREAS, God has richly blessed the Missio Dei Offering with commitments 37% above the \$4 million goal, and

WHEREAS, Declining receipts to the Missio Dei offering are sounding a warning that congregations may need considerable encouragement and supportive administration from the Synod in fulfilling their commitments; and

WHEREAS, The present executive director of the Offering, who is now serving on a part-time basis, cannot continue to serve after this convention; and

WHEREAS, The Synod has a deficit of \$200,000 as of June 30, 1967; and

WHEREAS, Increased contributions for the operating budget in the past seven calendar years have been offset by rising costs to the Synod; and

WHEREAS, The Missio Dei Executive Committee predicts that new buildings erected by Missio Dei funds will add approximately 15% to our operating budget; and

WHEREAS, Our Synod has the tremendous responsibility of proclaiming the everlasting Gospel in all the world; and

WHEREAS, The entire Synod work program calls for increased offerings from the members of our Synod to carry out the mission which a gracious Lord has given us; and

WHEREAS, Planning should be initiated immediately for the implementation of a program of increased giving to carry out this mission; and

WHEREAS, The Missio Dei Executive Committee has expressed the opinion that "in carrying out its constitutional responsibility to supervise the raising of the Synod's budget the Conference of Presidents needs long overdue assistance"; therefore be it

Resolved, a) That the Synod continue to encourage all the members of our congregations to fulfill their commitments to the Missio Dei Offering and to support the ongoing work program of the Synod; and be it further

Resolved, b) That the Synod authorize the Conference of Presidents to call a full-time Stewardship Counselor responsible to the Conference of Presidents; and be it finally

Resolved, c) That the Stewardship Counselor be an advisory member of the Board for Information and Stewardship." (Proceedings, 1967, p. 392)

The Conference of Presidents carried out this directive. In the 1969 Book of Reports and Memorials the COP reported:

"As authorized by the 1967 convention (Proceedings, page 392, Resolution 16), the Presidents on October 10, 1967 called Pastor James P. Schaefer to assist it "in carrying out its constitutional responsibility to supervise the raising of the Synod's budget." Pastor Schaefer had previously served as the executive director of the Missio Dei Offering.

"The general responsibility of the Stewardship Counselor, according to his call, was to "develop a program of giving under the guidance of the Conference of Presidents to realize more fully the giving potential of our Synod's members" and "to provide assistance to the Conference of Presidents in the implementation

of the System of Organization, Control, and Subscription Procedure."  
 (Book of Reports and Memorials, 1969, p. 172)

The Synod expressed its approval of this action by resolving:

"WHEREAS, Both the Missio Dei Offering and the Called to Serve program could not, humanly speaking, have become the success they have been, had the service of a stewardship counselor not been employed; therefore, be it

Resolved, That the convention thank God for the efforts of the stewardship counselor and ask His blessings upon continued efforts to develop programs of giving that will realize ever more fully the giving potential of our Synod's members."  
 (Proceedings, 1969, p. 209)

#### H. COMMISSION ON HIGHER EDUCATION

In this particular area the writer may be reflecting a personal bias. In all truthfulness, however, it should be noted that the Commission on Higher Education (as well as its predecessor, the Advisory Committee on Education) never publicly or officially requested an executive secretary.

The origin of this position began in 1965 when the convention of that year instructed the Conference of Presidents to appoint a committee to "make a detailed study of the scope of the responsibility and the general methods of the Fiscal Office, the Board of Trustees, and all departments of the Synod."

This committee became known as the Administration Survey Commission. One of the recommendations it brought forth appears in the 1967 Proceedings. It states:

#### Article II - Co-ordinating Council

"1. There shall be a Co-ordinating Council composed of the chairmen and associate chairman of the Divisions of Worker-Training, of Home Missions, and of World Missions; and the chairman of the Divisions of Benevolences, and of Administration and Services.

(By constitutional provision the Coordinating Council is responsible for submitting to the Synod a total budget and work program for the forthcoming biennium and two succeeding biennia. By constitutional provision also the Coordinating Council is to submit a total budget and work program which are in balance with anticipated <sup>Income</sup> Reports and Memorials - 1969)."

Proceedings, 1967, p. 307

Apparently there is a lack of knowledge on this matter. You will note that the Council is to be composed of the chairman and associate chairman of various divisions of the Synod. Thus Pastor Voss is not only the executive secretary of the Commission on Higher Education; he is also the associate chairman of the Division of Worker Training. Pastor Norman Berg is not only the executive secretary of the General Board for Home Missions; he is also the associate chairman of the Division of Home Missions. Pastor Edgar Hoenecke is the executive secretary of the Board for World Missions and is the associate chairman of the Division of World Missions. Pastor James Schaefer is the chairman of the Division of Administration and Services in addition to his position as Stewardship Counselor.

In 1967 the Book of Reports and Memorials contains a very lengthy report by the Administration Survey Commission. It contains the following section.