

**Wisconsin Lutheran Institutional Ministry - 1980 to 1995:
Progress and Growth by the Grace of God**

(The interview questions, accompanied by a video tape)

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Introduction

I'm with pastor Phil Merten, at what is called City Campus, here in Milwaukee, where he does much of his work. Pastor Merten accepted the call as the first, 3rd F/T chaplain in 1989.

You were a senior vicar for WLIM in 1980, right? Were you the only one then, or ever, that was a paid vicar?

Can you explain what you did as a senior vicar for WLIM in a typical week?

How were your duties different than those of Seminary volunteers?

Ministry

I imagine your senior vicarship prepared you fairly well for work as chaplain, right? So, did you find that being a chaplain was very different from being a vicar?

Had WLIM changed that much in the intervening years?

You once reported to the Board of Directors that your time and energy was being fully split three ways. Can you explain what was going on at that time?

Was this the case all along, or did it develop to that point?

How was the situation resolved?

What area or ministry is your primary concern right now?

Tell me about the Coffee Shop.

Supplying Bibles for free to those you visited was very important to you. Was that your idea? Do you have the freedom to pursue your own ideas, or establish a new program or service?

What changes have you seen within your chaplaincy? What changes or expansion were you able to make that would not have been possible without a third chaplain?

Introduction

Pastor Steve Stern is with me here at Doyne Hospital in Milwaukee, where he does much of his ministry.

Ministry

When you accepted the call to WLIM, in July of '86, what was your primary responsibility(ies)?

In what different ways do you bring the gospel message to those in hospitals? (person to person - cold/requested;
nursing homes? services; Bible studies; etc.)
prisons?

In what ways do the lay volunteers assist you in your ministry?

In the Spring of '94, lay volunteers for the first time were permitted to go with you to the Milwaukee Cty. Jail. Do they

go with any of the other chaplains to any of the other prisons?
How do they assist you there?
What kind of training was required for them before they could
do any work in the prison?

In May of '87, MCMC approached WLIM with a request to provide
Lutheran volunteers in hospital waiting rooms of their ICU.
Why?

Are all hospitals so eager for the presence of Lutheran volunteers?
Still being done? Anywhere else?

In '88, you talked about a growing need for pastoral support
for hospital staff. What became of that? Was this an
opportunity unique to WLIM?

In Nov. of '93, there was some mention of training medical
students as hospital chaplains. Explain.

It seems as though WLIM has good relations with the institutions
being served, and has even been shown appreciation. What
accounts for that? Does the history of WLIM have anything to
do with it?

What does WLIM do for the Developmentally Disabled?
(Mt. Carmel, others?)

In '91 a 55 lesson curriculum for people who are DD was
completed. How was it different from Jesus Cares?
Is it still in use?

Do the chaplains take turns going to each of the institutions,
while maintaining their own specialized area of work?

In the minutes each month, each staff member submits the numbers
of calls made, services conducted, the number of attendance,
etc. For the year of 1980, for instance, 19,885 calls, 618
services held, and 13,687 in attendance was reported. For the
year of 1984, 22,178 calls were made and 759 services were held.
Do those numbers reflect the work of only the 2 F/T chaplains?
Or do they include P/T chaplains and lay volunteers?
What constitutes a service? a call?

Does WLIM have to look for the mission fields, or do the mission
fields find WLIM?

Introduction

Here with me in the office of WLIM is Mr. Franklin Gauger,
the Lay Ministry Volunteer Coordinator.

Mr. Gauger, in Feb. of '94 you took over this position when
Mrs. Jane Krueger retired. Had you already been involved with
the lay ministry? In what way?

Lay Ministry

It seems that both the number of volunteers and the number of those who need the services of volunteers has steadily increased over the years. Around 1990, the volunteer program's name was changed from Lay Ministry with the Mentally Retarded (LMMR), to W.L.I.M. Lay Ministry, because the program grew to include more than just the mentally retarded. In July of '90, the coordinator then - Mr. Bill Bonow, wrote that in the past two years "this all-lay ministry has experienced outstanding growth." As an example, he writes: "What was originally intended to be weekly Bible lessons for 6 to 8 residents with mental retardation at Green Tree Health Care Center, has become a program which carried the Lord's word to 212 in 6 different groups last month alone." He also says that he was expecting the attendance for all the programs for the year to be over 6,000.

Did that prove to be a growth spurt, or is the Lay Ministry program still growing by leaps and bounds?

How many volunteers are there? Does that include WLC students? How do you compensate for the WLC students when they go home for summer?

In general, what do your duties include? (promote, recruit, train, organize, supervise, develop)

Have your duties changed at all, even in the short time you've been in this position?

Do I understand correctly, that some volunteers work with a chaplain, or at least at the same institution as one of the chaplains, while others serve at institutions where our chaplains do not serve?

Can you tell me a little about these programs and places served by volunteers?

- Senior Bible Lessons
- Hospice program
- Green Tree Hospice
- Prison Seminar
- Wheels to Church
- Mt. Carmel
- Volunteer Training Program
- Curriculum Development

These were as of '90. Are there others?

Must you look for more opportunities, or do the opportunities usually come to you?

Could this position become a full time position in the near future?

W.L.I.M.'s Direction

With me is the Executive Director, Donald Borgwardt.

Mr. Borgwardt, when you accepted the call as director in 1993, was WLIM organized to the point that your duties were fully prescribed, and even in practice by the chaplains? Or did you forge your own duties?

What was your first priority? (broader support)
Did you achieve your top priority goals? How?

In the 80's, and before that, financial support came from gifts, the congregations that belonged in the association, and the Bargain Center. Where else do funds come from now? (Siebert, Schwann, WELSMEN, Kingdom Workers, others)

Promotion of WLIM used to take some of the chaplains' time. Now do you do most of that?

The minutes record that from 6/93 to 12/94, the mailing list went from 1100 names to 2460 names. I assume that's for Compassion?
Currently WLIM is for the benefit of those living in the South-East WELS district. Does your promotion go beyond those borders?

Let's talk about the structure of WLIM. Before 1992, how was it organized?
How is it organized now?

How have the changes impacted the chaplains' ministry?

Vision planting and goal setting was also made your business when you became the director. Before you, who did it? Were there any long range goals? What were they?
Were you previously acquainted with the ministry of WLIM so that you already knew in what direction the program should go?

Whose creation was the "And You Visited Me" campaign? Purpose of it? Is WLIM on track with it?
Is "Reaching More By '94" part of that plan? Explain a little about it.

What kind of expansion for WLIM lies on the drawing board?
(re: area, programs, other?)

What will be the key to making that vision reality? Will it be more staff? More volunteers? (funds go hand in hand)

Last year, in '94, you developed a questionnaire entitled VISION: Ideas For The Future, and you collected the results. Will those results be your guide for the next few years, or more?

Are there any other changes in WLIM that you have steered or had a hand in?

Just regarding two incidental things:
First, the Resource Center. It was the office for WLIM which

was used until just before you started right? Where was it? Why was the move made/ why wasn't it adequate? Does WLIM still use it?

Second incidental item: please explain what the Christmas gift distribution is all about. How long has that been going on?

One last thing, in June of '90, Mr. Bill Bonow wrote that "WLIM is probably the largest mission of its type in the Mid-west, possibly in the nation." Is this in fact true?

Introduction

With me is pastor Ken Lenz and deaconess Sarah Owens. Pastor Lenz, the senior staff member for W.L.I.M., accepted the call to be a full time chaplain in 1971. And Sarah, the newest staff member, accepted the call as Deaconess for W.L.I.M. in July of 1993.

Pastor Lenz, I'd like to begin with you. When you received the call, did you know much about WLIM?

Why were you called (as a replacement)?

So when you assumed the position as the 2nd of 2 full time chaplains, what were your duties?

Was there anything in your previous call that especially prepared you for this work?

Mrs. Owens, your situation is so much different. When you received your call from WLIM to serve as deaconess, you already knew quite a bit about this type of ministry, didn't you? How is that? (You volunteered for a time, right?) Explain.

Do you recall roughly how many WLC students were volunteers with WLIM while you were in it? (In '80 there were 24; in '87 there were 55)

Has this program become a tradition so to speak at WLC, something to look forward to for many students year after year?

Why was this work so appealing to you and to so many other collegians?

What year did you start volunteering?

Are there things that WLC volunteers do now that they weren't doing when you first volunteered? Explain.

Do you have any involvement with WLC volunteers/ LM program?

Areas of change and growth:

Ministry

Pastor Lenz, I'd like to ask you about some of the other changes you've seen, which have marked the progress and growth of WLIM's ministry.

I've been referring to you staff members as chaplains and deaconess. But you also call yourselves missionaries, don't you? Why?

So your primary objective is to reach the unchurched or non-WELS Christians in the institutions. From 1980 til now, have you seen any difference in the **type** of institutions that WLIM serves?

Explain: hospitals, nursing homes, prisons
MCMC, MCCH (New Beginnings), CATC, county jail
Mt. Carmel
AODA

So the opportunities to share the gospel have grown and changed, and I guess that your call, Mrs. Owens, is a reflection of that fact.

Are there things you are doing now, that chaplains such as pastor Lenz could not have done, or were not doing before you accepted this position?

In your two years here, have you seen a change in your ministry? Has there been a difference in the type/ age/ number of youth that you work with; in the way you minister to them?

Do you see where a second deaconess could soon be needed?

Staff

Getting back to you pastor Lenz. For such a change and swell in this mission work, changes in organization and in staff must also naturally occur.

When you joined WLIM, did you and pastor Robert Kleist see a need for change and/or expansion even then?

When did growing pains really start to occur?
What caused them?

In 1985, it was resolved to study WLIM's future. Was a study done? What was discovered by it? (need for another chaplain?)

In 1986, pastor Kleist retired, and pastor Steve Stern accepted the call to be the second chaplain. Still only two of you. In 1988, you announced the need for a 3rd F/T missionary. How did the board of directors respond? Did everyone feel the need? Was this need partly due to the fact that pastor Arnold Schroeder retired after 50 years with WLIM?

Would the recruitment of more area pastors to be P/T chaplains have been able to fill the need for more manpower?

Do P/T chaplains function differently from F/T chaplains?

Were there always P/T chaplains? Were they called by WLIM? Were they paid by WLIM? Did their ranks grow significantly through the years?

The third missionary, pastor Phil Merten accepted WLIM's call

in 1988. What necessitated that call?

In 1990, again there was noted at the January meeting, a need for a fourth missionary. Was a deaconess what you had in mind already then? (if not, what?)

Volunteers

WLC Volunteers

Pastor Lenz, I believe this volunteer program with WLC students began in 1975 (?)

How did it start?

Have you seen a great deal of change in their ministry, or their role, since the 70's?

[So their ministry has expanded over the years, right along with WLIM, and it has become a blessing to those students, and to the people they serve.]

I understand that in addition to WLC volunteers, P/T chaplains, and yourselves, there were also Seminary seniors helping out. Could you explain a little about that? When did WLIM stop using them?

As far as volunteers go, there are more than just WLC students. Are there different groups of volunteers?

-contact ladies; retired(?); others?

Were they always part of the team?

Were volunteers first used to minister to the mentally retarded? Explain their beginning, the change of LMMR to WLIMLM, and how they've helped meet the needs of WLIM's ministry.

(How did they function? Who organized them? Who trained them?)
(contributions of Mr. Bonow; Mrs. Jane Krueger; Dcnss. Owens)

Included in the staff today is the position of Executive Director, filled by Don Borgwardt in 1993. What was life like before this position was created? How has it helped WLIM?

Finances

We've talked about the mission field and the staff. While we know that all we need are available people equipped with God's Word in order to minister to people, it is also true that the ministers need monetary support. In the 80's there seemed to be quite a problem with deficits. In '80 it was over \$9,000; in '81 - over \$24,000; in '82 - over \$14,000; and it went up and down after that.

How did this affect WLIM's goals?

How was it resolved? (broadening support base?)

The financial support base was originally maintained by donations, the Bargain Center, and the dues from the WLIM association of churches. By the '90's, the source of finances included Siebert Foundation, Schwann grants, the WELSMEN (who

are they?), Kingdom Workers...Are there others (AAL, United Way)?
How was their support gained?

At one time the chaplains were expected to preach at churches and give presentations in order to make people aware of WLIM's purpose, and solicit funds. Is that still necessary today? Do you do as much of it now as then?

Do you see yourselves - the staff, doing what you want to be doing as chaplains and deaconess? Or are you still finding yourselves doing things that could be done by others?
(In '87 the need was seen for a layman to work as a promoter.)
In 6/90, Mr. Bill Bonow wrote up an outline of how he thought WLIM should be organized and streamlined. Was that outline the result of pastor Larry Olson's professional assessment of WLIM, or his own? Was it used as the guideline for the changes made in the 90's, or was pastor Ibisch's?

When did WLIM come up with a vision? Did it come about out of necessity? Has that vision been realized? How? Currently?
(1/88 - mission statement drawn up; "You Visited Me" campaign)