

(Note: Boxes 1-14 were prepared by Van Syverson (951-769-9729) )

## **BOX 1 - 2005 / DESCRIPTION OF CONTENTS**

### **Presidents Office:**

1. 1985-1995: Eight folders containing correspondence between President Max Meyers and his counterparts with other ministries, with friends; with partners in the ministry of MAF; and with MAF Staff.
2. 1985-1993: 1 folder of communications/reports by the President to the Board. Bob Clifford sent two letters (12/13/84) and (1/11/85) & Chuck Bennett one letter (1/18/85). Communications from 1/9/86 through 8/3/93 were all sent by President Max Meyers.
3. 11/92 obituary, eulogy & articles related to James Buyers who passed away on 11/17/92. Jim was one of the three founders of MAF.
4. Three folders of correspondence with Pat Boone (1980); Doug Coe (1985-94); and Dan Condit (1974-90).
5. One folder on Elizabeth (Betty) Greene containing correspondence between her and Presidents Bennett and Meyers (1977-90). Betty was the first fulltime employee of MAF, was Secretary of the Incorporation Board; the first field pilot to fly in MAF=s first program in Mexico in 1946; etc.
6. Folder containing a moving tribute to Rachel Saint who passed away on 11/11/94. This tribute was written as an open letter to Family & Friends by her nephew, Stephen F. Saint. (Nate Saint=s son).
7. Folder entitled AREngineering MAF B 1994@. The Focus Committee comprised of Board Representatives & Management, chaired by President Meyers solicited input from many ministries, friends, and partners of MAF, board members and staff intended to help MAF reengineer itself in order to face the challenges of the next decade. The folder contains papers, deliberations, minutes and other forms of input that resulted in the document entitled ON THE ROAD TO THE FUTURE, written by CEO Max Meyers, approved by the Board, & distributed to all members of the MAF Staff.
8. White notebook containing MAF=s self evaluation completed in 1982 in preparation for the visit by the EFMA/IFMA Evaluation Team on Nov. 15-17, 1982.
9. Red Notebook containing materials on Christian Distance Education using Information Technology. Issues, applications, education were all addressed at the Consultation held on 1/25-27/96, followed by a one-day conference on December 2, 1996.

## **BOX 2 - 2005 / DESCRIPTION OF CONTENTS**

### **Presidents Office:**

- 1958-61 AIRCRAFT TECH REPORTS on planes being flown by MAF; incident and accident reports.
- 1985-93: AGREEMENTS & CORRESPONDENCE WITH OTHER ORGANIZATIONS regarding AIRCRAFT INSURANCE when flying their aircraft for them.
- 1946-94: AIRCRAFT ACCIDENTS & INCIDENTS. Preliminary analysis of all aircraft accidents and near accidents by 170 Protestant Mission Pilots who had 306 reported accidents compiled by MAF Director of Research Charles Bennett for the period 1946-1969; report by MAF Pilot Jim Lomheim on a near accident dated 1/28/52; a US MAF Air Accident summary report for the period 8/1963 B 7/1971 done by Charles Bennett, Thomas Albright and Joseph Hopkins; analysis of MAF air accidents for period 1971-1976 done by Ron Maines; Accident reports for period 3/31/78 thru 6/21/78 done by MAF Safety Committee; Incident reports dated 12/12/78 and 1/18/79 detailing 18 incidents written by Hobey Lawrence; Confidential letter about fatal accidents dated 10/2/84 written by President Chuck Bennett to all

MAF- US pilots & spouses; memo to all Operations. Staff from COO David Jones dated 9/7/93 on actions to take following mishaps in last 4 months; analysis of MAF-US air accidents for period 11/89 B 3/2/94 written by Frank Gibbs.

- Worldwide inventory B AIRCRAFT (PERSONNEL) ASSIGNMENT for Africa, Brazil, Caribbean as of 10/85; East & Southern Africa for Jan and July 1986 and just aircraft worldwide as of 3/7/89 and 2/7/90
- Candidate and orientation program manual, 9/68
- Candidate Committee notes and minutes 6/18/70 to 5/25/72
- Adams, Evan and Joan serving as counselors and hospitality host to MAF candidates in training and to furloughs from 1968-1987. Includes autobiographies; correspondences; and a paper on Personnel Development in MAF dated 3/84.
- CANDIDATE COMMITTEE (a.k.a. PERSONNEL COMMITTEE) (1980-1989) defining progress, duties, responsibilities on how the Committee should function. Correspondence related to these activities also included.
- COUNSELING & PSYCHOLOGY SERVICES (1967-73) Correspondence between Dr. Donald F. Tweedie, Jr. and others regarding need for tools for evaluation and environment in which evacuations are to be handled. Two sessions on AChristian Counseling@ by Bill Roth dated 10/7 and 10/21/84 with attachments.
- CROSS-CULTURAL TRAINING (1982-87) exchange of correspondence between Phyllis Beiter and others in the development of cross-cultural training at MAF.
- D-2 + INFORMATION communications to the field between 1/15/71-6/12/72.
- COMPENSATION TASK FORCE (aka Review Board) studies, proposals, recommendations, evaluations, targets to use in staff compensation. Proposal submitted to Board for its approval. (1980-86)
- DONOR ENHANCEMENT SURVEY done 10/7-12/99 by Wilson Research Strategies with Executive Survey Summary prepared by Christopher S Wilson dated 10/25/99 for presentation to Management and Board.
- MAF STAFF SURVEY 1983 defining purposes and Executive Summary with Tabulated Results.
- PROCESS (ISSUES) TASK FORCES final report (late 1983) taking input from Communications Task Force, Spiritual Atmosphere Task Force, Field/Support Center Relationships; and Structure Task Force
- MAF STAFF SURVEY 1990 presenting summary of results with follow up communications to staff.
- HANDBOOK on Cross Cultural Communicative Competence dated 11/12/92
- MAF WOMEN ISSUES OF CONCERN compiling the results of a survey taken among the MAF women completed on 3/22/96.
- MAF=S EDUCATIONAL PROGRAM prepared by Deb Scheuermann dated 8/12/97
- PRESIDENT=S ARTICULATION OF GOALS, PRIORITIES, etc. interlaced with operational data throughout, responses from Executive Management Team dealing with long-range planning, Management Style, Assumptions, planning notebook, hopes for the future, financial planning, organizational goals, traditions, etc. 1973-84.
- MISSION AVIATION INC. (aka Air Care) 1988-93. A subsidiary corporation of MAF based in Florida. Includes Articles of Incorporation, minutes of meetings, documents and correspondence related to its business. It ceased doing business in Florida as of 9/30/90. The original corporation was known as Corporation Mission Aviation Fellowship authorized to transact business in Florida effective 9/14/76.
- NATIONAL TRAINING PROGRAM evaluation of candidates dated 11/86. It includes application form, reference form, TOEFL test, CAB test, mechanical comprehension test, mechanical evaluation, flight, and psychological test and Bible knowledge test.
- NATIONAL TRAINING WITH FOCUS ON AFRICA (1975-91). Proposal for National Training in Zaire by Marvin Bowels, 6/2/75. Correspondence regarding the

training of 3 students from Zaire, 1983-87. Student from Kenya 1985-87. Brief correspondence regarding national training in Latin America and performance and documentation of training a National from Lesotho, 1990-91.

- PERFORMANACE AND TRENDS prepared by the Research Group dated July 1969. Overseas Operations were analyzed by Staff Units, bases and #of aircrafts for period 1950-69. Further analyses was done on # of organizational staff, flight + hours by region, flight trends in major countries, average # of hours per plane per year for the period of 1950-69. Projections of MAF growth for the period 1969-80 were then made, followed by projected recruitment needs, trends in Missionary Aviation etc.
- PLANNING AND DEVELOPMENT for MAFY a compilation of some Key Summaries, Reports and Memos. 11/7/68 B 12/12/69.
- RECRUITING for 21<sup>st</sup> Century 11/25/98. Problem definition, possible solutions and outcomes.

### Coo=s Office:

- [this file was missing from the shipment; copied cover sheet inserted with note Aremoved by Linda Swanson for MAF History / Museum Project@] REDLAND SUPPORT TEAM PICTORAL DIRECTORY, 1989. Requested that all of the following files be kept for him by Director of Planning & Research.
- NEW ERA DOCUMENTATION LOG 11/10/92 B 12/29/95; along with floppy disk backup.
- NEW ERA 8/1994 B 5/95 Correspondence and planning sessions that led MAF to become involved with the Foundation for New Era Philanthropy, a Pennsylvania non-profit corporation run by President John Bennett. New Era offered to double the ministry=s funds that were invested with the Foundation for six months. This Aoffer@ turned out to be a Ponzi scheme. The Foundation for New Era Philanthropy declared bankruptcy on 5/15/95. All that follows are correspondence, summary of meetings and formation of the group known as United Response to New Era.
- NEW ERA 6/95 B 8/96. Letters to donors, MAF Staff, news releases, memos for the record, notes exchange of correspondence and agreement with law firm of Cohen & Shipero, Polisher, Shickman and Cohen with Attorney Jeff Garson as its representative. Extensive filing documents with the US Bankruptcy Court, Eastern District of Pennsylvania. C.O.O. Bruce Smith was MAF=s representative to both United Response and its attorneys.
- NEW ERA 9/96. Mostly documents filed with the Bankruptcy Court. Also feelings by Prudential Securities Inc. and responses by charities affected including MAF. Some correspondence also included.
- NEW ERA 10/96 B 12/96. Correspondence to and from legal firms; United Response; a packet of documents to be provided by MAF chairman Bruce Kennedy to Gerard Mc Cabe, attorney with Montgomery Mc Crocken, Walker and Rhoads, A Settlement Agreement and Release;; and finally, a communication from trustee Arlin M. Adams to all creditors dated 12/30/96 delivering the first proportionate share of the first interim distribution offered.
- NEW ERA 1/97 -4/97 First payment actually received on 1/3/97 for \$317,173.55. Exchange of correspondence with attorneys and with United Response. Copy of Complaint Seeking Declaratory and Injunctive Relief filed with Bankruptcy Court on 4/9/97. Letter from John Bennett, Jr. to all those affected by his actions, explaining why he decided to plead no contest. Draft of Settlement and revised (final) Settlement with Prudential Securities alone.
- NEW ERA 5/97-9/97. Further correspondence to and from United Response, and attorneys. A 52 page brief filed by the US Department of Justice against John G

Bennett Jr. A communicative from Attorney Jeff Gorsen presenting several schedules, exhibits detailing the distribution contemplated to all creditors.

- NEW ERA 10/97 B 2/03. Series of transmittal letters with checks to MAF. Total returned was \$1,349,435 or 91.66 % of the original \$1,472,250 invested. An article entitled ASHES written by Rob Wilkins and published in The Life @ Work Journal tells the miraculous story.

### **BOX 3 - 2005 / DESCRIPTION OF CONTENTS**

#### **Africa Regional Director=s Office:**

- AFRICA PERSONNEL ASSIGNMENTS & JOB DESCRIPTIONS. 12/1/79, 12/80, and 9/81. Africa Equipment & Personnel Assignments. Africa Area Personnel listing as of 2/1984 along with a two-page bio for each of the 63 families; 8/8/91 listing of families assigned to Africa with birthdates; 6/93 and 4/94 Africa Personnel listings. Chapel talks by Jim Lewis on Africa on 2/6/92. Job descriptions for Regional Director of Africa 10/1/88; Regional Manager/Africa 1/2/91; Assistant Regional Manager/Africa; Area Manager/Africa; Program Manager/Central Africa 5/19/90; Base Manager/Central Africa 5/19/90; Pilot/Mechanic/Central Africa 5/19/90; Special Projects Manager/Central Africa 9/1/90
- ANGOLA PROGRAM. Description of Country by USAID dated 5/12/88. Angola Consultation in Redlands, CA in 4/18/88. Africa Confidential paper on Angola 7/15/88; correspondence on Angola from 5/20/88 B 7/18/88; Angola Funding meeting in Canada on 7/22/88; Angola trip summary 8/1 B 6/88; observations/impressions of Angola; Action Plan for Angola; correspondence 9/88 B 11/88; and 7/5/91- 12/9/93.
- ANGOLA SURVEY correspondence 6/13/86 B 10/9/87; Final Report of the Delegation to Angola visit from 11/14 B 25/87 by the Canadian Council for International Cooperation published March 1988; exchange of correspondence 10/14/88 through 10/25/88; Final Report by U.S. Gov Assessment Team to Angola dated 10/25/88; and funding Application by MAFC dated 10/27/88.
- BOTSWANA FLYING MISSION. Information in Botswana and the Flying Mission established in 1977. Flight Operations Manual 5/85. Proposed to Flying Mission Executive Corp. dated 11/87. Flying Mission flight Proficiency Program Amplified Procedures Manual 1/15/88. Flying Mission annual Financial Statement 12/31/90. Correspondence between Redlands and Flying Mission/ MAF Staff on loan from 10/21/85 B 10/27/94.
- BOTSWANA FLYING MISSION. ANNUAL REPORTS 1983 -86 AND 1988 B 91.
- CAMEROON SURVEY REPORT DONE BY DAVE SWANSON dated 2/1992 with 34 pp of appendices.
- CENTRAL AFRICAN REPUBLIC exchange of correspondence between 5/12/89 B 5/24/94. Business Plans 1991-94; 1992-95; 1993-96.
- CONGO, PEOPLE=S REPUBLIC - Jon Lewis trip report 10/8 B 23/91 along with appendices. Base survey Report by David French dated 2/4/93.
- ETHIOPIA brief correspondence and reports 6/5/94 B 7/2/95
- KENYA-FILE A 7/82 B 6/30/93. Correspondence, reports and funding applications.
- KENYA-FILE B 7/1/93 B 9/30/94 Correspondence & reports.
- LESOTHO correspondence and reports 5/88 B 4/94 Business plans 1989-92; 1993 B 96; 1995-1998.
- MADAGASCAR Survey conducted in 7/28 B 8/11/85, and an annual report dated 1994.
- MALAWI Booklet AThe Churches First 30 Years in Nyasaland 1861-91. Thesis by

John Selfridge entitled AThe Influence of Joseph Booth and John Chilembwe on the History of the Church in Nyasaland (Now Malawi).@ (undated) . Malawi Survey Report 3/84 and Directory of Churches. 1/1985. MAF Survey of Malawi compiled by Dan W. Stacy dated 8/30/85. Correspondence between 5/27/85- 2/3/86.

- MALI PROGRAM B FILE A. Map of OCP Radio Network 10/83. WHO Contract 12/23/86. ACase for support of MAF=s Ministry Expansion in West Africa with Emphasis on Mali as a Model by Karin Hubby 6/8/87. Correspondence from 7/8/87 B 9/25/90. Business Plan 1990-93. Re-survey Report 9/4-14/90.
- MALI PROGRAM FILE B B Correspondence from 10/1/90 B 9/30/92. Business Plan 1992-95.
- MALI PROGRAM FILE C B Correspondence from 10/1/92 B 12/31/94. Business Plans 1993-96; 1995-98; and 1996-99. A 19 page paper on MAF in Mali, 10/1994.
- MALI SAS PROGRAM FILE A 1988 -92 Action Plan Report for Sahel Aviation service (MAF for profit subsidiary) dated 1/27/88. Discussions and proposals between SAS and BPH-UTAH 2/90; working agreement 4/5/90; correspondence, reports and aircraft lease agreements between 2/21/90 B 9/30/92. Business Plan 1992-95.
- MALI SAS PROGRAM FILE B- 1992-1993. Correspondence and reports 10/1/92 B 6/30/93. Business Plan 1993-96.
- MALI SAS PROGRAM FILE C- 1993-1995 Correspondence and reports 8/12/93 B 2/3/95. Business Plans 1994-97 and 1996-99.
- MALI WELL DIGGING PROJECT- 2/87-6/93. Correspondence and project reports during the period 2/87-6/93.
  
- MALI FORMAN BULLETINS. Alex and Jan Forman, served on loan with MAF UK served with MAF US in Mali. They authored a series of ABulletins@ (prayer letters) during the period 3/8/90 B 12/4/93. Bulletins prior to 3/8/90 are missing as well as some bulletins within the above-mentioned period.
  
- MAURITANIA (3/93 B 11/94) Series of proposals, reports and correspondence about possible work in Mauritania Business Plans 1995-98 and 1996-99.

#### **BOX 4- 4/05 / DESCRIPTIONS OF CONTENTS**

##### **Africa Regional Director=s Office:**

- MOZAMBIQUE 1984-94. Paper on Mozambique by World Vision 11/84; the Nomadic Accord, 1/85; Survey of Church Groups, 5/85. Correspondence, reports, proposals and agreements between 4/2/84 & 7/20/94.
- Namibia (1973-89). Description of Namibia. Survey Report Feb/Mar 1973. Correspondence and reports 4/24/78 to 10/12/89.
- NIGERIA (12/4/92 B 12/29/93). Brief correspondence; the Nigeria HF Radio Replenishment project; and Jon Lewis survey dated 12/29/92.
- RWANDA CRISIS (4/94 B 9/94). Correspondence reports and responses to the Rwandan Crisis 4/13/94 B 9/3/94.
- SOUTH AFRICA (1985 B 89) survey of Hospitals and Missions 2/10 B 14/86; proposal to get MAF Airborne in South Africa 10/9/86; Story on MAF South African Dave Richardson. Correspondence during the period 1/7/85 B 11/29/89. Periodic SA News Digest publications from 12/86 B 11/88.

- UGANDA (1986 B 89) Description of Uganda Africa Confidential on Uganda 11/27/85, 1/29/86 and 2/12/86. Correspondence and reports during period 3/12/86 B 5/15/89. (Note: almost all correspondence was in 1986).
- ZAIRE-FILE A (4/1/88 B 12/31/91) Research paper Ain progress@ dated 4/20/88. Trip report 4/28 B 5/9/88. Zaire Unreached Peoples Project 7/27/89. African Aviation Academy 10/15/90. Lubumbashi Project 1/21/91 B 6/30/94. Ministry to the Pygmies 3/28/91. Correspondence and reports 11/29/88 B 12/13/91. Listing of Zaire airports 9/26/91. An Operation Strategy Plan for MAF in Zaire 1989-92. Central Africa Business Plan 1989-92.
- ZAIRE-FILE B (1/92 B 6/92). Voumbey Mwanda Airplane Accident (1/31/92 B 6/30/92) and letter from MAF CEO to Voumbey dated 2/10/95). Correspondence during period 1/5/92 B 6/30/92.
- ZAIRE B FILE C (7/1/92 B 3/31/94). Correspondence and Reports during the period 7/1/92- 3/31/94. Needs Assessment update 7/21 B 8/31/93 dated 10/20/93. Current and Projected Situation, Needs and Possibilities in West Zaire 4/94. Business Plan for Northwest Zaire 1993-96. Business Plan for East Zaire 1993-96.
- ZAIRE FILE D (4/1/94 B 8/94) Correspondence, notes and reports for the period 4/11/94 B 8/18/94. Strategic Plan for West Zaire 1995-98. Business Plan for East Zaire 1995-98. Business Plan for Lubumbashi 1995-98.
- ZAIRE ASBL (1989-90) (Zairian Non-profit Corporation) correspondence; ASBL Statutes for MAF Zaire. Zaire Bylaws; compilation of papers on the formation of the nonprofit Zairian Corporation presented to the MAF Board of Directors, 9/22/89; report on preliminary meeting of the ASBL Board of Directors; and final Status/Charter, Bylaws, and the Agreements for Cooperative Ministry 4/10/90.
- ZAMBIA- (83-87; 92-94) Description of Country 1981. Survey Report 3/6 B 8/83. Some correspondence 5/10/83 B 9/9/87; and from 8/4/92 B 11/28/94. Contacts in Zambia 1993/ Strategic Plan 1996
- ZIMBABWE (2/91 B 8/94) Description of country around (9/80) and again on 8/91. Correspondence, reports, seminars and requests for proposals during period 2/14/91 B 8/22/94. Business Plans for 1990-93 and 1993-96.

**Eurasia Regional Director=s Office:**

- AFGHANISTAN (1969, 1994-00) Letter from MAP Administrator Afghanistan to CEO Bennett 12/15/69. Three IAM Brochures Economic Development, Education and Rehabilitation, and Hope + Healing. MAF Survey to Afghanistan April 27 B May 13, 1994. Correspondence and reports during period 1/13/94 B 9/17/96. Program Deltas for 2000 -01. Operation Contract with CARE until 5/01. Grant Proposal for OFDA by Air Serve dated 8/28/00.
- ALBANIA B FILE A (5/92 B 6/30/93). The 3<sup>rd</sup> Albania Health Projects Council Meeting from 5/27-30/93. Packet consists of papers, reports, financial statements, etc consisting of close to 100 pp. Correspondence and reports for the period 5/30/92 B 6/28/93.
- ALBANIA B FILE B (7/1/93 B 12/31/93) Correspondence, reports, minutes, etc. for

the period 7/1/93 B 12/31/93. Agenda and minutes for Albania Health Projects meeting 11/22/- 24/93. Reports and Observations by Team Members AHP medical Surgical Team & Conference 10/23 B 11/06/93.

- ALBANIA B FILE C (1/1/94 B 9/2000) Albania Health Projects Council Meeting 5/29 - 6/1/94 (bound report) Correspondence largely confined to the first half of 1994 with few items going through 1994. Four or five items from 1995-1999. Strategic Plan for 1995-98. Resolution to close the program dated 9/2000.
- BURMA B (99-00) Letter with backup material and photos regarding the displaced Karen People driven out of Burma to Thailand by the Myanmar Army. Correspondence and Research on Myanmar for period 2/1/00 B 6/24/00.
- CHINA 1999-02. Outline of China Orientation Seminar Material 9/82. Memo dated 11/13/90. Report on Chinese Missions 95 Conference 1/8/96. CCCOWE in Hong Kong report 7/29/96. Research report on Hong Kong. Visit 5/15 B 17/99. China Research Report 9/2000. China Exploratory Proposal late 2000. China project 7/26/01. Kunming Budget 2002. Monthly accountability Report- Kunming for 7/2002. Brochure on project Grace International.
- KAZAKHSTAN (8/94 B 6/96). Profile 10/27/94. Guide book to Almaty 10/94. US Grantee and Contractor Representatives as of 11/1/94. Business Services Available in Kazakhstan 11/4/94. Agreement between US + Kazak governments 11/1/94. List of registered American Companies as of 11/4/94. Telephone list as of 9/1/94. Kazakhstan Survey Report 1/27/97. Limited correspondence 8/29/94 B 10/25/94. Strategic Plans 1995 B 96 and 1996-97. Kazak Program Deltas 2000-01

## **BOX 5 B 4/05**

## **DESCRIPTIONS OF**

### **CONTENTS**

#### **Regional Director for Asia:**

- KOREA B FILE A (12/85 B 11/89) Korea Survey 12/85; planning documents and proposals 12/85 through 6/87; activity reports, trip reports 8/13/87 B 10/16/87, correspondence, budget, funding proposals, notes on discussions from 2/17/87 thru 11/1/89; brochures on Yoido Full Gospel Church 1988, Dong Do Presbyterian Church 1989, Korean Mission Aviation Fellowship 1989; newspaper (in Korean) published in Garden Grove, CA in 1989 about MAF Korea.
- KOREA B FILE B (1990-99) Concert program by Seoul Symphony Orchestra with soloist on 4/23 & 26/90 to raise fund for MAF Korea. Correspondence, notes, agreements, etc. between 5/23/90 & 1/17/97. Only two exchanges of correspondence in 1998 + 99. Two brochures on Asian Center for Theological Studies and Mission dated spring 1996.
- INDIA (1997-98) Information and exchange of correspondence with contacts in India. Report on India DAI/MAF / GMI meetings 2/2 B 7/98. Uttar Pradesh Harvest Consultation dated 7/27 B 28/98.
- INDONESIA, GENERAL (1980 B 2000). Permission to use radios between bases and aircraft 5/12/80. Application for renewal of Certificate of Air worthiness etc. 6/30/82 temporary permit to fly Twin Otter 8/19/82. Goals for 1982-83 and Long Range Plan for 1983-88. Correspondence, notes reports, consultation, 1983-88. Discussion paper on MAF future in Indonesia 2/90. Information on travel, malaria,

1991-92. Personnel Assignments as of 4/93 and 4/94. A 34 page paper describing Indonesia and MAF=s involvement dated 1/94. Evaluation of Central Java Inter-mission School dated 8/30/94. Summary of Indonesian Management Meetings for 3/28 B 31/95; 4/11 B 14/96; 4/2 B 6/97; 4/26 B 30/99; and 4/24 B 29/00. Note: No meeting was held in 1998 because of finances and drought.

- INDONESIA AREA OFFICE; JAKARTA. (1992 B 02) Undated MAF brochure in Indonesia. Area Manager Job description 6/17/92. Occasional exchange of correspondence and notes between 12/4/92 and 1/8/02. Landing and arrival information packet dated 5/24/00. Summary of NGO Compensation /Benefits Report 5/99. Civil Aviation Purchasing Service Information 4/98.
- NATIONAL TRAINING FOR INDONESIA B FILE- A (1984 B 92) Correspondence notes papers on national training 1984-92.
- NATIONAL TRAINING FOR INDONESIA-FILE B (1995 -97) Handbook, notes, correspondence, funding applications etc for national training for Indonesian students. Specific files for Hardy Timberlake (5/11/95 B 10/98) Willem Karetji 2/21/96 - 4/19/96; Daniel Alim 1996 B 99; and Hartmo Sukanto 1997.
- IRIAN JAYA B FILE A (1984 B 97) West *Irian* Survey Report by Chuck Bennett dated 11/1969. Trip report by Chuck Bennett dated August 1980. Two pieces of correspondence dated 1984. Then it jumps to 1990. History of MAF in Irian Jaya 8/92. Correspondence, reports, job descriptions, list of employees for east Irian from 5/17/90 to 5/12/94. Sentani International School Board Policy Manual with appendices 5/24/94. Establishing MAF=s Strategic Direction for Effective Ministry in Irian Jaya by David Wunsch, 6/94. Review of MAF Irian Jaya Program by Rick Wallace, 3/20/95. Assessment of Willem Karetji 3/23/95. Irian Jaya Business Plans for 1995 -98 and 1996-99. Report by John Hood on 3 months observations dated 12/13/96 assessment of national maintenance staff dated 1/6/97. Specialized Ministries Department in Irian Jaya 3/18/97. Logistics Proposal for Irian Jaya Famine Relief 12/97.
- IRIAN JAYA B FILE B (1998 B 02). AIR SERVICES Contract between United Nations Development Program and MAF for Irian Jaya Famine Relief dated 1/9/98. Aircraft Charter Agreement between United Nations and MAF dated 1/27/98. Correspondence, invoices, amendments, lists notes; job descriptions from 1/15/98 B 4/10/01. Unevangelized Regional Information analysis B 16 pp. dated 3/98. MAF Instrument Flight Rules for Irian dated 10/98. Report on Safety survey performed 12/12 B 14/98 by M.A.I. Helicopter Survey Report dated 3/2000. Irian Trip Report Summary and Detail May 3-17, 2000 by Jon Lewis. Ground handling and Related Services Agreement between Freeport Indonesia and MAF effective 5/1/03. Auditor=s report of visit to Irian between 7/23 B 8/9/01. Report on joint meeting between Irian Jaya and Papua New Guinea dated 3/20/02.
- WAMENA HANGAR PROJECT, IRIAN JAYA (4/97 B 9/03). Wamena Strategic Proposal Presented to Oikonomos Foundation dated 4/15/97. Further grant applications, correspondence, notes, on the Wamena hangar proposal between 3/8/00 & 3/5/01. Correspondence, reports, budgets and updates on the construction of the Wamena Hangar between 5/21/01 and 9/23/03.
- KALIMANTAN, CENTRAL (1994, 1999) Indonesia Evangelism Task for Central



Kalimantan; TARGET 2000, by Indonesian Harvest Outreach. By district, by county for the Province of Central Kalimantan. Central Kalimantan Survey dated 12/94. Funding request 7/31/99 and photos for hangar location.

- KALIMANTAN, EAST (1992-2001) Impressions from Kalimantan Visit by Chuck Bennett dated November 1969. East Kalimantan profiles dated 8/92 and 2/94. Tribute to Willy Eko Budino who died on 10/11/95 from injuries sustained in an aircraft accident out of Tarakan. Correspondence, reports, base descriptions, safety surveys during the period 1/9/95 B 6/2001. IFR operations Manual for East Kalimantan dated 7/97. Program for Retreat at Samarinda 5/14 B 18/99. Strategic Plans for 1995 B 98 & 1996 B 99.
- KALIMANTAN, WEST. (1989 B 2001) Country profiles dated 12/89, 8/92 and 2/94. Instrument-Flight approval Request dated 7/25/91. Brief Correspondence, action plans, reports for period 12/14/94 B 5/30/01. Map showing existing government and mission airstrips and expressed interest in strips dated ?? Map of Kalimantan. Business Plans for 1995-96 and 1996-97.
- SULAWESI (1989, 1992 AND 1994) Country profiles only for 12/89, 8/92 and 2/94.
- YAYASAN/MAF INDONESIA B FILE A (1983 B 87) 10/16/81 MAF Board Resolution regarding nationalization. Correspondence and reports for period 5/18/83 B 9/20/83. A 20 page government document on taxes dated 12/31/83. Document registering Yayasan as an MAF Indonesia entity dated 2/2/84. A philosophy of Inter-nationalization of MAF Operations by CEO Bennett dated 2/16/84 and board minutes. Yayasan organizational guidelines dated 2/20/86. An eight page paper, written prior to 11/86 on the development of nationalism in Indonesia. Exchange of notes and correspondence re Yayasan from 11/11/86 to 3/23/87 including two published articles in New Frontiers in Missions written by Yayasan Board member Petrus Octavianus. Letter by Attorney Stan Black dated 3/24/87 critiquing earlier letter and working agreement. More correspondence 4/7/87, 4/9/87 + 5/29/87. Excerpts of Indonesian law re corporations and cooperatives 7/1/87 Revised Yayasan Constitution dated 11/23/87. Report dated 12/11/87 by Stan Black to CEO Max Meyers on Yayasan Board Meeting.
- YAYASAN FILE B (1988 B 1995) Correspondence, notes, Cooperation Agreements dated 4/12/88, Long Range Plan 4/89, for period 1/5/88 through 1/24/90. Discussion material on MAF=s future in Indonesia for MAF Board of Directors for Feb. 1990 meeting. Correspondence, notes, minutes for period 3/16/90 through 7/28/95. Finally, a packet of background information on Yayasan put together to brief new CEO Bishop. The material spans the period 4/9/87 through 4/3/95 with one additional memo from Area Director Bob Breuker to the Yayasan Board dated 11/4/98.
- PHILIPPINES (1998 B 99) Correspondence and articles focus largely on Ernesto G Mangioang, the first non-western and first Filipino pilot for MAF who flew for MAF in Irian Jaya in 1972. Also, there are requests that MAF once again consider flying in the Philippines.

**COO Office:**

- RUSSIA/CIS-FILE A (8/91-8/94) Correspondence, notes, trips, reports surveys, etc on potential ministry in Russia/CIS from 8/26/91 B 11/13/92. Registration of MAF

in Russia and follow up communications and Reports for period 11/25/92 B 1/31/94. Correspondence, notes, minutes focused largely on Siberian Flight requests, email service to the Co-Mission and the Moscow Warehouse storage and distribution service for other ministries from 2/2/94 B 8/1/94.

- RUSSIA/CIS FILE B (9/94 B 11/00) Proforma Strategic Plan for MAF Russia 1994 - 95. Correspondence, notes, trip reports, minutes of MAF Russia for period 9/1/94 through 12/21/95. Two reports by Peter Deyneka Russian Ministries dated 2/7/96, 4/4/97, 6/19/96, 6/24/97, 7/23/97/10/2/97. Correspondence, notes, reports, legal documents for period 2/97 B 11/22/00

**Asia Regional director=s Office**

- SINGAPORE MAF (1995 B 2000) Minutes of MAF Singapore meetings and exchange of correspondence for the period 4/29/95 B 4/28/00

## **BOX 6 - 2005 / DESCRIPTION OF CONTENTS**

### **Latin America Regional Office:**

- BOLIVIA/PERU. MAF was to have assumed operational responsibility for the South America Mission flight program in Bolivia and Peru for a 2 year trial period beginning 4/1/81. A signed working agreement dated 2/2/81 is in file. However only one memo dated 8/31/81 from the South America Mission to the MAF Latin American Office asking questions about filing MAF reports indicate that the program was operational at that time. Extensive correspondence between SAM and MAF between 12/7/78 B 3/18/81. Also two insurance policies. A progress report on merger dated 2/5/81 includes a seven-page report by Jack Walker (MAF LAO); followed by history of SAMAIR in Peru (4pp); history of SAMAR in Bolivia (3pp); a lease agreement between SAM & MAF dated 2/2/81 (6pp); copy of 2pp working agreement: including with list of SAM aircraft flying in Peru & Bolivia. Five letters/memos between LAO & SIM regarding flight program in Bolivia during period 2/6/86 B 3/26/86.
  
- BRAZIL/ASAS DE SOCORRO File A (12/89 B 12/94) Correspondence notes, reports, reviews between Redlands and Brazil with some references to Emergency Fuel System and Tools for Leaders Program.

### **President=s Office:**

- BRAZIL /ASAS De SOCORRO File B (1995-2002) Correspondence, memos, notes, reports between Redlands and Asas De Socorro. Includes MOU between MAF and Asas De Socorro and a Partnership Agreement between Asas De Socorro School of aviation and Moody Aviation. Asas De Socorro Project for Training Technical Missionaries in Partnership with MAF-US dated 2001. Grants to Asas De Socorro for North and Northeast Expansion Plan that began 2/2001 and to continue thru 2004- outlined in agreement signed by Asas De Socorro and MAF US dated 6/14/02. Finally, a strategic plan for Asas De Socorro developed by its CEO dated 11/6/02.

### **Latin America Regional Office:**

- COLOMBIA (1970, 1977-78, 1989) Two letters and one memo between 1/7/70 and 1/20/70; 1 page program analysis 4/18/77; one-page history of MAF in Colombia as of 10/1/78; and 3 letters from 5/24/89 to 8/23/89.
  
- COSTA RICA (1977 B 78; 1992-1994) Series of interviews beginning 11/77, and culminating with a study of a possible MAF program dated 1/7/78. A hangar was rented beginning 4/1/78 per memo dated 3/15/78. Last memo (4/11/78) tells the person who was sub-leasing a space as to how he should reimburse MAF. Then it jumps to 1992 with correspondence, job descriptions, notes and memos regarding MAF staff attending the Spanish Language Institute in San Jose, Costa Rica; concluding with Procedure for Preparing and Receiving new MAF Families to Cost Rica dated 5/6/94.
  
- CUBA (1996) An exchange of letters, memos and reports in 1996 culminating in a fax to MAF dated 12/20/96 outlining the opportunity to serve Cuba from Mexico.
  
- ECUADOR REGISTRATIONS 1971, 1982
  
- ECUADOR B FILE A (1990-92) Exchange of correspondence, notes, reports etc. regarding the MAF Ecuador program.
  
- ECUADOR-FILE B (1993-97) Exchange of correspondence, notes, reports, etc.

regarding the MAF Ecuador program. Summary of funeral for Don Osterhus & Job and Walter Orellana on 9/16/97. They died when their MAF Cessna 185 crashed in a remote mountain pass in Ecuador on 9/14/97. Ecuador Strategic Plan 1995-98 and Ecuador Business Plan 1996-97 complete the file.

- GUYANA (10/29/93 AND 1/5/94) A letter and a memo regarding MAF possibly again serving in Guyana.

### **Chief Operating Officer**

- FT LAUDERDALE/HAITI (9/14/78 & 1989) Cooperative agreement with World Missionaries of the Presbyterian Church in America dated 9/14/78. Account of MAF Haitian Hijack on 4/10/89. Exchange of correspondence with Ft Lauderdale office between 4/24/89 and 5/24/89.

### **Latin America Regional Office**

- GUATEMALA (9/81 B 8/82; 10/88 B 8/94) Correspondence, notes, reports etc between the above-mentioned dates. Strategic plan for the Guatemalan Aviation Association for Edification (A.G.A.P.E.) for 1996 B 99.
- HAITI LEGAL ENTITY ( 7/86 B 94) Some correspondence interspersed with articles of Incorporation and Bylaws, Nominee Agreement, Power of Attorney, Minutes, Operating Permit, list of shareholders, etc. concluding with the necessary paperwork related to the Haiti Evacuation (from 6/13/94 B 8/25/94).
- HAITI (9/92 B 1/95) Correspondence, notes, reports and information regarding the Haiti Program for the above-mentioned period. Three year business plan for 1995-98 revised 7/96.
- HONDURAS (1980 B 84; 88-94) Correspondence, trip reports, Staff Conference reports, Statutes of the Asas De Socorro Honduran Board (1983); packet of material dated 1/25/84 containing bylaws of ADS California, recent certification from Honduras, Bylaws of new Honduran organization (CEHDAS) and correspondence; Articles of Incorporation for ADS California dated 3/19/49 signed by Grady Parrott, Charles Mellis and John Scherer along with correspondence dated 8/21/82, 1/26/83 and 1/4/84; followed by correspondence thru 1/4/85. The correspondence recommences on 2/12/88, 12/17/89 and 12/29/89; and then a continuous flow of correspondence from 1/8/90 through 8/11/94.
- HONDURAS FLYING DOCTOR SERVICE (10/92 B 8/94) Correspondence related to initiating the Flying Doctor Service including a formal proposal.
- MEXICO B FILE A (1975 B 2/83). Agreement of Cooperation between MAF and Asas De Socorro dated 5/3/75. Minutes of Board meeting dated 10/11/75. Program analysis 4/18/77. Correspondence, notes, reports, bulletins, etc, between 1/8/76 B 2/7/83.
- MEXICO B FILE B (1/87 B 8/95) Correspondence, notes, reports including Agreement for Cooperative Ministry between Asas De Socorro, Mexico and MAF-US dated 10/1/87; and concluding with ADS- Mexico 5 yr. Strategic Plan dated 8/14/95.

- NICARAGUA (1982, 1990-94) Correspondence beginning with 5/6/81 continuing with reports and concerns for the welfare of the Christian community in Nicaragua. News release dated 12/22/82 outlined the findings of a team who visited Nicaragua the week of Dec. 12, 1982. Dave Howard from W.E.F. reported on his visit 12/14 B 17/82 in a summary dated 1/7/83. The file then jumps to 7/27/90 where correspondence, reports, surveys recommences through 11/22/94; and the Business Plan for 1995-96.
- SURINAME (1990 B 1994) There is a Asmattering@ of correspondence beginning with 8/11/71 , 1/73, 5/76, 9/76, 4/77, 6/78, 12/79, 2/80, 3/80, 4/81, 10/84 several in 86, several in 87, 1/89 and 11/89. From 1990-94, there are extensive correspondence, notes and reports. There is a booklet entitled AMAF Flying in Suriname@ written by F.M. Masterbrock in 1979. The file concludes with MAF/SZV Strategic Plan 1995-1998.
- SURINAME (1992-96). Reports on Suriname dated 8/24-29/92; 12/10/92, 2/93; 7/18-28/93; 3/20 B 29/94; 11/6 B 16/94; and 10/96.
- VENEZUELA (1989 B 94). Correspondence from 11/27/89 to 11/22/94. Correspondence with New Tribes Mission 1990-93. Proposal for purchase of property in Puerto Ayacucho on 1/93. Venezuelan Reports dated 2/14 B 21/92; 3/29 B 4/6/93; 11/7 B 13/93; 4/25 B 5/2/94; 9/5 B 10/94 and 10/96. Final items include Strategic Plans for 1995 B 98 and for 1996 B 99.

## **BOX 7 - 2005 / DESCRIPTION OF CONTENTS**

### **Human Resources Department**

- Austerity Program planning during the period 10/20/87 B 10/30/87 to be implemented as of 1/1/88.
- 

### **Presidents Office**

- MAF affiliates 1998-99. Issues, agreements and correspondence.
- CEO Communications to staff. Majority from 1982-85; 8/9/91; 3/24/93; 7/7/93; 8/12/93.
- CEO Reports to Board 6/99-11/00.
- COO Correspondence on mission, servant hood, safety, excellence and team. 11/91-9/93
- Cross-Feed internal publication 6/71 B 3/88 (Incomplete set)

### **Information Technology**

- Distance Education. Prototype Project 10/22/97; barriers overcome thru Distance Education 2/01; MAF Role in Distance Education 5/02; two year milestone report on Eurasia Distance Education project dated 11/16/02.
- Distance Education; Simulation Workshop 1/16/98
- Electronic Publishing Strategic Plan dated 2/28/96.

### **Presidents Office**

- Executive Management Team Minutes for the period 12/4/90 through 9/12/94
- Internal Communications from 1/16/87 through 3/4/88, it was called Ainformation@ containing news about the MAF Family from Around the World. In March of 1988, it was replaced with Aflight Log@. The period covered was from 3/88 thru 6/90, but very incomplete.
- MAF and Ministry. Two papers written by Alvin ASkip@ Parrish in 12/2/86 entitled

AFor Doing theology in Context@; and by David Jones entitled AToward Understanding Ministry in MAF@ in 3/90.

- Moody Aviation Program. Correspondence, minutes, reports, etc., between Moody Aviation and MAF regarding Moody Aviation students and their involvement with MAF. From 1/10/68 through 12/14/71
- MAF International Description of the MAF Consortium dated 5/88; and the MAF International Protocol dated 10/94.
- Operations Management Team. Minutes of meetings from 12/18/92 through 7/25/94.
- Relocation evaluation of Big Sandy, TX. A series of documents exploring the possibility of MAF relocating to Big Sandy, TX. Dated 2/28/01.
- Strategic Plans includes Long Range Plan 1977-85; contingency planning 11/12/81; Role of Commercial Activity in MAF Funding Strategy dated 7/21/83; followed by notes, goals and minutes including Goals Shared with Board and Staff 1973; notes from CM meeting in Long Range Planning held on 1/10/84; Planning Dept. Strategy Comment dated 2/20/84; planning session minutes dated 5/4/84; Proposed 1985-90 MAF Objectives as of 1/20/84; concluding with the Strategic Plan 1989-94 revised July 1989.
- Office of US Foreign Disaster Assistance Report of Proceedings of the 13<sup>th</sup> Annual Conference 5/7 B 8/86 followed up by a letter to Robert Gordon dated 5/30/86.

#### **Asia Regional Director=s Office**

- Exchange of correspondence between office and field; office and organizations involved in ministry and MAF between 4/13/93 and 5/5/97. Packet of material on Dolat School 2/25/99 B 8/30/00. Program Ministry Plan 2000. Action items from Asia Regional Management conference 2000. Series of reports from Chang Mai, Thailand to Redlands from 12/2/00 thru 5/01. Program Manager Job description dated 10/23/01.

#### **Latin America Regional Office**

- Communications from Latin America regional director to the field from 8/12/83 through 12/29/89. Includes annual Plan for Spanish America Area 1986-87.
- Latin America regional director Office of Communications, either to the field or to staff concerned with Latin America Operations. Concludes with LARO Strategic Plan FY 1995-96.

#### **Presidents Office:**

- MAF Board Minutes, Department and subsidiary reports for all meetings from 1989 through 1995
- 2004- Career Staff Compensation Proposal with background material beginning with 3/4/03 outline by President to Staff.
- 1980-84 Recognition and Oversight Committee: Minutes and Reports

#### **Research Office:**

- 1993- MAF Staff survey, Data Book
- 1997-98 MAF Ministry Effectiveness Evaluation: Purpose forms, results, analysis and conclusions.
- 1998- May - I.T. client survey; questionnaire, responses and analysis from key I.T. clients.
- 1983-99- MAF and I.T.=s Ministry Using Technology, series of articles by Bob Gordon and Jon Lewis.

#### **Presidents Office:**

- 1997-98 Bishop, Gary-  
Information about the appointment and installation of Gary Bishop as 6<sup>th</sup> President of MAF.
- The following information is in ONE FOLDER:
  - 1955-85- Agreements with New Guinea Lutheran Mission (Service; MAF Australia >for lease of aircraft=) and with Christian & Missionary Alliance (for lease of hanger).
  - 1962-73 B agreements for the establishment of the MAF program in the Philippines and the subsequent sale of the aircraft to Association of Baptist for world Evangelism in 1973.
  - 1967 B Certificate of Registration Guyana
  - 1972- Acknowledgment of ownership of aircraft PK-MPQ by MAF Australia.
  - 1955-63 B Documents related to Zendings Luchtvaart Vereniging society established in Hallavdia, New Guinea, leading to the sale of six aircraft to MAF on 3/5/63.
  - 1957 B 65- Lease of aircraft from Christian and Missionary Alliance for use in Netherlands New Guinea.
  - 1965-71 B Lease of aircraft from World Division of the Methodist Board of Missions and from Mission Evangelicals DE L= Wbangi to MAF for use in the Democratic Republic of the Congo.
  - 1962-73- Series of aircraft lease agreements between United Presbyterian Church and MAF for use in Mexico.
- Retirement Program, Defined Benefit 1975 forward
- Information Weekly Publication 6/9/72 to 12/28/73
- Crash Protection Development Program 1/2/79
- Press Releases Collection 1946 B 1981 plus 3 articles related to harrowing significant experience in Zaire 1962, 1963, and 1975
- Auditors= Reports, 1973 -78 and 81-82

## **BOX 8 - 2005 / DESCRIPTION OF CONTENTS**

### **Ministry Partnership**

- 1992- Prayer letters A-Z
- 2001-04 prayer letters, A-Z
- 2005 B prayer letters, A-H
- Miscellaneous, 1993-1994

## **BOX 9 - 2005 / DESCRIPTION OF CONTENTS**

### **Ministry Partnership**

- 1993 B Prayer letters, A-Z
- 1997-00 B prayer letters, A-Z
- 1988,92 & 94- Prayer Letters for some staff ( Miscellaneous)
- 2005 B Prayer letters , J-Z

## **BOX 10 - 2005 / DESCRIPTION OF CONTENTS**

### **Latin America Office**

- 1974 (Jan B June) and from the field. Brazil Correspondence to
- 1974 (July B Dec) and from the field. Brazil Correspondence to
- 1975 (Jan B June) and from the field. Brazil Correspondence to
- 1975 (July B Dec) Brazil Correspondence to

and from the field	
<input type="checkbox"/> 1976 (Jan B June)	Brazil Correspondence to
and from the field	
<input type="checkbox"/> 1976 (July B Dec)	Brazil Correspondence to
and from the field	
<input type="checkbox"/> 1977 (Jan B June)	Brazil Correspondence to
and from the field	
<input type="checkbox"/> 1977 (July- Dec)	Brazil Correspondence to
and from the field	
<input type="checkbox"/> 1974-78	Brazil School
Shop in Annapolis Correspondence	
<input type="checkbox"/> 1974-77	Colombia-
Correspondence to and from the field	
<input type="checkbox"/> 1985	Colombia-
MAP request to MAF to help fund relief flying	
<input type="checkbox"/> 1974-77	Ecuador-
Correspondence to and from the field	
<input type="checkbox"/> 11/76 B 4/78	Guatemala-
Correspondence to and from the field	
<input type="checkbox"/> 1974 B 77	Honduras-
Correspondence to and from the field	
<input type="checkbox"/> 11/74 B 9/77	Mexico, General
Correspondence to and from the field	
<input type="checkbox"/> 1974 B 77	Mexico, Chiapas-
Correspondence to and from the field	
<input type="checkbox"/> 1974 B 77	Mexico, Mitla-
Correspondence to and from the field	
<input type="checkbox"/> 1974-77	Surinam-
Correspondence to and from the field	
<input type="checkbox"/> 1974 B 77	Venezuela-
Correspondence to and from the field	
<input type="checkbox"/> 19/75 B 1/78	Latin America
Office, General Correspondence	

## **BOX 11 - 2005 / DESCRIPTION OF CONTENTS**

### **President=s Office**

- 1984 B 1987 Africa Famine Relief, named Flights for Life. Over \$8 Million dollars were contributed to MAF for famine relief in Ethiopia, Mozambique, Chad, Niger, Senegal, Lesotho, Zimbabwe, Kenya, Mali and Burkina Faso. This resulted in a collaborative effort with World Vision in concert with many other missions indigenous to this region. MAF partners included Air Sev, MAF Canada and MAF Europe. This file contains Development plans, agreements, description of the famine, and correspondence with many of those involved in the relief effort, proposals, surveys, and accounts of how this relief effort succeeded.
- 7/85 B 5/86 Flights for Life Coordination Committee Minutes
- 1983 B 88: Flights for Life Aircraft Data for Ethiopia and Mozambique. Data is recorded by aircraft by month in great detail to see how careful the records were kept.
- 7/85 B 11/85 B Flights for Life Data by Pilot. Included in this file are four months of data by pilot for flights in Ethiopia to provide a sample of how thorough the records were kept. Operations reports are included also; an analysis of the efficiency of each type of aircraft is included.
- 9/86 B 9/87 B Designated Funds Report. Begins with a final 85-86 year end report;



followed by monthly reports for 1986-87, concluding with the 8/30/87 year end report.

- Staff Handbook, Revised 5/79
- Flight Operations Manual, 1/74
- Missionary Aviation Fellowship International Conference, 1979 report.
- Guatemala Earthquake on 2/4/76. Photos of tragedy coupled with accounts of relief efforts by a number of organizations including MAF.
- Mexico: 1963 B 71 Legal Documents such as resident and flight permits and some correspondence outlining the frustrations experienced by MAF Staff. All documents are in Spanish.
- NEW ERA (Continuation from Box 2-05) Red Notebook containing packet of material put together by Bruce Smith dated 4/18/96 sent to Gerard M Mc Cabe in response to Jeffery Garson=s request. (Montgomery Mc Cracken Walker and Rhoads) related to Prudential Securities law suit.
- NEW ERA- Red Notebook packet to Gwynne at Pepper Hamilton & Sheety sent on 4/23/96 by Van Syverson. Answers to 30 questions by this law firm are answered, essentially detailing what happened from MAF=s perspective from the time it first heard about NEW ERA until New Era declared bankruptcy.
- NEW ERA B A copy of complaints filed by Trustee against Prudential Securities dated 7/25/96; a portion of Prudential Securities dated 8/7/96 and an Adversary proceeding by the Trustee for the Foundation for New Era Philanthropy against Prudential Securities.
- NEW ERA B Court=s Decision resulting in Group Settlement. Agreement among the Trustee, Positives, Negatives and Donors dated 8/21/96. Newspaper article follows.
- NEW ERA COLLAPSE- Articles and News Releases from 5/15/95 forward
- President B 1970-72 Correspondence from President Mellis to Internal staff.

#### **Latin America Office:**

- 7/70 B 2/73 B Correspondence regarding accounting and financial matters.
- 6/71 B 12/73- Correspondence with Chuck Bennett Director of Research
- 1/71 B 11/73- Correspondence with Don Berry, Dir. Of Personnel
- 8/71 B 5/73 - Correspondence with Bob Lehnhart, Dir. Of Special Projects.
- 4/70 B 11/72 Correspondence with Charlie Mellis, President
- 2/70 B 12/73 - Correspondence with Roy Parsons, AVP for Africa
- FLIGHT OPERATIONS REPORT FOR THE FOLLOWING COUNTRIES:
  - o Colombia 4/71 B 12/73
  - o Ecuador 4/70 B 12/73
  - o Guyana 2/70; 3/70/ 6/70 B 8/70
  - o Honduras 1/70 B 12/73
  - o Mexico 1/70 B 12/73
  - o Nicaragua 5/72 B 12/73
  - o Surinam 2/70 B 12/73
  - o Venezuela 9/68 B 8/69; 1/70 B 12/73

#### **BOX 12 - 2005 / DESCRIPTION OF CONTENTS**

##### **President=s Office:**

- MAF OFFICE BUILDING B REDLANDS, CA 1980-81. Schematics, Plot Plan, Aerial View, News Paper Article dated 2/21/81

- HISTORY OF MISSIONARY FLYING IN AUSTRALIAN CONTEXT, 1928-80
- MEANING OF MEMBERSHIP, Management & Board Review 11/20/82

**Research Department**

- 12/69-70 - Research Director Correspondence File
- The following folders contain the Flight Operations Reports by country in alpha order with dates:
 

<p>5/74-78</p> <p>- 5/77-78</p> <p>10/69</p> <p>78</p> <p>Kalimantan B 74-78</p> <p>Kalimantan B 4/70-78</p> <p>74-78</p>	<p>Afghanistan - 5/71-3/74</p> <p>Brazil - 74-78</p> <p>Cameroon B 8&amp;9/72;</p> <p>Central African Republic</p> <p>Columbia - 74-78</p> <p>Ecuador - 74-78</p> <p>Guatemala B 4/77-78</p> <p>Guyana B 5&amp;6/68; 7/69-</p> <p>Honduras - 64-69; 74-78</p> <p>Indonesia B Iran Jaya 63-</p> <p>Indonesia B East</p> <p>Indonesia B West</p> <p>Laos 65-73</p> <p>Mexico B 66-69; 74-78</p> <p>Nicaragua B 74-78</p> <p>Philippines B 66-73</p> <p>Surinam B 67-69; 74-78</p> <p>Venezuela B 11/64-6/67;</p> <p>Zaire B 1962-78</p> <p>Zimbabwe 68-78</p>
---	---

**BOX 13 - 2005 / DESCRIPTION OF CONTENTS**

**Latin America Office:**

- Honduras, La Masquitia 1968-69
- Venezuela, Purchase of house from Dr. Christian 11/69
- Columbia Survey 1968-69
- Surinam B Correspondence re establishing a AFoundation@ 1969
- Mexico SSB Radius procured for use by other missions 1968-69
- Brazil B Correspondence from LAO to Brazil 1970-73
- Brazil B Overhead and Maintenance 4/71-8/73
- Columbia- Correspondence from LAO 1971-73
- Ecuador B Correspondence from LAO 1970-73
- Guyana B Correspondence from LAO 1969-71
- Honduras B Correspondence from LAO 1970-73
- Mexico B Correspondence from LAO 1970-73
- Nicaragua B Correspondence from LAO 1972-73
- Surinam B Correspondence from LAO 1970-73
- Venezuela B Correspondence from LAO 1970-73

- Brazil B Correspondence to the LAO 6/69-73
- Columbia B Correspondence to the LAO 1971-73
- Ecuador B Correspondence to the LAO 1970-73
- Guyana - Correspondence to the LAO 1970-7/71
- Honduras - Correspondence to the LAO 1970-73
- Haiti - Correspondence to the LAO 1972
- Mexico - Correspondence to the LAO 1970-73
- Nicaragua - Correspondence to the LAO 1972
- Surinam - Correspondence to the LAO 9/69-73
- Venezuela - Correspondence to the LAO 1970-72
- Latin America Office B Correspondence with Moody Aviation 1974-79
- LAO Correspondence with Director of Safety 1973-79
- Brazil Piper Aztec Project for Manaus 1974-76
- Brazil B Correspondence 1978-79
- BRAZIL MAINTENANCE SHOP B Correspondence 1978-79

**BOX 14 - 2005 / DESCRIPTION OF CONTENTS**

**Latin America Office:**

- BRAZIL SCHOOL B Correspondence 1978-79
- Bolivia B Correspondence 3/76-6/79
- Colombia B Correspondence 1978-79
- Ecuador B Correspondence 1978-79
- Guatemala B Correspondence 1974-79
- Honduras B Correspondence 1978-79
- Mexico B Correspondence 1978-79
- Mexico ADS B Correspondence 1974-79
- Nicaragua B Correspondence 1973-79
- Peru B Correspondence 8/76-6/79
- Surinam B Correspondence 1978-79
- Venezuela B Correspondence 1978-79
- Central America Field Manager B Correspondence 1978-80
- LAO Director=s Correspondence with his team 1978-6/80
- Northern Mexico Program States Report B 6/13/88

**President=s Office**

- Ft. Lauderdale Program, n.d.
- Reports to Management written by Ron Maines 5/1/77
  - o AToward Developing a Safe Pilot Program@
  - o AFlight Operation Safety Analysis@
- Mission Vision Program for MAF B Thoughts by David Richardson 12/12/88
- Audit Reports B 1970-72

[inventory to boxes 15 through 19 appear in grid form on the following pages]

## MAF ARCHIVES

### SHIPMENT TO BGC ARCHIVES

**Bob Gordon Research/Planning Office Files [unless noted otherwise, the entry in the source column (removed in this inventory) for boxes 15, 16, 17, 18, 19 in the original inventory received from MAF was AB. Gordon/Planning/ Research Dept.@]**

<b>Box</b>	<b>FILE (OBJECT) NAME: Description of Contents</b>
<b>BOX 15</b>	
RCG-15	<b>ACCOUNTING:</b> "Mission Aviation Fellowship Ministry Management Reporting" (11-8-86) compares 6 methods of allocation; Paper "Financial Management" by Professor Maurice B. Goudzwaard of USC presented during seminar w/MAF management team.
RCG-15	<b>AIDS:</b> 1987 Aids report and instructions; Dobson interview w/Koop
RCG-15	<b>AIF (Aircraft Insurance Fund):</b> 1985-88 memos; AIF Policy and Guidelines
RCG-15	<b>A/C PARTS INFORMATION:</b> 1981-82; Status of STC's, list of Mod Kits; training paper on Continental Fuel Metering Units and Pumps; Islander BN2A-26/27 product brochure
RCG-15	<b>ARTICLES OF INCORPORATION:</b> 1945 CMAF, 1976 Missionary Aviation Fellowship name change certified by State
RCG-15	<b>COMPUTERS:</b> 1980-90; 1980 Micro-computer committee report on computerization in MAF; notes on 4/25/83 Computer Consultation convened by Paul Fogal; 7/29/83 Paper "MAF's Information Processing Objectives" by Fogal and Baucom; 6/13/86 "Philosophy, Assumptions, Objectives and Factors" by Baucom; June 1988 Draft 3 of "MAF PC Computer Policy"; 1988 MAF Aircraft Database (flowchart); info on World Data Bank; description of Microform Assisted Management Information Systems (based on SIM); "Wycliffe Field Education System" by Paul Nelson
RCG-15	<b>CONTINGENCY PLANNING:</b> 1988 MAF Crisis Typology and Analysis; Draft Corporate Contingency Plan; description of Country security risk assessment; 2/15/89 Program Risk Assessment report to COO; Program Security Worksheets; Contingency Preparation Consultants country risk analysis - 1989; Jan. 86 EFMA "Recommendation Regarding Kidnapping"; Earthquake preparedness articles and memo; 2/91 program contingency planning worksheets; materials from orientation contingency session; orientation; materials from OFDA 13th annual conference (1986)
RCG-15	<b>COMMUNICATIONS:</b> misc. memos re electronic communications; paper on cross cultural communications;
RCG-15	<b>COMMUNITY DEVELOPMENT:</b> includes General Aviation News 3/30/87 article on Aust. Flying Doctor Service; small files on "Indians-US", "Religion & Social Responsibility", 1959 "Statement of Policy for Medical Program - East Pakistan", paper "A Philosophy of Christian Rural Development" by Thelin; misc articles on water, agriculture, community development training
RCG-15	<b>CROSSFEED:</b> April 1972 - May 1986
RCG-15	<b>DB FELLOWSHIP:</b> undated Memo on Inland Empire DB Fellowship meeting

hosted by MAF

- RCG-15 **DEVELOPMENT:** 1981 University brochures, Larry O'Nan workshop notes, selection from Campolo book
- RCG-15 **ECONOMY:** misc. magazine articles on U.S. and World Economy. Lecture notes from Philip Barton-Grimley, 4/27/84
- RCG-15 **EMERGENCY NOTIFICATION TELEPHONE #'s:** 1987 Emergency Check List; Emergency Notification Form
- RCG-15 **EMT (Executive Management Team) AGENDAS:** 1986-1990
- RCG-15 **EMT NOTES:** 5/1/86 - 11/5/90 (incomplete series); summary of Operations Management Conferene, March 18-22, 1991
- RCG-15 **EVALUATION:** Papers: "Conceptual Frames for MAF Program Analysis" (RCG), "Proposed MAF Joint Survey Procedure" (RCG 1980), "Basic Procedure for Evaluating Church Growth Potential" (Bennett), "A Basic Outline for Conducting MAF Program Analyses" (RCG). "Summary of Meeting on Evaluation ( Aug 3, 1982); Notes on JAARS program evaluation philosophy by Doyle Peterson w/ assessment form and evaluation flow chart (Jan. 1955); Zaire "Program Passenger Tally Sheet"; The Grantsmanship Center article reprint "The Process of Program Evaluation"; USAID manual "Evaluation Guidelines" (1974); "Evaluation Tool for Missions Training Programs" (C. Douglass McConnell, 1986); **Field Survey Procedures: Letters to Hutchins** (1970); 3 papers on evaluation of missionaries (1976-77); 1988 Operations Audit outline; misc articles and notes; evaluation questionnaire in Spanish; management audit memo and worksheet; article "Employee Evaluation" (Jerry Jensen, 1980 Grantsmanship Center reprint); "A Case History of Evaluation in OMS International" (Dewel, 1977);
- RCG-15 (evaluation cont.) MacMillan Associates Staff Survey forms, Mission to the World undated proposal for overseas self-study"; 1981 "COERADO Agency Survey Profile/Accreditation Survey" application w/exhibits; "Personal Development Profile for Missionaries"; "Flight Priority List", worksheet, **1977 Zaire Management Meeting** schedule, agenda, minutes, Bowers report on MAF-Zaire/ECZ Aviation Training Program, chart actual and budgeted Africa flight hours 1971-1978; goals 1975-1975; **AID Feasibility Study** (12/77); **Program Evaluations** (Kimpese, Africa Goals and Priorities, Flight Priorities, Karawa summary - pages missing, Colombia)
- RCG-15 **FAMINE:** 3 articles plus chart of famine "Situation in Africa - An Overview" (1985)
- RCG-15 **FACILITIES:** 1983 newspaper article on general aviation status in Redlands area
- RCG-15 **FLEET RENEWAL:** Fleet Renewal Philosophy/Strategy (1988); 1987 Fleet Renewal Aircraft Inventory spreadsheets; 1988 Fleet Renewal Plan; 1988-89 Narrative Plan Summary; Fleet Renewal Status -- Jan 1988 Summary; 1988 Fleet Renewal Cost; Aug. 1988 Latin America "Fleet Renewal Plan"; future program demand; June 88 Memo: Narrative Analysis; fleet renew "Options" chart; 1988/89 FY Capital Requests Budget; 1988 Fleet Renewal Taskforce meeting minutes
- RCG-15 **FLIGHT RATES:** 1976-82 Cost Per Flight Hour graph w/documentation; misc magazine articles
- FORECASTING: Airlines** article Somali Airlines; misc. magazine, journal and

RCG-15 newspaper articles -- primarily related to economy; Latin American Mission-USA "Background Briefing Paper #12, "Ten-Year Horizon (1981-1990)Dec. 1980; various staff papers related to forecasting; graph "Representative Staffing Changes - MAF (1984 actuals, projections for Europe, affiliates, Canada, Air-Serv, MAF-US to 1992; **Scenarios**

## **BOX 16**

RCG-16 **GENERAL DYNAMICS:** 1988

RCG-16 **HELIMISSION:** Newsletters/brochures 1984-86

RCG-16 **HISTORY OF MISSIONS & CHURCHES SERVED:** US MAF 1961-72; British MAF program inventory 1967; Misc. correspondence and memos 1962-67; Air-Aid (372)

RCG-16 **HRD:** Misc. Karen Hubby memos 1988; HRD Committee structure 1986; 1986 Personnel status report; **HRD Statistics 1983**; Misc. magazine articles

RCG-16 **HUMAN SUFFERING INDEX: (Political Freedom Index 1987-89)**

RCG-16 **IATA:**

RCG-16 **IFMA:** 1989-90

RCG-16 **INTERACTION:** 1985 Symposium report: "Providing Humanitarian Assistance in Conflicts SituationsY.."

RCG-16 **INTERNATIONAL ASSOC. OF CHR. AVIATION MINIS.:** Proposal for formation 1985

RCG-16 **INTERNATIONAL CONFERENCES:** Report on Conecar 1988; 1984 EFMA-IFMA Conference, Pasadena; **1984 MAF International Conference -- Banff**; 1985 Euro Helsinki Conference

RCG-16 **ISLAM:** Intercede issues 1989-96; Misc. articles and papers 1985-91; Paper "A Survey for SIM International of the State of Outreach to Muslims in CAR, Cameroon, Chad, Guinea-Bissau and the Gambia" (Swank 1987); Paper "Communicating in a Muslim Context" (Siahaya 1988); Map "The World of Islam"; Zwemer Institute; Analysis of Islam chart

RCG-16 **JAARS:** Recommendations for Ghana airtservice program 1985

RCG-16 **WALT JARRETT:**

RCG-16 **"JESUS FILM":** Jabez reports 1986-89; 1988 project request Carribean Jesus Film; Misc. memos 1986-87

RCG-16 **LEADERSHIP:** Paper "A Case for Leadership Development in Zaire during the 1990's" (Lewis, 1991); Misc. articles 1982-85; Management memos 1980-82

RCG-16 **LIFEWATER:**

RCG-16 **LORAN:**

RCG-16 **M.A.F. CANADA:** Winter loan 1986; CIDA grant information; MAF-C, MAF-US partnership guidelines 1981

RCG-16 **MAF-AFRICA DEVELOPMENT PLANNING:** (This came to be called "MAFRICA" and was an effort to consolidate and "internationalize" the MAF-US/BMAF operations in Africa); memos and correspondence 1984-85; **Mafrica-Finland** "Report for Bannf Conference (1984); **Mafrica-West**

**Germany**, German Missionary Fellowship; map "MAF Bases and Aircraft in Africa, May 1985; MAF Africa Issues (Rate Philosophy 1985); "MAF Africa Chief Executive Officer Interview Guidelines" 1985; "Report of the Personnel Task Force to the MAFRICA Proto Board" 1985; "Recommended Chief Executive Officer Selection Criteria" 1985; "MAF-Africa Personnel TAsk Force Report for Proto Board 21 Jan. 85"; staff recommendations for CEO; Ross Drown & Dennis Steussi resumes; Minutes MAF-Africa Proto-Board 23 January, 1985 Amsterdam; MAFRICA Protoboard Nairobi Minutes May 1-2, 1985 w/ agenda, schedule, participants; Gordon notes from Amsterdam and Nairobi meetings; Minutes of the Meeting of the MAF-AFRICA Finance/Legal Task Force" Redlands 1984;

- RCG-16 (MAF-Africa Planning cont.) Memorandum of Joint Venture Agreement Relating to the Establishment of a Working Relationship for the Operations of Missionary Aviation Fellowship/Mission Aviation Fellowship in the Continent of Africa, 1st Draft, 3rd Draft, 1985, Kaplan & Stratton Advocates, Nairobi w/original of Secretaries copy of minutes Legal Taskforce recommendations for ammendments to 3rd draft; Photo of Amsterdam participants; asset questionnaires; "MAF-Africa Design Proposal - Revised Oct. 12, 1984 w/proposed organizational and "structural evolution", PERT and GANNT charts. Hardy memo 3/7/84; "Internationalization: A Working Paper" Redlands 1984; CTB interview of Bernie May re SIL-Wycliffe organizational relationships - 6/84; Gordon notes on "Internationalization" from Bannf Conference, 10/1984; Engstrom interview re WVI internationalization 2/84; Summaries of discussions w/ OMF and Liebenzeller Mission re international structure; Notes on Models of International Mission-Wycliffe Bible Translators;
- RCG-16 **MAF HISTORY:** Crossfeed (1/18/84); article re Lutheran aviation in New Guinea; "High Flying Highlights" synopsis of MAF history in decadal format. ; Gordon correspondence re opening Tshikapa program; D-2's 1965,66 (not complete); Employee Handbook listing of staff and employees; Zaire chronology 1964-76 (incomplete); 8/19/2002 Broekhoven-Bishop letter re Truxton; Bennett Memo re "MAF Corporate Culture" 1985; "The Villars Statement on Relief and Development"; undated Meyers memo re accidents (circa 1997); revised Articles of Incorporation; Notes from 1995 phone conversation w/Truxton re early history; Korean MAF newsletter re first flight (1999); misc. magazine articles re MAF; 1988 & 1991 GMI maps of MAF International Consortium; notes from Meyers address 1987? family conference/corporation; March 1990 List of "Personnel Assignments"; "Charisma" interview material(1992);
- RCG-16 (MAF History cont.) News Release and notes re Albania program launch (12/91); "LifeLinks" 1989; Winter/Spring 1990 ("Special Anniversary edition) 5/86 list of staff and employees; "General Aviation as Development" Ian Stacey (undated); map Belgian Congo/Ruanda-Urundi Protestant Mission Stations - 1952; Bennett farewell memo to staff (1985); AAO Report; U.S MAF Opening Statement for Joburg 1975 Africa International Conference; Overview of development of MAF in Africa, 1961-78/ Evolution of MAF Role in Zaire; Bennett observations from 8/80 trip to Irian Jaya; numerous rate sheets for Africa operations; 1978 Africa Aircraft Assignments; Area Office planing calendar, 1977;
- RCG-16 (MAF History cont.) 1977 Africa flight hour chart; staff assignments 1965; Africa AVP Conference Report, March 76; 6/1970 letter from Eisemann to Mellis re legal status in Congo; MAF Congo Organizational Goals, 1969; letter from

Bowers to ICCO re Africa Pilot Training Project, 7/79. bank signatory information 1975; RCG "Thoughts on AVP Transition"; 1976 Africa Staff Requirement analysis; 2 articles on MAF boardmember Robert Thompson; 1969 Air Services Operated list; 1976 Spring Planning meeting notes; Feb, March, Aug 89, Jan 95 "Flight Log"; mag. two 1988 issues MAF-Aust "Mission Aviation"; mag. Autumn 88, Spring 89 issues of MAF-Europe's "Mission Aviation Fellowship News"; Air Mobile Ministries, Aug 1989; JAARS "Contact" Dec. 1988; "The Trim Tab" FCAP 1988 newsletter. Winter 89 "Mission Vision News"; Program Financial Analysis (1975); 1989 Country Profiles (Angola, Caribbean, Ecuador, Honduras, Irian Jaya, Lesotho, Venezuela, Zaire, Zimbabwe; Program histories (1988) Brazil, Ecuador, Guatemala, Honduras, Northern Mexico, Surinam, e/"MAF Flying in Suriname" Mastebroek circa 1979, Venezuela, Zaire; Marburg Fever Meeting notes): (renamed Ebola)

- RCG-16 **MAF MINISTRY VALIDATION RESEARCH:** Development indicators; Articles, newsletters, Flightwatch documenting impact of MAF service 1988-92; user testimonial letters 1981-88; Crossfeed 5/18/73 - "Community Development" Flying in Columbia (Walker); "The Effect of Community Development Flying in the MAF Program in Columbia" (Hurd 1975)
- RCG-16 **MAF OPERATIONAL STATISTICS:** 1983-86 Annual program flt. Hrs; Statistical Reports from 91,92; Audio Visual chart and graph transparencies (some with originals) of program statistics from period 1970-80; program analyses:- Nyanga 74/75, 78, Karawa 1975, Tshikapa (AIMM) 74/75, 78, Karawa 74/75, Vanga 1978; 5/80; "Africa Development" 1976-80 hrs., staff, a/c, bases, countries served graph; "Africa Pgm Development" graph (1961-80); 9/78; 2 misc Africa statistical tables 1971-74, 74/75; memo "Average Pilot Flight Times" 1972-77; MAF Activity Comparisons (1972-76); Africa 1974,76 comparison chart;
- RCG-16 **MAF ORGANIZATIONAL DEVELOPMENT: Organizational Values:** various articles on org. dev.; Memo/notes on "professionalism"; **Mission Structure:** various MAF structural charts, MWVI International org. chart, ;**Fuller Trustee Consultation** (1983) agenda/schedule; copies of plenary session panel presentations, Bennett notes; minutes of OMT R&D Meeting 6/10/92 w/ Dick Carr (consultant) paper by D.Jones on organizing MAF in WVI model; "Mission Organizational Dynamics" diagrams illustrating alternatives of integrating structures by Bob Gordon for Bannf Internatinal Conf. 198?; paper "Ministry Emergence Theory and Its Application to MAF" J. Lewis 1991; memo on Staff Development, K. Hubby 3/3/88; MAF Planning System Description, Gordon 1982; paper "MAF Working Paper on an Organizational Statement of Purpose" J. Johnson(?); July 85 Pacific Missionary Aviation letter re:non-aviation mobility; notes "Models of Internationalization" IFMA workship, Orlando, 1983; proposal "Separate Operating Entity Plan" to MAF board by Bob Lehnhart? - separate relief & dev. organization; DISC "Team Development Grid for management team, 1982; memo Centralization/Decentralization;
- RCG-16 (MAF Organizational Development cont.) Gordon 1981; minutes of 1982 "Meeting on Role of Area Vice President"; notes: Bennett State of the Union; notes "Characteristics of MAF Management" F. Rudy 1982; memo Simmelink summary of Department Evaluations, 1980; Simmelink 1980 paper "Decentralization in Operations"; Bennett notes on 1981 visit to Wycliffe in Huntington Beach; Gordon undated historical analysis of organiz. unrest in early 1980's; training manual "Improving Team Effectiveness" Mac Millan Associates



1982; report: "Managing the Ministry: A Strategic Operations Review of Mission Aviation Fellowship" Management Development Associates - 1987; "MAF Self Evaluation - 1982" conducted for EFMA; "MAF Working Paper on an Organizational Statement of Purpose" prepared for Board committee 1985; study "Staff Review of the Meaning of Membership" 1st Draft, Sept. 1982;

- RCG-16 **MAF PLANNING QUESTIONNAIRES:** Re: Evaluation
- RCG-16 **MAF POLICY:** Overhead "MAF Policy Formation Process"; AREF 1973; Expense reimbursement 1984; Pilot training/Flight orientation course descriptions 1985; Proposal to Clifford for policy formulation and dissemination w/ World Vision Policy Manual (1984); Financial Philosophy (1984); Short Term Project Responsibility (1985); Service Support (1984)
- RCG-16 **MAF PURPOSE:** 1988 MAF Purpose Statement & Ministry Priorities; 1988 MAF-Aust. Purpose Statement; Sept. 1986 Proposed Purpose Statement w/definition of terms; 3/88 Ministry Focus; Notes on Corporate Culture and Values w/core values, objectives- 5/86; Purpose Statement Criteria - 6/86; undated paper "MAF Working Paper on an Organizational Statement of Purpose"; feedback from Corporation meeting - 1986; July 86 Organizational objectives; 5/86 memo re John Johnson; flow chart "MAF Purpose Statement Revision Process; packet of management consensus on planning/purpose elements; 4/10/86 contract w/Johnson for consulting; exercise for management on understanding of the state of those who've never heard Gospel w/"Driving Force" management worksheet;
- RCG-16 (MAF Purpose cont.) Douglass 2/96 memo to Board re "Possible Additional Board Direction concerning Strategy Evaluation"; Bennett list of Purpose Statement contents; 5/31 answers to Sam Gay and list of Planning Dept. Responsibilities and Role; Proposed 1985-1990 MAF Objectives; paper "Is Our Lifestyle as Important as our Message" J. Karetji 1983; 11/82 Organizational Purpose statement w/definitions; memo management feedback to proposed revised purpose statement - 4/1982; 6/1982 Bennett memo to Corporate Members "What is our Purpose?"; misc. notes re purpose, undated paper "On Purpose" Bob Gordon; 3/78 brochure "Principles and Operational Policies of Mission Aviation Fellowship; misc. magazine articles

## **BOX 17**

- RCG-17 **MAF STATISTICS:** brochure - 5/89 "Carrying the Torch for the Lord"; **Statistics - Operations** graphs Jan 85 regional and total Flight Hours; memo - 7/85 Personnel and Equipment Report; memo - 5/88 flt. Hrs. history 1980-87; graph - Flight Hours 1971-1987; Percentages of Church vs. Non Church Flying - 1981; Statistics Jan-Dec. 1985; undated Personnel and Equipment Totals by Program (just prior to opening Sulawesi program-est July 85); worksheet MAF Statistical Tables - 1970-82; **Statistics-Personnel** undated table Career Staff Personnel Flows w/termination causes; chart/graph "Home-Field Staff Comparison Totals (84,85,86), Dec. 1988 Personnel Assignments; **Flight Hour Comparison Survey Background Materials** table "Total Flight Hours Jan through Dec 1985 (by program); "Table Flight Hours Comparison" 1983,84,85, budget 86, table Historical Flight Hours Comparison 1981, 1982 (by program); graphs E-So Africa, Indonesia, W Africa, CBS, Spanish Amer Flt. Hrs (March 1985);
- RCG-17 Official MAF Statistics Monthly Stat Sheets 9/88, 12/88, 3/89, "Official MAF

Statistics" 4/91-10/96; table w/4 graphs MAF Safety/Accident History 1964-1989; Flight Ops Summaries (not statistics, but file on the development of an operational reporting system); Flight Ops Monthly Report sample/trial w/definitions, formulas, Flight Hours (by program) FY 84/4 - 87/88, Key Statistical Data FY 1985-86, graphs/tables "MAF Income Analysis" w/"MAF Operations-Facts & Figures: 1988" prepared by J. Walker, June 85; "Area Flight Operations Summary Report", graphs/tables 1987 statistical analysis; MAF Operations Information System" 1991; 1988-89 Operations Summary (for 990 report); article "Aircraft Operating Data (re airlines); "Briefings" Dec. 83-July 86 (each issue lists MAF staff worldwide by Region, status or department; A/C Insured Value by Area 08/83 (fleet inventory); Bases - 9/30/83; notes on calculating cost/hr; sample Flight Operations Report (Eirunepe 8/83); 1979/80 Aircraft stats and inventory; Calculation of General and Admin. Expenses 1977-1981; productivity graph 1973-81; Flight Hours Per Year - West Irian (1955-69); Aircraft Owned 3/78; graph Borrowed Position vs Gain + Project Revenue; graph/table Average Aircraft Miles Per Hour; graph "Africa Flight Summary \* Monthly Totals (1973-1977);

- RCG-17 (MAF Statistics cont.) Jan 1978 MAFRICA newsletter w/aircraft assignments; 1977-78 Personnel changes analysis; transparencies graphs of staff 1950-69; table Donated Income 1973-1978; table Income 1975-78; graph History and Comparison of Long Term Liabilities to Fixed Assets 1974-78; graph Undesignated Income 1979-84; memo Comparative Flight Costs 1983; 1984-85 Flight Hours by mo and program; graph 6 yr projection designated for staff income; graph Income Designated for Staff 1976-1990; graph Contributed Income actual and projections 1976-88; graph Total Expenses 1979-86; graph Contributed Income 1976-83; graph Expense straight line projections (Projects, Staff, Operating Fund) 1980-93;
- RCG-17 **MAF VALUES:** memos "High Tech-High Touch" Bennett 9/83,/ "The MAF Corporate Culture" w/core values attached Bennett 1/85, undated "Core Values"; CROSSFEED "Values in MAF" M. Nord 8/1983; memo re: Albania 1/92; paper "Values - Presidential Comments" 6/87/ "Core Values" 7/87; memo "VALues Assessment" K. Hubby; notes OMT/EMT meeting 3/87; Strategic Planning Steps 3/86; Paper "Reinforcement Dependency" Gordon; CMT Planning meeting 2/84; paper "Professionalism" Norr 3/84;
- RCG-17 **MANAGEMENT:** 14 magazine/journal articles; "Manage Your Meetings"; OMT "Supervisory Expctations" 4/89
- RCG-17 **MANAGEMENT - AIRLINE:** notes on Airline Statistics; Factors to Consider in Mergers/Joint Designarot Agreement Decision Process; mag. Article "Aircraft Operating Data" 1988 (statistical categories used by airlines);
- RCG-17 **MAP INTERNATIONAL:** conference information; donation letter
- RCG-17 **MARKETING:** "A Customer Service Plan for MAF" D. Jones 3/1990; Marketing Rural Aviation (prepared for Solomon Is. Survey); "A Quick Review of Marketing and Some Implications for MAF"; memo "Thoughts on Marketing for the Strategic Task Force" Gordon 1/87; memo "Sweat Equity" book summary - Gordon 3/87; brochures Christian Aid, Partners; misc. mag. articles;
- RCG-17 **MARXISM:** Orientation seminar materials on Marxism; misc. articles
- RCG-17 **MEMBERSHIP:** various memo, papers, surveys, essays on the meaning of membership; women's role in MAF (including compensation); compensation issues, missiological role of MAF, missionary "call"; **Committee Membership**

**Survey; EMT Questionnaire; Membership:** "Management and Board Review of the Meaning of Membership in Mission Aviation Fellowship"

- RCG-17 **MEMOS** 1/89-2/91: includes Hubby management training proposal
- RCG-17 **MEXICO EARTHQUAKE RELIEF PROJECT:** (1985) correspondence, project report; assignments, "Mexico Disaster Plan"; funding appeals; press releases; transcript of Rich Buhler radio interview w/Jack Walker 9/20/85;
- RCG-17 **MISCELLANEOUS:** 1969 Tippett paper "Aeroplanes, Airstrips and Social Change"; Jan 88 article on "Citizen Diplomacy" by board member Bill Shaw; 12/88 Hurricane (Jamaica) Project Report; MAF Purpose/Focus Options; misc articles and brochures; 1987 Racor Business Expansion proposal; 1987 Memorandum of Understanding between MAFUS and Yayasan MAF-Indonesia; Country Risk Analysis worksheet; flow chart for processing donated aircraft; notes from MAF participation in Angel Flights meeting; Summary of 1986 MAF/AIM-Air Consultation;
- RCG-17 **MISCELLANEOUS MISSION INFORMATION:** Encyclopedia article on Catholic Missions; EMQ article on Norwegian missions; Frontiers tentmaking proposal by Gary Taylor (1988); Mission 2000 brochure
- RCG-17 **MISSIOLOGY:** "A Historical Survey of African Americans in World Missions" D. Cornelius; Winter/Fraser "World Mission Survey" (From 'MARC Newsletter', 1/79); notes on papers from Sept/Oct 1976 conference "Evangelical Missions Tomorrow"; Garrison 1990 article on non-residential missions; Montgomery 1982 EFMA paper "The Challenge of a Whole Country"; D.J. Bosch paper "The Aim of Medical Missions"; paper "The Dilemma of the Medical Profession - A need for Change in Medical Education," D. Sich, 1974.
- RCG-17 **MISSIONARY LIFESTYLE:** "Missionary Lifestyle Principles" Roberta Winters, 1980; 3 EMQ articles on missionary affluence, by Bonk, Nussbaum, Plueddemann, EMQ, 10/85;
- RCG-17 **M.K. EDUCATION:** 1989 Frizzell "M.K. Education Proposal"; 2 articles on MK's
- RCG-17 **Prospects**
- RCG-17 **MOTIVATION:** 4 mag. Articles;
- RCG-17 **M S G: (Ministry Strategy Group)**
- RCG-17 **"NORTH-EAST CHRISTIAN MISSION" (SIBERIA, POPOV):**  
Correspondence
- RCG-17 **OMT/CMT:** Minutes and agendas 1988-93; "Tom McCabe presentation to OMT (March 1988)
- RCG-17 **ORGANIZATIONAL STRUCTURE:** "Policy/guidelines Formation of National Affiliates" (2/90); chart Relationships with Affiliates; 1984 joint venture study report: Pre JV formation checklist; Sept. 1989 Frizzell paper "Commercial Ministry Strategy of MAF"; chart "Organizational Design" (Gordon 11/86); 9/85 Restructure; Frizzell memo on Office Design; Organigrams; Cross-feed article "The MAF Dilemma; Staying Too Long or Not Long Enough" Cross-feed Lehnhart 6/73
- RCG-17 **ORIENTATION (Field- Non Technical):** Memo Gordon 1977 Guidelines for MAF staff during periods of political turmoil; paper "Questions to ask Candidates for MAF pilot and mechanic training" N. Riddle; Minutes 1978 Africa

Management Conference; 1977 Africa "Instructions for New MAF Staff Members"; Misc. articles; Zaire orientation documents 1974, 1976; MAF Africa 1977 historical overview; Paper "Evaluation of the Congolese Church" Gordon 1966; Policy "Guidelines Our Relationship with SDA" Simmilink 1976; Article (French) "A New Look at Christianity in Africa" J. Milimo; Map of Kinshasa cartiers; Africa Pulse article "Black Theology and African Theology" B. Kato 1977; Misc. EFMA papers;

(MISSIN G) RCG-17 **ORIENTATION (Pre-Field):** Script of 1987 Orientation Video on "MAF Policy, Sturcture"; 1979 Simmilink memo re: evaluating candidate orientation, includes manpower summary 1973-78; Zaire candidate orientation materials; **Orientee Session;** Africa area career path, equipment and outfits 1979; papers by Professor Mahanya and Rev. Nlandu 1965 & 1976 re: Zairian church and MAF contribution; 1977 Africa non-tech orientation outline; Misc. articles and memos; Map location of MAF bases in Zaire; reading list; Africa organigram; Map Kimpese airstrips 1978; transparency graph Religious Communities of Zaire 1968; **Unlabeled File:** Papers Beiter "A Letter to Prospective MAF Wives" 1979; Bennett on Elliot book Jan. 1976; Irian Jaya assignment information 11/77 Gordon, "Anybody Know what to Do with a Pilot?"; P. Berry "Dear MAF Wife"; "Of Safety and Sensitivity"; "Resting in Ocosingo" B. Shivers 1976; "Women Overseas" Esther Franklin;

(MISSIN G) (Orientation, Pre-field Cont.) The Missionary Image of Missionary Women Kaschel, 1976; Misc.additional material for candidates; Tippett "Aeroplanes, Airstrips and Social Change" 1969; Undated Latin America Strategic Plan; Notes Hiebert "Missionary Family in Cross-Cultural Context"; Paper "So You Want to be a Missionary! A Look at Hidden Dimensions..." D. Larson 1992

RCG-17 **OXFAM:** Articles and newsletters 1986-87

## **BOX 18**

RCG-18 **PEOPLE GROUPS:** (unlabeled hanging file) 1982-86 population information; Unreached People chart 1986; Adopt-A-People Strategy description 1989; Paper "Unreached Peoples; the Development of the Concept" Winter 1983; Paper "Penetrating the New Frontiers" Winter 1978?; Misc. charts, papers and forms; **Africa-Countries where MAF operates;** Ethnic and linguistic maps; **Unreached Peoples;** Documents on definition and formation of concept; Correspondence between D. Burns and field and programs re: Unreached People Feb.-Mar. 1979; Book Prepublication draft "Index of Irian Jaya Languages" D. & S. Barr; **Peoples' File Index;** Photocopy of microfiche card information related to MAF operations 1980; **Indonesia;** Handdrawn maps; **Latin America;** Ethnic linguistic maps; lists of people groups

RCG-18 **PERSONNEL:** 9/86 Personnel status report; "MAF Member Care Proposal" Born 11/96; Memo "STA Proposed Technical Process" 2/91; Policy for Career Planning 10/89; Recruiting Strategy 1/89; Draft "Manpower Plan"; List Float and Helicopter pilots 12/86; Various memos and correspondence; Paper "A Survey of First-term Missionary Casualties" G. Fraser 1958; **Air-Serv;** 1985 assignments; **Brazil-Caribbean;** 1985 assignments; **East/South Africa;** 1985 assignments; **Indonesia;** 1985 assignments; **Spanish America;** 1985 assignments; **West/Central Africa;** 1985 assignments

RCG-18 [missing from (Personnel, cont.) "The Missionary Image of Missionary Women" Kaschel, 1976; Misc.additional material for candidates; Tippett "Aeroplanes, Airstrips and Social Change" 1969; Undated Latin America Strategic Plan; Notes Hiebert

- shipment] "Missionary Family in Cross-Cultural Context"; Paper "So You Want to be a Missionary! A Look at Hidden Dimensions..." D. Larson 1992
- [missing from shipment] (PLANNING, cont.) pie charts Worldwide Expenditures, Worldwide Support & Revenues (3/81); presentation notes "Macro View of Planning" Gordon 10/81; Gordon 1/82 memo on implication of new purpose statement for organizational structure; Lewis 3/82 proposal "Personal Support Allocation"; flow chart MAF Budgeting Process 6/82); 11/82 memo on Funding Appeals (see Olson excellent feedback on MAF philosophy of fundraising); President's Report to the Board: 2/83; Individual "Staff Support Status" 4/83; "The Role of Commercial Activity in MAF Funding Strategy" Gordon, 7/83; Olson/Walker paper "Project Fund Raising" 12/83; Finance Philosophy & Cash Policy" Briggs 12/83; flow chart "Diagram of Possible System of Financial Control"; "Selected Guidelines for Fund Raising"; notes "Community Development, Community Service, and Commercial Operations"; Consultant report "Assessment of the Capital Development and Related Programs" Barnes & Roche, 10/80 Planning - General: misc memo, notes, planning schedules, papers, articles; World Vision Planning System; "A Proposed Solution for the Manpower Crisis" Gordon 2/83; Planning Handbook:
- [missing from shipment] (Planning, cont.) paper "MAF Planning System Description" Gordon 5/82; manual contents outline; misc. notes, 1978-79 Africa Area Annual Plan"; Dir. Planning job description; cube diagram "MAF Plan in 3-D (shows relationships of various plans; sections 1-5 "Africa Handbook goals; Strategic Planning Notes: notes from 1984 CMT Strategic Planning meetings
- RCG-18 **PRINT RESEARCH:** 1979
- RCG-18 **PRODUCTIVITY:** 1983 Staff Analysis: People Resource Allocation in MAF, Gordon; misc. notes, memos; "Productivity or Donor Acquisition" 2/82 Gordon critique of Dayton comments; "Compensation and Productivity" Gordon 1/82 memo; misc. articles;
- RCG-18 **PROJECTIONS: Personnel Projections:** "Summary of Future Personnel Needs/Overseas Staff" Parrish, 6/85; **Background Material for Projections:** 1983-84
- RCG-18 **QUESTIONNAIRES:**
- RCG-18 **RACOR:** undated Purpose Statement
- RCG-18 **RELIEF & DEVELOPMENT:** Airserve Mexico City Earthquake Response (9/85); misc. articles
- RCG-18 **RETIREMENT SURVEY:** w/survey results & 6/86 "Briefings" with staff roster
- RCG-18 **RISK ANALYSIS:** U.S. News & World Report articles (S.E. Asia; summary of current wars in world; 11/82 Planning Review "Risk Evaluation - A Logical Process" w/diagram
- RCG-18 **SAFETY:** misc. "The Subject is Safety"; Notes on cost of accidents; Misc. Accident Reports; JAARS "Share Your Experience" Spring 1994; Bennett 1984 memo "A Confidential Letter About Fatal Accidents" includes history of MAF fatal accidents and probable causes, 1967-83; 1984 Combined Management Team "Strategic Planning Notes"; Mission Safety International brochure; Misc. Mishap Reports; "MAF Accidents" inventory by H.E. Lowrance (1981); Oct. 82 "Incident Summary"; misc. articles and memos, many by H.E. Lowrance circa

1974-77; 1975 "Future Plan for Safety Program"; Misc. safety articles; 3 papers by Ron Maines (May 77) "Toward Developing a Safe Pilot Profile", "System Safety for MAF Operations", "Problem Solution" (re mishap reduction) 1981; "Air Accident Summary 1971, 1975),

- RCG-18 **SELF-EVALUATION:** final report "Mission Aviation Fellowship Self Evaluation" 1980 October; Spiritual Climate Committee Report, 2/83; EFMA Self-Evaluation team "Oral Report"; final report of EFMA evaluation team 11/82; 11/82; 1981-82 memos, notes and correspondence; drafts and supporting information for various sections of self-evaluation; 1981 memo to management, department heads w/assignments; schedule; 12/81 COERADO Accrediation Committee "Report"; 9/77 "A Preliminary Report of the EFMA/IFMA/ACMC Task Force on Evaluation"; Lehnhart 1991 or 92 draft of section on MAF structure; "Self-Diagnosis Guidelines for Voluntary Governing Boards of Directors"; "Mission Self Evaluation (EFAM model)
- RCG-18 **SERVICE SUPPORT:** 1985-1987 misc. memo, reports, instructions, forms
- BOX 19**
- RCG-19 **SITUATION AUDIT: Situation Audit EMT- May 1981; Situation Audit Oct. 1981** results of Management, Staff, Employees
- RCG-19 **SOLAR:** misc articles, product brochures
- RCG-19 **SOUTHWEST MISSIONS AIR MINISTRY:** 11/90 inquiry re Mongolia; research report re service to SB and SB aviation includes "Southern Baptists in Zimbabwe - Jarrett, sections from Sahel Famine Survey and West Africa follow-up trip 2/85, Latimer 4/88 memo re proposed collaboration with SB in W. Africa (Mali); Swanson "Notes on Relations of Southern Baptists Mission with MAF in Southern Africa"; "Comments on the Southern Baptist Work at Rhodesia/Zimbabwe and also the notations by Walter Jarrett on the MAF Operation" (good historical detail)
- RCG-19 **SOUTHWEST MISSIONS AIR MINISTRY:** 1984-85 letters, memos, research notes on possible air support to Latin America Fellowship, Navajo Gospel Mission, Calvary Missionary Fellowship, Flagstaff Mission to the Navajos; interview with Evan Adams, 4/30/84
- RCG-19 **SPECIAL PROJECTS:** 1986 revise special projects process and forms
- RCG-19 **STAFF INCOME/EXPENSE:** 1986 Graphs and tables re proposed staff salary increase
- RCG-19 **STAFFING STUDY:** 1980-1994; report, MAF staff & employee counts by birth date groups (2/84); 9/83 Personnel Analysis (by category and by regional/department assignment); graph Analysis of distribution of pilot flight loads - 1983 by region); June 83 Human Resources Allocation Report; Staff Member acceptances (9/1980-5/83; chart - Manpower Statistics (4/1978-12/81) MAF Staff Summary (2/83); Personnel Summary (12/82); phone lists Jan, Feb, April 1982; 12/81 Insurance Roster; report on deaths, resignations, LOA, candidates accepted, 1973-5/1978, Manpower Losses (individuals) 1971-81; "Briefings" 11/81; graph "Staff Members by Years of Service - Sept. 1981"; graph - staff by Headquarters Staff, Overseas Staff, Employees - 1975-1980; graph - MAF Manpower Losses 1970-1978 (6/78); graph - MAF Staff Member Acceptances 1969-1978 (7/78);

(STAFFING, cont.) packet of 32 graphs/tables 1971-1985 re operational statistics, personell figures, costs, income/expense comparisons, donated/total income, borrowing, liquidity, interest expenses, cost of fund raising, return on assets, inventory & asset turnovers, accounts receivable, bases, return on net worth, profit margin on sales, productivity, fiscal year financial comparisons 76/77-80/81; reporting form - Monthly Personnel Summary;

- RCG-19 **STRATEGIC PLAN:** (1982-94) Strategic Plan: 1994-1997 (April 94 Board Summary); Strategic Plan: 1989-1994 (Staff Ed. 7/1989); Strategic Plan: 1987-1992 (9/88); Strategic Plan Working Paper (9/87); undated Long Range Goals; undated charts/diagrams: MAF Strategic Options, Elements of Corporate Strategy, Structure, Relief Ministry Strategy & Relationship to Air Serv; 1987-92 Strategic Plan (Working Paper) - Staff Ed. 10/1988; 1987-1992 Strategic Plan (Working Paper) - Ed.II, 9/1988; Development Department Response fo MAF Organizational Objectives; Operatons Department Objectives for Fiscal Year 86/87 (5/86); Strategic Plan Steps (3/86); originals "1985-1990 Strategic Plan"; Notes from 4/15/85 DET Meeting; Development Dept. Strategic Responsibilities (4/85); 1984 Planning Committe minutes; Proposed Financial Plan: 1982-87 (7/82); memo to Board Planning Committee w/ planning forms (2/82); various articles, sample strategic plans.
- RCG-19 **TECHNOLOGY:** discussion paper "Applying Information Technology to the Majority World (Lewis, 1/96); email to J. Mark Robinsons re purchase of CrossConnect (4/92); MAF brochure re Planet 1 Satellite Phone Offer (1997); **Appropriate Technology:** undated, unsigned paper (Lehnhart? Nord?) "Appropriate Technology and Integrated Christian Development"; online discussion facilitated by Justin Long re "Appropriate use of technology" (7/86); **Technology Transfer:** 2 articles; misc. articles, online communications
- RCG-19 [source listed as Dave Swanson] **DAVID SWANSON COLLECTION:** From time as East and So. Africa regional manager and manager for Central Asia; **Misc. documents 1978-94:** 1993 Strategic Plan; Asia region report Sept. 1994; MAF-US Personnel Report with graphs Feb. 1994; Report of Operations Management Response to Safety Issues Regarding Stress, Lewis 2/94; Tech resource dept. memo re: MAF's aging fleet, 7/93, w/'94 aircraft fleet; Russia case statement; misc. documents from 1994 operations managers conference; Operations Division Plan for 1992-93 (9/92); undated, unsigned paper, "Conflict Management"; MAF Three Year Strategic Plan 1993-96 (4/93); MAF Three Year Stragegic Plan (5/92); MAF Three Year Strategic Plan (3/91); Paper "Moving Toward a Framework for Evaluating Evangelistic Intent" Cookingham 3/1990; Paper "Toward Understanding Ministry in MAF" Jones 3/90; Action Summary OMS 1990; Regional Director/Africa Job description 10/88; Area Manager job description; Memo "Evaluatees with no Tail Wheel Time" Hoekstra 7/87; Memo "Airstrips Corporate Philosphy Change" 5/87; April-June 1986 staff meeting notes; Accident victim letter re: compensation 4/86;
- [source listed as Dave Swanson] (Swanson, cont.) Summary notes from Engle's visit 1985; summary report on Kenya/Lesotho visit 9/85; report on Garissa air support 4/85 Gove; Misc. memos; proposal mobile reserve, Stuessi 2/1980; Crossfeed 1/84 Gordon; MAF Asia long-range plan 1980-85; Misc. memos and management policy; 11/82-1/90; Indonesia area goals for 1993-94 Bone, MAF Indonesia long-range plane 1983-88 Bone (5/83); Memo "On-loan policy" 7/85; Policy "Part-time work for senior career staff members" Drown 9/85; Pilot grounding process, Meyers 9/85; Memo "Organizational Structure w/organigrams" Meyers 9/85; Memo "Flight Restandardization" Drown 12/87;

Staff Handbooks/Misc. 1973-8/94, East and So. Africa Finance Reports Lesotho and Zimbabwe 1984-86; March 1991 Operations Management Conference Documents; graphs includes worldwide flights ops 1989-90, business plan sources of revenue 1988-93, staff requirements 1988-93, customer service plan, misc. papers and articles; Worldwide Safety Recognition Program, Born 3/91; "How Technical Standards are Developed and Implemented in MAF 3/91; Meyers/Bishop memos 1996-97; Electronic/Communications Dept. 11/94;

RCG-19 **World Aviation Ministries Database - July 9, 1997** (Notebook)

RCG-19 **1999 IAMA Conference folder**

RCG-19 **Photo album** (early MAF programs)