



# THE CHRISTIAN AND MISSIONARY ALLIANCE

January 20, 1998

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Dear Mamou Alumni and Steering Committee:

Please take a few minutes to read this letter before you read the enclosed documents.

First, on behalf of the Board of Managers of The Christian and Missionary Alliance, please accept our heartfelt apology for our inadequate supervision and understanding of the happenings at Mamou Academy while you were a student. While most of our personnel served with honor and distinction, we have discovered that a few teachers and staff members brought deep hurt and injury to many students. We pray that you will find it in your heart to forgive us.

On behalf of the Board of Managers, I have enclosed three documents which cover our procedure for investigation and our findings. Two of these reports, "The Need to Know" report and the report of the "Committee on Discipline," are very sensitive. PLEASE understand that these two documents are for your eyes only. We trust that you will honor our request to not duplicate or distribute this information to anyone. I have requested the members of the Board of Managers to read and return the same to the National Office for our confidential files. We are counting on you to do the same. Only further hurt to the name of Christ and His Church will result by circulating this material. I know you will respect our request.

In order to bring this matter to a conclusion, the Board of Managers would like to invite you to a Mamou reunion on June 26-28, 1998. The place and schedule will be announced sometime in March. Your spouse and parents are also invited at their own expense. I trust you will keep this date free for such a gathering.

If you have additional questions concerning the enclosed reports, please feel at liberty to write me at our National Office. Thank you for your cooperation and patience during these past two years of investigative work.

Sincerely,

Richard W. Bailey  
Chairman of The Board of Managers

Enclosures

Our mission is to know Jesus Christ; exalt Him as Savior, Sanctifier, Healer, and Coming King; and complete His Great Commission:

- Evangelizing and discipling persons throughout the United States, and
- Incorporating them into Christ-centered, community-focused congregations.
- Mobilizing them for active involvement in a missionary effort designed to plant Great Commission churches among both unreached and responsive peoples worldwide.

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**Addendum to the Final Report  
of the Independent Commission of Inquiry  
to the Board of Managers  
of the Christian and Missionary Alliance**

**“NEED - TO - KNOW” REPORT**

**A. DISTRIBUTION**

This "Need-to-Know" Report was prepared by the Independent Commission of Inquiry ["ICI"] as an Addendum to its Final Report to the Board of Managers of the Christian and Missionary Alliance ["C&MA"]. Whereas the Final Report has a wide distribution throughout the denomination and perhaps beyond, this Addendum is written for distribution to a smaller, selected group of readers identified, by the ICI in the course of its process and in dialogue with the President and Chair of the Board of Managers of the C&MA, as having a compelling interest in access to the private and sensitive information discussed here, i.e., a "need to know" the contents of this Addendum.

In addition to the Board of Managers, that group of readers is comprised of the following:

1. The President and President's Cabinet of the C&MA
2. The Division of Overseas Ministries of the C&MA
3. C&MA Regional Designates
4. Alumni of Mamou Alliance Academy, their spouses and parents.
5. Former staff of Mamou Alliance Academy.

A copy of this Report should be provided to regional designates throughout the denomination to be maintained in a private manner. These designates should receive training on how to evaluate and otherwise handle need-to-know requests for access, and how to present and review the Report when such requests are granted. Designates would have discretion to review the Report personally with persons who request access to it and demonstrate a persuasive "need to know". C&MA pastors should be informed of this system and refer requests for access to the closest regional designate.

This "Need-to-Know" Report will detail:

- A. Exoneration of, or findings of abusive conduct on the part of, former staff of Mamou Alliance Academy.
- B. Dispositions with respect to staff members found to have committed acts of abuse.
  1. dispositions made through the Alternative Resolution Process of the ICI, using pastoral alternatives to bring about resolution of the offenses and reconciliation.
  2. dispositions of the Mamou Discipline Committee, using C&MA formal disciplinary proceedings.
- C. Recommendations to the Board of Managers, the President and the Division of Overseas

Ministries of the C&MA with respect to policies, procedures and other measures calculated, first, to bring about healing and reconciliation; second, to minimize the likelihood of abuse occurring in the future; and, third, to implement the ICI's mandate to act in a consultative and advisory fashion to promote the well-being of the larger Christian community, and the integrity of the C&MA.

## **B. BACKGROUND TO THIS REPORT**

By formal resolution of the C&MA Board of Managers, the ICI was charged with the following responsibilities regarding reports of historical cases of abuse at Mamou Alliance Academy:

...The ICI will hear, review, and request testimony, files, reports and affidavits from all appropriate sources. It shall have access to all pertinent files which are not restricted by law, and conduct interviews and other fact-finding activities regarding specific allegations of abuse at the Mamou Alliance Academy...The Commission shall be fact-finding, consultative, and advisory to the C&MA, not adversarial or adjudicative. Its process is to help identify victims and perpetrators of abuse, and to assess the nature and extent of reported abuse, and recommend procedures for dealing with each.

By subsequent resolution of the Board of Managers adopted April 4, 1997, the ICI, in addition to its role of investigation and restoration, was constituted as an official Committee on Discipline, and given the authority to function as such in accordance with the directives and policies set forth in the Manual of the Christian and Missionary Alliance.

Submission to the disciplinary authority of the ICI on the part of an individual accused of misconduct was voluntary, evidenced by his/her signing of an Agreement to Participate in the Alternative Resolution Process. Intervention undertaken by the ICI had a goal of promoting reconciliation and healing between those who inflicted harm and those who were harmed at Mamou. The process had a pastoral emphasis, and due weight and attention were given to the values of offender acknowledgment, accountability, justice, truth-telling and the integrity of the C&MA.

All disciplinary actions determined by the ICI in the course of the Alternative Resolution Process are subject to the approval of the Board of Managers and/or the Mamou Discipline Committee. In the event an individual was unwilling to sign the Agreement or otherwise voluntarily submit to the authority of the ICI, his/her name and information concerning the alleged misconduct which was compiled by the ICI in the course of its investigation would be forwarded to the Mamou Discipline Committee for formal disciplinary action.

### C. FINDINGS AND DISPOSITIONS

The C&MA initially provided the ICI with the following list of staff who had served at Mamou Alliance Academy, 1950-1970.

1. Miss Dorothy Adam
2. Rev. Robert J. Adams
3. Mrs. Betty Adams
4. Miss E. E. Battles (Deceased)
5. Miss Helen L. Brown
6. Miss R.M. Brown (Mrs. Robert Walker)
7. Miss E. E. Edder
8. Rev. John L. Emary (Deceased)
9. Mrs. Marsha Emary
10. Miss Rose Marie Eramo
11. Miss Mary Forbes
12. Miss E. Joan Foster
13. Rev. Andrew D. Gardner, Sr.
14. Mrs. Norma Gardner
15. Miss Prudence E. Gerber
16. Miss J.M. Hamilton (Mrs. Jane Jackson)
17. Miss Corrine Horn
18. Rev. Ronald G. Israel
19. Mrs. Joan Israel
20. Miss D. M. Jones (Deceased)
21. Miss Arlene J. Miller
22. Mr. Oliver Nelson
23. Mrs. Oliver Nelson
24. Miss F.E. Nichols (Mrs. Vermelyea)
25. Mr. Walter G. Pister, Jr. (Pyster)
26. Mrs. Doris Pister, Jr. (Pyster)
27. Miss M. R. Pond (Mrs. Roy Breckenridge)
28. Miss Eileen M. Sather
29. Miss Ruth Schenk (Mrs. Edward Wernz)
30. Miss E. J. Sigler (Deceased)
31. Miss Robbie E. Skaggs
32. Rev. Dellmer Smith
33. Mrs. Jane Smith
34. Miss Kathleen M. Thompson
35. Rev. Fordyce Tyler (Deceased)
36. Mrs. Rosalys Tyler
37. Miss Dorothy Wormley (Mrs. David Bortel)
38. Rev. Lawrence D. Wright
39. Mrs. Grace Wright

The ICI compiled, thoroughly reviewed and carefully considered a very substantial amount of information about events and circumstances at Mamou Alliance Academy, including written and live testimony of over eighty-five Mamou alumni, parents and former Mamou staff.

In the course of our hearings, some of the above-named individuals were simply not mentioned, positively or negatively, possibly because their tenures at Mamou were relatively brief. Others were mentioned occasionally in an incidental way, with no indication of any misconduct. Several others were referred to frequently by numerous alumni as kind, caring and inspirational adult figures at Mamou, whose influences helped to make the students' experiences positive for the most part, or at least more positive than they would have otherwise been.

Some of the individuals listed above were the subject of reports of conduct which the ICI judged to warrant further consideration and examination as to whether it may have constituted abuse. In addition to sixteen individuals, two additional former staff members who were at Mamou prior to 1950, and two former students were the subject of allegations of abuse. Each of these twenty cases was initially considered by the ICI to determine whether there was sufficient reason to examine the case further. Next, each case was assigned to two ICI members for review, analysis and recommendation as

to whether or not chargeable abuse existed. The cases were then presented individually by the assigned ICI team to the full commission. Thereafter, thorough discussions and deliberations were conducted by the ICI, resulting in the findings that are discussed here.

Charging criteria included the number of witnesses, reliability and accuracy of memory, influence or lack thereof of other reporting parties, cross-corroboration of reports, and other considerations of witness credibility and trustworthiness of reports. In general, the ICI required more than one witness and more than one reported incident, and gave no weight to memories that had not continually existed since the incident in question (for example, memories recovered in therapy or otherwise were not utilized in charges). Particular weight was assigned to cross-corroborating reports coming from different students of different ages who had little to no contact with each other since their attendance at Mamou. The Working Definitions of Abuse used in the charging process are as follows:

In the charging process, the following standards of abuse were used by the ICI:

### WORKING DEFINITIONS OF ABUSE

#### I. Considerations in Determining Abuse and Distinguishing from Punishment

- a. infraction or reason for punishment
- b. age of victim and/or difference in age between the victim and accused
- c. nature of the actions
- d. context, manner of administration - how, where, frequency, harshness or severity, state of mind or degree of control of the accused
- e. nature, severity and duration of effects
- f. corroborating witnesses

#### II. Type of Abuse

##### A. Sexual - adult-child or other nonconsensual sexual contact

*Examples:*

- fondling, manipulation of genitalia, buttocks or breast
- penetration of genitalia or buttocks
- sexual kissing, masturbation, oral sex, frottage
- sexual harassment, ridicule or humiliation
- sexualized conversation

##### B. Physical - use of bodily physical force and/or restraint, resulting in injury or other physical consequences which are more than transient

*Examples:*

- hitting or punching, beating, whipping with an instrument
- denied toileting and prolonged sitting in urine or feces

##### C. Psychological - unwarranted mental or emotional cruelty

*Examples:*

- intimidation, oppression, torment
- humiliation, ridicule, belittling, taunting, pejorative labeling
- malice, anger or rage directed at a child
- using inherent qualities to shame - e.g. temperament, size, illness
- child endangerment

##### D. Spiritual - using the Bible, God or faith to threaten or intimidate, to humiliate or punish

*Examples:*

- coerced prayer, repentance, religious practices
- repetitive menacing with Hell or judgement
- inviting expressions of spirituality, then criticizing or ridiculing them
- characterizing a child's inherent qualities as evil

Our review of the evidence discerned the following categories of persons:

1. Some were specifically found to have committed no acts of abuse, and were considered exonerated.
2. Some were found to have been involved in incidents of non-abusive conduct which, nonetheless, did evidence a lack appropriate adult judgment and sensitivity to the children involved;
3. Some were found to have committed acts of abuse; and
4. The case of one individual could not be conclusively settled, and is considered by the ICI to be still open at this time.

## **Findings**

Of the twenty individuals considered, ten individuals were specifically found not to have committed acts at Mamou Alliance Academy which could be characterized as abusive. However, four of these individuals were involved in at least one incident which was found not to be abusive, but which indicated a lack of appropriate adult judgement or sensitivity to the needs of the children involved. These individuals have been invited by the ICI, as part of its pastoral, rather than disciplinary, function, to work with the ICI to tender expressions of apology and/or clarification to former students harmed by their actions who indicate to the ICI that they participate in this. Responses in each case have been positive.

Seven former Mamou staff and two former students were determined by the ICI to have committed acts of one or another forms of abuse. The nine individuals determined by the ICI to have committed acts of abuse of one form or another are:

### **A. Now Deceased Staff Members**

1. Mrs. Dora Bowman (houseparent)
2. Mr. Floyd Bowman (houseparent)
3. Mr. Harold Bowman (student)

### **B. Now Not Members of C&MA**

4. Mrs. Dorothy Wormley Bortel (teacher)
5. Mr. Tom Moore (student)

### **C. Now Retired C&MA Official Workers**

6. Miss Dorothy Adam (school nurse)
7. Reverend Dellmer Smith (houseparent)
8. Mrs. Grace Wright (houseparent)
9. Reverend Larry Wright (houseparent)

The findings and dispositions with respect to each of the above individuals will be discussed below.

### A. Now Deceased Staff Members

Extreme caution must be utilized in hearing and judging the actions of the following three individuals. They are deceased, and could not participate in our investigation. Because they were not able to hear and respond to the charges against them, the ICI is reluctant to pass judgement against them. The information here is provided in the interests of honoring those who were harmed, of truth-telling, and of modelling to the C&MA, but is not intended to sully the memories of their work or the contributions they made to the C&MA.

1. Mrs. **Dora Bowman** (deceased staff member) was a housemother at Mamou in the late 1940's and early 1950's. Based on the information available, the ICI would have referred her to disciplinary proceedings to answer to the following charges:

#### Physical Abuse:

1. Nature of abusive acts: Beating with a belt leaving bruises on two occasions
2. Number of Victims: One known victim
3. Duration/period of time during which abuse took place: During tenure as housemother, and during victim's 1<sup>st</sup> and 2<sup>nd</sup> grade year.

#### Psychological Abuse:

1. Nature of abusive acts: Ongoing humiliation and intimidation regarding child's difficulties with eating meat; forcing child to eat own vomit; forcing child to eat filthy meat.
2. Number of Victims: One
3. Duration/period of time during which abuse took place: During tenure as houseparent, and during victim's 1<sup>st</sup> and 2<sup>nd</sup> grade year.

#### Spiritual Abuse:

1. Nature of abusive acts: Ridiculing and criticizing student's prayer as the "worst prayer I've ever heard", after a student came to her for solace and support in praying out loud to God for forgiveness.
2. Number of Victims: One
3. Duration/period of time during which abuse took place: During tenure as houseparent.

2. Mr. **Floyd Bowman** (deceased staff member) was a housefather at Mamou in the late 1940's and early 1950's. Based on the information available, the ICI would have referred him to disciplinary proceedings to answer to the following charges:

#### Physical Abuse:

1. Nature of abusive acts: Beating leaving bruises from knees down to legs while he was angry and out of control; using belt and hand (causing hand-shaped bruises); punching child in face, leaving black eye. This occurred on at least two separate occasions, possibly more frequently.
2. Number of Victims: One known victim and one possible additional victim
3. Duration/period of time during which abuse took place: During tenure as housefather, and during victim's 1<sup>st</sup> and 2<sup>nd</sup> grade year.

Psychological Abuse:

1. Nature of abusive acts: In argument with other missionaries threatened, in the presence of the young children in his care, to abandon them at Mamou if he wasn't replaced as houseparent within two months. Ongoing humiliation, taunting and intimidation of 1<sup>st</sup>/2<sup>nd</sup> grader re. difficulties eating, and nervousness. Forced two children to eat their own vomit. Humiliated female student for being slow. Placed one student in dangerous proximity to a poisonous snake.
2. Number of Victims: Four
3. Duration/period of time during which abuse took place: During tenure as housefather

Spiritual Abuse:

1. Nature of abusive acts: Forced young child to make a public prayer of repentance, get down on knees; used prayer as a form of punishment and humiliation.
2. Number of Victims: One
3. Duration/period of time during which abuse took place: During tenure as housefather.

3. **Mr. Harold Bowman** (deceased student) was a student at Mamou in the 1950's. He was noted, apparently, for a strong will and reportedly was severely abused by several staff members. Based on the information available, the ICI would have referred him to disciplinary proceedings to answer to the following charges:

Sexual Abuse:

1. Nature of abusive acts: Coerced oral sex; forced victim to masturbate him; masturbated victim while victim slept; engaged in frottage with victim using talcum powder.
2. Number of Victims: One victim, who was approximately eight years younger than offender.
3. Duration/period of time during which abuse took place: On an ongoing basis, during offender's eighth grade year.

**B. Former Mamou Associates, now not C&MA Members**

The following individuals are no longer members of the C&MA and, as such, are not required to submit to C&MA discipline. The information here is provided in the interests of truth-telling, but no consequences for the conduct described are enforceable. In each case, the individual was asked to participate in the Alternative Resolution Process in an attempt to assist those harmed by their actions.

4. **Mrs. Dorothy Wormley Bortel** was the 1<sup>st</sup> and 2<sup>nd</sup> grade teacher (of children ages 6 and 7) at Mamou Alliance Academy from 1958 through 1966, with furlough in approximately 1962-63. In December of 1966, Miss Wormley's qualifications and treatment of students were reviewed by the Mamou School Board, a committee of the West African Field Council. The board recommended to denominational headquarters that Miss Wormley not be allowed to return in any capacity to Mamou or on the field, unless or until she sought and completed a satisfactory course of counseling for emotional problems.

In 1967, the C&MA Board of Managers resolved to adopt the following recommendation:

"129. a. That the action of the Mamou School Board requesting that Miss D. J. Wormley not return to the field be upheld.

b. That Miss Wormley's active service cease as of February 28, 1967.

c. That Miss Wormley be granted a one-year leave of absence from March 1, 1967, to February 29, 1968, with a possibility of returning to an overseas teaching post other than Mamou if she seeks Christian counseling and corrects her problem."

In November, 1967, in response to an inquiry from headquarters, Miss Wormley indicated that she had not sought counseling and did not intend to do so. She had, instead, secured a position as a 1<sup>st</sup> grade teacher in Ohio, and was engaged to be married.

Subsequently, the Foreign Department reported to the Board of Managers:

"117. Report: Miss D. J. Wormley has plans for matrimony, and will not be interested in another overseas assignment. Her official relation with the Foreign Department will terminate at the conclusion of her present leave of absence, February 29, 1968."

Since that date, Miss Wormley has had no status in or relationship to the C&MA.

Miss Wormley was determined by the ICI to have committed the following acts of misconduct which would have warranted discipline:

Physical Abuse:

1. Nature of abusive acts: Scratching, pulling ears, throwing over desks with students in them, pulling hair, stabbing with pencil, shaking, pinching, slapping, hitting with ruler, pulling children out of desks by hair.
2. Number of Victims: More than twenty-five
3. Duration/period of time during which abuse took place: During tenure as teacher.

Psychological Abuse:

1. Nature of abusive acts: Screaming, ridicule, intimidation, mocking, labeling pejoratively, refusal of bathroom use, blinders on eyes, sarcasm, humiliation, washed mouths with lye soap, forced children to sit in own urine and feces. Dunce seat in corner of the room. Uncontrolled rage, weeping, blaming children for her distress. Ongoing reign of terror and sadistic behavior.
2. Number of Victims: Majority of the children there at the time, more than twenty-five.
3. Duration/period of time during which abuse took place: During tenure as teacher.

Spiritual Abuse:

1. Nature of abusive acts: Made children responsible for African souls; made children responsible for parents' potential failure as missionaries; labeled children with learning problems as demon-possessed;
2. Number of Victims: More than twenty-five; virtually all in residence, either by being the object of abuse or the witness to it.
3. Duration/period of time during which abuse took place: During her tenure as teacher.

**Disposition:** Although Mrs. Bortel has no relationship to the C&MA and it therefore has no disciplinary or other authority over her, the ICI decided to contact Mrs. Bortel and invite her to participate in a process of review of the reports of abuse, with her having an opportunity to respond to the reports.

The ICI's initial letter to her was answered by her legal counsel, a Mr. Phillip Berkemeir, who acknowledged the letter and asked for more information. Thereafter, the ICI sent the following:

Confidential

Phillip H. Berkemeir, Attorney at Law  
2654 Spring Arbor Road  
Jackson, Michigan 49203

July 24, 1997

Re: Mamou Alliance Academy - Your Client: Dorothy Bortel

Dear Mr. Berkemeir:

This is to follow up on my previous letter. I have now had an opportunity to discuss your letter of June 4<sup>th</sup> with the full Independent Commission of Inquiry ["ICI"]. We all appreciate your responsiveness.

The ICI certainly understands that it has no direct authority, disciplinary or otherwise, with regard to Mrs. Bortel, as she is no longer a member of the Christian and Missionary Alliance. However, we have been given the responsibility of evaluating, and issuing a written report about, the complete nature and extent of abuse of students by staff at Mamou Alliance Academy.

As of this point, we have received information, through written and live testimony, of over 60 Mamou alumni, as well as a number of parents and other Mamou staff. Many of those individuals identified Mrs. Bortel as someone who, during her tenure at Mamou, chronically treated many of her students in a way that could be characterized as physically and emotionally abusive. We also have received information that indicates that Mrs. Bortel was removed from her teaching position at Mamou and returned to the United States by the Christian and Missionary Alliance, because of such conduct; and that she was directed to undergo a course of counseling before she could be considered for return to the missionary field.

We would like to have an opportunity to meet with Mrs. Bortel to get her perspective and to give her an opportunity to explore with us certain areas that should be of equal concern to her as they are to us:

The complete truth of Mamou and the factors and constraints at play during her tenure there;

The areas and instances of her positive contributions to the children and the school;

The appropriateness of her taking responsibility for things she did that harmed others;

The potential for her to take steps to make amends for harmful actions and to perhaps participate in a process of reconciliation and resolution with some of the Mamou alumni.

Whether or not your client chooses to meet with us, the ICI will include in its report a section devoted to her. There is a significant likelihood that the report ultimately could be fairly broadly disseminated and read. Consequently, in a sense we are considering ourselves somewhat like journalists, i.e., we would like to extend Mrs. Bortel an opportunity to provide us a complete picture of her experience at Mamou, so that we can be as fair and accurate and balanced as possible when we do write our report.

The ICI is meeting again over the weekend of August 23<sup>rd</sup> and 24<sup>th</sup>. We would invite Mrs. Bortel to meet with us then. She could bring her husband or other support person if she wished. The Christian and Missionary Alliance would cover the expense of transportation, lodging and meals.

I would appreciate hearing back from you at your earliest convenience.

Sincerely yours,

INDEPENDENT COMMISSION OF INQUIRY

Geoffrey B. Stearns

The ICI received the following response to its letter from Mr. Berkemeir:

PHILLIP H. BERKEMEIER Attorney at Law  
2654 Spring Arbor Road  
Jackson, Michigan 49203  
(517) 787-1639 (517) 787-0440 FAX

August 6, 1997

Geoffrey B. Stearns  
Independent Commission of Inquiry  
800 Garden Street, Suite A  
Santa Barbara, CA 93101

RE: Mamou Alliance Academy

OUR CLIENT: Mrs. Dorothy Bortel

Dear Mr. Stearns:

I have had the opportunity to meet with Mr. and Mrs. Bortel and review your letter of July 24, 1997. They have asked me to respond.

Although your last letter contained somewhat more specific information than your initial correspondence, it is still unclear how the inquiry involves Mrs. Bortel, or what has been alleged about her. At this time I have been directed to inform you that Mrs. Bortel does not intend to be further involved with your inquiry.

Mr. and Mrs. Bortel are no longer young people. They do not fly, and their travel is limited. Mrs. Bortel has a clear conscience about her work with the Mamou Academy and she knows that ultimately she will be answering to God. She has led her life as a Christian and has always tried to be a positive person and to focus on the positive. Mrs. Bortel has searched her memory and cannot recall any instance where she acted inappropriately to a student, either emotionally or physically. She justifiably feels good about the contribution she has made to the lives of young people as a teacher, Sunday School teacher, and youth director, in a long career that is now in the past.

I can assure you that Mrs. Bortel does have empathy and compassion for the former students of the Mamou Academy. She understands that the research shows that separating children from the parents for extended periods of time tends to hurt the children emotionally, and she understands how some of the former students of the Mamou Academy could certainly have emotional problems that they are still dealing with as a result of long periods of separation from their parents. Mrs. Bortel continues to wish the very best for all her former students.

Thank you for your consideration in this regard.

Very truly yours,

Phillip H. Berkemeir

Mrs. Wormley Bortel was then offered a final opportunity to respond to the reports of her conduct. As of this writing (November 15, 1997), nothing further has been heard from her or Mr. Berkemeir.

5. **Mr. Tom Moore** (student, not a member of C&MA) was a student at Mamou from approximately 1954 to 1961. Several witnesses recalled that he had been abused physically by staff members. He is currently a missionary in Africa with another denomination. He was determined by the ICI to have committed the following acts of misconduct which would have warranted discipline:

Sexual Abuse:

1. Nature of abusive acts: Fondled testicles and penis of victims, forced victims to touch and stroke his penis
2. Number of Victims: Four known victims, who were significantly younger than he
3. Duration/period of time during which abuse took place: 1954-61

Mr. Moore was contacted at his missionary station. He was apprised of the reports of his conduct and the charges against him and invited to participate in the Alternative Resolution Process for the benefit of those harmed by his actions. As of this writing (November 15, 1997), he has reflected on and responded to the charges. He is actively working with the ICI toward a mutually agreeable process of further evaluation and resolution of the issues raised by the abuse findings.

C. Now Retired C&MA Official Workers

The following four individuals were found to have demonstrated abusive behaviour which warranted discipline. They are currently members of the C&MA and, thus, are subject to the provisions for discipline found in the Manual of the Christian and Missionary Alliance, "Uniform Policy on Discipline".

6. Miss **Dorothy Adam** (retired C&MA official worker) was the school nurse at Mamou from September, 1951, through the Spring of 1963, most of the time under consideration by the ICI. She was found to have committed acts of physical, psychological and spiritual abuse during her tenure. She was also reported to have engaged in conduct which can be characterized as inappropriately sexual in nature, which indicated poor judgement and disrespect for students' personal boundaries, and which was experienced by some students as abusive. She was reported to have engaged in questionable medical and dental procedures.

She was determined by the ICI to have committed the following acts of misconduct warranting discipline:

Inappropriate conduct which was experienced to be sexualized:

1. Nature of abusive acts: Voyeurism with boys, during forced, post-bedtime secret shower sessions; touching girls' breasts during showering.
2. Number of Victims: At least four girls and two boys
3. Duration/period of time during which abuse took place: During her tenure at Mamou

Physical Abuse:

1. Nature of abusive acts: Beat one child with a strap to the point of bleeding for getting his Sunday shoes wet.
2. Number of Victims: One
3. Duration/period of time during which abuse took place: During child's 3<sup>rd</sup> - 5<sup>th</sup> grade years

Questionable conduct which resulted in psychological harm to children:

1. Nature of abusive acts: Shaming, humiliation - told a child she was "ugly" and always would be; put child in solitary confinement for protracted time period, abandoned her while she (offender) went on a long hike; another child was shamed and had medical treatment withheld when she had severe case of mononucleosis, accused her of faking;
2. Number of Victims: Seven known victims
3. Duration/period of time during which abuse took place: During tenure as nurse

Questionable conduct which resulted in spiritual harm to children:

1. Nature of abusive acts: Attributing medical illness to spiritual cause, e.g., insomnia, ear infection; fire and brimstone threats of going to Hell immediately before bedtime; forced prayer, forced memorization as punishment;
2. Number of Victims: Many of the students there at the time
3. Duration/period of time during which abuse took place: During her tenure as school nurse.

**Disposition:** Upon invitation, Miss Adam readily and voluntarily submitted to the Alternative Resolution Process. She was cooperative, and appreciative of the opportunity to make amends to students whom she had harmed in one way or another. The ICI met with Miss Adam on two occasions.

The first meeting provided an opportunity to explain the alternative process and to present her with the reports of her conduct and the charges against her. The second meeting occurred about one month later, when Miss Adam had the opportunity to reflect on the charges, and was given an opportunity to respond to them in detail - to clarify, explain, describe her recall and/or agree or disagree with each charge.

At this second meeting, Miss Adam worked with the ICI to produce a videotape in which, in interview format, she responded specifically to each of the reports of misconduct, and extended apologies and regrets for those actions for which she acknowledged responsibility. She concluded that videotape with a personal statement to former students. This videotape will be submitted to the Board of Managers as part of the ICI's "Need-to-Know" Report, to be made available to former students who indicate an interest in viewing it.

At the end of the sessions with Miss Adam, the ICI proposed a second recommendation for resolution. Because Miss Adam currently works with children, and

because of the reported incidents of inappropriate conduct which had sexual overtones, the ICI requested Miss Adam to submit to a comprehensive psycho-sexual evaluation, to be paid for by the C&MA and performed by a qualified psychologist in her area. Miss Adam stated that she understood the ICI rationale, and consented to undergo such an examination. As of this writing (November 15, 1997), the ICI has identified an appropriate evaluator, and the assessment is in progress. It was agreed with Miss Adam in principle that she would comply with recommendations of the evaluator for treatment, restriction of activities and/or other remedial steps, as part of her agreement with the ICI for Alternative Resolution Process.

In conclusion, the ICI Alternative Resolution Process with Dorothy Adam has proceeded well to date, and continues in process. Results of the psycho-sexual evaluation will be obtained and its recommendations reviewed with Miss Adam, who has agreed to work with the ICI with respect to implementation of any recommendations. She has expressed her willingness to meet in person in a facilitated encounter with those who desire to share their experiences with her, and her apology videotape will be distributed on a need-to-know basis. The ICI will submit its final agreed-upon resolution to the Mamou Committee on Discipline for its approval and designation of any ongoing monitoring and support process for her.

7. Mrs. **Grace Wright** and Rev. Lawrence Wright (retired official C&MA workers) were houseparents at Mamou from 1949-51, in 1957, and 1959-61. They were each individually found to have committed acts of physical abuse, separate and distinct from the actions of the other. In addition, Mrs. Wright was found to have engaged in psychologically abusive conduct affecting numerous students.

Mrs. Grace Wright was found by the ICI to have committed acts of physical and psychological abuse, as follows:

Physical Abuse:

1. Nature of abusive acts: Beatings with belt that had metal buckle to the point of bleeding and black and blue marks, spankings, slappings; beatings escalated when child was brave.
2. Number of Victims: At least seven
3. Duration/period of time during which abuse took place: During tenure as houseparent.

Psychological Abuse:

1. Nature of abusive acts: Put children in a lose-lose position about rest hour bathroom trips; shamed about stained underwear; sent a girl to breakfast in her slip; publicly humiliated children; patrolled halls with belt; rang after-lunch bell and reported infractions, created atmosphere of fear and intimidation.
2. Number of Victims: Sixteen reported
3. Duration/period of time during which abuse took place: Her tenure as houseparent.

**Disposition:** The Wrights were initially contacted by the ICI in June of 1997 and invited to

participate in its Alternative Resolution Process. Subsequently, the ICI was informed by Mrs. Wright that Rev. Wright was suffering from early-stage Alzheimer's disease, requiring her round-the-clock care, and thus neither of them would be able to travel to a meeting for purposes of engaging in the resolution process. The ICI verified the Wrights' status through reliable, independent sources.

In early September, 1997, the ICI renewed its offer of the alternative process to the Wrights, indicating it would be willing to accommodate their difficulties with travel, and proposing that the Wrights communicate by letter, telephone and/or face-to-face meetings with one or more ICI members at a location close to their home. The ICI also offered to arrange for temporary nursing care for Rev. Wright, if required to allow Mrs. Wright to attend such a meeting. No response was received to this invitation.

Because of the seriousness of their alleged abusive conduct, the ICI referred both Rev. and Mrs. Wright to the Mamou Committee on Discipline. The Committee held extensive hearings, resulting in a finding of culpability on Mrs. Wright's part. This committee reports directly to the C&MA Board of Managers.

8. Rev. **Lawrence Wright** and Mrs. Grace Wright (retired official C&MA workers) were houseparents at Mamou from 1949-51, in 1957, and 1959-61. They were each individually found to have committed acts of physical abuse, separate and distinct from the actions of the other.

Specifically, Rev. Lawrence Wright was found by the ICI to have committed multiple acts of **physical abuse**, as follows:

1. Nature of abusive acts: Frequent and regular beatings of children, causing substantial bruises and welts, administered to bare buttocks and backs of legs; once he beat a child whose arm had just been broken in an accident.
2. Number of Victims: Four known victims
3. Duration/period of time during which abuse took place: During tenure as houseparent.

**Disposition:** Mrs. Wright communicated with the ICI that Rev. Wright showed signs of early stage Alzheimer's disease, and this was verified by independent sources. Because of the serious nature of the allegations, Rev. Wright was referred to the Committee on Discipline for formal disciplinary hearings. Extensive disciplinary hearings were held by the Committee. His health problems prevented Rev. Wright from personally participating in these hearings, so he was represented by his pastor. The Committee made no finding with respect to Rev. Wright's culpability. The Committee reports directly to the Board of Managers of the C&MA.

9. Reverend **Dellmer Smith** (retired official C&MA worker) was the housefather at Mamou during the time period 1955-57. His tenure was described by a number of former students as a "reign of terror" or a "prison regime". The children clandestinely referred to him as "Adolph" [Hitler]. For years after his departure from Mamou the children played a game called "the Smiths", where two children played the Smith houseparents and the rest played students. The object of the game was for the "houseparents" to think up and carry out the cruelest forms of punishment imaginable by the participants.

Rev. Smith was found by the ICI to have committed numerous acts of sexual, physical and psychological abuse warranting discipline. Specifically, the ICI charged him as follows:

Sexual Abuse:

1. Nature of abusive acts: Ongoing fondling and digital penetration of 1<sup>st</sup> to 5<sup>th</sup> grade girls during post-bedtime "tummyrubs" in girls' dormitory.
2. Number of Victims: Five reported victims
3. Duration/period of time during which abuse took place: During tenure as housefather

Physical Abuse:

1. Nature of abusive acts: Regular, frequent and multiple beating (as many as 48 swats at one time), often severe, with heavy rubber tire slipper, leaving serious bruising (as long as 3 weeks' duration), and bleeding on bare buttocks and backs of legs.
2. Number of Victims: Thirteen reported victims
3. Duration/period of time during which abuse took place: During tenure as housefather

Psychological Abuse:

1. Nature of abusive acts: Numerous acts of intimidation and oppression, including utilization of "bad news" list; creation of atmosphere of great terror; "climate of fear" and "prison regime", warranting "Adolph" nickname; public humiliation for incontinence; dismantling of six year old's bicycle as punishment for not being able to stop crying after parents initially left him at Mamou; child who threw up every morning was swatted for not finishing breakfast.
2. Number of Victims: Majority of the children there at the time.
3. Duration/period of time during which abuse took place: During tenure as housefather.

**Disposition:** Rev. Smith was invited to participate in the Alternative Resolution Process. He attended a meeting with the ICI in July, 1997, during which he was presented with the reports of his conduct and asked to respond to them. That meeting was recorded with Rev. Smith's consent by a certified shorthand reporter, and a transcript is in the possession of the Committee on Discipline. At that meeting, Rev. Smith completely and categorically denied any wrongdoing. He indicated a belief that the alleged incidents of abuse had been fabricated and reported by certain former students who desired to injure his reputation. Rev. Smith was given a summary of the charges to reflect upon, and was requested by the ICI to return to its next scheduled meeting. Subsequently, Rev. Smith informed the ICI that he did not wish to

participate further in the Alternative Resolution Process, and requested hearing according to the C&MA disciplinary procedures.

In view of the very serious nature of the alleged abuse, and in light of Rev. Smith's refusal to continue with the alternative process, the ICI referred him to the Mamou Committee on Discipline for formal discipline proceedings. Extensive hearings by the Committee on Discipline resulted in a finding of culpability on the part of Dellmer Smith. This Committee reports directly to the C&MA Board of Managers.

**Report of the Mamou Committee on Discipline**  
To the Board of Managers  
The Christian and Missionary Alliance  
December 1-3, 1997

As of this date this committee has completed its work with reference to all known charges of abuse at the Mamou (Guinea) School for Missionaries' Children.

The committee was elected by the Board of Managers and was composed of seven members; Dr. Richard W. Bailey, Moderator, Dr. Keith Bailey, Rev. John Corby, Rev. Paul Hazlett, Rev. Donald Schaeffer, Rev. Robert Thune, and Dr. Donald Young. Because of a medical emergency in his family, Dr. Richard Bailey asked to be relieved of the chairmanship and the President appointed Paul Hazlett to serve as Moderator.

On October 29 the defendants were visited for a pre-hearing conference. Since none of the other committee members could make this visit on short notice, Mike Feather, a member of the Board of Managers, and Paul Hazlett fulfilled this requirement. Time was spent with each defendant. Each was given a list of those who would testify along with a brief synopsis of what their testimonies would be. Each defendant professed innocence of all charges and has continued that claim through the Moderator's post-hearing contacts.

The hearings were convened on Thursday evening, November Six and continued through the entire day of Friday the Seventh. They were held in a Conference Room of the Rocky Point Island Days Inn, in Tampa, Florida. Because of his advancing Alzheimer's condition, Rev. Lawrence Wright did not appear at his hearing. However, Mrs. Grace Wright and Rev. Dellmer Smith were present throughout their hearings. Each elected to have an Advocate accompany him/her. The Advocates were Rev. Jerry W. Hunter, Pastor of the Bradenton, Florida church, for Rev. Lawrence Wright and Mrs. Grace Wright, and Rev. John W. Tieszen, retired missionary from Ecuador, for Rev. Dellmer Smith.

Mr. Geoffrey B. Stearns represented the Independent Committee on Investigation, and acted as the prosecutor at each hearing. Dr. Lois J. Edmund, also a Member of the Independent Committee on Investigation, attended the hearing. Her single role was to coordinate and counsel the witnesses. The occasion of several of the presentations by those who claim abuse were intensely emotional times. Effort was made to keep the level of trauma as low as possible for the sake of the elderly defendants and also for the benefit of the witnesses, many of whom were very distraught by the confrontation.

After a season of prayer the hearings began. The defendants agreed to accept the Committee on Discipline of six members instead of seven as stated in the uniform policy. More than twenty witnesses presented evidence by personal appearance, video deposition or written deposition. Care was taken to see that each charge was substantiated by more than one witness. The prosecution's evidence along with that of the defense were carefully considered by the members of the Committee on Discipline.

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Report of the  
Mamou Committee on Discipline

Minutes and tape recordings of all proceedings were preserved and are now in the care of national office personnel. After deliberation the Mamou Committee on Discipline unanimously issued the decisions which are attached to this report. Each defendant is in possession of a copy of these findings and each also has a letter from the Moderator restating and explaining the meaning of the findings. Each defendant was informed of his/her right to appeal. Finally, in detail each was given a description of what is involved in the process of restoration.

As of the last contact, approximately two weeks ago, neither of the individuals convicted by the Committee on Discipline has agreed that the findings are just, and each left the Moderator with the impression that he/she would not cooperate in the process of restoration.

Perhaps one matter needs to be discussed by this board. Since discipline processes at this level are rare and it may be undesirable for supervision of discipline matters to fall to denominational officers, the board may need to give consideration how to supervise a discipline administered by the board's committee.

Respectfully submitted,

Paul Hazlett, Moderator

The Christian and Missionary Alliance  
Board of Managers Mamou Committee on Discipline  
Hearing  
Tampa, Florida  
November 6-7, 1997

Findings of the Committee in regard to charges made against Mrs. Grace Wright

Preamble

We recognize that the Mamou boarding school situation has multiple sides to each issue that has been raised. During our deliberations we listened to personal witnesses and tapes, read letters and watched video testimonies.

The evidence we reviewed overwhelmingly indicated the following actions:

Charges against Mrs. Grace Wright

1. Physical abuse. We find her guilty of physical abuse as charged. Vote: Unanimous
2. Psychological abuse. We find her guilty of psychological abuse as charged.  
Vote: Unanimous

Restoration process for Mrs. Grace Wright

We recommend *a letter of reprimand* as per the Manual of The Christian and Missionary Alliance, Section E7, page 20, with the restoration process to include:

1. A letter of official reprimand from the Board of Manager's Committee on Discipline to be sent to Mrs. Wright (copies of which will be made available to the Board of Managers).

Signatures

Members of the Discipline Committee

Rev. Paul Hazlett  
Dr. Keith Bailey  
Rev. John Corby

Rev. Robert Thune  
Rev. Donald Schaefer  
Rev. Donald Young

(The original copy of these findings is signed by all committee members as listed above.)

The Christian and Missionary Alliance  
Board of Managers Mamou Committee on Discipline  
Hearing  
Tampa, Florida  
November 6-7, 1997

Findings of the Committee in regard to charges made against Rev. Larry Wright

Preamble

We recognize that the Mamou boarding school situation has multiple sides to each issue that has been raised. During our deliberations we listened to personal witnesses and tapes, read letters and watched video testimonies.

The evidence we reviewed indicated the following action:

Charges against Rev. Larry Wright

1. Physical abuse. Due to Rev. Wright's present physical condition, we find it impossible to render a proper judgment.

Signatures  
Members of the Discipline Committee

Rev. Paul Hazlett  
Dr. Keith Bailey  
Rev. John Corby  
Rev. Robert Thune  
Rev. Donald Schaefer  
Rev. Donald Young

(The original copy of these findings is signed by all committee members as listed above.)

The Christian and Missionary Alliance  
Board of Managers Mamou Committee on Discipline  
Hearing  
Tampa, Florida  
November 6-7, 1997

Findings of the Committee in regard to charges made against Rev. Dellmer R. Smith

Preamble

We recognize that the Mamou boarding school situation has multiple sides to each issue that has been raised. During our deliberations we listened to personal witnesses and tapes, read letters and watched video testimonies.

The evidence we reviewed overwhelmingly indicated the following actions:

Charges against Rev. Dellmer R. Smith

1. Sexual abuse. We find him guilty of sexual abuse as charged. Vote: Unanimous.
2. Physical abuse. We find him guilty of physical abuse as charged. Vote: Unanimous.
3. Psychological abuse. We believe that his actions contributed to psychological abuse.  
Vote: Unanimous

Restoration process for Rev. Dellmer R. Smith

We recommend *suspension* (without loss of economic benefits) as per the Manual of The Christian and Missionary Alliance, Section E7, page 20, with the restoration process to include:

1. We direct that Rev. Smith submit to a person to be named later by the committee who will provide pastoral care in the restorative process;
2. That Rev. Smith go to a Christian counselor, approved by the pastoral care giver;
3. That Rev. Smith's pastor be notified of the conclusions of the committee;
4. That Rev. Smith is not to contact any former Mamou boarding school students;
5. That upon acceptance of guilt on his part, an accountability committee be created in conjunction with the pastoral care giver;
6. That at an appropriate time, a statement of responsibility for the offenses and an apology to offended individuals be submitted by Rev. Smith through the Board of Managers;

7. That if Rev. Smith refuses to carry out the above recommendations, we would then further recommend that the Board of Managers consider subsequent steps in the penalty process as outlined in the Manual.

**Signatures**

**Members of the Discipline Committee**

**Rev. Paul Hazlett**

**Dr. Keith Bailey**

**Rev. John Corby**

**Rev. Robert Thune**

**Rev. Donald Schaefer**

**Rev. Donald Young**

**(The original copy of these findings is signed by all committee members as listed above.)**