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Report of the Presiding Bishop

First, a word of thanks to Bishop Hanson and to the staff at the Lutheran Center. You need to know that Bishop Hanson has been incredibly gracious to me in this transition period, meeting with me regularly, shepherding me through many of the projects that are underway and just unfailingly showing care and love for this church and for me and I'm humbled by that. I can't imagine what it would be like to preside at an assembly after not being re-elected, and he did that with incredible grace. That's something we will all remember about that assembly and I certainly will treasure. Also for the staff here, the tradition is that after the Churchwide Assembly, they come home and crash. That didn't happen this year. In fact, they had to do a lot more work to plan for an installation.

I didn't see a lot of the service because I was kneeling and praying. I have seen it on live stream and the beauty of that liturgy and the way, as best as we are able, to embody the diversity of this church and what we long for and what we are hoping to one day live into was just so evident. Thank you for that. The event was wonderful and to see how the staff pitched in once again reinforced for me something I learned when I started on the Church Council in 2005. These are incredibly faithful, dedicated, gifted people. Many of them worked with Bishop Hanson for 12 years and with Secretary Swartling for six. Last week they said goodbye to Secretary Swartling and Bishop Hanson and then they welcomed Secretary Boerger and me. They were just whipsawed but never stopped the work that they were doing. You can be very confident and proud of your staff, our staff, and I think all of us should continue to hold them in prayer.

Following is a little laundry list of things that I'm just getting up to speed on but I don't know if I'll ever get up to speed. I've asked Bishop Hanson to continue serving the church in a number of ways. First of all, he's been instrumental, along with Rabbi Gutow, in getting together Jewish and Christian leaders at a summit in order to begin to repair the breach and re-open the dialogue between our two faith communities after a letter which our church signed, along with others, in October of 2012 questioning the unconditional granting of military aid to the Israeli government. The letter caused a break in our relationships with the Jewish community. He, along with Rabbi Gutow, has been working hard to mend the relationship. There will be a summit in March. He will be there, and I will as well, representing the ELCA.

We also have a task force on global ecclesiology that takes a look at our relationship as one of the communion churches in the communion of The Lutheran World Federation. It looks at how we understand ourselves, not just as a collection of congregations, synods or even a stand-alone denomination, but who we are in relation to other Lutherans and The Lutheran World Federation. And in fact, who are we in the One, Holy, Catholic and Apostolic Church? That is being chaired by Bishop Jim Mauney from the Virginia Synod and Dr. Robin Steinke from Lutheran Theological Seminary at Gettysburg.

We also have a Theological Education Advisory Council and that's being chaired by Bishop Herman Yoos. Bishop Hanson will be meeting with them at least one more time as we're making that transition.

The Theological Education Advisory Council is not just a committee set up to decide how many seminaries we need. It's really taking a look at all the ways we can be effective as a community in this church in making sure that the priesthood of all believers, meaning all the baptized and in whatever way we fulfill our baptismal vocation, are theologically grounded. Of course it's going to take a look at seminary education, but it's also going to look at colleges and universities and at Christian formation that happens in parishes and homes. It's so global right now that there's a danger that we might not ever get anything done. It's a wonderful committee but we need to try to narrow our focus.

I've also asked Bishop Hanson to continue working on the *Always Being Made New: Campaign for the ELCA* because in 12 years, he has made a number of connections and is very effective in helping people realize the joy of generosity and the joy of Jesus. He is out there helping people feel good about being generous on behalf of this church and on behalf of the ministry we do.

Vice President Carlos Peña, in his report, has mentioned the need for immigration reform. It seems to me the time is ripe right now, particularly through our ELCA Washington Office and also in our Lutheran Office for World Community in New York, but also as Christian sisters and brothers, to work with our elected representatives and senators to say now is the time to do the right thing. We often hear Latinos, in particular, are coming here and taking jobs from native-born Americans. I can say confidently that I know of no native-born American who was willing to be the Spanish-speaking mission developer of a Latino congregation in Canton, Ohio. It's a pretty narrow niche and that's probably pretty true of a lot of jobs that immigrants and undocumented people are doing in this country now. We should remember that the holy family were undocumented people in Egypt when they fled. This is a justice issue, but it is also rooted in our Biblical heritage and understanding.

Another matter I'm getting up to speed on is our dialogue with the Lutheran Church–Missouri Synod. They, of course, are always welcome to commune at Christ's altar that happen to be located in our congregations. We are always willing and happy to cooperate with them on all kinds of ministries, and some of them on which we are still in cooperation.

Also with our relationship with the North American Lutheran Church, we did reach out to them two years ago. To be candid, that was a less than productive meeting. They're always welcome to the Lord's Table located in our congregations, but that is a very difficult relationship and one in which I would say our welcome is not always reciprocated by their leadership.

The churchwide organization's operational plan is coming to fruition. We were working on that in the spring as part of the Planning and Evaluation Committee with Lyla Rogan, our consultant. You can find the operational plan in Exhibit I, Part 1. I think it's a helpful plan and that's how we in the churchwide organization are trying to align our work.

Mission Support is a little soft right now. We're ok. We'll balance the budget for 2014 but looking ahead, if the trend continues where it is right now, we're going to have to make some serious decisions. We're hoping that there might be a way we can enlist you, as leaders in this church, to be engaged in discussions about mission support. We know people have different trends in giving. There seems to be more of a trend of people saying, "That's a particular project I like and I want to support that project." How do we do both at the same time? That's a conversation.

The ELCA Malaria Campaign steering committee was here this weekend. The Campaign is progressing really very well, and that's something that I think people can get excited about. In my former synod in Ohio, we are probably the most closely tied to the auto industry right after Detroit and we took a big hit in the recession. But when the ELCA Malaria Campaign came along, people had a sense that they were no longer powerless or without resources and we had a great response in our synod and across the church. People thought, "I am part of a church, that in Jesus' name, can make a difference. I am not a powerless person." That was wonderful.

There's my laundry list.

A little more sensitive subject but one I raised during the assembly and something I think we need to talk about now is something Pastor Rafael Malpica-Padilla labeled the hermeneutics of suspicion. That's certainly prevalent in secular culture, but I think it has seeped into our dear church in a way when one entity makes a decision or tries to implement something, if it's not completely understood or misunderstood, the misunderstanding unfortunately quickly goes to suspicion and a lack of trust. We can't do that to each other anymore. We need to be open and to talk to each other. I think that the *Always Being Made New: Campaign for the ELCA* falls under this category too. Those of us in the Conference of Bishops felt in some ways that this was a *fait accompli*. It was given to us and we had to go out there and make this happen. We didn't have a chance, we thought, for input. There's some discomfort and I would say even some ouchiness out there about this. How do we find a way to live out Luther's explanation to the eighth commandment, be open in our communication with each other and understand that we are all in this together? We are all on the same team. All of us—congregations, the rostered, the baptized, synods, agencies, institutions, colleges and universities, the churchwide staff, the Council—we're all on team

ELCA and Jesus is the captain. We've got to work on how we live that out without going to that place where we think that somehow we're not being heard or we're being discounted. That's hindering the mission of Jesus in this church and that's something I will be very careful about. I made this apology to Vice President Carlos Peña right after 2009. When we were getting our heads handed to us as synodical bishops, I stood up at a Conference of Bishops meeting and said, "We have no authority to make decisions. Instead, we have to clean up the mess that the Church Council makes." It was wrong for me to say that; we have to quit doing that. So I apologize to you twice in a day.

Another thing that I think is important is how we can be a more effective corporation. In the operational plan, before we spell out goals and cross-cutting commitments, we describe ourselves first as church. We're not Luther Corp. We're not an NGO. We're church first. At the heart of what we do is worship. At the heart of our worship is the crucified and risen Christ. That should be the lens through which we engage in all our work and ministry. Whether it's working in the mail room or making sure that you get your parochial report in on time or teaching Sunday school, we are church first. Can we perhaps as a church engage in regular spiritual practices and disciplines so that we might be prepared to be quiet enough to hear and receive what the Holy Spirit is giving to us in discernment? That is something that you have already worked on for a while.

The next thing is, we're Lutheran. We have a distinctive voice, which I think we have muted in some ways. It is not only an important voice to be heard in the conversation that we have in the church but it is also important in interfaith relations and in the public square. If you haven't read my article *The Lutheran*, I was much more succinct in that.

The third thing is, we're church together. This is something I'd say we've never solved in the 32 years that I've been in public ministry. We look at our own congregations or we get meshed in our synods or we think that this expression is it. We get to be a bunch of pixels and think we're the only pixel that exists and we don't realize that all the pixels need to come together to make one picture. So how can we be church together? And particularly for this body, how do we see ourselves as the Church Council, Conference of Bishops, churchwide staff, all the people whom we represent as in this together?

The fourth thing is, we're church for the sake of the world. It's not just about us. We were not given the Good News of Jesus Christ and redeemed just so we could sit at home and think wonderful, lovely thoughts about Jesus. We're supposed to be out there, helping to bring about the abundant life Jesus promised. So those are four emphases I've been trying to bring forth.

Now some personal reflections. I've been asked by people what I'm afraid of, what my concerns are and what my prayers are. One of them would be that this is a huge, huge job. I hope I'm up to that. That is a concern. The other thing is that this church is a political entity, in good ways and in some not so good ways. How we navigate that is important. The third thing is that it's very easy to become stuck in a bubble where this building becomes my only reality, instead of the entire church. So I'm afraid about that and I will be intentional about that. Another thing is that no one was interviewing me on television or on Huffington Post or in Time magazine about three months ago. One can get really caught up in that hype. I don't want to believe the hype. My spiritual director has been very helpful. She said, "Liz, you're good but you're not that good." That is an important thing because you can really get caught up in all this. So that's what I know so far. Thank you.

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Report of the Vice President

*There is a time for everything,
And a season for every activity under the heavens:
A time to be born and a time to die,
A time to plant and a time to uproot,
A time to kill and a time to heal,
A time to tear down and a time to build,
A time to weep and a time to laugh,
A time to mourn and a time to dance,
A time to scatter stones and a time to gather them,
A time to embrace and a time to refrain from embracing,
A time to search and a time to give up,
A time to keep and a time to throw away,
A time to tear and a time to mend,
A time to be silent and a time to speak,
A time to love and a time to hate,
A time for war and a time for peace.*

What do workers gain from their toil? I have seen the burden God has laid on the human race. He has made everything beautiful in its time. He has also set eternity in the human heart; yet no one can fathom what God has done from beginning to end. I know that there is nothing better for people than to be happy and to do good while they live. That each of them may eat and drink, and find satisfaction in all their toil – this is the gift of God. I know that everything God does will endure forever; nothing can be added to it and nothing taken from it. God does it so that people will fear him. (Ecclesiastes 3: 1-14, NIV)

A time is passing and a new one has begun. Life goes on as God intends it. While I can celebrate new beginnings, I also feel the need to celebrate the past before I go on. I want to give my thanks to Presiding Bishop Mark Hanson and Secretary David Swartling for their years of service to the ELCA. Not that this is the end of their service to God, but as they begin another chapter in service to God.

Back in 2003, I was elected vice president and, naturally, was a little unsure of just what lay ahead for me. I had been on the ELCA Church Council before, so I knew about conducting meetings and was comfortable with Robert's Rules of Order, but I knew this was going to be different. Bishop Hanson, among others, took me under his wing and gently eased me into my job. He had a way of making me feel comfortable and more sure of my abilities. His leadership made it easier for me to lead.

Naturally, after working so closely together for over ten years, we picked up a rhythm and understanding of what to expect from each other. Coming from a self-employed business background, it was through him that I came to understand collaborative leadership, the sharing of knowledge, power and credit among all those at the table, particularly admiring the energy, passion and drive he exuberated.

Mark Hanson had a gift of remembering people and their lives. He was always in touch with what was going on in my life and could show great compassion for my family struggles—even in the midst of his own. I cannot think how I might have survived some of the most traumatic episodes in my life without his steady, pastoral assurance and guidance. The passing of my mother-in-law, the passing of my mother and the aftermath of Hurricane Ike that destroyed my business were made more tolerable by his concern and prayers.

Lastly, Mark Hanson has helped me grow spiritually. He has inspired me to read and study Scripture more. He has set an example of the life God wants us to live, in service to Him and one another. Not only is he a *hearer* of the word, (James 2:23) passionate about his convictions, but also a *doer*, speaking out for those who have no voice, those who live in poverty, and those who live in the margins and/or in

the shadows of society, to name a few. He is truly an example of one who lives out his call through the words of our baptismal vow of “care for others and the world God made and working for justice and peace.”

I will miss my frequent calls (any time of day or night) and dealings with Bishop Hanson. However, I know we will stay in touch and remain part of each other’s lives. I know that God has more plans for the remarkable talents of this man. I wish him the best for the future and thank him for all that he has done for me and the ELCA. Godspeed, my friend!

Having said all that, and in view of my opening verses, I know it is also time to embrace the new. I welcome Presiding Bishop-elect Elizabeth Eaton and look forward to working with her not only during the transition into her new position, but for the next three years. I remember Bishop Eaton when she was first elected to Church Council. I always envied her energy, keen insights and passion for the Gospel. I know she will do remarkably well in her new call as presiding bishop. Welcome Bishop Eaton.

This is also a time to welcome the Rev. Chris Boerger as the newly elected secretary. I’ve known Chris for many years and know he has the gifts that are required of the position. He has big shoes to fill as he replaces David Swartling. David did an admirable (Navy term) job as secretary. So much of David’s work went into making my job easier, and for that and all the personal support, I am very grateful. He is an example of one who lives out his vocation in service to others. All signs (David’s term) point to David continuing his life as a model of discipleship, walking with Christ, equipped to live like Christ and sent by Christ to love and serve the world. I wish you well, David.

We honor the good people that have given so much to our church, and at the same time, wish to welcome the new. We are indeed blessed as a church to have such leadership and for that I give thanks to God.

It has been quite a busy time since the last Church Council meeting. The week following the April meeting took me to Washington D.C. for the Lutheran Immigration and Refugee Service’s Immigration Summit. About 40 church leaders from throughout the ELCA and LCMS gathered to discuss immigration issues with our elected government representatives on Capitol Hill, in anticipation of the Senate’s bill on federal immigration reform. As a Texas resident with an immigrant heritage, a businessman, and a Christian, the reasons why our country needs fair and humane immigration reform only become clearer to me each day. Our current immigration reform laws are broken and quite frankly do not make moral or economic sense. We need a reform package that moves our country forward. We need immigration reform that protects families from being separated, offers a roadmap to citizenship and lessens the use of immigration detention. God calls us to love our neighbor. It is through this biblical call that we must be hospitable and embrace and welcome those who are aspiring to become new citizens. It is important that as Lutherans and Americans, we continue to make our voices heard.

I also attended four synod assemblies: Northern Great Lakes, Metropolitan Chicago, Lower Susquehanna and Grand Canyon. I really enjoy my time with synod assemblies. These are times to witness such love for our church and such exuberance in carrying out God’s work with our hands. I leave assemblies amazed at all that our congregations and synods do for the sake of the Gospel, for the sake of the world.

On July 12th, the Church Council met via a teleconference call. Most of the business discussed pertained to actions that were being transmitted to the Churchwide Assembly. Church Council also heard an update from Portico and approved the merger of California Lutheran University, Thousand Oaks, California, and Pacific Lutheran Theological Seminary, Berkeley, California. I want to thank all those that participated in bringing forward this merger and for their forward looking dialog. Also a word of thanks for Church Council for their thoughtful deliberations and discussions throughout all the actions brought forward during this meeting.

The Churchwide Assembly in Pittsburgh this past August was incredible. You would think that after attending nine churchwide assemblies, I would learn that I should not count on them being predictable. The presiding bishop election took me by surprise, but probably the most interesting thing I witnessed

was the outpouring of love and gratitude expressed to Bishop Hanson while at the same time electing a new bishop. The newly elected council will now begin to find ways of implementing the decisions of the assembly. I am particularly excited about the approval of the ELCA's first comprehensive fundraising campaign. This will be an opportunity to build this church's capacity to do so much more in its mission efforts not only here, but also abroad.

Only the future will reveal the plans that God has for Bishop Hanson and Bishop Eaton. I feel certain that each of them has been put in a position to further use their God-given talents for the best—not only for them, but for all of us whose lives they will continue to touch.

And therein lies the power of the Holy Spirit at work in and through us.

On September 8th, I had the pleasure of preaching at my own congregation, First Lutheran in Galveston. You will remember that day was God's Work, Our Hands Sunday in celebration of our 25th anniversary. Our service project was a week-long food drive that benefited St. Vincent's House, an Episcopal food pantry and clinic. One of the topics I spoke on was the ELCA Malaria Campaign and my March trip to South Africa and Zambia. I was very pleased at the response after the service. Many of our members wanted to know what they can do to become more involved. A new spark of interest is growing at First! It was also exciting for our congregation to understand how they are a part of something bigger, a part of the Evangelical Lutheran Church in America. On that day, thousands of ELCA members throughout their congregations were simultaneously rolling up their sleeves to do God's work in our communities and neighborhoods. It's great to be a part of a church that shares God's love by going out to serve others.

I will be attending the World Council of Churches (WCC) 10th Assembly in Busan, Republic of South Korea, from October 29 through November 7. I find it interesting that South Korea is a country where many different religions co-exist without violence. South Korea has never experienced a war because of religion. South Koreans have learned to live together while practicing many different religions.

The World Council of Churches is an organization of Christian leaders from 110 countries and territories representing over 500 million Christians through its 345 member churches. WCC meetings are very similar to our assemblies in that they are centered in prayer and Bible study. Every day begins and ends with prayer. It allows us an opportunity to be united in faith. It also allows participants to be well-grounded in the assembly theme, "God of life, lead us to justice and peace." The plenaries will provide us an opportunity to discuss the global challenges the churches face together. I will present a full report to you at this Church Council meeting. I am sure I will have news to share since I will have to fly directly from Busan to Chicago for our meeting. Considering it takes two days to travel from Busan, getting to Chicago in time for our meeting should be interesting.... Overlapping meetings are never fun.

Lastly, I wish to share some personal "breaking news" with you. Our son and his wife became the proud parents of another baby boy on September 23. Baby Asher was born six weeks premature at 4 lbs. 2 oz. Needless to say, we had some anxious moments concerning the health and welfare of both mother and baby. They are both on the road to recovering strength, thanks to many answered prayers.

It seems only yesterday that Diane and I were oohing and ahing over our own baby boy, Steven. It is so hard to believe that he is now a husband and father of two. The next big event in our family will be the marriage of our daughter, Stephanie, in December. That's another surreal event!

Time passes and seasons change. It was just last year, that we were mourning the loss of my mother. Now, the rejoicing comes as God shows His promise through the next generation. Like all families, the ELCA sees its changes and knows that there is a season for every activity under the heavens. With sadness comes happiness. With the ending of one thing comes the beginning of something new.

And through it all, God is there to guide us. Thanks be to God!

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Report of the Secretary

I begin my first report to the Church Council with thanks for my two predecessors in this office. I had the privilege of working with both Lowell Almen and David Swartling. I am humbled to sit in the office that both used to lead this church. I am also excited to work with Bishop Eaton and the churchwide staff as we live out our calling as part of the churchwide organization. Together with the congregations and the synods of this church, we are the Evangelical Lutheran Church in America.

I have been marking a series of firsts in recent days. After 38 years of work on the territory of the Northwest Washington Synod, this will be my first call outside of that territory. David Swartling and the entire Office of the Secretary staff have been welcoming and encouraging in this transition. I would have expected nothing less and want you to know of the dedication and hospitality of the churchwide staff and especially the staff of the Office of the Secretary.

It occurs to me that my first report sets a tone for our relationship these next six years. I want to restate something I said at the assembly. It is my strong conviction that our mission drives and shapes our work. I will focus on issues of governance and procedure. That focus is based on the belief that we will accomplish our goals if we first are clear about what those goals are and if we agree on how we should work to accomplish them. The Church Council is critical to the establishment of realistic and challenging goals. The council is also the place where our procedures and our structures are empowered and held accountable. We know that this church is changing. That will bring changes to our policies and our structure. I will work with you to ensure our history is remembered, our people are known, and that our leadership empowers all of our members to serve in response to God's baptismal call.

I. Actions of the 2013 Churchwide Assembly

"Always being made New" was the theme and one might say the result of this assembly. We are living with new leadership in this church. The election of a presiding bishop and secretary may have gotten much of the attention. The election of 23 new members of the Church Council also signals the faithfulness of the Holy Spirit in providing leaders for Christ's church and its renewed mission.

The assembly has given us our assignments for the coming months and years. The 25th Anniversary Campaign for the ELCA has the potential of equipping this church for ministry for years to come. It also can be a way of unifying the diverse elements of this church in a common response to the work that is before us. This action will require hard and determined work on the part of all of us.

We continue to live into the vision cast by the Living into the Future Together (LIFT) proposals. The amendments to the *Constitutions, Bylaws and Continuing Resolutions of the Evangelical Lutheran Church in America* which were adopted by the Churchwide Assembly reflect some of these priorities. Now that they are part of our governing documents, the work of the council and this whole church is to use them to gain the intended benefits of those changes. At this council meeting, you will hear of recommendations from the Conference of Bishops. That is living out this relationship in new ways.

The Churchwide Assembly took actions which assigned responses to units of this church, the Conference of Bishops and the Church Council. Often these responses involve consultation or work by several groups. The following are assembly actions assigned to the Church Council and others and the dates that reports are requested:

CA13.03.07a	Gender Identity Discrimination	OB, CSM	None Assigned*
CA13.03.07b	Uniting American Families Act	OB, CSM	None Assigned*
CA13.03.07f	Fossil Fuels	CSM	Nov 2014
CA13.03.08	Immigration Reform	OB, CSM, LIRS	None Assigned*
CA13.03.09	Immigration Reform	OB, COB, CSM, LIRS	April 2014

CA13.03.10	Communion Practices	CSM, OB, COB	April 2014
CA13.03.12	Same-Gender Couples and Their Families	COB	Nov 2014
CA13.04.15	2014, 2015, 2016 Budget		
CA13.05.17	Social Statement Implementing Resolution	OB	Nov 2015, 2017
CA13.05.18	25 th Anniversary Campaign	CWA, MA, OT	Annually
CA13.06.24	Community Violence	CSM	Nov 2013
CA13.06.25	Israel and Palestine	GM, CSM, MA, OS, OT, Portico	April 2014
CA13.06.26	500 th Anniversary of the Reformation	OB	
CA13.06.28	Term Limits for Officers	OS, COB	Spring 2014
CA13.06.29	American Indian and Alaska Native Peoples	OB, COB, CSM, GM	None Assigned*
CA13.06.30	Confirmation	COB	None Assigned*

Assignments to synods and congregations

CA13.03.07d Immigration Detention

CA13.03.07e Hydraulic Fracturing

* Please see Exhibit B for the recommended report back dates.

The following italicized material comes from Secretary David Swartling's report to the October 2013 Conference of Bishops meeting.

II. Churchwide Assembly Recap

1. Planning and preparation

From the perspective of the Office of the Secretary, a number of comments warrant mention regarding the planning and preparation for the 2013 Churchwide Assembly. First, once again, the work of the Churchwide Assembly Planning Team resulted in an exceptionally well-organized assembly. As discussed below in my comments regarding evaluations, the experience of voting members reflects the diligent work of those responsible for preparation. This work was particularly impressive in light of the number of persons who were serving in new leadership positions on the Churchwide Assembly Planning Team. I am particularly appreciative of the leadership of Jodi Slattery, who chaired the Planning Team for the first time, and for Sue Rothmeyer, who worked as the Secretary's Deputy (and general troubleshooter!) for the first time. As always, it was a joy to work with Mary Beth Nowak, who directs meeting planning for the churchwide organization with aplomb and zest (A-Z!), and the rest of her meeting planning team.

*Second, the theme **Always being made new** was selected earlier for this assembly than themes were selected in past years in anticipation of the 25th anniversary. In addition, the Planning Team and the Mission Advancement unit worked diligently to integrate the theme into the publicity for the assembly, into materials and presentations for Synod Assemblies, and into the thematic presentations at the assembly in Pittsburgh. The success of these efforts was visibly demonstrated in many ways – in the banners that greeted voting members and guests at the Convention Center and on their iPads, in the timeline that bridged meeting spaces, in the graphics used during presentations, and in many other ways.*

Third, the thirteenth Churchwide Assembly represented a sea change in the way that voting members prepared for and participated in the assembly. Based on the pilot project at the 2011 Churchwide Assembly, the decision was made to provide most assembly material electronically and not in paper format. A contract was entered with Guidebook to develop an application. In addition, a corresponding decision was made to provide documents on the application and to provide references to the electronic version and not to the paper one. In other words, the organization and use of the

Guidebook application would inform the organization and use of the paper version, and not vice versa. These decisions were greatly facilitated by the excellent product created by Guidebook, and the diligent work and collaboration by the IT team at the churchwide organization. Jonathan Beyer and his team deserve kudos for the success of the “paperless in Pittsburgh” project. We continue to believe that we saved in excess of 500,000 pages of paper by use of the ELCA Guidebook app. Indeed the David L. Lawrence Convention Center, in their recap with our meeting planners, gave us exceptionally high marks in our overall commitment to environmental stewardship! I look back with great satisfaction on these results because in my initial report to the Church Council in 2007, I committed to working toward a greener version of Churchwide Assemblies, and together we have made momentous strides to accomplish that objective.

Fourth, a byproduct of the ELCA Guidebook application and the availability of email addresses for almost all voting members was flexibility in the manner and timing of communications with voting members and others. Without the need to print and mail portions of the Pre-Assembly Report on a specified schedule, the Pre-Assembly Report was much more of an ongoing work in progress that was added to in increments. While there is still a need to get important and substantive portions of the report distributed earlier, voting members clearly appreciated the ability to review and digest the report in smaller bites. In addition, the periodic emails to all voting members were well-received and provided timely reminders of upcoming deadlines and issues. Finally, a conscious effort was made to provide orientation videos earlier and to address specific issues (elections, discernment, and parliamentary procedure, for example) in individual videos. Again, the objective was to make more material available earlier and in smaller bites. If you have suggestions about ways to improve planning and preparation, please pass them on to us.

2. The Assembly in Pittsburgh

Certainly, officer elections dominated the legislative work of the assembly in Pittsburgh, but other significant work was accomplished, including authorization for the churchwide 25th anniversary campaign, adoption of a social statement on criminal justice and related implementing resolutions, significant amendments to the Constitutions, Bylaws, and Continuing Resolutions of the Evangelical Lutheran Church in America, and actions on memorials and resolutions. It will be important to work proactively to implement actions of the assembly so that they do not become mere entries in Legislative Updates and in the minutes.

Here is the final information regarding voting member demographics. There were 952 voting members. At one point in the assembly, we actually had 951 voting members in attendance! 61.5 percent of the voting members were laypersons; 38.5 percent were ordained ministers. Of the clergy, 41 percent were female. (This is the highest percentage of female clergy at any Churchwide Assembly.) Slightly more than 12 percent were persons of color or persons whose primary language was other than English. (This represents a slight decrease from the percentage at the 2011 Churchwide Assembly.) More than 16 percent were youth and young adults. (Nineteen voting members were under the age of 18; 137 were between the ages of 18 and 30.) This was the highest number of youth and young adult voting members at any Churchwide Assembly. Approximately 2/3 of voting members were attending their first Churchwide Assembly; this percentage closely approximates the percentages at the previous two Churchwide Assemblies.

There is one aspect of the composition of the Churchwide Assembly that I want to bring to your attention. As in past years, there were many substitutions of voting members as the assembly drew closer. Some substitutions are expected and necessary, especially when voting members are elected more than a year before the assembly. However, in my opinion, some are avoidable, and some raise stewardship and practical issues. We had cases where some individuals who were elected never communicated with us at all! In other circumstances, voting members registered, purchased tickets,

and then notified us that they would not attend. This meant that the Churchwide Assembly had to absorb thousands of dollars in transportation and related expenses because of the lack of timely notice. And, finally, there were two voting members who purchased non-refundable tickets, but decided to drive instead.

Churchwide Assemblies raise stewardship issues for all of us on multiple levels. At the churchwide organization, we will endeavor to get information out sooner so that voting members will know their responsibilities and be able to arrange transportation and other expenses in order to be good stewards. At the synod level, we need to be sure that people elected as voting members understand their commitments so that they will not stand for election if there is a likelihood that they will not be able to serve. If conflicts arise, every effort should be made to minimize extra expense. In some cases, it may be necessary not to fill a vacancy if the cost of doing so will be excessive. These are all issues that should be addressed by the Conference of Bishops and the churchwide organization no later than early in 2015 when voting members will be elected for the 2016 Churchwide Assembly.

3. Evaluations from Voting Members

Research and Evaluation has provided a preliminary report on the evaluations submitted by voting members to the 2013 Churchwide Assembly. The report represents responses from about 53 percent of the voting members, down from the 76 percent in 2011. Nonetheless, the data provide important information regarding the assembly and planning for the future.

From the perspective of the Office of the Secretary, a number of aspects of the evaluations are significant. First, the evaluations reflect that the plan to provide more information at an earlier time in smaller bits as part of a coordinated communication strategy was very successful. Thus, more than 71 percent of respondents said that they received pre-assembly materials in sufficient time for adequate review; 73 percent of respondents believed that the quantity of materials was reasonable; and

86 percent believed that the extent of pre-assembly communication was appropriate. All of these percentages represented increases from 2009 and 2011. Indeed, this was the first time in my tenure when more than 2/3 of respondents felt that the amount of materials was reasonable, and the percent that felt overwhelmed by the amount of materials dropped from 47 percent to 26 percent! Similarly, the percentage of persons who said that they reviewed all or most of the materials rose from 45 percent in 2011 to 57 percent in 2013. Almost 80 percent of respondents viewed the orientation video one or more times, and more than 70 percent said it was helpful or very helpful (“4” or “5” on a five point scale). Although the ratings were not quite as high, the responses regarding other pre-assembly videos also were positive. Overall, it is significant to point out that more than 74 percent of voting members, when asked how prepared were they to fulfill their roles, responded with a “4” or “5” on a five point scale, and only .2 percent said “not at all.”

As in past years, responses by voting members about their understanding of legislative issues were remarkably high. More than 96 percent of respondents said that they were adequately informed about procedures for debate, and almost 95 percent said that they were adequately informed about the subject of each vote. In response to the question, “Please rate how well debate was facilitated, more than 91 percent responded with a “4” or “5” on a five point scale. Less than 2 percent responded with a “1” or “2”.

Again, worship and Bible study were affirmed as important and integral parts of the assembly. More than 90 percent said that it was very important or important (“4” or “5” on a five point scale) to have daily worship, and approximately 2/3 of respondents rated all aspects of worship as excellent. Eighty-one percent of respondents attended Bible study and more than 60 percent said that the format for Bible study was a “4” or “5” on a five point scale. Several other responses regarding the

assembly warrant mention. The work of assembly committees was very well received. Almost 60 percent of respondents rated the work of the Memorials Committee, the Reference and Counsel Committee, and the Ad Hoc Committee as excellent (“5” on a 5 point scale). Similarly, significant majorities highly rated the process for election of a presiding bishop and secretary. (More than 91 percent of respondents rated the process for electing a presiding bishop as a “4” or “5”, and 87 percent of respondents rated the process for electing a secretary as a “4” or “5”.) From a logistical perspective, the organization of the assembly received high marks. Most voting members thought that registration and accommodations were excellent; the quality, variety, and cost of meals generally received positive marks, although not as high as at previous assemblies.

One potentially troubling response on the survey was the number of persons who spoke at the assembly. Only 15.6 percent of voting members said that they spoke at a microphone during plenary sessions. This was down from 19 percent in 2011 and 23 percent in 2009. In assessing this result, the Churchwide Assembly Planning Team correctly points out that the officer elections dominated the agenda in 2013, and there were fewer significant legislative actions. Further, the key issue is the quality of debate, not the number of people who speak. Nonetheless, in my opinion, it would be healthier to have more voting members participate in plenary discussion. Perhaps the most overwhelming and definitive response in the survey was to this question: “Do you hope that the ELCA continues to move forward using this technology at future assemblies?” Ninety-nine percent certainly is a positive affirmation!

Attached as Appendix 1 to this report is a summary of the evaluation results as well as a comparison of the results with past assemblies.

III. Follow-up on the Churchwide Assembly

The Churchwide Assembly planning team already has begun debriefing the assembly, and there will be time on the agenda of this Conference of Bishops’ meeting to discuss logistical and organizational issues and what can be done to improve the 2016 assembly in New Orleans. If you have suggestions, please let us know!

IV. Congregational reports

A preliminary Summary of Congregational Statistics for 2012 was included as Appendix C in the Report of the Secretary to the Churchwide Assembly; the final report is attached as Appendix 2 to this report. It also is available on the Office of the Secretary web pages. It is important to point out that Research and Evaluation can prepare a custom report for individual synods based on responses from their congregations.

The response rate for congregations for 2012 throughout the church was 77.1 percent. This represents a slight decrease from 2011 when the response rate was 78.5 percent; it is significantly less than the historic high of 89.8 percent in 2002. My goal had been to reach a level of 80 percent -- a goal that I continue to believe is achievable!

*Kudos this year go to three synods that had a 100 percent response rate – the Southeastern Minnesota Synod, the La Crosse Area Synod, and the Northern Great Lakes Synod! Honorable mentions go to the following synods with more than 90 percent of congregations that responded: the Grand Canyon Synod, the Central/Southern Illinois Synod, the Northeastern Iowa Synod, the Greater Milwaukee Synod, the South-Central Synod of Wisconsin, and the Slovak Zion Synod. (The complete list of responses by synod is attached as Appendix 3 to this report.) As a reminder and a gentle nudge, *S8.12.i.12 in the Constitution for Synods includes in the responsibilities of the bishop appointment of a synod statistician to secure parochial reports. Synods that have statisticians historically have had the highest response rates.*

The summary of congregational data for 2012 reflects that, as of the end of 2012, the ELCA had 9,533 congregations. From 2011 to 2012, baptized membership dropped to 3,950,924. Interestingly, the number of “active participants” dropped by less than 1 percent and was reported to be 2,510,634. However, total weekly worship attendance continues to decline and remains a concern. In 2012, the average weekly attendance reported by congregations was 1,088,737, a decline of 3.06 percent from 2011. This continues the troublesome decrease in average worship attendance per congregation which reached another all-time low in 2012 of 114. An encouraging statistic is that an increasing percentage of ELCA congregations (almost 25 percent) report that at least 5 percent of their membership is ethnically diverse.

On the financial side, reported congregational receipts increased by 0.65 percent to slightly more than \$2.45 billion. (This followed drops of more than 2 percent each year in 2010 and 2011.) Average annual giving per baptized member continues to increase incrementally. In 2012, it rose by almost 4 percent to \$524. While real estate values fell slightly, endowment and memorial funds and cash and savings increased substantially in 2012. The total value of assets reported approaches \$20 billion. Given my former vocation as a gift planner, I am always interested in reported bequests. The number of bequests received by congregations decreased again in 2012, and, based on reported deaths, only about 6 percent of ELCA members who died in 2012 provided bequests to their church. The average amount per bequest was almost \$30,000!

One significant financial statistic turned slightly positive in 2012. For the first time in a number of years, total congregational receipts exceeded total reported disbursements. However, total indebtedness increased by 8.2 percent to almost \$1.8 billion. For several years the congregational reports have requested congregations to self-identify expertise in various areas. Not surprisingly, the highest categories of self-identified specialties are worship and music (39.2 percent and 26.4 percent respectively). Interestingly, only 2.84 percent of congregations say they have a specialty in evangelism, and only 4.6 percent say that they have a specialty in stewardship. As we did last year, we will provide each synod with a list of congregations that self-identified as having expertise in stewardship; this year we also will provide the list of congregations that said they have a specialty in evangelism.

As you know, every year Form C asks other questions regarding congregational characteristics. Analysis of this data is always interesting and frequently revealing. For example, congregations reported that worship was held in 44 different languages in ELCA congregations. Almost 2/3 of responding congregations said that they were engaged or planning to engage in carrying out a mission plan. Slightly over half of responding congregations said that their members were engaged in lay theological education or practical training programs.

Secretary-elect Boerger and I have conferred about the importance of increasing the number of congregations that provide congregational reports and more strategic use and dissemination of information on them. It is important to emphasize that the data is used in many ways, both at the churchwide organization and in synods. Especially when a bishop’s election is on the horizon, a meaningful synodical profile depends upon the underlying data. Even when a bishop’s election is not in the immediate future, Research and Evaluation can provide synods with significant analyses of data based upon the congregational reports, and it is important to have the underlying data reflect as many congregations as possible.

V. Congregation Disaffiliations

At the Churchwide Assembly, I intentionally did not address congregational disaffiliations in my oral report, although I provided data and analysis in an appendix to my written report. Because of the importance of this information and because of the number of new bishops in the conference, I am attaching as Appendix 4 to this report the slides on congregational disaffiliation.

That report was through July 1, 2013. Between July 1 and September 1, two additional congregations have been removed from the roster.

*One other point regarding congregations voting to disaffiliate warrants a reminder. In 2011, after extensive consultation with the Conference of Bishops, the disaffiliation process was revised. It is prescribed in ELCA constitutional provision 9.62 and *C6.05 in the Model Constitution for Congregations. These are non-negotiable provisions! In addition, a subtle but important sentence was added to C10.02 of the Model Constitution for Congregation. The amendment provides: "The president of the Congregation Council shall call a special meeting upon request of the synodical bishop." We strongly recommend that synods work pro-actively to have congregations update their governing documents at their regular annual meetings and that this provision be included in the amendments.*

VI. Unfinished Business

In my report to the Churchwide Assembly, I commented on a number of matters of "unfinished business." The topics were not all the responsibility of the Office of the Secretary, but they are important matters for this church that have begun to be addressed by leadership, both in the churchwide organization and in the Conference of Bishops. On many of these issues, I'm pleased that progress has been made and conversations are ongoing, but I am disappointed in a number of areas that progress has been halting. Regardless of the identity of church leaders or the crafting of a strategic plan and operational objectives, these issues need to be considered and positive action taken:

- Roles, responsibilities, and future configuration of synods must be addressed. The relationship between the Conference of Bishops and the Church Council needs to be strengthened. Governing document amendments have been adopted and created an opportunity for increased collaboration, including cross-referral of potential actions, but the conceptual framework needs to be translated into reality.*
- Mission support patterns need to change, and we need to develop new approaches to sustain the ministry of this church in all of its interdependent expressions. Church Council action authorized pilot projects and invited imaginative approaches, but there has been little progress made on this pivotal issue.*
- Synergistic leadership among clergy and lay needs to remain a priority. Unifying and strengthening the lay rosters is a part of this work, as is leadership development.*
- Governance remains a passion of mine, and we need to strengthen governance at both the churchwide and synodical levels, especially the strategic and generative aspects of governance. This also includes improving the nomination and election processes for leaders.*
- We continue to live into our full communion partnerships, and strengthening them on the ground must remain a priority.*
- This church has a unique, but underappreciated ministry of advocacy in its corporate social responsibility program that needs to be developed to its full potential.*
- A social statement on caring for creation is in place, but it is 20 years old, and the need to give priority to environmental issues at all levels of this church needs to be an increasing priority. Indeed, the process for reviewing and following up on the implementation of social statements needs to be addressed. Day-to-day activities in synods and the churchwide organization frequently mean that these issues are moved to a back burner. However, most of these issues were identified and prioritized by the LIFT Task Force, and they need to remain priorities and on future agendas in each expression of this church if true interdependence and the potential of this church is to be fully realized.*

VII. Other Matters

In addition to the regular responsibilities of the Office of the Secretary (including work in the archives, records management, meeting planning, roster maintenance, Yearbook preparation, etc.) there are a number matters that warrant brief mention and your attention. First, this November will see the first meeting of a new and expanded Church Council. Eleven members of the council were elected based on nominations from synods; based on amendments adopted by the Churchwide Assembly in response to LIFT recommendations, an additional twelve members were elected. This expanded group brings considerable expertise, especially in financial and legal matters, and it represents commitments of this church to youth, young adults, and persons of color. It will be challenging to integrate so many persons into the important work of the Church Council, especially with transitions in leadership. At the same time, there are immense opportunities to develop new leadership and to enhance networking among the churchwide organization, synods, and congregations. Members of the Church Council are assigned liaison responsibilities to specific synods. Please take the opportunity to invite the member assigned to your synod to your Synod Council and Synod Assembly meetings.

Second, the Office of the Secretary is again working closely with Walter May in beginning to prepare for synod bishop elections in 2014. As you know, there are approximately fifteen bishop elections in 2014. Because of the number of elections in 2012 and 2013, a Toolkit for Synod Bishop Elections was developed, and it was widely used by synods. Because of the high level of cooperation in 2012 and 2013, we once again anticipate that there will be communication with synods about bishop elections this autumn and individual conversations with synods holding elections after the first of the year.

Third, an important issue has surfaced in multiple ways that warrants the attention of the Conference of Bishops. As everyone has seen, the implementation of the Patient Protection and Affordable Care Act has created challenges for Portico, for congregations, for other employers, and for plan members. Now that congregations and other employers are grappling with health care decisions to be made this fall and exchanges are opening, the theoretical problems have become real. Portico has developed multiple plan options and developed a Philosophy of Benefits to address health care reform. Now the issue has surfaced about the implications of changes in health care benefits from the perspective of a rostered person's call.

VIII. Concluding Remarks

I am honored to have this opportunity to serve this church in this office. I have been reading about issues of governance and enterprise risk management since my election in August. There is much about this call that I have yet to learn. I am confident that the staff that has been assembled in the churchwide office will continue to function with professionalism and with an eye toward serving those who call the Office of Secretary for assistance.

For those who are attending their first meeting of the Church Council, I share your enthusiasm for the tasks that have been set before us. I am also impressed with the diversity and the expertise of the new and returning members of the Church Council. Our task is to provide the direction and the support that the expressions of this church need to do the work that God has given us to do. From my perspective it is important to remember that this work does come from God. With that as a given, we find the resources that we need to accomplish this work.

I close with a word of appreciation to those who have led this church before us. My experience as a bishop of this church was with Presiding Bishops H. George Anderson and Mark Hanson and Secretaries Lowell Almen and David Swartling. We owe a debt of gratitude to all of them. Presiding Bishop Eaton and I will pick up the mantle that they have passed to us. The Church Council continues the work that your predecessors have passed to you. That is the way the Church grows. We build on the work that went before us, and we face the present and future with the knowledge that God has called us to this moment. We have a rich tradition and a rich future. I look forward to doing this work with you.

2013 ELCA Churchwide Assembly Evaluation Frequency worksheet

N=505 (Only responses from those identified as voting members are reported)

Research and Evaluation, ELCA Office of the Presiding Bishop

September 2013

1. Please begin by entering your email address. (This is used only for tracking purposes and is optional.)

Assembly Materials and Preparation

2. Were the pre-assembly materials available early enough for adequate review? (N=494)

- 71.3% Yes, in plenty of time
- 24.1% Yes, but earlier would have been better
- 4.6% No, I did not have enough time

2b. Which would you have preferred to receive earlier? (Choose all that apply.) (N=23)

- 87.0% Church Council Recommendations
- 73.9% Memorials Committee
- 56.5% Elections Committee
- 47.8% Other Assembly Related Documents
- 39.1% Reference and Counsel Committee
- 39.1% Church Council
- 34.8% Officer Reports
- 26.1% Governing Documents
- 26.1% Churchwide Units
- 21.7% General Information
- 8.7% Separately Incorporated Ministries
- 0.0% Other

3. Which statement best describes your opinion about the quantity of materials received? (N=475)

- 25.7% I felt overwhelmed by the amount of materials
- 73.1% I felt the amount of materials was reasonable
- 0.0% I felt there should have been more materials
- 1.3% I'm not sure

4. How many of the materials were you able to review before the assembly began? (N=468)

- 9.0% All of them
- 47.7% Most of them
- 34.9% Only some of them
- 8.0% Very few of them
- 0.4% None of them

5. Please tell us how helpful it was having the following materials available on the Web site prior to the assembly and how often you reviewed the materials.

	Helpfulness of material						Times Reviewed						
	1 – not helpful	2	3	4	5 – very helpful	N/A		0	1	2	3	4	5 or more
a. orientation video (N=483) (Mean=4.20)	1.4%	4.3%	12.2%	27.1%	43.1%	11.8%	(N=450)	13.6%	62.7%	17.8%	2.9%	2.0%	1.1%
b. Parliamentary Procedure Video (N=463) (Mean=4.10)	1.1%	3.0%	12.1%	20.7%	28.1%	35.0%	(N=435)	42.3%	48.0%	6.0%	1.6%	1.1%	1.1%
c. Officer Election Orientation Video (N=470) (Mean=4.17)	1.1%	2.3%	11.3%	24.3%	30.9%	30.2%	(N=434)	35.0%	55.1%	5.8%	1.4%	1.4%	1.4%
d. Communal Discernment Process for ELCA Churchwide Assembly 2013 (N=451) (Mean=4.05)	1.4%	3.1%	13.7%	24.6%	27.9%	29.0%	(N=433)	37.9%	49.4%	7.2%	2.5%	1.6%	1.4%
e. A Conversation Regarding the Election of Churchwide Officers (N=453) (Mean=4.07)	1.3%	3.8%	13.2%	22.7%	29.6%	29.4%	(N=426)	35.7%	53.1%	5.4%	2.3%	1.9%	1.6%
f. Guidebook webinar training (N=465) (Mean=4.20)	1.9%	2.8%	10.8%	19.1%	36.1%	29.2%	(N=436)	32.3%	53.0%	8.9%	2.3%	2.3%	1.1%

6. How useful was the pre-assembly email communication? (N=495)

1 - not at all	2	3	4	5 - very	Mean
1.6%	3.0%	14.9%	31.3%	49.1%	4.23

7. Which of the following is true regarding the pre-assembly email communication? (N=497)

- 3.2% I prefer fewer communications
- 86.1% The right number were sent
- 10.7% I prefer more communications -> About what would you like to receive more communication? (See attached)

	0	1	2	3 or more
8a. How often did you meet with other voting members from your synod? (N=501)	11.2%	39.7%	30.3%	18.8%
8b. How often would you want to meet with other voting members from your synod? (N=498)	1.4%	31.1%	42.4%	25.1%

8c. What information from your synod would have been most helpful in these meetings? (See attached)

9. Looking back on your first day at the Churchwide Assembly, how prepared were you to fulfill your role? (N=498)

1 - not at all	<u>2</u>	<u>3</u>	<u>4</u>	5 - very	Mean
0.2%	4.6%	21.2%	41.1%	32.9%	4.02

10. Please explain your response to the previous question. (See attached)

Registration and Accommodations

11. Please rate the...

	1- poor	<u>2</u>	<u>3</u>	<u>4</u>	5- excellent	Mean
a. registration process prior to the assembly (N=499)	0.8%	1.8%	8.2%	37.7%	51.5%	4.37
b. on-site registration process (N=486)	0.4%	0.0%	1.9%	18.9%	78.8%	4.76
c. hotel accommodations (N=499)	0.4%	1.4%	6.4%	22.8%	68.9%	4.59
d. cost of meals (N=485)	4.5%	10.1%	21.6%	28.7%	35.1%	3.80
e. quality of meals (N=502)	2.8%	8.4%	20.9%	35.7%	32.3%	3.86
f. variety of meals (N=501)	2.0%	4.6%	16.6%	35.3%	41.5%	4.10

Hearings

12. On Tuesday, August 13, there were opportunities to attend two hearings. For each hearing YOU ATTENDED (and only those you attended) indicate on the scale how helpful the discussion was in clarifying the issues.

	did not attend	<u>1 - not at all</u>	<u>2</u>	<u>3</u>	<u>4</u>	5 - very	Mean
a. 2014-2016 Budget (N=284)	84.2%	0.0%	1.1%	4.6%	4.9%	5.3%	3.91
b. 25th Anniversary Campaign for the ELCA (N=308)	64.3%	1.3%	4.5%	9.7%	12.7%	7.5%	3.57
c. ELCA World Hunger (N=297)	74.7%	0.0%	0.7%	5.4%	9.1%	10.1%	4.13
d. Social Statement on Criminal Justice (N=341)	56.4%	0.3%	0.9%	6.5%	13.8%	22.3%	4.30
e. Healthcare Reform by Portico Benefit Services (N=292)	68.7%	0.7%	2.0%	6.5%	12.6%	9.5%	3.90
f. Social Concerns Review (N=275)	86.2%	0.4%	1.1%	3.3%	5.1%	4.0%	3.82
g. LIFT: Mission Planning (N=284)	81.7%	0.0%	1.4%	3.5%	6.3%	7.0%	4.04
h. Women and Justice Social Statement Listening Event (N=295)	77.3%	0.0%	0.0%	1.7%	9.5%	11.5%	4.43
i. ELCA Malaria Campaign (N=284)	84.5%	0.0%	0.4%	1.8%	5.3%	8.1%	4.36
j. Communal Discernment (N=283)	84.8%	0.0%	0.7%	3.2%	5.7%	5.7%	4.07

Please tell us which topics you would recommend for future hearings. (See attached)

Discussion and Debate

13. Did you feel adequately informed about...

	Yes	No
a. procedures for debate? (N=501)	96.4%	3.6%
b. the subject of each vote? (N=499)	95.0%	5.0%

If you answered "no", on which topics would you like more information? (See attached)

14. Did you speak at a microphone to address the assembly? (N=502)

15.5%	Yes
84.3%	No
0.2%	Does not apply

15. Please rate how well debate was facilitated. (N=490)

1 - poor	2	3	4	5 - excellent	Mean
0.2%	1.2%	6.7%	37.6%	54.3%	4.44

16. In general, how satisfied were you with the work of...

	1 - not at all	2	3	4	5 - very	Mean
a. Memorials Committee? (N=501)	0.0%	1.2%	5.2%	34.9%	58.7%	4.51
b. Reference and Counsel Committee? (N=502)	0.0%	1.2%	4.8%	33.7%	60.4%	4.53
c. Ad Hoc Committee? (N=479)	0.0%	1.5%	6.5%	34.7%	57.4%	4.48

Nominations and Elections

	1 - not at all	2	3	4	5 - very	Mean
17. How clear were the instructions for nominating individuals to churchwide boards, Church Council and committees? (N=500)	1.6%	3.6%	13.0%	36.2%	45.6%	4.21
18. How effective was the report of the Nominations Committee in conveying information about the nominees? (N=500)	0.2%	3.2%	11.6%	37.4%	47.6%	4.29
19. How satisfied were you with the process for electing members of churchwide boards, Church Council, and committees? (N=499)	0.8%	10.4%	15.8%	34.1%	38.9%	4.00
20. How satisfied were you with the process for electing the Presiding Bishop? (N=500)	0.2%	2.2%	5.4%	25.6%	66.6%	4.56
21. How satisfied were you with the process for electing the Secretary? (N=500)	0.8%	4.2%	7.9%	26.6%	60.6%	4.42

1 - not 5 - not

	<u>at all</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>very applicable</u>	<u>Mean</u>	
22. How helpful was the Q&A forum with the seven nominees from Presiding Bishop? (N=502)	0.0%	0.4%	3.8%	15.9%	76.9%	3.0%	4.75
23. How helpful was the Q&A forum with the three nominees for Presiding Bishop? (N=520)	0.0%	0.4%	2.4%	13.7%	80.5%	3.0%	4.80
24. How helpful was the Q&A forum with the nominees for Secretary? (N=500)	0.0%	0.6%	4.2%	17.4%	74.4%	3.4%	4.71

Worship, Prayer and Bible Study

25. Please evaluate the following aspects of worship services.

	<u>1 - poor</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5 - excellent</u>	<u>Mean</u>
a. Liturgy (N=499)	0.6%	2.2%	6.2%	24.4%	66.5%	4.45
b. Use of space (N=500)	1.2%	2.0%	8.8%	24.2%	63.8%	4.47
c. Congregational song (N=497)	0.6%	2.0%	8.5%	20.1%	68.8%	4.55
d. Other music (N=492)	0.4%	1.8%	4.7%	17.5%	75.6%	4.66

26. Did you use the prayer walk for prayer during the assembly? (N=499)

77.8% No
 22.2% Yes

27. Did you participate in a small group Bible study? (N=497)

81.3% Yes
 18.7% No

	<u>1 - not at all</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5 - very</u>	<u>Mean</u>
28. How helpful was the format of the Assembly Bible study? (N=444)	2.9%	12.2%	24.8%	29.3%	30.9%	3.73
29. How important was it to have the prayer space available? (N=478)	8.8%	12.8%	28.7%	25.1%	24.7%	3.44
30. How important was daily service during the Assembly? (N=500)	1.0%	2.2%	5.4%	18.8%	72.6%	4.60
31. If you sang in the Assembly Choir, how satisfied were you with your experience? (N=129)	24.8%	2.3%	14.7%	16.3%	41.9%	3.48
32. How effective were the worship leaders? (N=495)	0.2%	1.0%	6.9%	31.1%	60.8%	4.51

33. Which of the following, if any, did you attend? (Choose all that apply.) (N=505)

90.9% 25th Anniversary Banquet
 39.0% College reception
 9.1% Highlighting and Affirming

34. Please disagree or agree with the following statement: "Having vendors onsite who offer services or products related to the ELCA, would be of value to me." (N=491)

- 28.7% Strongly Agree
- 60.3% Agree
- 9.6% Disagree
- 1.4% Strongly Disagree

General Schedule and Logistics

35. How would you rate the...

	1 – <u>poor</u>	<u>2</u>	<u>3</u>	<u>4</u>	5 – <u>excellent</u>	<u>Mean</u>
a. pace of the daily assembly schedule? (N=502)	1.0%	6.6%	18.5%	49.4%	24.5%	3.90
b. directions to meeting rooms, receptions, and other events? (N=501)	0.2%	1.8%	11.4%	42.5%	44.1%	4.29
c. plenary meeting space? (N=502)	0.0%	1.4%	4.2%	39.3%	55.2%	4.48
d. Bible study space? (N=451)	1.6%	4.0%	15.3%	40.6%	38.6%	4.11

Technology

36. Which of the following is true about the tablet you used at the Assembly? (N=504)

30.8% I brought my own → Did you find it beneficial to be able to review the pre-assembly report on the device you used at the Assembly? (N=155)

- 98.1% Yes
- 1.9% No

69.0% I used an ELCA supplied iPad. → Was not having use of a tablet before the Assembly an issue? (N=348)

- 79.9% No
- 20.6% Yes - In what ways? (See attached)
- 0.2% I opted for paper.

37. In what ways did you use an electronic device while in the Assembly Hall? (Check all that apply.) (N=505)

- 94.9% receive up-to-date information about the CWA
- 57.4% text or instant messaging, including social media
- 50.1% surf the Web
- 47.3% personal digital assistance (calendar, reminders, scheduling, etc.)
- 33.9% other ways, not directly related to the CWA

38. How easy was it for you to...

	1 - not at all	2	3	4	5 - very	Mean
a. understand the Guidebook software? (N=497)	0.0%	1.0%	10.3%	36.0%	52.7%	4.40
b. move from document to document within the Guidebook? (N=500)	1.4%	4.2%	14.4%	38.2%	41.8%	4.15
c. take notes and make comments on the Pre-Assembly Report? (N=475)	8.8%	12.2%	22.9%	29.5%	26.5%	3.53
d. scroll through the pages of a document? (N=502)	0.2%	1.6%	6.6%	31.5%	60.2%	4.50
e. read documents? (N=498)	0.2%	0.6%	4.0%	32.3%	62.9%	4.57
f. take notes on the documents using the Guidebook? (N=467)	9.4%	13.1%	23.3%	25.7%	28.5%	3.51

39. Which of the following is true, while at the Assembly? (N=505)

- 15.0% I had issues with the Guidebook software and they were resolved within an hour.
- 3.4% I had issues with the Guidebook software and they were not resolved within an hour.
- 80.4% I did not have issues with the Guidebook software.

40. Did you find receiving electronic updates more efficient than paper copies as at previous Assemblies? (N=503)

- 83.3% Yes
- 0.8% No
- 15.9% Not applicable

41. Did you encounter any difficulties in switching between the use of the Guidebook and the electronic voting machines? (N=501)

- 99.4% No
- 0.6% Yes - What kinds of difficulties? (See attached)

42. How well did the following provide you with the needed skills to effectively use the technology throughout the Assembly?

	1 - not at all	2	3	4	5 - very	Mean
a. Webinars (N=417)	17.3%	6.7%	24.2%	29.5%	22.3%	3.33
b. Guidebook app orientation (N=465)	5.6%	5.6%	18.5%	35.7%	34.6%	3.88

	<u>Yes</u>	<u>No</u>
43. Was the process of receiving updates to the Guidebook efficient for you to review updated or new materials throughout the week? (N=500)	96.0%	4.0%
44. Was the size of the tablet screen acceptable for reading? (N=503)	98.8%	1.2%
45. Did you find the registration and return process for the iPad quick and efficient? (N=367)	96.5%	3.5%
46. Do you hope the ELCA continues to move forward using this technology at future Assemblies? (N=503)	99.0%	1.0%

47. How many times did you do the following regarding the Assembly?

	<u>0</u>	<u>1 -15</u>	<u>16 - 25</u>	<u>26 - 50</u>	<u>more than 50</u>
a. "tweet" (N=456)	75.4%	11.8%	6.4%	2.6%	3.7%
b. send a text message (N=486)	31.9%	37.9%	13.2%	7.8%	9.3%
c. post to Facebook (N=474)	43.0%	38.2%	9.9%	4.6%	4.2%

48. What is one improvement you'd like to see to the Guidebook app? (See attached)

49. What is one improvement you'd like to see to the Pre-Assembly Report section of the Guidebook? (See attached)

50. What would you recommend to improve the Churchwide Assembly, with special attention to ways we can improve the use of technology in the Assembly Hall? (See attached)

About You

51. Is this your first time serving as a voting member? (N=505)

- 66.9% Yes
- 33.1% No
- 0.0% Not applicable - I'm not a voting member

52. Are you: (N=503)

- 60.8% lay member
- 3.0% rostered lay
- 35.2% clergy
- 1.0% other

53. Are you: (N=494)

- 44.8% Male
- 55.2% Female

54. How old are you? (N=500)

1.0% under 18
 7.2% 18 to 24
 9.4% 25 to 34
 11.0% 35 to 44
 20.2% 45 to 54
 32.6% 55 to 64
 16.6% 65 to 74
 2.0% 75 or older

55. From which region are you? (Recoded from "From which synod are you?") (N=502)

5.8% Region 1
 6.6% Region 2
 22.1% Region 3
 7.8% Region 4
 19.9% Region 5
 10.4% Region 6
 12.0% Region 7
 8.6% Region 8
 7.0% Region 9

56. Are you: (N=494)

3.4% African American/Black
 0.6% African National/African-Caribbean
 0.6% American Indian/Alaska Native
 0.0% Arab/Middle Eastern
 2.0% Asian/Pacific Islander
 2.4% Latino/Hispanic
 1.0% Multi-racial
 88.1% White/Caucasian
 0.2% Other
 1.6% Prefer not to answer

57. Please rate your overall Assembly experience. (N=503)

<u>1 -</u>				<u>5 -</u>	
<u>Poor</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>excellent</u>	<u>Mean</u>
0.0%	0.4%	2.2%	29.0%	68.5%	4.65

Comparisons of Select 2009, 2011, and 2013 Churchwide Assembly Evaluation Voting Member Responses¹

Were the pre-assembly materials available early enough for adequate review?

<u>2009</u>	<u>2011</u>	<u>2013</u>	
64	64	71	Yes, in plenty of time
29	28	24	Yes, but earlier would have been better
7	8	5	No, i did not have enough time

Which statement best describes your opinion about the quantity of materials received?

<u>2009</u>	<u>2011</u>	<u>2013</u>	
41	47	26	I felt overwhelmed by the amount of materials
57	49	73	I felt the amount of materials was reasonable
11	1	0	I felt there should have been more materials
1	3	1	I'm not sure

How many of the materials were you able to review before the assembly began?

<u>2009</u>	<u>2011</u>	<u>2013</u>	
50	45	57	all of them / most of them
38	44	35	only some of them
11	10	8	very few of them
1	1	<1	none of them

Percentage of respondents saying having the following materials available on the Web site prior to the Assembly was "very helpful"

<u>2009</u>	<u>2011</u>	<u>2013</u>	
48	24	43	orientation video
38	45	28	parliamentary procedure video

Which of the following is true regarding the pre-assembly email communication?

<u>2009</u>	<u>2011</u>	<u>2013</u>	
n/a	77	86	right amount of updates were sent
n/a	7	3	I prefer fewer updates
n/a	17	10	I prefer more updates

Percentage of respondents who said, looking back on their first day at the churchwide assembly, they were "very prepared" to fulfill their role

<u>2009</u>	<u>2011</u>	<u>2013</u>
28	16	33

¹ For 2009 and 2011 responses, "very" or "excellent" were represented by "7" on a seven point scale; for 2013, "very" or "excellent" were represented by "5" on a five point scale

Percentage of respondents who said the following were "excellent"

<u>2009</u>	<u>2011</u>	<u>2013</u>	
56	57	51	registration process prior to the assembly
71	66	79	on-site registration process
62	62	69	hotel accommodations
30	11	35	cost of meals
52	47	32	quality of meals
48	44	41	variety of meals

Percentage of respondents who spoke at a microphone

<u>2009</u>	<u>2011</u>	<u>2013</u>
23	19	16

Percentage of respondents who felt adequately informed about...

<u>2009</u>	<u>2011</u>	<u>2013</u>	
97	98	96	the procedures for debate
97	95	95	the subject of each vote

Percentage of respondents who thought the facilitation of debate was "excellent"

<u>2009</u>	<u>2011</u>	<u>2013</u>
48	64	54

Percentage of respondents who were "very" satisfied with the work of...

<u>2009</u>	<u>2011</u>	<u>2013</u>	
31	42	58	the Memorials Committee
n/a	44	60	the Reference and Counsel Committee
n/a	42	57	the Ad Hoc Committee

Percentage of respondents answering "very" about...

<u>2009</u>	<u>2011</u>	<u>2013</u>	
37	29	45	the clarity of instructions for naming individuals to boards and committees
38	24	48	the effectiveness of the Nominations Committee in conveying information about the nominees
29	18	39	how satisfied they were with the process for electing members to boards and committees

Percentage of respondents saying the following were "excellent"

<u>2009</u>	<u>2011</u>	<u>2013</u>	
59	65	67	liturgy
64	71	64	use of space
57	68	69	congregational song
62	73	76	other music

Percentage of respondents saying "daily service during the assembly" was "very" important

<u>2009</u>	<u>2011</u>	<u>2013</u>
74	68	72

Percentage of respondents indicating their experience with the Assembly Choir was "excellent" or they were "very" satisfied

<u>2009</u>	<u>2011</u>	<u>2013</u>
47	62	42

Percentage of respondents indicating the worship leaders were "excellent" or "very" effective

<u>2009</u>	<u>2011</u>	<u>2013</u>
59	54	61

Percentage of respondents saying the following were "excellent"

<u>2009</u>	<u>2011</u>	<u>2013</u>	
11	14	25	pace of the daily assembly schedule
27	27	44	directions to meeting rooms, receptions and other events
41	44	55	plenary meeting space

Ways in which respondents used electronic devices during the churchwide assembly

<u>2009</u>	<u>2011</u>	<u>2013</u>	
n/a	17	50	surf the web
n/a	16	95	receive up to date information about the churchwide assembly
n/a	21	34	other ways, not directly related to the churchwide assembly
n/a	52	57	text or instant messaging
n/a	28	47	personal digital assistance

Percentage of respondents who reported doing the following zero (0) times

<u>2009</u>	<u>2011</u>	<u>2013</u>	
n/a	90	75	sending a "tweet"
n/a	44	32	sending a text message
n/a	71	43	posting to Facebook

Percentage of first time voting members

<u>2009</u>	<u>2011</u>	<u>2013</u>
57	68	67

Gender of respondents'

<u>2009</u>	<u>2011</u>	<u>2013</u>	
51	49	55	female
49	51	45	male

Ordination status of respondents

<u>2009</u>	<u>2011</u>	<u>2013</u>	
58	58	61	lay members
5	4	3	rostered lay
36	37	35	clergy
1	2	1	other

Percentage of respondents participating in small group bible study

<u>2009</u>	<u>2011</u>	<u>2013</u>
n/a	91	81

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ELCA Congregation Totals

Summary of Membership Statistics	2011	2012	Change	Percent	Statistical Analysis	
Totals -- End of Year					Averages per Congregation Reporting	
Congregations	9,638	9,533	-105	-1.09		
Congregations - Organized	9,484	9,377	-107	-1.13		
Congregations - Under Development	154	156	2	1.30		
Congregations - Filed Form A	7,508	7,333	-175	-2.33		
Baptized Members	4,059,785	3,950,924	-108,861	-2.68	Baptized Members (/9,367)	421.79
Confirmed Members	3,107,925	3,002,270	-105,655	-3.40	Confirmed Members (/9,343)	321.34

Analysis of Membership Gains and Losses

Percent of Congregations Reporting Programs/Activities as the Congregation's Specialty (2012 Form A)

Baptized Members -- Received						
By Baptism - Children Under Age 16	50,454	47,844	-2,610	-5.17	Worship	39.20
By Baptism - Adults Age 16 and Older	5,004	4,748	-256	-5.12	Music	26.39
By Affirmation of Faith	44,522	42,465	-2,057	-4.62	Christian Education 15 or Younger	13.10
By Transfer	51,787	47,308	-4,479	-8.65	Other Activities for Children	6.87
From Other Sources and Stat Adjs	18,561	16,581	-1,980	-10.67		
Baptized Members -- Total Received	170,328	158,946	-11,382	-6.68	Confirmation Ministry	10.63
					Christian Education 16-19	2.96
					Other Activities 16-19	4.02
					Young Adult Activities 18-30	0.98
Baptized Members -- Removed						
By Death	41,467	40,372	-1,095	-2.64	Bible Study or Other	
By Transfer	46,365	40,653	-5,712	-12.32	Adult Christian Education	12.37
From Other Sources and Stat Adjs	166,272	150,189	-16,083	-9.67	Prayer, Meditation or Spiritual Development Activities	4.52
Baptized Members -- Total Removed	254,104	231,214	-23,032	-9.04	Fellowship/Social Activities	18.10
Baptized Members Confirmed	38,274	35,921	-2,353	-6.15	Support Groups	
					(Bereavement, Divorce, 12-Step)	2.49
Active Participants	2,531,154	2,510,634	-20,520	-0.81	Evangelism/Recruitment Activities	2.84
					Stewardship	4.60
Analysis of Membership Gains and Losses						
Total Weekly Worship Attendance	1,123,071	1,088,737	-34,334	-3.06	Identifying and Using Spiritual Gifts of Active Participants	4.97
Avg Sunday Attendance per Cong	117	114	-3	-2.56	Social Justice Activities	6.70
PCT Bapt Mbrs Attending Worship	27.66	27.56	-0.10	-0.36	Community Service Activities	22.95

ELCA Congregation Totals

Summary of Financial Statistics	2011	2012	Change	Percent	Statistical Analysis	
Totals -- End of Year					Averages per Congregation Reporting	
Total Receipts	2,434,746,432	2,450,592,274	15,845,842	0.65	Total Receipts	(/9,464) 258,938.32
Total Disbursements	2,460,129,689	2,428,108,085	-32,021,604	-1.30	Total Disburse	(/9,458) 256,725.32
Assets, Value on December 31	19,651,177,017	19,689,359,432	38,182,415	0.19	Assets Val 12/31	(/9,405) 2,093,499.14
Total Indebtedness on Dec 31	1,627,952,830	1,761,685,062	133,732,232	8.21	Total Indebtedness	(/3,412) 516,320.36
Number of Bequests Received	2,538	2,441	-97	-3.82	Number of Bequests / 100 Deaths	6.05
Total Value of Bequests Received	65,586,641	72,166,017	6,579,376	10.03	Average Value per Bequest	29,564.12
Projected Mission Support	110,864,852	110,586,165	-278,687	-0.25		
Average Total Giving / Bapt Member	504.72	524.05	19.33	3.83	Percent--Indebtedness / Assets	8.95
Average Total Giving / Conf Member	659.30	689.64	30.34	4.60	Percent--CongsWith No Debt	64.18

Detail of Financial Statistics - Receipts

Regular Giving by Members	1,775,614,165	1,780,790,167	5,176,002	0.29
Designated Giving by Members	273,440,538	289,703,681	16,263,143	5.95
Earned Income (any source)	130,780,771	138,723,379	7,942,608	6.07
Grants (any source)	25,853,679	24,535,970	-1,317,709	-5.10
All Other Receipts	229,057,279	216,839,077	-12,218,202	-5.33

Detail of Financial Statistics - Disbursements

Current Operating Expenses	1,777,529,695	1,765,623,026	-11,906,669	-0.67
Capital Improvements	177,349,791	174,285,490	-3,064,301	-1.73
Payments on Debts	207,278,790	199,618,104	-7,660,686	-3.70
Mission Support	103,464,702	102,619,378	-845,324	-0.82
Other Synod Benevolence	21,006,322	20,971,044	-35,278	-0.17
Other CWO Benevolence	5,613,820	6,403,466	789,646	14.07
Benevolence - Another Country	13,320,828	12,651,302	-669,526	-5.03
Benevolence - Camps	4,008,261	4,033,164	24,903	0.62
Benevolence - Colleges	1,610,107	1,618,401	8,294	0.52
Benevolence - Seminaries	1,822,645	1,825,679	3,034	0.17
Benevolence - Social Service	17,316,578	18,131,479	814,901	4.71
Benevolence - Direct Recipient	40,434,441	40,452,601	18,160	0.04
Subtotal Non-Mission Supt Benev	105,133,002	106,087,136	954,134	0.91
Other Expenses & Realized Losses	85,080,593	77,180,422	-7,900,171	-9.29

Percent of Total Disbursements

Current Operating Expenses	72.80
Capital Improvements	7.19
Payments on Debts	8.23
Mission Support	4.23
Other Synod Benevolence	0.86
Other CWO Benevolence	0.26
Benevolence - Another Country	0.52
Benevolence - Camps	0.17
Benevolence - Colleges	0.07
Benevolence - Seminaries	0.08
Benevolence - Social Service	0.75
Benevolence - Direct Recipient	1.67
Subtotal Non-Mission Supt Benev	4.37
Other Expenses & Realized Losses	3.18

ELCA Congregation Totals

Detail of Financial Statistics	2011	2012	Change	Percent
Assets, Value on December 31				
Church Real Estate	17,309,834,625	17,212,586,343	-97,248,282	-0.56
Endowment and Memorial Funds	1,165,053,826	1,292,971,616	127,917,790	10.98
Cash, Savings Bonds, etc	831,193,919	864,387,543	33,193,624	3.99
All Other Assets	345,094,647	319,413,930	-25,680,717	-7.44

ELCA Congregation Totals

Congregations Reporting Ethnic Active Participants	Active Participants 2011	Active Participants 2012	Change	Percent	Percent of Congregations Reporting Ethnic Active Participants	
African American/Black	3,494	3,454	-40	-1.14	African American/Black	36.23
African National/African-Caribbean	747	838	91	12.18	African Nat'l/African-Caribbean	8.79
American Indian/Alaska Native	1,050	1,051	1	0.10	American Indian/Alaska Native	11.02
Arab/Middle Eastern	625	628	3	0.48	Arab/Middle Eastern	6.59
Asian/Pacific Islander	3,114	3,119	5	0.16	Asian/Pacific Islander	32.72
Latino/Hispanic	3,165	3,174	9	0.28	Latino/Hispanic	33.29
Multi-racial	2,775	2,804	29	1.05	Multi-racial	29.41
White/Caucasian	9,413	9,307	-106	-1.13	White/Caucasian	97.63
Other	454	451	-3	-0.66	Other	4.73

Total Ethnic Active Participants					Percent Ethnic Active Participants	
African American/Black	42,194	41,123	-1,071	-2.54	African American/Black	1.53
African National/African-Caribbean	7,562	8,582	1,020	13.49	African Nat'l/African-Caribbean	0.32
American Indian/Alaska Native	4,852	5,579	727	14.98	American Indian/Alaska Native	0.21
Arab/Middle Eastern	2,272	2,410	138	6.07	Arab/Middle Eastern	0.09
Asian/Pacific Islander	19,871	19,930	59	0.30	Asian/Pacific Islander	0.74
Latino/Hispanic	38,668	44,015	5,347	13.83	Latino/Hispanic	1.64
Multi-racial	20,438	19,921	-517	-2.53	Multi-racial	0.74
White/Caucasian	2,626,604	2,528,980	-97,624	-3.72	White/Caucasian	94.33
Other	12,419	10,415	-2,004	-16.14	Other	0.39

Distribution of Congregations by Size		Congregations -- Baptized Members				Congregations -- Confirmed Members			
	Size of Congs	Total Congs	Percent	Total Bapt Members	Percent	Total Congs	Percent	Total Conf Members	Percent
Under Development	0	1	0.01	0	0.00	25	0.26	0	0.00
Very Small	1 - 175	3,197	33.54	318,297	8.06	4,076	42.76	385,680	12.85
Small	176 - 350	2,532	26.56	642,287	16.26	2,546	26.71	640,465	21.33
Moderately Small	351 - 500	1,254	13.15	526,655	13.33	1,104	11.58	462,203	15.40
Medium Sized	501 - 700	935	9.81	551,623	13.96	737	7.73	432,857	14.42
Moderately Large	701 - 950	604	6.34	487,958	12.35	405	4.25	324,232	10.80
Large	951 - 1,500	513	5.38	598,422	15.15	314	3.29	368,119	12.26
Very Large	> 1,500	332	3.48	825,682	20.90	161	1.69	388,714	12.95

ELCA Congregation Totals
 (6,995 Congs Filed)

C30 Education Ministry Provided

Sunday School

Yes 6,170 No 762 No Resp 63

Mid-week Education

Yes 4,000 No 2,780 No Resp 215

Confirmation

Yes 5,523 No 1,353 No Resp 119

Adult Bible Studies

Yes 6,322 No 580 No Resp 93

Vacation Bible School

Yes 4,870 No 1,979 No Resp 146

C31 Curriculum Used

Augsburg Fortress Resources.... 5,052

Concordia Publishing Resources. 1,238

Sparkhouse..... 2,524

Create Own Materials..... 3,767

Independent Publishers..... 2,561

Other Denominational Publisher. 1,239

No Response to Any..... 239

C33 Languages In Which Liturgies are Conducted

Amharic..... 5

Anyuak..... 2

Arabic..... 5

Batak..... 2

Burmese..... 0

Cambodian..... 2

Cantonese..... 4

Cherokee..... 1

Creole..... 1

Czech..... 0

Danish..... 4

Dinka (Sudan)..... 5

English..... 6,952

Estonian..... 1

Finnish..... 5

French..... 1

**C32 Early Childhood Education Center,
 Kindergarten and/or Day School**

Yes 1,247 No 5,748

C34 Disability Assistance Provided

Building Wheelchair Access..... 6,039

Braille and/or Large Print

Worship Materials..... 3,481

Assistive Hearing Devices..... 3,177

Special Needs Outreach/Support.. 3,033

No Assistance Provided..... 321

C35 Congregation Carrying Out a Mission Plan

Yes 3,469 No 2,699 No Resp 827

If Not, Developing a Mission Plan

Yes 912 No 1,404 No Resp 383

**C36 Lay Ministry Theological Education
 or Practical Training Program**

Synod..... 2,537

Churchwide..... 573

Other..... 936

No Response to Any..... 3,719

C37 Congregation's Stewardship Plan

Once a Year..... 2,688

Several Times a Year..... 746

Year-round..... 1,542

No Stewardship Program..... 1,648

No Response to Any..... 371

Helpful Stewardship Resources

Make It Simple..... 925

Giving Magazine..... 634

Stewardship Key Leader..... 427

Competencies of Steward Leader. 894

Consecration Sunday..... 1,595

Other..... 1,384

No Response to Any..... 3,463

Interested in Stewardship Resources

Yes 4,044 No 1,932 No Resp 1,019

C38 Attended 2012 Glocal Mission Gathering

Yes 920 No 5,546 No Resp 529

C39 Hunger Ministry Participation

Yes 6,703 No 158 No Resp 134

Oromo (Ethiopian Dialect)..... 8

Piaute..... 1

Portuguese..... 2

Sign..... 54

Slovak..... 11

Spanish..... 149

Swahili..... 6

Swedish..... 2

Tagalog..... 3

Taiwanese..... 3

Tamil..... 1

Telugu..... 2

Thai..... 2

Tigrinya (Ethiopian Dialect).... 2

Ukrainian..... 0

Urdu..... 0

Vietnamese..... 1

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Response Rate for 2012 Congregational Report Form A - September 1, 2013.

EVANGELICAL LUTHERAN CHURCH IN AMERICA

CHURCH COUNCIL

November 8-10, 2013

Exhibit A, Part 3, Appendix 3, Page 1

<u>Synod</u>	<u>Filed</u>	<u>Percent</u>	<u>Congregations</u>
1A Alaska Synod	28	87.5%	32
1B Northwest Washington Synod	86	82.7%	104
1C Southwestern Washington Synod	52	59.8%	87
1D Eastern Washington-Idaho Synod	63	68.5%	92
1E Oregon Synod	86	74.1%	116
1F Montana Synod	91	70.5%	129
2A Sierra Pacific Synod	111	59.0%	188
2B Southwest California Synod	109	86.5%	126
2C Pacifica Synod	80	69.0%	116
2D Grand Canyon Synod	89	96.7%	92
2E Rocky Mountain Synod	141	87.6%	161
3A Western North Dakota Synod	126	68.9%	183
3B Eastern North Dakota Synod	118	55.1%	214
3C South Dakota Synod	189	88.7%	213
3D Northwestern Minnesota Synod	139	58.4%	238
3E Northeastern Minnesota Synod	113	81.9%	138
3F Southwestern Minnesota Synod	191	77.0%	248
3G Minneapolis Area Synod	123	81.5%	151
3H Saint Paul Area Synod	91	82.0%	111
3I Southeastern Minnesota Synod	175	100.0%	175
4A Nebraska Synod	205	83.7%	245
4B Central States Synod	154	83.2%	185
4C Arkansas-Oklahoma Synod	35	66.0%	53
4D Northern Texas-Northern Louisiana Synod	91	86.7%	105
4E Southwestern Texas Synod	107	79.3%	135
4F Texas-Louisiana Gulf Coast Synod	87	77.0%	113
5A Metropolitan Chicago Synod	142	74.7%	190
5B Northern Illinois Synod	125	82.8%	151
5C Central/Southern Illinois Synod	127	96.2%	132
5D Southeastern Iowa Synod	125	89.9%	139
5E Western Iowa Synod	96	72.7%	132
5F Northeastern Iowa Synod	147	96.7%	152
5G Northern Great Lakes Synod	82	100.0%	82
5H Northwest Synod of Wisconsin	157	79.7%	197
5I East-Central Synod of Wisconsin	108	85.7%	126
5J Greater Milwaukee Synod	130	99.2%	131
5K South-Central Synod of Wisconsin	132	91.7%	144
5L LaCrosse Area Synod	74	100.0%	74
6A Southeast Michigan Synod	106	85.5%	124
6B North/West Lower Michigan Synod	85	71.4%	119
6C Indiana-Kentucky Synod	125	64.8%	193
6D Northwestern Ohio Synod	145	87.9%	165
6E Northeastern Ohio Synod	160	87.9%	182
6F Southern Ohio Synod	140	69.0%	203
7A New Jersey Synod	152	84.4%	180
7B New England Synod	141	75.0%	188
7C Metropolitan New York Synod	144	72.0%	200
7D Upstate New York Synod	112	63.6%	176
7E Northeastern Pennsylvania Synod	189	67.7%	279
7F Southeastern Pennsylvania Synod	114	72.2%	158
7G Slovak Zion Synod	21	91.3%	23
8A Northwestern Pennsylvania Synod	67	77.9%	86
8B Southwestern Pennsylvania Synod	120	67.8%	177
8C Allegheny Synod	69	58.5%	118

Response Rate for 2012 Congregational Report Form A - September 1, 2013.

EVANGELICAL LUTHERAN CHURCH IN AMERICA

CHURCH COUNCIL

November 8-10, 2013

Exhibit A, Part 3, Appendix 3, Page 2

8D	Lower Susquehanna Synod	204	85.7%	238
8E	Upper Susquehanna Synod	83	63.4%	131
8F	Delaware-Maryland Synod	118	68.6%	172
8G	Metropolitan Washington, D.C. Synod	58	76.3%	76
8H	West Virginia-Western Maryland Synod	47	74.6%	63
9A	Virginia Synod	95	61.7%	154
9B	North Carolina Synod	131	66.2%	198
9C	South Carolina Synod	117	75.0%	156
9D	Southeastern Synod	131	83.4%	157
9E	Florida-Bahamas Synod	139	75.1%	185
9F	Caribbean Synod	<u>10</u>	<u>30.3%</u>	<u>33</u>
	ELCA Total	7,348	77.1%	9534

Update on Congregations Disaffiliating from the ELCA

Congregations Voting to Disaffiliate

(as of July 1, 2013)

- 951 congregations have taken a total of 1030 first votes.
- 717 first votes passed
- 313 first votes failed (33%)
- 693 second votes have been taken
- 658 second votes passed.
- 35 second votes failed (5%)
- 647 congregations have been officially removed from the roster of congregations in the ELCA

Synods Most Impacted by Congregations Voting to Disaffiliate (10 percent or more of the congregations in the synod)

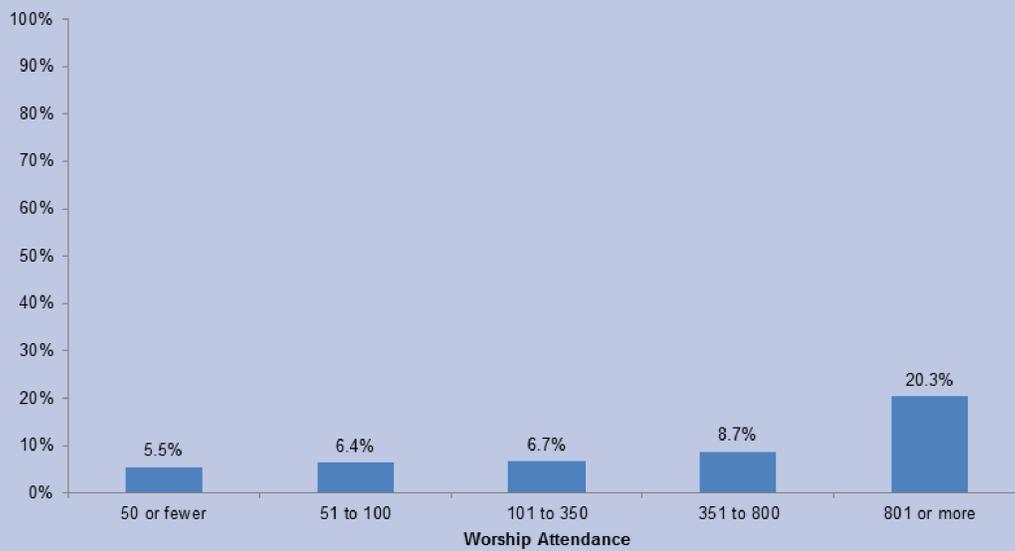
	Number of Congregations	Percent of Congregations
Southwestern Texas	33	22%
Western Iowa	27	18%
North Carolina	37	16%
Montana	18	14%
South Dakota	35	14%
Northeastern Iowa	24	14%
East-Central Synod of Wisconsin	16	12%
Eastern Washington-Idaho	11	11%
Pacifica Synod	12	10%
Northwestern Minnesota	26	10%
Northwestern Ohio	19	10%
Central Southern Illinois	15	10%
Northern Great Lakes	9	10%
Grand Canyon	9	10%



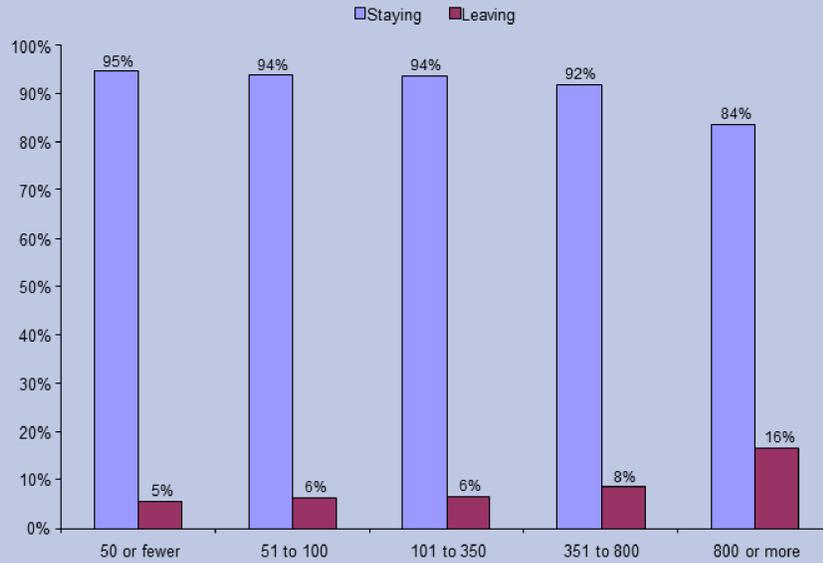
Synods Least Impacted by Congregations Voting to Disaffiliate (1 congregation or fewer taking votes to leave)

Alaska
Arkansas-Oklahoma
Caribbean
Metropolitan Chicago
Metropolitan Washington, D.C.
Metropolitan New York
New England
New Jersey
Slovak Zion

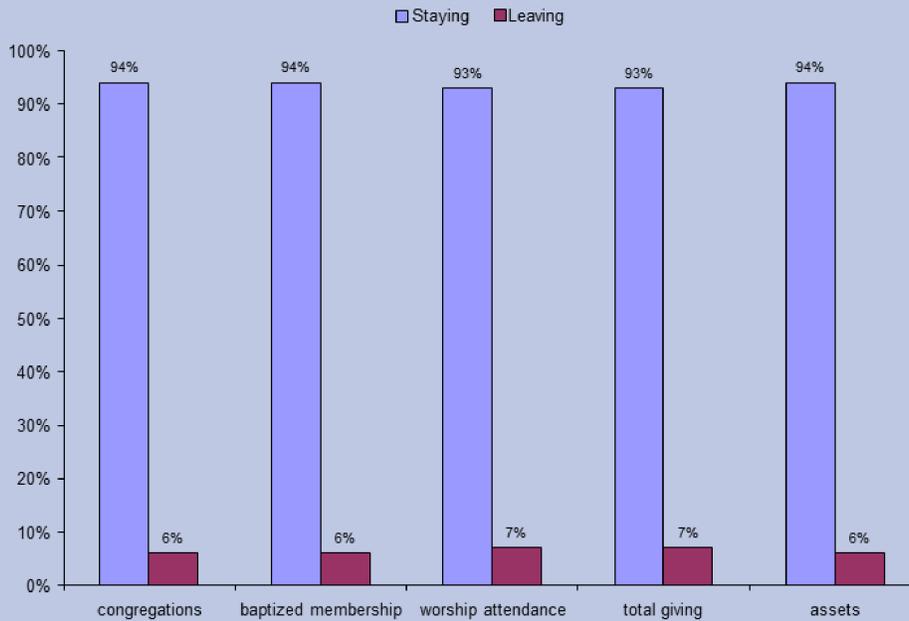
Those Congregations Leaving the ELCA as a Percent of all ELCA Congregations in 2009 by Worship Attendance



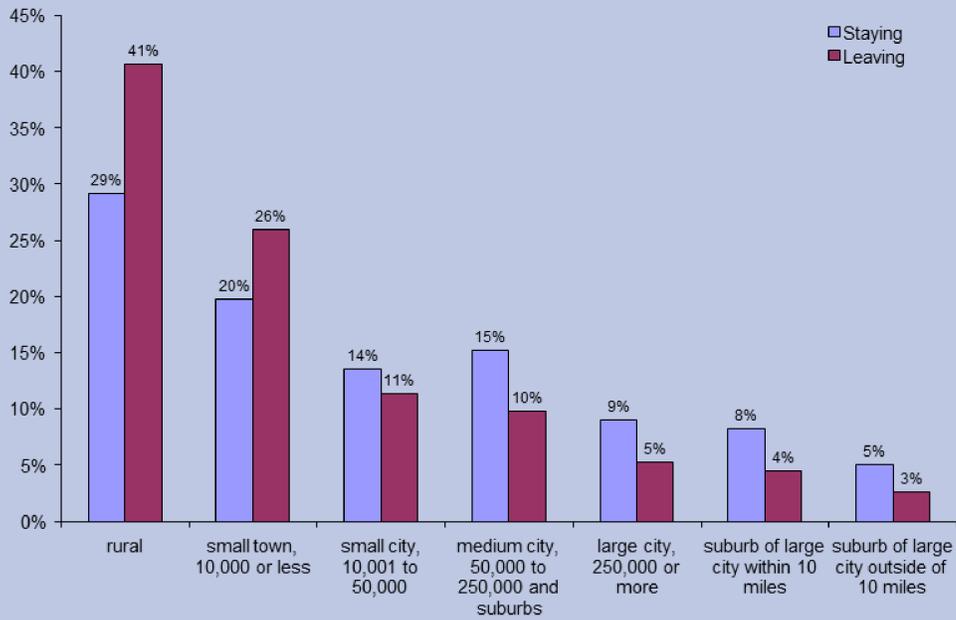
Congregations Voting to Disaffiliate as a Percent of All Congregations of that Size by Worship Attendance



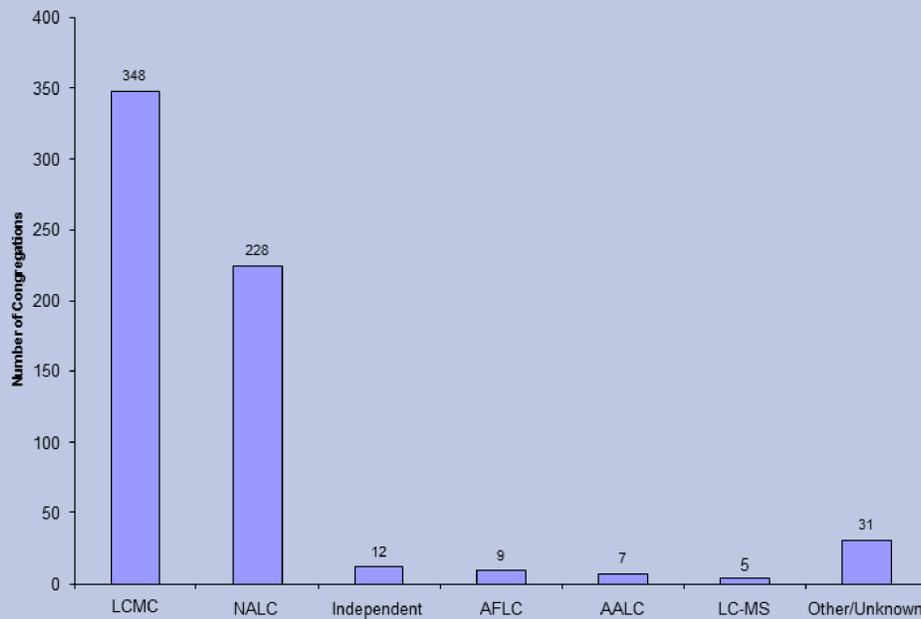
Percent of Totals for the ELCA



Settings of Congregations Voting to Disaffiliate



Destinations* of Departing Congregations



*Some congregations reported multiple affiliations.
 LCMC=Lutheran Congregations in Mission for Christ, NALC=The North American Lutheran Church, AFLC=The Association of Free Lutheran Congregations, LCMS=The Lutheran Church-Missouri Synod

Report of the Treasurer

The Office of the Treasurer (OT) manages the financial, business, information technology, and building management affairs of the churchwide organization. This Office serves to support the mission of ELCA congregations, synods and the churchwide organization. The governing description of this office appears in constitutional provision 15.14 and continuing resolutions 15.14.A10, 15.14.B10.

Operational Plan Updates

Goal 3 - Improving communication methods and systems

The churchwide organization is connecting with ELCA members through coordinated messaging and engaging in communication that increases their understanding and involvement with God's mission through this church.

Stay abreast of and more effectively utilize new communication technologies and tools

The Office of the Treasurer's Information Technology (OT-IT) team and the Office of the Secretary successfully transitioned the 2013 Churchwide Assembly from using paper binders to a mobile platform. Over 98 percent of voting members utilized the electronic materials over paper binders. The move to an electronic assembly allowed the organization to save over 700,000 sheets of paper. The feedback from voting members and others at the event was overwhelmingly positive. The official evaluation for the 2013 Churchwide Assembly noted that 99 percent of survey respondents hope that the ELCA continues to move forward using this mobile application technology at future assemblies. The feedback from the surveys and this first attempt at a paperless assembly will be invaluable to the team in creating an even better solution for the 2016 Churchwide Assembly.

The churchwide organization's 23-year-old phone system is in the process of being replaced with a modern system that will integrate e-mail, voice, video and instant messaging forms of communication. OT-IT and a group of subject matter experts from around the organization began testing the full capabilities of Microsoft Lync in September. Beginning in October and continuing through early 2014, this technology will be made available to all staff at the Lutheran Center, Archives, Washington D.C. and New York offices as well as to deployed staff. This new system will also provide contact center software for the ELCA Contact Center to improve communications with the individuals that call the churchwide organization's toll-free number.

In partnership with Mission Advancement, OT-IT is playing an integral role in developing a redesigned www.elca.org website scheduled to launch this year. Some of the major enhancements being made include an integrated search engine that will search all content across the site and related sites, interactive maps to display the breadth of the ELCA and its ministries and a mobile version of the site. The web team is also working with churchwide units and offices to enhance use of the intranet to more effectively share internal communication items.

OT-IT remains attentive to leveraging emerging mobile technology in support of the work of churchwide staff. The team has deployed over 55 iPads to the organization and has securely connected over 175 smart phones to the ELCA's e-mail and calendaring system. In order to better support local staff plus visitors, new wireless networking technology was introduced at the Lutheran Center. The new system is designed to be faster, more secure, more manageable, and to provide more concurrent connections than the previous system.

Improve the utility of ECIS in capturing and managing member contact information

OT-IT has worked with Mission Advancement, the Office of the Secretary and Congregational and Synodical Mission to improve the utility of the ELCA Constituent Information System (ECIS). The ECIS system (in conjunction with the web-based technology for www.community.elca.org) was utilized this

year for nearly all Churchwide Assembly registration-related purposes, including the check-out and check-in of all of the rented iPads for the ELCA Guidebook Application. This system allowed for real-time access to constituent information, utilized www.community.elca.org to manage assembly attendee profiles as well as sign-ups for newsletters and other communication.

OT-IT has provided leadership for an organizational initiative to identify where and how constituents potentially have relationships across the entire organization, resulting in a suite of real-time ECIS reports. This work has been recognized by the Blackbaud corporation by awarding their “Best Use of CRM Technology” *Impact Award* to the ELCA for this project. This *Impact Award* recognizes the Blackbaud customer that best uses their CRM technology to positively impact an organization and its mission.

The ECIS system will also serve as the foundation for the modernization of the technology for the candidacy and mobility processes. In addition to more fully leveraging ECIS for these processes, this project includes the elimination of Formatta Filler as the primary interface for users of these systems to submit data. PDF and web-based forms will be used to replace the legacy Formatta forms and thus will allow for easier information submission.

In addition to the Formatta Forms being migrated for candidacy and mobility process, OT-IT is actively migrating all other Formatta Forms to either PDF or web based forms. At the time of writing this report, 25 forms had been converted with 55 developed and in final review with the form owner, and another 31 under development. Migrating these forms to PDF or web-based forms provides users the ability to complete the forms electronically on any operating system (Window, Mac OS, etc.) and most smart phones and tablets. In addition, creating a standard template for all forms significantly lowers ink usage and the number of pages to print—thus lowering our carbon footprint impact on the environment.

Operational Plan Goal 4 - Growing and sustainable revenue base

The churchwide organization is achieving a growing and sustainable revenue base through strengthening mission funding and planned giving.

Mission support

The Office of the Treasurer’s Finance team (OT-Finance) continues to work closely with synodical and churchwide efforts to strengthen mission support. The rate of decline in mission support slowed from a high of 12 percent decrease in 2010 to a low of 1 percent decrease in 2012. The 2013 mission support budget reflects an additional 1 percent decrease from 2012 year-end results, but mission support has lagged the budget throughout the year. The challenge of achieving a stable level of mission support is integral to achieving a sustainable funding for ELCA ministries.

In 2013, twenty-five synods have increased mission support and ten have decreased by greater than ten percent. Comparative prior year results were: 2012 - thirty-five synods showing increases and two with decreases greater than ten percent; 2011 - ten synods showing increases and nine with decreases greater than ten percent; 2010 – one synod showing an increase and thirty-seven showing decreases greater than ten percent.

Assisting the Mission Investment Fund (MIF) in their consideration of piloting a mission support system, we are also providing strategic input and technical support for this initiative. MIF and OT staff participated in a visit with representatives from the Region 1 office and related synods to learn about their shared financial services model.

ELCA World Hunger and planned giving, major gifts and appeals

Serving on the cross-unit World Hunger Planning Team (WHPT), several staff members have been integral to the planning and implementation steps following a full review of ELCA World Hunger. Jon Beyer, Executive for IT, continues to provide leadership for the WHPT’s fundraising sub-committee and facilitating the integration of the sub-committee’s work with initiatives in other areas of the organization.

The priorities resulting from this team are currently being integrated into the Operational Plan for 2014 - 2016, which is currently under development.

Operational Plan Goal 6 – Efficient and effective systems and processes

The churchwide organization is characterized by strong and inclusive leadership, a competent and well-supported staff team, efficient and effective systems and processes and a culture of continuous improvement and learning.

Systems and processes improvement

In preparation for the 25th Anniversary Churchwide Campaign, an assessment was conducted to provide recommendations for improving efficiency and effectiveness for all functions associated with gift management. Four initiatives resulting from the recommendations and findings of the assessment are being reviewed by an assessment steering committee for proper sequencing and structuring of teams and work plans. Certain staff and responsibilities of the Receipts Processing team will be shifting from the Office of the Treasurer to Mission Advancement. Coordinated planning is underway, with several structural/process changes scheduled to be implemented in Q1 2014.

The OT-convened Financial Systems Steering Committee (FSSC) is tasked with monitoring system functionality, reporting and integration of the deferred giving, endowment, general ledger and ECIS systems. Convened by OT management, the FSSC led an initiative to upgrade the churchwide organization's general ledger system. The upgrade will provide enhanced data entry, navigation, security, workflow and reporting capabilities.

Developing an implementation plan for the information management strategy continued to be a focus of OT-IT management over the last several months. The plan is to bring more management, security and accessibility to the vast amount of information that the organization creates, retains or deletes. A contract position has been filled with a new staff person to focus on accelerating this work and bringing greater efficiencies to the organization. The position is responsible for the process, information infrastructure and metrics framework for the information management program, while ensuring the data is appropriately safeguarded.

In addition to the security focus of the data management initiative, an updated security awareness presentation was developed and given to over forty staff. The presentation will be kept up to date and delivered on an annual basis as well as a summary version in new employee orientation. Business continuity and emergency contact information is being migrated to the UltiPro human resource information system and the senior leaders of the organization participated in a BCP tabletop exercise to better prepare the organization in the event of a business disruption.

Information security continues to be a focus for OT-IT. In September, a request for proposal was issued to six organizations to conduct an independent security program and technical architecture assessment of the ELCA's and MIF's systems and technical controls. This assessment will be carried out at the end of 2013 with a report being prepared and scheduled to be delivered to both Audit Committees at their respective 2014 meetings.

Reduce energy consumption

Through August 31, the Lutheran Center has experienced a 9.05 percent reduction in energy usage as compared to the same period in the prior year. We continue to exceed the energy reduction goal of five percent over the two-year period. The Lutheran Center has received an Energy Star rating, placing the Lutheran Center in a class of buildings that use thirty-five percent less energy than peer facilities.

We are nearing the completion of a year-long project to modernize the Lutheran Center's elevators. In addition to improving the operation and appearance of the elevators, energy usage is expected to be reduced by thirty-eight percent, further contributing to the energy savings operational goal.

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Report of the Executive for Administration

A Time of Transition

Since the election of a new presiding bishop and new secretary at the 2013 Churchwide Assembly, the churchwide organization has been preparing for the transition to Presiding Bishop Elizabeth Eaton's and the Rev. Chris Boerger's leadership. We have spent time giving thanks for Presiding Bishop Mark Hanson's leadership and welcoming Presiding Bishop Elizabeth Eaton. We also celebrated the gifts and service of Secretary David Swartling and welcomed Secretary Chris Boerger.

An Administrative Team Retreat is planned for November 13-14, 2013. The retreat will give an opportunity for Bishop Eaton to begin to shape her work with the Administrative Team and the organization.

Strategic Planning:

Update on the 2011-2013 Operational Plan

The churchwide organization continues its work implementing the 2011-2013 Operational Plan. Two strategic priorities framed the direction for the 2011-13 operational plan:

The churchwide organization, working collaboratively with congregations, synods, agencies, and institutions and other partners, will give priority to:

1. accompanying congregations as growing centers for evangelical mission; and
2. building capacity for evangelical witness and service in the world to alleviate poverty and to work for justice and peace.

The plan contains six major goals and six cross-cutting commitments. The Planning and Evaluation Committee of the Church Council will receive a report on Goal 4 during its continuing review of the Mission Advancement unit at this meeting. Below is a listing of the Operational Plan Goals and brief summary statements about our progress and challenges.

Our Goals:

1. The ELCA is an evangelizing, multicultural, multigenerational church growing in faith, and witnessing to God's mission locally and globally, with more people worshipping in new and renewed congregations and living out their faith in the world.
 - a. We experienced significant progress in engagement of young adults and youth through the Young Adults in Global Mission program and the Youth Gathering; the proportion of new starts in ethnic specific and multicultural communities; congregational mission planning; and the maturing of the role of the Directors for Evangelical Mission. (Directors for Evangelical Mission are churchwide staff deployed in each of the 65 synods. They are responsible for working with the bishop and synodical staff to support congregations and the synod through synodical missional strategies, new and renewed congregations, and stewardship/mission support tables.)
 - b. We made less progress in achieving the number of desired new starts and growth in worship attendance.
2. The ELCA is contributing to the alleviation of poverty and hunger globally and within the United States, and to achieving just, peaceful and sustainable livelihoods for impoverished and vulnerable people and communities.
 - a. We achieved our goals in contributing to the alleviation of poverty and hunger. We increased capacity in companion church relationships, reviewed the World Hunger Appeal Program and began implementing recommendations to strengthen World Hunger along with disaster response.
 - b. Work is continuing to strengthen our administration, monitoring and evaluation of grants.

3. The churchwide organization is connecting with ELCA members through coordinated messaging and engaging communication that increases their understanding and involvement with God's mission through this church.
 - a. We have made progress in the work on ELCA Identity. The eight value statements and common messaging increased in use during the biennium. We will also launch the new elca.org website this November.
 - b. We continue to work at identifying baseline measurements and growth for this goal.
4. The churchwide organization is achieving a growing and sustainable revenue base through strengthening mission funding and planned giving.
 - a. We have had good success in our World Hunger Appeal and the ELCA Malaria Campaign. We will continue to monitor performance as we approach year-end. We also experienced an increase in planned giving.
 - b. Growing mission support income continues to be a challenge. The development of a new mission funding model was not achieved.
5. Governance of the ELCA is strengthened in ways that ensure the future vitality, sustainability and effectiveness of this church and the churchwide organization.
 - a. The 2013 Churchwide Assembly received and approved a package of Constitutions, Bylaws, and Continuing Resolutions amendments to strengthen the governance of this church.
 - b. Work will continue to review and develop governance processes to improve practice.
6. The churchwide organization is characterized by strong and inclusive leadership, a competent and well-supported staff team, efficient and effective systems and processes and a culture of continuous improvement and learning.
 - a. There has been a significant investment in updating systems across the organization. Also, a leadership development plan for churchwide staff has been adopted and funded.
 - b. Our information and data management systems continue to be improved.

Our Commitments:

The following cross-cutting commitments were integrated throughout the organization by working groups and assigned staff.

1. Theological discernment and formation – ensuring our evolving identity and self-understanding, our worship and our practice of mission continue to be grounded in Lutheran theology
2. Poverty and wealth – keeping alleviation of poverty and hunger at the center of our efforts locally and globally and challenging policies and systems that increase the wealth of some while failing to address the root causes of poverty and injustice
3. Leadership development – forming and developing healthy, skilled leaders, both lay and clergy, in the churchwide organization, in congregations, synods and other institutions of the ELCA, and in its companion churches
4. Gender justice – embedding gender analysis in all aspects of the churchwide organization's work and making gender equity a commitment in our work within the ELCA and through the programs we manage
5. Racial justice and ethnic diversity – living out the commitment to being a multicultural church, in the churchwide organization and throughout this church, and working against racial discrimination within this church and society
6. Young adults – embracing youth and young adults as vital to the worship life, mission and future sustainability of this church and raising them up as leaders in all its expressions

Churchwide units give attention to the cross-cutting commitments in their overall work and daily decisions.

2014-2016 Operational Plan

The Administrative Team is working with the Planning and Evaluation Committee (including the liaison bishops assigned to this committee) of the Church Council and other partners to prepare the 2014-2016 Operational Plan. You received Part A of the plan online on October 3, 2013. Part A is also presented at this November 2013 meeting of the Church Council. (See [Exhibit I, Part 1](#) to this report.) Part B, which will include objectives and program activities, is under development.

The 2014-16 Operational Plan has six goals and four cross-cutting commitments.

- Goal 1** – Congregations are growing, vibrant in their worship life and diverse, and worshippers increase their engagement in and support for God’s mission, locally and globally.
- Goal 2** – Members of this church are connected with who we are as church and relationships across this church’s wider ecology are deepened and strengthened for evangelical witness and service in the world.
- Goal 3** – Impoverished and vulnerable people, locally and globally, achieve sufficient and sustainable lives and are empowered in overcoming poverty, hunger, injustice and the impacts of disasters.
- Goal 4** – Lay and rostered leaders are grounded in Lutheran theology and competent to serve the church we are becoming, and the leadership profile reflects this church’s aspiration for cultural, generational and socio-economic diversity.
- Goal 5** – Leaders across this church are working together on strategies to address future sustainability of this church, and the churchwide organization has a growing and sustainable revenue base for mission.
- Goal 6** – The churchwide organization is effective in its mandated roles and characterized by a culture strong in worship and spiritual discernment, leadership, accountability, staff competence, systems improvement and continuous learning.

Cross cutting commitments

The following cross cutting commitments are crucial to the future of this church and will be a focus for work under each of our strategic goals.

- **Theological discernment and formation** – ensuring our evolving identity and self-understanding, our worship and our practice of mission continue to be grounded in Lutheran theology.
- **Gender justice** – embedding gender analysis in all aspects of the churchwide organization’s work and making gender equity a commitment in our work within the ELCA and through the programs we manage.
- **Racial justice and ethnic diversity** – living out the commitment to being a multicultural church, in the churchwide organization and throughout this church, and working against racial discrimination within the church and society.
- **Youth and young adults** – embracing youth and young adults as vital to the worship life, mission and future sustainability of this church and raising them up as leaders in all its expressions.

Churchwide Budget

The 2013 Churchwide Assembly approved the budget and spending authorization for 2014. This budget is a symbol of the trust and expectation placed in and on the churchwide organization as it serves with and on behalf of this church. Please refer to [Exhibit F](#) for detailed information on the 2014 budget. The amount of mission support anticipated for 2014 has been revised downward. The overall budget remains the same. We continue to monitor mission support and other income very closely.

The Budget and Finance Committee will be updated on income projections and will have an opportunity to discuss this matter at this meeting. As most institutions and agencies in this church's ecology explore questions of financial sustainability for mission, we must address how we as a whole church share the funding for mission.

Response to Church Council Action – November 2012

At its November 2012 meeting, the ELCA Church Council took the following action (CC12.11.33):

To request that the churchwide organization, the Conference of Bishops, and the Church Council continue to evaluate and respond to the diverse realities of this church's communities of faith, including the following: the growing number of small-membership congregations, the financial challenges facing these congregations, and the need for releasing assets for ministry; the optimal size, number, role, and function of synods and ELCA seminaries; the role and function of the churchwide organization and its relationship to synods; and

To further request that the Office of the Presiding Bishop in consultation with the Conference of Bishops and the Church Council, bring a progress report to the November 2013 meeting of the Church Council addressing these subjects.

Small-membership Congregations

The LIFT II Committee agreed to assist the Office of the Presiding Bishop in preparing a response to this action. The committee members include representatives from the Conference of Bishops, the Church Council and staff of the churchwide organization.

Regarding the small-membership congregation request, the committee began to consider the question of small-membership congregations by conducting an extensive literature review of information related to the vitality of small-membership congregations. An annotated bibliography of 29 resources was prepared that may provide useful foundational material on this matter. (See Appendix 1 to this report.) Also, Research and Evaluation is in the midst of a study on the size of congregations and the financial compensation of clergy.

To-date, the committee made the following observations and recommendations for future analysis and action.

- *Discovering Hope: Building Vitality in Rural Congregations* is viewed as an exceptional resource. This committee strongly recommends pursuit of a refreshed study, using the same research design and approach of "from the field for the field" on the Vitality of Smaller Congregations, not necessarily confined to rural congregations. The committee observed that the research design itself enabled considerable insight into the subject matter and promulgated more enthusiastic and lasting engagement of the findings and materials. Further, the committee recommends creation of appropriate technology-enabled materials and tools for practical ease of use in multiple and distant settings. Thorough training is recommended for preparing effective facilitators to accompany congregations.
- "Churches Starting Churches," as presented at a conference in Dallas in 2012, provided another model for pursuing area strategies which link congregations together in multiple sites.
- There appears to be a growing realization of weakness in the effectiveness of the conference structure within some synods and movement toward "area strategies." There have been recent discussions of this approach, such as Louisville, where congregations are exploring what can be accomplished together as contrasted to the long-held practice of the stand-alone, one-congregation-one-leader configuration. There are cultural assumptions that contribute to reflections of image, pride, shame and failure in movement to other configurations. There is a need to engage in sensitive cultural transitions that generate uplifting hope.

- An updated, comparative study based upon the November 2002 multiple point parish study by ELCA Research & Evaluation should be considered.
- Effective mission planning requires a pace that is slow enough to allow deep discernment and intentional dwelling in the Word.
- The immersion experience of seminarians with families and congregations in Western North Dakota is worthy of deeper examination for unique findings related to Vitality of Smaller Congregations.
- Interviews are recommended with Prs. Laurie Skow-Anderson, Thea Monson, and John Ragan about their research and theses on ministry in smaller communities.
- Review of how pastoral leaders are being prepared in seminaries or through continuous education opportunities for effective pursuit of Vitality of Smaller Congregations.

We know that many small-membership congregations are engaged in vital ministry. We are thankful for the mission and ministry that they carry out. At the same time, the increase in the number of small-membership congregations (with 50 or less in worship) over the last decade is of concern because the implications of the trend are unknown but potentially significant. The increase in the number of small-membership congregations is a reflection of an overall decline in worship participation. In 2000, the number of congregations in the ELCA with 50 or fewer in worship was 2,269 while in 2012 it was 3,126 (an increase of 38 percent).

As a group, many of these congregations are finding it increasingly difficult to support ministry. In 2012, average income for these small congregations was about \$63,000 of which less than a quarter is from undesignated or regular giving. Expenses averaged \$72,000, so a typical congregation with 50 or fewer in worship ran a deficit for the year of \$9,000. Initially, as worship attendance drops, those who remain give more, but this is clearly not sustainable.

One typical way small-membership congregations adapt is to share a pastor with another congregation. About half of the small-membership congregations in the ELCA in 2012 with fewer than 50 in worship share a pastor. While this strategy has been effective for many, most small-membership congregations continue to be faced with further reducing costs. As a group, small-membership congregations reduced their operating expenses by 5 percent between 2009 and 2012. Given their income, however, this was not enough. Total income declined by 10 percent, which precipitated a reduction in mission support of 14 percent and of 24 percent for capital expenditures. In addition to providing basic Word and Sacrament ministries, these reductions raise the question of the ability of small-membership congregations to maintain their facilities and to continue to provide support for the ministries of the wider church. For small-membership congregations, mission support as a percent of total expenditures, is less than half the level of congregations with more than 100 in worship attendance.

Many denominations have a larger proportion of small-membership congregations than the ELCA and several synods in the ELCA have adjusted over time to the reality of small-membership congregations primarily by finding alternative ways to provide Word and Sacrament ministry other than with a full-time pastor or one pastor for each congregation.

Three primary issues have emerged. First, how will the church provide leadership for these small congregations? Pastors serving more than one congregation will become increasing normative, but there are other alternatives such as bi-vocational pastors and licensed lay ministers. This is an issue the Theological Education Advisory Council needs to address. Second, what are the best strategies for merging and closing small-membership congregations when necessary? Addressing this issue is a difficult, complex, and time-intensive process for synod staff. Does this church need persons or teams of persons who have special skills in assisting congregations in merging and/or closing? Who would be responsible for developing these teams? Third, what are the long-term implications of an increasing number of small-membership congregations for the financial support of synods and the churchwide organization?

The LIFT II Committee submits this report and requests greater clarification from the Church Council regarding the desired or intended outcome of this work.

The Optimal Size, Number, Role, and Function of Synods and ELCA Seminaries

At its April 2013 meeting, the Church Council authorized the creation of the Theological Education Advisory Council (TEAC). The work of TEAC is not limited to a review of our seminaries, but it is included. Recommendations are expected to come to the fall 2015 meeting of the Church Council.

Regarding the optimal size, number, role, and function of synods, the Conference of Bishops held a discussion of synod typologies facilitated by Bishop Richard Graham. There is no report at this time.

The Role and Function of the Churchwide Organization and its Relationship to Synods

The 2011 Churchwide Assembly adopted the LIFT Task Force recommendation to affirm the role of the churchwide organization to do the following: (CA11.03.07)

- accompany congregations and synods;
- build the capacity of this church for evangelical witness and service;
- continue to build and strengthen mutual and interdependent relationships;
- model and promote the vision of a multicultural, multi-ethnic church;
- coordinate this church's global mission and its international development and relief work;
- lead its theological reflection and deliberations on identity and mission; and
- lead, in collaboration with the Conference of Bishops, synod leaders, and the Church Council, in exploring opportunities to grow current support, including direct appeals, planned giving, and endowment management.

The work of the Three Tables (the executive committee of the Church Council, the executive committee of the Conference of Bishops, and the churchwide organization Administrative Team), was expected to discuss the role and relationship of the churchwide organization with synods. There is no report at this time.

Gratitude

It is with deep gratitude and regret that I announced to you earlier this fall that Ms. Else Thompson, Executive for Human Resources, has decided to retire on December 6, 2013. I am profoundly grateful for Else's faithful service over the past 15 years. Else's leadership guided us through major down-sizing and restructuring of the churchwide organization and significant personnel systems changes. Her professional wisdom and care for staff were invaluable. She will be missed. Thank you, Else.

I continue to be grateful for the commitment and high performance of churchwide staff. I am honored to serve with them, with and on behalf of this church, as together we are always being made new.

Finally, it has been my privilege to serve as the Assistant to the Presiding Bishop and Executive for Administration with Presiding Bishop Mark Hanson for the past six years. During this term of service, we faced many opportunities and challenges. Together, we led the organization through a painful reorganization. We also shared many joys along the way. Thank you, Bishop Hanson, for the opportunity to serve this church with you. May God bless you and Ione in ways you have yet to imagine.

ELCA Church Council
November 2013

Resources for Vitality of Small-Membership Congregations
Annotated Bibliography

Agria, Mary A. & Jung, L. Shannon. (1997). *Rural Congregational Studies: A Guide for Good Shepherds*.

- A handbook for orienting seminary students and pastors who are doing ministry in rural congregations. It focuses on the nature of congregational life in such a setting, showing ways to deal with the issues and challenges specific to rural culture. Tells how to best engage in evangelism and mission in the particular locations in which these congregations find themselves.

Anderson, Laurie Skow. (date unknown). (Thesis on multiracial ministry in small-town Minnesota). Contact information: The Rev. Dr. Pastor Laurie Skow Anderson, P.O. Box 431, Pelican Rapids, MN. 56572-0431, office telephone 218-863-2424.

Boese, Neal. (1995). *Spiritual Gifts: The Power That Drives You and the Congregation*. Fairway Press. Also Second Edition.

- You have within you a God given gift that is to be used for service. Within the pages of this book, there is a listing of the spiritual gifts; scriptural definitions of each gift; stories of individuals who possess the gifts and an inventory that can help you determine your own gift. There is also a chapter that includes methods of how you implement the study of gifts within a congregation.

Brown, David L., Swanson, Louise E., & Barton, Alan W. (2004). *Challenges for Rural America in Twenty-First Century*.

- Demographic shifts and economic restructuring have conspired to alter dramatically the lives of rural people and their communities. Defines these changes and interprets their implications for the future of rural America. Co-edited by presidents of the Rural Sociological Society and published in the Society's Rural Studies Series. Examines key aspects of public policy relevant to rural America in the new century. Sections include: - Who Lives in Rural America Today? - A Transformed Rural Economy - The Rural Community: Is It Local? Is It a Community? - People and the Environment: Tough Trade-offs in an Era with Vanishing Buffers - Changing National and International Policies: New Uncertainties and New Challenges - Challenges Become Opportunities: Trends and Policies Shaping the Future

Edwards, Grace T., Asbury, Joann A., & Cox, Ricky L. (2006). *A Handbook to Appalachia: An Introduction to the Region*.

- An interdisciplinary text on Appalachian studies. A collection of concise essays written by academics. Contains information and references on multiple topics on Appalachia.

Flora, Cornelia B. & Flora, Jan L. (2012). *Rural Communities: Legacy + Change*.

- Examines the diversity of rural America, its unique communities, histories, and social issues. Considers how rural communities use their increasing connectedness to creatively address modern challenges in the face of increasing globalization and climate change. Covers vital issues such as: racial and cultural diversity in rural areas; globalization and increasing tensions over international immigration; the impact of the wars in Iraq and Afghanistan; the central role of communities in organizing a sustainable future; and building community in the context of ubiquitous change. Updated with 2010 Census data.

Hoft, Jeanne & Jung, L. Shannon, & Marshall, Joretta. (July, 2013). *Practicing Care in Rural Congregations and Communities*.

- Pastoral care in rural communities is different from care in other locales. Despite these differences, rural churches and communities also hold a particular wisdom from which the rest of the church might benefit. Small towns and rural areas have particular challenges, and in seeking to live out the Christian life in the midst of those, local churches have unique and useful insights into what it means to care for one another.

Inskeep, Kenneth W., & Skrypek, Jacqueline. (November 15, 2002). *A Resource for Persons Considering Forming a Multiple Point Parish*. Department of Research and Evaluation, Evangelical Lutheran Church in America, Chicago, IL.

- A study of rural, multiple point parishes conducted by the Small Town and Rural Team of the Division for Outreach in 2001. Includes insights on criteria for defining and forming multiple point parishes.

Johns, M. (date unknown). "Websites and Denominational Resources for Small Churches." www.vts.edu/ftpimages/95/download/Denominational.

Jung, L. Shannon. (1998). *Rural Ministry: The Shape of the Renewal to Come*.

- Grounded in social research. Evaluates the diminishing establishment of the church in rural America. Names primary issues: the graying of the population; the closing of schools, hospitals, and factories; and the corporate buyout of farms during the 1980s. Offers a set of Christian principles that respond to social problems in rural life.

Kail, Edward A. & Wallace, Julia Kuhn. *Partnersteps: Developing Cooperative Ministries Today*. United Methodist Church. Discipleship Resources.

- This resource is a workbook to form healthy cooperative ministries. It provides a process and guidelines to move from mission to shared ministry. This book is especially useful for ministry teams, any church wanting to work cooperatively, and those already sharing a pastor.

Lischer, Richard. (2001). *Open Secrets: A Spiritual Journey Through a Country Church*. Random House.

- The story of Lischer's early career as a Lutheran minister. Fresh out of divinity school and full of enthusiasm, he found himself assigned to a small conservative church in an economically depressed town in southern Illinois. This was far from what this overly enthusiastic and optimistic young man expected. The town was bleak, poor, and clearly *not* a step on his path to a brilliant career. Viewed as a straightforward and sensitive discussion of the dynamics of the situation.

Monson, Thea. (thesis on cooperative ministry in rural and small-town contexts).
Contact information: Pastor Thea Monson, P.O. Box 75, Verona, ND. 58490, office
telephone: 701-883-5841.

New Times New Call: A Manual of Pastoral Options for Small Churches. (2003)
Presbyterian Church, USA.

Number of Congregations Sharing Called Pastors by Synod. (2013). Prepared by ELCA
Research and Evaluation from Rostered Leader Database.

Nyland, Nancy. (2012). *Discovering Hope: Building Vitality In Your Congregation*.
Workshop outline with Indiana-Kentucky Synod, ELCA.

Nyland, Nancy. (2012). *Strategic Mission Planning Process Outline*. Developed by the
Renewing Mission Table, Indiana-Kentucky Synod, ELCA.

O'Brien, John. (2002). *At Home in the Heart of Appalachia*. Knopf.

- Memoir. Born in Philadelphia to a father who'd fled a painful Appalachian childhood, O'Brien moved back to West Virginia as an adult. Explores his family's roots and his own experience.

Pappas, Tony. (2002). *Healthy Esteem (Vital Ministry in the Small Membership Church)*.

- Positive self-esteem is important for any congregation, but for the small-membership congregation, it is sometimes difficult to maintain. Through discussion and humor (presented in a satirical mystery play), Pappas helps small congregations remember the history and strengths of the small church. Healthy Esteem provides practical steps for creating and maintaining healthy self-regard and respect in small congregations.

Poling-Goldenne, David, & Jung, L. Shannon. (2001). *Discovering Hope: Building Vitality in Rural Congregations*. Minneapolis, MN: Augsburg Fortress.

- Includes what 26 effective rural congregations have to say about God's activity in and through them. Explores best practices for vital ministry and identifies action steps.
- Note that a devotional guide by Nancy Nyland and a videotape were developed for this resource.

Putnam & Campbell. (2010). *American Grace: How Religion Divides and Unites Us*. New York, NY: Simon & Schuster.

- Based on Faith Matters two-wave panel study dated 2006-2007, funded by the John Templeton Foundation. Contains in-depth profiles of a dozen diverse congregations across America.

Ragan, John. (date unknown). (Thesis on the missional qualities for small-town and rural congregations). Contact information: The Rev. Dr. John Ragan, 806 Highland Highway Avenue, Ortonville, MN. 56278-1100, office telephone: 320-839-2813.

Ragan, John. Powerpoint presentation "Attitudes, Beliefs, & Behavior Patterns of Missional STaR Congregations: Cultivating Vitality for Multiple Point Parishes."

Reese, Martha Grace & McLaren, Brian L. (2011). *Unbinding the Gospel: Real-Life Evangelism, 2nd Edition*.

- Recommended for pastors and church groups to study. Discusses the state of our churches, a hopeful vision for a future, and a way to get there.

Stephen, Diana A. (2004) *Living the Vision Small Church Ministry*. Presbyterian Church, USA.

Stephen, Diana A. (date unknown) *Living the Vision Rural Ministry: Church and Community*. Presbyterian Church, USA.

Stephen, Diana A. (date unknown) *Spiritual Vitality through Cooperative Ministry*. Presbyterian Church, USA.

Waldkoenig, Gilson A.C., & Avery, William O. (2000) *Cooperating Congregations: Portraits of Mission Strategy*. Alban Institute.

- Examines the strategy of cooperative ministry or congregations that have joined together to engage in common mission and to share resources while maintaining their autonomy. Based on an intensive study of five cooperative ministry ventures, with stories of rural ministries, community development projects, and urban missions. Describe new approaches to parish and community issues.

Willis, Steve. (2012). *Imagining the Small Church: Celebrating a Simpler Path*. Alban Institute.

- Stories from the small churches for which the author served as pastor in rural, town, and urban settings and dares to imagine that their way of being has something to teach all churches. Takes on the ethos, the values of our age, and claiming that it needn't be so with a variety of paths as the Church seeks new ways of being in this time.

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Report of the Conference of Bishops

The Conference of Bishops met October 3-8, welcoming 13 new synodical bishops while also saying farewell to Presiding Bishop Mark Hanson and Secretary David Swartling. In the midst of the meeting, the Conference took a day for the Installation of Presiding Bishop-elect Elizabeth Eaton and the attendant festivities.

Preceding the Conference Meeting was the first meeting of the Theological Education Advisory Council (TEAC). Also, TEAC members and bishops serving on seminary boards had the opportunity to meet. The Conference heard preliminary reports of the startup work of TEAC, as well as updates from the ELCA seminaries.

The Conference also heard the latest report from the Word and Service Task Force, and its recommendation that the term “Deacon” be used for the unified roster. Bishops are highly invested in the question of what the entrance rite will be called and expressed interest in being part of the decision-making process.

Constitutional changes in the spirit of LIFT give increased role to the Conference of Bishops in the leadership of the ELCA. In addition to having the chair serve on the Church Council and now the Church Council Executive Committee, the constitution now allows the Conference to “advise” the Church Council, not simply consult. With that in mind, the Conference of Bishops advises the following:

1. That the Church Council participate generously in a Mark S. Hanson Fund for Leaders Scholarship established by the Conference of Bishops.
2. That the Church Council recommend a review of a policy change that would allow for exceptions for first call candidates to serve full communion partner ministries.
3. That the Church Council change the system of notifying people whose names appear on a first ballot in a Churchwide Assembly election, so that those not present are notified.
4. That representative members of the Conference of Bishops be part of the decisions on a unified lay roster.

Other actions included the approval of Corporate Social Responsibility papers. In addition, the Conference looked at seven issues that were surfaced by the Churchwide Assembly and designated “point persons” for each issue. The Conference spent time in open discussion about each of the seven issues below, led by the point persons. It is our intention that these point persons will be part of any process that the Church Council designs to deal with these issues referred by the Churchwide Assembly.

1. Communion Practices: Bishop Michael Burk
2. Term Limits and elections: Bishop Robert Rimbo and Secretary Chris Boerger
3. Pastoral Care of same-gender families: Bishops Mark Holmerud and John Roth
4. Book of Faith: Bishop Wilma Kucharek
5. Voting Rights: Bishop Wolfgang Herz-Lane
6. Confirmation: Bishop Michael Girlinghouse
7. American Indian/Alaska Native: Bishop Shelley Wickstrom

Finally, in the spirit of communication and openness, the Conference of Bishops welcomes members of the Church Council to attend Conference of Bishops meetings, which are open to the public except in executive session. As members of the Conference of Bishops attend the Church Council as advisors, so we invite you to attend our meetings and see how we operate. We look forward to our ongoing work with you as leaders in this church. Our next meeting is February 27-March 4, 2014.

In Christ,
Bishop Jessica Crist, Chair
Conference of Bishops

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Proposed Responses to Synod Resolutions

1. Analysis, Assessment and Measurement of New Starts

Southwest California Synod Council (2B)

WHEREAS, since 2004, the Evangelical Lutheran Church of America (ELCA) has spent \$80,627,031 on new and renewing congregations.¹ According to outside statistics, of the \$80 million invested over the past eight years, \$36 million has not produced lasting viable congregations;² and

WHEREAS, in the past decade, no Southwest California Synod mission start has become self-sustaining; and

WHEREAS, within the territory of the Southwest California Synod, the level of investment through 2011 for existing mission starts and redevelopments was \$1,292,281, and, of that amount, \$145,700 went to new congregations that have, as yet, failed to organize; and

WHEREAS, the Congregational and Synodical Mission unit has expressed a need to reduce financial support for five mission start congregations in the Southwest California Synod; and

WHEREAS, overall, Protestant denominations and the Catholic Church have raised and spent over one trillion dollars on domestic ministry during the past two decades, yet there has been no measurable increase in one of the primary expressed purposes of the Church: to lead people to Christ and have them commit their lives to him;³ and

WHEREAS, the churchwide organization does not keep failure statistics but current inter-denominational statistics show, at worst, the failure rate of mission developments and redevelopments as an 80 percent⁴ failure rate over a 10- year period, and at best, within the first four years, the failure rate is over 45 percent.⁵ These percentages lead one to the conclusion that the ELCA has a 55 percent success rate for mission developments, inferring that, of every dollar being invested in mission starts, 45 cents has no return. Most organizations would understand these numbers to be a sign of poor stewardship and flawed methodology; and

WHEREAS, studies indicate that mission starts that have more than three set years of funding have a declining opportunity for viability and sustainability;⁶ and

WHEREAS, coaching is seen as “the most effective means of empowering missional leaders in a changing world.”⁷ Furthermore, mission developers that have met with a mentor weekly have congregations that are more than twice the size of mission developers that did not have mentors;⁸ and

WHEREAS, research shows that pastors who experience a traumatic failure in their first mission start never overcome that experience;⁹ and

WHEREAS, mission developers with a clear picture of the process, risks, possibilities, goals, and expectations have a 400 percent increased chance at successful development;¹⁰ and

WHEREAS, mission developers that have clear modes of accountability from their denomination, their local network (*i.e.*, synod) within the areas of finances, entrepreneurial leadership, mentorship, and call expectations have an increased opportunity toward viability by over 563 percent.¹¹ Where assessment is done early and

¹ Churchwide statistics (Congregational and Synodical Mission unit)

² *The State of Church Planting in the United States: Research Overview and Qualitative Study of Primary Church Planting Entities*, by Edward Stetzer, Ph.D.

³ *The State of the Church: 2005*, by Barna Research Group

⁴ “Chronicles of Church Planting” (www.the-next-wave.info/archives/issues81/index-12859.cfm.html) and the ACTS 29 Network (www.acts29network.org/main.html)

⁵ *The State of Church Planting in the United States*, Stetzer

⁶ *Ibid.*

⁷ 2005 Abstract of *Transformissional Coaching*, by Steve Ogne and Tim Roehl

⁸ *Church Plant Survivability and Health Study 2007*, by Edward Stetzer and Phillip Connor (Center for Missional Research, North American Mission Board)

⁹ Doolittle, Benjamin R. *The Impact of Behaviors upon Burnout Among Parish-Based Clergy*, *J Relig. Health* (2010)49:88-95

¹⁰ *Church Plant Survivability and Health Study*, NAMB

¹¹ Grey 2005

often, by year four those communities are 27 percent larger than communities where little to no assessment was done;¹² and

WHEREAS, three of our Synod Goals focus on intentional outreach and two other Goals focus on development of new congregations and the transformation of existing congregations;¹³ therefore, be it

RESOLVED, that the Southwest California Synod Council request that the Church Council of the Evangelical Lutheran Church in America direct the Congregational and Synodical Mission unit to create a research design using appropriate methodology and standardized measurement scales for mission starts and redeveloping congregations, specifically looking at early qualitative and quantitative assessments of mission development pastors,¹⁴ ¹⁵ realistic financial support strategies, concurrent assessment practices, and further diversification of church planting strategies, including concepts for further long-term development and support for developing pastors, inner-city, and ethnocentric specific mission start strategies and early viability and sustainability assessments;¹⁶ and be it further

RESOLVED, that this church use additional psychological and behavioral standardized assessment tools in the process of identifying mission developers; and to implement a mentoring program for every mission developer; and be it further

RESOLVED, that this church looks toward our full-communion partnerships for alternative methodologies and analytical tools, for direct partnerships and for church developer peer support teams.

Executive Committee Action (EC12.04.12)

To receive the resolution of the Southwest California Synod Council related to new mission starts and congregations in redevelopment;

To refer the resolution to the Congregational and Synodical Mission unit with a request that a report and possible recommendations be brought to the November 2012 meeting of the ELCA Church Council; and

To request that the secretary of this church inform the synod of this action.

Response from the Congregational and Synodical Mission Unit (November 2012)

We addressed this request with the Program and Services Committee of the Church Council at the April 2012 meeting. At that time, Kenneth Inskip of Research & Evaluation worked with the CSM unit on a process for this study. After an initial review of the literature and additional conversation with CSM and the Office of the Presiding Bishop, Research and Evaluation is proposing a comprehensive review of the actions of this church with regard to new mission starts and congregations. Over the years, both the environment for starting new missions and the increasingly participatory approach to new mission development have added to the complexity of evaluation. The important and significant involvement of synods and local congregations deserves attention and this takes time. We also want to more fully explore the strategies of other religious groups. A preliminary report, which gives initial results of the church's actions from 2006 to the present, will be available by the November 2012 meeting of the Church Council, but we are requesting additional time to fully engage developers, synods, congregations, and other religious groups in the review. We are proposing a full report be made to the November 2013 meeting of the Church Council.

¹² Stetzer 2003

¹³ <http://www.socalsynod.org/>

¹⁴ Ridley Assessment: Research shows planters leading fast growing church plants revealed a higher Ridley Assessment Score than those leading struggling church plants.

¹⁵ Another successful assessment tool which catches early triggers toward failures is the newly developed CPCA (Church Planter Candidate assessment)

¹⁶ Research shows that survivability is increased by 250 percent where leadership development training is given.

Church Council Action (CC12.11.xx)

- To acknowledge and affirm the ongoing work of the Congregational and Synodical Mission unit;
- To anticipate a full report and possible recommendations to the November 2013 meeting of the ELCA Church Council; and
- To request that the secretary of this church inform the synod of this action.

Response from the Congregational and Synodical Mission Unit (November 2013)

Due to the complexity and importance of this issue, a New and Renewing Congregations Working Group was established to undertake a full review of the new and renewing congregations enterprise as part of an expanded response to the Southwest California Synod resolution. The response from the working group of the Congregational and Synodical Mission unit is extensive (45 pages including appendices). The report is divided into three sections. Section 1 includes a brief rationale for Lutheran mission in the United States and the Caribbean, a review of the current broader social context for mission, a case for the missional strength of ELCA Lutheran theology and a review of ELCA Lutherans in the present context. Section 2 includes a review of this church's most recent efforts in starting new ministries. Section 3 is a direct response to the memorial from the Southwest California Synod.

The full text of the response can be found in [Exhibit G, Part 1](#).

CC ACTION [EN BLOC]

Recommended:

To thank the Southwest California Synod for its resolution related to New Mission Starts and Redevelopment;

To acknowledge the work of the New and Renewing Congregations Working Group;

To request that the Congregational and Synodical Mission unit implement the recommendations provided in the New and Renewing Congregations Working Group report as financial and personnel resources become available;

To request the Congregational and Synodical Mission unit provide a progress report on the implementation of the recommendations by the November 2014 Church Council meeting; and

To request that the secretary of this church inform the synod of this action.

2. A Churchwide Policy of Parental Leave for Rostered Persons

Lower Susquehanna Synod (8D) [2013]

WHEREAS, questions arise between rostered persons and congregations concerning the compensation and benefit package for parental leave; and

WHEREAS, the Evangelical Lutheran Church in America (ELCA) document, "Definition of Compensation Benefits, and Responsibilities of the Pastor," item D.6. states, "Where applicable, parental leave up to six weeks with full salary, housing and benefits;" and

WHEREAS, the ELCA document, "Definition of Compensation, Benefits, and Responsibilities for Associate in Ministry, Deaconess, or Diaconal Minister Under Call," item D.6. states, "Where applicable, parental leave up to six weeks with full salary and benefits;" and

WHEREAS, ordained persons and congregations have not been consistent with the application of the parental leave benefit as stated in the "Definition of Compensation Benefits, and Responsibilities of the Pastor;" and

WHEREAS, the church is called to support and uplift parents and families; therefore, be it

RESOLVED, that the Lower Susquehanna Synod memorialize the Churchwide Assembly to direct the Office of Secretary to amend the documents, "Definition of Compensation, Benefits, and Responsibilities of the Pastor" and "Definition of Compensation, Benefits, and Responsibilities for Associate in Ministry, Deaconess, or Diaconal Minister Under Call," items D.6. to state "parental leave of at least six weeks with full salary and benefits;" and further be it

RESOLVED, that the Lower Susquehanna Synod memorialize the Churchwide Assembly to encourage all congregations to adopt a parental leave policy consistent with the above-referenced documents and in which congregations are encouraged to offer all employees the same benefit.

The Office of the Secretary has determined that the Lower Susquehanna Synod Assembly memorial, "Churchwide Policy of Parental Leave for Rostered Persons," is a resolution that more properly should have been submitted to the Synod Council for referral to a churchwide office through the Church Council's Executive Committee.

Executive Committee Action (EC13.07.xx)

To receive the resolution of the Lower Susquehanna Synod regarding A Churchwide Policy of Parental Leave for Rostered Persons;

To refer the resolution to the Office of the Secretary, in consultation with the Office of the Presiding Bishop and the Congregational and Synodical Mission unit; and

To request that a report with recommendations be brought to the November 2013 Church Council meeting.

Response from the Office of the Secretary (November 2013)

After reviewing the resolution more extensively, we request additional time in order to consult with colleagues to properly address the resolution. This additional time will also be helpful as the newly elected Secretary is acclimated to the position and responsibilities.

CC ACTION [EN BLOC]

Recommended:

To receive the response from the Office of the Secretary;

To postpone the report with recommendations to the April 2014 Church Council meeting; and

To request the secretary of this church to inform the synod of this action.

**3. Boy Scouts of America Units Sponsored by Congregations of the ELCA
Metropolitan Chicago Synod (5A) [2013]**

WHEREAS, there are numerous Evangelical Lutheran Church in America (ELCA) congregations which are chartering organizations for Boy Scout units throughout the United States; and

WHEREAS, these units and are re-chartered annually; and

WHEREAS, the current policy of the Boy Scouts of America which bans homosexuals from serving as Boy Scout leaders is contrary to the ELCA's social statement, *Human Sexuality: Gift and Trust*, which opposes all forms of violence or discrimination against homosexuals and is committed to welcoming all people, regardless of sexual orientation, and their families into our congregations; therefore, be it

RESOLVED, that the Metropolitan Chicago Synod Assembly, commend the National Council of Boy Scouts of America for its recent change in policy that excluded gay youth from participating in Boy Scouts of America (BSA) and encourage the National Council of the BSA to re-examine its policy banning homosexual persons in leadership roles; and be it further

RESOLVED, that the Metropolitan Chicago Synod Assembly encourage congregations which charter BSA units to engage unit leaders at the time of charter renewal, encouraging them to communicate with the National Council and the executive board of the BSA to rescind the policy banning homosexual persons from serving as Boy Scout leaders and volunteers; and be it further

RESOLVED, that the Metropolitan Chicago Synod Assembly encourage synod congregations to affix an addendum to their charters, advising the BSA that the congregation opposes the BSA's discriminatory policy, urging full inclusion for all leaders; and be it further

RESOLVED, that the Metropolitan Chicago Synod Assembly direct the Synod Council to forward this resolution to the National Council of the BSA: and be it further

RESOLVED, that the Metropolitan Chicago Synod Assembly direct the Synod Council to forward this resolution to the Church Council for consideration and action.

Church Council Action (CC13.07.35a)

To receive the resolution of the Metropolitan Chicago Synod regarding Boy Scouts of America units sponsored by congregations of the ELCA;

To refer the resolution to the Congregational and Synodical Mission unit in consultation with the Conference of Bishops and the Office of the Presiding Bishop;

To request that a report and possible recommendations be presented to the November 2013 meeting of the Church Council; and

To request that the secretary inform the synod of this action.

Response from the Congregational and Synodical Mission Unit

Although many congregations of the Evangelical Lutheran Church in America (ELCA) are chartered organizations recognized by the Boy Scouts of America (BSA), the ELCA as a church body has no formal relationship with the BSA. It would be most appropriate for each congregation associated with the BSA as a chartered organization to speak for itself by responding on the basis of its own understanding of BSA policies and of its own teaching and practice as a community of Christian faith.

The Congregational and Synodical Mission unit continues to feel that this issue is best considered and decided in conversation between the sponsoring congregation and the local BSA troop leadership. We believe this position makes the most sense in light of the 2009 Churchwide Assembly actions with respect to “bound conscience.” CSM will continue to advise congregations to ask serious questions about their sponsorship of BSA troops in light of their teaching and practice as a community of faith.

ELCA congregations may refer to the following public ELCA statements for guidance:

- “To fulfill these purposes, this church shall ... Lift its voice in concord and work in concert with forces for good, to serve humanity, cooperating with church and other groups participating in activities that promote justice, relieve misery, and reconcile the estranged.” (ELCA Constitution 4.03.g; see www.elca.org/constitutions)
- “While Lutherans hold various convictions regarding lifelong, monogamous, same-gender relationships, this church is united on many critical issues. It opposes all forms of verbal or physical harassment and assault based on sexual orientation. It supports legislation and policies to protect civil rights and to prohibit discrimination in housing, employment, and public services. It has called upon congregations and members to welcome, care for, and support same-gender couples and their families and to advocate for their legal protection.” (Human Sexuality: Gift and Trust, a social statement adopted by the ELCA Churchwide Assembly in 2009; see www.elca.org/sexuality)
- “We also call attention to the action of the 1991 Churchwide Assembly that declared ‘gay and lesbian people, as individuals created by God, are welcome to participate fully in the life of the congregations of the Evangelical Lutheran Church in America.’ At the 1993 assembly, that declaration was extended to express ‘strong opposition to all forms of verbal or physical harassment or assault of persons because of their sexual orientation,’ and support for the civil rights of all persons, regardless of their sexual orientation. Taken together, these clear actions remind us that our congregations should reflect our Lord’s invitation to all (Matthew 11:28) by being safe places for those who are persecuted or harassed in our society. We repudiate all words

and acts of hatred toward gay and lesbian persons in our congregations and in our communities, and extend a caring welcome for gay and lesbian persons and their families. We call upon all our pastors, as they exercise pastoral care, to be sensitive to the gifts and needs of gay and lesbian members. We urge our congregations to reach out to all God's people with the Gospel of Jesus Christ." ("A Word of Welcome to Gay and Lesbian Persons," a pastoral letter from the ELCA Conference of Bishops in 1996; see <http://archive.elca.org/synods/bishopswelcome.html>)

CC ACTION [EN BLOC]

Recommended:

To receive the response from the Congregational and Synodical Mission unit and to thank the Metropolitan Chicago Synod for their resolution on Boy Scouts of America units sponsored by congregations of the ELCA;

To acknowledge that there is no formal relationship between the ELCA as a church body and the Boy Scouts of America;

To encourage congregations which charter Boy Scouts of America units to engage unit leaders at the time of charter renewal to speak for itself by responding on the basis of the congregation's own understanding of Boy Scouts of America policies and of the congregation's own teaching and practice as a community of Christian faith;

To request the secretary of this church to inform the synod of this action.

4. Mission Funding Task Force: Small Congregations, Number of Synods and Seminaries and the Churchwide Organization-Synod Relationship

Church Council Action (CC12.11.33)

To encourage the churchwide organization and synods to continue to build on Mission Flowing from God's Abundance, the 2007 Report of the Blue Ribbon Committee on Mission Funding, and the 2011 LIFT report, recommendations, and implementing resolutions;

To request that the churchwide organization, in consultation with the Conference of Bishops, continue to build the case for the support of a church that shares a living, daring confidence in God's grace, including creating a comprehensive strategy for growing stewardship and increasing awareness of all the ministries of the Evangelical Lutheran Church in America;

To encourage this church in all its expressions to identify and leverage all networks within the Evangelical Lutheran Church in America to assist in the interpretation of and financial support for its ministries, and to endorse the proposal to develop a major comprehensive campaign on the 25th anniversary of the ELCA, focused on giving to mission and ministry; and

To request that the churchwide organization, the Conference of Bishops, and the Church Council continue to evaluate and respond to the diverse realities of this church's communities of faith, including the following: the growing number of small-membership congregations, the financial challenges facing these congregations, and the need for releasing assets for ministry; the optimal size, number, role and function of synods and ELCA seminaries; and the role and function of the churchwide organization and its relationship to synods; and to further request that the Office of the Presiding Bishop in consultation with the Conference of Bishops and the Church Council to bring a progress report to the November 2013 meeting of the Church Council addressing these subjects.

Response from the Office of the Presiding Bishop

Due to the nature of the ongoing work and how it relates to the actions of the 2011 Churchwide Assembly regarding Living into the Future Together (LIFT), the progress report for this work can be found in the report of the Executive for Administration (Exhibit A, Part 5).

CC ACTION

Recommended:

[To be provided]

**5. To Commission an Adult Catechism
Metropolitan New York Synod (7C) [2013]**

RESOLVED, that the Metropolitan New York Synod memorialize the Churchwide Assembly of the Evangelical Lutheran Church in America to request the Church Council to commission, through the appropriate channels with appropriate funding, the development of an Adult Catechism as a resource for the church; and be it further

RESOLVED, that the Metropolitan New York Synod memorialize the Churchwide Assembly of the Evangelical Lutheran Church in America to request that this catechism be prepared as an educational resource to supplement Luther's Catechisms, not as a vehicle for establishing specific policies or norms within this church or for binding the consciences of its members; and be it further

RESOLVED, that the Metropolitan New York Synod memorialize the Churchwide Assembly of the Evangelical Lutheran Church in America to request that the Church Council invite full communion partner churches to participate in this project so that continued inter-church dialogue may be enriched and shared throughout the churches, and so that this church may further live out the promise of its partnerships; and be it further

RESOLVED, that this catechism take into account and reference the extensive bilateral ecumenical dialogues of the past 50 years.

[The Office of the Secretary has determined that the Metropolitan New York Synod Assembly memorial, "To Commission an Adult Catechism," is a resolution that more properly should have been submitted to the Synod Council for referral to the Church Council. The resolution will be transmitted, as attached, to the Church Council through its Executive Committee.]

Executive Committee Action (EC13.07.21b)

To receive the resolution of the Metropolitan New York Synod regarding To Commission an Adult Catechism;

To refer the resolution to the Congregational and Synodical Mission unit in consultation with Office of the Presiding Bishop and the Conference of Bishops; and

To request that a report with possible recommendations be brought to the November 2013 Church Council meeting.

Response from the Congregational and Synodical Mission Unit (November 2013)

In conversations with other churchwide staff, we recommend that this resolution be reassigned to the Office of the Presiding Bishop. The staff in that office is primarily responsible for theological discernment, 500th anniversary work and has direct contact with our full communion partners. They are in a better position to review the various aspects of the resolution recommended by the Metropolitan New York Synod.

In reassigning this resolution, we further recommend additional time is granted so that the Office of the Presiding Bishop can consult with colleagues in our unit as well as with the Conference of Bishops and Augsburg Fortress.

CC ACTION *[EN BLOC]*

Recommended:

- To receive the response from the Congregational and Synodical Mission unit;**
- To refer the resolution to the Office of the Presiding Bishop, in consultation with the Conference of Bishops, Augsburg Fortress and the Congregational and Synodical Mission unit;**
- To request that a report with possible recommendations be brought by the April 2014 meeting of the ELCA Church Council; and**
- To request that the secretary of this church inform the synod of this action.**

6. The Isolation of Individuals Living in Our Communities

Virginia Synod (9A) [2013]

WHEREAS, we are called by the Gospel to live in community; and

WHEREAS, we are called to love and care for our neighbor in body, mind, and soul, including the fullness of mental health; and

WHEREAS, isolation separates individuals of all ages from the love and support of a helping community; and

WHEREAS, the Evangelical Lutheran Church in America (ELCA) calls us to do God's work with our hands; and

WHEREAS, our synodical leadership encourages mutual support and accountability; therefore, be it

RESOLVED, that members of the Virginia Synod Assembly encourage their congregations to pray for those living in isolation; and be it further

RESOLVED, that members of the Virginia Synod Assembly encourage their congregations to identify and reach out to those who are living in isolation; and be it further

RESOLVED, that the Virginia Synod encourage congregations and individuals to partner with institutions and agencies who work with children, youth, adults, and senior citizens to identify and reach out to those who are living in isolation; and be it further

RESOLVED, that the Virginia Synod of the ELCA forward this to the ELCA Church Council for further consideration.

Church Council Action (CC13.07.35c)

To receive the resolution of the Virginia Synod on The Isolation of Individuals Living in Our Communities;

To refer the resolution to the Congregational and Synodical Mission unit;

To request that a report be brought to the November 2013 meeting of the Church Council of the Evangelical Lutheran Church in America; and

To request that the secretary inform the synod of this action.

Response from the Congregational and Synodical Mission Unit

The Congregational and Synodical Mission unit is requesting an extension to our response to this Church Council action until April 2014 due to limited staff capacity.

CC ACTION *[EN BLOC]*

Recommended:

- To receive the response from the Congregational and Synodical Mission unit;**
- To postpone the Congregational and Synodical Mission unit report with possible recommendations to the April 2014 meeting of the ELCA Church Council; and**
- To request that the secretary of this church inform the synod of this action.**

Revised November 6, 2013

**Church Council Referrals of Churchwide Assembly Actions
November 2013**

The following actions are indexed according to unit, office, or conference. The complete text of the memorials, motions and recommended actions follow the index.

The full text of the synodical memorials can be found at the following link: [Memorials Committee Report](#).

The full text of the motions can be accessed at the following link: [2013 Legislative Updates Cumulative](#). Reference and Counsel materials begin on page 34.

Office of the Presiding Bishop (OB)

1. CA13.03.08 Category A6: Immigration Reform
Due: November 2014 Church Council Meeting
CSM is the lead unit in consultation of OB and LIRS.
2. CA13.03.09 Category A6: Immigration Reform – Welcoming Migrants and Refugees
Due: April 2015 Church Council Meeting
OB is the lead unit in consultation with CSM and LIRS.
3. CA13.03.07a Category A1: Gender Identity Discrimination
Due: November 2014 Church Council Meeting
CSM is the lead unit in consultation with OB.
4. CA13.03.07b Category A2: Uniting American Families Act
Due: April 2014 Church Council Meeting
OB is the lead unit in consultation with CSM.
5. CA13.06.27 Motion H: A Social Policy Resolution Concerning the Guarantee of Voting Rights to All Citizens
Due: April 2015 Church Council Meeting
OB is the lead unit in consultation with COB and CSM.
6. CA13.06.28 Motion I: Term Limits
Due: November 2015 Church Council Meeting
OS is the lead unit in consultation with COB and OB.
7. CA13.06.28 Motion O: Confirmation
Due: April 2015 Church Council Meeting
OB is lead unit in consultation with COB and CSM.

Office of the Secretary (OS)

1. CA13.06.28 Motion I: Term Limits
Due: November 2015 Church Council Meeting
OS is the lead unit in consultation with COB and OB

Congregational and Synodical Mission (CSM)

1. CA13.03.08 Category A6: Immigration Reform
Due: November 2014 Church Council Meeting
CSM is the lead unit in consultation of OB and LIRS.
2. CA13.03.09 Category A6: Immigration Reform – Welcoming Migrants and Refugees
Due: April 2015 Church Council Meeting
OB is the lead unit in consultation with CSM and LIRS.
3. CA13.03.07a Category A1: Gender Identity Discrimination
Due: November 2014 Church Council Meeting
CSM is the lead unit in consultation with OB.
4. CA13.03.07b Category A2: Uniting American Families Act
Due: April 2014 Church Council Meeting
OB is the lead unit in consultation with CSM.
5. CA13.06.27 Motion H: A Social Policy Resolution Concerning the Guarantee of Voting Rights to All Citizens
Due: April 2015 Church Council Meeting
OB is the lead unit in consultation with COB and CSM.
6. CA13.06.28 Motion I: Term Limits
Due: November 2015 Church Council Meeting
OS is the lead unit in consultation with COB and OB.
7. CA13.06.28 Motion O: Confirmation
Due: April 2015 Church Council Meeting
OB is lead unit in consultation with COB and CSM.
8. CA13.06.29 Motion N: American Indian and Alaska Native Peoples
Due: November 2014 Church Council Meeting
CSM is the lead unit in consultation with GM.

Revised November 6, 2013

Global Mission (GM)

1. CA13.06.29 Motion N: American Indian and Alaska Native Peoples
Due: November 2014 Church Council Meeting
CSM is the lead unit in consultation with GM.

Mission Advancement (MA)

1. CA13.05.18 Always Being Made New Campaign
Due: Annual Progress Reports Until 2019 Churchwide Assembly
MA is the lead unit in consultation with COB, OB, OT, CSM, and GM.

Conference of Bishops (COB)

1. CA13.05.18 Always Being Made New Campaign
Due: Annual Progress Reports Until 2019 Churchwide Assembly
MA is the lead unit in consultation with COB, OB, OT, CSM, and GM.
2. CA13.06.27 Motion H: A Social Policy Resolution Concerning the Guarantee of Voting Rights to All Citizens
Due: April 2015 Church Council Meeting
OB is the lead unit in consultation with COB and CSM.
3. CA13.06.28 Motion I: Term Limits
Due: November 2015 Church Council Meeting
OS is the lead unit in consultation with COB and OB.
4. CA13.06.28 Motion O: Confirmation
Due: April 2015 Church Council Meeting
OB is lead unit in consultation with COB and CSM.

I. Memorials

Category A1: Gender Identity Discrimination

CA13.03.07a

To receive with gratitude the memorials of the Eastern North Dakota, Northern Texas-Northern Louisiana, Eastern Washington-Idaho, South-Central Synod of Wisconsin, Southwestern Texas, Saint Paul Area, Sierra Pacific, Northwest Washington, Greater Milwaukee, Southwest California, Minneapolis Area, Metropolitan New York, Northwestern Minnesota, Upstate New York, Northeastern Pennsylvania, New Jersey, Southwestern Minnesota, Southwestern Pennsylvania, Metropolitan Washington, D.C., and Indiana/Kentucky* synods regarding their concern for the important issue of employment non-discrimination and their common cause in memorializing the 2013 Churchwide Assembly;

To acknowledge the continued lack of state and federal anti-discrimination workplace laws addressing the categories of sexual identity and gender identity and the recent and recurring proposals concerning the employment non-discrimination legislation, including a proposal to provide a religious exemption;

To recommit this church to principles of non-discrimination in employment and to call for other employers to engage in similar practices;

To affirm the work by the ELCA advocacy ministries and Corporate Social Responsibility Team in supporting employment non-discrimination legislation and request that they continue to support legislation that opposes workplace discrimination;

To request that the presiding bishop of this church communicate to members of Congress the support of the ELCA for legislation that prohibits employment discrimination on the basis of actual or perceived sexual orientation or gender identity while providing for religious exemptions; and

To encourage all ELCA synods, congregations, and members to add their voices in support of legislation that prohibits employment discrimination on the basis of actual or perceived sexual orientation or gender identity.

CC ACTION *[EN BLOC]*

Recommended:

To request the Congregational and Synodical Mission Unit, in consultation with the Office of the Presiding Bishop, to bring a report on the ELCA advocacy activities related to Gender Identity Discrimination by the November 2014 meeting of the Church Council.

Category A2: Uniting American Families

CA.13.03.07b

To receive with gratitude the memorials of the Northern Texas-Northern Louisiana, Eastern Washington-Idaho, South-Central Synod of Wisconsin, Southwestern Texas, Saint Paul Area, Oregon, Florida-Bahamas, Sierra Pacific, Northwest Washington, Southwest California, Minneapolis Area, Central States, Metropolitan New York, Northwestern Minnesota, Upstate New York, Northeastern Pennsylvania, Southwestern Pennsylvania, Metropolitan Washington, D.C., and Indiana/Kentucky* synods related to the Uniting American Families Act;

To affirm the Uniting American Families Act or its equivalent in the Congress of the United States;

To request the presiding bishop of this church to communicate to the president and members of Congress the action of the 2013 ELCA Churchwide Assembly; and

To encourage rostered leaders and members of congregations in this church, if consistent with their individual bound consciences, to support the Uniting American Families Act, or its equivalent, to their

elected representatives and encourage them to co-sponsor and to support a just, comprehensive reform of U. S. immigration law that includes the principles of the Uniting American Families Act.

CC ACTION [EN BLOC]

Recommended:

To request the Office of the Presiding Bishop, in consultation with the Congregational and Synodical Mission Unit, to bring a report on its activities related to Uniting American Families Act by the April 2014 meeting of the Church Council.

Category A6: Immigration Reform

CA.13.03.08

To receive with gratitude the memorials of the Northeastern Pennsylvania, Lower Susquehanna, New Jersey, Southwestern Pennsylvania and Metropolitan Washington, D.C., synods regarding comprehensive immigration reform;

To advocate for the adoption of comprehensive immigration reform legislation, consistent with guidance articulated in the ELCA message on "Immigration" and as set forth by Lutheran Immigration and Refugee Services:

- Provide an earned pathway to lawful permanent residency and eventual citizenship for undocumented immigrants and their families
- Ensure the humane and just enforcement of U.S. immigration laws, specifically by reducing the use of immigration detention and expanding the use of community support programs for immigrants who do not need to be detained
- Protect families from separation and ensure an adequate supply of visas for families seeking to reunite
- Provide adequate resources and protections to ensure the successful integration of refugees, asylees, survivors of torture and trafficking, unaccompanied minors, and other vulnerable migrants
- Ensure the protection of U.S. citizen and migrant workers;

This legislation should provide a reasonable path to citizenship for undocumented individuals currently living and working in the United States, and set fair immigration quotas that are not discriminatory;

To call on rostered leaders, in their preaching and teaching, to promote an understanding of immigration issues that addresses welcome, promotes concern for the vulnerable, and calls believers to foster the highest possible level of moral discourse in church and society;

To call on congregations to engage in prayerful, reasoned discussion and education on issues related to immigration, availing themselves of resources prepared by the ELCA and Lutheran Immigration and Refugee Service;

To call on rostered leaders and congregations of the ELCA to communicate with the President of the United States, Senators, and Members of Congress, to develop and pass such comprehensive immigration reform legislation in the current session; and

To call on the presiding bishop of this church to continue to communicate to members of Congress the ELCA's position on immigration reform.

CC ACTION [EN BLOC]

Recommended:

To request the Congregational and Synodical Mission Unit, in consultation with the Office of the Presiding Bishop and the Lutheran Immigration and Refugee Service, to bring a report on the ELCA advocacy activities related to comprehensive immigration reform by the November 2014 meeting of the Church Council.

Category A6: Immigration Reform – Welcoming Migrants and Refugees

CA13.03.09

To receive with gratitude the memorial from the Metropolitan Washington, D.C., Synod related to 75 years of welcoming migrants and refugees through Lutheran Immigration and Refugee Service (LIRS);

To declare Sunday, June 22, 2014, as Refugee Sunday; and

To request the presiding bishop to:

- invite congregations to tell the stories of their acts of welcome to refugees and migrants—signs of witness, mercy, and life together;
- utilize ELCA communications mechanisms to share these stories and inspire action throughout 2014; and
- encourage congregations and organizations to engage with and support the LIRS mission of welcoming the stranger through gifts of time, talent, and treasure.

CC ACTION [EN BLOC]

Recommended:

To request the Office of the Presiding Bishop, in consultation with the Congregational and Synodical Mission Unit and the Lutheran Immigration and Refugee Service, to bring a report on its activities related to welcoming migrants and refugees by the April 2015 meeting of the Church Council.

II. Motions

Motion H: A Social Policy Resolution Concerning the Guarantee of Voting Rights to All Citizens

CA13.06.27

WHEREAS, the guarantee that all citizens may exercise the right to vote on an equal basis is a fundamental requirement for a just society; and

WHEREAS, the laws and practices that, in effect, exclude whole groups of citizens from fully and equally exercising this right; and

WHEREAS, the Voting Rights Act of 1965 was passed and subsequently reauthorized by the United States Congress to remedy or prevent patterns of discrimination that preclude racial-minority groups from fully and equally exercising the right to vote; and WHEREAS, the United States Supreme Court has recently held Section 4(b) of the Voting Rights Act unconstitutional, a holding that four of the Court's nine justices believe "terminates the remedy that proved to be best suited to block that discrimination" (US Supreme Court, *Shelby County v. Holder*, 570 US_ (2013), dissenting opinion by Justice Ginsburg); and

WHEREAS, this church has recognized that "many find it difficult to participate in public life because of racial or ethnic barriers...", and it has committed to "actively promote a public life worthy of the name. We encourage public witness by members, and stand publicly as a church against injustice." (ELCA Social Statement on Race, Ethnicity, and Culture, p. 6); and

WHEREAS, this church has established, as a matter of social policy, that it "will support legislation, ordinances, and resolutions that guarantee ... to all citizens, the right to vote" (ELCA Social Statement on Race, Ethnicity, and Culture, p. 7); and

WHEREAS, this church continues to "encourage members, congregations, synods, and agencies and institutions to join the churchwide organization in its commitment ... to confront the scandalous realities of racial, ethnic, cultural ... barriers that often manifest themselves in exclusion, poverty, hunger, and violence; and pursue ardently the ELCA's commitment to becoming more diverse, multicultural, and multigenerational in an ever-changing and increasingly pluralistic context" (ELCA Churchwide Assembly Action CA03.06.22, "Working Against Racism"); therefore, be it

RESOLVED, that the Evangelical Lutheran Church in America call upon local, state, and federal governments to guarantee the right to vote to all citizens and to discourage or eliminate all laws, ordinances or regulations that would have the effect of racial and ethnic discrimination in the exercise of that right; and be it further

RESOLVED, that the Presiding Bishop and synodical bishops of this church be urged to support publically and stand as an advocate to proposed local, state, or federal legislation and regulations that, consistent with this church's social teaching, seek to guarantee to all citizens the right to vote; and be it further

RESOLVED, that the Conference of Bishops be requested to include, as part of one of its 2014 meetings, an educational session on voting rights; and be it further

RESOLVED, that members, congregations, and synods of this church be encouraged to "promote public life worthy of the name" by speaking out as an advocate and engaging in local efforts such as voter registration and supporting legislation to guarantee the right to vote to all citizens; and be it further

RESOLVED, that appropriate churchwide staff be requested to identify and publicize resources for members, congregations, and synods of this church to advocate for voting rights for all citizens.

Rationale of the Reference and Counsel Committee

The Reference and Counsel Committee receives the motion with gratitude. Part of the call as disciples of Jesus Christ is safeguarding the rights of all citizens.

Recommendation of the Reference and Counsel Committee

We recommend approval.

CC ACTION [EN BLOC]

Recommended:

To refer Motion H: A Social Policy Resolution Concerning the Guarantee of Voting Rights to All Citizens to the Office of the Presiding Bishop, in consultation with the Conference of Bishops and the Congregational and Synodical Mission unit; and

To request that a report be presented by the April 2015 Church Council meeting.

Motion I: Term Limits

CA13.06.28

To amend the Constitution, Bylaws, and Continuing Resolutions of the Evangelical Lutheran Church in America by inserting the following provisions:

13.23. No person shall be eligible to be elected to a third consecutive six-year executive term to the office of presiding bishop.

13.33. No person shall be eligible to be elected to a third consecutive six-year term to the position of vice president.

13.43. No person shall be eligible to be elected to a third consecutive six-year term to the office of secretary.

Rationale of the Reference and Counsel Committee

The Reference and Counsel Committee receives the motion with gratitude. We are not advocating for or against term limits.

The proposed resolution requested consideration of term limits for all officers selected by the Churchwide Assembly. In the coming days, we will have many conversations about this assembly's decisions. The conversations about leadership needs and our future elections are already taking place. The proposed motion engages one of many points of conversation.

Recommendation of the Reference and Counsel Committee

To refer this resolution to the ELCA Church Council and Conference of Bishops for broad-based conversation beginning in spring 2014 (for example – inviting the input of our vice presidents) with a possible report by the November 2015 meeting of the Church Council with sufficient time for potentially bringing action to the 2016 Churchwide Assembly.

The items for attention include:

- Identification of the needs of the Churchwide Organization for each office (that are deeper than the constitutional descriptions);
- Identifying leaders to potentially serve; and
- Conversation about possible limitation of duration in terms.

Churchwide Assembly Action (CA13.06.28)

To refer Motion I to the Church Council and Conference of Bishops for broad-based conversation (e.g. inviting the input of synodical vice presidents) beginning in spring 2014 with a possible report to the Church Council at its November 2015 meeting and recommendations to the 2016 Churchwide Assembly.

The items for attention include identifying the needs of the churchwide organization for each office that are deeper than the constitutional descriptions, identifying leaders to potentially serve, and discussing the possible limitation of duration in terms.

CC ACTION [EN BLOC]

Recommended:

To refer Motion I: Term Limits to the Office of the Secretary, in consultation with the Conference of Bishops and the Office of the Presiding Bishop; and

To request that a report with possible recommendations be brought to the November 2015 meeting of the Church Council.

Motion N: American Indian and Alaska Native Peoples

CA13.06.29

WHEREAS, the ELCA has proclaimed its welcoming of all people with special emphasis on immigrants from all parts of the world; and

WHEREAS, the ELCA, as do so many institutions and people, often forgets the people who were and are native to these lands before and while immigrants arrived to these lands; and

WHEREAS, most of the population of the United States of America and most of the membership of our church are uneducated about American Indian and Alaska Native People and their history, culture, and oppression and atrocities suffered, and

WHEREAS, Lutheran church bodies were once the leaders of advocacy for American Indian and Alaska Native legal rights, most directly when partnered with and supporting the American Indian Movement during the 1960s and 1970s, and the development of the National Indian Lutheran Board; and

WHEREAS, all treaties made by the United States of America with tribal nations and governments have been broken, and promises made 25 years ago by this church to American Indian and Alaska Native leaders and the National Indian Lutheran Board, when it was encouraged to dissolve, have not been kept; and

WHEREAS, American Indian and Alaska Native Peoples have suffered tremendously for too many years, and continue to suffer rates of poverty, homelessness, disease, addiction, violence against women, among a list that is too long to list here, is much higher than the national average; our faith tells us that when one suffers, we all suffer; and

WHEREAS, culture and language is important to our American Indian and Alaska Native sisters and brothers, and supporting their needs and rights to preserve and live out and share their culture in all regards should also be important, even within the church; and

WHEREAS, there has been a decline in some congregations of participation by American Indian and Alaska Native Peoples, leadership in the ELCA among American Indian and Alaska Native Peoples has declined; presently there are only three students who are members or citizens of a federally recognized tribe who are seeking ordination in the ELCA through the Theological Education for Emerging Ministries program, and presently there are zero full or part-time Master of Divinity students and one part-time Master of Theology student attending our eight seminaries; therefore, be it

RESOLVED, that this assembly commits this church, the ELCA, to go beyond apologies and begin working on renewed, healthy and responsible relationships with American Indian and Alaska Native Peoples; and be it further

RESOLVED, that the ELCA commits to becoming the leader among churches in the area of advocacy and active support of justice, self-determination, sovereignty, and advancement of American Indian and Alaska Native Peoples and their nations and governments; and be it further

RESOLVED, that the ELCA endorses the U.N. Declaration on the Rights of Indigenous Peoples adopted by the U.N. General Assembly on September 13, 2007, adopts the declaration as the standard for our own practices, and commits to implementing the values and principles of the declaration within the work and structure of this church; and be it further

RESOLVED, that this assembly asks the presiding bishop to write to the president of the United States of America, encouraging the president to continue building strong government-to-government relationships with all of the federally recognized tribes, as well as to work collaboratively with tribes and the National Congress of American Indian on discerning how to best fully and effectively implement the U.N. Declaration on the Rights of Indigenous Peoples for the sake of justice in the lives and communities of American Indian and Alaska Native Peoples; and be it further

RESOLVED, that the ELCA actively supports the work and goals of the ELCA's director of American Indian and Alaska Native Ministries, the American Indian and Alaska Native Advisory Team, and the American Indian and Alaska Native Lutheran Association and, further, that this church will actively seek their counsel, in order to deepen our understanding of the oppression and colonized histories lived and remembered by American Indian and Alaska Native Peoples, as well as to gain insight on the present situations of injustices experienced by and opportunities that lie before American Indian and Alaska Native Peoples; and be it further

RESOLVED, that the ELCA encourage its membership, and especially its leadership, to educate themselves about American Indian and Alaska Native Peoples; starting with the tribes and Peoples whose reservations and/or nations are nearest us, then the tribes and Peoples who first inhabited the lands whereupon church buildings now sit; and be it further

RESOLVED, that the ELCA actively explore funding opportunities to better serve American Indian and Alaska Native Peoples and social services organizations that provide direct services such as the Oaks Indian Mission, Lakota Lutheran Center, Navajo Lutheran Mission and others, so that they may have sufficient resources to feed and house children and families in serious poverty; and be it further

RESOLVED, that the ELCA periodically encourage synods and congregations to go beyond mission trips to American Indian and Alaska Native communities and become active advocates for and supporters of them; and be it further

RESOLVED, that the ELCA commits to being a part of dreaming, praying and working together with American Indian and Alaska Native Peoples for a reconciled and hopeful future, recognizing that immediate action and long-term commitment are required for renewed, healthy and responsible relationships to be built.

Rationale of the Reference and Counsel Committee

The Reference and Counsel Committee receives the motion with gratitude. We acknowledge ongoing efforts of American Indian and Alaska Native Ministries in the ELCA. We also recognize that we have for too long as a church failed to act more intentionally on and to educate each other about issues of justice for American Indian and Alaska Native peoples. The Churchwide Assembly is unable to endorse

the United Nations document that it has not yet read and studied. There is further work to be done if we are to seriously move forward with the goals of this motion.

Recommendation of the Reference and Counsel Committee
Refer to Congregational and Synodical Mission.

Churchwide Assembly Action (CA13.06.29)

To refer Motion N to the Congregational and Synodical Mission and Global Mission units.

CC ACTION [EN BLOC]

Recommended:

To refer Motion N: American Indian and Alaska Native Peoples to the Congregational and Synodical Mission unit, in consultation with the Global Mission unit and the working group of the ELCA American Indian and Alaska Native Ministries Program; and

To request that a report and possible recommendations be presented to the November 2014 meeting of the Church Council.

Motion O: Confirmation

CA13.06.30

WHEREAS, the word “confirmation” does not appear in Scripture or in the Confessions; and

WHEREAS, the ritual and tradition of “confirmation” no longer confers real responsibility for discipleship, leadership, or vocation from congregational leaders to youth emerging from “childish ways”, and only really frees most youth from needing to continue to attend to study, worship, service, and receiving the Sacraments with this church once the requisite number of recorded instances of study, worship, service, and receiving the sacraments needed to achieve “confirmation” have been achieved; and

WHEREAS, the youth are not the future of the Church, but the once and immediate Church; and

WHEREAS, the congregations of this church who grow spiritually also study, worship, serve, and pray intergenerationally; and

WHEREAS, various (though few) congregations of this church have discovered avenues toward lifelong intergenerational discipleship among their members either by delaying such rituals of passage known as “confirmation”, or by replacing a “confirmation” tradition with an intergenerational model of faith formation and discipleship training; therefore, be it

RESOLVED, that the ELCA discontinue published use of the term “confirmation” as it relates to the education tradition of the ELCA from all future publications (curricula, model constitutions, hymnals, etc.); and be it further

RESOLVED, that the congregations of the ELCA discontinue practice of “confirmation” as it relates to the ritual of passage for youth or young adults into voting membership in congregations; and be it further

RESOLVED, that the ELCA fully implement Luther’s doctrine of vocation as the rationale and basis for preparation for lifelong discipleship; and be it further

RESOLVED, that the ELCA encourage congregations to develop and establish rituals of passage into adult discipleship and ministry, such that those congregations’ baptized members who recognize and who are able to articulate God’s call to practice their various vocations and Spiritual gifts as disciples of Christ in the world also receive the public recognition and affirmation of those gifts and vocations by the

congregations into which and among whom those individuals live out their vocations and Spiritual gifts; and be it further

RESOLVED, that the congregations of the ELCA become centers of lifelong and intergenerational study of Scripture and catechesis, worship and service, prayer and giving; and be it further

RESOLVED, that the congregations of the ELCA end “confirmation” as ritualized right of youth who have completed required steps and requirements.

Rationale of the Reference and Counsel Committee

The Reference and Counsel Committee receives the motion with gratitude. We share these concerns and join the lament that, for many, confirmation is understood to mark the end of faith formation. We lift up resolves 3, 4 and 5. However, the discontinuation of the word and practice of confirmation has ecclesiastical, constitutional and pragmatic implications.

Recommendation of the Reference and Counsel Committee

Therefore, we recommend referral of this resolution to the ELCA Church Council in consultation with the Conference of Bishops.

Churchwide Assembly Action (CA13.06.30)

To refer Motion O to the Church Council in consultation with the Conference of Bishops.

CC ACTION [EN BLOC]

Recommended:

To refer Motion O: Confirmation to the Office of the Presiding Bishop, in consultation with the Conference of Bishops and the Congregational and Synodical Mission unit; and

To request that a report and possible recommendations be presented to the April 2015 meeting of the Church Council.

Proposed Responses to Churchwide Assembly Actions

1. Perpetual Prayer Vigil

Motion B

Submitted by: Philip K. Van Dam, Southern Ohio Synod

Whereas the Apology to the Augsburg Confession Ch. V 71 Article XIII says that we can consider prayer a sacrament, and

Whereas we seek to be moved by the Holy Spirit, and

Whereas prayer helps this to happen, and

Whereas prayer vigils help to motivate people to pray, and

Whereas the Moravians had an international prayer vigil for over 100 years, be therefore

Resolved that the synods of the ELCA hold prayer vigils for the entirety of Lent in 2012 and be it further

Resolved that by Lent 2013 the ELCA have a plan in place for a perpetual prayer vigil.

Rationale of the Reference and Counsel Committee

We receive with appreciation and acknowledge the need for more study and review of the dynamics of such a sweeping proposal, specifically inclusion of synod directives, and refer the motion to the Office of the Presiding Bishop in consultation with the Conference of Bishops.

Churchwide Assembly Action (CA11.05.30)

To refer Motion B to the Office of the Presiding Bishop in consultation with the Conference of Bishops.

Church Council Action (CC11.11.83j)

To request that the Office of the Presiding Bishop, in consultation with the Conference of Bishops, present a report and possible recommendations on Motion B: Perpetual Prayer Vigil to the April 2013 meeting of the Church Council.

Response from Office of the Presiding Bishop (April 2013)

The Office of the Presiding Bishop is requesting an extension to our response to this motion until November 2013. The proposal's request is broad and thus requires further conversation and study. This extension would offer time to facilitate additional discussion about the proposal's request with the Conference of Bishops and for a possible recommendation in sufficient time for Lent 2014.

Church Council Action (CC13.04.27j)

To receive the response from the Office of the Presiding Bishop;

To authorize a delay in the response of the Office of the Presiding Bishop to Motion B: Perpetual Prayer Vigil; and

To request that a report and possible recommendations be brought to the November 2013 meeting of the ELCA Church Council.

Background and response from Office of the Presiding Bishop (November 2013)

Prayer has been a mainstay of Christian communities for centuries. As a church, the ELCA continues in the tradition and practice of grounding our life and work in prayer. Daily, we seek God's guidance in all that we do as we beseech the Holy Spirit to lead us. Prayer is also an embodied expression of the unity we share. Such an understanding is presented in chapter three of our ELCA Constitution and is outlined in chapter four.

Chapter 4.02.d.

Worship God in proclamation of the Word and administration of the sacraments and through lives of prayer, praise, thanksgiving, witness, and service.

Chapter 4.02.f.

Manifest the unity given to the people of God by living together in the love of Christ and by joining with other Christians in prayer and action to express and preserve the unity which the Spirit gives.

The ELCA is deeply committed to a life of prayer not only on Sundays but also each and every day. The introduction of the *Daily Prayer* section of *Evangelical Lutheran Worship* reads:

...the Christian life is prayer: openness to the presence of God, responsiveness to the word of God, recognition that all of life is in Christ, and engagement in care for one another and for the whole creation. Daily prayer is a gift that nourishes growth toward living all of daily life in prayer.” (ELW Assembly Edition, p. 295)

Prayer is one dimension of living every day in relationship with God, with the church, and with the neighbor—a relationship that is marked at various times by conversation, listening, responding, waiting, watching, even wrestling with God. In its deepest expression, daily prayer includes an active reflection of the self in the context of faith and the needs of the world.

It needs to be noted that contrary to the language of the original resolution, the Augsburg Confession does not encourage the consideration of prayer as a sacrament. Indeed, prayer is sacramental in nature, but for all purposes here and in our prayer life, prayer is not a sacrament.

As Lutherans, we understand our daily prayer to flow from the assembly of God's people around word and sacrament—the Sunday celebration deepens our prayer and our daily prayer informs the Sunday celebration. Daily prayer is an opportunity to be nourished each day in the word of God and to turn to God for help and support, for guidance, and for understanding—the ongoing benefits of baptism. Daily prayer calls the people of God back to baptism and sends them forth renewed in their baptismal vows. The prayerful reminder of baptism is the mediation on the daily dying and rising with Christ.

The practice of continual prayer, and/or daily prayer, is often related to Paul's admonition to the church in Thessalonica, “pray without ceasing...for this is the will of God in Christ Jesus for you.” (1 Thessalonians 5:17-18) Continuous prayer vigils have been practiced by many churches, societies and communities throughout the history of Christianity. The most popular and often cited example is the 100+ year Prayer Vigil started by the Moravian community in Herrnhut, Saxony, 1727. A more recent movement is the 24-7 Prayer, begun in England in 1999. Since its “accidental” beginning, 24-7 Prayer has grown to 111 communities throughout the world, 40 of which are located in the United States of America.

The idea of a perpetual prayer vigil in this church is well intended and calls this church to prayer. Yet, as noted above, this church is already deeply committed to a life of prayer. Daily, across all expressions of this church worldwide—across many time zones, we give thanks to God for gifts of creation and our lives of faith, we call upon the Holy Spirit to guide our church, we seek healing for all people in need, we plead for justice and peace in the world, we beg for mercy, and we listen for God's call to us. To engage in a perpetual prayer vigil in some ways would seem to ignore the deep prayer life this church already has. In the same manner, assigning a period of time, or a season in the church year, as a time for the church to enter into special prayer practice would also run contrary to our current prayer life. Rather than create a prayer vigil that would be extraordinary to our current life, we find it would be more effective to encourage prayer as an integral part of our life together as a church.

With this understanding we recommend the following actions be taken to continue to encourage this church to engage in daily prayer.

- Highlight the Daily Prayer patterns in our current worship resources.
- Draw attention to the ELCA Prayer Ventures at www.elca.org.
- Provide information about other daily prayer resources available.
- Encourage synods, congregations and members to engage in daily prayer practices through small groups, meetings, and other possible venues.
- Highlight communities of this church that are engaged in the practices of daily prayer.

With these actions we hope to foster growth in the prayer life of this church seeking the guidance of the Holy Spirit, which is, to our understanding, the main goal of this resolution.

**Portions of this proposal were taken and/or adapted from *Renewing Worship 7: Daily Prayer*, copyright 2004 Evangelical Lutheran Church in America.

CC ACTION [EN BLOC]

Recommended:

To receive the response from the Office of the Presiding Bishop;

To affirm that the ELCA is deeply committed to a life of daily prayer, seeking the guidance of the Holy Spirit; and

To encourage ELCA synods, congregations and members to continue to engage in daily prayer practices through small groups, meetings and other possible venues.

2. Native Americans and Alaska Natives

Motion J: Churchwide Assembly Action (CA11.04.18)

To refer Motion J to the Congregational and Synodical Mission unit for consultation with the American Indian and Alaska Native Ministries to identify ways to address the intent of the motion.

Church Council Action (CC11.11.83p)

To request that the Congregational and Synodical Mission unit bring a report and possible recommendations on Motion J: Native Americans and Alaska Natives to the November 2012 meeting of the Church Council.

Response from the Congregational and Synodical Mission Unit (November 2012)

The Congregational & Synodical Mission unit is requesting an extension to our response to this Church Council motion until April 2013. This is due to the unexpected vacancy with our Program Director for American Indian/Native Alaska position in the CSM unit. We feel that the unit response

would benefit from the leadership of the primary staff person who would be facilitating our response efforts as well as providing implementation and follow up. We are hoping that we would have staffing in place by the end of 2012.

Church Council Action (CC.12.11.34n)

To receive the response from the Congregational and Synodical Mission unit; and

To postpone the Congregational and Synodical Mission unit report with possible recommendations to the April 2013 meeting of the ELCA Church Council.

Background and response from the Congregational and Synodical Mission Unit (April 2013)

We recognize and appreciate the past efforts of congregations and synods, particularly the Montana Synod and Grand Canyon Synod, in making apologies to tribal councils and illustrating support of American Indians and Alaska Natives. We also welcome the recent action taken by the ELCA Church Council at its November 2012 meeting to “join synods and congregations in greeting the tribes who originally inhabited the North American Continent, apologizing for injustices rendered in the past, and pledging to work together in the future.” (CC12.11.42)

Therefore, it is a welcomed opportunity to provide a report and recommendations to the Church Council in responding to the Churchwide Assembly action “to address the intent of the motion.” (CA11.04.18)

The new program director for American Indian and Alaska Native Ministries convened a teleconference to discuss recommendations for a response to Motion J on February 8, 2013. Present at the meeting were the following people: The Rev. Mark Allred (Inupiat Eskimo), Program Director for the ELCA American Indian and Alaska Native Ministries program (AIANMP); Elizabeth Gaskins (Muscogee-Creek), President of the American Indian Alaska Native Lutheran Association (AIAN); The Rev. Marlene “White Rabbit” Helgemo (Ho-Chunk), Executive Director for the Council for American Indian Ministry (United Church of Christ) and Sr. Pastor at All Nations Indian Church in Minneapolis, Minnesota.

All participants at the meeting stated that Motion J is a wonderful and respectful acknowledgement of American Indian and Alaska Native ancestral lands and further that Motion J affirms our people. We offer the following recommendations to the Church Council as to the intent of Motion J.

As to the first resolve in seeking to provide invitations to “the tribal leader or a representative of the sovereign tribal or region”, we recommend that a working group of the AIANMP be created. The working group will recommend guidelines for this church on ways to approach and offer invitation to Indian Nations. For example, who is the proper person to invite from a region? What do you do if multiple Indian Nations are within the region where your meeting is being held?

These and other questions including the types and sizes of events that might be appropriate will be recommended by the group to the Congregational and Synodical Mission Unit. The working group would also recommend guidelines to the American Indian and Alaska Native community on acceptable ways to provide greetings at ELCA events like synod assemblies. In addition, the considerations will include cost estimates for participation in such events and consideration of how they will be funded.

As to the second resolve in seeking to provide an “educational component” at appropriate events, we offer the following recommendations. A series of six 5-minute professionally produced educational videos would be planned and used at appropriate events introducing participants to the Lutheran historical commitment to accompany American Indian and Alaska Native Christian peoples of North America throughout the past century and to lift up the current concerns in Indian Country. The AIANMP and the AIAN association will serve as consultants to the production of the videos.

While we understand that this would require funding, the AIANMP, in consultation with the AIAN association, commits to making every effort at finding partners and advocates who are sensitive to the plight of the American Indian people to provide joint funds for the proposed recommendation.

This step is a welcome one in lifting up and honoring America's First people.

Church Council Action (CC13.04.27f)

To receive the report of the Congregational and Synodical Mission unit in response to Motion J: Native Americans and Alaska Natives;

To thank the Rev. Mark Allred (Inupiat Eskimo), Program Director for the ELCA American Indian and Alaska Native Ministries program (AIANMP); Elizabeth Gaskins (Muscogee-Creek), President of the American Indian Alaska Native Lutheran Association (AIAN); the Rev. Marlene "White Rabbit" Helgemo (Ho-Chunk), Executive Director for the Council for American Indian Ministry (United Church of Christ) and Sr. Pastor at All Nations Indian Church in Minneapolis, Minnesota, for their attentive recommendations to raise awareness and honor America's First people;

To recommend the establishment of a working group of the ELCA American Indian and Alaska Native Ministries Program for the purpose of recommending guidelines for this church on ways to approach and offer invitations to the American Indian and Alaska Native community, guidelines for the American Indian and Alaska Native community on acceptable ways to provide greetings at ELCA events, suggestions for which events or opportunities might be most appropriate for greetings, a possible educational experience, and consideration of the costs and monies of funding such participation; and

To request that a report of the findings from the working group be brought to the Congregational and Synodical Mission (CSM) unit and a report from CSM be made to the ELCA Church Council at its November 2013 meeting.

Response from the Congregational and Synodical Mission Unit (November 2013)

Since the 2013 Churchwide Assembly, another resolution was adopted related to the American Indian and Alaska Native community. The working group of the ELCA American Indian and Alaska Native Ministries Program will be working on both resolutions. The working group has also invited representatives from the Church Council and the Conference of Bishops to assist in its work. Due to this additional work, the Congregational and Synodical Mission unit is requesting an extension until the November 2014 Church Council meeting in order to provide adequate time for a comprehensive response on both motions.

CC ACTION [EN BLOC]

Recommended:

**To receive the response from the Congregational and Synodical Mission unit; and
To postpone the Congregational and Synodical Mission unit report with possible recommendations to the November 2014 meeting of the ELCA Church Council.**

3. Sacramental Obedience in Holy Communion

Memorials Category D2 (CA11.03.06f)

Whereas, our Lord said, "You are my friends if you do what I command you" (John15:14); and

Whereas, St. Paul indicated an enduring tradition when he repeated the Lord's command: "For I received from the Lord what I also handed on to you, that the Lord Jesus on the night when he was betrayed took a loaf of bread, [gave] thanks...broke it and said 'This is my body that is for you. Do this in remembrance of me'" (1 Corinthians 11:23-24); and

Whereas, Christ established a covenantal relationship in this sacrament when he said, “. . . for this is the blood of the covenant, which is poured out for many . . .” (Matthew 26:28), and as children of God we have a duty and delight to obey his will: “Take, eat; this is my body. . . . Drink from it, all of you” (Matthew 26:26-27); and

Whereas, our Lord warned us, “Very truly, I tell you, unless you eat the flesh of the Son of Man and drink his blood, you have no life in you” (John 6:53); and

Whereas, the Augsburg Confession claimed, “Our churches are falsely accused of abolishing the Mass. In fact, the Mass is retained among us and is celebrated with the greatest reverence” (CA XXIV, 1); and “. . . one common Mass is held on every holy day, and it is administered on other days if thee are those who desire it. . . . Chrysostom says that the priest stands daily at the altar, inviting some to Communion and keeping others away” (CA XXIV, 34, 36); and

Whereas, Martin Luther in the Large Catechism observed, “. . . we go to the sacrament because there we receive a great treasure . . . as a daily food and sustenance so that our faith may be refreshed and strengthened” (LC V, 22, 24), “. . . those who want to be Christians should prepare themselves to receive this blessed sacrament frequently” (LC V, 39), “. . . no one under any circumstances should be forced or coerced. . . . Nevertheless, it must be understood that such people who abstain and absent themselves from the sacrament over a long period of time are not to be considered Christians” (LC V, 42), “As in other matters . . . there must also be daily exhortation, so that on this subject we must be persistent in preaching” (LC V, 44), “What should move and induce you is that he [Christ] desires it, and it pleases him” (LC V, 52), “For if you wait until you are rid of your burden in order to come to the sacrament purely and worthily, you will have to stay away from it forever” (LC V, 73); and

Whereas, our congregational constitutions call the Augsburg Confession “a true witness to the Gospel” (*C2.05.), accept the other confessional writings including the Large Catechism as “further valid interpretations of the faith of the Church” (*C2.06.), and state that the congregation “accepts the canonical Scriptures of Old and New Testaments as the inspired Word of God and the authoritative source and norm of its proclamation, faith, and life” (*C2.03.); and

Whereas, the Apology of the Augsburg Confession professed, “Among us the Mass is celebrated every Lord’s day and on other festivals” (Ap XXIV, 1), and all Evangelical Lutheran Church in America (ELCA) congregations by ratifying the ELCA model constitution for congregations have already accepted their responsibility to defend and implement the practice of celebrating the Eucharist weekly; therefore, be it

RESOLVED, that, in obedience to the unquestionable command of Christ and in concord with this church’s Confessions and constitutions, the Upper Susquehanna Synod in annual assembly memorialize the Evangelical Lutheran Church in America (ELCA) in its next biennial assembly to embrace this Gospel treasure with joy; and be it further

RESOLVED, that the Upper Susquehanna Synod in annual assembly memorialize the ELCA in its next biennial assembly to recognize that this is a divine mandate and not a human agenda, and is already firmly established in Scripture, confessional documents, and constitutions of this church; and be it further

RESOLVED, that the Upper Susquehanna Synod in annual assembly memorialize the ELCA in its next biennial assembly to devise and implement a plan to encourage all of the congregations of the ELCA to exhort one another to obedience to Christ’s command to the desirable end that all congregations share in the Holy Communion weekly by Reformation Sunday in 2012.

Background and response from the Office of the Presiding Bishop Theological Discernment Team (August 2011)

The Use of the Means of Grace: A Statement on the Practice of Word and Sacrament, adopted by the 1997 ELCA Churchwide Assembly, affirms the Scriptures and Lutheran confessional writings, which teach that Holy Communion is a great treasure, a gift of grace from God to be received by Christians joyfully, thankfully and frequently. “At the table of our Lord Jesus Christ, God nourishes faith, forgives sin, and calls us to be witnesses to the Gospel” (Principle 31; p. 36). “According to the Apology of the Augsburg Confession, Lutheran congregations celebrate the Holy Communion every

Sunday and festival. This confession remains the norm for our practice” (Principle 35; p. 39). The encouragement to celebrate the Lord’s Supper weekly (Principle 35B) is rooted in “Christ’s command, his promise, and our deep need” (Principle 35A, quoting *A Statement on Communion Practices*, adopted by the 1989 ELCA Churchwide Assembly).

Nonetheless, weekly observance of the Lord’s Table as the primary worship service of the congregation or local assembly has not been a uniform practice throughout the ELCA. In some remote locations or in places where there is no resident ordained minister, a Sunday service of Holy Communion every week is not yet or no longer feasible. Moreover, while circumstances have changed for other Lutheran worshipping communities, the community’s practice of less frequent observance was established already and has become the tradition in that community. Some congregations have a living memory of changing from *quarterly* celebration of Holy Communion to their current practice of monthly celebration.

For these reasons and others, weekly observance of Holy Communion, including both Word and Sacrament, as the central worship service in all congregations remains a goal that calls for renewed attention throughout the ELCA. Gracious invitation and encouragement to individuals and congregations to make full use of means of grace is one part of the needed attention. Policies and procedures that promote the availability of ordained ministers and lay presiders in all locations are another factor that may affect the feasibility of weekly observance in some congregations. Toward this end, an arbitrary deadline is less likely to be helpful than clear authorization and support for the actions needed to make weekly observance both feasible and graciously inviting for all in every place.

Churchwide Assembly Action (CA11.03.06f)

To receive with gratitude the memorial of the Upper Susquehanna Synod concerning Holy Communion and to affirm its commendation of faithful and joyful reception of this sacrament; and

To refer the memorial to the Congregational and Synodical Mission unit in consultation with the Conference of Bishops for consideration of actions that will promote more frequent reception of Holy Communion by ELCA members and weekly observance of Holy Communion as the primary worship service of each ELCA congregation.

Church Council Action (CC.11.11.83h)

To request that the Congregational and Synodical Mission unit, in consultation with the Conference of Bishops, present to the spring 2013 Church Council meeting a report and possible recommendations concerning its activities related to Memorial Category D2: Holy Communion.

Response from the Congregational and Synodical Mission unit (April 2013)

The Congregational & Synodical Mission unit is requesting an extension to our response to this Church Council motion until November 2013. This extension would offer time to facilitate discussion about the proposal in the memorial with the Office of the Presiding Bishop and the Conference of Bishops.

Church Council Action (CC13.04.xx)

To receive the response from the Congregational and Synodical Mission unit;

To authorize a delay in the response of the Congregational and Synodical Mission unit to the memorial on Sacramental Obedience in Holy Communion;

To request that a report and possible recommendations be brought to the November 2013 meeting of the ELCA Church Council; and

To request that the secretary of this church inform the synod of this action.

Response from the Congregational and Synodical Mission unit (November 2013)

Due to unforeseen circumstances and limited staffing capacity, the Congregational and Synodical Mission (CSM) unit was unable to facilitate a discussion by the requested deadline. In addition, at the 2013 Churchwide Assembly another memorial was received referencing the Sacrament of Holy Communion. This memorial was also directed to CSM for a response and possible recommendations. Therefore, CSM needs additional time to consult with the Conference of Bishops and the Office of the Presiding Bishop and requests an extension to the April 2014 Church Council meeting to appropriately address the memorial.

CC ACTION [EN BLOC]

Recommended:

- To receive the response from the Congregational and Synodical Mission unit;**
- To postpone the Congregational and Synodical Mission unit report with possible recommendations to the April 2014 meeting of the ELCA Church Council; and**
- To request that the secretary of this church inform the synod of this action.**

4. Community Violence

Memorials Category A3

Churchwide Assembly Action (CA13.06.24)

To receive with gratitude the memorials of the Sierra Pacific and New Jersey synods concerning gun violence and the memorials of the Pacifica, Southwest California, New England and Metropolitan Washington, D.C., synods concerning confronting the culture of violence;

To reaffirm this church's commitment to addressing issues of violence through worship, education, service, advocacy, ongoing moral deliberation and the work called for in the 1993 Churchwide Assembly resolution, the 1994 social message on Community Violence and the 2013 Conference of Bishops' Pastoral letter on Violence;

To educate members of this church that more people die from suicide than from homicide in the United States and to lift up the ELCA social messages on suicide prevention, community violence, mental health, and to call upon congregations and synods to engage their members on ways to prevent suicide;

To refer the matter of evaluating the feasibility and advisability of developing additional investment screens and related recommendations to the Congregational and Synodical Mission unit with the request that it ask the Corporate Social Responsibility Team to provide a report with possible recommendations to the Church Council at its November 2013 meeting; and

To refer requests for education and resource development on issues of violence in society to the ELCA Church Council for appropriate action in keeping with the recommendations of the Addressing Social Concerns Review Task Force.

Response from the Congregational and Synodical Mission unit (November 2013)

Due to limited staffing capacity, the Congregational and Synodical Mission (CSM) unit was unable to adequately evaluate the feasibility and advisability of developing additional investment screens and related recommendations. CSM is requesting an extension to the April 2014 meeting of the ELCA Church Council.

CC ACTION *[EN BLOC]*

Recommended:

- To receive the response from the Congregational and Synodical Mission unit;**
- To postpone the Congregational and Synodical Mission unit response of the fourth resolve including possible recommendations to the April 2014 meeting of the ELCA Church Council;**
- and**
- To request that the secretary of this church inform the synod of this action.**

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Church Council (pre-approved by a synod)

The Rev. Loren David Mellum

Synod: Northwestern Minnesota Synod, ELCA (3D)
Congregation: Our Savior's Lutheran Church (ID: 11593) - Moorhead, MN
Gender: Male Birthdate: 4/1/1969
Primary Language: English Ethnicity: Caucasian
Lay/Clergy: Clergy (Rostered in synod 3D; Leader Key: L026116)
Willing to serve: Yes

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Residential Mailing Address:
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Telephone: Preferred: 651-263-7367 (Cell) Alternate: 218-233-2412 (Work)
E-mail: pastorloren@oursaviorsmoorhead.org (Work)

Educational Institutions:
Luther Seminary (2003-2011): Doctor Of Ministry
Trinity Lutheran Seminary (1994-1998): Master Of Divinity
Trinity Lutheran College (1988-1991): Bachelor Of Arts

Employment: Senior Pastor (09/21/2008-present)
Our Savior's Lutheran Church
Moorhead, MN

Congregational, Synodical, or Churchwide Service Activities:
Conference Dean, 2013-Present
Conference Secretary, 2012-2013
New and Renewing Mission Table (2009-Present)
Joint Synod Renewal Team (2009-2011)
Churchwide Assembly Delegate (2011)
Other service Indiana-Kentucky Synod and St. Paul
Area Synod

What are the gifts, skills, experiences and areas of expertise that you would bring to this work?

My gift is an openness to be a part of the church flourishing in new ways. Whatever our role or place of service in the ELCA we are challenged to see the whole and to explore who we are together in mission. My call as baptized child of God and as an ordained minister in the ELCA is to join others in tending to the relationships and processes that help us as denomination see who we are together in mission and with a sense of adventure discern what God is doing in the world and to participate in God's work. I continue to pay attention to this in my current context for ministry with colleagues and the church I serve.

It seems Christianity in North America is coming to grips with the reality that the public persona of the church has changed substantially and in many respects we've experienced and continue to identify a significant transition in regard to the churches social location in the culture. These changes provide unique opportunities as a denomination to re-missionize and with God's help re-root faith communities. I've been about this in my current call. I feel I join others on the ELCA Church Council as a strategic partner who prays, dwells in the Bible, worships, and imagines a church that in Christ is being made new and holds the promise that God is faithful.

Reference: Rev. Keith Zeh Phone: 218-299-3019 E-mail: Keith.Zeh@elca.org

Relationship: Director for Evangelical Mission

Church Council

The Rev. Carla Jean Johnsen

Synod: Western Iowa Synod, ELCA (5E)
Congregation: Bethesda Lutheran Church (ID: 11071) - Moorhead, IA
Gender: Female Birthdate: 1/19/1975
Primary Language: English Ethnicity: Other Heritage
Lay/Clergy: Clergy (Rostered in synod 5E; Leader Key: L026044)
Willing to serve: Yes

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Telephone: Preferred: 712-310-3581 (Cell) Alternate: 712-643-5495 (Work)
E-mail: Carla.Johnsen.rev@wisynod.org (Work)

Educational Institutions:

Concordia College, Moorhead, MN (1993-1997): Bachelor Of Arts
Luther Seminary (1997-2001): Master Of Divinity
Youth Leadership (years not specified): Diploma Only - No Degree

(07/14/2001-present)

St. John/Bethesda Lutheran Churches
Dunlap/Moorhead, IA

Congregational, Synodical, or Churchwide Service Activities:

Western Iowa Synod Lutheran Youth Organization Board (2002-2013)
Holy Nativity Lutheran Church, New Hope, Minnesota, Youth and Education Coordinator (1997-1999)
Christ the King Lutheran, Moorhead, Minnesota, Christian Education Coordinator (1994-1997)

What are the gifts, skills, experiences and areas of expertise that you would bring to this work?

In all honesty, I am not sure what gifts I will bring to the National Church Council since I was only nominated for this position a week ago, and I have not had much time to become familiar with all of the work this board is called to do. That said, I am a cradle Lutheran and a member of Generation X. I have a passion for The Lord and the theology of our denomination. I love the traditions of our faith, but I'm not married to the traditions. If you ask my congregation about my leadership style they'll tell you that I often finish a worship service/project/activity and say something like, "Well, that was fun. How will we do it differently next year." Maybe one of the gifts I can bring to the table is that of a fresh perspective and fresh ideas.

I also have a passion for rural ministry and particularly rural youth ministry. If called to serve I will bring the voice and stories of thriving rural ministry to the table and communicate the ministry of the ELCA in rural America.

Alternate Committee Nominations:

1. Publishing House of the ELCA (Augsburg Fortress, Publishers) Board of Trustees

Reference: Pastor Nancy Larson Phone: (319) 230-7430 E-mail: not specified
Relationship: She is my mentor and we were colleagues at one of the congregations I served.

Advisory Committee for The Lutheran Magazine Region 1

The Rev. Susan M Halvor

Synod: Alaska Synod, ELCA (1A)
Congregation: Central Lutheran Church (ID: 12789) - Anchorage, AK
Gender: Female Birthdate: 12/15/1970
Primary Language: English Ethnicity: Caucasian
Lay/Clergy: Clergy (Rostered in synod 1A; Leader Key: L024974)
Willing to serve: Yes

Preferred Mailing Address: (Home)
2561 La Honda Dr
Anchorage, AK 99517 United States

Telephone: Preferred: 907-212-2993 (Work) Alternate: 907-301-9268 (Cell)
E-mail: shalvor@gmail.com (Home)

Educational Institutions:
Pacific Lutheran University (1989-1993): Bachelor Of Arts
Pacific Lutheran Theological Seminary (1996-2000): Master Of Divinity

Employment: Senior Chaplain (07/05/2004-present)
Providence Alaska Medical Center
Anchorage, AK

Congregational, Synodical, or Churchwide Service Activities:
Synod Council, Alaska Synod, multicultural representative (2009-2017)
Anti-racism committee coordinator for Alaska Synod (2001-2004)

What are the gifts, skills, experiences and areas of expertise that you would bring to this work?

I grew up planning to be a writer and journalist, and got my BA in communications (journalism) and global studies in the early 90's. However, a strong sense of call led me into ordained ministry instead, first as a parish pastor, and for the past nearly 10 years into my heart's work as a hospital chaplain. I have a passion for serving all God's people, particularly those who live on the margins, and in the hospital, those seem to be the people I encounter most ... the ill, the poor and vulnerable. I also love that I get to spend so much time with so many unchurched people. I have a passion for being a bridge between the church and those outside the church. As a lesbian in ministry, this is also a significant part of my call. The Lutheran magazine is a significant means of telling our story as the Church, and I'd be honored to serve on its advisory committee.

Reference: Shelley Wickstrom Phone: 907-272-8899 E-mail: aksynodbishop@gmail.com
Relationship: Shelley is my bishop.

Advisory Committee for The Lutheran Magazine Region 1

The Rev. Barbara R Rossing

Synod: Eastern Washington-Idaho Synod, ELCA (1D)
Congregation: Faith Lutheran Church (ID: 12890) - Leavenworth, WA
Gender: Female Birthdate: 6/22/1955
Primary Language: English Ethnicity: Caucasian
Lay/Clergy: Clergy (Rostered in synod 1D; Leader Key: clergy)
Willing to serve: Yes

Preferred Mailing Address: (Home)
7785 E Leavenworth Rd
Leavenworth, WA 98826 United States

Residential Mailing Address:
same
, United States

Telephone: Preferred: 509-548-7278 (Home) Alternate: 773-256-0765 (Work)
E-mail: brossing@lstc.edu (Work)

Educational Institutions:
Harvard Divinity School (1988-1998): Doctor Of Systematic Theology
Yale Divinity School (1976-1981): Master Of Divinity
Carleton College (1972-1976): Bachelor Of Arts

Employment: Professor of New Testament (07/01/1994-present)
Lutheran School of Theology at Chicago
Chicago, IL

Congregational, Synodical, or Churchwide Service Activities:
keynote Bible study leader, synod assemblies, Hunger Leaders conference, global mission events (1994-2013)
Lutheran Magazine subscription manager, promoter for congregation (2007-2013)
writer of articles for ELCA publications (Seeds for the Parish, Gather, The Lutheran, others) (1994-2013)

What are the gifts, skills, experiences and areas of expertise that you would bring to this work?

My work as a public theologian—teaching seminary students, lecturing to ELCA synod assemblies, leading Bible studies for pastors' theological conferences, speaking at Global Mission Events and Hunger Conferences, giving media interviews—provides a broad public platform for lifting up the ministry of The Lutheran Magazine and the ELCA. I bring extensive board experience including Lutheran World Federation Council and Executive Committee (2003-10); chair of LWF Theology and Studies program committee; Augsburg Fortress Publishers board (1999-2005), ELCA Communication Commission (1987-1993), two presidential search committees at LSTC, and multiple social service agency boards and program committees. I worked in global mission communication for the former ALC national office. The Lutheran Magazine faces important challenges and opportunities at this key moment. If my skills and experience in the broader church as well as the synods of Region 1 can be of service, I will gladly serve.

Alternate Committee Nominations:

1. Publishing House of the ELCA (Augsburg Fortress, Publishers) Board of Trustees
2. Board of Pensions (Portico Benefit Services)
3. Mission Investment Fund Board of Trustees

Reference: Kent Burgess, President & CEO, St. John's Lutheran Ministries & Lutheran Social Services of Montana
Phone: 406-655-5612 E-mail: kentb@sjlm.org
Relationship: colleague

Advisory Committee for The Lutheran Magazine Region 2

Ms. Karen Anderson Peters

Synod: Sierra Pacific Synod, ELCA (2A)
Congregation: Marin Lutheran Church (ID: 13787) - Corte Madera, CA
Gender: Female Birthdate: 7/27/2044
Primary Language: English Ethnicity: Caucasian
Lay/Clergy: Lay
Willing to serve: Yes

Preferred Mailing Address: (Home)
43 Dowitcher Way
San Rafael, CA 94901 United States

Telephone: Preferred: 415-518-4774 (Cell) Alternate: 415-453-4747 (Home)
E-mail: kandercom@aol.com (Work)

Educational Institutions:
Montclair (NJ) State (years not specified): Bachelor Of Arts
New York University (years not specified): Bachelor Of Science In Education

Self
San Rafael, CA

Congregational, Synodical, or Churchwide Service Activities:
Sierra Pacific Synod Council (2004-2008)
Rep. to Nat'l Conv. - 1983, 1987, 2009 (1983-2009)
LCA Office of Communications (1980-1988)

What are the gifts, skills, experiences and areas of expertise that you would bring to this work?

During my entire adult life, I have been actively involved in my local congregations, synods, and national church. "Calling" for me is a creative combination of mind, heart and spirit; I have felt called to use my communications background to proclaim the Gospel and our distinctively Lutheran message of grace. I believe I could bring expertise and experience in business/creative writing, marketing, communications, research, and media to the visioning process as well as the practical issues of publishing.

Professionally, I served as: Host/co-producer of "Lightworks" on NBC in San Francisco (25 yrs); VP of Communications & Licensing for Gymboree Inc, (PR has been credited with growing the company to an international franchise/retail company); VP of Communications for Supercuts Inc; focus group moderator for Cadillac/GM; and owner/leader of an entrepreneurial group for women. Currently: writing communications book & blog; leadership for women; business w/husband to market books/seminars.

Alternate Committee Nominations:

1. Publishing House of the ELCA (Augsburg Fortress, Publishers) Board of Trustees

Reference: Bishop Mark Holmrud Phone: 916-756-1665 E-mail: bmark@spselca.org
Relationship: My Synodical Bishop

Advisory Committee for The Lutheran Magazine Region 2

Ms. Lynn Michele Bulock

Synod: Southwest California Synod, ELCA (2B)
Congregation: Westlake Lutheran Church (ID: 07354) - Agoura Hills, CA
Gender: Female Birthdate: 6/20/1956
Primary Language: English Ethnicity: Caucasian
Lay/Clergy: Lay (Rostered in synod 2B)
Willing to serve: Yes

Preferred Mailing Address: (Home)
41 Fallen Oaks Dr.
Thousand Oaks, CA 91360 United States

Telephone: Preferred: 805-405-9687 (Cell) Alternate: 805-241-7145 (Home)
E-mail: lbulock@hotmail.com (Home)

Educational Institutions:
Fuller Seminary (2006-2008): Master Of Arts In Lay Ministry
California State-Dominguez Hills (2003-2005): Master Of Liberal Arts
Ball State University-Muncie, IN (1974-1977): Bachelor Of Science

Employment: Program Director (08/01/2011-10/11/2013)
Lutheran Social Services of Southern California
Thousand Oaks, CA

Congregational, Synodical, or Churchwide Service Activities:
Voting Member-Churchwide Assembly
Synod Council Member (2013-2013)
Synod Mission Team for Rostered Leadership (2008-2013)

What are the gifts, skills, experiences and areas of expertise that you would bring to this work?

I bring the skills and experiences of a published author of fiction and nonfiction to this work. Before changing careers in 2008 and becoming a Diaconal Minister, I had 27 novels published from 1989 to 2008. In addition I have written a variety of nonfiction from magazine and newspaper articles to church-related publications including Prayers of Intercession for Sundays & Seasons for the last three years. I know the writing and publishing process and would be honored to use my talents in service for this board.

As a Diaconal Minister I have had two Word and Service calls, working with nonprofits involved in poverty and homelessness. I have a heart for people who are homeless, hungry or mentally ill, and love bringing their faces and issues before the church.

Alternate Committee Nominations:

1. Publishing House of the ELCA (Augsburg Fortress, Publishers) Board of Trustees

Reference: Bishop Guy Erwin Phone: 818-507-9591 E-mail: erwin@socialsynod.org
Relationship: not specified

Advisory Committee for The Lutheran Magazine Region 2

Ms. Marguerite (Meg) B Spencer

Synod: Rocky Mountain Synod, ELCA (2E)
Congregation: Our Savior's Lutheran Church (ID: 10113) - Greeley, CO
Gender: Female Birthdate: 1/15/1954
Primary Language: English Ethnicity: Caucasian
Lay/Clergy: Lay
Willing to serve: Yes

Preferred Mailing Address: (Home)
3839 W 7th Street Rd
Greeley, CO 80634-1529 United States

Telephone: Preferred: 970-576-6065 (Cell)
E-mail: meggie.2035@gmail.com (Home)

Educational Institutions:
Univ of Northern CO (1998-2000): Master Of Arts
Univ of Northern CO (1995-1997): Bachelor Of Arts

Employment: Adjunct Composition and Humanities (08/15/2010-present)
Aims Community College
Greeley, CO

Congregational, Synodical, or Churchwide Service Activities:
Newsletter Editor; Crossways Training; Sm Grp Coord, Women's Retreat Co-Coord; Fair Trade Sal
Mission Work- Juarez, Mexico-'01 & '03; Habitat Builds-various yrs from 1997 to 2011
Worship & Music Cmte, Choir, Adult and Youth Ed from 1997 to 2013

What are the gifts, skills, experiences and areas of expertise that you would bring to this work?

I rejoice in God's grace and abundant gifts that call me to serve Christ. To The Lutheran nominating committee, I offer gifts of leadership, writing and speaking, and concern for the vulnerable. I feel called to encourage honest & inspired stories wherein God is made manifest for all around the globe. For He meets us in our abyss in those dark hours at the foot of the Cross; he meets us on the mountain top in that divine moment of His heavenly promise. In that sublime unity, we meet one another rejoicing in the Good News. Thus, I hope to serve those who proclaim diverse & complex faith journeys with integrity, grace, & caring; and to embrace and uplift the mission of the ELCA.

My editing & newsletter experience will enhance my contributions as will my leadership & collaboration skills, cultivated while serving on Boards for Triangle Cross Ranch, home for developmentally disabled adults, & Habitat for Humanity. As a Board member, I will devote my gifts to The Lutheran vision.

Reference: Pr Sarah Moening Phone: 970-290-5990 E-mail: smoening@rmselca.org
Relationship: She is my former pastor at Our Savior's.

Advisory Committee for The Lutheran Magazine Region 7

Mr. Neal Frederick Fischer

Synod: Upstate New York Synod, ELCA (7D)
Congregation: St Paul Lutheran Church (ID: 10458) - Penn Yan, NY
Gender: Male Birthdate: 5/9/1971
Primary Language: English Ethnicity: Caucasian
Lay/Clergy: Lay
Willing to serve: Yes

Preferred Mailing Address: (Home)
6 Oakwood Estates
Dundee
Dundee, NY 14837 United States

Telephone: Preferred: 6073498072 (Cell) Alternate: 3154462502 (Work)
E-mail: nfischer@upstatenysynod.org (Work)

Educational Institutions:

University of South Florida, Tampa, FL (1990-1992): Bachelor Of Music
Carnegie-Mellon University, Pittsburgh, PA (1993-1995): Educational Specialist

Employment: Director of Communications (12/01/2008-present)
Upstate New York Synod
Camillus, NY

Congregational, Synodical, or Churchwide Service Activities:

Live streaming of Churchwide Assembly (2009-2009)
Live streaming of the Youth Gathering (2009-2009)
Work with PR team on Social Media at Churchwide Assembly (2013-2013)

What are the gifts, skills, experiences and areas of expertise that you would bring to this work?

I have felt for some time a tug on my heart to help the Church to improve its communications. Our denomination has such a powerful story to tell and well branded magazine with a rich history. We need to work hard to improve this magazine as it moves further into the 21st century.

I have been told that I am a curator of knowledge and a translator, often between generations. Working for the Church in some capacity since I was 14 years old has provided me with insight of how to work in this environment.

As Dir. of Communications, I publish our synod's email newsletters, publications, manage the website, and social media outlets. We publish synodical inserts for The Lutheran.

I have been a retail manager overseeing millions of dollars of merchandise, growing employees, and often turning around customer service scores and previously lower sales numbers. Each of my assistants were prepared to take over when I moved up.

I also have worked in radio and TV and a performing musician

Alternate Committee Nominations:

1. Publishing House of the ELCA (Augsburg Fortress, Publishers) Board of Trustees

Reference: Rev. Marie C. Jerge, Bishop Upstate New York Synod Phone: 315-446-2502 E-mail:
bishop@upstatenysynod.org

Relationship: The Bishop is my supervisor.

Advisory Committee for The Lutheran Magazine Region 7

Mr. Andrew Merritt

Synod: New England Synod, ELCA (7B)
Congregation: Grace Lutheran Church (ID: 03554) - Needham, MA
Gender: Male Birthdate: 11/2/1982
Primary Language: English Ethnicity: Caucasian
Lay/Clergy: Lay
Willing to serve: Yes

Preferred Mailing Address: (Home)
6 Pond St.
Apt. 2
Jamaica Plain, MA 02130 United States

Telephone: Preferred: 5083331761 (Cell)
E-mail: andrew.merritt@gmail.com (Home)

Educational Institutions:
University of Massachusetts (2001-2005): Bachelor Of Arts
Holliston High School (1997-2001): Diploma Only - No Degree

Employment: Communications Director (02/01/2013-present)
New England Synod-ELCA
Worcester, MA

Congregational, Synodical, or Churchwide Service Activities:
Congregational Council (2012-____)
Lay voting delegate to Synod Assembly (2012-____)
Lay voting delegate to Synod Assembly (2008-present)

What are the gifts, skills, experiences and areas of expertise that you would bring to this work?

For a very long time, I have been fascinated by the way we communicate, particularly with the written word. I've been a reader and writer from a very young age, and when I realized my dreams of becoming a major league baseball player hinged on talent I didn't actually have, I turned to journalism as a vocation. I have excelled in the field, and through that I have been able to connect with a lot of people in many walks of life. While it took me some time to realize it, I feel my calling has to do with my ability to express and report, to describe the world around me and help others better understand that. I have seen what makes publications work, and what makes them fail, and I believe that my work as a writer, editor and designer will allow me to serve The Lutheran as a trusted and knowledgeable adviser.

Reference: Jennifer Hitt Phone: 339-227-1951 E-mail: jenniferhitt@gmail.com
Relationship: Jennifer is my pastor at Grace in Needham

Endowment Fund Board of Trustees

The Rev. Kenneth C. Feinour Jr.

Synod: Southeastern Pennsylvania Synod, ELCA (7F)
Congregation: St Paul Lutheran Church (ID: 00709) - Glenside, PA
Gender: Male Birthdate: 7/6/1941
Primary Language: English Ethnicity: Caucasian
Lay/Clergy: Clergy (Rostered in synod 7E; Leader Key: L006823)
Willing to serve: Yes

Preferred Mailing Address: (Home)
369 Beaver Hollow Road
Jenkintown, PA 19046-3803 United States

Telephone: Preferred: 2155728405 (Home)
E-mail: kennethfeinour@gmail.com (Home)

Educational Institutions:

Muhlenberg College, Allentown, PA (1960-1965): Bachelor Of Arts
The Lutheran School of Theology at Chicago (1965-1969): Bachelor Of Divinity
Lutheran Theological Seminary at Philadelphia (1977-1981): Doctor Of Ministry

Employment: Vice President of Advancement (11/01/1999-12/01/2006; retired 12/1/2006)
Diakon Lutheran Social Ministries
Allentown, PA

Congregational, Synodical, or Churchwide Service Activities:

ELCA Board of Pensions - Minneapolis, MN (1991-1997)
Northeastern Pennsylvania Synod Congregational Investment Program (1986-1998)
Stewardship Team Chair - St. Paul's Lutheran, Glenside, PA (2010-2013)

What are the gifts, skills, experiences and areas of expertise that you would bring to this work?

From the beginning of my ministry to this present day, my calling has led me to focus on the critical importance of the stewardship of the church in proclaiming and implementing the Gospel. That began a vocational journey of serving congregations, a hospital, LCA church-wide staffing, two social ministry agencies in the Northeastern Pennsylvania Synod, The Lutheran Seminary at Philadelphia and ELCA board memberships. All these roles involved key elements of stewardship.

The Endowment Fund Board of Trustees is a strategic shepherding board in the life of the church. This Board of Trustees carries with it the responsibility for preserving and funding church wide ministries. This source of funding continues to grow in size as well as importance.

I would gratefully welcome the opportunity to serve the church in this way if appointed.

Alternate Committee Nominations:

1. Board of Pensions (Portico Benefit Services)

Reference: The Rev. Dr. Samuel R. Zeiser, bishop Phone: 6102665101 E-mail: Bishop@nepsynod.org
Relationship: Bishop

Endowment Fund Board of Trustees

The Rev. Ruth Ann Loughry

Synod: Rocky Mountain Synod, ELCA (2E)
Congregation: Bethany Lutheran Church (ID: 05472) - Cherry Hills Village, CO
Gender: Female Birthdate: 8/26/1969
Primary Language: English Ethnicity: Caucasian
Lay/Clergy: Clergy (Rostered in synod 2E; Leader Key: LO25321)
Willing to serve: Yes

Preferred Mailing Address: (Home)
7648 S. Pennsylvania Dr
Littleton, CO 80122 United States

Telephone: Preferred: 303-758-2820 (Work) Alternate: 303-854-4737 (Cell)
E-mail: ruthann@bethany-denver.org (Work)

Educational Institutions:
St. Olaf College (1987-1991): Bachelor Of Music Education
Luther Seminary (1996-1998): Master Of Theology
Wartburg Seminary (2001-2002): Master Of Divinity

Employment: Associate Pastor (11/18/2007-present)
Bethany Lutheran Church
Cherry Hills Village, CO

Congregational, Synodical, or Churchwide Service Activities:
Mission Imagination Table, RMS Synod (2013-present)
Mission Partners, RMS Synod (2009-2012)
Council, SD Synod (2003-2006)

What are the gifts, skills, experiences and areas of expertise that you would bring to this work?

In the two congregations I've served as Associate Pastor, I've been included on budget conversations and oversight. Bethany has a budget of 2 million with eight funding streams. This has allowed me insight into the fiscal management of a large congregation. During my tenure, Pr Ron Glusenkamp has successfully retired our debt from 5 million. Thus, I've learned by watching and helping lead campaigns for debt reduction. Currently, I am the pastoral liaison to our Global Mission Task Force which distributes roughly \$39,000 annually to missions worldwide. While in South Dakota, I served on the Synod Council and assisted with their budgeting process. I would be honored to serve on the Endowment Fund of the ELCA to gain yet another perspective of the Church and her stewardship of gifts. This call to serve the Church would only further my development in preparation for new seasons of ministry wherever Christ would lead. Serving with you in Christ, Pr Ruth Ann Loughry

Reference: Rev. Kent Mueller Phone: 303-777-6700 E-mail: kmueller@rmselca.org
Relationship: Pr Mueller is on RMS Synod staff

Endowment Fund Board of Trustees

Ms. Anna L. Geleske

Synod: Northern Texas-Northern Louisiana Synod, ELCA (4D)
Congregation: Shepherd of Life Lutheran Church (ID: 07517) - Arlington, TX
Gender: Female Birthdate: 3/14/1963
Primary Language: English Ethnicity: Caucasian
Lay/Clergy: Lay
Willing to serve: Yes

Preferred Mailing Address: (Work)
2440 B S Stemmons Fwy
Lewisville, TX 75067 United States

Residential Mailing Address:
5017 Timber Park Dr
Flower Mound, TX 75028 United States

Telephone: Preferred: 469-585-0309 (Cell) Alternate: 972-420-7036 (Work)
E-mail: ageleske@tspadallas.com (Work)

Educational Institutions:
Ranger Jr College (1985-1986): Certificate

Employment: Owner (11/01/2004-present)
The Salon Professional Academy
Lewisville, TX

Congregational, Synodical, or Churchwide Service Activities:
Worship Performance Cordinator-Faith, Flower Mound (2013-present)
NT/NL Standing Committee-the Dicsipline Committee (2012-2017)
Disciplelife Alive Campaign (2010-2011)

What are the gifts, skills, experiences and areas of expertise that you would bring to this work?

As the wife of a pastor, I have had may opportunities to be involved in parrish ministry and have served the members of our congregations. Some of the areas I have enjoyed are small group ministry, Sr high and confirmation classes, altar guild and worship planning.

I have grown in my own spirituality and my gifts and feel that is time for me to share those with the larger church.

I have owned my own business since 1998 and believe that my business skills along with the gifts I have will enable me to contribute to the work of the Endowment Fund Board.

If called I will serve to the best of my ability and will ask for God's guidance.

Reference: Dave Heise Phone: 214-763-1456 E-mail: dheise1042@hotmail.com
Relationship: Friends

Endowment Fund Board of Trustees

Ms. Lauren M. Williams

Synod: Metropolitan Washington, D.C., Synod, ELCA (8G)
Congregation: Luther Place Memorial Church (ID: 02646) - Washington, DC
Gender: Female Birthdate: 10/10/1988
Primary Language: English Ethnicity: African American/Black Non-Hispanic
Lay/Clergy: Lay
Willing to serve: Yes

Board of Pensions member or potential benefits recipient: Yes

Preferred Mailing Address: (Home)
422 Butternut Street NW
#204
Washington, DC 20012 United States

Residential Mailing Address:
422 Butternut Street NW
#204
Washington, DC 20012-2063 United States

Telephone: Preferred: 3017586759 (Cell) Alternate: 2022070131 (Work)
E-mail: williams.lauren.m@gmail.com (Home)

Educational Institutions:
University of North Carolina at Chapel Hill (2006-2010): Bachelor Of Arts

Employment: Program Manager (08/09/2010-present)
CFED
Washington, DC

Congregational, Synodical, or Churchwide Service Activities:
Youth Liaison to Church Council (Peace Lutheran, Waldorf, MD) (2005-2006)

What are the gifts, skills, experiences and areas of expertise that you would bring to this work?

My career is defined by a strong dedication to building a more equitable, empathetic world. My recent experience on a Holy Land trip has shaped & reenergized my engagement with the church as it relates to my career. The people I met introduced me to an environment that welcomes worshipers at any stage of spiritual exploration, questioning or complexity & is genuinely committed to addressing social issues. The opportunity & need to align my spiritual development & personal passion for social change has become incredibly clear; this chance to serve on the Board is one meaningful way for me to put that into practice. I bring expertise in community development, affordable housing interventions & entrepreneurship development initiatives from my experience professionally. I recognize that lasting social change in this context requires a diverse set of nonprofit program solutions, market-based strategies & policy interventions, & I understand the role of social finance innovation in that mix.

Alternate Committee Nominations:
1. Mission Investment Fund Board of Trustees

Reference: Pastor Craig Endicott Phone: 301-843-1832 E-mail: cmendicott@myplc.org
Relationship: Former Pastor

Hearing Officer

The Rev. Lowell Gordon Almen

Synod: Unable to determine due to Congregation ID not being specified
Congregation: Not specified
Gender: Male Birthdate: 9/25/1941
Primary Language: English Ethnicity: Caucasian
Lay/Clergy: Clergy (Rostered in synod 5B; Leader Key: L001840)
Willing to serve: Yes

Preferred Mailing Address: (Home)
1002 Pinehurst Ct.
Elgin, IL 60124-3121 United States

Telephone: Preferred: 847-289-0712 (Home) Alternate: 847-863-8041 (Cell)
E-mail: lowell.g.almen@comcast.net (Home)

Educational Institutions:
Concordia College, Moorhead, Minn. (1959-1963): Bachelor Of Arts
Luther Theological Seminary, St. Paul, Minn. (1963-1967): Master Of Divinity

Employment: retired 1/1/2008

Congregational, Synodical, or Churchwide Service Activities:
Secretary, Evangelical Lutheran Church in America (1987-2007)
Editor of The Lutheran Standard, American Lutheran Church (1974-1987)
Associate campus pastor, Concordia College, Moorhead, Minn. (1969-1974)

What are the gifts, skills, experiences and areas of expertise that you would bring to this work?

I know well processes for governance in the church from my years of previous service. I also was a member of the board of Lutheran Theological Southern Seminary throughout the steps leading to the merger of Lutheran Theological Southern Seminary into Lenoir-Rhyne University to become part of the university's School of Theology. I believe that I can continue to make contributions to this new venture now under way for the sake of theological education in and beyond this church.

Reference: David Swartling Phone: 847-380-2801 E-mail: David.Swartling@elca.org
Relationship: He is my successor as secretary

Hearing Officer

Ms. Jewelie A. Grape

Synod: Saint Paul Area Synod, ELCA (3H)
Congregation: Roseville Lutheran Church (ID: 11930) - Roseville, MN
Gender: Female Birthdate: 10/4/1964
Primary Language: English Ethnicity: Caucasian
Lay/Clergy: Lay
Willing to serve: Yes

Preferred Mailing Address: (Home)
1940 Fulham Street
#301
Roseville, MN 55113 United States

Telephone: Preferred: 612-298-6873 (Cell)
E-mail: jewelie.grape@leonard.com (Work)

Educational Institutions:

University of Minnesota (1982-1987): Bachelor Of Science In Business Admin
University of Minnesota (1988-1990): Master Of Arts In Management
William Mitchell College of Law (1995-1999): Doctor Of Jurisprudence

Employment: Shareholder (08/20/2012-present)
Leonard, Street and Deinard
Minneapolis, MN

Congregational, Synodical, or Churchwide Service Activities:
St Andrews -Matomedhi -VBS teacher in Slovakia (2012-2013)

What are the gifts, skills, experiences and areas of expertise that you would bring to this work?

I worked in the legal department of Portico Benefit Services (Board of Pensions) for almost 10 years, and remain its outside counsel currently. I want to continue to serve the ELCA and share whatever gifts I can - I think I could benefit this committee with my past knowledge of the ELCA and Portico and with my legal experience and sense of fairness.

Alternate Committee Nominations:

1. Committee on Appeals

Reference: David Swartling Phone: not specified E-mail: david.swartling@elca.org
Relationship: Colleague

Hearing Officer

Mr. Mark S. Helmke

Synod: Southwestern Texas Synod, ELCA (4E)
Congregation: MacArthur Park Lutheran Church (ID: 05908) - San Antonio, TX
Gender: Male Birthdate: 7/5/1954
Primary Language: English Ethnicity: Caucasian
Lay/Clergy: Lay
Willing to serve: Yes

Preferred Mailing Address: (Home)
415 Oakleaf Dr.
San Antonio, TX 78209 United States

Telephone: Preferred: 210-554-4510 (Work) Alternate: 210-867-6374 (Cell)
E-mail: mhelmke@prodigy.net (Home)

Educational Institutions:
University of Illinois (1972-1976): Bachelor Of Arts
University of Texas School of Law (1977-1980): Doctor Of Jurisprudence

Employment: Vice President & General Counsel (12/01/1996-present)
Tower Life Insurance Company
San Antonio, TX

Congregational, Synodical, or Churchwide Service Activities:
ELCA Church Council (2005-2011)
ELCA Committee on Discipline (1999-2005)
Synod Vice President--Southwestern Texas Synod (1995-2008)

What are the gifts, skills, experiences and areas of expertise that you would bring to this work?

I am an enthusiastic supporter of the work and the ministry of the Mission Investment Fund, and would welcome the opportunity to be a part of it as a member of its Board of Trustees.

My time on the Church Council has given me a good working knowledge of the organization and operation of the Mission Investment Fund, and how it fits in the larger churchwide organization. Synodical and congregational involvement have made me aware of the MIF loan programs and lending practices. As a long-time investor, I am also familiar with the investment products that are offered through MIF.

I see this as an opportunity to continue my involvement in the work of the larger church, to utilize the experience I have accumulated over the past 20+ years, and to share some of the gifts with which God has blessed me.

Reference: David Swartling Phone: 800-638-3522 E-mail: David.Swartling@elca.org
Relationship: colleague & friend

Church Council Audit Committee

Ms. Debra Rae Hopkins

Synod: Northern Illinois Synod, ELCA (5B)
Congregation: First Lutheran Church (ID: 01961) - Dekalb, IL
Gender: Female Birthdate: 11/19/1951
Primary Language: English Ethnicity: Caucasian
Lay/Clergy: Lay
Willing to serve: Yes

Preferred Mailing Address: (Home)
205 Greenwood Acres Drive
DeKalb, IL 60115 United States

Telephone: Preferred: 815-764-9195 (Cell) Alternate: 815-756-4857 (Home)
E-mail: dhopkins@niu.edu (Home)

Educational Institutions:
Northern IL University (1985-1987): Master Of Science In Business Admin
University of WI - Oshkosh (1975-1978): Bachelor Of Business Admin

Employment: Accounting Faculty and Director of CPA Review (08/15/1987-06/30/2012; retired 6/30/2012)
Northern IL University
DeKalb, IL

Congregational, Synodical, or Churchwide Service Activities:
Council Treasurer (2013-2013)
Council President (1997-1999)
Council Treasurer (1993-1997)

What are the gifts, skills, experiences and areas of expertise that you would bring to this work?

I have been a member of the Lutheran church since I was a child. Serving in various leadership positions, I am aware of the mission of the ELCA. Upon my recent retirement from teaching accounting, I have a strong desire to give back to the Church by giving of my time and talent.

In working with my own congregation, I see a need for churches to have a better understanding of finances and internal controls. I have 30 plus years of experience helping organizations improve their financial reporting and internal controls.

I look to my Pastor and others within the church to provide me with spiritual guidance. I hope others would confidently look to me as a CPA and CIA to provide financial guidance.

Working with the skilled staff and leaders of the ELCA would be an honor. I want to use my experience in training accounting firms and past service on profit and nonprofit audit committees to help the ELCA continue doing God's work. My hands are ready to serve.
Blessings to you.
Debra

Alternate Committee Nominations:
1. Endowment Fund Board of Trustees

Reference: Pastor Janet Hunt Phone: 815-758-0643 E-mail: pastorjanethunt@firstdekalb.org
Relationship: She is the current Pastor of my church.

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En Bloc Items

I. Board Development Committee

II. Budget and Finance Committee

II.A Audit Committee Membership

The Audit Committee shall consist of six members. A minimum of two members should be ELCA Church Council Budget and Finance Committee members. Members of the committee shall be appointed by the Budget and Finance Committee and forwarded to the Church Council for approval. Budget and Finance Committee members should be appointed for a two-year term with the possibility of reappointment up to their Church Council term. Non-Church Council members should be appointed for a two-year term, renewable for two additional terms. Terms need to be staggered in recognition of the need for continuity of committee membership from year to year. Biographical information of the nominees is in [Exhibit C](#).

The member of the Audit Committee and current term end date is Mr. James Zils (11/14).

CC ACTION [EN BLOC]

Recommended:

To elect Ms. Marjorie Ellis, Ms. Louise Hemstead, Ms. Debra Hopkins, Mr. Clarence Smith and Ms. Ingrid Sponberg Stafford to the ELCA Audit Committee for two-year terms beginning November 2013.

II.B Audit Committee Report

At its June 4, 2013 meeting, the ELCA Audit Committee reviewed the audited financial statements for the year ended January 31, 2013. The report is printed in [Exhibit F, Part 6a](#).

CC ACTION [EN BLOC]

Recommended:

To receive and approve the report of the ELCA Audit Committee describing their review of the audited financial statements, management letter and response of management for the fiscal year ended January 31, 2013.

III. Executive Committee

III.A Charter for the ELCA Consultative Panel on Lutheran-Jewish Relations

The ELCA Consultative Panel on Lutheran-Jewish Relations has written a charter to help guide their work. It can be found in [Exhibit G, Part 2](#). At the October meeting, Kathryn Lohre, director for ecumenical and inter-religious relations and staff liaison to the consultative panel, provided additional background information.

CC ACTION [EN BLOC]

Recommended:

To thank the ELCA Consultative Panel on Lutheran-Jewish Relations for their ongoing work to assist the various expressions of the ELCA to increase cooperation and understanding between Lutheran Christians and the Jewish community;

To affirm the charter for the ELCA Consultative Panel on Lutheran-Jewish Relations; and

To request the Secretary of this church to inform the consultative panel of this action.

III.B Approval of Committee Charters

At the first meeting of every triennium, each committee is to review their charters. The Executive Committee is responsible for reviewing and making recommendations regarding committee charters. All amended charters will be reviewed by the Executive Committee at their November 10, 2013 meeting.

CC ACTION [EN BLOC]

Recommended:

**To recommend that the revised Executive Committee Charter be approved; and
To approve the revised committee charters as amended.**

IV. Legal and Constitutional Review Committee

IV.A Amendments to the Deaconess Community bylaws

Stephen Bouman, executive director of the Congregational and Synodical Mission unit, has requested that the amendments to bylaws for the Deaconess Community of the Evangelical Lutheran Church in America be approved. The revised bylaws can be found in [Exhibit H, Part 1](#).

CC ACTION [EN BLOC]

Recommended:

To approve the amendments to the bylaws of the Deaconess Community of the Evangelical Lutheran Church in America as printed in Exhibit H, Part 1.

IV.B Acknowledgement of Independent Lutheran Organizations

Bylaw 14.21.16. in the Constitutions, Bylaws, and Continuing Resolutions of the Evangelical Lutheran Church in America states:

“The Church Council shall establish the criteria and policies for the relationship between this church and independent, cooperative, and related Lutheran organizations. The policies adopted by the Church Council shall be administered by the appropriate unit of the churchwide organization. The determination of which organization shall relate to a specific unit of the churchwide organization shall be made by the Church Council.”

At its April 2006 meeting, the Church Council voted [CC06.04.27] to approve a revised “Policy on Relationships of Churchwide Units with Independent Lutheran Organizations.” The revision was made necessary by changes in structure, governance, and the Constitutions, Bylaws, and Continuing Resolutions of the Evangelical Lutheran Church in America.

In accordance with the revised policy, the Rev. Stephen P. Bouman, executive director of the Congregational and Synodical Mission unit, recommended that the Lutheran Suicide Prevention Ministry be acknowledged as an Independent Lutheran Organization in relationship to the ELCA through the Congregational and Synodical Mission unit.

CC ACTION [EN BLOC]

Recommended:

To acknowledge, in accordance with bylaw 14.21.16. of the Constitutions, Bylaws, and Continuing Resolutions of the Evangelical Lutheran Church in America and the “Policy on Relationships of Churchwide Units with Independent Lutheran

Organizations,” the Lutheran Suicide Prevention Ministry as an Independent Lutheran Organization which will relate to the Evangelical Lutheran Church in America through the Congregational and Synodical Mission unit.

IV.C Amendments to Seminary Governing Documents

Bylaw 8.31.02. describes the process for making amendments to seminary governing documents. “Amendments to the governing documents of each separately incorporated seminary and each seminary cluster shall be submitted, upon recommendation of the appropriate unit of the churchwide organization, to the Church Council for approval.”

The amendments are detailed in the bylaws of Luther Seminary found in [Exhibit H, Part 3](#).

CC ACTION [EN BLOC]

Recommended:

To approve the amended bylaws of the Luther Seminary, Saint Paul, Minnesota as detailed in Exhibit H, Part 3.

IV.D Amendments to the ELCA Articles of Incorporation

The Churchwide Assembly acted to change the composition of the Church Council by approving new language in 2011:

14.30. COMPOSITION OF THE CHURCH COUNCIL

14.31. The voting members of the Church Council shall consist of the four churchwide officers, the chair of the Conference of Bishops, and at least 33 and not more than 45 other persons, elected by the Churchwide Assembly.

At the 2013 Churchwide Assembly additional changes to the Constitution were adopted further detailing the manner in which the Church Council was to be elected and elections took place, in conformity with the 2011 Constitutional changes.

The ELCA is a Minnesota nonprofit corporation that has members with voting right. (The Churchwide Assembly voting members) Those voting members authorized a new composition for the Church Council at the 2011 and 2013 Churchwide Assembly and those Constitutional changes require that the ELCA Articles of Incorporation be amended to comply.

The process for amending the Articles is set forth in Minnesota Nonprofit Corporate Statute 317A.133:

317A.133 PROCEDURE FOR AMENDMENT OF ARTICLES.

Subd. 3. Approval by board where members have voting rights. (a) The members with voting rights may authorize the board of directors, subject to paragraph (c), to exercise from time to time the power of amendment of the articles without approval of the members with voting rights.

(b) When the members with voting rights have authorized the board of directors to amend the articles, the board of directors, by the affirmative vote of a majority of all directors, unless the articles, bylaws, or the members' resolution authorizing the board action require a greater vote, may amend the articles at a meeting of the board. Notice of the meeting and of the proposed amendment must be given to the board.

(c) The members with voting rights may prospectively revoke the authority of the board to exercise the power of the members to amend the articles at a meeting duly

called for that purpose.

Therefore, the Church Council, as authorized by law in Minnesota statutes, may by a majority vote, amend the Articles of Incorporation to conform with the Churchwide Assembly Constitutional amendments changing the membership of the Church Council.

On advice of legal counsel in Minnesota, it was determined that it is unnecessary to continue to leave in the names and addresses of the original members of the Church Council, and that language is to be deleted.

Following is the proposed amendment to Article VII of the ELCA Articles of Incorporation. The Articles of Incorporation can be found in [Exhibit H, Part 4](#).

ARTICLE VII

~~—The Church Council shall consist of thirty seven (37) persons. The names and addresses of the members of the Church Council and the expiration date of their respective terms of office, are as follows:~~

~~_____ Expiration Date of Term _____~~

~~_____ Close of the Church's~~

~~Name Post Office Address Convention in the Year:~~

~~—Names of the members of the Church Council elected at the Constituting Convention of the Evangelical Lutheran Church in America and, in the case of the treasurer, at the first meeting of the Church Council, were filed in the Restated Articles of Incorporation and appear in the minutes of the convention and council meeting.~~

The voting members of the Church Council shall consist of the four churchwide officers, the chair of the Conference of Bishops, and at least 33 and not more than 45 other persons elected by the Churchwide Assembly.

CC ACTION [EN BLOC]

Recommended:

To approve the amended Articles of Incorporation of Evangelical Lutheran Church in America.

IV.E Amendments to continuing resolutions in the ELCA Constitution

CC ACTION [EN BLOC – Two-thirds approval required]

Recommended:

To approve the following amendments to the Constitutions, Bylaws, and Continuing Resolutions of the Evangelical Lutheran Church in America.

7.52.A0513. Sources of Calls for Associates in Ministry, Deaconesses, and Diaconal Ministers

...

4.0 Churchwide ministry

4.1 Officer's staff Church Council

4.2 Unit executive director Church Council

4.3 ~~Section executive~~ Church Council

4.4 Other churchwide unit staff Church Council

...

This would parallel an amendment the 2013 Churchwide Assembly approved for continuing resolution 7.44.A13. Note that continuing resolution 7.52.A05. is referenced in bylaw 7.52.21. Bylaw 8.72.11. references 7.44.A05.b. in paragraph “a” and 7.52.A05.b. in paragraph “b.” Those continuing resolutions would now be 7.44.A13. and 7.52.A13.

14.41.F07. Board Development Committee

“A Board Development Committee – composed of six **to eight** members, at least one of whom shall be a member of the Executive Committee, **and of which at least two shall be from each elected class of the Church Council** – shall be appointed by the Executive Committee of the Church Council for two-year, renewable terms to assist the presiding bishop and the Church council in developing and implementing efforts to help members of the Church Council to demonstrate a comprehensive understanding of the council’s role and fiduciary responsibility as the board of directors of the Evangelical Lutheran Church in America...”

...

This amendment allows for flexibility in the composition of the committee as well as the opportunity for additional perspectives to be shared in the work of the committee. The Board Development Committee has reviewed the amendment and affirms its approval.

20.61.A0913. Rules of the Committee on Appeals

...

q. See 20.52.A9211. and 20.53.A9211. for additional rules of procedure applicable in proceedings for recall or dismissal.

...

16.12.B10. Global Mission Unit

The Global Mission unit shall provide integrated support of this church’s work in other countries and be the means through which churches in other countries engage in mission to this church and society.

- a. The Global Mission unit shall build capacity and provide support for mission in the following areas:
 1. Global Community: maintaining church-to-church relationships and mutual endeavors for evangelical witness, leadership development, sharing of mission personnel, and collaborative work;
 2. Mission Formation and Relationships: mutual learning and growth with companion churches and ELCA synods and congregations in the accompaniment model for mission, companion synod relationships, young adults in global mission, relationships with independent Lutheran organizations related to global mission, and mission efforts for full communion partners;
 3. Diakonia: meeting human need and working collaboratively with partners toward the flourishing of human community through engagement in international development and disaster response.
- b. The Global Mission unit will develop personnel policies for long-term and other missionaries in consultation with the Human Resources of the Office of the Bishop, and administer such policies after their approval by the Church Council.

...

The new provision parallels very closely the previous language and provides the important understanding of how Global Mission personnel policies are developed and approved. The Global Mission unit and Human Resources have both reviewed and approved the amendment.

The above reflects changes in formatting as well as the new language.

V. Planning and Evaluation Committee

VI. Program and Services Committee

VI.A Corporate Social Responsibility Issue Papers and Economic Social Criteria Investment Screens

The Evangelical Lutheran Church in America has a long history of working for justice through corporate social responsibility. The corporate social responsibility work of the Evangelical Lutheran Church in America is mandated by the ELCA Constitution (14.21.14):

14.21.14. The Church Council may direct the churchwide organization to exercise the corporate social responsibility of this church by filing shareholder resolutions, casting proxy ballots, and taking other actions as it deems appropriate.

The Program and Services committee decided at its April 2012 meeting to adopt the process described in the Corporate Social Responsibility Roles and Responsibilities chart as an interim process for addressing functions and issues involving corporate social responsibility until a long-term recommendation is adopted (CC12.04.09)

To express thanks and appreciation to the Corporate Social Responsibility Review Team, and especially to Ms. Patricia Zerega, for its commitment to advocacy and representing this church in a socially responsible way in the corporate arena;

To adopt the process described in the Corporate Social Responsibility Roles and Responsibilities chart as an interim process for addressing functions and issues involving corporate social responsibility until a long-term recommendation is adopted;

To approve the following documents to serve as the basis for ongoing corporate social responsibility work in this church:

- Social Criteria Investment Screens Criteria, as revised;
- Corporate Social Responsibility Issue Paper Policy and Procedures, as revised;
- Boycott Policy and Procedures, as revised; and
- Genetics Issue Paper; and

To encourage the churchwide organization, synods, congregations, members, and affiliated and related institutions and agencies to study documents and information provided by this church concerning issues of corporate social responsibility, to make investment decisions recognizing these principles, and to advocate for socially responsible decision-making in the corporate arena, consistent with the social policies of this church.

That chart appears in [Exhibit J, Part 3](#), and states that Church Council must approve issue papers with boundaries for voting proxies and filing resolutions on an annual basis. The corporate social responsibility issue papers and economic social criteria screens are in [Exhibit J, Part 3](#).

CC ACTION [EN BLOC]

Recommended:

To approve the amendments to the following corporate social responsibility issue papers and economic social criteria investment screen, but to request that the original issue papers be archived for historical and research purposes:

- **Pornography Social Criteria Screen**
- **Sufficient Sustainable Livelihood for All: Codes of Conduct**
- **Caring for Health: Domestic Access to Health Care**
- **Freed in Christ: Nondiscrimination in Business Activities; and**

To acknowledge and affirm that the interim process for addressing issues of corporate social responsibility approved by the Church Council in April 2012 [CC12.04.09] will continue until a long-term recommendation is adopted by the Church Council in 2014.

VI.B Implementing Resolution #8: Genetics, Faith and Responsibility Social Statement

Beginning with the 2003 ELCA statement on health care, social statement implementing resolutions (IR) have directed or called upon a unit of the Churchwide Organization to provide a process for accountability and a report regarding the implementation of the resolutions associated with each statement. The 2011 social statement on Genetics, Faith and Responsibility specified a more elaborate process in its IR#9 and the report in Exhibit J, Part 6 fulfills the assessment called for regarding activities during 2013.

Limited staff capacity has also inhibited completion of the assessment required by the eighth resolution regarding “the feasibility of developing a social message on regenerative medicine, including, but not limited to, a range of stem cell technologies” for this Church Council meeting in November of 2013. At the same time continuing social discussion of the moral questions surrounding regenerative medicine suggests an assessment remains relevant.

CC ACTION [EN BLOC]

Recommended:

To acknowledge both the existing limited staff capacity and the continuing presence of important moral and social questions around regenerative medicine; and

To postpone a report and possible recommendations from the Theological Discernment Team staff in the Office of the Presiding Bishop regarding the feasibility of developing a social message on regenerative medicine, including, but not limited to, a range of stem cell technologies, until the November 2014 meeting of the Church Council.

VII. Nominations, Appointments and Elections

VII.A Other Elections

Between meetings of the Churchwide Assembly, the Church Council has the responsibility of electing people to fill terms on churchwide boards, steering committees of churchwide commissions and certain advisory committees. Biographical information is provided in [Exhibit C](#).

CC ACTION [EN BLOC]

Recommended:

To elect as members of the Board of Trustees of the Endowment Fund of the Evangelical Lutheran Church in America to six-year terms expiring in 2019: The Rev.

EVANGELICAL LUTHERAN CHURCH IN AMERICA

CHURCH COUNCIL

November 8-10, 2013

Exhibit D

Page 8 REVISED November 6, 2013

Kenneth J. Feinour, Jr., Ms. Anna Geleske, The Rev. Ruth Ann Loughry and Ms. Lauren Williams; and

To elect as members of the Committee of Hearing Officers to one six-year term expiring in 2019: The Rev. Lowell Almen, Ms. Jewelie Grape, and Mr. Mark Helmke.

**ELCA CHURCHWIDE ORGANIZATION
2013 OPERATING RESULTS SUMMARY
FOR THE EIGHT MONTHS ENDING SEPTEMBER 30, 2013**

The churchwide organization of the Evangelical Lutheran Church in America had revenue in excess of expenses of \$2.2 million in current operating funds for the eight-month period ended September 30, 2013, a favorable variance of \$5.7 million to the period budget and unfavorable by \$0.1 million compared to the eight months ending September 30, 2012.

Revenue totaled \$44.9 million for the eight-month period compared with \$43.7 million the previous year, an increase of \$1.2 million or 2.8 percent. In addition, \$1.5 million in support was released from restriction or designation during the period. Total revenue and support for the eight -month period was \$46.4 million, an increase of \$2.7 million or 6.2 percent from the previous year. Expenses related to the current operating fund amounted to \$44.2 million, an increase of \$2.8 million or 6.8 percent from the previous year. Revenue and support in the period was favorable to budget by \$2.3 million or 5.2 percent. Expenses were below the authorized unit spending plans by \$3.4 million or 7.2 percent.

Income from congregations through synods in the form of Mission Support income for the eight months was \$30.1 million, a decrease of \$0.6 million or 2.0 percent compared to same period last year. Mission Support income was unfavorable to the revised budget by \$0.5 million or 1.6 percent. The revised annual Mission Support budget for 2013 of \$49.4 million is \$0.4 million or 0.95 percent lower than the amount received in 2012. With the eight month totals behind both budget and prior year, the churchwide organization is actively monitoring mission support trends.

Other temporarily restricted and unrestricted revenue and support funds available for the budgeted operations of the church amounted to \$16.2 million compared with \$12.9 million in the previous year. Income from endowment distributions of \$1.7 million, bequests and trusts of \$4.3 million, and other income of \$2.6 million, resulted in favorable variances to the year-to-date budget, with bequests and trusts and other income also positive compared to the eight months ending September 30, 2012. Income from the Mission Investment Fund of \$1.3 million exceeded budget and was favorable to 2012 by \$0.3 million. Income from Vision for Mission of \$0.6 million, investments of \$1.5 million and Global Church Sponsorship (including missionary sponsorship) of \$1.7 million, were behind budget by \$0.4 million and as of the same period in 2012 by \$0.2 million. Other grant revenue is on budget.

Total contributions to ELCA World Hunger for the eight months were \$8.3 million – unfavorable to the same eight-month period in 2012 by \$0.4 million. Decreases were realized in most regular giving categories with the exception of Endowments and Donor Requested Payments and Bequests Miscellaneous. The ELCA Malaria Campaign received gifts of \$2.7 million in the eight months ending September 30, 2013 and has raised over \$9.3 million campaign-to-date. ELCA members contributed \$4.8 million for the Lutheran Disaster Response in the eight-month period, primarily \$1.8 million in support of the ELCA's response to domestic tornadoes. This compares to \$2.1 million in revenue for the same period in 2012, which included \$0.5 million for U.S. Severe Spring Storms. The Lutheran Disaster Response has also received the first installment from the American Red Cross to assist in our mission with those affected by Hurricane Sandy.

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EVANGELICAL LUTHERAN CHURCH IN AMERICA
CURRENT OPERATING FUNDS
SUMMARY OF REVENUE AND EXPENSES
 (In Thousands)
 For the Period Ending September 30, 2013

	2013 ACTUAL	2013 BUDGET	2012 ACTUAL	Year-to-Date Variance	
				ACTUAL vs BUDGET Favorable/(Unfav)	CURRENT YEAR vs PRIOR YEAR Favorable/(Unfav)
REVENUE					
UNRESTRICTED					
Mission Support	\$ 30,163	\$ 30,645	\$ 30,792	\$ (482)	\$ (629)
Other	8,488	6,081	6,227	2,407	2,261
Total Unrestricted	<u>38,651</u>	<u>36,726</u>	<u>37,019</u>	<u>1,925</u>	<u>1,632</u>
TEMPORARILY RESTRICTED					
Designated Gifts	3,268	3,270	2,722	(2)	546
Other	2,984	2,778	3,945	206	(961)
Total Restricted	<u>6,252</u>	<u>6,048</u>	<u>6,667</u>	<u>204</u>	<u>(415)</u>
TOTAL REVENUE	\$ 44,903	\$ 42,774	\$ 43,686	\$ 2,129	\$ 1,217
DESIGNATED AND RESTRICTED FUNDS RELEASED	1,486	1,332	-	154	1,486
TOTAL OPERATING REVENUE AND SUPPORT	<u>46,389</u>	<u>44,106</u>	<u>43,686</u>	<u>2,283</u>	<u>2,703</u>
LESS TOTAL EXPENSES	<u>44,222</u>	<u>47,646</u>	<u>41,392</u>	<u>3,424</u>	<u>(2,830)</u>
NET REVENUE OVER (UNDER) EXPENSES	<u>\$ 2,167</u>	<u>\$ (3,540)</u>	<u>\$ 2,294</u>	<u>\$ 5,707</u>	<u>\$ (127)</u>

PRELIMINARY AND UNAUDITED

EVANGELICAL LUTHERAN CHURCH IN AMERICA
CURRENT OPERATING FUNDS
REVENUE SUMMARY
For the Period Ending September 30, 2013

EVANGELICAL LUTHERAN CHURCH IN AMERICA
 CHURCH COUNCIL
 November 8-10, 2013
Exhibit F, Part 1b
 Page 2

	2013 ACTUAL	2013 BUDGET	2012 ACTUAL	Year-To-Date Variance	
				ACTUAL vs. BUDGET	CURRENT YEAR vs. PRIOR YEAR
	ACTUAL vs.			ACTUAL vs.	CURRENT YEAR
UNRESTRICTED					
Mission Support	\$ 30,162,586	\$ 30,645,085	\$ 30,792,012	\$ (482,499)	\$ (629,426)
Vision for Mission	576,064	705,000	676,629	(128,936)	(100,565)
Investment Income	1,489,546	1,677,184	1,787,258	(187,638)	(297,712)
Bequests and Trusts	3,231,460	725,000	1,454,346	2,506,460	1,777,114
Endowment	557,712	540,858	558,105	16,854	(393)
Rent	1,065,265	1,072,290	1,022,359	(7,025)	42,906
Other	1,567,714	1,360,570	728,631	207,144	839,083
Total Unrestricted	<u>38,650,347</u>	<u>36,725,987</u>	<u>37,019,340</u>	<u>1,924,360</u>	<u>1,631,007</u>
TEMPORARILY RESTRICTED					
Global Church Sponsorship	1,667,830	1,767,385	1,515,851	(99,555)	151,979
Bequests and Trusts	1,117,808	947,148	1,774,468	170,660	(656,660)
Endowment	1,154,017	1,118,754	1,170,690	35,263	(16,673)
Unit-Designated Gifts	250,294	202,500	206,047	47,794	44,247
Mission Investment Fund	1,350,000	1,300,000	1,000,000	50,000	350,000
Grants	712,500	712,500	1,000,000	-	(287,500)
Total Restricted	<u>6,252,449</u>	<u>6,048,287</u>	<u>6,667,056</u>	<u>204,162</u>	<u>(414,607)</u>
TOTAL REVENUE	<u>\$ 44,902,796</u>	<u>\$ 42,774,274</u>	<u>\$ 43,686,396</u>	<u>\$ 2,128,522</u>	<u>\$ 1,216,400</u>
Total Designated and Restricted Funds Released	<u>1,485,888</u>	<u>1,331,550</u>	<u>-</u>	<u>154,338</u>	<u>1,485,888</u>
TOTAL OPERATING REVENUE AND SUPPORT	<u>\$ 46,388,684</u>	<u>\$ 44,105,824</u>	<u>\$ 43,686,396</u>	<u>\$ 2,282,860</u>	<u>\$ 2,702,288</u>

EVANGELICAL LUTHERAN CHURCH IN AMERICA
CURRENT OPERATING FUNDS
ACTUAL EXPENSES VS. SPENDING AUTHORIZATION
For the Period Ending September 30, 2013

	2013 ACTUAL EXPENSES	2013 SPENDING AUTHORIZATION	Variance Favorable (Unfavorable)	Percent of Actual to Budget
UNITS				
Congregational and Synodical Mission	17,991,012	18,919,862	928,850	95.09%
Global Mission	8,688,661	9,226,294	537,633	94.17%
Mission Advancement	2,901,134	3,650,040	748,906	79.48%
OFFICES				
Presiding Bishop	3,502,800	3,590,402	87,602	97.56%
Treasurer	5,205,303	5,558,563	353,260	93.64%
Secretary	2,459,551	2,719,759	260,208	90.43%
OTHER				
General Treasury	118,810	113,300	(5,510)	104.86%
Retiree Minimum Health Obligation	1,666,667	1,666,667	-	100.00%
Depreciation	1,661,071	1,708,655	47,584	97.22%
Strategic Initiatives	27,086	492,838	465,752	5.50%
TOTAL EXPENSES	\$ 44,222,095	\$ 47,646,380	\$ 3,424,285	92.81%

SYNODICAL REMITTANCES
 for the period ending
 September 30, 2013

		MISSION SUPPORT							OTHER REMITTANCES THROUGH SYNODS *					
		2012	2013	CURRENT MONTH		YEAR-TO-DATE			\$ VARIANCE		World	Global	Malaria	
		MS%	MS%	2013	2012	2013	2012	% Vary	Monthly	Y-T-D	Hunger	Sponsorship	Campaign	Other
Alaska	1A	39.50%	39.50%	12,573	\$ 9,794	\$ 92,294	\$ 91,488	0.9%	2,779	806	\$ 9,504	\$ -	\$ 335	\$ 385
N.W. Wash	1B	45.50%	46.00%	48,773	47,127	382,644	371,638	3.0%	1,646	11,006	\$ 79,688	\$ 5,700	\$ 28,868	\$ 19,411
S.W. Wash	1C	39.50%	40.00%	26,644	32,197	226,295	227,708	(0.6%)	(5,553)	(1,412)	\$ 49,407	\$ 2,621	\$ 8,407	\$ 18,047
E. Wash / Id	1D	33.00%	33.00%	17,441	18,868	160,165	146,932	9.0%	(1,427)	13,233	\$ 18,472	\$ 4,124	\$ 3,309	\$ 3,415
Oregon	1E	39.50%	40.00%	20,272	25,820	216,942	200,712	8.1%	(5,547)	16,231	\$ 31,615	\$ 8,270	\$ 5,921	\$ 14,518
Montana	1F	40.00%	40.50%	30,036	31,252	248,754	253,441	(1.8%)	(1,216)	(4,686)	\$ 60,365	\$ 16,166	\$ 8,876	\$ 8,190
Total Region 1		39.58%	40.45%	155,739	165,058	1,327,095	1,291,919	2.7%	(9,319)	35,176	249,051	36,882	55,716	63,965
Sierra Pacific	2A	52.00%	52.50%	65,155	70,506	574,028	533,105	7.7%	(5,351)	40,923	\$ 60,433	\$ 10,872	\$ 46,741	\$ 58,182
SW California	2B	49.00%	50.00%	46,099	38,489	356,557	349,294	2.1%	7,611	7,263	\$ 75,846	\$ 25,947	\$ 18,826	\$ 28,162
Pacifica	2C	51.00%	51.00%	58,518	61,840	458,411	460,600	(0.5%)	(3,322)	(2,188)	\$ 65,276	\$ 12,068	\$ 19,831	\$ 22,830
Grand Canyon	2D	50.00%	50.00%	65,526	67,848	574,028	603,400	(4.9%)	(2,322)	(29,373)	\$ 70,203	\$ 10,277	\$ 6,805	\$ 32,223
Rocky Mtn.	2E	50.00%	50.00%	88,597	80,728	758,692	768,079	(1.2%)	7,869	(9,387)	\$ 135,838	\$ 25,390	\$ 19,595	\$ 69,000
Total Region 2		50.36%	50.72%	323,896	319,411	2,721,715	2,714,478	0.3%	4,485	7,238	407,596	84,555	111,797	210,397
W. No. Dak	3A	43.00%	44.00%	28,452	26,238	246,675	246,454	0.1%	2,214	222	\$ 22,049	\$ 25,827	\$ 2,777	\$ 6,456
E. No. Dak	3B	40.00%	40.00%	-	39,309	188,703	240,780	(21.6%)			\$ 18,401	\$ 17,664	\$ 5,257	\$ 20,240
South Dak	3C	44.00%	45.00%	62,893	51,260	466,832	431,607	8.2%	11,633	35,225	\$ 61,067	\$ 28,598	\$ 4,289	\$ 13,366
N.W. Minn	3D	51.00%	51.00%	42,129	43,260	392,077	382,384	2.5%	(1,131)	9,693	\$ 64,967	\$ 44,652	\$ 47,640	\$ 32,022
N.E. Minn	3E	49.00%	49.00%	38,237	39,072	346,035	330,597	4.7%	(835)	15,438	\$ 70,935	\$ 22,566	\$ 8,726	\$ 14,980
S.W. Minn	3F	52.50%	52.50%	57,278	80,733	641,629	632,475	1.4%	(23,455)	9,154	91,257.92	\$ 93,964	\$ 12,110	\$ 21,136
Mpls Area	3G	55.00%	50.00%	116,041	104,980	930,859	944,784	(1.5%)	11,061	(13,925)	\$ 90,645	\$ 38,311	\$ 2,162	\$ 41,156
St. Paul Area	3H	50.00%	50.00%	67,790	81,674	622,004	658,071	(5.5%)	(13,884)	(36,067)	\$ 40,917	\$ 24,197	\$ 8,991	\$ 9,128
S.E. Minn	3I	52.50%	52.50%	65,020	84,026	575,769	565,880	1.7%	(19,006)	9,889	\$ 109,493	\$ 50,689	\$ 21,987	\$ 26,832
Total Region 3		50.01%	49.08%	477,839	550,552	4,410,584	4,433,033	(0.5%)	(33,404)	29,628	569,734	346,468	113,938	185,317

**SYNODICAL REMITTANCES
 for the period ending
 September 30, 2013**

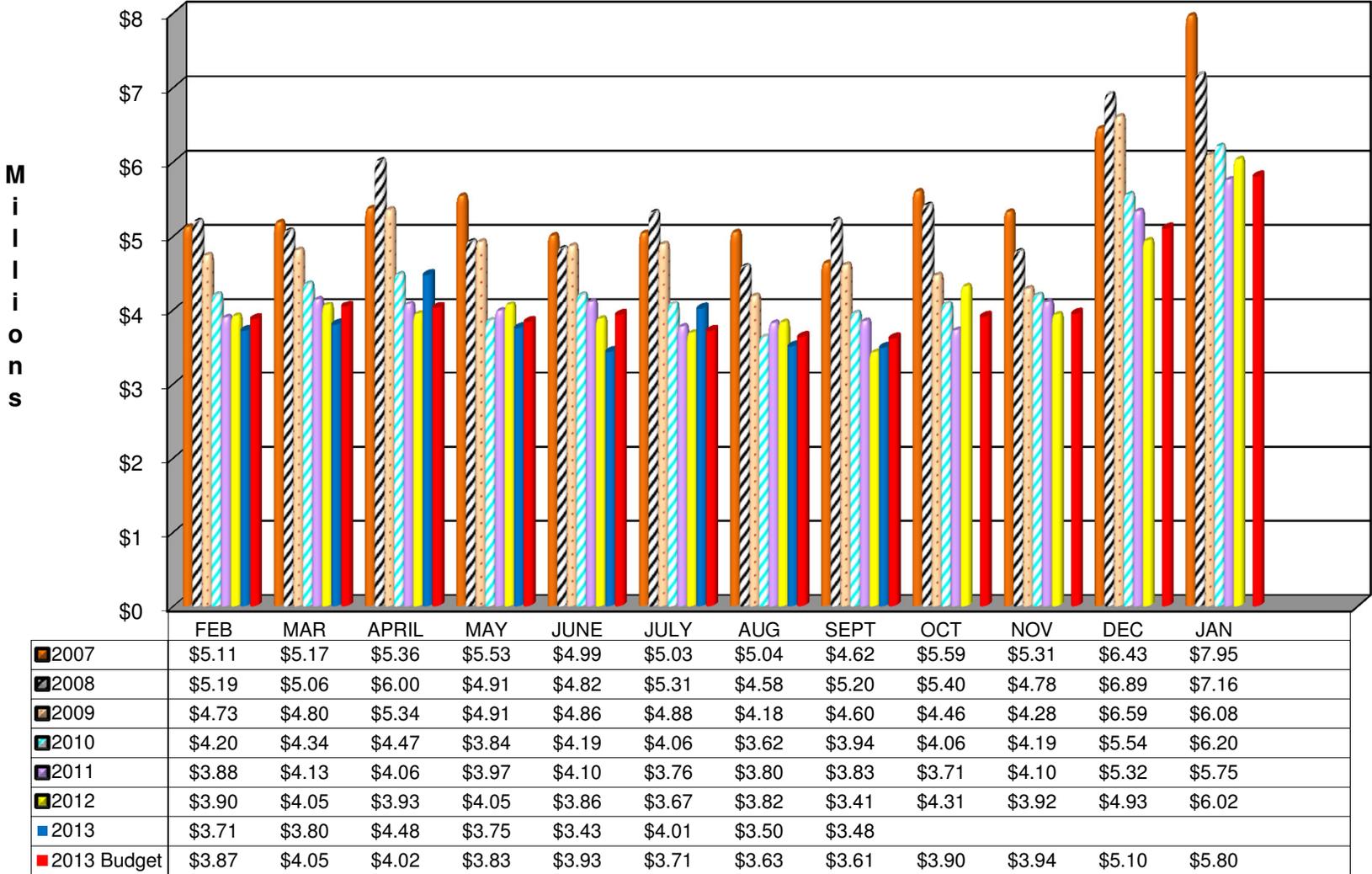
		MISSION SUPPORT							OTHER REMITTANCES THROUGH SYNODS *					
		2012	2013	CURRENT MONTH		YEAR-TO-DATE			\$ VARIANCE		World	Global	Malaria	
		MS%	MS%	2013	2012	2013	2012	% Vary	Monthly	Y-T-D	Hunger	Sponsorship	Campaign	Other
Nebraska	4A	57.00%	54.50%	145,865	156,578	1,169,870	1,165,700	0.4%	(10,713)	4,170	\$ 103,378	\$ 5,848	\$ 27,553	\$ 17,051
Central States	4B	50.00%	50.00%	75,128	61,767	578,193	596,582	(3.1%)	13,361	(18,389)	\$ 51,442	\$ 14,513	\$ 1,715	\$ 25,615
Ark/Ok	4C	40.50%	40.70%	16,767	22,515	132,576	134,670	(1.6%)	(5,748)	(2,094)	\$ 10,594	\$ 3,763	\$ 3,784	\$ 2,682
N Tx / N La	4D	47.00%	48.00%	35,450	59,374	345,304	343,462	0.5%	(23,924)	1,842	\$ 19,458	\$ 6,467	\$ 18,246	\$ 4,040
S.W. Tex	4E	50.00%	51.00%	58,072	50,988	472,275	488,378	(3.3%)	7,084	(16,103)	\$ 76,376	\$ 2,327	\$ 1,100	\$ 15,769
Tx.-La. Gulf Co	4F	50.00%	50.00%	43,122	56,108	404,303	432,945	(6.6%)	(12,985)	(28,641)	\$ 47,732	\$ 15,032	\$ 14,760	\$ 13,172
Total Region 4		51.58%	51.02%	374,404	407,330	3,102,522	3,161,737	(1.9%)	(32,926)	(59,215)	308,980	47,949	67,158	78,331
Metro Chicago	5A	54.00%	53.00%	114,207	126,882	982,189	1,018,347	(3.6%)	(12,676)	(36,158)	\$ 109,458	\$ 34,811	\$ 9,799	\$ 58,147
No. Illinois	5B	55.00%	55.00%	92,647	99,339	759,359	797,098	(4.7%)	(6,692)	(37,738)	\$ 83,193	\$ 17,369	\$ 3,424	\$ 22,251
Gen. So. Ill	5C	56.00%	56.00%	72,947	66,043	526,912	514,598	2.4%	6,903	12,314	\$ 43,873	\$ 8,126	\$ 735	\$ 11,276
S.E. Iowa	5D	53.50%	53.50%	80,987	105,743	876,479	895,083	(2.1%)	(24,756)	(18,604)	\$ 84,845	\$ 5,795	\$ 26,555	\$ 14,046
West Iowa	5E	36.10%	38.10%	10,000	20,000	115,000	160,000	(28.1%)	(10,000)	(45,000)	\$ 41,373	\$ 10,986	\$ 5,794	\$ 27,740
N.E. Iowa	5F	40.00%	40.00%	32,316	31,519	266,836	252,607	5.6%	797	14,229	\$ 145,952	\$ 31,709	\$ 35,725	\$ 44,117
N. Great Lakes	5G	50.00%	50.50%	38,377	32,192	259,809	254,835	2.0%	6,184	4,974	\$ 71,151	\$ 4,527	\$ 2,112	\$ 10,848
NW of Wisc	5H	55.00%	55.00%	38,051	59,994	374,720	420,408	(10.9%)	(21,943)	(45,689)	\$ 36,179	\$ 31,882	\$ 24,713	\$ 17,498
E.C. Wisc	5I	55.00%	55.00%	58,019	67,498	551,241	565,682	(2.6%)	(9,478)	(14,441)	\$ 82,575	\$ 36,405	\$ 37,533	\$ 118,896
Grtr Milwaukee	5J	55.00%	55.00%	93,775	83,915	749,103	728,707	2.8%	9,860	20,396	\$ 64,030	\$ 16,006	\$ 24,661	\$ 24,981
SC of Wisc	5K	55.00%	55.00%	61,346	61,615	496,698	474,662	4.6%	(269)	22,036	\$ 93,703	\$ 10,969	\$ 15,274	\$ 22,594
LaCrosse (W)	5L	55.00%	55.00%	23,487	36,063	257,620	252,524	2.0%	(12,576)	5,096	\$ 38,563	\$ 4,613	\$ 28,119	\$ 16,031
Total Region 5		52.63%	52.59%	716,159	790,804	6,215,966	6,334,552	(1.9%)	(74,645)	(118,586)	894,896	213,199	214,445	388,425
SE Mich	6A	43.00%	42.00%	33,600	37,436	316,163	313,085	1.0%	(3,836)	3,079	\$ 19,649	\$ 3,515	\$ 1,148	\$ 5,336
NW Lower Mich	6B	50.00%	50.00%	55,060	45,007	426,770	431,912	(1.2%)	10,052	(5,142)	\$ 53,967	\$ 3,918	\$ 1,383	\$ 8,567
Ind / Ky	6C	51.50%	52.00%	70,014	95,290	569,825	570,445	(0.1%)	(25,276)	(620)	\$ 103,487	\$ 12,413	\$ 15,055	\$ 25,061
N.W. Ohio	6D	51.00%	51.00%	54,471	71,528	508,192	524,073	(3.0%)	(17,056)	(15,880)	\$ 55,697	\$ 30,538	\$ 2,242	\$ 38,045
N.E. Ohio	6E	49.00%	49.00%	53,212	68,038	465,061	500,565	(7.1%)	(14,827)	(35,503)	\$ 55,014	\$ 5,197	\$ 9,858	\$ 34,237
S. Ohio	6F	39.27%	40.00%	45,333	30,413	346,677	367,612	(5.7%)	14,919	(20,936)	\$ 41,957	\$ 4,400	\$ 4,464	\$ 38,671
Total Region 6		47.41%	47.46%	311,690	347,713	2,632,689	2,707,692	(2.8%)	(36,023)	(75,002)	329,771	59,980	34,150	149,917

**SYNODICAL REMITTANCES
 for the period ending
 September 30, 2013**

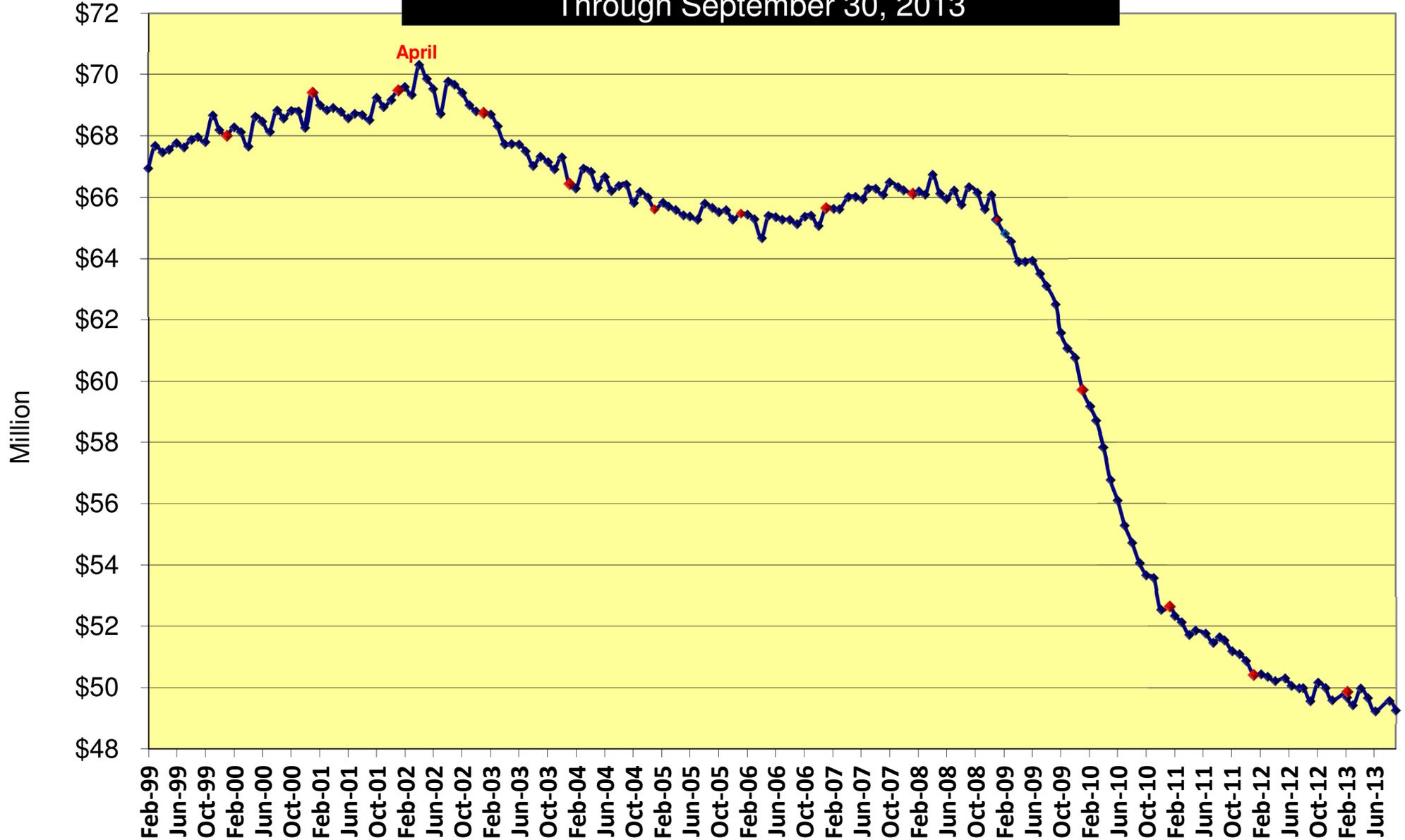
		2012 MS%	2013 MS%	MISSION SUPPORT						OTHER REMITTANCES THROUGH SYNODS *				
				CURRENT MONTH		YEAR-TO-DATE			\$ VARIANCE		World	Global	Malaria	
				2013	2012	2013	2012	% Vary	Monthly	Y-T-D	Hunger	Sponsorship	Campaign	Other
New Jersey	7A	50.00%	50.00%	67,894	86,551	634,046	660,671	(4.0%)	(18,657)	(26,626)	\$ 96,879	\$ 2,635	\$ 5,899	\$ 27,867
New England	7B	54.00%	54.40%	71,550	75,937	676,477	667,338	1.4%	(4,387)	9,139	\$ 49,461	\$ 4,658	\$ 1,853	\$ 7,529
Metro NY	7C	48.50%	49.50%	42,190	34,071	324,488	328,014	(1.1%)	8,119	(3,526)	\$ 30,764	\$ 3,477	\$ 3,202	\$ 11,619
Upstate NY	7D	47.20%	42.03%	36,469	31,141	318,785	308,188	3.4%	5,328	10,597	\$ 38,896	\$ 6,228	\$ 3,403	\$ 13,871
N.E. Penn	7E	53.00%	46.00%	62,912	81,314	676,393	690,887	(2.1%)	(18,403)	(14,494)	\$ 180,243	\$ 17,579	\$ 923	\$ 47,602
S.E. Penn	7F	53.50%	53.00%	-	77,248	389,740	653,505	(40.4%)			\$ 46,374	\$ 5,428	\$ -	\$ 14,605
Slovak Zion	7G	30.00%	30.25%	1,680	376	10,576	8,260	28.0%	1,304	2,316	\$ 3,415	\$ -	\$ 75	\$ 4,713
Total Region 7		51.35%	49.44%	282,694	386,638	3,030,505	3,316,864	(8.6%)	(26,696)	(22,594)	446,032	40,004	15,354	127,806
N.W. Penn	8A	50.00%	50.00%	18,766	40,401	234,200	274,443	(14.7%)	(21,635)	(40,243)	\$ 56,927	\$ 4,433	\$ 4,853	\$ 5,853
S.W. Penn	8B	50.00%	47.50%	57,222	61,100	464,175	506,988	(8.4%)	(3,877)	(42,813)	\$ 63,410	\$ 13,629	\$ 11,773	\$ 47,080
Allegheny	8C	50.00%	50.00%	30,340	25,933	239,700	227,679	5.3%	4,407	12,022	\$ 44,800	\$ 17,145	\$ 26,389	\$ 20,125
Lower Susq	8D	46.00%	46.50%	83,784	107,116	796,009	850,075	(6.4%)	(23,332)	(54,066)	\$ 189,300	\$ 46,489	\$ 41,156	\$ 83,040
Upper Susq	8E	50.00%	50.00%	28,641	43,310	289,339	297,623	(2.8%)	(14,669)	(8,283)	\$ 27,769	\$ 9,127	\$ 1,788	\$ 37,832
Del / Md	8F	53.00%	54.50%	94,737	84,326	693,120	679,635	2.0%	10,411	13,485	\$ 40,461	\$ 4,445	\$ 11,109	\$ 33,257
Metro DC	8G	50.00%	50.00%	42,194	79,069	512,127	546,142	(6.2%)	(36,875)	(34,016)	\$ 24,478	\$ 9,874	\$ 9,657	\$ 22,596
W Virg-W Mlyd	8H	45.00%	37.50%	12,259	19,813	68,340	144,814	(52.8%)	(7,554)	(76,474)	\$ 13,814	\$ -	\$ 1,490	\$ 2,333
Total Region 8		49.32%	48.89%	367,943	461,068	3,297,011	3,527,399	(6.5%)	(93,125)	(230,388)	460,961	105,142	108,217	252,115
Virginia	9A	37.34%	39.00%	52,382	39,543	407,508	392,322	3.9%	12,839	15,186	\$ 74,467	\$ 3,584	\$ 32,282	\$ 28,653
N. Carolina	9B	42.06%	36.82%	83,228	93,513	665,820	748,208	(11.0%)	(10,285)	(82,388)	\$ 108,292	\$ 17,571	\$ 11,173	\$ 32,673
S. Carolina	9C	41.00%	41.75%	77,278	87,565	643,879	686,344	(6.2%)	(10,287)	(42,466)	\$ 86,897	\$ 20,774	\$ 6,544	\$ 42,860
Southeastern	9D	50.00%	50.00%	73,816	78,210	701,067	706,662	(0.8%)	(4,394)	(5,595)	\$ 44,387	\$ 14,655	\$ 6,353	\$ 29,229
Florida-Baham	9E	44.00%	47.00%	74,505	84,877	667,538	652,953	2.2%	(10,372)	14,585	\$ 91,796	\$ 12,357	\$ 4,529	\$ 33,503
Caribbean	9F	12.79%	17.22%	3,333	2,916	26,666	23,328	14.3%	417	3,338	\$ -	\$ -	\$ -	\$ -
Total Region 9		42.30%	42.25%	364,541	386,624	3,112,478	3,209,817	(3.0%)	(22,083)	(97,339)	405,838	68,942	60,882	166,917
Total		49.14%	48.74%	\$ 3,374,905	\$ 3,815,198	\$ 29,850,566	\$ 30,697,489	(2.8%)	(\$323,736)	\$ (531,082)	\$ 4,072,858	\$ 1,003,120	\$ 781,658	\$ 1,623,190

* Does not reconcile with IFAS or ECIS.

Evangelical Lutheran Church in America Synodical Mission Support By Month 2005 - 2013



Mission Support Received In Preceding 12 Months
Through September 30, 2013



**EVANGELICAL LUTHERAN CHURCH IN AMERICA
 ELCA WORLD HUNGER
 SUMMARY OF REVENUE AND EXPENSE
 For the Period Ending September 30, 2013**

	<u>Actual</u>	<u>Budget</u>	<u>Income and Expense Variances</u> <u>Favorable (Unfavorable)</u>	
			<u>Actual Vs.</u> <u>Budget</u>	<u>Current Vs.</u> <u>Previous Year</u>
Beginning Balance	\$ 2,678,583			
Income:				
Through Synods	\$ 3,819,764	\$ 4,075,000	\$ (255,236)	\$ (91,334)
Direct Giving - Individual and Others	2,178,933	2,955,000	(776,067)	(763,120)
Direct Giving - Congregations	943,144	1,065,000	(121,856)	(193,720)
Endowments and Donor Requested Payments	357,871	337,500	20,371	13,611
Bequests, Miscellaneous	1,016,249	335,000	681,249	623,022
Total Income	8,315,961	8,767,500	(451,539)	(411,541)
Expense:				
Global Mission	6,714,067	6,717,573	3,506	(1,480,444)
Congregational and Synodical Mission	1,571,021	1,768,140	197,119	(380,164)
Mission Advancement	1,204,824	1,840,405	635,581	221,399
Total Expense	9,489,912	10,326,118	836,206	(1,639,209)
Net	\$ (1,173,951)	\$ (1,558,618)	\$ 384,667	\$ (2,050,750)
 Ending Balance	 \$ 1,504,632			

**EVANGELICAL LUTHERAN CHURCH IN AMERICA
 ELCA MALARIA CAMPAIGN
 SUMMARY OF REVENUE AND EXPENSE
 For the Period Ending September 30, 2013**

	<u>Actual</u>	<u>Budget</u>	<u>Variance Favorable (Unfavorable)</u>	<u>Campaign To Date</u>
Beginning Balance	\$ 3,207,841			
Income				
Through Synods	700,730	955,000	(254,270)	3,271,943
Direct Giving - Individual and Others	1,026,959	1,200,000	(173,041)	4,087,794
Direct Giving - Congregations	1,021,155	770,000	251,155	1,951,242
Total Income	<u>\$ 2,748,844</u>	<u>\$ 2,925,000</u>	<u>\$ (176,156)</u>	<u>\$ 9,310,979</u>
Expense				
<i>Global Mission</i>				
Program Grants	1,399,821	1,288,149	(111,672)	4,110,274
Capacity Building	77,644	77,715	71	326,944
Program Coordination	232,939	220,538	(12,401)	512,765
<i>Mission Advancement</i>				
Interpretation/Coordination	93,940	61,523	(32,417)	504,448
Fundraising	146,071	245,862	99,791	783,890
Total Expense	<u>\$ 1,950,415</u>	<u>\$ 1,893,787</u>	<u>\$ (56,628)</u>	<u>\$ 6,238,321</u>
Net	<u>\$ 798,429</u>	<u>\$ 1,031,213</u>	<u>\$ (232,784)</u>	
Ending Balance	<u>\$ 4,006,270</u>			

EVANGELICAL LUTHERAN CHURCH IN AMERICA
Consolidating Statement of Financial Position

	<u>Churchwide</u> <u>Operations</u>	<u>Endowment</u> <u>Funds</u>	<u>Deferred Gift</u> <u>Funds</u>	<u>Total</u> <u>September</u> <u>2013</u>	<u>Total</u> <u>September</u> <u>2012</u>
ASSETS					
Cash and Cash Equivalents	25,711,871	2,643,774	3,435,954	31,791,599	29,893,994
Cash and Securities Held as Collateral for Securities Loaned	-	-	-	-	21,196,375
Payables Under Securities Loan Agreements	-	-	-	-	(21,196,375)
Investments	37,670,200	487,758,755	155,118,308	680,547,263	643,575,695
Accounts Receivable	5,568,018	-	400,800	5,968,818	6,239,489
Notes Receivable	3,102,090	-	1,074,708	4,176,798	5,248,076
Due from Affiliates	2,935,800	-	573,409	3,509,209	1,987,356
Interest Receivable	127,272	-	625,027	752,299	913,073
Advances and Other Assets	3,787,615	-	1,081,965	4,869,580	4,447,274
Beneficial Interest in Outside Trusts	-	15,393,491	1,210,076	16,603,567	15,710,528
Cash Surrender Value of Life Insurance	1,554,389	3,685,408	-	5,239,797	5,063,985
Property, Plant & Equipment	54,576,743	-	-	54,576,743	52,266,079
Accumulated Depreciation/Amortization	(25,255,120)	-	-	(25,255,120)	(22,975,780)
Other Non-Current Assets	823,743	-	-	823,743	857,712
TOTAL ASSETS	110,602,621	509,481,428	163,520,247	783,604,296	743,227,481
LIABILITIES					
Accounts Payable	3,413,379	225,318	533,338	4,172,035	4,144,400
Mortgage and Notes Payable	104,658	-	-	104,658	110,592
Accrued Liabilities	1,078,498	-	220	1,078,718	777,649
Due to Affiliates	-	1,765,894	-	1,765,894	1,269,684
Deferred Revenue	1,161,952	365,786	975,721	2,503,459	3,804,217
Annuities Payable	-	-	79,037,520	79,037,520	86,162,056
Funds Held for Others in Perpetuity	-	61,573,589	-	61,573,589	52,982,775
Funds Held for Others	85,947	192,554,237	50,641,657	243,281,841	232,438,547
Total Liabilities	5,844,434	256,484,824	131,188,456	393,517,714	381,689,921
NET ASSETS					
Unrestricted	69,959,135	24,076,154	498,562	94,533,851	85,469,486
Temporarily Restricted	34,799,052	78,230,391	16,896,569	129,926,012	120,490,633
Permanently Restricted	-	150,690,059	14,936,660	165,626,719	155,577,441
Total Net Assets	104,758,187	252,996,604	32,331,791	390,086,582	361,537,560
TOTAL LIABILITIES AND NET ASSETS	110,602,621	509,481,428	163,520,247	783,604,296	743,227,481

EVANGELICAL LUTHERAN CHURCH IN AMERICA
Statement of Financial Position
Churchwide Operations

	<u>September 2013</u>	<u>September 2012</u>
ASSETS		
Cash and Cash Equivalents	25,711,871	23,148,283
Investments	37,670,200	38,545,571
Accounts Receivable	5,568,018	6,097,964
Notes Receivable	3,102,090	4,154,417
Due from Affiliates	2,935,800	1,987,356
Interest Receivable	127,272	168,970
Advances and Other Assets	3,787,615	3,381,660
Cash Surrender Value of Life Insurance	1,554,389	1,454,763
Property, Plant & Equipment	54,576,743	52,266,079
Accumulated Depreciation/Amortization	(25,255,120)	(22,975,780)
Other Non-Current Assets	823,743	857,712
TOTAL ASSETS	<u>110,602,621</u>	<u>109,086,995</u>
LIABILITIES		
Accounts Payable	3,413,379	3,829,739
Mortgage and Notes Payable	104,658	110,592
Accrued Liabilities	1,078,498	777,429
Funds Held for Others	85,947	113,260
Deferred Revenue	1,161,952	2,511,135
Total Liabilities	<u>5,844,434</u>	<u>7,342,155</u>
NET ASSETS		
Unrestricted	69,959,135	66,488,617
Temporarily Restricted	34,799,052	35,256,223
Total Net Assets	<u>104,758,187</u>	<u>101,744,840</u>
TOTAL LIABILITIES AND NET ASSETS	<u>110,602,621</u>	<u>109,086,995</u>

REVISED 11-7-13

EVANGELICAL LUTHERAN CHURCH IN AMERICA
Statement of Financial Position
Endowment Funds

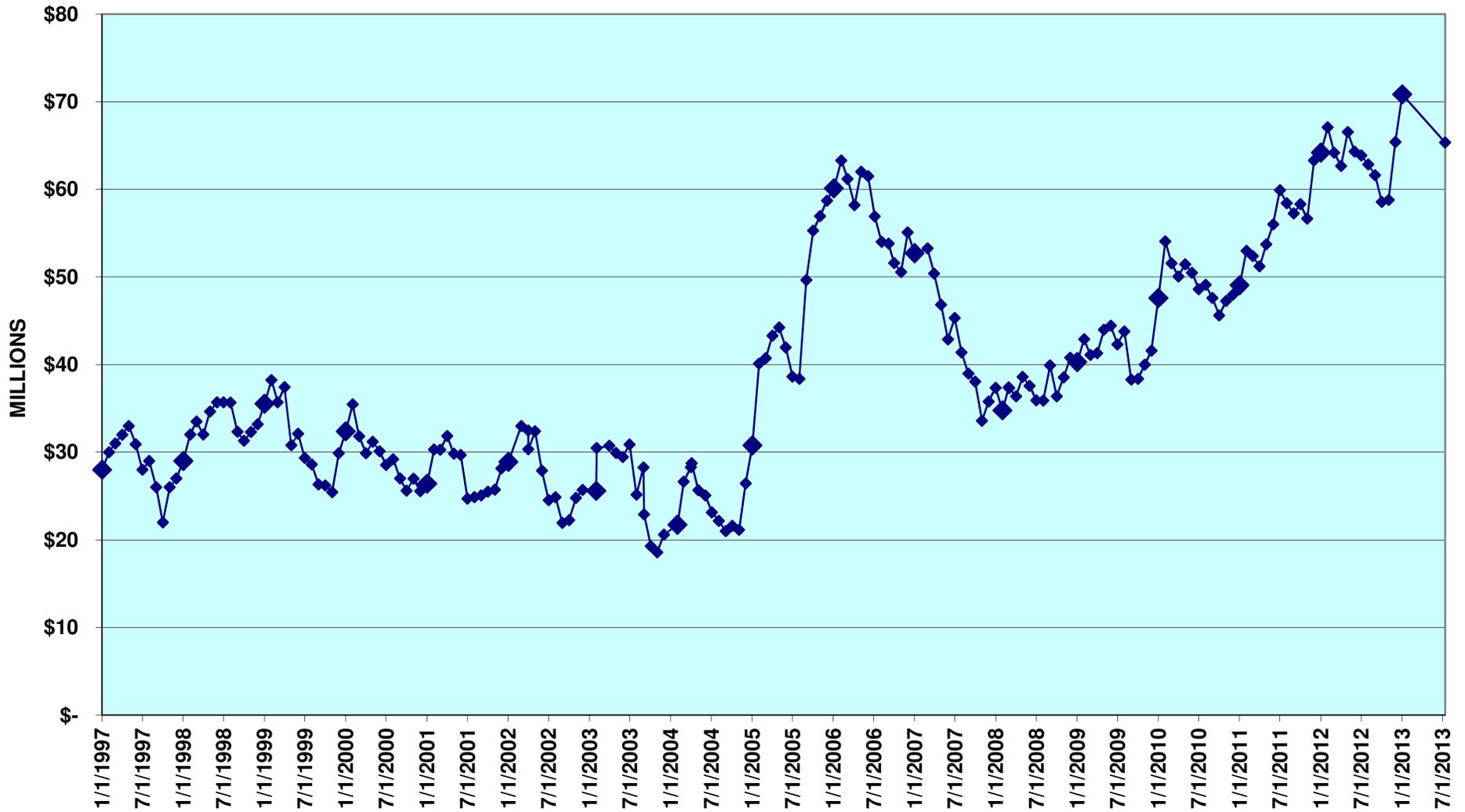
	September 2013	September 2012
ASSETS		
Cash and Cash Equivalents	2,643,774	2,097,348
Investments	487,758,755	435,796,169
Beneficial Interest in Outside Trusts	15,393,491	14,507,152
Cash Surrender Value of Life Insurance	3,685,408	3,609,222
TOTAL ASSETS	509,481,428	456,009,891
LIABILITIES		
Accounts Payable	225,318	173,028
Due to Affiliates	1,765,894	1,259,385
Deferred Revenue	365,786	300,261
Funds Held for Others in Perpetuity	61,573,589	52,982,775
Funds Held For Others	192,554,237	179,773,558
Total Liabilities	256,484,824	234,489,007
NET ASSETS		
Unrestricted	24,076,154	18,327,111
Temporarily Restricted	78,230,391	61,599,577
Permanently Restricted	150,690,059	141,594,196
Total Net Assets	252,996,604	221,520,884
TOTAL LIABILITIES AND NET ASSETS	509,481,428	456,009,891

REVISED 11-7-13

EVANGELICAL LUTHERAN CHURCH IN AMERICA
Statement of Financial Position
Deferred Gift Funds

	September 2013	September 2012
ASSETS		
Cash and Cash Equivalents	3,435,954	4,648,363
Cash and Securities Held as Collateral for Securities Loaned	-	21,196,375
Payables Under Securities Loan Agreements	-	(21,196,375)
Investments	155,118,308	169,233,955
Accounts Receivable	400,800	141,525
Notes Receivable	1,074,708	1,093,659
Due from Affiliates	573,409	-
Advances and Other Assets	1,081,965	1,065,614
Interest Receivable	625,027	744,103
Beneficial Interest in Perpetual Trusts	1,210,076	1,203,376
TOTAL ASSETS	163,520,247	178,130,595
LIABILITIES		
Accounts Payable	533,338	141,633
Due to Affiliates	-	10,299
Other Liabilities	220	220
Deferred Revenue	975,721	992,821
Annuities Payable	79,037,520	86,162,056
Funds Held for Others	50,641,657	52,551,729
Total Liabilities	131,188,456	139,858,759
NET ASSETS		
Unrestricted	498,562	653,758
Temporarily Restricted	16,896,569	23,634,833
Permanently Restricted	14,936,660	13,983,245
Total Net Assets	32,331,791	38,271,836
TOTAL LIABILITIES AND NET ASSETS	163,520,247	178,130,595

Cash and Short Term Investments 1997-2013



ELCA Capital Projects
September 30, 2013

Type	PROJECT DESCRIPTION	JOB KEY	Original Budget	Projects Approved	Expenses YTD	Project Balance	Percent Expensed	Unallocated Category Budget
Computer Software and Systems (Non PC) 001		Annual Budget	1,871,150					1,871,150
	IFAS 2010 Upgrade	01-13003-001		55,000	36,462	18,538	66.29%	1,816,150
	ELCA.org website rebuild	01-13005-001		725,000	391,898	333,102	54.05%	1,091,150
	Augsburg and 11th Floor Audio Enhancements	01-13006-001		26,825	24,244	2,581	90.38%	1,064,325
	New Phone System	01-13007-001		350,000	200,247	149,753	57.21%	714,325
	Internet Router Replacement	01-13011-001		33,000		33,000	0.00%	681,325
	Remote Office Technology Refresh and Lync Install	01-13010-001		23,035		23,035	0.00%	658,290
	Information Management Phase 1 Implementation	TBD		698,000		698,000	0.00%	(39,710)
Unit Cubicle Configurations 002		Annual Budget	-					-
Equipment Purchases 003		Annual Budget	60,000					60,000
Building/Complex Maintenance 004		Annual Budget	549,850					549,850
	Chiller Project	01-13009-004		1,014,433		1,014,433	0.00%	(464,583)
Tenant Lease Allowances 005		Annual Budget	500,000					500,000
	United Methodist Connectional Table	01-13004-005		16,915	15,337	1,578	90.67%	483,085
New Building Purchases 006		Annual Budget	-					-
Contingency		Annual Budget	-					-
TOTAL CURRENT YEAR PROJECTS			2,981,000	2,942,208	668,187	2,274,021	22.71%	38,792

* Unit funded

Previously Approved Projects Not Yet Completed

		Original Amount	Unspent Balance	Expenses 2013	Project Balance	Percent Expensed	
ECIS Phase II	01-10017-001	495,000	24,306	5,300	19,006	96.16%	Ready to close
HRIS System and Migration	01-10018-001	109,000	3,450	5,502	(2,052)	101.88%	Closed
IFAS Contract Management Module	01-10023-001	22,000	4,039	3,821	218	99.01%	
Garage cleaning and repair	01-11003-004	208,744	208,744		208,744	0.00%	
Mobile Device Security	01-12002-001	20,000	2,600	1,277	1,323	93.39%	Ready to close
CWA Voting Member Application	01-12003-001	98,650	98,650	60,000	38,650	60.82%	
IT Service Management System (5 Lic)	01-12004-001	24,975	6,800		6,800	72.77%	
Server Refresh	01-12006-001	378,180	14,858	12,833	2,025	99.46%	
Intrusion Prevention	01-12013-001	89,615	(29)		(29)	100.03%	Closed
WiFi Infrastructure	01-12014-001	79,185	35,860	34,220	1,640	97.93%	
Rekey Cylinder Locks	01-12007-004	14,030	349		349	97.51%	
Replacment of ATO Vault	01-12008-004	175,115	149,229		149,229	14.78%	
Elevator Modernization	01-12009-004	1,179,225	921,188	661,472	259,717	77.98%	
Loading Dock Concrete Replacement	01-12014-004	58,080	58,080		58,080	0.00%	
Link Roof Replacement	01-12015-004	24,668	24,668		24,668	0.00%	
Window Caulking-Phase I & II	01-12016-004	370,950	255,950	250,000	5,950	98.40%	
TOTAL PRIOR YEAR PROJECTS		3,347,417	1,808,742	1,034,424	774,318		

TOTAL FY13 EXPENSES-ALL PROJECTS

1,702,611

Not included in the list above is MIF funded-BOP Disaster Recovery Equipment which was approved for \$90,000

**Evangelical Lutheran Church in America
 2014 Income Proposal
 Revised**

	2013	2014		
	Revised Estimate	CWA Budget	Potential Changes	Revised Estimate
CURRENT FUNDS				
UNRESTRICTED				
Mission Support	\$ 49,400,000	\$ 49,850,000	\$ (1,850,000)	\$ 48,000,000
Vision for Mission	1,400,000	1,400,000		1,400,000
Investment Income	2,434,275	1,559,395	(132,095)	1,427,300
Bequests & Trusts	1,100,000	1,100,000	125,000	1,225,000
Endowment	721,145	765,280	46,281	811,561
Rent	1,645,435	1,629,620	(73,358)	1,556,262
Other	2,003,450	2,049,350		2,049,350
Total Unrestricted	\$ 58,704,305	\$ 58,353,645	\$ (1,884,172)	\$ 56,469,473
TEMPORARILY RESTRICTED				
Missionary Sponsorship	3,200,000	3,200,000	0	3,200,000
Bequests and Trusts	1,400,000	1,400,000	125,000	1,525,000
Endowment	1,536,090	1,630,100	(24,842)	1,605,258
Unit Designated	425,000	425,000	0	425,000
Mission Investment Fund	2,000,000	1,500,000	300,000	1,800,000
Grants	712,500	0		0
Total Restricted	\$ 9,273,590	\$ 8,155,100	\$ 400,158	\$ 8,555,258
Total Unrestricted and Temporarily Restricted Income Funds	\$ 67,977,895	\$ 66,508,745	\$ (1,484,014)	\$ 65,024,731
Other Fund Sources				
Designated Funds Released	\$ 620,675	\$ 1,636,630	\$ 434,014	\$ 2,070,644
Restricted Funds Released	2,133,105	2,396,365	1,050,000	3,446,365
Total Current Funds Available	\$ 70,731,675	\$ 70,541,740	\$ -	\$ 70,541,740
WORLD HUNGER				
Gifts:				
Through Synods	\$ 8,700,000	\$ 8,700,000		\$ 8,700,000
Direct Giving- Individuals	6,850,000	6,850,000		6,850,000
Direct Giving- Congregations	2,200,000	2,200,000		2,200,000
Endowment	450,000	450,000		450,000
Bequests and Misc.	800,000	800,000		800,000
Total World Hunger	\$ 19,000,000	\$ 19,000,000	\$ 0	19,000,000
TOTAL INCOME	\$ 89,731,675	\$ 89,541,740	\$ -	\$ 89,541,740

**Evangelical Lutheran Church In America
 2014 Expense Proposal**

REVISED 11-7-13

	2014 Current Fund			2014 World Hunger			Total
	Spending Authorization (CWA)	Changes	Revised Authorization	Spending Authorization (CWA)	Changes	Revised Authorization	
Congregational and Synodical Mission	27,289,740	8,910	27,298,650	3,085,715	(68,470)	3,017,245	30,315,895
Global Mission	13,973,965	341,257	14,315,222	13,319,000	68,470	13,387,470	27,702,692
Mission Advancement	5,543,870	70,120	5,613,990	2,595,285		2,595,285	8,209,275
Office of the Presiding Bishop	5,573,425	75,832	5,649,257				5,649,257
Office of the Secretary	3,977,920	41,455	4,019,375				4,019,375
Office of the Treasurer	8,146,135	139,054	8,285,189				8,285,189
General Treasury	151,200		151,200				151,200
Retiree Minimum Health Obligation	2,500,000		2,500,000				2,500,000
Depreciation	2,342,135		2,342,135				2,342,135
Strategic Initiative Fund	1,043,350	(676,628)	366,722				366,722
Total	70,541,740	-	70,541,740	19,000,000	0	19,000,000	89,541,740

**Evangelical Lutheran Church In America
 2014-2016 Capital Budget**

	Years Depreciated	2013 Proposal	2014 Proposal	2015 Proposal	2016 Proposal
Tenant Build-Outs	20	500,000	250,000		
Computer Software and Systems	5	1,871,150	585,000		
Equipment Purchases	5-10	60,000	81,990		
Building/Complex Capital Maintenance	20	549,850	515,000	130,000	130,000
Contingency/Unallocated			68,010	1,370,000	1,370,000
Total		2,981,000	1,500,000	1,500,000	1,500,000

**Summary of Church Council Designated Funds
 1999 - 2013 (1)
 September 30, 2013**

Designation	Year	Amount	Expended	Balance
Second Mile Ministry Fund	1999	\$ 12,000,000	\$ 11,992,847	\$ 7,153
Culture-Specific Resources	2001	400,000	219,360	180,640
Leadership Development Initiative	2005	2,587,622	2,543,726	43,896
25th Anniversary Campaign	2013	5,000,000	114,455	4,885,545
Total		<u><u>\$ 19,987,622</u></u>	<u><u>\$ 14,870,388</u></u>	<u><u>\$ 5,117,234</u></u>

(1) Does not include Church Council Designated Funds Functioning as Endowment.

Church Council Designated Fund Report for:
Year Designated by Church Council:
Estimated Period of Designation:
Reporting Date:

SECOND MILE MINISTRY FUNDS
1999
1999 - 2013
September 30, 2013

Activity	Allocation	Expended	Balance
Ministry Among People in Poverty			
Evangelical Outreach and Congregational Mission	\$900,000	\$900,000	\$0
Global Mission	900,000	900,000	-
Church in Society	1,200,000	1,200,000	-
Sub-Total	<u>\$3,000,000</u>	<u>\$3,000,000</u>	<u>\$0</u>
Supporting Ministry That Needs Special Attention			
Special Needs Retirement Fd Functioning as Endc	500,000	500,000	-
In the City for Good Funds Function as Endow	600,000	600,000	-
Leadership Development	500,000	500,000	-
Anti-Racism projects with Ecumenical Partners	300,000	292,847	7,153
World Hunger Appeal Anniversary	100,000	100,000	-
Identity Project	2,000,000	2,000,000	-
Sub-Total	<u>\$4,000,000</u>	<u>\$3,992,847</u>	<u>\$7,153</u>
Total Expense to Operating/Designated Fund	<u>\$7,000,000</u>	<u>\$6,992,847</u>	<u>\$7,153</u>
Lutheran Center Mortgage Relief	<u>\$5,000,000</u>	<u>\$5,000,000</u>	<u>\$0</u>
Grand Total	<u><u>\$12,000,000</u></u>	<u><u>\$11,992,847</u></u>	<u><u>\$7,153</u></u>

Church Council Designated Fund Report for:
Year Designated by Church Council:
Estimated Period of Designation:
Reporting Date:

CULTURE-SPECIFIC RESOURCE DEVELOPMENT
2001
On-going
September 30, 2013

<u>Activity Name</u>	<u>Time Line</u>	<u>Budget</u>	<u>Inception - To Date</u>	<u>Balance</u>
Chinese / Mandarin Worship Resource	2001-2011	\$130,800.00	\$70,464	\$60,336
Pan Asian Songbook	2012	\$10,000.00	\$2,397	\$7,603
Alaska Native Worship Resource	2001-2011	\$67,860.00	\$28,808	\$39,052
Multicultural Catalog	Completed	\$27,018.00	\$27,018	(\$0)
Asian / Evangelism Language Resources	Completed	\$9,510.00	\$9,510	(\$0)
Spanish Interpretation Statement	Completed	\$18,637.63	\$18,638	(\$0)
Abundant Harvest	2010-2012	\$30,000.00	\$28,749	\$1,251
Proclaiming His Story	2010-2012	\$20,000	\$4,446	\$15,554
First Communion(English/Spanish)	new	\$26,000	\$19,329	\$6,671
Tagalog Translation of Water Word	new	\$10,000	\$10,000	\$0
Planned Projects		\$349,826	\$219,360	\$130,466
Unallocated to date:		\$50,174		\$50,174
Total Church Council Funds		<u>\$400,000</u>	<u>\$219,360</u>	<u>\$180,640</u>

Church Council Designated Fund Report for:
Year Designated by Church Council:
Estimated Period of Designation:
Reporting Date:

LEADERSHIP DEVELOPMENT INITIATIVE
2005
2005 - 2013
September 30, 2013

<u>Expense Type</u>	<u>Budget</u>	<u>Inception-To-Date</u>	<u>Balance</u>
Leadership Development			
Total Leadership Development	\$537,622	\$537,622	(\$0)

<u>Expense Type</u>	<u>Budget</u>	<u>Inception-To-Date</u>	<u>Balance</u>
Leadership Development Initiative Grants			
<i>Vocation and Education:</i>			
Next Generation of PhDs	150,000	150,000	\$0
Making the Connections	400,000	400,000	\$0
Lutheran Center at Atlanta	133,000	133,000	\$0
Developing Leaders	100,000	100,000	\$0
Candidacy Committee Training	10,000	820	\$9,180
Developing Mission Leaders (25%)	789	789	\$0
Missionologists/Leadership Consultation	4,844	4,844	\$0
<i>Multicultural Ministries:</i>			
Come, See, Discover	108,000	108,000	\$0
African Descent Horizon	105,000	105,000	\$0
Asian Leadership Development	60,000	60,000	\$0
American Indian/AK Native Community Center	15,000	15,000	\$0
Asian American Young Adult Network	10,000	10,000	\$0
Leaders of Color Gathering	25,000	25,000	\$0
American Indian/AK Native Youth Gathering	32,000	32,000	\$0
American Indian/AK Native Leadership	30,000	30,000	\$0
<i>Evangelical Outreach and Congregational Mission:</i>			
Emerging Leaders Network	63,000	49,416	\$13,584
Evangelical Horizon Internships	100,000	100,000	\$0
Congregational Latino/Hispanic	300,000	278,868	\$21,132
Coaching Trainers Network	15,000	15,000	\$0
<i>Church in Society:</i>			
A Call to Public Justice	100,000	100,000	\$0
<i>Global Mission:</i>			
Young Adult Program	100,000	100,000	\$0
<i>Gettysburg Seminary:</i>			
Intersections Institute	26,000	26,000	\$0
<i>Metropolitan New York Synod:</i>			
Urban Leaders Institute	20,000	20,000	\$0
<i>Region 1:</i>			
American Indian/Alaska Native Ministry	20,000	20,000	\$0
<i>Lutheran School of Theology-Chicago</i>			
Leadership Development Grant	7,000	7,000	\$0
<i>Non-Staff Travel</i>			
Transforming Leaders Event ('07)	6,115	6,115	\$0
Leadership Grant Strategy Committee Meeting ('05)	1,862	1,862	\$0

Church Council Designated Fund Report for:
Year Designated by Church Council:
Estimated Period of Designation:
Reporting Date:

LEADERSHIP DEVELOPMENT INITIATIVE
2005
2005 - 2013
September 30, 2013

<i>Lighthouse Partnership</i>			
Support for Developing Leaders	9,500	9,500	\$0
<i>Alaska Synod-ELCA</i>			
Multicultural Leadership Development Grant	20,000	20,000	\$0
<i>Lutheran Church of the Redeemer</i>			
Transforming Leaders Initiative	60,000	60,000	\$0
<i>Pacific Lutheran Theological Seminary</i>			
Support for TEEM Students	15,000	15,000	\$0
<i>Center for creative Leadership</i>			
Leadership at the Peak	1,365	1,365	\$0
<i>US Congregational Life Survey</i>	1,525	1,525	\$0
	<u>\$2,050,000</u>	<u>\$2,006,104</u>	<u>\$43,896</u>
Total Available	<u><u>\$2,587,622</u></u>	<u><u>\$2,543,726</u></u>	<u><u>\$43,896</u></u>

Church Council Designated Fund Report for:
Year Designated by Church Council:
Estimated Period of Designation:
Reporting Date:

25th Anniversary Campaign
2013
2013-2018
September 30, 2013

Income	Budget	Inception - To Date	Remaining Balance
Church Council Allocation	\$5,000,000	\$5,000,000	\$0
Share of Gifts Raised	\$1,530,000	\$0	\$1,530,000
	\$6,530,000	\$5,000,000	\$1,530,000
Expenses			
Staffing	\$3,303,800	\$11,160	\$3,292,640
Travel (staff and volunteers)	\$733,250	\$21,168	\$712,082
Events (synod and regional campaigns)	\$1,095,000	\$0	\$1,095,000
Postage and Office Supplies	\$59,000	\$49	\$58,951
Printing and Design	\$469,100	\$8,521	\$460,579
Purchased Services (including consultants)	\$505,000	\$73,452	\$431,548
Training and Memberships	\$66,000	\$25	\$65,975
Software	\$179,255	\$0	\$179,255
Miscellaneous	\$119,595	\$80	\$119,515
	\$6,530,000	\$114,455	\$6,415,545
Total Church Council Funds	\$0	\$4,885,545	

2014 Synod Mission Support Plans
With 2012 Actual and 2013 Plans

SYNOD NAME	#	2012		2013		2014	
		ACTUAL	MS %	SYNOD PLANS		SYNOD PLANS	
ALASKA	1A	155,132	39.50%	152,075	39.50%	161,950	39.50%
N.W. WASH	1B	580,050	45.50%	598,000	46.00%	725,165	46.50%
S.W. WASH	1C	355,530	39.50%	376,000	40.00%	376,000	40.00%
E.WASH/ID	1D	247,631	33.00%	267,960	33.00%	268,600	34.00%
OREGON	1E	362,283	39.50%	360,000	40.00%	356,000	40.00%
MONTANA	1F	405,933	40.00%	394,065	40.50%	434,600	41.00%
SIERRA-PACIFI	2A	889,226	52.00%	984,373	52.50%	1,040,000	52.00%
SW CALIFORNI.	2B	542,348	49.00%	530,519	50.00%	541,940	49.00%
PACIFICA	2C	720,385	51.00%	756,193	51.00%	794,003	51.00%
GRAND CANYO	2D	924,549	50.00%	875,000	50.00%	875,000	50.00%
ROCKY MTN	2E	1,183,275	50.00%	1,200,000	50.00%	1,212,500	50.00%
W. NO.DAK	3A	435,305	43.50%	400,400	44.00%	418,500	45.00%
E. NO.DAK	3B	414,239	40.00%	420,000	40.00%	428,823	40.50%
SO. DAK.	3C	701,246	44.50%	742,465	45.00%	773,236	45.50%
NW. MINN.	3D	701,412	51.00%	719,100	50.00%	704,718	49.00%
NE. MINN.	3E	561,577	49.00%	590,450	49.00%	616,420	49.00%
SW. MINN.	3F	1,059,471	52.50%	1,075,215	52.50%	1,085,967	52.50%
MINPLS. AREA	3G	1,551,653	55.00%	1,600,000	50.00%	1,613,500	50.00%
ST PAUL (M)	3H	1,037,511	50.00%	1,000,000	50.00%	950,000	47.50%
SE. MINN.	3I	976,925	52.50%	994,875	52.50%	1,020,250	53.00%
NEBRASKA	4A	1,860,615	54.50%	1,907,500	54.50%	1,900,000	54.50%
CENTRAL STAT	4B	916,718	50.00%	912,567	50.00%	917,500	50.00%
ARK/OK	4C	212,368	40.60%	216,117	40.70%	242,352	40.80%
N.TEX/N.LOU	4D	552,282	47.50%	570,505	48.00%	581,916	48.00%
S.W.TEXAS	4E	737,880	50.00%	714,000	51.00%	746,750	51.50%
GULF COAST	4F	656,818	50.00%	600,000	50.00%	630,000	50.00%
METRO CHGO	5A	1,643,706	53.00%	1,700,504	53.00%	1,676,324	53.25%
NO. ILL	5B	1,291,345	55.00%	1,303,500	55.00%	1,323,575	55.00%
CEN.SO. ILL	5C	800,284	56.00%	798,000	56.00%	840,000	56.00%
SE IOWA	5D	1,397,014	53.50%	1,385,062	53.50%	1,399,025	53.50%
WEST IOWA	5E	366,682	37.10%	338,956	38.10%	353,070	39.10%
NE IOWA	5F	595,103	40.00%	560,000	40.00%	600,000	40.00%
N GRT LKES	5G	413,191	50.00%	416,625	50.50%	425,850	51.00%
NW.SYN (W)	5H	735,761	55.00%	759,000	55.00%	770,000	55.00%
EC WISC	5I	921,406	55.00%	907,500	55.00%	962,500	55.00%
GRTR MILWKEI	5J	1,200,775	55.00%	1,155,000	55.00%	1,155,000	55.00%
SO.-CENT (W)	5K	830,516	55.00%	858,000	55.00%	869,000	55.00%
LACROSSE (W)	5L	428,575	55.00%	451,000	55.00%	455,000	55.00%
SE. MICH	6A	506,692	42.00%	546,000	42.00%	504,000	42.00%
N/W LOWER MI	6B	700,471	50.00%	718,400	50.00%	687,500	50.00%
IND/KY	6C	907,026	52.00%	988,000	52.00%	988,000	52.00%
NW OHIO	6D	856,284	51.00%	858,840	51.00%	867,395	51.00%
NE OHIO	6E	792,745	49.00%	833,000	49.00%	784,000	49.00%
S. OHIO	6F	674,658	37.17% *	737,000	40.00%	705,200	40.00%
* Est. Average for year							
NEW JERSEY	7A	1,091,138	50.00%	1,100,000	50.00%	1,120,000	50.00%
NEW ENGLAND	7B	1,062,188	54.20%	1,096,425	54.40%	1,100,142	54.00%
METRO NY	7C	590,571	49.00%	618,750	49.50%	625,000	50.00%
UPSTATE NY	7D	491,070	39.90%	523,556	42.03%	513,000	42.00%
NE PENN	7E	1,229,082	46.00%	1,104,000	46.00%	1,104,000	46.00%

**2014 Synod Mission Support Plans
 With 2012 Actual and 2013 Plans**

SYNOD NAME	#	2012		2013		2014	
		ACTUAL	MS %	SYNOD PLANS		SYNOD PLANS	
SE PENN	7F	1,088,811	48.39%	1,113,000	53.00%	1,050,000	50.00%
SLOVAK ZION	7G	19,162	30.00%	20,000	30.25%	19,200	30.40%
NW PENN	8A	427,873	50.00%	415,987	50.00%	420,124	50.00%
SW PENN	8B	812,055	50.00%	785,650	47.50%	785,650	47.50%
ALLEGHENY	8C	355,064	43.84%	382,500	50.00%	345,000	50.00%
LOW SUSQ	8D	1,344,545	46.50%	1,534,500	46.50%	1,218,000	51.60%
UPP SUSQ	8E	481,333	50.00%	512,500	50.00%	488,500	50.00%
DEL-MRYLND	8F	1,092,029	53.50%	1,090,000	54.50%	1,103,625	54.50%
METRO DC	8G	883,755	50.00%	850,000	50.00%	850,000	50.00%
W. VA/W.MYLD	8H	203,185	45.00%	191,484	37.50%	191,507	37.50%
VIRGINIA	9A	616,070	38.00%	682,500	39.00%	627,064	38.20%
NO. CAROLINA	9B	1,122,047	38.69%	1,000,000	36.82%	1,000,000	36.59%
SO. CAROLINA	9C	1,025,743	41.50%	1,043,750	41.75%	1,071,000	42.00%
SOUTHEASTER	9D	1,086,811	50.00%	1,103,150	50.00%	1,108,650	50.00%
FLORIDA-BAHA	9E	1,009,691	46.00%	1,034,000	47.00%	1,060,800	48.00%
CARIBBEAN	9F	35,000	17.22%	40,000	17.22%	40,000	18.00%
TOTAL REMITTANCES		\$49,871,823	48.51%	\$50,513,518	48.65%	\$50,622,391	49.19%

Report of the Audit Committee

At the **June 4, 2013** audit committee meeting, management presented a preliminary draft of the financial statements of the ELCA for the year ended January 31, 2013. It was noted that the financial statements will include a “clean” opinion from Crowe Horwath that the financial statements present fairly the financial position of the ELCA as of January 31, 2013, and the changes in its net assets for the year then ended, in accordance with accounting principles generally accepted in the United States. In its report to the audit committee in accordance with Statement of Auditing Standards 114, Crowe also reported that there were no audit adjustments or waived audit adjustments, no difficulties were encountered during the audit, and there were no disagreements with management.

The committee recommended approval by the Budget and Finance Committee of the draft audited financial statements of the ELCA, as presented, for the year ended January 31, 2013.

The committee also received, reviewed and accepted the report of the internal auditor which outlined the audits performed, issues raised and managements’ responses.

The committee performed all other duties and responsibilities in compliance with its Charter and Checklist. No exceptions were noted.

At the **November 8, 2013** audit committee meeting, management reviewed the interim financial results through September 30, 2013, pointing out total revenues of \$46.4 million, total expenses of \$44.2 million, with net revenue over expenses of \$2.2 million, which is \$5.7 million higher than the budget and \$0.1 million less than last year. Management responses to the external audit recommendations were also reviewed. An IT information security assessment scheduled for late 2013 and early 2014 was described for the committee.

Crowe Horwath presented the Audit Service Plan for the year ending January 31, 2014 with an audit scope, audit approach, and audit activities essentially the same as last year and a fee increase of 2.4 percent. A new manager, who has experience with the Mission Investment Fund audit, has been assigned to the audit team. The committee recommends approval by the Budget and Finance Committee of the Crowe Horwath audit service plan and fees for the year ending January 31, 2014.

The committee also received, reviewed and accepted the report of CapinCrouse (the accounting firm that is providing interim internal audit services), which outlined the internal audits performed, issues raised and managements’ responses, assessment of audit risk, and the 2014 internal audit plan.

The committee approved the 2014 internal audit plan and the appointment of CapinCrouse to perform internal audit services to the ELCA Churchwide Organization.

The committee recommends appointment by the Budget and Finance committee and approval by the Church Council of Louise Hemstead, Marjorie B. Ellis, Debra Hopkins, Clarence Smith and Ingrid Sponberg to two-year terms on the audit committee.

The committee performed all other duties and responsibilities in compliance with its Charter and Checklist.

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**Mission Advancement Report to the
ELCA Church Council Budget and Finance Committee
November 2013**

The Mission Advancement unit is responsible for coordinating this church's communication, marketing, public relations, mission funding, major gifts, planned gifts and constituent data management. As of September 30, 2013, most mission funding areas are performing close to goal with major efforts underway to close the year strong. Details are noted in the following paragraphs of this report.

Mission Support and Synod Consultations

Based on both trend lines in Mission Support income and synod estimates, it was anticipated that Mission Support income would level off in 2013, ending a five-year period of decline. This has not happened and it is expected that Mission Support income from congregations will be down for the year and will be negative to plan for many synods and for the churchwide organization.

Pr. Craig Settlage retired a year ago as director for mission support and Pr. Walter May in the Office of the Presiding Bishop - Synodical Relations has provided leadership of the effort since then. Given the importance of this position in mission interpretation and Mission Support consultations, there is a renewed effort to fill the position as soon as possible. Synod-churchwide Mission Support consultations are opportunities to discuss the work of each synod in strengthening Mission Support in the congregations of the synod, as well as discuss our shared responsibility to provide funding for domestic and global mission and ministry. Also, as the ELCA Church Council takes up again the recommended work from the Living into the Future Task Force (LIFT), this position is important in providing staff support for any agreed upon actions. Pr. May will continue to support the Conference of Bishops and other relational aspects of his work with synods.

This year, Mission Advancement collaborated with Congregational and Synodical Mission to develop and produce a new stewardship resource for congregations called "Stewards of God's Love." This comprehensive guide was a new effort to reach every congregation with a resource to help them grow in Mission Support giving.

ELCA Fund for Leaders

The ELCA Fund for Leaders has a new director, Rachel Wind. Rachel comes to this work via the Lutheran School of Theology at Chicago, where she received her M.Div. and subsequently worked in their development office.

The 2013/2014 academic year is underway and a new class of Fund for Leaders scholarship recipients has been awarded. Sixteen first-year students (two from each of the eight seminaries) received full-tuition scholarships from the Fund for Leaders general fund and 24 students received half-tuition scholarships (three from each of the eight seminaries). In the previous years, only two partial-tuition scholarships were awarded per seminary, but due to the successful growth of the endowment, the amount distributed and the number of scholarships awarded was increased this year. In addition, five students were selected to receive partial scholarship support from the Fund for Leaders Mission Developer Scholarship Endowment.

The Fund for Leaders endowment fund is now over \$36 million, with a distribution of \$1.4 million in scholarship funds in 2013. This total balance is made up of various individual funds and synodical endowments in addition to the general ELCA Fund for Leaders endowment fund. There are 36 synods that have a synod-sponsored Fund for Leaders scholarship and an additional five that have a synod-related scholarship.

In total, the current numbers for the 2013/2014 academic year are: 49 full-tuition scholarship recipients, 29 partial-tuition scholarship recipients, 24 half-tuition scholarship recipients, five Mission

Developer scholarship recipients and 122 synodical scholarship recipients. The total number of students receiving some form of scholarship money from the ELCA Fund for Leaders is 224.

Vision for Mission

This fund enhances the capacity of the ELCA to respond to the financial needs where most needed. The goal for 2013 is \$1.4 million and as of September 30, receipts are slightly under what they were for the same period in 2012. Earlier this year, a bequest in the amount of \$1.2 million was realized for the Vision for Mission program. Unlike some other programs, bequests for Vision for Mission are not counted toward the annual income goal.

ELCA New Congregations

This new program has been created to propel the development of new ministries in and through the ELCA. Through October, 34 new starts have been launched, bringing the total number of new ministries under development to 348. We are thankful to synod bishops, directors for evangelical mission and local leaders for their creativity and generosity in funding this new ministry among all geographical areas and all socio-economic, ethnic and generational communities. Local funds, Mission Support dollars and designated gifts all combine to make this ministry possible.

The following steps have been taken to build this program:

- Development of new resources (*ELCA New Congregations: Building Community, Becoming Church*) to support the work of the directors for evangelical mission and local leaders in telling the story and raising financial support for new starts.
- Consulting with synod bishops and directors for evangelical mission to invite congregations with anniversaries and other celebrations to participate in the ELCA New Congregations program.
- Initiating development of a new donor base for the ELCA New Congregations program.
- Clarification of the role of the directors for evangelical mission in relation to the Campaign for the ELCA.

Missionary Sponsorship

ELCA Missionary Sponsorship is now called ELCA Global Church Sponsorship, in order to give our members a wider picture of ELCA global ministries along with an opportunity to support these ministries. The Young Adults in Global Mission (YAGM) program has been moved under this umbrella and ELCA members can now sponsor a YAGM as well as long-term missionaries. The addition of anticipated income for YAGMs in the fiscal year 2013 budget has resulted in an increase over the same period last year by \$152,000, but the results are still \$100,000 below budget. When the ELCA campaign begins in 2014, ELCA members will also be able to support scholarships for women international leaders and exciting global evangelism projects.

World Hunger

Last year at this time, ELCA World Hunger was in a strong position as a result of record-setting giving from the ELCA Youth Gathering for the Water for Wells initiative - resulting in over \$650,000 of giving. Currently, 2013 giving is behind the anticipated level. In addition to the variance resulting from the Youth Gathering, major gifts for ELCA World Hunger are down and there has been a reduction of about 5 percent in the number of gifts, coupled with a slight downturn in the average gift size. On the positive side, the response to direct mail is up and giving from realized bequests has partially offset decreases in other areas.

Typically, more than half of the giving for ELCA World Hunger is received between late October and the end of the fiscal year, so the year is far from over. There is a stepped-up effort at this time to focus on

general hunger giving and Good Gifts through our catalog, for which about 80 percent of gifts are focused on ELCA World Hunger programs. The November letter to individuals includes a challenge by four donors to match the first \$250,000 of giving. A similar match may be available for gifts given online after Christmas.

Long term, there is a strong sense of trust and commitment to ELCA World Hunger across the church. One focus group session has been held with key volunteer leaders to explore ways that the traditional leadership might grow the mission of the ELCA by finding new opportunities to present ELCA World Hunger in the environment of the Campaign.

Disaster Response

The ELCA is active in new and ongoing disaster response-and-recovery efforts. In the United States, this includes focused ministries related to tornadoes and storms. Work continues in response to Hurricane/Superstorm Sandy and the American Red Cross has provided a \$1.9 million grant to Lutheran Disaster Response for this continued work. Internationally, the largest expense has been to assist refugees and internally displaced civilians from Syria. The ELCA has committed about \$1 million to this response. With designated giving totaling less than \$100,000 for Syria, funds are being drawn down from the general undesignated funds of Lutheran Disaster Response International. Unless there is a major disaster between now and the end of the fiscal year, we will continue on an intentional spend down of disaster funds as major events from the recent past come to a conclusion. Ongoing work in Haiti (2010 earthquake and subsequent cholera outbreak) is drawing to an end, as is much of the work in Japan related to the 2011 earthquake and tsunami.

ELCA Malaria Campaign

Giving for the ELCA Malaria Campaign has remained strong for the year. If giving from October through the end of the year matches in 2013 what was given in 2012, we will exceed \$4.5 million, bringing total campaign giving over \$10.5 million. Creativity in raising awareness of Malaria and early reporting of results from locations in Africa has continued to spark giving. There are 23 synods that have set campaign goals and all are well on their way to making and likely exceeding them.

ELCA Foundation

Through September, the ELCA Foundation has written 65 charitable gift annuities totaling \$1.9 million, seven charitable remainder trusts totaling \$2.9 million and has received gifts from bequests totaling \$7.1 million, for a total of \$11.9 million in dollars for mission. The Foundation oversees more than \$189.0 million in the deferred gifts pool and stewards more than 730 participants in the Endowment Fund Pooled Trust - Fund A. Assets currently total \$487.0 million, which represents an increase of over 13 percent since the end of 2012.

The Foundation continues its efforts to expand giving opportunities to congregations, synods, churchwide ministries and related entities by increasing the focus on major gifts as well as planned gifts. The addition of three regional gift planners and a prospect management & research coordinator further underscores the Foundation's goal of helping members and congregations create life-long giving habits that will support the ELCA, in all its expressions, for years to come.

Always being made New: the Campaign for the ELCA

The ELCA Churchwide Assembly approved the Campaign for the ELCA as a major fundraising effort of this church, its synods and congregations, its affiliated and related ministries, and individual members in order to grow the resources of this church to support congregations, leadership, relief and development, and global mission. Prior to approving the campaign, two amendments were made:

- To add a goal of \$4 million for disability ministries, to advocate for inclusion of people with disabilities in the life of this church, to train leaders both clergy and lay so that they would be

equipped to work with people with disabilities, to work with synods to create local committees for disability ministries, and to equip people living with disabilities for lives of leadership and service in this church.

- To add an additional \$4 million to the campaign goal specifically for the formation, recognition, and encouragement of lay young adult and youth leaders.

The new campaign components are considered under development pending action by the Church Council at this meeting laying out a process for proposing a programmatic and fundraising plan for meeting the objectives of these churchwide assembly actions.

Preparing for the work of the campaign began in August 2012. Some key tasks that are part of campaign preparation that have been completed in the past nine months or will be completed by year-end include:

- External review of Gift Processing Procedures
- Wealth Point screening performed on all constituents
- Developed gift charts for all (original) campaign components
- Completed five-year cash flow projections of income
- Formed Campaign Steering Committee including developing charter and extending invitations
- Created campaign presentation and video for ELCA Churchwide Assembly
- Hiring campaign staff (in process)
- Developed policies to accept, track and manage multi-year pledges
- Trained program managers in major gift solicitation and moves management
- Created top 50 prospect list for vetting by Campaign Steering Committee
- Created donor gift proposals for members of Bishop's Advisory Council and the Campaign Steering Committee
- First official meeting of Campaign Steering Committee held post-Churchwide Assembly
- Developing set of monthly campaign reports for management and Campaign Steering Committee
- Designed monthly newsletter to Campaign Steering Committee
- Photographed and recorded stories of Campaign Steering Committee members sharing why they are committed to the campaign.
- Designed campaign letterhead
- Developed Gift Proposal and Agreement for each campaign component
- Purchased Lexis Nexis research software to support prospect research
- Developing Gift Accounting Policies
- Developing fundraising strategy and case statements for each campaign component
- Developing "elevator speech" for campaign plus each individual component
- Developing collateral and presentation tools for various volunteer and staff groups
- Developing Campaign reporting dashboard
- Working with Blackbaud on system adjustment to meet needs for multi-year commitments

Beginning in November, Mission Advancement staff will be in touch with each synod. Mission Advancement staff will offer to meet with synod staff or synod councils at an upcoming meeting to help present the campaign and to consider how we might partner to make the campaign vision a reality.

Summary of ELCA Cash and Investments

	As of	Asset Value	Policy Approved	Approving Body	Date Approved	Next Review Date	Compliance with Policy	1 yr. Fund Performance as of 09/30/2013	1 Year Benchmark Performance as of 09/30/2013	Target Asset Allocation
Churchwide Organization										
Checking Accounts	9/30/2013	\$18,891,800 ¹	Y	CC	March 24, 2009	Fall 2014	N	0.85%	-	Deposit, checking and sweep accounts
Operating Investments (short-term)	9/30/2013	\$7,549,847 ¹	Y	CC	November 10, 2006	Fall 2014	Y	0.40%	0.24%	32% Gov'ts and agencies/56% corp's/12% MBS
Investments (medium-term)	9/30/2013	\$30,516,020 ¹	Y	CC	November 10, 2006	Fall 2014	Y	0.30%	0.42%	50% Gov'ts and agencies/39% corp's/11% MBS
EDCS - LWM	9/30/2013	\$926,216 ²	N		-	Fall 2014	-	-	-	
Miscellaneous Cash and Investments	9/30/2013	\$5,423,226 ³	N	N/A	-	Fall 2014	-	-	-	
Endowment Funds										
Endowment Fund Pooled Trust Checking Account	9/30/2013	\$2,489,899 ⁷	Y	BOT-EF	October 21, 2010	Fall 2013	Y	0.85%		Checking/sweep account
Endowment Fund Pooled Trust Investments	9/30/2013	\$484,732,775 ⁴	Y	BOT-EF	Various	Fall 2013	Y	14.28%	12.48%	35% Russell 3000, 15% Custom Citigroup Index, 25% MSCI ACWI ex.-U.S. Investable Market Index, 10% Citigroup Cash-Pay Capped BB/B, 10% of (60% Dow Jones U.S. Real Estate Securities Index/40% Dow Jones Ex-U.S. Real Estate Securities Index), and 5% Citigroup Inflation Linked Securities Index.
Portion that benefits churchwide ministries)	9/30/2013	\$201,103,529	Y	BOT-EF	Various		Y	14.28%	12.48%	
Endowments Outside Pooled Trust (MIF Certificates)	9/30/2013	\$1,236,423	Y	BOT-EF	October 1, 2011	Spring 2016	Y	N/A	-	
Endowments Outside Pooled Trust (real estate, mineral rights and other)	9/30/2013	\$1,789,556	Y	BOT-EF	October 1, 2011	Spring 2016	Y	N/A	-	
Deferred Gift Funds										
Deferred Gift Checking Account	9/30/2013	\$3,614,830 ⁷	Y	CC	November 12, 2010	Spring 2014	Y	0.85%	-	Checking/sweep account
Charitable Gift Annuities-Required Reserve	9/30/2013	\$66,249,835 ⁴	Y	CC	November 14, 2009	Spring 2015	Y	-3.11%	8	Fixed Income securities-55% Gov'ts, 32% Corp's, 13% MBS 30% Russell 3000 Index, 10% MSCI All Country World (Ex-U.S.) 30% ELCA Custom Bond Index, 10% Citigroup High-Yield Cash-Pay Capped BB/B, 10% (60% Dow Jones U.S. Real Estate Securities Index/40% Dow Jones Ex-U.S. Real Estate Securities Index), 10% Citigroup U.S. Inflation-Linked Securities Index.
Charitable Gift Annuities-Excess Reserve	9/30/2013	\$13,929,110 ⁴	Y	CC	November 14, 2009	Spring 2015	Y	9.54%	8.17%	
Charitable Remainder Trusts and Pooled Income Funds	9/30/2013	\$80,517,545 ⁵	Y	CC	November 12, 2010	Spring 2014	Y	10.3%	10.3%	⁹ Equity and Fixed Income mutual funds

¹ Funds Held at Harris Bank

² World Hunger Funds Investment Authorized by ALC/LCA in Ecumenical Development Cooperative Society-Microfinance investment carried forward from predecessor bodies. No investment guidelines.

³ Checking accounts and investments of regions, short-term unit event accounts

⁴ Funds Held at Portico Benefit Services

⁵ Funds Held at Thrivent, Wells Fargo, Merrill Lynch, Dreyfus, Nuveen, Northeast Investors, T. Rowe Price and real estate holdings

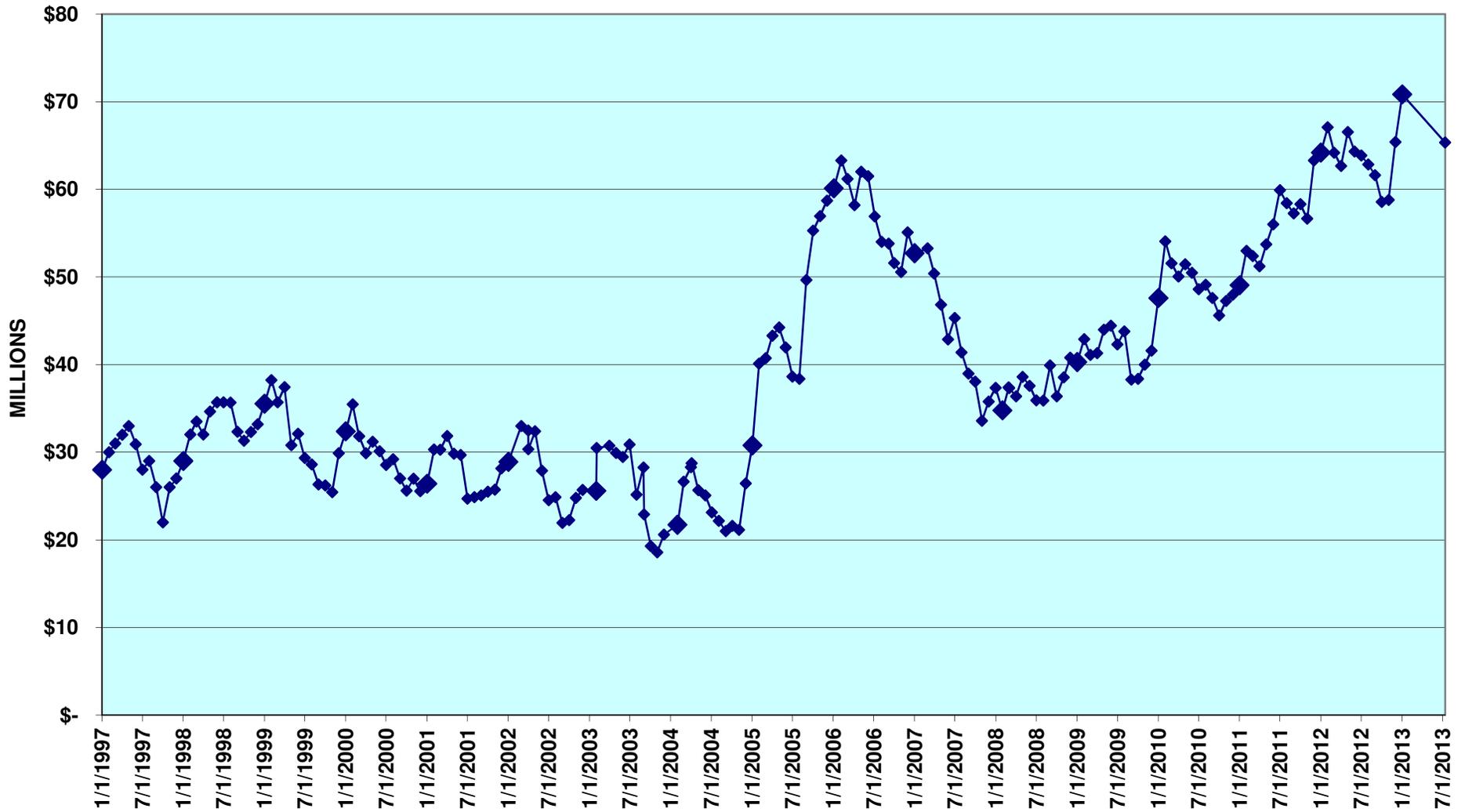
⁶ Not used

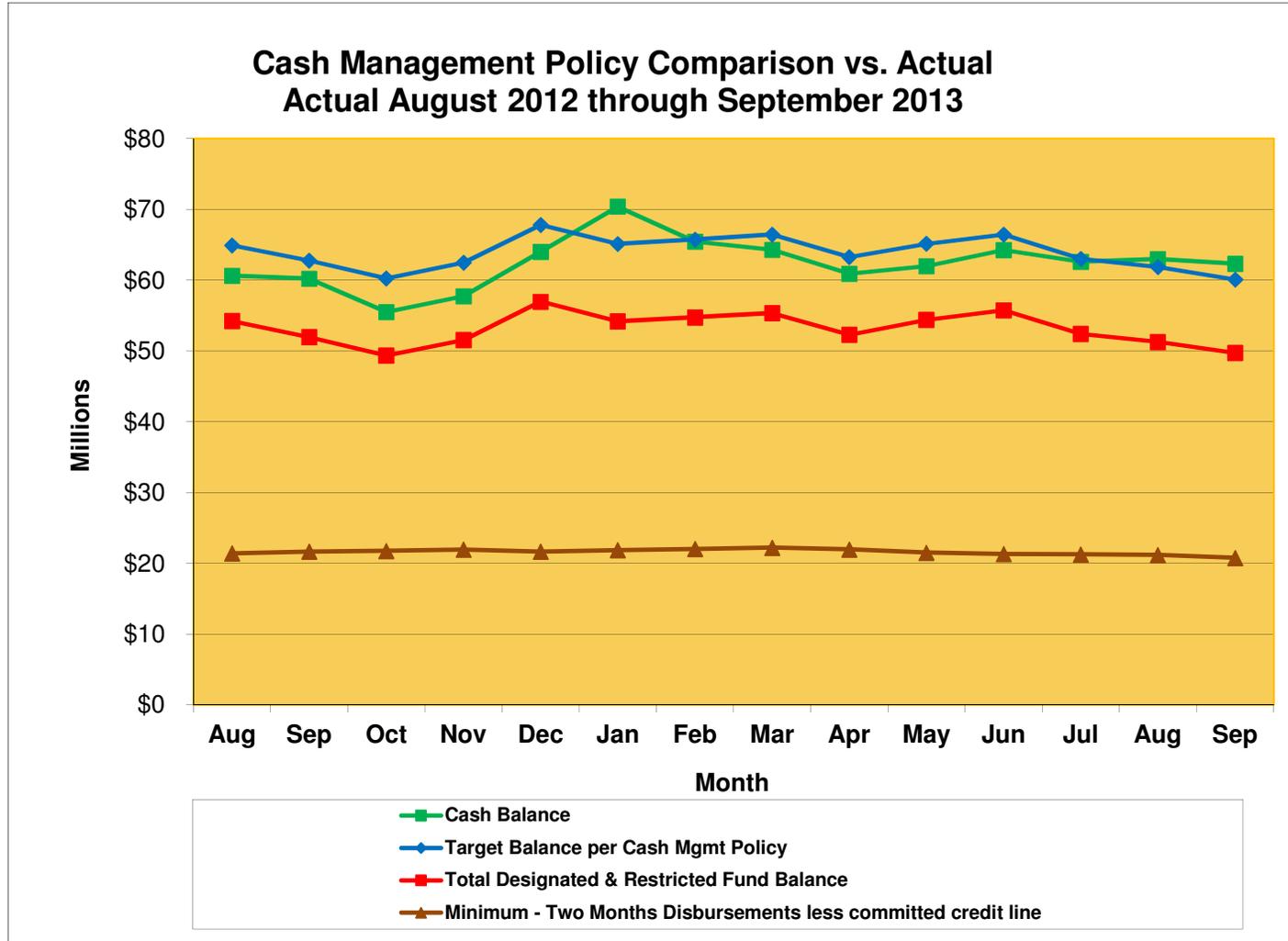
⁷ Funds Held at Harris Bank

⁸ Benchmark for the required reserves are the liabilities

⁹ 60% equity/40% bond allocation

Cash and Short Term Investments 1997-2013





Real Estate Investments (excluding mineral right interests valued at \$1 each) at 9/30/2013

Charitable Remainder Unitrusts	<u>Donor</u>	<u>Gift Date</u>	<u>Gift Balance</u>	<u>Location</u>	<u>Description</u>
	Miler	12/31/1995	195,000	Bernards Township, NJ	2.68 acres of undeveloped land.
	Miller	9/27/2005	114,000	Pender County, NC	50% interest in condominium
	Knobler	10/1/2008	450,000	Hall County, GA	Undeveloped real estate
			<u>759,000</u>		
Endowments	<u>Donor</u>	<u>Gift Date</u>	<u>Gift Balance</u>	<u>Location</u>	<u>Description</u>
	Lentz	10/2/2009	709,200	Rowan County, NC	Home plus 78 acres
	Behrends	2/12/2007	24,500	Lincoln, IL	Vacant lot
	Hanson	12/30/2005	-	Santa Cruz County, CA	Vacant lot
	Norswing	1987	365,787	Los Angeles County, CA	Mineral rights
	LSW Schutte	6/8/2007	348,076	Ada County, ID	53 acres farm land
			<u>1,447,563</u>		
Outright	<u>Donor/Purchase</u>	<u>Gift/Acquisition Date</u>	<u>Gift Balance</u>	<u>Location</u>	<u>Description</u>
	Dorrer Estate	1984	66,359.30	Dawney, CA	Vacant Land
	Hillside Cemetery	1954	8,550.00	Jersey City, NJ	Cemetery Plots
	Purch land from US Gov	1955	1.00	Nome, AK	Church Building
	Purch land from US Gov	1962	1.00	Shishmaref, AK	Church Building
	Purch land from US Gov	1958	1.00	Teller, AK	Church Building
	Purch land from US Gov	1923	1.00	Boston, MA	Church Building
			<u>74,913.30</u>		
			<u>2,281,476</u>		
Total real estate (trusts, endowments, outright)			<u><u>2,281,476</u></u>		

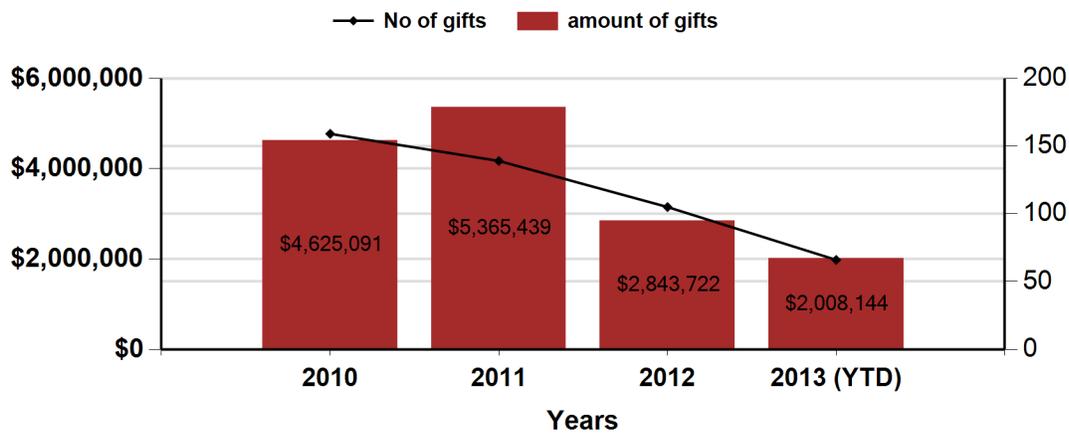
ELCA Deferred Gifts Program Report

As of: 9/30/2013

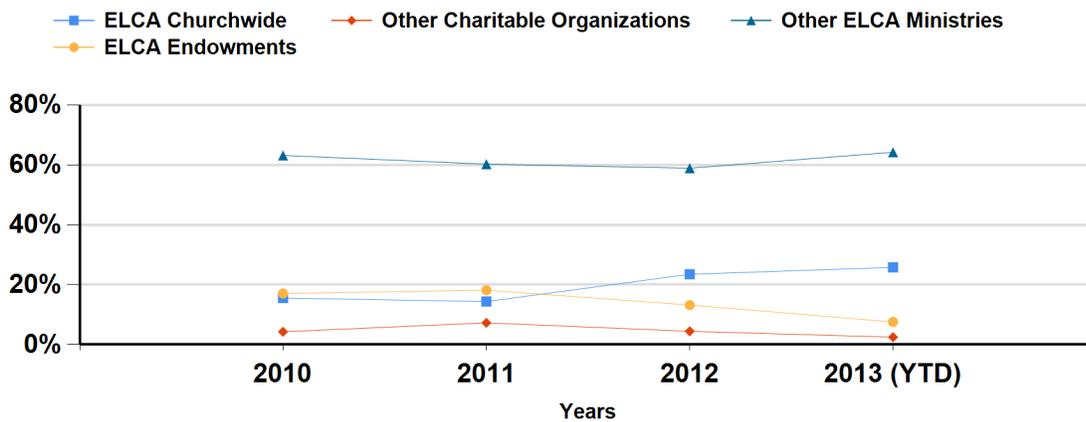
Gift Activity

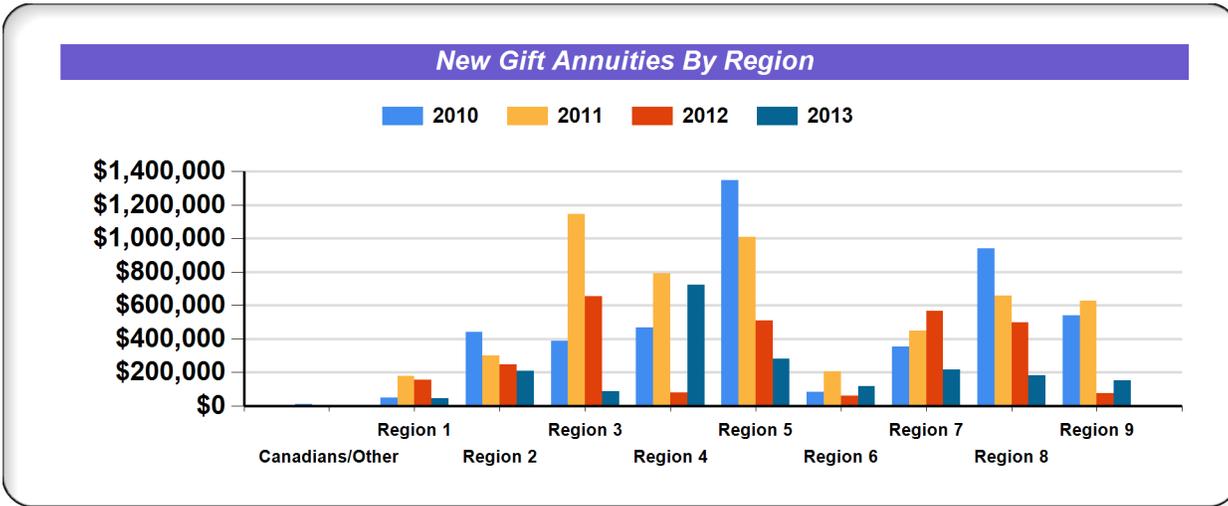
Charitable Gift Annuities	Amount	Counts
Non-Ca Goal	\$4,931,584	156
Ca Goal	\$330,209	12
		168
Non-California	\$1,828,144	62
California	\$180,000	4
Total	\$2,008,144	66

New Charitable Gift Annuities

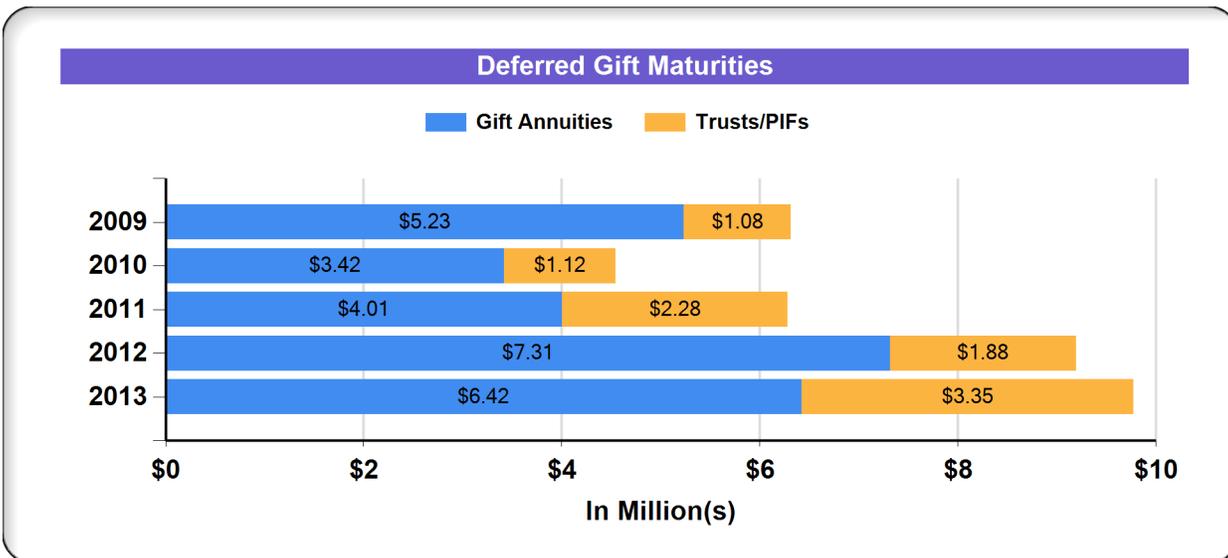


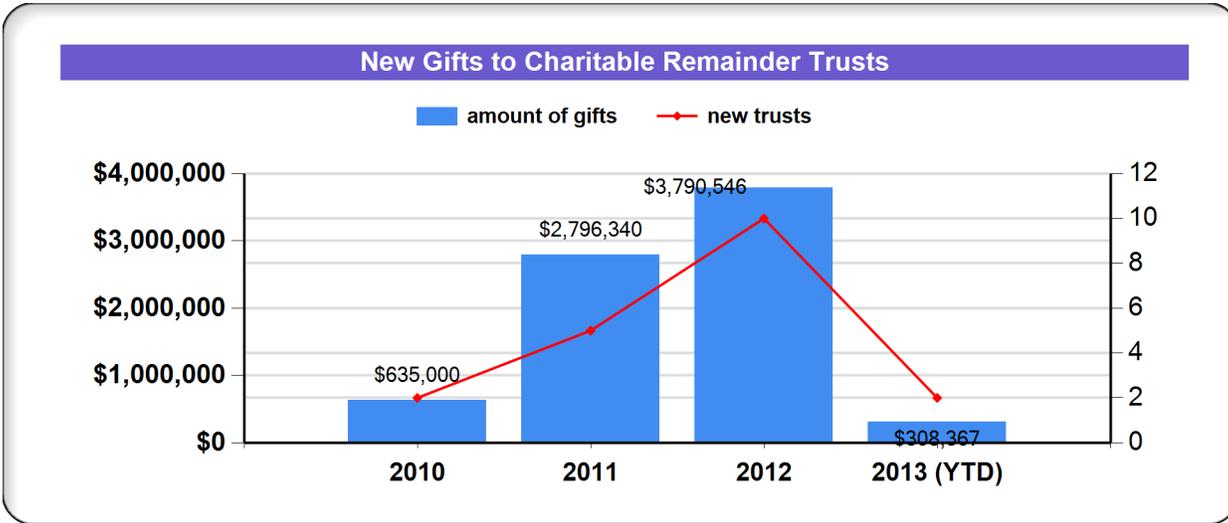
New Gift Annuities By Designation





Years	Canadians /Other	Region 1	Region 2	Region 3	Region 4	Region 5	Region 6	Region 7	Region 8	Region 9
2010	10,000.00	50,492.40	441,869.60	386,425.20	469,000.00	1,348,701.88	83,793.88	352,150.43	941,000.00	541,657.81
2011		180,000.01	300,000.00	1,145,077.50	791,814.53	1,006,870.12	205,542.61	450,138.84	659,574.83	626,420.10
2012		156,900.00	245,000.00	653,720.47	80,000.00	507,784.25	60,213.50	566,490.06	498,613.22	75,000.00
2013		45,000.00	210,000.00	85,000.00	721,843.77	281,518.58	115,886.00	217,500.00	180,210.00	151,185.95

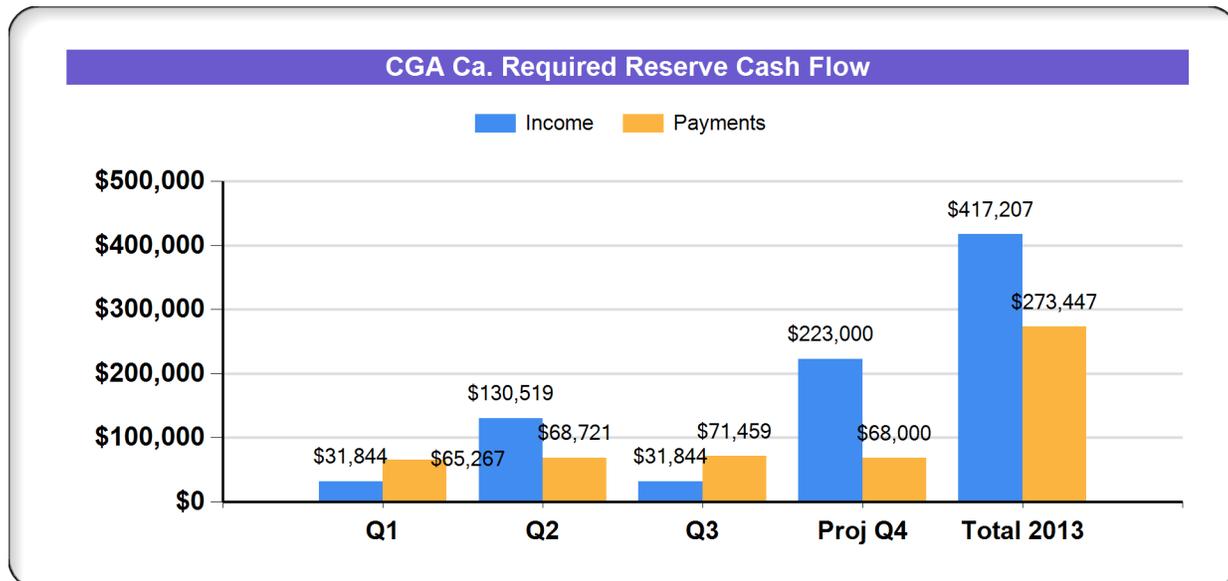


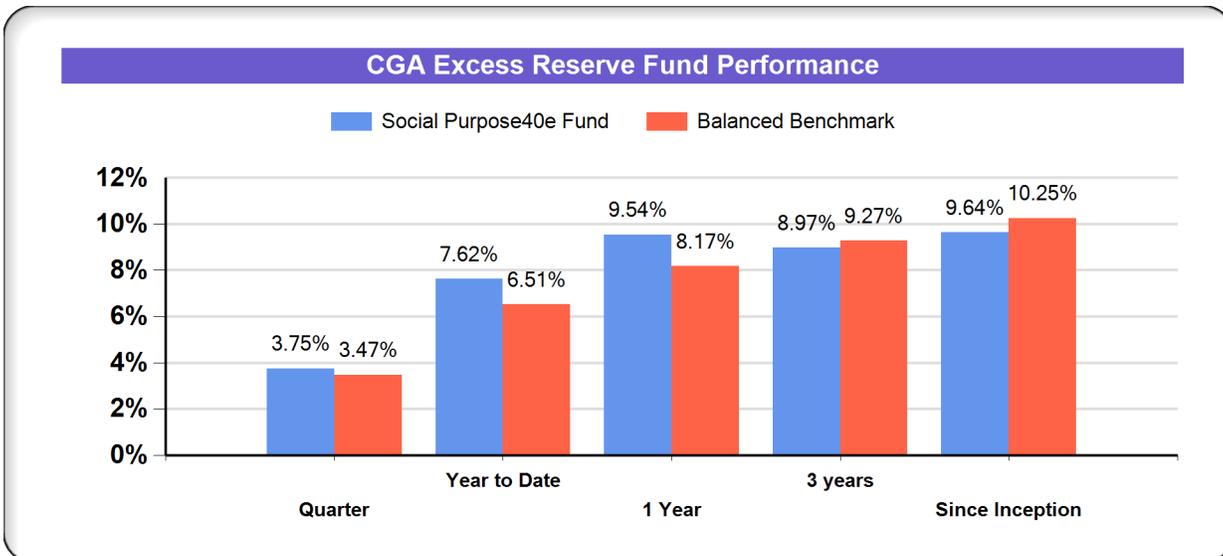
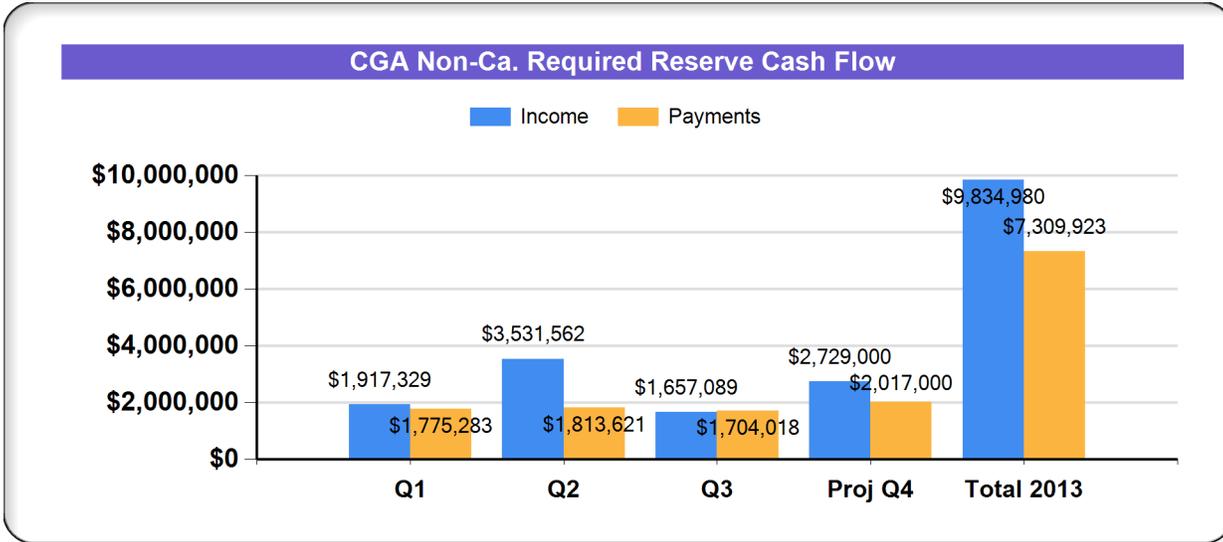


Investments

	2013		2012		2011	
	Non-Ca.Pool	Ca.Pool	Non-Ca.Pool	Ca.Pool	Non-Ca.Pool	Ca.Pool
Required Reserve Fund Balance(100% Fixed)	\$63,346,493	\$2,903,342	\$69,753,686	\$3,076,675	\$79,294,158	\$3,286,861
Excess Reserve Fund Balance	\$12,750,442	\$1,178,668	\$16,601,580	\$1,095,094	\$13,471,619	\$975,093

	2013		2012		2011	
	Non-Ca.Pool	Ca.Pool	Non-Ca.Pool	Ca.Pool	Non-Ca.Pool	Ca.Pool
Yield to Maturity (Required Reserve Fund)	2.74%	1.86%	2.04%	1.28%	2.28%	1.43%

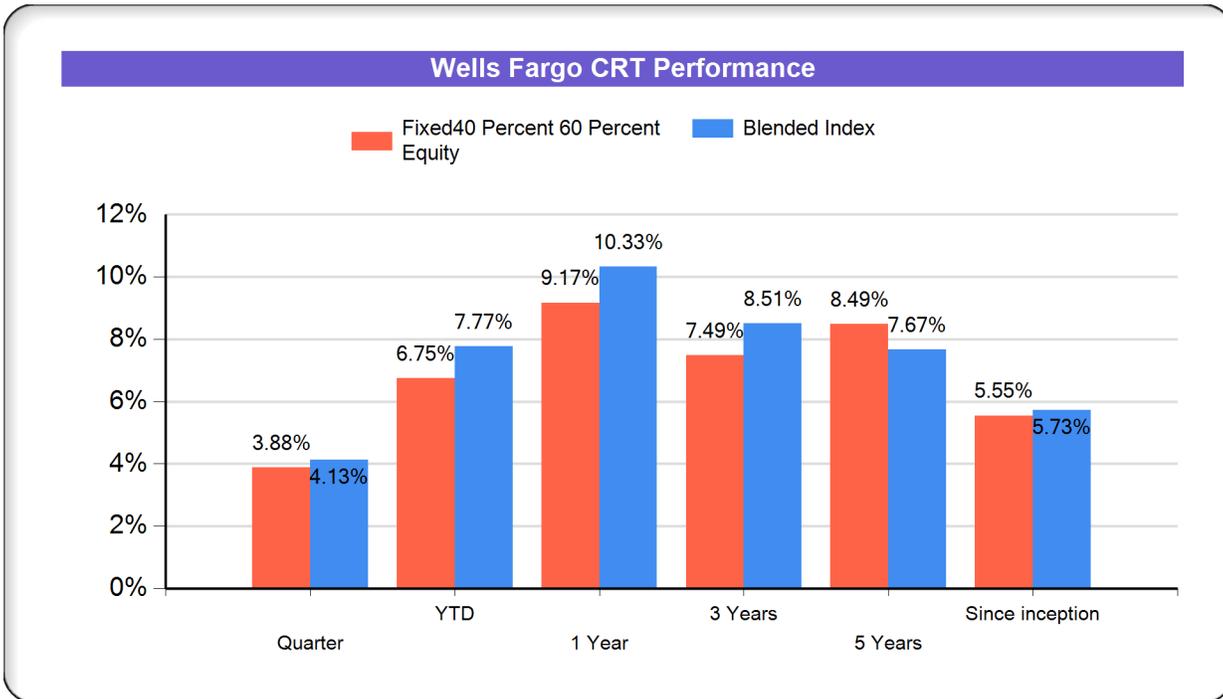




*Net of Investment Management fees. **Benchmark: 30% Russell 3000 Stock Index, 10% MSCI All Country World ex-U.S. Investable Market Index, 30% ELCA Custom Bond Index, 10% Citigroup High-Yield Cash-Pay Capped Index; 10% of (60% Dow Jones U.S. Real Estate Securities Index and 40% Dow Jones Global Ex-U.S. Real Estate Securities Index with net dividends) and 10% Citigroup U.S. Inflation-Linked Securities Index.

Wells Fargo CRT Performance

60% Equity 40% Fixed Income



*Blended Index: 26% Intermediate Barclays Govt/Credit Index/11% MSCI EAFE Index, 8.5% Russell 1000 Value Index, 8.5% S&P 500 Index, 7% FTSE NAREIT All Equity REIT Index, 7% Russell Midcap Index
 Approximately 75% of the CRT's are invested in the 60% equity/40% fixed income allocation.

ELCA ENDOWMENT FUND POOLED TRUST
as of September 30, 2013, with comparative totals for 2012
 (unaudited)

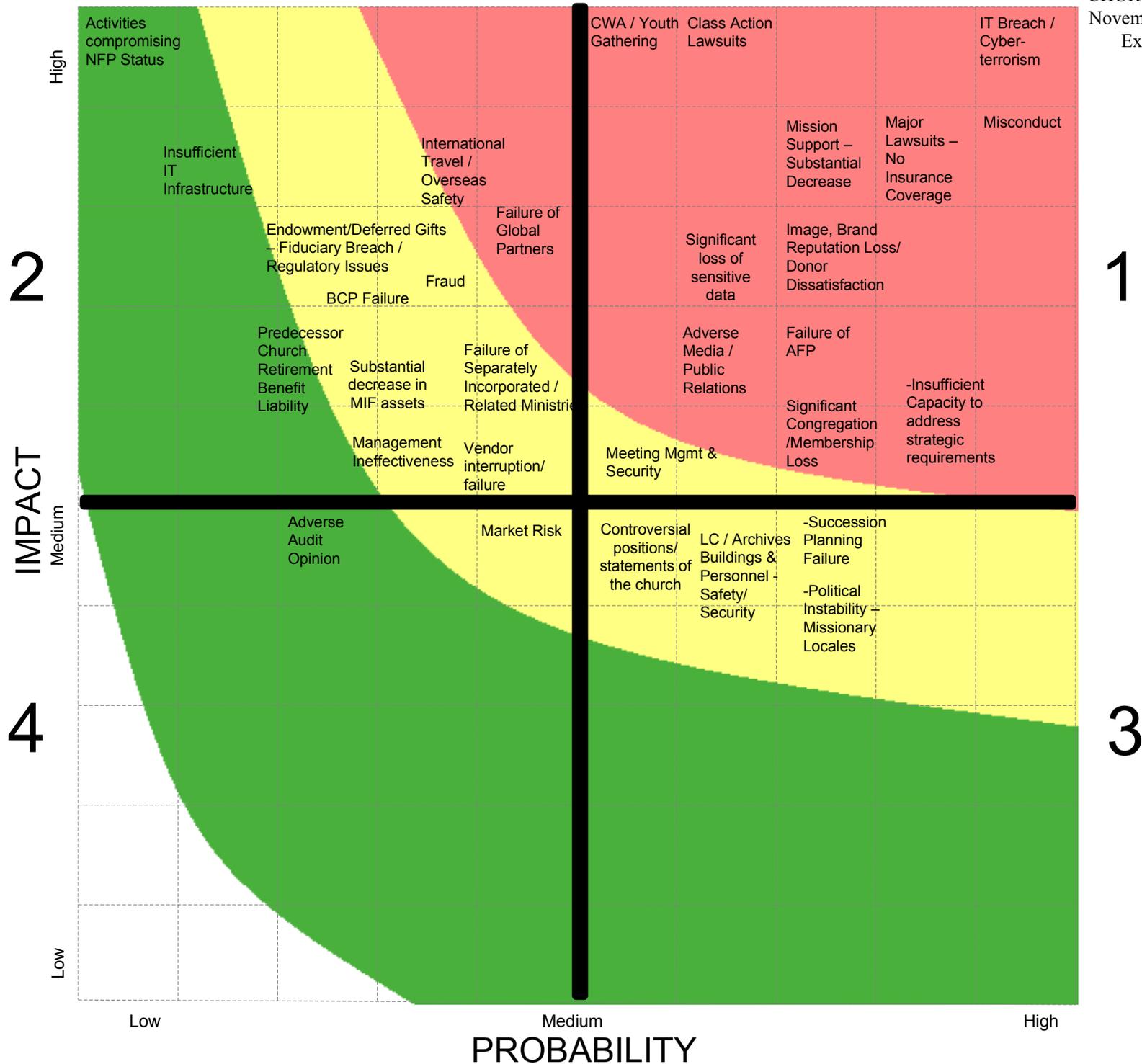
	2013		Market Value	2012 Market Value
	Number of Participants	Accounts		
Funds Held for Others:				
ELCA Congregation	550	715	\$ 117,797,853	\$ 101,703,561
Synod	41	92	35,809,980	43,693,727
Women of the ELCA	1	49	6,253,946	5,690,290
Campus Ministry Organizations	74	95	4,992,058	4,122,312
Related Organizations	28	31	9,386,291	7,978,065
Other Lutheran Church Body	1	2	850,287	813,458
Outdoor Ministry	19	32	6,529,689	6,267,153
Social Ministry Organization	8	9	3,132,408	2,485,666
ELCA Church Organization	4	5	4,334,452	3,538,009
College or University	2	2	38,913	35,745
Miscellaneous	3	3	246,892	245,708
Region	1	1	78,046	69,060
	<u>732</u>	<u>1036</u>	<u>189,450,815</u>	<u>176,642,754</u>
Unrestricted-Board Designated:				
Benefiting ELCA Churchwide Organization		<u>26</u>	<u>25,016,400</u>	<u>21,727,377</u>
Temporarily Restricted Funds:				
		<u>210</u>	<u>46,284,543</u>	<u>40,338,084</u>
Permanently Restricted Funds:				
		<u>700</u>	<u>224,435,374</u>	<u>194,562,082</u>
Total Unrestricted-Board Designated, Temporarily Restricted and Permanently Restricted		<u>936</u>	<u>295,736,317</u>	<u>256,627,543</u>
GRAND TOTAL - ALL ACCOUNTS		<u>1,972</u>	<u>\$ 485,187,132</u>	<u>433,270,297</u>

**Deferred Gifts Program
 Responsibility Matrix**

Assigned to the per the Stmt of Responsibilities and Authorities:	2013		2014		2015		2016		2017	
	Spring	Fall								
Investment Results, Strategies and Guidelines										
Receive for information policy compliance matrix	X	X	X	X	X	X	X	X	X	X
Review CGA asset allocation policies every 3 years (or sooner, if warranted)					X					
Review CRT asset allocation policies every 3 years (or sooner, if warranted)			X						X	
Review CGA Investment Guidelines every 5 years (or sooner, if warranted)								X		
Review CRT Investment Guidelines every 5 years (or sooner, if warranted)								X		
Review investment manager guidelines as submitted by Investment Advisor (as applicable)										

Corporate Social Responsibility										
Receive for information the Social Criteria List		X		X		X		X		X

Evaluation of Service Providers									
Evaluate the CGA Investment Advisor and Custodian every 3 years, with ongoing review	X						X		
Evaluate the CRT Investment Advisor (Wells Fargo) every 3 years, with ongoing review			X					X	
Evaluate the CRT Investment Advisor (Thrivent) every 3 years, with ongoing review					X				
Receive for information Sub-Advisor updates by Investment Advisor (as appropriate)									
Evaluate Administrator every 3 years, with ongoing review				X					X



**ELCA Church Council
Budget and Finance Committee**

CHARTER

(11/12/11; Revision 11/10/12; Revision 11/9/13)

Organization and Purposes

The organization and purposes of the Budget and Finance Committee are described in ELCA continuing resolution 14.41.A10:

A Budget and Finance Committee shall be composed of members of the Church Council elected by the council and the treasurer of this church as an ex officio member of the committee. This committee shall have staff services provided by the Office of the Presiding Bishop and the Office of the Treasurer. The committee shall prepare and present a comprehensive budget to the Church Council for its consideration and presentation to the Churchwide Assembly. The committee shall relate to the work of the Office of the Treasurer.

In fulfilling its purposes, the Budget and Finance Committee also shall facilitate the implementation of the Plan for Mission, including the following strategic directions of the churchwide organization:

- Support congregations in their call to be faithful, welcoming and generous, sharing the mind of Christ.
- Assist members, congregations, synods, institutions and agencies of this church to grow in evangelical outreach.
- Step forward as a public church that witnesses boldly to God's love for all that God has created.
- Deepen and expand our global, ecumenical and interfaith relationships for the sake of God's mission.
- Assist this church to bring forth and support faithful, wise, and courageous leaders whose vocations serve God's mission in a pluralistic world.

Responsibilities

A. The responsibilities of the Budget and Finance Committee include:

1. Budget oversight
 - a. Review and recommend approval of current and World Hunger income proposals.
 - b. Review revised income estimates and recommend spending authorizations.
 - c. Approve capital expenditure budgets.
 - d. Recommend action on synod mission support plans.
 - e. Provide leadership for Churchwide Assembly budget hearings.
2. Church Council designated funds
 - a. Review financial position of the churchwide organization and adequacy of available cash and investment reserves before considering any requests for Church Council designated funds.

EVANGELICAL LUTHERAN CHURCH IN AMERICA

CHURCH COUNCIL

November 8-10, 2013

Exhibit F, Part 15

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- b. Recommend action on any requests for designation of funds by the Church Council, Churchwide Assembly or Office of the Presiding Bishop.
 - c. Review reports on all active Church Council designated funds.
 - d. Review Church Council funds functioning as endowment.
 3. Audit
 - a. Recommend changes to the ELCA Audit Committee charter to the Church Council.
 - b. Approve Audit Committee nominations for recommendation to the Church Council.
 - c. Receive and forward the report of the Audit Committee.
 4. Cash and investments
 - a. Review and recommend approval of cash and investment policies.
 - b. Review and recommend approval of cash management policy.
 - c. Review cash balances compared to cash management policy.
 - d. Review investment performance and management as compared to policy.
 5. Receive reports
 - a. Office of the Treasurer
 - b. Mission Advancement
 - c. Mission support consultations and planning
 6. Calendar
 - a. Develop a calendar of anticipated work for the triennium at the first committee meeting following the Churchwide Assembly.
 7. Other
 - a. Accomplish other tasks that may be assigned by the Church Council.
- B. In fulfilling its responsibilities, the Budget and Finance Committee will be supported by the following churchwide staff:
 - Treasurer, Office of the Treasurer
 - Director for Budget Planning, Office of the Treasurer
 - Controller, Office of the Treasurer
 - Director for Treasury and Asset Management, Office of the Treasurer
 - Executive for Administration, Office of the Presiding Bishop
 - Director for Mission Support, Mission Advancement
 - Executive Director, Mission Advancement
 - Director, Investments, Office of the Treasurer
- C. Members of the Budget and Finance Committee are expected to prepare for meetings by reviewing the agenda, minutes, and meeting materials in advance of meetings, to participate actively in meetings, and to complete timely responsibilities assigned by the committee.

Chair

Members of the Budget and Finance Committee shall elect a chair at the Spring meeting preceding Churchwide Assembly and a vice-chair at the Fall meeting following the Churchwide Assembly.

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Meetings

The Budget and Finance Committee will meet in conjunction with regular meetings of the Church Council. Other meetings may be held for special or emergency purposes, ordinarily by conference call, at the request of the chair or a majority of committee members. A majority of the voting membership of the committee shall constitute a quorum.

Amendment of Charter

The Budget and Finance will review this charter at the first meeting of the committee following a Churchwide Assembly. Amendments to this charter may be recommended at any time, subject to approval by the Church Council.

Evaluation

The Budget and Finance Committee will evaluate its meetings. In addition to reviewing and evaluating its meetings, the committee will work with Research and Evaluation to develop a process for evaluating its work each triennium. These processes will include evaluation of the committee's commitment to racial and gender equity.

ACTION ITEMS:	BF/CC	Spring	Fall
Election of Committee chair (<i>Churchwide Assembly year only</i>)	BF	X	
Election of Committee vice-chair (<i>Churchwide Assembly year only</i>)	BF		X
Adoption of agenda	BF	X	X
Approval of minutes	BF	X	X
Approval of Current year spending authorization	BF/CC	X	X
Approval of Following year spending authorization	BF/CC		X
Approve triennium budget proposal (<i>Churchwide Assembly year only</i>)	BF/CC	X	
Approve capital budget	BF		X
Approval of new Church Council designated funds (<i>as needed</i>)	BF/CC	X	X
Approval of synod mission support plans	BF/CC	X	X
Approval of Audit Committee members (<i>as needed</i>)	BF/CC	X	X
Receive and Forward Audit Committee report	BF/CC		X
Approve Audit Committee charter revisions (<i>as needed</i>)	BF/CC		X
Approve engagement of outside auditors	BF		X
Approve investment policies (<i>as needed</i>)	BF/CC		X
Approve cash management policies (<i>as needed</i>)	BF/CC		X
Approve Budget and Finance Committee charter revisions (<i>as needed</i>)	BF/CC		X

INFORMATION ITEMS:

Financial statement review	BF/CC	X	X
Review current year capital budget expenditures	BF	X	X
Review Church Council designated funds	BF/CC	X	X
Report of director for mission support	BF/CC	X	X
Report of Mission Advancement	BF/CC	X	X
Review Church Council funds functioning as endowment	BF/CC	X	
Report of the treasurer	BF/CC	X	X
Review cash balances compared to cash management policy	BF	X	X
Review investment performance to policy	BF	X	X

New Ministries in the Evangelical Lutheran Church in America
A Response to the Southwest California Synod Resolution
Analysis, Assessment and Measurement of New Starts¹
New and Renewing Congregations Working Group
Evangelical Lutheran Church in America
November 2013

This report is organized into several sections. Section 1 includes a brief rationale for Lutheran mission in the United States and the Caribbean, a review of the current broader social context for mission, a case for the missional strength of ELCA Lutheran theology and a review of ELCA Lutherans in the present context. Section 2 includes a review of this church's most recent efforts in starting new ministries. Section 3 is a direct response to the resolution from the Southwest California Synod.

New and Renewing Congregations Working Group

Early in 2013, the Executive for Administration of the churchwide organization, Wyvetta Bullock and the Congregational and Synodical Mission (CSM) Unit Executive Director, Stephen Bouman commissioned a small working group of churchwide staff to undertake a full review of the new and renewing congregations enterprise as part of an expanded response to the resolution from the Southwest California Synod and in preparation for the November 2013 report to the ELCA Church Council.

The group was encouraged to seek widespread input from others and to have vigorous conversation about the strengths and weaknesses of the current system as well as making recommendations about the future direction of the two programs. A key motivating factor driving the work of the group was the realization that both our society and our church are experiencing a rapidly changing landscape for mission and ministry. We have an immediate need to quickly adapt to the world and the church we are becoming and to regularly make appropriate changes. The working group included the following staff from the churchwide organization:

Mark Burkhardt, Director – Congregational Centers for Mission
Ruben Duran, Director – New Congregations
Mary Frances, Associate Program Director – New Congregations
Neil Harrison, Program Director – Congregational Renewal
Kenneth Inskeep, Executive for Research and Evaluation
Jane Shields – Director for Evangelical Mission, New England Synod
Pedro Suarez – Director for Evangelical Mission, Texas-Louisiana Gulf Coast Synod
Melanie Wallschlaeger – Director for Evangelical Mission, Southwestern Washington Synod

¹ The original resolutions also included reference to redevelopments. Given the text of the resolution, this was understood to be congregations starting over as if they were new ministries rather than ministry renewals which would include congregations not yet at the point of redevelopment.

SECTION 1

God's Mission and the Power of the Gospel

The basis for all Christian mission is God's desire to bless and save the world. Lutherans are called to invite and encourage people to come to faith in God and to understand the power of the Gospel in their lives. While Lutherans are not the only religious people to emphasize the grace of God, it is central to our tradition.

Luther describes the Gospel as “a discourse about Christ, that he is the Son of God and became man for us, that he died and was raised, that he has been established as Lord over all things”.² For Luther, a “proper grasp” of the Gospel means understanding the “overwhelming goodness of God”. “This is the great fire of the love of God for us, whereby the heart and conscience become happy, secure, and content.... This is what preaching the Christian faith means”. According to Luther, “faith is a living, daring confidence in God's grace so certain that you could stake your life on it one thousand times”. This confidence defines and motivates Lutherans and it is the source of all goodness. Luther wrote:

Now when you have Christ as the foundation and chief blessing of your salvation, then the other part follows: that you take him as your example, giving yourself in service to your neighbor just as you see that Christ has given himself for you. See, there faith and love move forward, God's commandment is fulfilled, and a person is happy and fearless to do and to suffer all things. Therefore make note of this, that Christ as a gift nourishes your faith and makes you a Christian. But Christ as an example exercises your works. These do not make you a Christian. Actually they come forth from you because you have already been made a Christian. As widely as a gift differs from an example, so widely does faith differ from works, for faith possesses nothing of its own, only the deeds and life of Christ. Works have something of your own in them, yet they should not belong to you but to your neighbor.

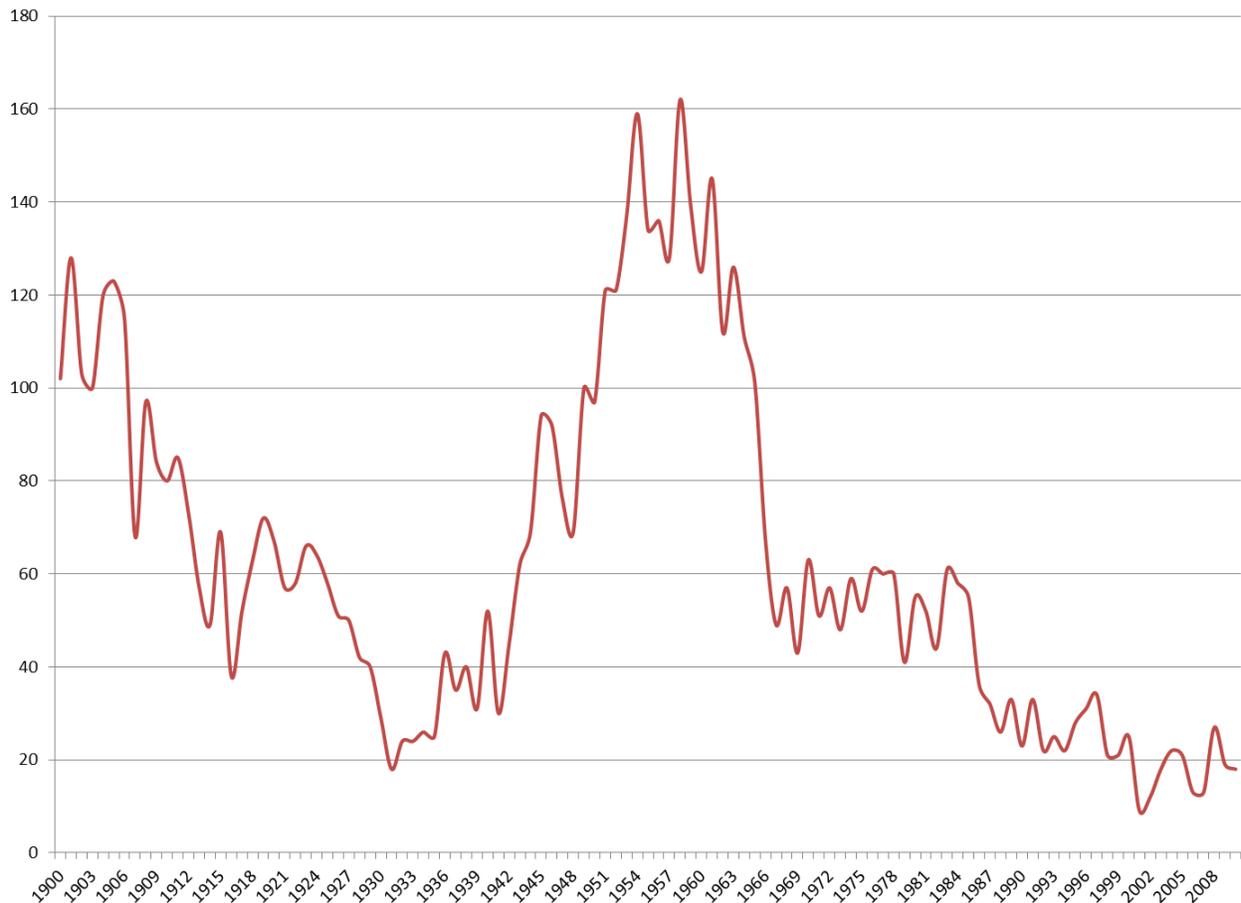
Lutherans believe the goodness of God sets us free and through this freedom—this confidence in the goodness of God—people become happy, secure and content. When Lutherans give themselves in service to the neighbor, lives are changed and communities are restored. The belief is the church should expect to grow as people hear the Gospel and encounter its power.

Growth and the ELCA

The first ELCA Lutheran congregations in the United States (and the Caribbean) date back to the 1600s. By 1850, there were about 1,000 Lutheran congregations in the United States. After 1850, the predecessor churches of the ELCA saw significant growth as immigrants poured into the United States from Europe. By 1900, there were over 5,300 ELCA Lutheran congregations and by 1950 there were about 8,500. From 1950 to 1967 there were a minimum of 100 new congregations started each year as the church moved to the suburbs and benefitted from the post-World War II baby boom. Then, after 1968, the number of new congregations began to slow dramatically (see Figure 1).

² Martin Luther, *A Brief Instruction on What to Look for and Expect in the Gospels*, 1521.

Figure 1: Number of Congregations by Year of Origin for the ELCA and its Predecessor Bodies



In 1970, the membership of the ELCA peaked at 5.6 million baptized members.

Population Change

The population trends of the U.S. present significant opportunities for growth. In 2000, the U.S. population was 281 million. By 2010, the population was 309 million. The projection for 2015 is 322 million. In 2000, the baptized membership of the ELCA was 5,125,919 which was 1.7 percent of the population. In 2010, the baptized membership of the ELCA was 4,274,855 which was 1.4 percent of the population.

The majority (56%) of Lutherans live in 6 states (Minnesota, Pennsylvania, Wisconsin, Iowa, Illinois, and Ohio). In 2010, these states accounted for 16 percent of the U.S. population. While each of these states is growing, none is growing rapidly. Between 2000 and 2010, the fastest growing states were Arizona, California, Florida, Georgia, North Carolina, and Texas (see Table 1). Each of these states grew by 1 million or more residents and each of these states is projected to continue growing at a significant rate. While the population of these states increased by a combined 14.7 million, the baptized membership of ELCA congregations in these states decreased by 151,311. In all of these states, ELCA members account for less than 1 percent of the population.

Table 1: Population and Baptized Membership in the Six Fastest Growing States

	U.S. Population				ELCA Baptized Membership			
	2000	2010	change	projection 2010 to 2015	2000	2010	change	percent of population in 2010
Arizona	5,130,632	6,392,017	1,261,385	7,518,953	68,944	46,844	-22,100	0.73%
California	33,871,648	37,253,956	3,382,308	40,136,564	171,030	120,449	-50,581	0.32%
Florida	15,982,378	18,801,310	2,818,932	20,384,896	90,205	68,810	-21,395	0.37%
Georgia	8,186,453	9,687,653	1,501,200	10,771,743	37,096	30,400	-6,696	0.31%
North Carolina	8,049,313	9,535,483	1,486,170	10,160,555	88,902	75,069	-13,833	0.79%
Texas	20,851,820	25,145,561	4,293,741	26,983,559	154,737	118,031	-36,706	0.47%

Congregations

There are approximately 350,000 congregations in the United States.³ Of these congregations, about 314,000 are Protestant and 24,000 are Roman Catholic or Orthodox churches. Non-Christian congregations are estimated at about 12,000. In 2011, the ELCA included 9,765 active congregations or ministries under development which is about 3 percent of all the congregations in the United States.

In the six fastest growing states noted in Table 1, there were approximately 100,000 congregations. Of these congregations, 1,306 were ELCA, which is 228 fewer than in 2000. Instead of having more congregations in these states, the ELCA actually has less. Of the 59 new ministries approved for development in 2012, only eight (14%) were in these six states.

There are approximately 30,000 general ZIP codes (not including PO boxes, or military or business ZIP codes) in the U.S. The ELCA has at least 1 congregation in 7,089 of these ZIP codes. There are 5,287 ZIP codes which no ELCA congregation claims as its primary service area. Many of the 5,287 ZIP codes that no ELCA congregations claim as their primary service area are expected to grow by three percent or more in the next five years. The following is a breakdown by state of these fast-growing ZIP codes: Arizona – 120, California – 597, Florida – 489, Georgia – 258, North Carolina – 269 and Texas – 501.

Going to Church

Perhaps because the vast majority of Americans claim they believe in God, the U.S. is often considered a religious country.⁴ At the same time, the vast majority of people in the U.S. do not go to church on a regular basis. Attempts to estimate the number who worship in a typical week conclude that about 20 percent of the population attends worship.⁵

The number of Americans who do not identify with any religion or religious group is growing at a rapid rate. One-fifth of the U.S. public and a third of adults under 30 are religiously unaffiliated.⁶ Between 1990 and 2008, the number of people responding “none” to the question “what is your religion, if any” increased by 20 million to about 35 million Americans.⁷

³ *Religious Congregations and Membership Study, 2010*. Association of Statisticians of American Religious Bodies.

⁴ <http://www.gallup.com/poll/147887/americans-continue-believe-god.aspx>.

⁵ C. Kirk Hadaway and Penny Long Marler, “How Many Americans Attend Worship Each Week? An Alternative Approach to Measurement”, *Journal for the Scientific Study of Religion*, September, 2005.

⁶ “Nones” on the Rise: One-in-Five Adults Have No Religious Affiliation, Pew Forum on Religion and Public Life, 2012.

⁷ Barry A. Kosmin and Ariela Keysar, *American Religious Identification Survey*, Trinity College, Hartford, Connecticut, March, 2009.

The Missional Power of ELCA Lutheran Theology

There has been considerable research on those who have no religious affiliation along with those who still consider themselves part of a religious tradition but are disaffected from that tradition.⁸ This growing group levels five basic critiques at organized religion.

1. Religious people are hypocritical, judgmental and insincere.
2. Religions are partly true, but none are completely true.
3. Religious organizations are too focused on rules, not spirituality.
4. Religious leaders want money and power.
5. Religious people are anti-science.

This critique is based on the premise that organized religion does not fit or cannot be reconciled with how life is actually experienced. In post-modernity, if religious dogma or the proscribed practices of a religious group cannot be reconciled with experience, then the claims of that religious groups are suspect. At one time religious beliefs may have played a more significant role in determining the validity (even the actuality) of experience, but for an ever larger group of Americans that time is past. Now, there are no “facts” only claims. Claims, particularly religious claims, are subject to the test of experience.

The philosopher John Caputo noted:⁹

Religious discourses are not “verified” like propositions, by finding a fact of the matter out there with which the proposition makes a snug fit, but rather the event they harbor is “testified” to in experience by being borne out or confirmed in our lives. They give interpretive life and breath to an event, to something that is alive within our sacred names, something going on within us. The truth of a religious discourse is whether a living tradition forms around it; reality testifies to its rationality. By their fruits you shall know them. A religious discourse discloses or illuminates something about the event, about being born and dying, making love and giving birth, having hope and being filled with despair, being lifted up with joy or weighed down by suffering.

It is precisely this kind of experience that ELCA pastor Nadia Bolz-Weber held up in her autobiographical address at the 2012 ELCA Youth Gathering in New Orleans. She begins by describing how she came to leave the religious tradition of her family. The decision was, in part, based on her inability to reconcile that tradition with her own experience. “[The Christians I grew up with] weren’t interested in having my flavor in their gumbo. I didn’t fit.... Who I was didn’t make sense, so I left that church”. She continues to describe how she became a Lutheran. Part of her transformation was relational but equally important was finding a religious tradition with a language that could more adequately express what she knew to be true experientially about her own experience.

When I left... I hated Christianity. I hated it. I hated the smallness. I hated the fact we had to reject everyone who wasn’t just like us. I hated the narrow mindedness.... That was the only form of Christianity I knew existed and I didn’t like it....

⁸ See the work cited above by the Pew Religious Form and Kosmin and Ariela Keysar.

⁹ John Caputo: *The Weakness of God: A Theology of the Event*, Bloomington, Indiana: Indiana University Press, 2006, p. 118.

Then this thing happened.... I was on this path toward destroying myself and it was like God reached down and plucked me up and said "that's adorable but I'm going to put you over here now". Now I know what that is.... It is the grace of God. At that point, I didn't have that language for it. All I knew was I didn't earn it and I just tried to live in response to that gift....

At that time I was trying to be a Unitarian because I didn't like Christians.... [But] Unitarians have this really high opinion of humanity...like all the good is within us, that we are kind of like, equal to God.... I just thought, it is kind of dark in here—in my heart [it is] kind of dark and it made me suspicious that maybe they didn't read the paper.... I just don't really think we are, maybe, that good. So I tried to be a Unitarian but I couldn't pull it off.

*[At a Lutheran church I went to an adult confirmation class.] What I learned in the confirmation class was that God's grace is a gift that is freely given. We don't earn it. We just try to live in response to it.... Nobody is climbing the spiritual ladder.... Nobody is getting better and better and better. God is always coming to us and makes us new and then makes us new again and again.... We don't make our way to God. We are all simultaneously saints and sinners, 100 percent of both all the time. I thought, I have an enormous capacity for destruction, but I have an enormous capacity for kindness too and finally, someone explained that to me. **I am a Lutheran because your people are the first people in my life to give me language for what I experienced to be true....** It changed my life. I felt a call to give to other people what I had been given.*

Here is what you need to know about the thing you have—this Lutheran liturgy, Lutheran theology, this whole tradition.... It is a feast and it is a feast to be shared and I'm here to tell you that people are hungry and you have a feast entrusted to you and they are ready for it. (Emphasis mine.)

It is not without reason that Pastor Bolz-Weber's autobiographical description bears considerable resemblance to Luther's own description of his Tower Experience 500 years ago. Luther too was in the midst of leaving his religious tradition behind. Luther compared what he was taught to what he actually experienced. In this foundational way, Lutheran theology was, from the beginning, modern and because of this, it holds up today under intense scrutiny. In an age of skepticism and relativism, Lutheran theology discloses or illuminates something true, "true" because it is common to human experience, at least to those who are intent on embracing the truth about themselves. Put differently, Lutheranism, as Pastor Bolz-Weber so clearly articulates, makes sense to those who are not easily deceived about themselves. It speaks to people who know their own complexity and the complexity of life. Luther wrote:¹⁰

Meanwhile in that same year I had begun interpreting the Psalms once again. I felt confident that I was now more experienced, since I had dealt in university courses with St. Paul's Letters to the Romans, to the Galatians, and the Letter to the Hebrews. I had conceived a burning desire to understand what Paul meant in his Letter to the Romans, but thus far there had stood in my way, not the cold blood around my heart, but that one word which is in chapter one: "The justice of

¹⁰ This translation was made by Bro. Andrew Thornton, OSB, for the Saint Anselm College Humanities Program. It is distributed by Project Wittenberg with the permission of the author. (c) 1983 by Saint Anselm Abbey.

God is revealed in it." I hated that word, "justice" of God, which, by the use and custom of all my teachers, I had been taught to understand philosophically as referring to formal or active justice, as they call it, i.e., that justice by which God is just and by which he punishes sinners and the unjust.

But I, blameless monk that I was, felt that before God I was a sinner with an extremely troubled conscience. I couldn't be sure that God was appeased by my satisfaction. I did not love, no, rather I hated the just God who punishes sinners. In silence, if I did not blaspheme, then certainly I grumbled vehemently and got angry at God. I said, "Isn't it enough that we miserable sinners, lost for all eternity because of original sin, are oppressed by every kind of calamity through the Ten Commandments? Why does God heap sorrow upon sorrow through the Gospel and through the Gospel threaten us with his justice and his wrath?" This was how I was raging with a wild and disturbed conscience. I constantly badgered St. Paul about that spot in Romans 1 and anxiously wanted to know what he meant.

I meditated night and day on those words until at last, by the mercy of God, I paid attention to their context: "The justice of God is revealed in it, as it is written: 'The just person lives by faith.'" I began to understand that in this verse the justice of God is that by which the just person lives by a gift of God, that is by faith. I began to understand that this verse means that the justice of God is revealed through the Gospel, but it is a passive justice, i.e. that by which the merciful God justifies us by faith, as it is written: "The just person lives by faith." All at once I felt that I had been born again and entered into paradise itself through open gates. Immediately I saw the whole of Scripture in a different light. I ran through the Scriptures from memory and found that other terms had analogous meanings, e.g., the work of God, that is, what God works in us; the power of God, by which he makes us powerful; the wisdom of God, by which he makes us wise; the strength of God, the salvation of God, the glory of God.

It is with this understanding of God and God's action that Lutherans can confidently claim to know the truth—a truth that is confirmed in the experience of daily life. It is also in this context that Lutherans can confidently respond to the most modern critiques of religious faith.

1. Religious people are hypocritical, judgmental, and insincere. As Lutherans we believe this is true by virtue of the law. We struggle with the fact that we remain sinners—imperfect human beings, but we are equally confident that in the promises of God we become saints—that we can be given to our neighbors as a gift as Christ was given to us—freely and without obligation. Put more straightforwardly, because of the power of the law, Lutherans believe that claiming not to be a hypocrite is downright hypocritical.
2. Religions may be partly true, but none are completely true. As Lutherans we keep our truth claims to a minimum. We know life is messy and salvation is God's work and God will accomplish it.
3. Religions are too focused on rules particularly with regard to homosexuality, abortion, birth control, cohabitation, divorce and remarriage. As Lutherans we believe what Luther taught “that the gospel is really not a book of laws and commandments which requires deeds of use, but a book of divine promises in which God promises, offers, and gives us all his possessions and benefits in Christ.”
4. Religious leaders and institutions want money and power, not truth. This is a strong critique that we must accept with the utmost seriousness. It is a critique that is part of the Lutheran tradition. If this were not true, there would have been no Lutheran church and if it is true of us as Lutherans, there should be another reforming movement.

5. Religious people reject science in favor of superstition. As Lutherans we have no quarrel with science. We take the biblical text very seriously, but we are not obligated to take it literally.

ELCA Lutherans in Missional Context

Despite the growth in the U.S. population and the missional appeal of ELCA Lutheran theology, this church has declined in membership over the last 40 years. The church has simply failed to adjust to the following changes in the society and culture.

The End of Suburbanization

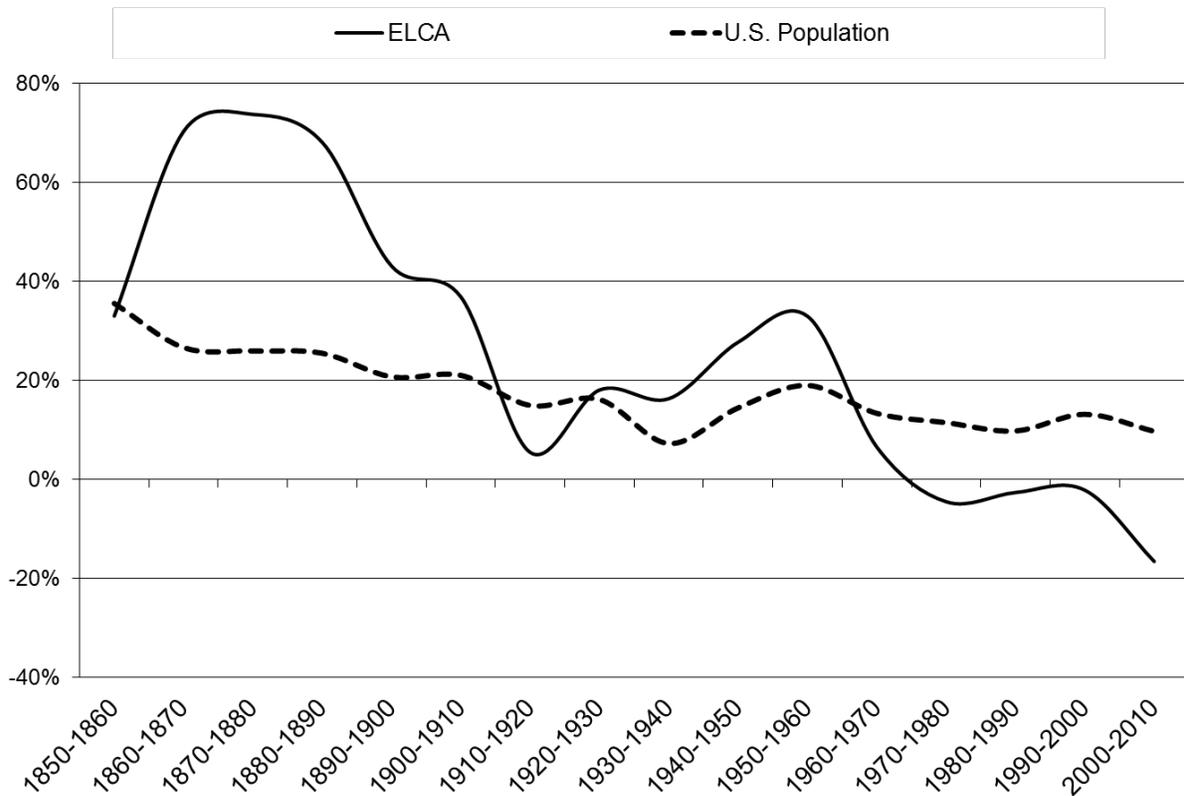
The first growth wave for Lutherans in the United States stretched through the last half of the 19th Century (see Figure 2). It was the golden era of American agriculture. Agriculture was labor intensive. It took place on a large number of small, diversified farms in rural areas where more than half of the United States population lived.¹¹ In 1900, 40 percent of the workforce was employed in agriculture. Those days are gone, but there are still many, many ELCA congregations spread out across the rural countryside. In 2010, agriculture was concentrated on a small number of large, specialized farms where less than a fourth of the U.S. population lives. In 2010, about 2 to 3 percent of the U.S. workforce was employed in agriculture.

The second growth wave for Lutherans came after World War II as part of the development of suburbs. After the war, millions of servicemen returned home. Thousands who had served were entitled to education benefits under the G.I. Bill and housing benefits under the Veterans Administration (VA) and Federal Housing Administration (FHA). Those who went to college created a new professional class in the United States, and those veterans who chose vocational education gained skills for which many were well paid. Household incomes climbed and people could start new families. They needed housing and transportation. Suburbs provided the housing and by 1951 Americans were buying a record 5 million automobiles a year.¹²

¹¹ Dimitri, Carolyn and Anne Effland and Neilson Conlin, The 20th Century Transformation of U.S. Agriculture and Farm Policy, U.S. Department of Agriculture, Economic Research Service, Economic Information Bulletin Number 3, 2005.

¹² Ward's Automotive Yearbooks, North American Auto Production, 1951 to 2012, March, 2013.

Figure 2: Growth Rates for the ELCA and the United States Population by Decade



But, by 1970, suburban expansion slowed and more importantly, the birth rate (the number of live births per 1000 population) began to decline. Birth rates seem inevitably tied to income. When income goes up, there is a lag and then birth rates start to fall. In 1955, the birth rate was 25.0 live births per 1000 population. By 1970, it had dropped to 18.4 and in 2010, the birth rate was 13.0.¹³ The membership decline of the ELCA, and the quickly slowing number of new ministry starts, occurs precisely in step with the declining birth rate.

Changing Households

New ministries in the ELCA during the suburban expansion depended upon stable two-parent households, anchored in a community and committed to raising children. These households bolstered the Sunday school and vacation Bible school attendance of Lutheran congregations. In 1970, there were 1,519,833 Sunday school pupils and 649,624 vacation Bible school pupils in the predecessor churches of the ELCA. By the time of the merger in 1988, Sunday school attendance had fallen to 1,013,312 and vacation Bible school attendance to 384,635. In 2010, Sunday school attendance was at 400,375 and vacation Bible school attendance was 254,931.

¹³ National Center for Health Statistics

Stable, two-parent households, anchored in communities and committed to raising children still exist, but there are far fewer of them. The average size of a household in 2010 was 2.55 persons down from 3.67 in 1948. This is largely because of the growth in one-person households which now account for 27 percent of all households. Ten percent of these single person householders are headed by an adult who is 75 or older. This compares to 26 percent of single-person households headed by a person 30 to 44 years old.

The Exodus of Young Adults

The membership of the ELCA as a whole is considerably older than the general population. The median age of those 15 to 99 in the ELCA is 58.¹⁴ For the United States, the median age of those 15 to 99 is 39. The membership of the ELCA over represents the age of the population in every category over 50 and under represents the population in every category under 50. The largest differential is for those aged 20 to 44. About a third of the United States population is between the ages of 20 to 44, compared to about a fifth of the active members of the ELCA.

One-third of those 18 to 29 say they attend worship services at least weekly compared to 40 percent of those 50 to 64 and 53 percent of those 65 and over.¹⁵ Also, it is well established these survey-based reports of church attendance over estimate actual attendance by nearly 20 percentage points.¹⁶ Finally, forty-five percent of those 18 to 29 say religion is very important in their lives compared to 59 percent of those 50 to 64 and 69 percent of those 65 and over.

At the very least, these numbers challenge the future of many ELCA Lutheran churches in significant ways. Christian Smith's work on the religious and spiritual lives of young adults, describes in complexity of these challenges.¹⁷

Not all emerging adults think about religion in the same way, but there definitely is a dominant outlook when it comes to religion. Most emerging adults are okay with talking about religion as a topic, although they are largely indifferent to it—religion is just not that important to most of them. So for the most part, they do not end up talking much about religion in their lives. To whatever extent they do talk about it, most of them think that most religions share the same core principles, which they generally believe are good. But the particularities of any given religion are peripheral trappings that can be more or less ignored. The best thing about religion is that it helps people to be good, to make good choices, to behave well. For this reason, it can be a good thing for children to be raised in a religious congregation, since they need to be taught the basics of morality. At the same time, once youth learn what it means to be good, there is no real need to continue being involved in a religious congregation. The time comes to “graduate” and move on. Some emerging adults do of course continue to be part of congregations, but few name them as important places of social belonging. Furthermore, among emerging adults, religious beliefs do not seem to be important, action-driving commitments, but rather mental assents to ideas that have few obvious consequences. What actually do have the power and authority to drive life instead are the feelings and inclinations of the emerging adults themselves. They as individuals can determine what is right, worthy, and important. So they choose from religion to take or leave what they want. At the same time, the personal outlooks of most emerging adults are highly

¹⁴ This age estimate is based on surveys and those under 15 typically do not complete these questionnaires.

¹⁵ *Religion among the Millennials*, Pew Research Center, February 2010.

¹⁶ C. Kirk Hadaway and Penny Long Marler, “How Many Americans Attend Worship Each Week? An Alternative Approach to Measurement”. *Journal for the Scientific Study of Religion*, September, 2005.

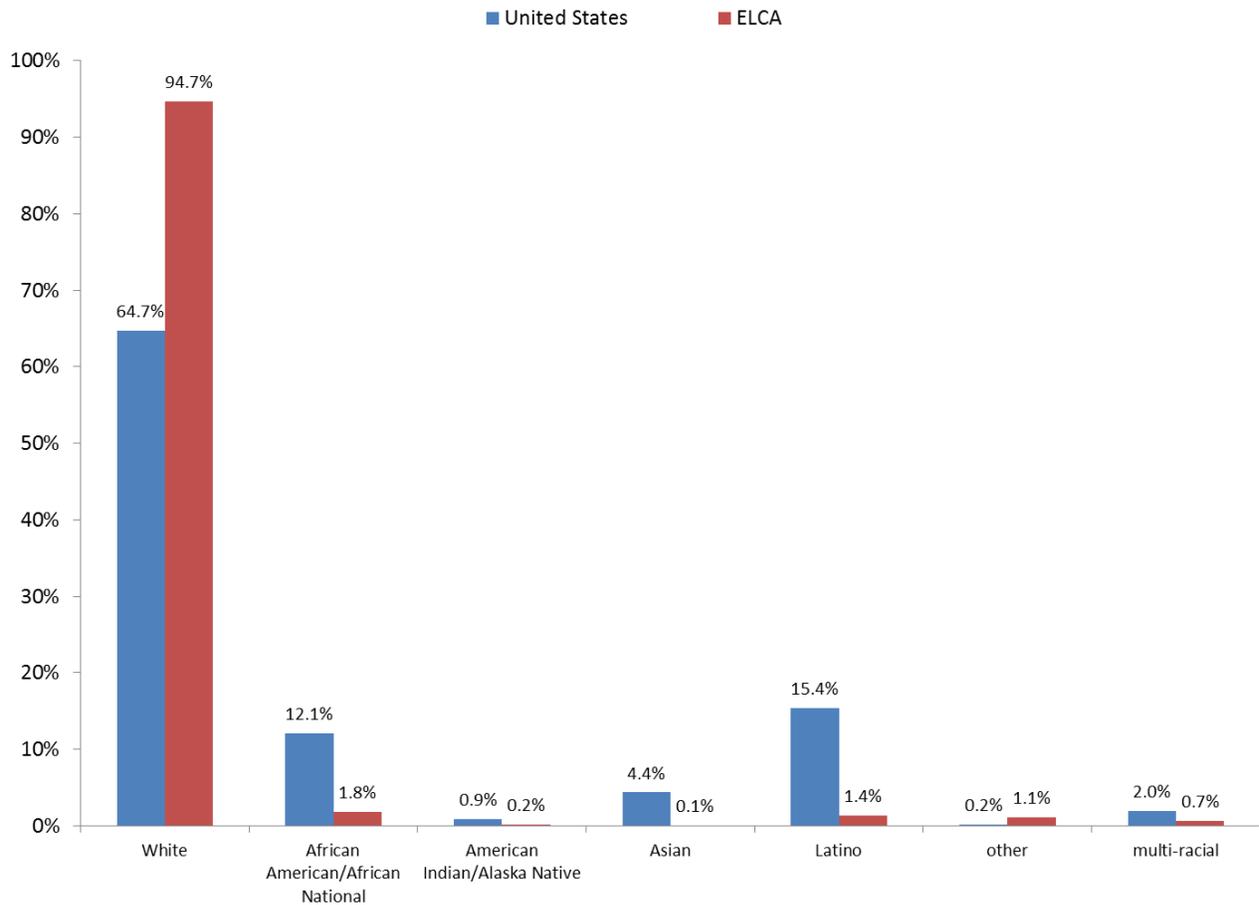
¹⁷ Christian Smith with Patricia Snell, *Souls in Transition: The Religious and Spiritual Lives of Emerging Adults*, New York: Oxford, 2009, p. 286

qualified—sometimes even paralyzed—by their awareness of the relativity of their own cultural and social locations. The latter tend to undercut any confidence they might have in the possibility of holding true beliefs, rendering valid judgments, making worthy commitments.... Best, then, they suppose, to remain tentative, to keep options open, to not get too committed, to push dealing with religious matters off to some future date when through marriage and parenting it becomes more practically important.

The Diversity of Contemporary Society

Among the most significant changes impacting the ELCA is the growing diversity of the U.S. In 1950, 90 percent of the U.S. population was White. In 2010, 65 percent of the U.S. population was White. Between 1950 and 2010, the Latino population has grown from about 2 percent of the total population to 15 percent of the total population. Despite the commitment of those who founded the ELCA to increasing the racial/ethnic diversity of ELCA congregations, progress has been slow. Figure 3 shows the comparison of the ELCA to the United States population. The suburban expansion after World War II was predominantly White as was the growth in nearly all the new ministries begun through the 1970s. Most recently, the ELCA has focused on starting new ministries that are ethnic-specific or multicultural. These new ministries have taken longer to develop, but they have very slowly impacted the overall racial/ethnic make-up of this church.

Figure 3: The Racial/Ethnic Composition of the United States Compared to the Active Participants in the ELCA, 2010



A Middle-Class Church

Based on household income figures collected in 2008, the median household income of a typical worship attendee in the ELCA is about \$50,000, which was very close to the median income of the White population of the U.S. in 2008. The median household income for African Americans was about \$37,000 in 2008 and for Latinos it was about \$42,000.

The Challenge of Lutheran Evangelism

One reason this church has not grown is the lack of attention on the part of its members (lay and clergy) to outreach. As part of the *U.S. Congregational Life survey* in 2008, a random sample of worship attendees were asked if they regularly take part in activities that reach out to the wider community such as visitation, evangelism, community service and social justice. Seventeen percent of ELCA members said they regularly take part in evangelism or outreach activities and 29 percent said they were regularly involved in community service, social justice, or advocacy activities. This compares to 29 percent of Southern Baptist respondents who said they were regularly involved in evangelism or outreach activities and 23 percent that said they were regularly involved in community service, social justice, or advocacy activities.

When asked what aspects of their congregation they find most valuable (up to three options could be selected), 13 percent of ELCA members selected reaching out to those who do not attend church as one of the options. This compares to 31 percent of the Southern Baptist respondents.

As part of a survey for the Living into the Future Task Force (LIFT) completed in 2010, 25 percent of lay leaders in the ELCA “strongly agreed” with the statement “the world needs the message that ELCA Lutherans bring”. This compares to 56 percent of the clergy. Sixteen percent of the lay leaders and 13 percent of the clergy “disagreed” or “strongly disagreed” with the statement.

When asked on the LIFT survey if there were anything unique about ELCA Lutherans which distinguished them from other Christians, 34 percent of the lay leaders responded “yes”, 33 percent responded “no” and 33 percent responded “not sure”. On the other hand, 86 percent of the clergy responded “yes”. This discrepancy between lay leaders and clergy points to a significant breakdown of teaching in the ELCA.

Finally, when asked to describe the top priorities for congregations, the lay leader respondents to the LIFT survey ranked sharing the good news of the Gospel with the unchurched fifth, behind the following:

1. ensure worship provides a meaningful experience of God
2. ensure that children and youth receive Christian education
3. ensure that adults continue to grow in knowledge and faith
4. provide charity and service to people in need

Little has changed with regard to evangelism in the ELCA in the past 20 years. Here is the summary of the evaluation report of the ELCA’s 1991 Evangelism Strategy.¹⁸

Has the church made progress that it can celebrate? We began this review with reference to the enormous amount of work that has taken place under complex and difficult circumstances. At the same time, we maintain that the preponderance of the evidence suggests that the ELCA has not yet made significant progress in changing the culture of the church with regard to evangelism and, as a result, the evangelism strategy has not achieved its intended purpose. We believe that achieving significant progress will take renewed vision and commitment in addition to the discovery of new methods and

¹⁸ *An Evaluation of the 1991 Evangelism Strategy*, Kenneth W. Inskeep, Evangelical Lutheran Church in America, October 3, 2000.

approaches. In terms of vision, the church seems to be caught between the church growth successes of conservative evangelical and fundamentalists and the legacy of the state church. As a reformation church, Lutherans must find another, more creative way—a way to grow that can capture the imagination of the majority of the ELCA members (or at least a very substantial minority.) If it does not, the ELCA will be unable to fulfill its call and make the kind of religious contribution that is so sorely needed in America—piety without condemnation or judgment. In terms of commitment, the ELCA must focus its efforts on educating leaders with this unique, Lutheran vision of church growth and then it must find the means to support them to the best of its ability. Finally, we must find new methods. Our existing repertoire shows only a limited and short-term impact. If we can do all that, with the help of God, we will indeed have something to celebrate.

SECTION 2

New Ministry Development in the ELCA

The churchwide organization of the ELCA, through CSM, is responsible for working with synods and existing congregations to "create and revitalize congregations".¹⁹

Proposals for new ministries are submitted to CSM through its Directors for Evangelical Mission (DEMs). Each proposal is evaluated and approved (or disapproved) by a Review Table. Bishops from each region of the ELCA, along with churchwide staff (including a core group of DEMs), comprise the Review Table. The approval of proposals is contingent on the demographic characteristics of the site, evidence of a clear vision for the new ministry, identifiable outcomes, the commitment of a synod to the development, support from nearby ELCA congregations, and consultation with ecumenical partners. In the case of ethnic-specific ministries, consultation also takes place with the ethnic ministries directors of CSM. Approval, however, does not mean work in a site begins immediately. Actual development is dependent upon the alignment of key factors including finding a suitable mission developer and arranging for additional funding. Upon approval, CSM reserves funding but the amount from CSM is seldom enough to cover the salary of a developer or other startup costs. As a result, additional financial support must be committed from other sources including synods and congregations.

On the one hand, some are dissatisfied with the amount of documentation needed for a new ministry proposal and the staff responsible for the Review Table is sensitive to this concern. On the other hand, those presenting proposals are often asking for a commitment of thousands of dollars and the churchwide organization is also subject to the accusation that it is not careful enough in its stewardship. The resolution from the Southwest California Synod (to which this report is a response) is a clear example of the level of concern.

The Data

The data analysis shows the ELCA has increased the number of ministries coming under development and there is pressure to continue to do so.²⁰ The pool of new ministries has also increased, however, because new ministries are taking longer to become self-sufficient. This means there is a growing pool of ministries which, because of their increasing size (along with declining churchwide resources), may become even more difficult to support financially, manage administratively and monitor appropriately.

A report on new ministries in the ELCA (covering 1995 to 2005) was completed in 2007 and at that time, the data available for analysis was in need of significant improvement. Since 2007, considerable progress has been made, but some records continue to be incomplete (lacking reports of worship attendance, for example). Despite this, it is possible to construct a reliable overview of the progress of many new ministries in the ELCA. This report covers the time period of 2006 to the present, with primary focus on the years 2006 to 2009. These ministries have been under development long enough to have a substantive record.

New Ministries

From 2006 to the present, 481 new ministries have been under development. Between 1995 and 2006, 394 new ministries were under development, so the pool of new ministries under development has increased. In any particular year, work at a site may begin, begin again, continue or come to an end.

¹⁹ *Constitutions, Bylaws, and Continuing Resolutions of the Evangelical Lutheran Church in America*, 16.12.A10.

²⁰ The goal for new ministry development in the *ELCA Churchwide Operational Plan 2011-2013* is 75 new ministries per year.

Work at a site ends either because a ministry is closed due to insufficient progress or because the ministry has been received as an organized congregation by a synod in the ELCA.

Success or Failure

There are no widely shared or accepted criteria for assessing the success or failure of a new ministry.²¹ Stetzer and Bird note that undocumented statistics for church-plant failures are widely reprinted "such as those indicating an 80 percent failure rate for new church plants" but these figures "seem to have no basis in actual research". The problem with establishing a failure rate has to do with the number of new ministries that continue under development before or after any specified time period. If work has begun in a site and continues, a chance of success remains even if the work has continued for years without transitioning to a self-sufficient, organized congregation. There are alternatives, however, to calculating a failure rate, which are described below.

Conversion Rates

One approach is to calculate a conversion rate for new ministries. There are two similar variations of this approach.

The first variation is to calculate a conversion rate for an entire pool of new ministry starts. For this study, the pool includes 481 ministries which were under development at one time or another between 2006 and the present. At this point, 66 percent (N=318) of this pool remains under development, while 11 percent (N=54) have officially organized as congregations. Twenty-three percent (N=109) of the ministries in the pool have closed. Based on this approach, the rate of conversion for new ministries to organized congregations is just over 10 percent.

A second variation is to focus on the proportion of ministries being closed or organized each year as a percent of the sites added each year. These data are presented in Table 2 and Figure 4. For example, in 2006, a total of 38 new ministries came under development, while 19 were closed and 11 were organized as congregations. These yearly figures are then summed and a percent is calculated for the whole time period. Based on this approach, the ELCA typically begins work each year on 43 new ministries while it closes 15 (36%) and receives eight (18%). Based on this approach, the conversion rate is just under 20 percent.

Table 2: Ministries Received and Closed as a Percent of Ministries Coming Under Development by Year

year	new sites added	closed		organized	
		%	N	%	N
2006	38	50%	19	29%	11
2007	58	17%	10	19%	11
2008	30	27%	8	20%	6
2009	33	33%	11	9%	3
2010	55	55%	30	16%	9
2011	50	38%	19	16%	8
2012	38	32%	12	16%	6
	302	36%	109	18%	54

²¹ These two reports are somewhat helpful: 1. Ed Stetzer and Phillip Connor, "Church Plant Survivability and Health", the Center for Missional Research, North American Mission Board, Southern Baptist Convention, 2007 and 2. Ed Stetzer and Warren Bird, "The State of Church Planting in the United States: Research Overview and Qualitative Study of Primary Church Planting Entities" LifeWay Research (Southern Baptist Convention), 2009, p.4.

Figure 4: The Number of Sites Coming Under Development, Closed, and Received Each Year since 2006

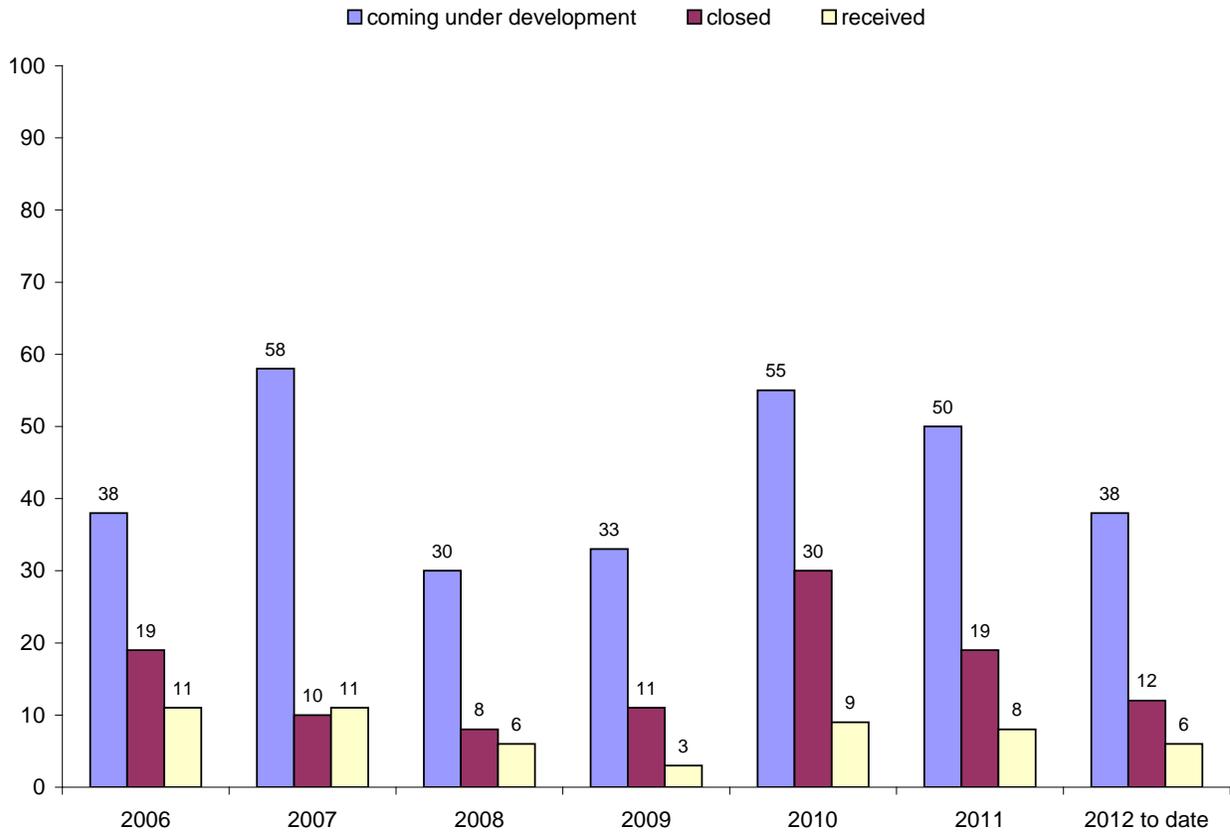


Table 3 presents a comprehensive view of the activity of the pool of 481 ministries. As of January 1, 2006, there were 179 ministries already under development. In 2006, 38 new sites were added, 19 ministries were closed and 11 were organized as congregations. Given the ratio of sites added to closures/organizations, the size of the pool under development increased by 8 in 2006. Table 3 shows a significant increase in the pool between 2006 and 2012—an increase of 78 percent.

Table 3: Changes in the Size of the Pool of Ministries Under Development by Year

year	pool under development	new sites added	closed	organized	change in the size of the pool		ratio new to closed or organized
					net	cumulative	
2006	179	38	19	11	8	8	1.27
2007	187	58	10	11	37	45	2.76
2008	224	30	8	6	16	61	2.14
2009	240	33	11	3	19	80	2.36
2010	259	55	30	9	16	96	1.41
2011	275	50	19	8	23	119	1.85
2012	298	38	12	6	20	139	2.11
present	318	302	109	54			1.85

Self-sufficiency in Four Years

A second approach to gauging success, which is taken by Stetzer and Bird (2009), is to focus on sites 4 years after a start date.²² Stetzer and Bird expect congregations to be self-sufficient in 4 years and they report "around 68 percent of church plants still exist 4 years after having been started". For the ELCA, 253 (84%) of the 300 ministries begun before September 2008 continue to exist. On the other hand, the median time under development for ministries that have been organized as congregations is 7.4 years, which suggests it takes considerably longer than 4 years for new ministries in the ELCA to become self-sufficient.

Worship Attendance in Four Years

A third approach to gauging success is to set a standard based on worship attendance. The common standard is an average of 70 in worship at 48 months.²³ Olson notes "reaching a critical mass of more than 70 in attendance has proven crucial for new churches. Once they reach this benchmark, new churches find that growth comes more easily".

Worship attendance data exist for 190 of the 300 ELCA's new ministries under development before September 2008. The average worship attendance for these new sites is 72 after 48 months. For the ministries included in their review, Stetzer and Bird report average worship attendance of 84 after 48 months. The average for the ELCA is significantly inflated by the success of a few rapidly growing new starts. (This is also likely the case for the Stetzer and Bird figure.) The median number of worship attendees after 48 months for ELCA ministries is 50. That means half of the ELCA ministries are worshipping fewer than 50 people after 48 months. Twenty-eight percent have reached 70 or more in attendance after 48 months.

To make steady progress, a new ministry needs to add about 18 in worship per year and about 27 percent of new ministries are doing so. Figure 5 shows the percent of new ministries growing by 18 in worship by region. Nearly half the new ministries in Region 3 are growing by 18 in worship per year followed by 41 percent of the new ministries in Region 5. In Regions 3 and 5, two factors come together. First, there are a significant number of Lutherans in both these regions and there is a moderately strong correlation ($r=.50$) between new ministry growth and the number of Lutherans in the territory served by a

²² The 2007 review by Stetzer and Connor included the following groups: Southern Baptists, Sovereign Grace Ministries, Baptist General Conference, General Baptists, Wesleyan, New Thing Network, Assemblies of God, Evangelical Free Church, Foursquare Gospel, Christian Church, and the Lutheran Church–Missouri Synod. It is less clear who participated in the 2009 study by Stetzer and Bird. They (2009:1) mention 200 church-planting churches and 45 church planting networks.

²³ David T. Olson, *The American Church in Crisis*, Grand Rapids, Michigan: Zondervan, 2008, p. 150.

new ministry. Second, these regions continue to have moderate levels of population growth. The rate of growth for new ministries in other regions is slower (with several predominantly Latino ministries being an exception). This is because one of the two factors is missing. In Regions 6, 7, and 8 (with the exception of the Metropolitan Washington, D.C. Synod), the proportion of Lutherans in the population is significant but the population itself is growing slowly or not at all. In Regions 1, 2, and 9, the population growth is significant, but the proportion of Lutherans in the population is low.

Figure 5: Percent of Ministries Growing by 18 or more Worship Attendees Per Year by Region (Based on the 300 New Ministries Begun before September 2008)

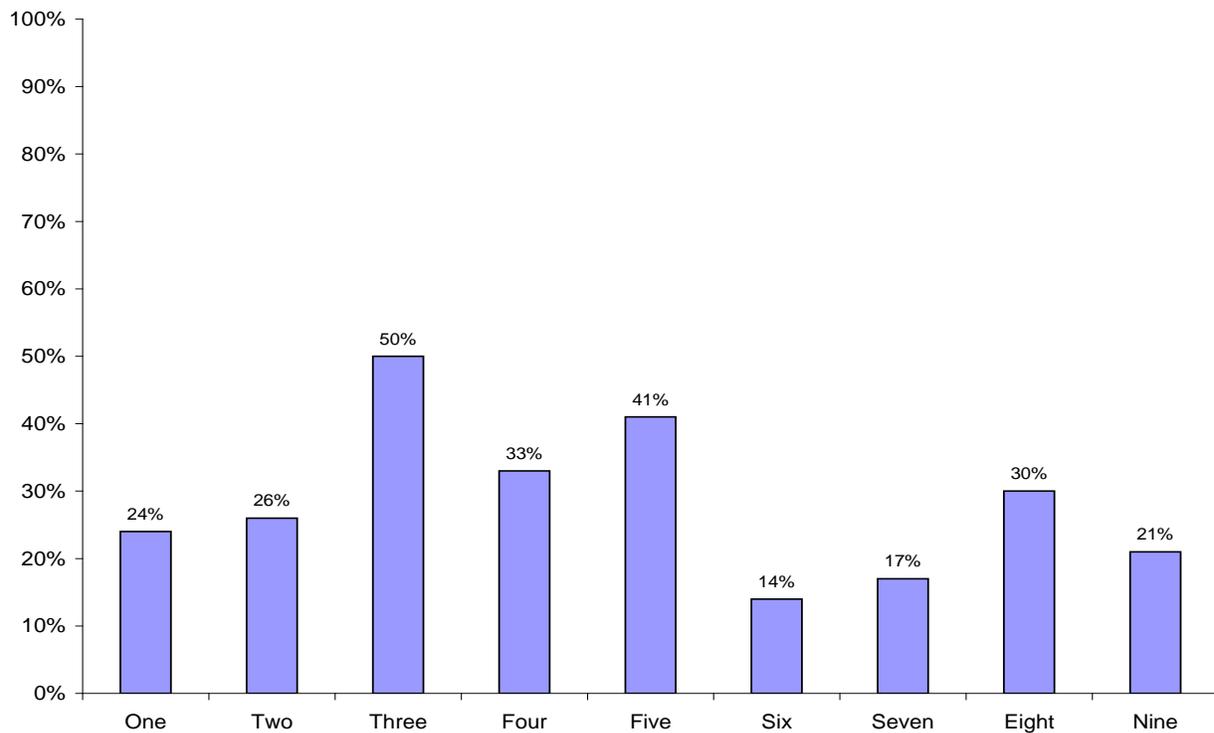


Table 4 shows the percent of new ministries with a gain of 18 or more per year in worship by the predominant racial/ethnic make-up of the congregations. The percent of African National (33%) and Latino (34%) ministries that are gaining 18 or more in worship is very close to the percent of predominantly white congregations (34%). Gains in predominantly white ministries account for 51 percent of all gains, followed by Latino ministries with 27 percent of the total gains.

**Table 4: Gains in Worship Attendance for the 300 Ministries
 Under Development since September 2008**

	% at 18 yearly gain	total gain	% of all gains
African American/Black	20%	481	3%
African National	33%	1,630	9%
American Indian/Alaska Native	0%	190	1%
Asian/Pacific Islander	7%	1,102	6%
White	34%	9,012	51%
Latino	34%	4,687	27%
Multi-racial	11%	518	3%
		17,620	100%

Summary of the Success of New Ministry Starts

There are no widely shared or accepted criteria for assessing the success or failure of a new ministry. The problem with establishing a failure rate has to do with the number of new ministries that continue under development before or after any specified time period. One approach is to calculate a conversion rate which compares the number of places new ministry work is begun each year and to that of the number of ministries that become organized congregations. Based on this approach, the conversion rate for ELCA new ministries is just under 20 percent.

A second approach is to focus on the number of congregations which are self-sufficient in four years. The median time under development for ministries in the ELCA which have been organized as congregations is 7.4 years, which suggests it takes considerably longer than four years for new ministries in the ELCA to become self-sufficient.

A third approach is to set a standard based on worship attendance. The common standard is an average of 70 in worship at 48 months. Twenty-eight percent of new ministries in the ELCA have reached 70 or more in attendance after 48 months.

Finally, the *2003 ELCA Evangelism Strategy*, adopted by the 2003 Churchwide Assembly, called for a pattern of starting 200 new congregations a year by 2010. If this is the criteria of success, then the efforts of the whole church (congregations, synods and the churchwide organization) have fallen far short.

The one place there is some limited progress is with ethnic-specific ministries, but it is slow and pushed primarily by the churchwide organization.

There is no evidence we are aware of which shows other denominations or religious groups to be consistently more successful than the ELCA in starting new ministries. At the same time, the failure rate is substantial and of concern. The rate demands a new and wider discussion about the future direction of evangelism and outreach in this church. This church cannot rely on new ministries as its primary evangelism strategy. This is true despite the fact there is ample opportunity for new ministry development and, as noted earlier in this review, ELCA Lutherans have a theological point of view with considerable potential in the wider culture.²⁴

²⁴ The inclusion of new congregations in the ELCA's 25th Anniversary Campaign makes a conversation about the future even more important. Again, there are many, many places across the United States and the Caribbean where there is little Lutheran presence and those communities deserve attention. The material for *Congregations* in the Campaign is well-designed precisely because it emphasizes the distinct contribution Lutherans can make. It notes "today, many Americans are facing life's challenges without hearing words of God's love and forgiveness" and our goal is to invite others to hear the good news. We simply need to do this "inviting" with more regular success.

Contributing to the Conversation on the Role of New Ministry Development in this Church

Why does the ELCA do new ministry development work? We began this report with the premise that the basis for all Christian mission is God's desire to bless and save the world, and Lutherans are called to invite and encourage people to come to faith in God and to understand the power of the Gospel in their lives. Lutherans believe that the goodness of God sets us free and through this freedom—this confidence in the goodness of God—people become happy, secure and content. When Lutherans give themselves in service to the neighbor, lives are changed and communities are restored. The belief is the church should expect to grow as people hear the Gospel and encounter its power. This growth can be accomplished in many ways and primarily through the work of existing congregations and members, through synods and through the churchwide organization. What is the appropriate place of new ministry development? How important is it?

The Organized Congregations

When it comes to membership growth, the new ministries organized in the ELCA play an important but small part. The ELCA has organized 54 new congregations since 2006 as a result of its development efforts. These 54 congregations account for less than 1 percent of the congregations in the ELCA and they have a total worship attendance of about 7,500. This is less than 1 percent of those worshipping in the ELCA on a typical Sunday.

Table 5 shows the distribution of the active participants in the newly organized congregations by race/ethnicity (N=50).²⁵ The table shows some progress toward diversity. Five percent of the participants in ELCA congregations are people of color or language other than English, compared to 22 percent of those in these newly organized congregations. On the other hand, these congregations account for less than 1 percent of the active participants in the ELCA.

Table 5: Active Participants in the Newly Organized ELCA Congregations

	Active Participants	Percent
African American	369	3.4%
African National	222	2.1%
American Indian/Alaska Native	131	1.2%
Arab/Middle Eastern	4	0.0%
Asian	181	1.7%
Multi-ethnic	115	1.1%
Caucasian	8,426	78.3%
Other	59	0.5%
Latino	1,253	11.6%
Total	10,760	100.0%

Growth as an Outcome

Many of those who write about starting new congregations are adamant about their importance to the growth of denominations and, over the years, these advocates have created a popular, pro-new start apology. (See, for example, Stetzer and Bird, 2009 or Olson, 2008.) The apology maintains a strong commitment to church planting is central to the growth of religious groups. Olson (2008) argues that the growth or decline of a religious group is a direct result of starting new congregations. He (2008:146)

²⁵ Data was collected on active participants beginning in 2009. Data was available for 50 of the 54 newly organized congregations.

writes (with emphasis): "*every group with less than a 1 percent planting rate—less than one new church for every 100 established churches—is declining numerically in attendance*". This point positions new ministries as a primary causal factor in growth, but there are other key sources of growth and other possible alternatives for denominations.

First, taken as a whole, new ministries do play a role. Table 6 shows the growth rate between 2006 and 2011 of all ELCA congregations by their year of origin. The congregations established before 2000 declined by about 13 percent, while the congregations established after 2001 increased by 74 percent. These figures, however, are heavily influenced by the numerical decline in the vast majority of older congregations. But not all the older congregations declined. For example, about 18 percent of the congregations established before 2000 experienced an increase in worship attendance between 2006 and 2011. Together, the growing congregations, no matter when they were founded, added 49,780 new worship attendees between 2006 and 2011. Of this total, the growing, pre-2000 congregations contributed 83 percent compared to 17 percent for the growing congregations established after 2001. The average contribution per congregation is certainly higher for newer congregations, so congregations established after 2000 are important to the growth of the ELCA, but the vast majority of growth is produced by older congregations. There are areas of the country where the ELCA should sponsor new ministries but a churchwide strategy focused on maximizing growth as an outcome might allocate its resources differently. For example, providing additional funding to already growing congregations has shown considerable promise.

Table 6: Sources of Growth with a Focus on Growing Congregations by Year of Origin

the congregation's year of origin	all ELCA congregations		growing congregations		
	growth rate	percent growing	total increase in worship attendance	average per congregation	percent contribution to the whole
before 1900 (N=834)	-14%	19%	16,677	20	34%
1901 to 1950 (N=412)	-14%	17%	7,048	17	14%
1951 to 2000 (N=515)	-12%	19%	17,635	34	35%
2001 to 2011 (N=100)	74%	68%	8,420	84	17%
			49,780		100%

A second issue related to the role of new ministries is more complex both theoretically (the preconditions for starting a new congregation) and strategically (how decisions are made about what to do in developing a new ministry).

Recognizability and the Demand for New Ministries

The apology for new ministries is premised on the idea new ministries **cause** membership growth in denominations. Perhaps instead, new ministries are readily subject to the interaction of larger trends or forces in the wider society. One way to think about this is to hold that starting new congregations is a function of the perceived value of a religion's beliefs and actions in the wider culture. Put differently, if the social recognizability of a religious group is a key factor, then a successful new development is as much a **result** as cause. This would explain how mainline churches during the post-World War II baby boom could successfully start so many new ministries. A cultural milieu characterized by growing nuclear families, upward mobility, and middle-class respectability, created an environment which heightened the recognizability and perceived "fit" of mainline religious groups. Because mainline churches fit well (moderate, circumspect, respectable), mainline religious groups were able to start record numbers of new ministries. In contrast, in the present context, a wide segment of the culture knows little to nothing about mainline churches and particularly ELCA Lutheran churches. This is a significant

dilemma for Lutherans who believe their theology, especially in the current cultural context, has the potential to be highly recognizable.²⁶

Every two years, the National Opinion Research Center at the University of Chicago conducts a random sample national survey. In 2010, they interviewed 4,900 individuals. Table 7 presents the responses to the question, “If you have a religious preference what specific denomination is that, if any?” Twenty-three percent of the sample said they did not have a religious preference and another 23 percent said they were Roman Catholic. Eighteen percent indicated they were Baptist, 11 percent indicated they were part of one of the small denominations not listed on the table. Near the middle of the table is the first grouping of Lutherans which is the 1 percent who said they were Lutheran but did not know which Lutheran group. Then comes the Missouri Synod followed by the ELCA at 0.8 percent. Then, there are nearly as many Lutherans who responded the American Lutheran Church (0.4%) or the Lutheran Church in America (0.3%), neither of which has existed for 25 years. Table 7 suggests two things. First, one should expect people to know little about Lutherans because there are so few of them and second, there are a significant proportion of those who understand themselves as Lutheran who are confused about what kind of Lutheran they happen to be.

Table 7: General Social Survey 2010 Denominational Affiliation of the U.S. Sample

Roman Catholic	22.8%
doesn't apply	22.7%
other specified not listed below	11.1%
nondenominational	9.9%
Baptist, don't know which	8.3%
Southern Baptist	7.1%
United Methodist	4.4%
a specific Baptist group (not including Southern Baptist)	3.0%
Episcopal	1.9%
a specific Presbyterian group	1.4%
Presbyterian, don't know which	1.4%
Lutheran, don't know which	1.1%
Methodist, don't know which	1.1%
Lutheran Church Missouri Synod	0.9%
Evangelical Lutheran Church in America	0.8%
don't know which denomination	0.4%
American Lutheran Church	0.4%
traditional African American denomination	0.3%
Lutheran Church in America	0.3%
Wisconsin Evangelical Lutheran Synod	0.3%
other Methodist	0.2%
other Lutheran churches	0.1%

²⁶ For those interested in pursuing this line of thought, a clear statement is Richard Michael Brown’s dissertation, “Missional Renewal Resources for Evangelizing Lutheran Congregations in Postmodern North American Culture” submitted to the faculty of the School of Theology, Fuller Theological Seminary, January, 2013.

The question then becomes what has contributed to these social circumstances for ELCA Lutheranism and what can be done about it? Unless this church can deal with its unrecognizability, starting new congregations will continue to be slow and challenging work.²⁷ We know growing congregations exhibit two specific characteristics. Growing congregations have a widely shared desire to positively engage their local community, and they are willing to change to have an impact. Another way to put this is growing congregations more readily recognize where God is at work, and they want to be part of it and are eager to change to do so. It is this willingness to change, not theologically or in terms of identity but in terms of strategy or methodology, that separates growing congregations from those which are not.

Olson (2009:148) reports church planting rates for the religious groups included in Table 8.²⁸ (These rates are based on data before 2008.) Membership change rates have been added to Table 8 for 2001-2005 and for 2006-2010. These membership change rates show a continued decline in the ability of mainline churches to be recognizable and this makes it very challenging for them to start new ministries. Put differently, when the recognizability rate is so low, it is more difficult, costly, and time consuming to start new ministries because the conditions have first to be created that facilitate their very capacity to be recognizable.

Table 8: Planting Rates and Membership Change Rates by Denominational Group

denominational group	new ministries planting rates (before 2008)	membership change	
		2001 to 2005	2006 to 2010
Assemblies of God	2.2%	7.8%	7.3%
Church of the Nazarene	1.9%	0.0%	3.6%
Episcopal Church	0.3%	-3.7%	-9.4%
Evangelical Covenant Church	2.5%	16.8%	-3.1%
Evangelical Lutheran Church in America	0.4%	-4.9%	-10.5%
International Pentecostal Holiness Church	6.2%	44.5%	8.8%
Lutheran Church Missouri Synod	0.5%	-3.9%	-5.8%
Presbyterian Church (USA)	0.4%	-10.3%	-10.6%
Reformed Church in America	0.5%	-5.5%	-7.0%
Southern Baptist Convention	1.9%	1.4%	-1.0%
United Methodist Church	0.3%	-2.7%	-5.3%
Wisconsin Evangelical Lutheran Synod	0.5%	-0.8%	-2.2%

Table 8 also suggests a decline for conservative evangelicals is underway and potentially a pending decline for Pentecostals. The problem for mainline churches is that they are invisible. The problem for conservative evangelicals has become their pervasiveness and the wider culture is perhaps concluding it does not like what it sees. If perception drives the equation, then Stetzer (2011) is mistaken when he argues:²⁹

²⁷ Earlier in this report it was noted that new ministries grow fastest where there are already a significant number of Lutherans and there is at least moderate population growth. This is, at least in part, because where there are Lutherans, the recognizability of Lutheran churches is higher.

²⁸ David T. Olson, *The American Church in Crisis*, Grand Rapids, Michigan: Zondervan, 2008, p. 148.

²⁹ Ed Stetzer, "First Person: The State of Church Planting in the SBC, Baptist Press, July 20, 2011. Available at <http://www.bpnews.net/BPFirstPerson.asp?ID=35792>.

So why should everyone in the SBC (Southern Baptist Convention) be concerned about church planting... ? As I mentioned, the Baptist General Conference is planting churches at a much higher rate than Southern Baptists—and guess what?—they have almost doubled the size of their denomination. In case you are wondering, the SBC potentially would have 30 million members right now if we had the same focus.

The point Stetzer neglects is that the demand for Southern Baptist religion in American culture is likely well below 30 million and as a result the SBC rate for new plants has fallen from 1.9 percent in 2008 to just below 1.7 percent in 2010. The decline in the planting rate has not produced the drop in Southern Baptist membership from 16.3 million to 15.9 million. Instead, the SBC may be encountering its cultural saturation point. In other words, there is a limit in the society of those who can or will perceive Southern Baptist religion in a positive light.

Another, but different example is the International Pentecostal Holiness Church (IPHC). Among the groups noted by Olson (2008), they have the highest planting rate. On their website they note that their church "is experiencing the favor of God! With His favor, He has given a clear direction and His timing is now".³⁰ The church may well be experiencing the favor of God, and the timing for this church is clearly now. In 2000, there were 35.3 million Latinos in the United States. Estimates for 2015 are 56.3 million or an increase of 59 percent. According to Althoff³¹, religious affiliation among Latinos is very high, and about 28 percent of all Latinos are Pentecostal or charismatic. If this is the case, the number of Latino Pentecostals will have increased by nearly 6 million from 2000 to 2015. This would mean the ability to be recognized for Pentecostal churches is quite high. The International Pentecostal Holiness Church reports that in 2008, 20 percent of their congregations were Latino, but their goal for 2012 is 28 percent or an increase of approximately 300 congregations. Whether this goal is achievable is questionable, but its achievability is considerably more likely given the current demographic and cultural religious trends than if the IHPC were pursuing young, upwardly mobile Caucasians. On the other hand, as the social and economic status of Latinos climbs, Pentecostalism will become less and less viable and the number of new ministry starts in the IPHC will drop accordingly.

A Clearly Defined Goal

What is a realistic and appropriate goal for new start ministries in the ELCA? In a time when everything seems increasingly complex, it is more difficult, but ever more important to be clear. The *2003 Evangelism Strategy* called for new **congregations** and given the language of the section in the report, it is difficult to draw the conclusion that the Task Force had anything in mind but 200 newly organized, Word and Sacrament ministries capable of self-sufficiency including the capacity to call a pastor. In contrast, the *ELCA Churchwide Organizational Operation Plan 2011-2013* sets as one of its objectives the active support of new congregations or **communities of worship**. The objective adds "including helping them become sustainable". The *2003 Evangelism Strategy* refers to "strengthening partnerships" but it leans heavily on the capacity of the churchwide organization to achieve a set of tasks that no other expression of the ELCA is positioned to accomplish including "developing and implementing a comprehensive plan for establishing vital new start congregations", "researching and publicizing alternative funding sources for starting and renewing congregations", and "increasing the purchase of advance church sites". The language of the churchwide *Operational Plan* is considerably more modest with its "active support" and "helping" new ministries to become sustainable. The goal for the *Operational Plan* is not 200 but 75. This modesty reflects the diminishing resources of the churchwide organization. But, perhaps most significantly, the *Operational Plan* does not refer exclusively to new congregations. It adds the category of "communities of worship". Synodically

³⁰ See <http://iphc.org/evangelism>.

³¹ See <http://www.calvin.edu/henry/archives/lectures/althoff.pdf>, p.7.

Authorized Communities of Worship (SAWC) can be many things from the remnant of a former congregation to a seasonal or recreational ministry. SAWCs can also be "an opportunity" to "test the potential of a new development" or a "former ministry under development" which "may not have developed sufficiently for formal organization as a recognized congregation".³² The introduction of the SAWC alternatives, however legitimate, redefines the widely accepted understanding of the goal expressed in the 2003 *Evangelism Strategy*.

This is clearly reflected in the comments about SAWCs made by a DEM.³³

We currently have two SAWCs and have had others that have either moved to CUD (congregation under development) or ceased to exist. We, too have encountered problems when moving from SAWC to CUD. In our experience the most important discernment is on the front end. We have found that we need to trust our initial hunches that led us to want to seek SAWC status, rather than CUD. With SAWCs we are taking advantage of a missional impulse to test Word and Sacrament ministry in a new way that does not fit the categories for our thinking about a "congregation." Or, we are partnering with a group who, for a variety of reasons, would never become sustainable with a called and ordained salaried pastor. Regarding funding, with SAWCs you have a bit more flexibility as to how the funds may be utilized within the ministry, but you have access to less funding. When we have a rather nimble, creative, small ministry seeking some kind of formal expression or blessing, we usually look first to SAWC status.

Perhaps it is time to open up the discussion and to think in a different way about the goal(s) behind the efforts of this church to start new ministries. What if the primary goal was increasing the number of people in the wider culture who know something about ELCA Lutheranism, and starting new ministries becomes a secondary goal reflecting the church's success in heightening its visibility?

³² "Policy on Criteria for Synodically Authorized Worshipping Communities" adopted by the Church Council of the Evangelical Lutheran Church in America, April 6, 2003.

³³ Source: DEM ELCA list serve.

A Response to the Resolution and the Role of the Churchwide Organization in Starting New Ministries

A resolution to the April 2012 ELCA Church Council Executive Committee (EC12.04.12) from the Southwest California Synod called for a comprehensive review of the strategies used by CSM in assessing mission development pastors, along with its financial support strategies and assessment practices. The resolution also called for long-term development and support for the pastor developers, including additional psychological and behavioral assessments and a mentoring program. Finally, the resolution asked the ELCA to look toward its full-communion partnerships for alternative methodologies and analytic tools.

In responding to this resolution, the following is clear:

1. The role of new ministry development in the ELCA is very important and of concern to the whole church. This church continues to spend millions in new ministry development and because it cares deeply about its stewardship, it must be clearer about what it hopes to accomplish through this work and/or potentially shift its strategy. It also must better assess what is being accomplished and learn more systematically from its experience. This also means those who are involved in new ministry development must be open to accounting for their progress and the monitoring it requires, as well as contributing to the body of knowledge about new ministry development.
2. CSM currently conducts behavioral interviews to assess the potential of mission developers and our review of the process found the following results.

The primary question the review sought to address was: Are those who have been interviewed and recommended more successful than those who have not been interviewed or recommended? The answer is “yes”.

The review involved analysis of 387 interviews. Of this pool, 278 (72%) received recommendations as mission developers. As of November 2012, 318 new ministries were under development in the ELCA. Eighty-one of these new ministries (29%) were being served by individuals who had received a recommendation based on an interview while 243 of the new ministries were being served by pastors who had not been through the interview process. The vast majority of these developers became developers before the interviewing process was in full use or because they are serving SAWCs. Those serving SAWCs are interviewed only if and when the SAWC changes status to a new congregation under development.

Of the 318 new ministries under development, worship attendance figures were available for 174 new ministries (using the records for the last three years). Twenty-nine of these new developments are served by a pastor who was interviewed. This is a small sample but the results in Table 9 are suggestive.

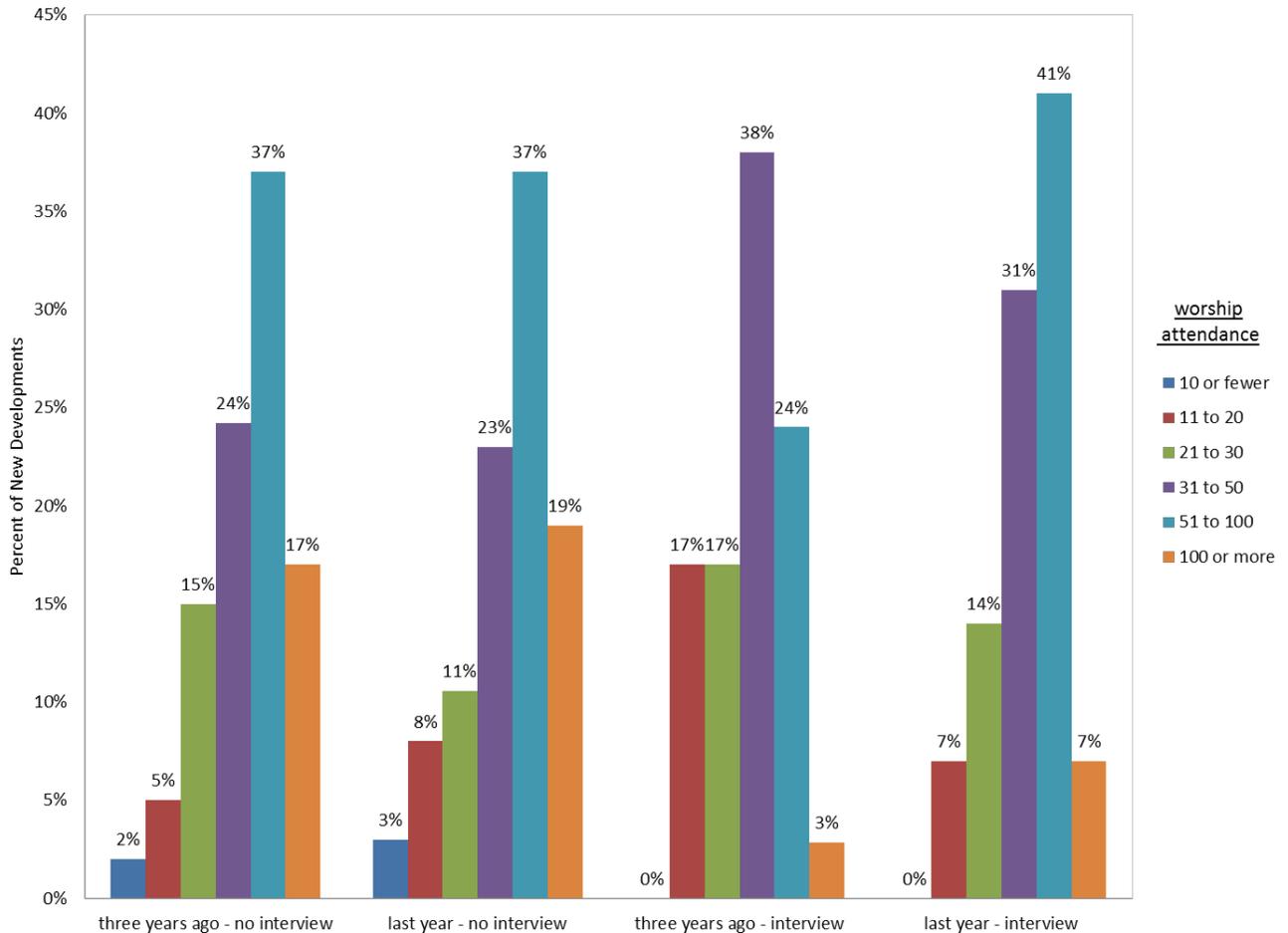
Table 9 shows the new ministries served by those who were interviewed tend to be smaller (based on worship attendance). This is primarily because these new ministries have been under development a shorter length of time. While they are smaller, the new ministries served by those who were interviewed and recommended are growing at a faster rate.

Table 9: Average Worship Attendance in Three Last Years by Interview Type

interview	three years ago	two years ago	last year	percent change
no (N=145)	76	81	88	15.8%
yes (N=29)	45	50	55	22.2%

Figure 6 shows the number of new developments by worship attendance over the last three years for those pastors who were interviewed and those who were not. For those who were not interviewed, the number of developments with 51 or more in worship moved from 54 percent to 56 percent. For those who were interviewed, the percent with 51 or more in worship moved from 27 percent to 48 percent.

Figure 6: Distribution of Worship Attendance Last Year and Three Years Ago by Pastors With and Without Interviews



The number of interviews being conducted demands a significant investment of time and staffing. In a typical year, there are 50 or more interviews, each of which last several hours. As a result, the interviewing process is heavily dependent upon a network of volunteers who invest their time in being trained and then in conducting interviews. On the other hand, the stakes are considerable. The amount of time and money invested in a failed mission development is substantial.

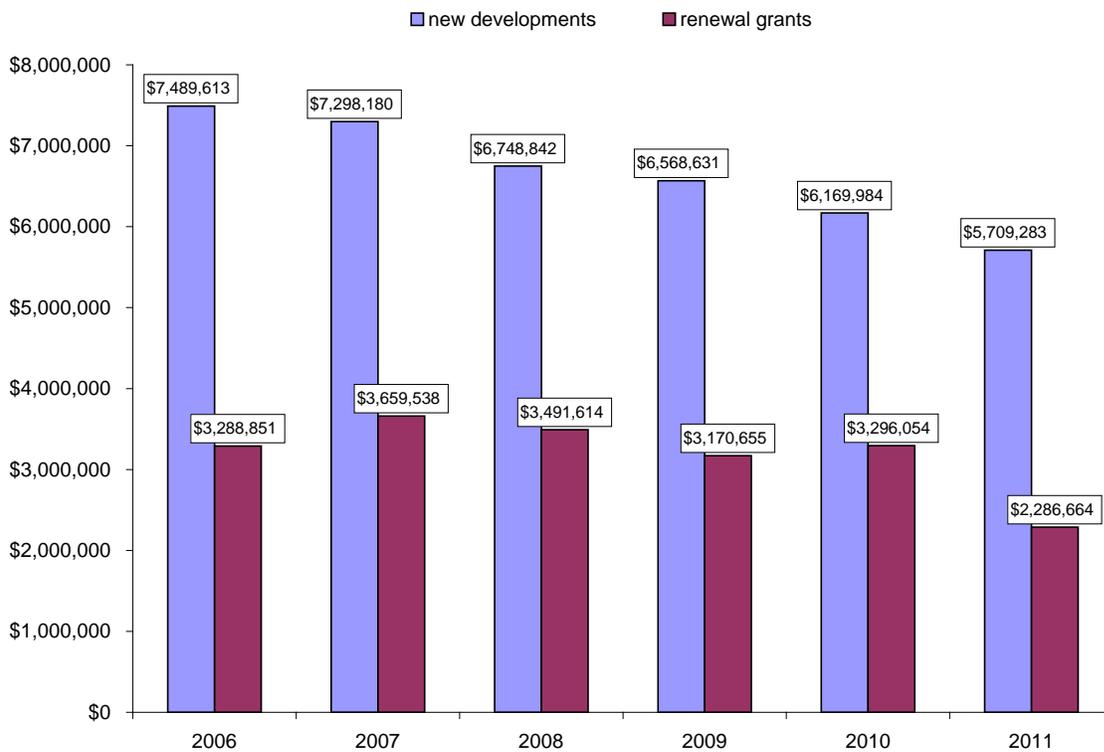
Based on conversations with several interviewers, there is confidence the interviews identify and weed out candidates who are least likely to succeed. Typically, candidates are proposed by the DEMs. The interviews provide an important opportunity for additional assessment. The assessment shows, however, the experience of the interview teams can vary considerably. Half of those conducting interviews had participated in two or fewer interviews. Because conducting 50 or more annual interviews is considerably beyond the capacity of Chicago-based churchwide staff, this church relies on a large cadre of volunteers. It was not clear whether some interviewers might be better than others in identifying individuals who will be most successful at mission development. What is clear is this church needs a smaller group of semi-professional interviewers with more experience and expertise.

It is also interesting to note despite an active roster of 7,800 congregational clergy, this church routinely looks outside its ranks to find developers. Thirty-four percent of those who were approved for mission development were not yet rostered in the ELCA.

3. CSM seeks to provide coaches for all mission developers. A full review of this program has not yet been conducted. The development of a cadre of semi-professional coaches would also be an important development in contributing to more successful new ministries.
4. The role of the churchwide organization through CSM in monitoring or assessing new ministries is a partnership with synods, and CSM's capacity to act alone in starting or ending new ministry developments is quite limited. There is no doubt the majority of new ministries are not successful, and it is likely that continued attempts to improve the selection, training, and accountability processes for mission developers could increase, at least somewhat, the number of new ministries that are self-sustaining after three years. At the same time, a significant proportion of new developments in the ELCA, particularly with people in poverty and in ethnic-specific communities, call into question self-sustainability as a realistic goal. Second, the primary premise of the resolution from the Southwest California Synod appears to be that more efficient strategies and methodologies are both readily available and applicable. This review of the literature and the experience of the ELCA in starting new ministries found little evidence that other denominations or religious groups had found and effectively applied strategies or methodologies that significantly improve their results (with the exception of behavioral interviews and coaching, both of which are in use in the ELCA). Currently, the churchwide organization does not have a hierarchical system of control, in part because it does not have the resources and, in part, because the church is, for better or worse, an interdependent partnership between local congregations, synods and the churchwide organization.

In terms of capacity, Figure 7 shows total churchwide funding for new ministries and redevelopment ministries (renewal grants) from year 2006 through 2011. The funding for new ministries has declined by 24 percent while the funding for renewal grants has declined by 30 percent. Mission support to the national church peaked in the ELCA in 1987 at \$78.7 million. In 2012, mission support was \$49.9 million. This means that mission support has declined by 37 percent in actual dollars and adjusted for inflation, the decline in mission support is 69 percent. At the very least, because of diminishing resources and the interdependence of this church, the churchwide organization must rely on strategies other than hierarchical control to effectively steward its resources, especially when it comes to starting new ministries. Put differently, the changes adopted by CSM over the last years are less technical and more focused on initial discernment than those suggested by the resolution.

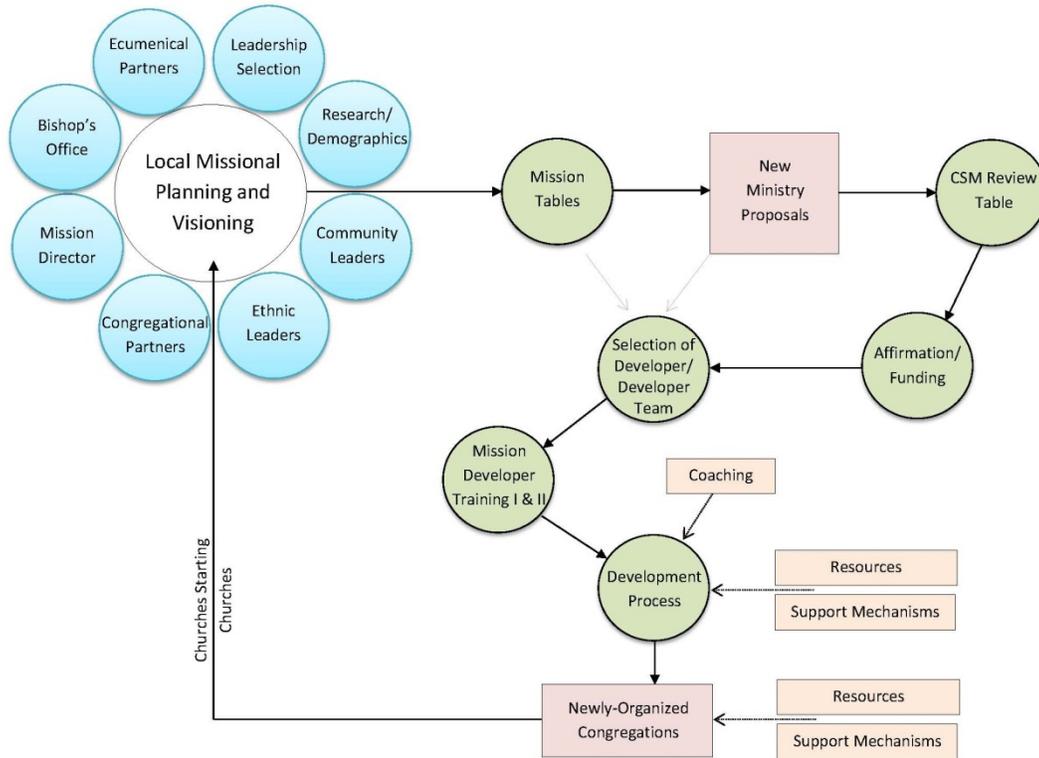
Figure 7: Total Churchwide Funding for New Ministries and Redeveloping Ministries (Renewal Grants)



5. These changes include the following:
 - a. The churchwide deployment of the DEMs in synods was a significant change designed, in part, to improve the selection of sites, developers and the oversight of new ministries. There is ongoing work with the DEMs to improve their ability to do this work, but the amount of turnover with DEMs is a significant issue. Also, DEMs are selected with considerable synodical input. Some DEMs have skills while others have great potential for developing those skills.
 - b. New ministries now originate almost exclusively on a local basis and are approved by a review table which includes representatives from the various regions of the ELCA. The DEM is responsible for working with synod lay and clergy leaders to develop local mission plans. These plans include ecumenical partners. The local teams or “tables” are responsible for the selection of new ministry leadership, for reviewing demographic data, for consulting with local community leaders and the leaders of local congregations, for arranging local financing and for local ministry

coaching support. (See Figure 8.) Ministry assessment is also an interdependent partnership between the local table and CSM.

Figure 8: The ELCA New Ministry Development Process



- c. The goal of these changes is to minimize the number of new ministries coming into existence without strong local support. The effectiveness of this communal approach in improving the success rates is yet to be determined.
- d. The increasing use of SAWCs as ministry probes to explore the potential of a site is also designed to improve stewardship.
- e. It appears significant progress has been made in the use of behavioral interviewing, and additional changes designed to improve the process are being proposed (revisions in the instrument and in the way it is administered).

Recommendations

1. This church should give considerably more attention to raising its public profile as a distinctively Lutheran church. The coming 500th anniversary (in 2017) of Luther's posting of the 95 Theses provides significant opportunities which should not be missed.
2. The recent LIFT-based effort to encourage congregational mission planning should be continued with an effort to shift from planning to acting on those plans. Mission planning is discernment involving the Three Great Listenings, but acting on those plans means important congregational work in local communities. (See Guiding Principles for Congregational Mission Planning, Appendix C, as well as <http://www.elca.org/Growing-In-Faith/Discipleship/Mission-planning.aspx>)
3. This church needs an all-out effort to develop missionally focused, highly adaptive leaders positioned for the future of the ELCA. It should strongly encourage the synods, seminaries, and lay schools for mission of this church to give special attention to identifying and improving the training of new missional leaders, particularly developers and redevelopers and lay evangelists for this church. This effort should include a special focus on raising up a cadre of leaders from within our ethnic-specific and immigrant communities and providing intensive, conversational language training for others who may want to serve in these communities. The church should allow and encourage the recruitment of bi-vocational or multi-vocational leaders. The newly appointed Theological Education Advisory Council should give significant attention to this issue as they do their work.
4. CSM should be encouraged to do the following Strategic Visioning work:
 - a. Work with synods to develop a strategic approach to new start and redevelopment work, establishing clear goals for what this church hopes to accomplish through this work.
 - b. Work closely with synods to find ways to reduce the high turnover rate in the Director for Evangelical Mission (DEM) position. The missional partnership between the churchwide organization and the synods requires stability and continuity. A positive working relationship between the synod bishop and the DEM is a key success factor.
 - c. Encourage DEMs to invite broad participation at synod mission tables to include the larger ecology of the ELCA, such as colleges and universities, seminaries, social ministry organizations, outdoor ministry organizations, and campus ministries, for the purpose of exploring missional opportunities that go beyond the traditional view of congregations.
 - d. Continue to work on the development of criteria with synods to organize and fund Area Ministry Strategies which build on the strategic vision of the local mission table.
 - e. Look for opportunities to more closely align the work of new and renewing congregations with the domestic hunger grant process in each synod.
 - f. Invest in congregations that are growing. Consider the development of a special grant program to extend their growth and increase their ability to start or support new ministry initiatives in other locations.
 - g. Encourage continued creativity and experimentation that advances and promotes learning for the whole church. Mission development and redevelopment work should be viewed as the primary way this church does "research and development" in the domestic mission context.
 - h. Continue to work closely with Research and Evaluation to pilot the next phase of the Congregation Assessment Tool. Learn from the pilots projects underway in in the Upstate New York, Western North Dakota, and Rocky Mountain Synods.
 - i. Expand educational events in regions and synods which give opportunities to build a common understanding and vision of what it means to be a missional church.

5. CSM should be encouraged to do the following Interpretation and Communication work:
 - a. Work closely with the Mission Advancement (MA) unit to develop clear and consistent messages around the terms and goals of “mission development”, “intentional redevelopment” and “congregational revitalization,” especially as support materials are developed for the 25th Anniversary Campaign.
 - b. Work closely with MA to invite the whole church into the mission development effort, helping existing congregations and individuals to learn about expanded opportunities to support new start and renewal efforts.
 - c. Be clear in its interpretation that a significant percentage of congregations receiving “renewal” funding will not be self-sufficient in the short term. These are sustaining grants for congregations in communities where the ELCA is committed to continued mission and ministry, especially as we seek to live out our commitments to ministry among persons living in poverty and to ethnic-specific and multicultural communities. (For more on Congregational Revitalization in the ELCA, see Appendix B.)
6. CSM should be encouraged to do the following Process Improvement work:
 - a. Continue to work on process improvements in relation to the new start and renewal grant review process, especially working with MA and Information Technology (IT) staff to develop and utilize more user-friendly web applications and communication tools. Encourage churchwide staff to pilot new process improvements and seek regular evaluative input from the DEMs working in synods.
 - b. Develop and support a cadre of semi-professional interviewers to conduct the behavioral interviews for mission developer and redeveloper candidates.
 - c. Work more aggressively to develop a cadre of semi-professional coaches to work with each new mission developer and redeveloper. Begin to research and document what we are learning from these coaching efforts.
 - d. Provide increased support and training for the DEM position in the skills needed for successful new and renewing ministry development, including the ongoing work of healing racial tension and building healthy relationships as we live into the church’s multicultural goals.
 - e. Require and help to fund regular continuing education experiences for all mission developers and redevelopers. This would build on the initial training that CSM already provides when the developer/redeveloper begins and again six months later when they return with a core group of lay partners in ministry. Partner with Portico Benefit Services to offer personal wellness education for developers and redevelopers.
 - f. Consider issuing term calls for all new pastor developers and redevelopers, with regular assessment of their effectiveness in ministry being conducted by the DEM, in consultation with the synod bishop.
 - g. Work with synods to develop situation-specific criteria and expected outcomes in order to determine the ongoing viability of a particular new start or redevelopment ministry. Develop a clear “exit strategy” if it is determined that the ministry is no longer viable.

Appendix A
Mission and Ministry Models

Approved Sites

a ministry proposal which has been approved but has not yet started

Congregation Under Development

the result of a new ministry profile that has a developer and has started, working toward becoming an organized congregation

Synodically Authorized Worshiping Community

a ministry approved by the synod, affirmed by CSM that is exploring a particular ministry field
While there are some SAWCs that are part time (snow birds, etc.), most are intended to become congregations under development or move to organization.

Synodically Authorized Worshiping Community Probe

the beginning stages of exploration of a particular field, usually part-time, no gathered community at this stage

Alternate Worshiping Community

a new ministry started within an existing congregation

This may be a ministry developed by the "host" congregation or the "host" congregation may agree to host the new ministry while they determine if they will become one ministry or stay separate as two ministries. A good example of this is when a congregation hosts an African National ministry. They start as two ministries with two budgets, two leadership teams, etc.

Alternate Worshiping Site

When a congregation starts a new ministry in a different location, essentially a church starting a church, but the two are still connected and may have one budget, one staff, etc., or they may work toward the new ministry becoming independent.

Appendix B **Congregational Revitalization in the ELCA**

The churchwide organization of the ELCA through its Congregational and Synodical Mission unit (CSM) is responsible for working with synods, congregations, and partners in “making congregations vital centers for mission...Its work includes creating and revitalizing congregations” (C16.12A10.). The goal for renewed evangelizing congregations is communities of faith that are growing, vibrant and diverse, with more worshippers supporting and engaged in the ELCA’s local and global mission. The focus is for existing congregations to grow and diversify in ways that reflect their communities and contexts.

Re-rooting in the Community: Mission Strategy

The 2011 Churchwide Assembly asked [CA11.04.21] each congregation to develop a **mission plan**. There are many different and contextual approaches to this discernment for mission. CSM and its grassroots collective of directors for evangelical mission creatively began sharing resources and worked together on the development of “Guiding Principles for Mission Strategy.” At the heart of these guiding principles are “The Three Great Listenings” in which mission leaders commit, with as many partners as possible, to listening: To God in Scripture, prayer, and witness (spiritual renewal); To the community through strategic relational meetings and demographics; and To leaders within this church and its partners.

A sampling of significant re-rooting in community efforts follows:

- The formation of the CSM Implementation Team, consisting of people from across this church following the 2011 Churchwide Assembly, focuses attention on the long-term institutional change of making mission planning part of the ongoing life of the ELCA. This team has developed six guiding principles for congregational mission planning and made them available to synods as a customizable tool. In addition, the team has overseen the creation of the www.ELCA.org/MissionPlanning website to share existing congregational mission planning resources from across this church and surveyed congregations through the 2012 Annual Congregational Report to obtain data on which congregations are currently engaged in mission planning activities. The team has also partnered with Research and Evaluation to pilot a **Congregational Missional Vitality assessment tool** in three synods. *The Mission Table*, a book on the theological and biblical foundations for mission planning, authored by the Rev. Stephen P. Bouman, is a product of the work of this implementation team and will be available through Augsburg Fortress Publishers.
- CSM identified three locations—the Kansas City Metropolitan area; Racine, Wisconsin; and Portland, Oregon—to partner with local **Area Ministry Strategy** efforts by providing the coaching and consulting services of an experienced church renewal consultant. A strategy team has also mapped existing and future possibilities for partnering with synods in developing Area Ministry Strategies across this church. In addition, CSM has developed a category description and application process to pilot Area Ministry Strategy as a category for funding in the 2014 Renewal Partnership Support Review Table and crafted a plan for ongoing work including building capacity to lead Area Ministry Strategy efforts across this church and developing a suite of resources to be used by synods, congregations, and ministry partners as they work together to develop Area Ministry Strategies.

Congregational Renewal Training

In addition to the **mission planning** initiative and an evolving **Area Ministry Strategy** focus of the *ELCA Re-rooting in the Community: Mission Strategy*, synodical congregational renewal mission plans and strategies have long-term engagement with various congregational renewal training resources as strategic priorities for renewing congregations in synods. The development of **contextual, indigenous synodical congregational renewal training processes**, such as the Saint Paul Area Synod *Mission Renewal Process* and the Arkansas-Oklahoma Synod Seeds for Growth is a common priority of synodical renewal mission tables. Synods often engage **para-church congregational renewal training processes** in recent years as well, including the *Partnership for Missional Church* of Church Innovations, Inc., as well as the training process resources of A Renewal Enterprise, and Vibrant Faith Ministries. The principal CSM Congregational Renewal training process that has been implemented for more than a decade in the ELCA is Transformational Ministry.

Transformational Ministry 2.0 is a train-the-trainer process that equips congregational transformation/renewal teams as a guiding coalition in a congregation to engage the community of faith in a journey for 'Yet Another Path' to become centered in its identity (*Who are we?*); discern its purpose (*Why are we here?*), and re-root in its context (*Who is our neighbor?*) leading to a congregational missional plan. The Transformational Ministry journey is designed to help the congregation think, perceive, and behave as a missional congregation. It is designed to create a sense of holy urgency leading the congregation into God's preferred future ('Yet Another Path') for its mission and ministry (missional vocation). *What is God calling, transforming, and sending the congregation to be and do?*

Whereas in the first generation of Transformational Ministry the process engaged teams of congregational rostered and lay leaders to be trained in national events as the Transformational Ministry teams to lead the process in their congregations, Transformational Ministry 2.0 has been evolving, with the leadership of the CSM Renewal Team, as a train-the-trainer model in recent years. Synod congregational renewal training leaders are equipped in train-the-trainer events to engage cohorts of congregational leadership teams in 1 ½ -3 years training processes with the following TM 2.0 goals: Spiritual Formation and Renewal (spiritual transformation), Contextual Relevance (re-rooting in the community), Purpose and vision, Missional Strategy (purpose, guiding principles/values, goals, sending transformation), Road Map (strategic mission plan), Discernment and Reflection (grounded in Bible study/work, prayer, and conversation/connectivity); Alignment (systemic and structural transformation), and Communication.

Partnership Support – Congregational Renewal

Historically, before the ELCA, in our predecessor bodies and today there has been a pattern and commitment to supporting and strengthening congregations through the interdependent ecology of the three expressions of this church. Facilitated by the synods and churchwide ministry in this chapter of the journey, CSM engages leadership for renewed evangelizing congregations and ministries. CSM is commissioned to provide leadership and support for the ELCA as it reaches out in witness to the Gospel in the areas served by the synods of this church. A principal CSM function is to provide assistance and support to synods for missional ministry and outreach planning, develop new congregations and offer support to existing congregations that are involved in renewal for the church through change and growth that leads to expanded capacity to serve their communities through outreach with the Gospel. Congregations that can demonstrate financial need and have a defined plan for outreach may apply for a partnership support grant from the unit through the synod. Grants must be used to directly address and meet the criteria for at least one of the unit's grant categories, in addition to general review table criteria for the Partnership Support program.

Four of the Partnership Support programs are organized for the purpose of the strategic renewal of congregations: 130-130 - Ministry Adjustment; 130-135 - Transformational Ministry; 130-140 -

EVANGELICAL LUTHERAN CHURCH IN AMERICA

CHURCH COUNCIL

November 8-10, 2013

Exhibit G, Part 1

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Consolidation/Merger/Relocation; and 130-145 - Synodical Administration. A principal priority of this church are our commitments for the development of ethnic specific and multi-cultural ministry, with Partnership Support grant programs with existing ministries, including: 130-150 – African/American/Black (African Descent) Ministry; 130-155 – Hispanic/Latino Ministry; 130-160 – Asian Ministries; 130-165 – American Indian/Alaska Native Ministry; and 130-170 – Arab/Middle Eastern Ministry. This church particular commitments for ministry with people living in poverty, including Partnership Support programs: 130-180 – Ministry with the Poor/Word and Sacrament; 130-185 – Ministry with the Poor/Word and Service; and 130-190 Ministry with the Poor/Community Service and Organizing. In addition, this church supports a variety of specialized ministries, including ministries with people with disabilities (i.e. deaf and blind communities of faith) and prison ministries via Partnership Support Program 130-175 – Specialized Ministries. In FY 2014, CSM launches a pilot Partnership Support program to augment the area ministry strategies vision: Program 130-200 – Area Ministry Strategy.

In FY 2013, there are 163 ministries that are being supported with \$2,613,600 via CSM renewal Partnership Support ministry. The FY 2014 Congregational Renewal Partnership Support Allocations Process Review Table approved proposals for 155 congregations/ministries to be supported with \$2,573,600 in FY 2014 for renewed evangelizing congregations mission and ministry.

Table 1: Preliminary 2014 Partnership Support Allocations by Type

Number of Ministries	Allocation	Program Type
18	\$280,000	Ministry Adjustment
46	\$752,500	Transformational Ministry
3	\$53,000	Mergers/Consolidations/Relocations
2	\$35,000	Synodical Administration
22	\$444,000	African American/Black
16	\$220,500	Hispanic/Latino
5	\$63,000	Asian
16	\$297,000	American Indian/Alaska Native
1	\$20,000	Arab/Middle Eastern
6	\$87,500	Specialized Ministries
14	\$197,500	Ministry with the Poor-Word and Sacrament
2	\$31,000	Ministry with the Poor-Word and Service
2	\$25,000	Ministry with the Poor-Community Service/Organizing
2	\$67,000	Area Ministry Strategy
155	\$2,573,000	

Appendix C

Guiding Principles for Congregational Mission Planning

As people of faith, we trust that God is doing a new thing in the world and we long to be part of this work. Congregational mission planning is the process of discovering how each community of faith is called to live as the body of Christ.

Mission planning can be accomplished in many and various ways. In some congregations, mission planning is a regular and ongoing topic for conversation. In some, mission planning is a new way to think about the ministry of the church. In all situations, there are a few guiding principles that can help congregations think about how to proceed with developing a mission plan.

Mission planning involves three great listenings – listening to God through scripture and prayer; listening to the community outside our doors; listening within the household of faith.

I pray that you may have the power to comprehend, with all the saints, what is the breadth and length and height and depth, and to know the love of Christ that surpasses knowledge, so that you may be filled with all the fullness of God.
– Ephesians 3:18-19

What does this mean? Identifying what God is up to in the world and in the community and determining how we are called to be involved in God's work involves intentional and thoughtful listening. Mission planning is rooted in listening through scripture and prayer for the Holy Spirit's guidance and direction. Mission planning also listens to the voices of people in the community – those within the faith community and those outside the doors of the congregation.

Mission planning is relational and fosters partnerships.

But speaking the truth in love, we must grow up in every way into him who is the head, into Christ, from whom the whole body, joined and knit together by every ligament with which it is equipped, as each part is working properly, promotes the body's growth in building itself up in love. – Ephesians 4:15

What does this mean? We are part of an interdependent body. Planning connects us with the wider church through synodical resources and programs (through the director for evangelical mission, and other available resources), to other congregations in the community (Lutheran, ecumenical partners, or others), to area social ministry organizations (such as Lutheran Social Services agencies), to church educational partners (colleges and schools) or to global companions. Building relationships with these partners takes time, energy and intention.

Every congregation is uniquely gifted by God.

Now there are varieties of gifts, but the same Spirit; and there are varieties of services, but the same Lord; and there are varieties of activities, but it is the same God who activates all of them in everyone. To each is given the manifestation of the Spirit for the common good. – 1 Corinthians 12:4-7

What does this mean? God has gifted us greatly! Mission plans are grounded in the conviction that God has given us all we need in order to do what God calls us to do. Mission planning focuses on the assets, strengths, unique resources and opportunities that God has graciously shared with each congregation and

invites us to identify how we will steward what God has entrusted to us, set priorities and monitor progress.

Mission planning pays attention to context.

But you will receive power when the Holy Spirit has come upon you; and you will be my witnesses in Jerusalem, in all Judea and Samaria, and to the ends of the earth. – Acts 1:8

From one ancestor [God] made all nations to inhabit the whole earth, and he allotted the times of their existence and the boundaries of the places where they would live, so that they would search for God and perhaps grope for him and find him – though indeed he is not far from each one of us. For “In him we live and move and have our being.” – Acts 17:26-28a

What does this mean? Congregational mission plans are contextual, taking into account the cultural realities of the congregation’s neighborhood and community, and being mindful of the socio-economic, ethnic-specific and multicultural dynamics of the congregation’s setting. These realities apply in our engagement in our global context as well. Through baptism God has formed us into the body of Christ and enabled us to love and serve our neighbor. Mission planning gets us outside of the walls of our church and into the world where we seek to learn how to love God through our neighbor.

Mission planning is a shared journey.

“...friends, select from among yourselves seven men of good standing, full of the Spirit and of wisdom, whom we may appoint to this task, while we, for our part, will devote ourselves to prayer and to serving the word.” What they said pleased the whole community... – Acts 6:3-5a

After this the Lord appointed seventy others and sent them on ahead of him in pairs to every town and place where he himself intended to go. He said to them, “The harvest is plentiful, but the laborers are few; therefore ask the Lord of the harvest to send out laborers into his harvest. Go on your way.” – Luke 10:1-3a

What does this mean? Effective mission planning is the work of an entire congregation. There may be a small group of people involved in the hands-on work and planning activities, but the whole congregation is engaged through prayer, discernment and other forms of participation and support as well as sharing a commitment to the actions that emerge from the planning process.

Mission planning is ongoing.

Then Jesus said to the Jews who had believed in him, “If you continue in my word, you are truly my disciples; and you will know the truth, and the truth will make you free.” – John 8:31-32

As you therefore have received Christ Jesus the Lord, continue to live your lives in him, rooted and built up in him and established in the faith, just as you were taught, abounding in thanksgiving.” – Colossians 2:6-7

What does this mean? We are always in the process of discerning how God is calling us to live together as a community of faith as well as how we will set priorities and steward the resources God has entrusted to us. Ongoing attention to mission planning gives congregations the opportunity to be attentive to shifts in congregational, community or neighborhood dynamics and to remain focused on the ways that living out our baptismal call continually changes.

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Appendix D
Biblical Principles for Starting New Congregations:
A Paper to Ground Lutheran Mission in the Twenty-first Century

This paper has been written to respond to the request to state the biblical basis on which new ministries are begun within the ELCA as it moves forward in mission in North America in the twenty-first century. The paper includes four sections. The first is a brief summary of the changing context for mission in North America. The second is a summary of the key theological foundations for mission. A third, more extensive section, explores biblical material regarding mission in the New Testament. The final section articulates a list of principles that inform missional decisions as the ELCA moves forward.

Context

The Evangelical Lutheran Church serves in a rapidly changing context. The United States now is one of the most complex and highly unchurched mission fields in the world. Few nations have both the large population and the wide range of racial, ethnic and economic diversity that can be found in the United States in the 21st century.

An important factor is that much of the overlay of United States culture still appears to be Christian but that fabric is thin and often frail. More and more people in the United States have little or no church connection or background. Many new ethnic groups are arriving whose background may include Hindu, Buddhist, Muslim and other religious traditions with which Lutherans are unfamiliar. Other immigrants bring deep Christian roots but from traditions that Lutherans have not encountered. Add the wide range of economic variables (Lutherans generally have experience in working class and middle class populations) and Lutherans are left wondering what happened to the world in which they once grew and flourished?

Since the 1970s, the ELCA and its predecessors have experienced a slow but steady decline in baptized membership as well as in worship attendance. This has led to an increasing need to start new ministries that reach out into diverse settings, in communities where Lutherans historically have not commonly been found. Rather than gathering or attracting Lutherans who have moved to a new place, the variety of congregations in all the communities, including African American/Black, American Indian-Alaska Native, Asian, Hispanic/Latino and Middle East Arab, find their primary evangelical mission is reaching out to unchurched people who in many cases have little awareness of Christianity or even the story of Jesus.

Missional Theology

The basis for all mission endeavors lies in the fact that God is already at work in the world and desires to bless and save the world.

The impetus to start new mission sites is found in the ELCA's mission statement:

Marked with the cross of Christ forever, we are claimed, gathered and sent for the sake of the world.

Starting new congregations is about inviting people to see God's claim on their lives and to live life beneath the cross of Jesus. In an increasingly pluralistic world, healthy and missional congregations may find themselves more and more being alternatives to dominant patterns within the culture as much as they have often reflected them in previous eras.

Mission starts are about communities of believers, all gifted and called to ministry, using their gifts to the fullest to best serve God in that place and through that local expression of the church. These people are sent out as ambassadors for Christ to minister in the world.

New congregational starts in the ELCA are a priority because they are one way in which the church can carry out its calling to participate in what God is doing in the world. They become vehicles for reaching new people with the gospel, inviting them into a life of faith, and calling them to join in doing God's work in the church and in the world. We are "claimed, gathered and sent..." in part so that God can use us as vehicles through which God claims others, gathers them for nurture, support, training and worship and also sends them forth as fellow missionaries and ambassadors in the work God is doing – not simply as objects of mission but as fellow members of the body of Christ.

Mission in the Early Church / New Testament

In seeking to fulfill the Great Commission God had given to it (Matt 28:18-20), the early church, as evidenced in the New Testament, used differing models for starting new missions:

1. Some models are unknown to us. How, for example, was the Christian message first brought to Rome? It was clearly there before Paul arrived (Rom 1:10-11, 15:20-24). There are various educated theories, but ultimately we simply do not know how it got there.
2. On other occasions the "mother" church in Jerusalem sent out missionaries (Acts 15:7, Gal 2:7-9). Exactly how they supported themselves financially (or were supported) we do not know.
3. At times the mission focused on entire households (Acts 16:15, 31; 1 Cor 1:16). At other times the mission centered on individuals, including situations in which one spouse came to believe and the other did not (1 Cor 7:12-16).
4. The most well-known early church missionary was Paul. People often think he was a solo operator, but in fact he worked closely with other missionaries (Barnabas, Timothy, Silas, Aquila, Priscilla, and many others). He also worked closely with the church in Antioch, Syria. It is of note that there are three missionary journeys of Paul outlined in Acts. Journeys one (Acts 13:1-14:28) and two (Acts 15:36-18:22) begin *and* end in Antioch. Journey three (Acts 18:23-21:15) begins there, too. It does not end in Antioch because Paul was arrested in Jerusalem during the third journey; subsequently he was taken to Rome and executed. While our information is limited, the church in Antioch most likely provided him funds for travel. Once he was in a potential new mission site, he supported himself by his trade as a leather-worker.

Paul was very careful about finances. In the cultures in which he lived, direct gifts from a group of people to an individual teacher could easily be understood in terms of the patron-client relationship. In that relationship the patron provided material and other assistance to someone lower on the socio-economic scale and in return the client owed obedience and loyalty to the patron. For that reason Paul did not accept financial gifts from all congregations and when he did he used carefully crafted language to maintain his independence from the patron-client model (Phil 4:10-20).

At the same time Paul did accept funds. He even solicited funds for the mission of the church. For example, a delegation from Philippi brought a monetary gift to Paul while he was imprisoned (Phil 4:18), and he solicited aid to help with his travel and missionary expenses (Rom 15:24, 2 Cor 1:16).³⁴ He also expended great effort collecting money from the basically Gentile mission sites he had founded (2 Corinthians 8-9, Rom 15:25-28). The money was to be given to believers in the original or "mother" church in Jerusalem. Paul had two goals in gathering these funds: to alleviate suffering in Jerusalem, apparently caused by a famine, and to provide a powerful and tangible symbol of the unity of Jewish believers and Gentile believers within the one church.

³⁴ The references to monetary help are not immediately evident in English. The Greek term for *to be sent on* (*propempō*) is a technical term for providing monetary assistance and, in the case of the letter to the Romans, probably additional assistance in terms of personnel to accompany him to Spain.

What Paul did not have to do, when compared with a frequent goal of twenty-first century mission starts, was to raise money to build buildings. His own missionary work centered in his work place, which put him in contact with customers, other workers in his shop, and nearby shop-keepers and laborers. In addition, workers often lived behind or above the shops in apartment buildings or tenements. In cities the large majority of people lived in that kind of housing, which was often poorly built and was always crowded. The advantage for Paul's missionary work was the close proximity of many people, including the families of those with whom he worked. As his missionary work drew more believers, where to meet became a problem. Apartments could hold only a few people. Although on rare occasions Paul could preach in a public hall (Acts 19:9-10), growing discontent by opponents within his own native Judaism and by public officials made use of such facilities less and less attractive. Rental space cost funds Paul did not have and also provided a more public identity than was often helpful. Temples dedicated to the various gods of the ancient Mediterranean area were not available for "sharing" (in the way Jewish and Christian congregations sometimes do today), and Paul could not have theologically reconciled worshiping there, anyway. Synagogues rapidly closed to Paul and others who believed that Jesus was the Messiah.

Partly in response to what was not possible but also with a vision of what the gathered community of believers could be, Paul organized believers into house churches, that is, mission sites that met in the private home of one of the local believers (Rom 16:5; 1 Cor 16:19; Philemon 2; Col 4:15; Acts 2:46, 5:42). Paul likely looked to wealthier believers to host the local Christian gathering. The typical villa or *domus* of the wealthier person was designed for entertaining and could house twenty to forty people, a number few apartments could handle.

That means that the extremely important and frequent language Paul uses about building up the church (1 Cor 8:1, 10:23, 14:3-5, 14:12, 14:17, 14:26; Rom 14:19, 15:2; 1 Thess 5:11; 2 Cor 10:8, 12:19, 13:10; also Eph 2:21, 4:12, 4:16) refers not to the physical construction of a building but to the strengthening of the believers in their relationships with each other and with God as the body of Christ.

Biblical and Theological Principles for Mission

From the above material the following principles can be derived:

1. *Mission is at the core of what it means to be the church:* To tell others about Jesus and to gather them together to praise God, to learn, to baptize, to celebrate the Lord's Supper, and to build up each other in the faith are part of the foundation, at the core of the Christian Church. Starting new ministries is a primary expression of this DNA replicating itself.
2. *Missional people are claimed and called:* Those sent forth in mission are claimed by God and called for this work. At the same time, they are vehicles through which God claims others and calls them to be co-workers in the kingdom of God.
3. *Missional people gather:* The Church is comprised of people of faith. In so doing it celebrates its identity as Christ's body in the world. This gathering is a time of teaching and equipping, celebrating what God is doing, re-orienting our lives toward the gospel, and supporting one another in our journey. This is a permeable gathering, not a clique, and gatherings are expected to invite and include new believers within the circle of faith. New starts provide new expressions of these gatherings and focus on reaching new people in new places.
4. *Missional people are sent:* Believers are sent by God to share the Good News about Jesus. The church is central in the discernment and response process.
5. *The Church parts are interdependent:* The biblical view assumes that ministry will be locally owned. At the same time, there is a clear sense of interconnection. It takes systems across the church to support new starts. Paul began his outreach in Antioch and returned there at the end of a mission trip. When there was a famine in Jerusalem, Paul urged others to see connections that meant giving in one

place to assist an extraordinary need in another. In addition, while Paul started many congregations and then moved on, his departure did not sever the relationship. In many cases, he continued to coach and to advise these congregations via letters and in some cases he or his companions were able to return to visit. Mission sites both received (in the person of the missionary and the gift of the Good News of Jesus) and gave to others (to the poor, to other parts of the church, and by providing new missionaries and financial support for further mission).

6. *Accountability is important:* Paul's journeys started at Antioch and the first two also ended in Antioch. This implies that the church in Antioch sent Paul and helped with travel expenses and people to assist him. When possible, Paul concluded his journeys and reported back on what he had done and how the work had gone. That the church in Antioch repeated its support for Paul's work implies that they were pleased with his previous work and viewed it as effective and worth supporting further.
7. *Local sustainability is necessary:* Early mission work was contextual, organically developed and primarily sustained locally. This does not mean there was no financial support for new churches; but it does mean that it was mostly in the form of seed money to get the missionary there and started. The long term health of the church depended on using a model that could be sustained within that setting. This meant that bi-vocational leadership and non-stipendiary leadership were common. People in mission selected vocations in which they could support themselves in ways that also enhanced the work. Paul, a leatherworker or tentmaker, is a prime example of this.
8. *Space for ministry will vary by mission context:* The idea of a permanent gathering space was not even considered in most biblical narratives. Early Christian gatherings usually took place in believers' homes. Biblical mission was concerned with providing space for people who needed places to meet more than about places to meet in order to attract people. From the experience of the early church, we learn that God is not confined to any one pattern of how to evangelize and how to gather and organize God's people. That Christians need to regularly gather for Word, Sacrament, and mutual upbuilding is clear. Exactly where and how the gathering occurs can vary from mission field to mission field.
9. *Leadership trains more leadership:* Biblically, the ministry of the church was grounded in the apostles' teaching and leadership. However, the apostles quickly needed to multiply and pass on the ministry to others. This began immediately at Pentecost when the addition of three thousand people meant meeting in dozens of homes and the need to identify and equip leaders for each group. Paul continued in this model as he started congregations and relied on others to sustain and continue his work. Multiplication of leadership was key to multiplying the church.
10. *Economic realities are contextual and should inform missional decisions and methods rather than drive them:* Economic life in the ancient Mediterranean world was organized very differently from that of the twenty-first century. The goal today cannot be to replicate first-century funding patterns. That would mean, for example, no full-time salaries for mission developers and no money from churchwide for salaries, land purchase, or construction loans. Rather, our financial goal in developing new mission sites should be to continue to discern how to work faithfully, wisely and justly within the economic system in which we live. We should develop financial models that fit our culture(s) in order that the Gospel message can be proclaimed and heard. This may mean being open to part time mission developers, bi-vocational mission developers, mission development teams that include lay volunteers, and non-stipendiary mission developers in addition to the full time salaried methods that were used by Lutherans almost exclusively during the second half of the twentieth century.

Appendix D was originally written September 19, 2006.

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Charter for the ELCA Consultative Panel on Lutheran-Jewish Relations

Purpose

The purpose of the Consultative Panel on Lutheran-Jewish Relations is to assist the various expressions of the ELCA to increase cooperation and understanding between Lutheran Christians and the Jewish community, to advance a church-wide and societal conviction that anti-Semitism is “an affront to the Gospel, a violation of our hope and calling,” and to live out our faith “with love and respect for the Jewish people” (“Declaration of the Evangelical Lutheran Church in America to the Jewish Community,” adopted by the Church Council, April 18, 1994).

Responsibilities

The Consultative Panel and staff from Ecumenical and Interreligious Relations in the Office of the Presiding Bishop will meet regularly, either in person or via telephone conference calls.

The panel will

- (a) Enable effective consultation with the Jewish community by maintaining personal contacts individually and collectively with Jewish leaders at the local, regional, and national levels.
- (b) Through the ER staff and/or when requested by the Public Policies Procedures Group, provide advice to the Presiding Bishop and to the ELCA Conference of Bishops regarding any issue affecting Lutheran-Jewish relations.
- (c) Through the ER staff, provide advice or input to other churchwide staff regarding any issue affecting Lutheran-Jewish relations, including the church’s engagement with Israel and Palestine.
- (d) At its own initiative and/or in cooperation with others both within and outside the ELCA, provide educational materials regarding Christian-Jewish relations for the benefit of ELCA members and others.
- (e) Cooperate with the Consultative Panel on Lutheran-Muslim Relations (and any other interreligious panel that may be established in the future) to help the ELCA understand more clearly other religions and its own identity in the context of a religiously pluralistic society.
- (f) Cooperate with others (such as the NCCC, ecumenical partners, the various branches of Judaism, Jewish agencies, the Institute for Jewish-Christian Understanding at Muhlenberg College, etc.) insofar as they undertake projects to foster and enhance Jewish-Christian cooperation and understanding that are useful for the ELCA.
- (g) At the request, or with the approval of the Presiding Bishop, provide information through Ecumenical and Inter-Religious Relations to the ELCA as a whole regarding a timely topic affecting Jewish-Christian relations.

Membership

The Consultative Panel shall consist of 5-7 members, in addition to the staff liaison. Budgetary and other considerations will play a role in determining panel size and meeting patterns.

Each member shall be appointed by the Presiding Bishop for a three-year term. As part of the appointment process, the Presiding Bishop will solicit the advice of the Panel and the ER staff. Insofar as possible, Panel membership should reflect some degree of geographical diversity and service in diverse settings (e.g., congregations, synod staffs, colleges, seminaries). Panel members should be active in Jewish-Christian relations and/or have a scholarly understanding of Lutheran-Jewish relations.

Terms will be staggered. When a vacancy occurs mid-term, an appointment may be made to complete the unexpired term, thereby retaining the staggered pattern of appointments.

With the recommendation of the Panel and the ER staff, the Presiding Bishop will appoint a chair for a three-year term.

The Panel will elect one of its members to serve as secretary.

Amendments

Amendments to this Charter may be proposed at any time and be reviewed by the Panel for its recommendation to the Church Council for approval at its next regularly scheduled meeting and subsequent confirmation by the Secretary of the ELCA.

**Evangelical Lutheran Church in
America
Executive Committee
Charter**
(approved by Church Council, November 2011)

In accordance with the Constitution, Bylaws, and Continuing Resolutions of the Evangelical Lutheran Church in America and Church Council action CC07.04.13, this charter describes the responsibilities, composition, protocols, and meeting agendas of the Executive Committee. (Note: nothing in this charter shall be inconsistent with duties and responsibilities enumerated in the governing documents of this church. In the event of an inadvertent inconsistency, the governing documents shall prevail.)

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I. Responsibilities

A. Constitutional Responsibilities

The Executive Committee is constitutionally mandated, and its composition and general responsibilities are described in bylaw 14.41.11. as follows:

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The Church Council shall have an Executive Committee composed of the churchwide officers, the Chair of the Conference of Bishops, and seven members of the Church Council elected by the council. The vice president of this church shall chair ~~the~~this committee. The Executive Committee shall:

- a. perform those functions of the Church Council assigned to it by the Church Council;
- b. transmit resolutions from synods to the appropriate unit or units of the churchwide organization;
- c. fulfill the responsibilities of the Church Council related to nominations, with staff services for the nomination and election processes of the Church Council provided by the Office of the Secretary;
- d. provide advice and counsel for the officers;
- e. review the work of the officers and, with the absence of the salaried officers from such deliberations, set salaries of the presiding bishop, secretary, and treasurer within the ranges established by the Church Council; ~~and~~
- f. demonstrate concern for the spiritual, emotional, and physical well-being of the full-time salaried officers of this church; ~~and~~
- g. when necessary, serve as members of the U.S.A. National Committee of the Lutheran World Federation.

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Other provisions of the Constitution, Bylaws, and Continuing Resolutions of the Evangelical Lutheran Church in America also prescribe responsibilities of the Executive Committee. These include the following:

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- ~~13.22.A04-~~ 15.12.B13. (consultation regarding appointment of ecumenical representatives)
- 13.62. (consultation in the event of death, resignation, or disability of an officer)
- 13.63. (determination if an officer is unable to serve)
- 14.21.21. (termination of a unit executive)
- ~~15.11.B05-~~ 15.12.B13. (convening of the U.S.A. National Committee of the Lutheran World Federation)
- 19.41.A91. 20.21.12., ~~20.21.12.~~, 20.21.17. (appointment of members of the Committee on Discipline)
- 20.52.A0511. (suspension of officer in case of recall or dismissal)
- 20.81., 20.82., 20.83 (consultation and adjudication of disputes).

B. Additional Responsibilities

In addition to specifically enumerated responsibilities pursuant to the Constitution, Bylaws, and Continuing Resolutions of this church and consistent with the authority to perform duties as assigned by

the Church Council, the Executive Committee has the following additional responsibilities in the ~~2007-2009 biennium~~ 2013-2016 triennium:

- provide for the review and evaluation of governance issues of this church
- review and make recommendations regarding committee charters
- initiate biennial one-on-one discussions regarding Church Council members' personal stewardship
- consult with the presiding bishop concerning the appointment of members of delegations to national and international inter-church entities as well as inter-Lutheran, inter-faith, and ecumenical discussions, including bilateral dialogues and conversation
- convene as the U.S.A. National Committee of the Lutheran World Federation, as necessary
- accomplish such other work as assigned by the Church Council.

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C. Responsibilities of Members

Consistent with fiduciary responsibilities, members of the Executive Committee are expected to prepare for meetings by reviewing the agenda, minutes, and meeting materials in advance of meetings, to participate actively in meetings, and to complete timely responsibilities assigned by the committee. Ordinarily, the vice president will report to the Church Council on the activities of the Executive Committee.

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II. **Membership**

~~In 2005, the Executive Committee recommended [EC05.11.26] and the Church Council approved [CC05.11.59] a change in the composition of the Executive Committee. Presently, t~~ The Executive Committee is composed of the following members: the four officers of this church; the chair of the Conference of Bishops; the chairs of the Budget and Finance Committee, the Legal and Constitutional Review Committee, the Planning and Evaluation Committee, the Program and Services Committee; and three at-large Church Council members elected in defined categories to help provide the Executive Committee with balance. The rationale for including the four committee chairs on the Executive Committee included "to facilitate its work between regular meetings by ensuring input and perspective from each of its standing committees." The Executive Committee is chaired by the vice president of the ELCA.

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III. **Meeting Schedule**

The Executive Committee customarily meets monthly unless the chair determines that there is insufficient business to warrant calling a meeting. Other meetings of the Executive Committee may be called by the Presiding Bishop or upon the request of three Executive Committee members. In-person meetings are held in conjunction with Church Council meetings and retreats; other meetings are held via conference call, unless otherwise provided by the Executive Committee.

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IV. **Meeting Agenda, Format, and Protocols**

Preparation of the agenda of Executive Committee meetings is the responsibility of the Presiding Bishop. Any member of the Executive Committee may place a matter on the agenda upon request as new business. The agenda and meeting materials will be provided to members of the Executive Committee before its meetings.

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Meetings of the Executive Committee are open meetings in accordance with the Open Meetings policy of this church, unless otherwise noted in the agenda or voted upon by the committee. Other members of the Church Council may participate in the meetings upon request to the chair.

The following meeting format and protocols will apply to meetings of the Executive Committee and its work, unless otherwise determined by majority vote of those present and voting.

At every meeting the Executive Committee will:

- open with Scripture and prayer
- receive updates from the officers and the Conference of Bishops
- review and act upon agenda items for the upcoming council meeting
- receive resolutions from synods and transmit them to churchwide units, as necessary
- consider and take action on items assigned to it by the Church Council, as necessary
- follow-up on previous actions taken by the Church Council, as necessary
- discuss issues raised by council members and consider appropriate processes for response, as necessary
- provide advice and counsel to the officers.

Before each Church Council meeting, the Executive Committee will:

- approve the recipient for the offering taken at the Church Council meeting.

During each Church Council meeting, members of the Executive Committee will:

- meet informally with the officers “to demonstrate concern for the spiritual, emotional, and physical well-being.”

Annually, members of the Executive Committee who are not officers will:

- meet with the full-time salaried officers to review their work
- set salaries for the officers, within the ranges established by the Church Council, for the upcoming fiscal year.

As needed, the Executive Committee will:

- serve as the Nominations Committee for the Church Council
- select 4–6 members and their alternates from the churchwide Committee on Discipline to serve on a discipline hearing committee
- terminate jointly with the presiding bishop the employment of an executive director
- determine whether an officer is unable to serve his or her office
- temporarily suspend an officer from service without prejudice but with continuation of compensation
- give counsel, with the presiding bishop, when disputes arise within this church
- hear appeals, with the presiding bishop, when there is disagreement on a substantive issue among churchwide units or between or among synods of this church
- hear appeals, with the presiding bishop, when there is disagreement between a component or beneficiary of a churchwide unit and the unit’s board or program committee.

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V. Meeting and Work Evaluations

The Executive Committee will evaluate its meetings. In addition to reviewing and evaluating its meetings, the Executive Committee will work with Research and Evaluation to develop a process for evaluating its work each biennium triennium. Part of these processes will be evaluation of the Executive Committee’s commitment to racial and gender equity.

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VI. Amendment of Charter

The Executive Committee shall review this charter at the first meeting of each ~~biennium~~ triennium following the Churchwide Assembly. Amendments shall be proposed for review and recommendation by the Executive Committee to the Church Council for action.

This charter was approved by the Church Council at the November 2011 Church Council meeting.

**ELCA Church Council
Budget and Finance Committee**

CHARTER

(11/12/11; Revision 11/10/12; Revision 11/9/13)

Organization and Purposes

The organization and purposes of the Budget and Finance Committee are described in ELCA continuing resolution 14.41.A10:

A Budget and Finance Committee shall be composed of members of the Church Council elected by the council and the treasurer of this church as an ex officio member of the committee. This committee shall have staff services provided by the Office of the Presiding Bishop and the Office of the Treasurer. The committee shall prepare and present a comprehensive budget to the Church Council for its consideration and presentation to the Churchwide Assembly. The committee shall relate to the work of the Office of the Treasurer.

In fulfilling its purposes, the Budget and Finance Committee also shall facilitate the implementation of the Plan for Mission, including the following strategic directions of the churchwide organization:

- Support congregations in their call to be faithful, welcoming and generous, sharing the mind of Christ.
- Assist members, congregations, synods, institutions and agencies of this church to grow in evangelical outreach.
- Step forward as a public church that witnesses boldly to God's love for all that God has created.
- Deepen and expand our global, ecumenical and interfaith relationships for the sake of God's mission.
- Assist this church to bring forth and support faithful, wise, and courageous leaders whose vocations serve God's mission in a pluralistic world.

Responsibilities

A. The responsibilities of the Budget and Finance Committee include:

1. Budget oversight
 - a. Review and recommend approval of current and World Hunger income proposals.
 - b. Review revised income estimates and recommend spending authorizations.
 - c. Approve capital expenditure budgets.
 - d. Recommend action on synod mission support plans.
 - e. Provide leadership for Churchwide Assembly budget hearings.
2. Church Council designated funds
 - a. Review financial position of the churchwide organization and adequacy of available cash and investment reserves before considering any requests for Church Council designated funds.

- b. Recommend action on any requests for designation of funds by the Church Council, Churchwide Assembly or Office of the Presiding Bishop.
 - c. Review reports on all active Church Council designated funds.
 - d. Review Church Council funds functioning as endowment.
 3. Audit
 - a. Recommend changes to the ELCA Audit Committee charter to the Church Council.
 - b. Approve Audit Committee nominations for recommendation to the Church Council.
 - c. Receive and forward the report of the Audit Committee.
 4. Cash and investments
 - a. Review and recommend approval of cash and investment policies.
 - b. Review and recommend approval of cash management policy.
 - c. Review cash balances compared to cash management policy.
 - d. Review investment performance and management as compared to policy.
 5. Receive reports
 - a. Office of the Treasurer
 - b. Mission Advancement
 - c. Mission support consultations and planning
 6. Calendar
 - a. Develop a calendar of anticipated work for the triennium at the first committee meeting following the Churchwide Assembly.
 7. Other
 - a. Accomplish other tasks that may be assigned by the Church Council.
- B. In fulfilling its responsibilities, the Budget and Finance Committee will be supported by the following churchwide staff:
 - Treasurer, Office of the Treasurer
 - Director for Budget Planning, Office of the Treasurer
 - Controller, Office of the Treasurer
 - Director for Treasury and Asset Management, Office of the Treasurer
 - Executive for Administration, Office of the Presiding Bishop
 - Director for Mission Support, Mission Advancement
 - Executive Director, Mission Advancement
 - Director, Investments, Office of the Treasurer
- C. Members of the Budget and Finance Committee are expected to prepare for meetings by reviewing the agenda, minutes, and meeting materials in advance of meetings, to participate actively in meetings, and to complete timely responsibilities assigned by the committee.

Chair

Members of the Budget and Finance Committee shall elect a chair at the Spring meeting preceding Churchwide Assembly and a vice-chair at the Fall meeting following the Churchwide Assembly.

Meetings

The Budget and Finance Committee will meet in conjunction with regular meetings of the Church Council. Other meetings may be held for special or emergency purposes, ordinarily by conference call, at the request of the chair or a majority of committee members. A majority of the voting membership of the committee shall constitute a quorum.

Amendment of Charter

The Budget and Finance will review this charter at the first meeting of the committee following a Churchwide Assembly. Amendments to this charter may be recommended at any time, subject to approval by the Church Council.

Evaluation

The Budget and Finance Committee will evaluate its meetings. In addition to reviewing and evaluating its meetings, the committee will work with Research and Evaluation to develop a process for evaluating its work each triennium. These processes will include evaluation of the committee's commitment to racial and gender equity.

ACTION ITEMS:	BF/CC	Spring	Fall
Election of Committee chair (<i>Churchwide Assembly year only</i>)	BF	X	
Election of Committee vice-chair (<i>Churchwide Assembly year only</i>)	BF		X
Adoption of agenda	BF	X	X
Approval of minutes	BF	X	X
Approval of Current year spending authorization	BF/CC	X	X
Approval of Following year spending authorization	BF/CC		X
Approve triennium budget proposal (<i>Churchwide Assembly year only</i>)	BF/CC	X	
Approve capital budget	BF		X
Approval of new Church Council designated funds (<i>as needed</i>)	BF/CC	X	X
Approval of synod mission support plans	BF/CC	X	X
Approval of Audit Committee members (<i>as needed</i>)	BF/CC	X	X
Receive and Forward Audit Committee report	BF/CC		X
Approve Audit Committee charter revisions (<i>as needed</i>)	BF/CC		X
Approve engagement of outside auditors	BF		X
Approve investment policies (<i>as needed</i>)	BF/CC		X
Approve cash management policies (<i>as needed</i>)	BF/CC		X
Approve Budget and Finance Committee charter revisions (<i>as needed</i>)	BF/CC		X

INFORMATION ITEMS:

Financial statement review	BF/CC	X	X
Review current year capital budget expenditures	BF	X	X
Review Church Council designated funds	BF/CC	X	X
Report of director for mission support	BF/CC	X	X
Report of Mission Advancement	BF/CC	X	X
Review Church Council funds functioning as endowment	BF/CC	X	
Report of the treasurer	BF/CC	X	X
Review cash balances compared to cash management policy	BF	X	X
Review investment performance to policy	BF	X	X

**ELCA Church Council
Legal and Constitutional Review Committee**

CHARTER

Organization and Purposes

The organization and purposes of the Legal and Constitutional Review Committee are described in ELCA continuing resolution 14.41.B05: *A Legal and Constitutional Review Committee shall be composed of members of the Church Council elected by the council, shall include the secretary of this church as an ex officio member of the committee, and shall have staff services provided by the Office of the Secretary. This committee shall provide ongoing review of legal and constitutional matters. It shall review all proposed amendments to the constitutions, bylaws, and continuing resolutions.*

In fulfilling its purposes, the Legal and Constitutional Review Committee also shall facilitate the implementation of the Plan for Mission, including the following strategic directions of the churchwide organization:

- Support congregations in their call to be faithful, welcoming, and generous, sharing the mind of Christ.
- Assist members, congregations, synods, and institutions, and agencies of this church to grow in evangelical outreach.
- Step forward as a public church that witnesses boldly to God's love for all that God has created.
- Deepen and expand our global, ecumenical, and interfaith relationships for the sake of God's mission.
- Assist this church to bring forth and support faithful, wise, and courageous leaders whose vocations serve God's mission in a pluralistic world.

Responsibilities

A. The responsibilities of the Legal and Constitutional Review Committee include:

1. Review of all proposed amendments to the constitutions, bylaws, and continuing resolutions;
2. Review of proposed rules and policies and amendments to existing rules and policies to assure conformity with the *Constitutions, Bylaws and Continuing Resolutions of the Evangelical Lutheran Church in America*;
3. Review all proposed policies and amendments to existing policies related to the maintenance of the rosters of this church;
4. Review amendments to the governing documents of the synods and seminaries of this church;
5. Review amendments to the governing documents of affiliated agencies and other related entities as required;
6. Review other legal documents and amendments to legal documents which require approval by the Church Council;

7. Review requests for acknowledgement of independent Lutheran organizations prior to their consideration by the Church Council;
 8. Receive periodic updates on litigation involving this church;
 9. Assist, when requested by the secretary of this church, in preparing interpretive rulings on disputes involving the constitutions, bylaws, or continuing resolutions;
 10. Review and analyze other legal or constitutional issues as requested by the secretary of this church or the Church Council; and
 11. Provide recommendations for action by the Church Council.
- B. The committee shall provide a forum for the exchange of ideas among interested members of the Church Council, churchwide officers and staff, advisors, and bishops of this church related to legal, governance, and oversight matters.
- C. The committee shall conduct consultations, when appropriate or requested, for the purpose of examining and describing in-depth legal matters facing this church or complex amendments to the constitutions, bylaws, or continuing resolutions, when such information sharing outside the regular plenary sessions of the Church Council would facilitate the deliberations of the council.
- D. The committee shall prepare and distribute among its members meeting minutes and other appropriate material as needed.
- E. The committee has no authority to act independently beyond this charter except for other purposes specifically assigned it by Council action, and in all things remains accountable to the Church Council. No actions or recommendations by the committee shall conflict with the governing documents of the Evangelical Lutheran Church in America.
- F. Members of the Legal and Constitutional Review Committee are expected to prepare for meetings by reviewing the agenda, minutes, and meeting materials in advance of meetings, to participate actively in meetings, and to complete timely responsibilities assigned by the committee.

Composition and Membership

- A. The Legal and Constitutional Review Committee shall be composed of:
1. Voting members of the Church Council, elected by the council, who shall have voice and vote on the committee;
 2. The secretary of the Evangelical Lutheran Church in America, who shall have voice and vote on the committee;
 3. ELCA general counsel and associate general counsel, who shall have voice but not vote on the committee;
 4. At least one liaison bishop to the Church Council, who shall have voice but not vote on the committee;
 5. Staff members of the Office of the Secretary as deemed necessary, who shall have voice but not vote on the committee; and
 6. Such other advisory or liaison members as may be invited to participate from time to time by the committee or the Church Council, who shall have voice but not vote on the committee.

- B. Members of the committee will have, or will develop, thorough knowledge of the *Constitutions, Bylaws, and Continuing Resolutions of the Evangelical Lutheran Church in America*, the polity and governance of this church, and this church's standards for rostered ministry and discipline.
- C. Except for the secretary of this church, voting members of the committee shall be elected by the Church Council to a two-year term which begins at the first meeting following a Churchwide Assembly. No term limits shall restrict membership on this committee.
- D. Members of the committee shall respect the confidential nature of committee deliberations and legal updates provided by the general counsel, and shall not disclose or discuss the content of such confidential matters outside a committee meeting except as appropriate in a plenary or executive session of the Church Council.

Chair

- A. Voting members of the Legal and Constitutional Review Committee shall elect a chair at the spring meeting preceding a Churchwide Assembly by means of an ecclesiastical ballot (as defined in the ELCA constitution), or by unanimous consent, as determined by committee members. Only voting members of the Church Council shall be eligible to serve as chair or cast ballots for the chair.
- B. The chair shall act as communication liaison between the committee and the Church Council, and shall report the recommendations of the committee during plenary sessions of the Church Council.
- C. The chair shall coordinate the assignment of activities to committee members, and may establish sub-committees and necessary deadlines as needed, based upon member input.
- D. The chair shall develop, in consultation with the secretary of this church and appropriate staff members, an agenda for meetings and provide for minutes of meetings.
- E. The chair shall ensure the effectiveness of meetings by directing discussion to meet mission objectives.
- F. The chair shall serve on the Executive Committee of the Church Council.

Meetings

- A. The Legal and Constitutional Review Committee will meet in conjunction with regular meetings of the Church Council. Other meetings may be held for special or emergency purposes, ordinarily by conference call, at the request of the chair or a majority of committee members.

- B. Meeting agendas shall be provided to members prior to meetings, along with materials for discussion.

Decision Making Process

- A. All decisions of the Legal and Constitutional Review Committee shall be reached by consensus or, when this is not possible, by simple majority of the voting members present and voting. Proxy and absentee voting shall not be permitted.
- B. A simple majority of the voting membership of the committee shall constitute a quorum.

Amendment of Charter

The Legal and Constitutional Review Committee will review this charter at the first meeting of the committee following a Churchwide Assembly. Amendments to this charter may be recommended, at any meeting, subject to approval by the Church Council.

Evaluation

The Legal and Constitutional Review Committee will evaluate its meetings. In addition to reviewing and evaluating its meetings, the committee will work with Research and Evaluation to develop a process for evaluating its work each triennium. These processes will include evaluation of the committee's commitment to racial and gender equity.

This charter was approved by the Church Council on November 9, 2013.

**ELCA Church Council
Planning and Evaluation Committee
CHARTER**

Organization and Purposes

The organization and purposes of the Planning and Evaluation Committee are described in ELCA continuing resolution 14.41.C05:

A Planning and Evaluation Committee shall be composed of members of the Church Council elected by the council and shall have staff services provided by the Office of the Presiding Bishop. This committee shall assist the presiding bishop in coordinated, strategic planning for the work of the churchwide organization. This committee also shall be responsible for the ongoing evaluation of churchwide units and the structure of the churchwide organization, making recommendations to the Churchwide Assembly through the Church Council. This committee shall establish a process for a periodic review of all churchwide units. Further, in consultation with the executive for administration, this committee shall evaluate and report annually to the Church Council and biennially to the Churchwide Assembly on how the churchwide organization complies with and implements commitments and policies adopted by the Churchwide Assembly and the Church Council.

In fulfilling its purposes, the Planning and Evaluation Committee also shall facilitate the implementation of the Plan for Mission, including the following strategic directions of the churchwide organization:

- Support congregations in their call to be faithful, welcoming, and generous, sharing the mind of Christ.
- Assist members, congregations, synods, and institutions, and agencies of this church to grow in evangelical outreach.
- Step forward as a public church that witnesses boldly to God's love for all that God has created.
- Deepen and expand our global, ecumenical, and interfaith relationships for the sake of God's mission.
- Assist this church to bring forth and support faithful, wise, and courageous leaders whose vocations serve God's mission in a pluralistic world.

In fulfilling its purposes, the Planning and Evaluation Committee also shall facilitate the implementation of the Plan for Mission, including the following commitments for implementation of the churchwide organization:

- Encourage, welcome, and depend upon the lively and creative exchange of resources and ideas throughout the Evangelical Lutheran Church in America;
- Recognize and encourage the vital contributions and deepening relationships with institutions and agencies of this church and with Lutheran, ecumenical, and interfaith partners;
- Confront the scandalous realities of racial, ethnic, cultural, religious, age, gender, familial, sexual, physical, personal, and class barriers that often manifest themselves in exclusion, poverty, hunger, and violence; and
- Pursue ardently the ELCA's commitment to become more diverse, multicultural, and multi-generational in an ever-changing and increasingly pluralistic context, with special focus on full inclusion in this church of youth, young adults, and people of color and people whose primary language is other than English.

Responsibilities

- A. The responsibilities of the Planning and Evaluation Committee include:
1. Assist the Office of the Presiding Bishop in coordinated, strategic planning for the work of the churchwide organization.
 - a. The Planning and Evaluation Committee will receive, through the Executive for Administration, periodic reports on the process, results, and recommendations of strategic planning by the churchwide organization. When the strategic planning calls for processes or perspectives that involve the whole church, the Planning and Evaluation Committee will contribute to the development of those processes and perspectives.
 2. In consultation with Research and Evaluation, establish and implement a process and timeline for periodic review of all churchwide units.
 - a. These unit reviews will focus on the Churchwide Organization Operational Plan and any assigned Churchwide Assembly/Church Council actions.
 - b. Boards of trustees of separately incorporated ministries, will conduct reviews of their respective units, reporting through this committee to the Church Council.
 - c. Engage the Program and Services Committee when appropriate.
 3. Oversee the ongoing evaluation of the structure of the churchwide organization. Review the input received, and make recommendations for changes when necessary.
 4. In consultation with the executive for administration, evaluate and report on how the churchwide organization complies with and implements churchwide commitments and policies. According to the process and timeline established for periodic review of each unit, and in response to reports that it receives, this committee will evaluate the work of the churchwide organization and report annually to the Church Council and biennially to the Churchwide Assembly.
 5. Encourage shared leadership by providing time, space and encouragement within each meeting of this committee for members to bring ideas, raise questions and work collaboratively toward the goal of assisting this church in focusing its work on its strategic directions, commitments and policies.
 6. At the first committee meeting following the Churchwide Assembly, develop a calendar of anticipated work for the period until the next Churchwide Assembly.
 7. Pursue further responsibilities as assigned by the Church Council, including issues of governance.
- B. Members of the Planning and Evaluation Committee are expected to prepare for meetings by reviewing the agenda, minutes and meeting materials in advance of meetings, to participate actively in meetings, and to complete timely responsibilities assigned by the committee.

Chair

Members of the Planning and Evaluation Committee shall elect its chair at the spring meeting before a Churchwide Assembly.

Meetings

The Planning and Evaluation Committee will meet in conjunction with regular meetings of the Church Council. Other meetings may be held for special or emergency purposes, ordinarily by conference call, at the request of the chair or a majority of

committee members. A majority of the voting membership of the committee shall constitute a quorum.

Amendment of Charter

The Planning and Evaluation Committee will review this charter at the first meeting of the committee following a Churchwide Assembly. Amendments to this charter may be recommended at any time, subject to approval by the Church Council.

Evaluation

The Planning and Evaluation Committee will evaluate its meetings. In doing so, the committee will ask:

- Are we exercising spiritual leadership? Do we ask provocative, hard questions?
- Is our work evangelical and missional? Are we open to redefining our purpose as we go?
- Is our leadership relational? Do we model leadership that both engages and respects one another?
- Are we contextually aware? Are we first-class noticers of cultures, people, worlds that aren't our own?
- Is our leadership both navigational and agitational? Do we function with both a clear vision –and the freedom to explore new directions?
- Are we effectively encouraging the cultural shifts that are needed to realize our best hopes for what God intends through this church?

The committee also will seek to learn from our full communion partners by considering what is working in their church bodies, what is transferable to ELCA efforts, and look for ways to share learnings.

In addition to reviewing and evaluating its meetings, the committee will work with Research and Evaluation to develop a process for evaluating its work each triennium. These processes will include evaluation of the committee's commitment to racial and gender equity.

This charter was approved on November 9, 2013.

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Program and Services Committee Charter

Organization and Purposes

The organization and purposes of the Program and Services Committee is described in ELCA continuing resolution 14.41.D99:

A Program and Services Committee shall be composed of members of the Church Council elected by the council and shall have staff services provided by the Office of the Presiding Bishop. This committee shall assist the council in assuring that churchwide purposes, policies, and objectives are being fulfilled through the programs and services of the units of the churchwide organization. All churchwide policies and strategies recommended by units that have implications for congregations, synods, other churchwide unit, or institutions and agencies of this church shall be considered by this committee for recommendations to the Church Council."

In fulfilling its purposes, the Program and Services Committee also shall facilitate the implementation of the following strategic directions of the ELCA:

- Support congregations in their call to be faithful, welcoming, and generous, sharing the mind of Christ.
- Assist members, congregations, synods, and institutions, and agencies of this church to grow in evangelical outreach.
- Step forward as a public church that witnesses boldly to God's love for all that God has created.
- Deepen and expand our global, ecumenical, and interfaith relationships for the sake of God's mission.
- Assist this church to bring forth and support faithful, wise, and courageous leaders whose vocations serve God's mission in a pluralistic world.

Responsibilities

A. The responsibilities of the Program and Services Committee include:

1. Review and consider new and revised churchwide policies and strategies recommended by units that have implications for congregations, synods, other churchwide units, or institutions and agencies of this church for recommendation to the Church Council.
This includes:
 - a. New and revised social policies and procedures
 - b. New and revised social statements
 - c. Proposals from program units
 - d. Personnel policies, including pension and benefits
2. Monitor corporate social responsibility policies, issue papers, social criteria investment screens, and related activities. Review and consider recommendations to Church Council.
3. Ensure churchwide unit policies and procedures are effective in practice and consistent with overall churchwide purposes, policies, and objectives.
 - Act on the policies and recommendations proposed by churchwide units subject to consideration by the Churchwide Assembly.
 - Develop a calendar of anticipated work for the triennium at the first committee meeting following the Churchwide Assembly

- Accomplish other tasks that may be assigned by the Church Council.
- B. Members of the Program and Services Committee are expected to prepare for meetings by reviewing the agenda, minutes, and meeting materials in advance of meetings, to participate actively in meetings, and to complete timely responsibilities assigned by the committee.

Leadership

Members of the Program and Services Committee shall elect a chair at the last meeting of the triennium and a vice-chair and secretary at the first meeting of the triennium.

Meetings

The Program and Services Committee will meet in conjunction with regular meetings of the Church Council. Other meetings may be held for special or emergency purposes, ordinarily by conference call, at the request of the chair or a majority of committee members. A majority of the voting membership of the committee shall constitute a quorum.

Amendment of Charter

The Program and Services Committee will review this charter at the first meeting of the committee following a Churchwide Assembly. Amendments to this charter may be recommended at any time, subject to approval by the Church Council.

Evaluation

The Program and Services Committee will evaluate its meetings. In addition to reviewing and evaluating its meetings, the committee will work with Research and Evaluation to develop a process for evaluating its work each triennium. These processes will include evaluation of the committee's commitment to racial and gender equity.

By-Laws of the Deaconess Community of the ELCA

~~July, 2013~~ November, 2012

BYLAWS

of

The Deaconess Community of the Evangelical Lutheran Church in America

PREAMBLE OF HISTORICAL ANTECEDENTS

The Deaconess Community of the Evangelical Lutheran Church in America expresses the continuity of deaconess work in the Lutheran Church in America (a) as conceived in an agreement dated January 13, 1966, among three corporations existing at that time, viz. Mary J. Drexel Home and Philadelphia Motherhouse of Deaconesses, The Baltimore Lutheran Deaconess Motherhouse and School, Inc., and the Board of College Education and Church Vocations and its successor, the Division for Professional Leadership, both of the Lutheran Church in America, and (b) as of September 7, 1965, by joining with the sisterhood previously affiliated with the Immanuel Deaconess Institute of the former Augustana Lutheran Church. This continuity is particularly defined and shaped by the actions pertaining to deaconess work of the 1978 convention of the Lutheran Church in America and by the official documents of the Evangelical Lutheran Church in America.

ARTICLE 1: NAME AND INCORPORATION

This document records the bylaws which regulate the corporation known as The Deaconess Community of the Evangelical Lutheran Church in America which will be referred to herein as the "Deaconess Community." The corporation so named was formed by decree of the Court of Common Pleas of Montgomery County, Pennsylvania, dated August 5, 1966, approving the articles of incorporation. The decree, together with the articles of incorporation, was recorded on August 8, 1966, in the Office for the Recording of Deeds for Montgomery County, Pennsylvania, in Charter Book 14, at pages 301 and 302. The Deaconess Community, through corporate merger, is successor to The Baltimore Lutheran Deaconess Motherhouse and School, Inc., and The Mary J. Drexel Home and Philadelphia Motherhouse of Deaconesses. In 1988, the name was changed from the Deaconess Community of the Lutheran Church in America to The Deaconess Community of the Evangelical Lutheran Church in America.

- 1.1 Registered office: The registered office of the Deaconess Community shall be at such location in Pennsylvania as the directors may from time to time determine.
- 1.2 Other offices: The Deaconess Community may also have offices at such other places as the directors may select and the business of the community shall require.

ARTICLE 2: CHURCH RELATIONSHIP

The Deaconess Community, affirmed by and under the direction of the Evangelical Lutheran Church in America referred to herein as the "ELCA," is subject to policies established by that church including actions of the ELCA's Congregational and Synodical Mission Unit* taken under the official documents of the church.

ARTICLE 3: PURPOSE, MEMBERSHIP, AND FUNCTIONS

- 3.1 The Deaconess Community has been formed in order that skilled and committed women serving through community may complement the ministry of Word and Sacrament as well as the ministry of the whole people of God. This ministry is exercised within the context of the church's mission to proclaim the Gospel, to relate the Gospel to human need in every situation, and to extend the ministry of the Gospel to all the world.
- 3.2 The Deaconess Community consists of women who have been consecrated to and continue as deaconesses in the ELCA or in the Evangelical Lutheran Church in Canada, referred to herein as the "ELCIC," together with those of its candidates who have met preparatory standards and publicly participated in the service of mutual affirmation known as investiture. Members are committed to full-time service and are strengthened for service through the Deaconess Community. If full-time service is not feasible, a deaconess may serve in an appropriate position on a part-time basis, as provided in the "Standards for Members of the Deaconess Community of the Evangelical Lutheran Church in America," which will be referred to herein as the "standards."

- 3.3 In order to proclaim the Word directly and indirectly through the church's specialized ministries, the Deaconess Community shall support its members as follows:
- 3.3.1 encourage spiritual, professional, educational and personal growth;
 - 3.3.2 provide mutual support in call, service and retirement;
 - 3.3.3 recommend to the ELCA's Congregational and Synodical Mission Unit the standards; and
 - 3.3.4 enter into arrangements with the ELCA through the Congregational and Synodical Mission Unit for promotion and interpretation of deaconess work throughout the church and for the recruitment and education of candidates.

ARTICLE 4: THE DEACONESS ASSEMBLY

- 4.1 The Deaconess Assembly is the gathering of the members of the Deaconess Community. Membership in good standing shall be defined in the standards. Voice and vote in sessions of the Deaconess Assembly shall be limited to those who are members in good standing. All members are obligated to attend sessions of the Deaconess Assembly unless duly excused.
- 4.2 The Deaconess Assembly shall be the highest authority within the Deaconess Community.
- 4.3 The Deaconess Assembly shall meet annually to review the work of the Deaconess Community and to plan for the future; its programs shall also include elements of inspiration, fellowship and education.
- 4.4 The Deaconess Assembly shall be called into session at a time and place determined by it or by the board of directors.
- 4.5 The directing deaconess shall chair sessions of the Deaconess Assembly. A vice chairperson and a secretary for each session of the Deaconess Assembly may be approved by the board of directors from among the members in good standing of the Deaconess Community.
- 4.6 The members present shall constitute a quorum provided that the entire membership has been notified by mail at least two months prior to the opening of a session.
- 4.7 The Deaconess Assembly shall elect members of the board of directors as provided in Article 5.
- 4.8 The executive director of the ELCA's Congregational and Synodical Mission Unit, or the director's designee, shall be invited to attend each meeting of the Deaconess Assembly.
- 4.9 *Robert's Rules of Order*, latest edition, shall be the governing parliamentary law of the Deaconess Assembly except as provided in these bylaws.

ARTICLE 5: THE BOARD OF DIRECTORS

- 5.1 The board of directors shall be elected by the Deaconess Assembly, and shall consist of six deaconesses and five other persons from the membership of the ELCA and/or the ELCIC. A majority of the directors shall be members of the ELCA. Biographical information, including the gifts and skills each prospective director offers to the board, shall be given to the Assembly so that the Assembly may make an informed vote. The nomination slate presented by the Governance Committee may consist of two candidates for each deaconess position and a single candidate for each non-deaconess position. The executive director of the ELCA's Congregational and Synodical Mission Unit, or the director's designee; the directing deaconess, the director of vocation and education, and the ~~director of operations~~ ~~executive director~~, shall have seat and voice on the board of directors.
- 5.1.1 A majority of the voting members shall constitute a quorum for any board meeting.

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5.2 The term of a director shall be four years, and the terms shall be arranged so that approximately half of the directors are elected every two years. No director shall serve more than two terms consecutively. Terms of newly elected directors shall begin on January 1st of the calendar year following their election, except that a person selected to fill a vacancy ad interim shall begin upon his or her acceptance of selection. Outgoing directors shall continue in office until their elected successors begin service on January 1st of the calendar year following their election.

5.2.1 Interim appointments. When a board vacancy is to be filled between elections, the Committee on Governance shall select a candidate to fill the unexpired term and submit that person's name to the Deaconess Community for a mail vote. A simple majority of members in good standing is required to affirm the appointment. In computing an interim appointee's eligibility for continued board membership, service which precedes a full term without interruption shall be disregarded if less than half a term.

5.3 The board of directors shall be accountable to the Deaconess Assembly for the management of the affairs of the Deaconess Community and to the ELCA for policies relating to the Deaconess Community. The board of directors shall act for the Deaconess Community in the interim between sessions of the Deaconess Assembly, but may not act contrary to the Deaconess Assembly's decisions or those of the ELCA. Specifically, the board of directors shall:

- 5.3.1 carry out corporate responsibilities on behalf of the Deaconess Community;
- 5.3.2 have power to authorize contracts;
- 5.3.3 plan and provide for the conduct and evaluation of all Deaconess Community programs including interpretation and the recruitment and education of candidates, and cooperate therein as appropriate with the ELCA's Congregational and Synodical Mission Unit and synodical candidacy committees of the ELCA and the ELCIC;
- 5.3.4 provide general oversight for the service of all members and develop guidelines for their temporal support;
- 5.3.5 oversee the responsibilities of the Deaconess Community to those retired under the cooperative plan;
- 5.3.6 exercise responsibility for all properties owned or leased by the Deaconess Community;
- 5.3.7 establish policy for the management of the financial resources of the Deaconess Community;
- 5.3.8 adopt annual current budgets which project no deficit spending;
- 5.3.9 determine staff structure for the Deaconess Community, and in consultation with the ~~senior~~ leadership team, employ executive and program staff;
- 5.3.10 determine the inability of a director to carry out his or her responsibilities, e.g., is absent from two consecutive meetings of the board of directors without cause;
- 5.3.11 determine the inability of the directing deaconess or any executive or program staff elected by the board of directors to carry out his or her responsibilities (see 5.4);
- 5.3.12 report annually to the members of the Deaconess Community and to the ELCA's Congregational and Synodical Mission Unit;
- 5.3.13 guide planning for sessions of the Deaconess Assembly;
- 5.3.14 carry out such other responsibilities as the Deaconess Assembly may assign from time to time.

5.4 The board of directors, having determined that a director is unable to carry out his or her responsibilities, may elect to remove that director from the board in accordance with these by-laws after giving at least 30 days' prior notice to the secretary of the ELCA. The decision to remove a director shall be reported to the Church Council by the ELCA secretary.

The dismissal of a board member may be effected:

- a. for willful disregard or violation of the by-laws of this Community;
- b. for absence without cause from three consecutive board meetings;
- c. for such physical or mental disability as renders the director incapable of performing the duties of the office; or

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d. for such conduct as would subject the board member to disciplinary action as a member of a roster of the ELCA or ELCIC, or as a member of a congregation of one of these church bodies.

5.5 Should the directing deaconess die, resign or be unable to serve, its chairperson shall convene the board of directors to arrange for the appropriate care of the responsibilities of the directing deaconess until an election of a new directing deaconess can be held or until the directing deaconess is able to serve again. The term of the successor directing deaconess, elected by the next Deaconess Assembly, or a special meeting of the Deaconess Assembly called for the purpose of election, shall be four years, with the subsequent election to take place at the assembly closest to the expiration of such a term.

The executive committee of the board of directors, in consultation with the rostering bishop, shall determine whether the directing deaconess is unable to serve. The directing deaconess may appeal the decision of the executive committee by requesting a hearing before the board of directors. A meeting to determine the ability of the directing deaconess to serve shall be called upon the request of at least two members of the executive committee. Prior notice of the meeting shall be given to the directing deaconess.

Should a ~~senior~~ leadership team or program staff person die, resign, or be unable to serve, the remaining ~~senior~~ leadership team, with the approval of the executive committee of the board of directors, shall arrange for the appropriate care of the responsibilities of the staff person until a new staff person can be appointed or until the staff person is able to serve again.

The dismissal of the directing deaconess or a member of the ~~leadership team~~~~executive~~ or program staff may be effected:

- a. for willful disregard or violation of the bylaws of this Community;
- b. for such physical or mental disability as renders the directing deaconess or staff person incapable of performing the duties of office; or
- c. for such conduct as would subject the directing deaconess or staff person to disciplinary action as a member of the roster of the ELCA or ELCIC, or as a member of a congregation of one of these church bodies.

If dismissal of a rostered member of the ~~leadership team~~~~executive~~ or program staff (other than the directing deaconess) is to be effected under this article, any disciplinary action, including a decision to dismiss, should be undertaken in consultation with the staff member's rostering bishop.

Proceedings for dismissal of the directing deaconess shall be instituted at petition by:

- a. the board of directors on a vote of at least two-thirds of its members; and
- b. the Deaconess Assembly on a vote of at least two-thirds of its members.

5.6 The officers of the board of directors shall be a chairperson, a vice chairperson, a secretary and a treasurer. They shall be elected biennially at the last board meeting of each calendar year in which directors are elected by the Deaconess Assembly. Their respective terms shall begin the first day of the following calendar year, and shall expire no later than the conclusion of their respective terms on the board. Their duties and responsibilities shall be those customary to their respective offices and as set forth in Article 6, below.

5.6.1 The treasurer may be chosen from outside the membership of the board of directors if necessary to provide for the requisite financial expertise. If so chosen, he or she shall also be elected biennially by the directors at the last board meeting of each calendar year in which directors are elected by the Deaconess Assembly. A treasurer chosen from outside the board membership shall not serve more than four two-year terms consecutively. An outside treasurer shall have seat and voice, but not vote, in meetings of the board of directors and of the executive committee.

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- 5.7 The board of directors shall meet twice annually, and at such other times as it may deem necessary. The chairperson or the executive committee may call meetings of the board of directors. The chairperson shall call a meeting when requested to do so in writing by five members of the board of directors or by a majority of members in good standing of the Deaconess Community. Notice of a meeting shall be mailed or sent electronically at least three weeks prior to its meeting date.
- 5.7.1 A majority of the directors in office shall constitute a quorum for any board meeting. The acts of a majority of the directors present at a meeting at which a quorum is present shall be the acts of the board of directors.
- 5.7.2 Teleconference meetings: One or more directors may participate in a meeting of the board of directors, or any committee thereof, by means of a conference telephone or similar communications equipment by which all persons participating in the meeting can hear one another.
- 5.7.3 Action by written consent: Any action which may be taken at a meeting of the board of directors may be taken without a meeting, provided that the action is set forth in writing and all of the directors in office give their written consent. The record of such action shall be filed with the board secretary and distributed to all parties who receive the minutes of regular board meetings.

ARTICLE 6: OFFICERS

6.1 Vacancies

A vacancy in any office may be filled by the board of directors for the unexpired portion of the term.

6.2 The Chairperson

The Chairperson shall:

- 6.2.1 preside at all meetings of the board of directors and of the executive committee;
- 6.2.2 be responsible for the development of an agenda for each meeting;
- 6.2.3 be responsible that the provisions of these bylaws are observed and that the enactments of the board of directors are carried out;
- 6.2.4 have general charge of and control over the affairs and property of the corporation and general supervision over its officers and agents, subject to the direction of the board of directors;
- 6.2.5 have seat and voice in all meetings of each standing committee and of all other committees of the board; and
- 6.2.6 have such other powers and perform such other duties as may be incidental to this office, as are given by these bylaws, or as from time to time may be assigned by the board.

6.3 The Vice-Chairperson

The Vice-Chairperson shall:

- 6.3.1 in the absence of the chairperson preside at all meetings of the board of directors and the executive committee; and
- 6.3.2 perform such other duties as from time to time may be assigned by the board of directors or the chairperson.

6.4 The Secretary

The Secretary shall:

- 6.4.1 record the minutes of the meeting of the board of directors and the executive committee;
- 6.4.2 file with the minutes of the board of directors or the executive committee, as the case may be, the resolutions by which any actions taken without a meeting are authorized, together with the consents to such action;
- 6.4.3 transmit promptly a copy of the minutes of each meeting of, and a copy of each resolution by which action is taken without a meeting by the board of directors or the executive committee to each director;
- 6.4.4 cause notices to be duly given in accordance with the provision of these bylaws and as required by law;
- 6.4.5 see that all reports and other documents and records required by law are properly filed and kept;
- 6.4.6 have custody of the records and seal of the corporation and cause the seal to be affixed as authorized; and
- 6.4.7 have such other powers and perform such other duties as are given by the board of directors or the chairperson.

6.5 The Treasurer

The Treasurer shall:

- 6.5.1 be bonded;
- 6.5.2 be the chief fiscal officer of the board;
- 6.5.3 have responsibility for the receipt and distribution of all moneys, and for the safekeeping of moneys and securities, of the corporation;
- 6.5.4 keep an accurate account of all financial transactions and report thereon at each meeting of the board of directors; and
- 6.5.5 have such other powers and perform such other duties as from time to time may be assigned by the board of directors or the chairperson.

6.6. Resignations

Any officer may resign at any time by giving notice in writing to the board of directors or the chairperson. Unless otherwise specified in the notice, the resignation shall take effect upon delivery.

6.7 Removal

Any officer or agent may be removed at any time, either for or without cause, by the board of directors.

6.8 Signing Authority

Each contract or other financial instrument shall be executed by any one of the following: directing deaconess, ~~director of operations~~~~executive director~~, chairperson, vice chairperson, or treasurer. If the amount of any instrument exceeds FIVE THOUSAND DOLLARS (\$5,000.00), it shall be executed by any two of the above.

ARTICLE 7: COMMITTEES

7.1 Committees of the board of directors shall be appointed by the ~~board~~ chair~~person~~ with the concurrence of the board of directors, except for the executive committee, ~~which is elected by the board~~. Each committee shall have at least one director included in its membership, who will serve as its liaison to the board. Except for the executive committee, each committee may include non-board members for their special competence, experience, and interest. At least two members of each committee shall be members in good standing of the Deaconess Community.

~~7.1.1~~ Members of each committee shall be appointed for a four-year term, and are eligible to serve one additional consecutive four-year term. A member may be appointed to a subsequent four-year term on the same committee after four or more years' break from service.

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~~7.1.2~~ The chair of each committee shall be appointed biennially by the board of directors at the last board meeting of each calendar year in which directors are elected by the Deaconess Assembly. A committee chair's term shall not exceed his or her term on the committee.

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~~7.1.3~~ A majority of the voting members shall constitute a quorum for any committee meeting. The acts of a majority of the voting members present at a meeting at which a quorum is present shall be the acts of the committee.

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~~7.1.4~~ Teleconference meetings: One or more committee members may participate in a meeting by means of a conference telephone or similar communications equipment by which all persons participating in the meeting can hear one another.

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~~7.1.5~~ The dismissal of a committee member may be effected:

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- a. for willful disregard or violation of the by-laws of this Community;
- b. for absence without cause from three consecutive committee meetings;
- c. for such physical or mental disability as renders the member incapable of performing the duties of the office; or
- d. for such conduct as would subject the member to disciplinary action as a member of a roster of the ELCA or ELCIC, or as a member of a congregation of one of these church bodies.

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- 7.2 The board of directors shall have general oversight of the work of each committee, establishing policy as appropriate. Each committee shall report, after each meeting, to the board of directors. If a committee's chair is not a director, a board member who serves on that committee shall be its liaison to the board, and shall give a report to the board at its next scheduled meeting.
- 7.3 The executive committee shall consist of the officers except that, if the treasurer is not a member of the board of directors, one additional "at large" director shall be elected to the committee by the board of directors. This committee shall have the power to act on behalf of the board of directors in instances requiring interim action, except that it shall not have power to modify any prior action of the board of directors. The executive committee shall also act as the Personnel Committee of the board. Actions of the executive committee shall be reported by mail to the entire board of directors within ten days.
- 7.4 The Committee on Finance and Budget shall consist of at least two directors and three other persons chosen for their competence in finance. The treasurer shall be included in its membership. This committee shall report to the board of directors on all matters concerning fiscal management and shall be responsible for the presentation of annual budgets to the board. It shall supervise the investments of the Deaconess Community under policies adopted by the board of directors.
- 7.5 The Committee on Community Life shall consist of at least one director and four other persons. In cooperation with the directing deaconess, it shall seek to enhance the life of the Deaconess Community through programs and events which emphasize spiritual growth, nurture, support, and fellowship among the members. It shall serve in an advisory relationship to the directing deaconess in matters related to community life, and shall appoint the planning committee for meetings of the Deaconess Assembly.
- 7.6 The Committee on Vocation and Education shall consist of at least one director and three other persons. This committee shall deal with all matters related to the candidacy process and continuing education for the Deaconess Community. The director of vocation and education shall have seat and voice on this committee.
- 7.7 The Committee on Communications shall consist of at least one director and three other persons. This committee shall develop a communication plan and oversee its implementation. The ~~coordinator~~ ~~director~~ of communication shall be included in its membership.
- 7.8 Committee on Mission Support. The Committee on Mission Support shall consist of at least one director and four other persons. It shall assist the Deaconess Community in seeking, responding to, evaluating, and selecting mission support opportunities that will facilitate, fulfill, and further its vision and mission.
- 7.9 Committee on Governance. The Committee on Governance shall consist of at least one director and four other persons. It shall deal with all matters relating to a) the creating and updating of the Deaconess Community's governing documents; b) the screening and selection of candidates for election to positions on the board of directors; c) the screening and selection of candidates for election as directing deaconess; and d) recommendations for appointment of standing committee chairs and members.
- 7.10 The board of directors may establish other committees from time to time as it deems necessary.

ARTICLE 8: STAFF

- 8.1 The Deaconess Assembly shall elect a directing deaconess for a term of four years, renewable by election for one additional term. The term of office shall ordinarily begin ninety (90) days following election, or at such other time as may be determined by the board of directors. The directing deaconess shall be chosen from among those who are members in good standing of the Deaconess Community and who are consecrated deaconesses. The process for electing the directing deaconess shall be approved by the board of directors pursuant to paragraph 7.9 of these bylaws. No less than three months before the Deaconess Assembly at which a directing deaconess will be elected, all members in good standing shall be provided notice regarding the election.
- 8.2 The three ~~senior~~ leadership team members (being the directing deaconess, the ~~executive director~~ director of operations, and the director of vocation and education) shall be responsible to the Deaconess Community the

~~and~~ board of directors, and one another for their respective leadership accountabilities. Each shall have seat and voice in all committees and the board of directors, providing assistance, counsel and guidance as appropriate. They shall work in partnership with the board, program staff, and one another, to provide leadership, vision, and direction for the organization.

8.2.1 The directing deaconess shall be elected by the Deaconess Community with responsibility for overseeing the pastoral and spiritual care of the individual sisters and the Community as a whole. She serves as the Deaconess Community's ambassador and liaison to the church and the world.

8.2.2 The ~~executive director~~director of operations shall be appointed by the board of directors with responsibility for oversight of the management and administration of the finances, programs, and operations of the Deaconess Community. The ~~executive director~~director of operations hires, supervises and provides for performance appraisals~~evaluates of all~~ support staff, and develops and implements organizational strategy.

8.2.3 The director of vocation and education shall be appointed by the board of directors with responsibility for implementing, in cooperation with the Committee on Vocation and Education, the candidacy process and continuing education for candidates and deaconesses. The director of vocation and education serves as the Community's primary liaison with the ELCA and ELCIC directors for candidacy, seminaries, and synod staffs, to interpret and inform them regarding the community's candidacy process.

8.2.4 Background checks and screening shall be required and completed for persons nominated to become directing deaconess or recommended for appointment to a leadership team position, prior to their election or appointment if possible, or as soon as practical thereafter. The specific procedures and timing of background checks and screening shall be determined by the Committee on Governance.

8.3 After consultation with the ~~senior~~ leadership team, the board of directors shall periodically review all ~~senior~~ leadership team position descriptions, outlining specific responsibilities and accountabilities. The board of directors shall provide for periodic performance ~~evaluation~~appraisal of the ~~senior~~ leadership team. In consultation with the board of directors, the ~~executive director~~director of operations shall periodically review all support staff position descriptions, outlining specific responsibilities and accountabilities. ~~The executive director shall provide for performance evaluation of all support staff.~~

ARTICLE 9: FISCAL MATTERS

9.1 The fiscal year shall be the calendar year.

9.2 The Deaconess Community shall not incur deficits in current operations.

9.3 The support of retired deaconesses who were admitted to the cooperative plan prior to July 1, 1978, and who served under it throughout their years in the diaconate shall have priority in the allocation of the financial resources of the Deaconess Community.

9.4 The sale or purchase of real estate, the encumbrance of assets exceeding FIFTY THOUSAND DOLLARS (\$50,000.00), and the financing of capital improvements exceeding FIFTY THOUSAND DOLLARS (\$50,000.00), shall require approval by two-thirds of votes cast by the Deaconess Assembly or by two-thirds of votes cast by mail from the members in good standing of the Deaconess Community.

9.5 No part of the net earnings of the corporation shall inure to the benefit of any private individual, corporation or other organization. No substantial part of the activities of the corporation shall be to carry on propaganda, or otherwise attempt to influence legislation. The corporation shall not participate in, or intervene in any political campaign on behalf of any candidate for public office, including publishing or distributing statements for the candidate.

ARTICLE 10: INDEMNIFICATION

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To the full extent permitted from time to time by law, each person who is or was made or threatened to be made a party to any proceeding by reason of the present or former capacity of that person as a member, director, officer, employee, or committee member of this church shall be indemnified against judgments, penalties, fines, settlements, excise taxes, and reasonable attorneys' fees and disbursements incurred by that person in connection with the proceeding. This Deaconess Community may purchase and maintain insurance on behalf of itself or any person entitled to indemnification pursuant to this chapter against any liability asserted against and incurred by this Deaconess Community or by such other person in or arising from a capacity described above.

ARTICLE 11: DISSOLUTION

Should the corporation cease to act and be dissolved, all of its property and assets remaining after the payment of its liabilities shall be paid and distributed to the Evangelical Lutheran Church in America, a Minnesota nonprofit corporation, or its successor or assigns, provided, however, that payment shall be made hereunder only to corporations, trusts, foundations, or other organizations which are organized and operated exclusively for charitable or religious purposes and which shall then be exempt from Federal income tax under Section 501 (a) of the Internal Revenue Code of 1954, as amended, as organizations described in Section 501(c) (3) thereof (references to include corresponding provisions of any future revenue law).

ARTICLE 12: AMENDMENTS

12.1 Amendments to these bylaws may be presented: (a) by the board of directors or (b) in writing by five members in good standing of the Deaconess Community. When presented by five members, amendments shall be referred immediately to the board of directors which shall promptly submit its recommendations thereon to the Deaconess Assembly if it is in session or otherwise in writing to the members of the Deaconess Community immediately following the next meeting of the board of directors.

12.2 Amendments to Articles 1, 2, 3, 4.1, and 9 shall be adopted by majority vote of the Deaconess Assembly. Amendments to other articles may be adopted by the same procedure or by mail vote with approval by two-thirds of the members in good standing of the Deaconess Community.

12.3 Before becoming effective, all amendments shall be submitted, through the ELCA's Congregational and Synodical Mission Unit, to the ELCA Church Council or its executive committee for approval.

As adopted by the Deaconess Community of the Lutheran Church in America, In Assembly, December 30, 1978

And

As amended October 1, 1994, by the Deaconess Community of the Evangelical Lutheran Church in America

And

As amended May 16, 2004, by the Deaconess Assembly, approved by the Division for Ministry Board, June 2, 2004

And

As amended by the Deaconess Assembly, May 6, 2006 and approved by the ELCA Church Council Executive Committee July 28, 2006. **EC06.07.25**. Note: The ELCA Office of the Secretary interprets the Community's amended bylaws to mean that all amendments are to be submitted through the Vocation and Education unit to the Church Council or its Executive Committee for approval."

And

As amended by the Deaconess Assembly, April 26, 2008 and approved by the ELCA Church Council Executive Committee July 25, 2008. **EC08.07.16b**. Note: The ELCA Office of the Secretary interprets the Community's amended bylaws to mean that all amendments are to be submitted through the Vocation and Education unit to the Church Council or its Executive Committee for approval.

And

As amended by the Deaconess Assembly, September 29, 2010, submitted by the ELCA Vocation and Education Unit, and approved by the ELCA Church Council, November 13, 2010. **CC10.11.78**.

***NOTE:** Church Council action **CC10.11.78** also authorized the ELCA Secretary "to make editorial changes to the bylaws related to the redesign of the churchwide organization." These changes, which consisted of replacing

references to the ELCA's Vocation and Education Unit with the name of the new Congregational and Synodical Mission Unit, which replaced it in the redesign, have been incorporated into these bylaws.

And

As amended by the Deaconess Assembly, October 2, 2011, submitted to the ELCA Office of the Presiding Bishop, and approved by the ELCA Church Council, November 13, 2011. **CC11.11.83u.**

And

As amended by the Deaconess Assembly, September 24, 2012, submitted to the ELCA Office of the Presiding Bishop, and approved by the ELCA Church Council, November 11, 2012. **CC12.11.44v.**

And

As amended by the Deaconess Assembly, September _____, 2013, submitted to the ELCA Office of the Presiding Bishop, and approved by the ELCA Church Council, November 2013.

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BYLAWS

of

The Deaconess Community of the Evangelical Lutheran Church in America

PREAMBLE OF HISTORICAL ANTECEDENTS

The Deaconess Community of the Evangelical Lutheran Church in America expresses the continuity of deaconess work in the Lutheran Church in America (a) as conceived in an agreement dated January 13, 1966, among three corporations existing at that time, viz. Mary J. Drexel Home and Philadelphia Motherhouse of Deaconesses, The Baltimore Lutheran Deaconess Motherhouse and School, Inc., and the Board of College Education and Church Vocations and its successor, the Division for Professional Leadership, both of the Lutheran Church in America, and (b) as of September 7, 1965, by joining with the sisterhood previously affiliated with the Immanuel Deaconess Institute of the former Augustana Lutheran Church. This continuity is particularly defined and shaped by the actions pertaining to deaconess work of the 1978 convention of the Lutheran Church in America and by the official documents of the Evangelical Lutheran Church in America.

ARTICLE 1: NAME AND INCORPORATION

This document records the bylaws which regulate the corporation known as The Deaconess Community of the Evangelical Lutheran Church in America which will be referred to herein as the "Deaconess Community." The corporation so named was formed by decree of the Court of Common Pleas of Montgomery County, Pennsylvania, dated August 5, 1966, approving the articles of incorporation. The decree, together with the articles of incorporation, was recorded on August 8, 1966, in the Office for the Recording of Deeds for Montgomery County, Pennsylvania, in Charter Book 14, at pages 301 and 302. The Deaconess Community, through corporate merger, is successor to The Baltimore Lutheran Deaconess Motherhouse and School, Inc., and The Mary J. Drexel Home and Philadelphia Motherhouse of Deaconesses. In 1988, the name was changed from the Deaconess Community of the Lutheran Church in America to The Deaconess Community of the Evangelical Lutheran Church in America.

- 1.1 Registered office: The registered office of the Deaconess Community shall be at such location in Pennsylvania as the directors may from time to time determine.
- 1.2 Other offices: The Deaconess Community may also have offices at such other places as the directors may select and the business of the community shall require.

ARTICLE 2: CHURCH RELATIONSHIP

The Deaconess Community, affirmed by and under the direction of the Evangelical Lutheran Church in America referred to herein as the "ELCA," is subject to policies established by that church including actions of the ELCA's Congregational and Synodical Mission Unit* taken under the official documents of the church.

ARTICLE 3: PURPOSE, MEMBERSHIP, AND FUNCTIONS

- 3.1 The Deaconess Community has been formed in order that skilled and committed women serving through community may complement the ministry of Word and Sacrament as well as the ministry of the whole people of God. This ministry is exercised within the context of the church's mission to proclaim the Gospel, to relate the Gospel to human need in every situation, and to extend the ministry of the Gospel to all the world.
- 3.2 The Deaconess Community consists of women who have been consecrated to and continue as deaconesses in the ELCA or in the Evangelical Lutheran Church in Canada, referred to herein as the "ELCIC," together with those of its candidates who have met preparatory standards and publicly participated in the service of mutual affirmation known as investiture. Members are committed to full-time service and are strengthened for service through the Deaconess Community. If full-time service is not feasible, a deaconess may serve in an appropriate position on a part-time basis, as provided in the "Standards for Members of the Deaconess Community of the Evangelical Lutheran Church in America," which will be referred to herein as the "standards."

- 3.3 In order to proclaim the Word directly and indirectly through the church's specialized ministries, the Deaconess Community shall support its members as follows:
- 3.3.1 encourage spiritual, professional, educational and personal growth;
 - 3.3.2 provide mutual support in call, service and retirement;
 - 3.3.3 recommend to the ELCA's Congregational and Synodical Mission Unit the standards; and
 - 3.3.4 enter into arrangements with the ELCA through the Congregational and Synodical Mission Unit for promotion and interpretation of deaconess work throughout the church and for the recruitment and education of candidates.

ARTICLE 4: THE DEACONESS ASSEMBLY

- 4.1 The Deaconess Assembly is the gathering of the members of the Deaconess Community. Membership in good standing shall be defined in the standards. Voice and vote in sessions of the Deaconess Assembly shall be limited to those who are members in good standing. All members are obligated to attend sessions of the Deaconess Assembly unless duly excused.
- 4.2 The Deaconess Assembly shall be the highest authority within the Deaconess Community.
- 4.3 The Deaconess Assembly shall meet annually to review the work of the Deaconess Community and to plan for the future; its programs shall also include elements of inspiration, fellowship and education.
- 4.4 The Deaconess Assembly shall be called into session at a time and place determined by it or by the board of directors.
- 4.5 The directing deaconess shall chair sessions of the Deaconess Assembly. A vice chairperson and a secretary for each session of the Deaconess Assembly may be approved by the board of directors from among the members in good standing of the Deaconess Community.
- 4.6 The members present shall constitute a quorum provided that the entire membership has been notified by mail at least two months prior to the opening of a session.
- 4.7 The Deaconess Assembly shall elect members of the board of directors as provided in Article 5.
- 4.8 The executive director of the ELCA's Congregational and Synodical Mission Unit, or the director's designee, shall be invited to attend each meeting of the Deaconess Assembly.
- 4.9 *Robert's Rules of Order*, latest edition, shall be the governing parliamentary law of the Deaconess Assembly except as provided in these bylaws.

ARTICLE 5: THE BOARD OF DIRECTORS

- 5.1 The board of directors shall be elected by the Deaconess Assembly, and shall consist of six deaconesses and five other persons from the membership of the ELCA and/or the ELCIC. A majority of the directors shall be members of the ELCA. Biographical information, including the gifts and skills each prospective director offers to the board, shall be given to the Assembly so that the Assembly may make an informed vote. The nomination slate presented by the Governance Committee may consist of two candidates for each deaconess position and a single candidate for each non-deaconess position. The executive director of the ELCA's Congregational and Synodical Mission Unit, or the director's designee; the directing deaconess, the director of vocation and education, and the director of operations, shall have seat and voice on the board of directors.
 - 5.1.1 A majority of the voting members shall constitute a quorum for any board meeting.

- 5.2 The term of a director shall be four years, and the terms shall be arranged so that approximately half of the directors are elected every two years. No director shall serve more than two terms consecutively. Terms of newly elected directors shall begin on January 1st of the calendar year following their election, except that a person selected to fill a vacancy ad interim shall begin upon his or her acceptance of selection. Outgoing directors shall continue in office until their elected successors begin service on January 1st of the calendar year following their election.
- 5.2.1 Interim appointments. When a board vacancy is to be filled between elections, the Committee on Governance shall select a candidate to fill the unexpired term and submit that person's name to the Deaconess Community for a mail vote. A simple majority of members in good standing is required to affirm the appointment. In computing an interim appointee's eligibility for continued board membership, service which precedes a full term without interruption shall be disregarded if less than half a term.
- 5.3 The board of directors shall be accountable to the Deaconess Assembly for the management of the affairs of the Deaconess Community and to the ELCA for policies relating to the Deaconess Community. The board of directors shall act for the Deaconess Community in the interim between sessions of the Deaconess Assembly, but may not act contrary to the Deaconess Assembly's decisions or those of the ELCA. Specifically, the board of directors shall:
- 5.3.1 carry out corporate responsibilities on behalf of the Deaconess Community;
- 5.3.2 have power to authorize contracts;
- 5.3.3 plan and provide for the conduct and evaluation of all Deaconess Community programs including interpretation and the recruitment and education of candidates, and cooperate therein as appropriate with the ELCA's Congregational and Synodical Mission Unit and synodical candidacy committees of the ELCA and the ELCIC;
- 5.3.4 provide general oversight for the service of all members and develop guidelines for their temporal support;
- 5.3.5 oversee the responsibilities of the Deaconess Community to those retired under the cooperative plan;
- 5.3.6 exercise responsibility for all properties owned or leased by the Deaconess Community;
- 5.3.7 establish policy for the management of the financial resources of the Deaconess Community;
- 5.3.8 adopt annual current budgets which project no deficit spending;
- 5.3.9 determine staff structure for the Deaconess Community, and in consultation with the leadership team, employ executive and program staff;
- 5.3.10 determine the inability of a director to carry out his or her responsibilities, e.g., is absent from two consecutive meetings of the board of directors without cause;
- 5.3.11 determine the inability of the directing deaconess or any executive or program staff elected by the board of directors to carry out his or her responsibilities (see 5.4);
- 5.3.12 report annually to the members of the Deaconess Community and to the ELCA's Congregational and Synodical Mission Unit;
- 5.3.13 guide planning for sessions of the Deaconess Assembly;
- 5.3.14 carry out such other responsibilities as the Deaconess Assembly may assign from time to time.
- 5.4 The board of directors, having determined that a director is unable to carry out his or her responsibilities, may elect to remove that director from the board in accordance with these by-laws after giving at least 30 days' prior notice to the secretary of the ELCA. The decision to remove a director shall be reported to the Church Council by the ELCA secretary.

The dismissal of a board member may be effected:

- a. for willful disregard or violation of the by-laws of this Community;
- b. for absence without cause from three consecutive board meetings;
- c. for such physical or mental disability as renders the director incapable of performing the duties of the office; or

- d. for such conduct as would subject the board member to disciplinary action as a member of a roster of the ELCA or ELCIC, or as a member of a congregation of one of these church bodies.

5.5 Should the directing deaconess die, resign or be unable to serve, its chairperson shall convene the board of directors to arrange for the appropriate care of the responsibilities of the directing deaconess until an election of a new directing deaconess can be held or until the directing deaconess is able to serve again. The term of the successor directing deaconess, elected by the next Deaconess Assembly, or a special meeting of the Deaconess Assembly called for the purpose of election, shall be four years, with the subsequent election to take place at the assembly closest to the expiration of such a term.

The executive committee of the board of directors, in consultation with the rostering bishop, shall determine whether the directing deaconess is unable to serve. The directing deaconess may appeal the decision of the executive committee by requesting a hearing before the board of directors. A meeting to determine the ability of the directing deaconess to serve shall be called upon the request of at least two members of the executive committee. Prior notice of the meeting shall be given to the directing deaconess.

Should a leadership team or program staff person die, resign, or be unable to serve, the remaining leadership team, with the approval of the executive committee of the board of directors, shall arrange for the appropriate care of the responsibilities of the staff person until a new staff person can be appointed or until the staff person is able to serve again.

The dismissal of the directing deaconess or a member of the leadership team or program staff may be effected:

- a. for willful disregard or violation of the bylaws of this Community;
- b. for such physical or mental disability as renders the directing deaconess or staff person incapable of performing the duties of office; or
- c. for such conduct as would subject the directing deaconess or staff person to disciplinary action as a member of the roster of the ELCA or ELCIC, or as a member of a congregation of one of these church bodies.

If dismissal of a rostered member of the leadership team or program staff (other than the directing deaconess) is to be effected under this article, any disciplinary action, including a decision to dismiss, should be undertaken in consultation with the staff member's rostering bishop.

Proceedings for dismissal of the directing deaconess shall be instituted at petition by:

- a. the board of directors on a vote of at least two-thirds of its members; and
- b. the Deaconess Assembly on a vote of at least two-thirds of its members.

5.6 The officers of the board of directors shall be a chairperson, a vice chairperson, a secretary and a treasurer. They shall be elected biennially at the last board meeting of each calendar year in which directors are elected by the Deaconess Assembly. Their respective terms shall begin the first day of the following calendar year, and shall expire no later than the conclusion of their respective terms on the board. Their duties and responsibilities shall be those customary to their respective offices and as set forth in Article 6, below.

5.6.1 The treasurer may be chosen from outside the membership of the board of directors if necessary to provide for the requisite financial expertise. If so chosen, he or she shall also be elected biennially by the directors at the last board meeting of each calendar year in which directors are elected by the Deaconess Assembly. A treasurer chosen from outside the board membership shall not serve more than four two-year terms consecutively. An outside treasurer shall have seat and voice, but not vote, in meetings of the board of directors and of the executive committee.

5.7 The board of directors shall meet twice annually, and at such other times as it may deem necessary. The chairperson or the executive committee may call meetings of the board of directors. The chairperson shall call a meeting when requested to do so in writing by five members of the board of directors or by a majority of

members in good standing of the Deaconess Community. Notice of a meeting shall be mailed or sent electronically at least three weeks prior to its meeting date.

- 5.7.1 A majority of the directors in office shall constitute a quorum for any board meeting. The acts of a majority of the directors present at a meeting at which a quorum is present shall be the acts of the board of directors.
- 5.7.2 Teleconference meetings: One or more directors may participate in a meeting of the board of directors, or any committee thereof, by means of a conference telephone or similar communications equipment by which all persons participating in the meeting can hear one another.
- 5.7.3 Action by written consent: Any action which may be taken at a meeting of the board of directors may be taken without a meeting, provided that the action is set forth in writing and all of the directors in office give their written consent. The record of such action shall be filed with the board secretary and distributed to all parties who receive the minutes of regular board meetings.

ARTICLE 6: OFFICERS

6.1 Vacancies

A vacancy in any office may be filled by the board of directors for the unexpired portion of the term.

6.2 The Chairperson

The Chairperson shall:

- 6.2.1 preside at all meetings of the board of directors and of the executive committee;
- 6.2.2 be responsible for the development of an agenda for each meeting;
- 6.2.3 be responsible that the provisions of these bylaws are observed and that the enactments of the board of directors are carried out;
- 6.2.4 have general charge of and control over the affairs and property of the corporation and general supervision over its officers and agents, subject to the direction of the board of directors;
- 6.2.5 have seat and voice in all meetings of each standing committee and of all other committees of the board; and
- 6.2.6 have such other powers and perform such other duties as may be incidental to this office, as are given by these bylaws, or as from time to time may be assigned by the board.

6.3 The Vice-Chairperson

The Vice-Chairperson shall:

- 6.3.1 in the absence of the chairperson preside at all meetings of the board of directors and the executive committee; and
- 6.3.2 perform such other duties as from time to time may be assigned by the board of directors or the chairperson.

6.4 The Secretary

The Secretary shall:

- 6.4.1 record the minutes of the meeting of the board of directors and the executive committee;
- 6.4.2 file with the minutes of the board of directors or the executive committee, as the case may be, the resolutions by which any actions taken without a meeting are authorized, together with the consents to such action;
- 6.4.3 transmit promptly a copy of the minutes of each meeting of, and a copy of each resolution by which action is taken without a meeting by the board of directors or the executive committee to each director;
- 6.4.4 cause notices to be duly given in accordance with the provision of these bylaws and as required by law;
- 6.4.5 see that all reports and other documents and records required by law are properly filed and kept;
- 6.4.6 have custody of the records and seal of the corporation and cause the seal to be affixed as authorized; and
- 6.4.7 have such other powers and perform such other duties as are given by the board of directors or the chairperson.

6.5 The Treasurer

The Treasurer shall:

- 6.5.1 be bonded;

- 6.5.2 be the chief fiscal officer of the board;
- 6.5.3 have responsibility for the receipt and distribution of all moneys, and for the safekeeping of moneys and securities, of the corporation;
- 6.5.4 keep an accurate account of all financial transactions and report thereon at each meeting of the board of directors; and
- 6.5.5 have such other powers and perform such other duties as from time to time may be assigned by the board of directors or the chairperson.

6.6. Resignations

Any officer may resign at any time by giving notice in writing to the board of directors or the chairperson. Unless otherwise specified in the notice, the resignation shall take effect upon delivery.

6.7 Removal

Any officer or agent may be removed at any time, either for or without cause, by the board of directors.

6.8 Signing Authority

Each contract or other financial instrument shall be executed by any one of the following: directing deaconess, director of operations, chairperson, vice chairperson, or treasurer. If the amount of any instrument exceeds FIVE THOUSAND DOLLARS (\$5,000.00), it shall be executed by any two of the above.

ARTICLE 7: COMMITTEES

7.1 Committees of the board of directors shall be appointed by the board chair with the concurrence of the board of directors, except for the executive committee, which is elected by the board. Each committee shall have at least one director included in its membership, who will serve as its liaison to the board. Except for the executive committee, each committee may include non-board members for their special competence, experience, and interest. At least two members of each committee shall be members in good standing of the Deaconess Community.

7.1.1 Members of each committee shall be appointed for a four-year term, and are eligible to serve one additional consecutive four-year term. A member may be appointed to a subsequent four-year term on the same committee after four or more years' break from service.

7.1.2 The chair of each committee shall be appointed biennially by the board of directors at the last board meeting of each calendar year in which directors are elected by the Deaconess Assembly. A committee chair's term shall not exceed his or her term on the committee.

7.1.3 A majority of the voting members shall constitute a quorum for any committee meeting. The acts of a majority of the voting members present at a meeting at which a quorum is present shall be the acts of the committee.

7.1.4 Teleconference meetings: One or more committee members may participate in a meeting by means of a conference telephone or similar communications equipment by which all persons participating in the meeting can hear one another.

7.1.5 The dismissal of a committee member may be effected:

- a. for willful disregard or violation of the by-laws of this Community;
- b. for absence without cause from three consecutive committee meetings;
- c. for such physical or mental disability as renders the member incapable of performing the duties of the office; or
- d. for such conduct as would subject the member to disciplinary action as a member of a roster of the ELCA or ELCIC, or as a member of a congregation of one of these church bodies.

7.2 The board of directors shall have general oversight of the work of each committee, establishing policy as appropriate. Each committee shall report, after each meeting, to the board of directors. If a committee's chair is

not a director, a board member who serves on that committee shall be its liaison to the board, and shall give a report to the board at its next scheduled meeting.

- 7.3 The executive committee shall consist of the officers except that, if the treasurer is not a member of the board of directors, one additional “at large” director shall be elected to the committee by the board of directors. This committee shall have the power to act on behalf of the board of directors in instances requiring interim action, except that it shall not have power to modify any prior action of the board of directors. The executive committee shall also act as the Personnel Committee of the board. Actions of the executive committee shall be reported by mail to the entire board of directors within ten days.
- 7.4 The Committee on Finance and Budget shall consist of at least two directors and three other persons chosen for their competence in finance. The treasurer shall be included in its membership. This committee shall report to the board of directors on all matters concerning fiscal management and shall be responsible for the presentation of annual budgets to the board. It shall supervise the investments of the Deaconess Community under policies adopted by the board of directors.
- 7.5 The Committee on Community Life shall consist of at least one director and four other persons. In cooperation with the directing deaconess, it shall seek to enhance the life of the Deaconess Community through programs and events which emphasize spiritual growth, nurture, support, and fellowship among the members. It shall serve in an advisory relationship to the directing deaconess in matters related to community life, and shall appoint the planning committee for meetings of the Deaconess Assembly.
- 7.6 The Committee on Vocation and Education shall consist of at least one director and three other persons. This committee shall deal with all matters related to the candidacy process and continuing education for the Deaconess Community. The director of vocation and education shall have seat and voice on this committee.
- 7.7 The Committee on Communications shall consist of at least one director and three other persons. This committee shall develop a communication plan and oversee its implementation. The coordinator of communication shall be included in its membership.
- 7.8 Committee on Mission Support. The Committee on Mission Support shall consist of at least one director and four other persons. It shall assist the Deaconess Community in seeking, responding to, evaluating, and selecting mission support opportunities that will facilitate, fulfill, and further its vision and mission.
- 7.9 Committee on Governance. The Committee on Governance shall consist of at least one director and four other persons. It shall deal with all matters relating to a) the creating and updating of the Deaconess Community’s governing documents; b) the screening and selection of candidates for election to positions on the board of directors; c) the screening and selection of candidates for election as directing deaconess; and d) recommendations for appointment of standing committee chairs and members.
- 7.10 The board of directors may establish other committees from time to time as it deems necessary.

ARTICLE 8: STAFF

- 8.1 The Deaconess Assembly shall elect a directing deaconess for a term of four years, renewable by election for one additional term. The term of office shall ordinarily begin ninety (90) days following election, or at such other time as may be determined by the board of directors. The directing deaconess shall be chosen from among those who are members in good standing of the Deaconess Community and who are consecrated deaconesses. The process for electing the directing deaconess shall be approved by the board of directors pursuant to paragraph 7.9 of these bylaws. No less than three months before the Deaconess Assembly at which a directing deaconess will be elected, all members in good standing shall be provided notice regarding the election.
- 8.2 The three leadership team members (being the directing deaconess, the director of operations, and the director of vocation and education) shall be responsible to the Deaconess Community, the board of directors, and one another for their respective leadership accountabilities. Each shall have seat and voice in all committees and the

board of directors, providing assistance, counsel and guidance as appropriate. They shall work in partnership with the board, program staff, and one another, to provide leadership, vision, and direction for the organization.

- 8.2.1 The directing deaconess shall be elected by the Deaconess Community with responsibility for overseeing the pastoral and spiritual care of the individual sisters and the Community as a whole. She serves as the Deaconess Community's ambassador and liaison to the church and the world.
- 8.2.2 The director of operations shall be appointed by the board of directors with responsibility for oversight of the management and administration of the finances, programs, and operations of the Deaconess Community. The director of operations hires, supervises and provides for performance appraisals of all support staff, and develops and implements organizational strategy.
- 8.2.3 The director of vocation and education shall be appointed by the board of directors with responsibility for implementing, in cooperation with the Committee on Vocation and Education, the candidacy process and continuing education for candidates and deaconesses. The director of vocation and education serves as the Community's primary liaison with the ELCA and ELCIC directors for candidacy, seminaries, and synod staffs, to interpret and inform them regarding the community's candidacy process.
- 8.2.4 Background checks and screening shall be required and completed for persons nominated to become directing deaconess or recommended for appointment to a leadership team position, prior to their election or appointment if possible, or as soon as practical thereafter. The specific procedures and timing of background checks and screening shall be determined by the Committee on Governance.

8.3 After consultation with the leadership team, the board of directors shall periodically review all leadership team position descriptions, outlining specific responsibilities and accountabilities. The board of directors shall provide for periodic performance appraisal of the leadership team. In consultation with the board of directors, the director of operations shall periodically review all support staff position descriptions, outlining specific responsibilities and accountabilities.

ARTICLE 9: FISCAL MATTERS

- 9.1 The fiscal year shall be the calendar year.
- 9.2 The Deaconess Community shall not incur deficits in current operations.
- 9.3 The support of retired deaconesses who were admitted to the cooperative plan prior to July 1, 1978, and who served under it throughout their years in the diaconate shall have priority in the allocation of the financial resources of the Deaconess Community.
- 9.4 The sale or purchase of real estate, the encumbrance of assets exceeding FIFTY THOUSAND DOLLARS (\$50,000.00), and the financing of capital improvements exceeding FIFTY THOUSAND DOLLARS (\$50,000.00), shall require approval by two-thirds of votes cast by the Deaconess Assembly or by two-thirds of votes cast by mail from the members in good standing of the Deaconess Community.
- 9.5 No part of the net earnings of the corporation shall inure to the benefit of any private individual, corporation or other organization. No substantial part of the activities of the corporation shall be to carry on propaganda, or otherwise attempt to influence legislation. The corporation shall not participate in, or intervene in any political campaign on behalf of any candidate for public office, including publishing or distributing statements for the candidate.

ARTICLE 10: INDEMNIFICATION

To the full extent permitted from time to time by law, each person who is or was made or threatened to be made a party to any proceeding by reason of the present or former capacity of that person as a member, director, officer, employee, or committee member of this church shall be indemnified against judgments, penalties, fines, settlements,

excise taxes, and reasonable attorneys' fees and disbursements incurred by that person in connection with the proceeding. This Deaconess Community may purchase and maintain insurance on behalf of itself or any person entitled to indemnification pursuant to this chapter against any liability asserted against and incurred by this Deaconess Community or by such other person in or arising from a capacity described above.

ARTICLE 11: DISSOLUTION

Should the corporation cease to act and be dissolved, all of its property and assets remaining after the payment of its liabilities shall be paid and distributed to the Evangelical Lutheran Church in America, a Minnesota nonprofit corporation, or its successor or assigns, provided, however, that payment shall be made hereunder only to corporations, trusts, foundations, or other organizations which are organized and operated exclusively for charitable or religious purposes and which shall then be exempt from Federal income tax under Section 501 (a) of the Internal Revenue Code of 1954, as amended, as organizations described in Section 501(c) (3) thereof (references to include corresponding provisions of any future revenue law).

ARTICLE 12: AMENDMENTS

12.1 Amendments to these bylaws may be presented: (a) by the board of directors or (b) in writing by five members in good standing of the Deaconess Community. When presented by five members, amendments shall be referred immediately to the board of directors which shall promptly submit its recommendations thereon to the Deaconess Assembly if it is in session or otherwise in writing to the members of the Deaconess Community immediately following the next meeting of the board of directors.

12.2 Amendments to Articles 1, 2, 3, 4.1, and 9 shall be adopted by majority vote of the Deaconess Assembly. Amendments to other articles may be adopted by the same procedure or by mail vote with approval by two-thirds of the members in good standing of the Deaconess Community.

12.3 Before becoming effective, all amendments shall be submitted, through the ELCA's Congregational and Synodical Mission Unit, to the ELCA Church Council or its executive committee for approval.

As adopted by the Deaconess Community of the Lutheran Church in America, In Assembly, December 30, 1978

And

As amended October 1, 1994, by the Deaconess Community of the Evangelical Lutheran Church in America

And

As amended May 16, 2004, by the Deaconess Assembly, approved by the Division for Ministry Board, June 2, 2004

And

As amended by the Deaconess Assembly, May 6, 2006 and approved by the ELCA Church Council Executive Committee July 28, 2006. **EC06.07.25**. Note: The ELCA Office of the Secretary interprets the Community's amended bylaws to mean that all amendments are to be submitted through the Vocation and Education unit to the Church Council or its Executive Committee for approval."

And

As amended by the Deaconess Assembly, April 26, 2008 and approved by the ELCA Church Council Executive Committee July 25, 2008. **EC08.07.16b**. Note: The ELCA Office of the Secretary interprets the Community's amended bylaws to mean that all amendments are to be submitted through the Vocation and Education unit to the Church Council or its Executive Committee for approval.

And

As amended by the Deaconess Assembly, September 29, 2010, submitted by the ELCA Vocation and Education Unit, and approved by the ELCA Church Council, November 13, 2010. **CC10.11.78**.

***NOTE:** Church Council action **CC10.11.78** also authorized the ELCA Secretary "to make editorial changes to the bylaws related to the redesign of the churchwide organization." These changes, which consisted of replacing references to the ELCA's Vocation and Education Unit with the name of the new Congregational and Synodical Mission Unit, which replaced it in the redesign, have been incorporated into these bylaws.

And

As amended by the Deaconess Assembly, October 2, 2011, submitted to the ELCA Office of the Presiding Bishop, and approved by the ELCA Church Council, November 13, 2011. **CC11.11.83u**.

And

As amended by the Diaconess Assembly, September 24, 2012, submitted to the ELCA Office of the Presiding Bishop, and approved by the ELCA Church Council, November 11, 2012. **CC12.11.44v.**

And

As amended by the Diaconess Assembly, September 28, 2013, submitted to the ELCA Office of the Presiding Bishop, and approved by the ELCA Church Council, November___ 2013.

Ecclesiology of a Global Church Task Force Update

In November 2012 the ELCA Church Council authorized the formation of the Ecclesiology of a Global Church Task Force, which will review “the nature and ecclesiology of this church in light of the past 25 years of significant developments in its ecumenical and global self-understanding and relationships.” (CC12.11.41)

To receive with thanks and appreciation the recommendation of the Conference of Bishops regarding the creation of a task force to review the governing documents of this church, including but not limited to Chapter Three of the ELCA constitution, for the purpose of addressing how this church can affirm and strengthen its self-understanding as part of the Lutheran World Federation;

To authorize the creation of a task force to review the governing documents of this church for the purpose of addressing how the Evangelical Lutheran Church in America can affirm and strengthen its ecclesiology and its self-understanding as part of the Lutheran World Federation, and to request that the Office of the Presiding Bishop, in consultation with the Office of the Secretary and the Liaison Committee for Ecumenical and Inter-Religious Relations of the Conference of Bishops, recommend to the Executive Committee of the Church Council persons to serve on such a task force;

To authorize the Executive Committee of the Church Council to appoint the members of the task force, which will be known as the Ecclesiology of a Global Church Task Force, and which will undertake the responsibility of reviewing the nature and ecclesiology of this church in light of the past 25 years of significant developments in its ecumenical and global self-understanding and relationships;

To request that Ecclesiology of a Global Church Task Force submit interim reports on at least a yearly basis to the Conference of Bishops and the Church Council and submit its final report and recommendations to the Conference of Bishops and the Church Council in sufficient time for possible action at the 2016 Churchwide Assembly.

A task force was appointed by the Executive Committee during the summer.

Task Force Members

Bishop James Mauney, *Chair*
Ms. Christina Garrett Klein
Rev. Dr. Francisco J. Goitia Padilla
Rev. Dr. Philip D.W. Krey
Rev. Yvonne Marshall
Rev. Dr. Cheryl Peterson
Rev. Jonathan Splichal Larson
Rev. Dr. Robin Steinke
Dr. Gregory Walter

Task Force Staff

Presiding Bishop Mark S. Hanson
Presiding Bishop-Elect Elizabeth A. Eaton
Rev. Dr. James Kenneth Echols
Rev. Dr. Marcus R. Kunz

Task Force Resource Persons

Rev. Dr. Lowell G. Almen
Rev. Dr. Donald J. McCoid

The task force's first meeting was held September 13. Bishop Hanson oriented the task force to its responsibilities based on the Church Council action at its November 2012 meeting. He cited in particular the Lutheran World Federation (LWF) becoming a communion of communions, the various ecumenical agreements between the ELCA and other denominations and companion synod partnerships. The charge given to the task force is to determine if these and other developments suggest revisions to any of the ELCA's constitutional language relating to the nature of the church.

Lowell Almen and Don McCoid gave presentations that explored ELCA constitutional matters as well as both global Lutheran (LWF) and ecumenical developments over the past 25 years.

The task force also discussed several readings that had been provided in advance. Those readings were the following:

- *Chapter Three and Related Matters* by the Rev. Lowell Almen
- *Ecclesiology, Mission and Structure* by the Rev. H. George Anderson
- *The Doctrine of the Church—Focus and Challenges* by the Rev. Philip Hefner
- Excerpts from the World Council of Churches document, *The Church: Towards a Common Vision*

In preparation for its next meeting, January 26-27, 2014, task force members will individually:

- prepare a 2-3 page paper addressing both:
 1. what is at stake in this review? and
 2. how can the ELCA be engaged in a lively, relevant and sustained conversation about ecclesiology?;
- read *Who is The Church?: An Ecclesiology for the Twenty-First Century* by Cheryl Peterson; and
- identify other contemporary resources on ecclesiology that might be shared with this church as we engage in this review.

October 1988
Amended October 11, 1991
Name change effective July 1, 1994
Amended January 15, 2000
Amended May 15, 2004
Amended October 20, 2007

Proposed Amendments, 2013

[N.B. Please note that the "redlined" material in this document reflects both new material as well as material moved from other areas within the document. The numbering may also be changed from the original version due to vagaries in the Word editing program.]

RESTATED BYLAWS
OF
LUTHER SEMINARY

ARTICLE I
Name and Organization

Section 1.

Name and location.

The name of this corporation is LUTHER SEMINARY (hereinafter "the Seminary"). The principal office of the ~~S~~seminary shall be at such place within the City of Saint Paul, Minnesota, as shall be designated from time to time by duly adopted resolutions of the Board of Directors. Until otherwise fixed by the Board of Directors, the principal office shall be at 2481 Como Avenue West, Saint Paul, Minnesota 55108.

Section 2.

History.

The ~~is s~~Seminary is the legal and historic successor of Northwestern Lutheran Theological Seminary, a seminary of the Minnesota Synod and the Red River Valley Synod of the Lutheran Church in America, organized in 1920, and of Luther Theological Seminary, a seminary of The American Lutheran Church, organized in 1917, together with its antecedent institutions, as well as Augsburg Theological Seminary, also a seminary of The American Lutheran Church, organized in 1869. The merger of Luther Theological Seminary and Northwestern Lutheran Theological Seminary became effective on July 1, 1982. The American Lutheran Church and the Lutheran Church in America, together with The Association of Evangelical Lutheran Churches, were united in the Evangelical Lutheran Church in America (hereinafter, "ELCA") through a merger effective on January 1, 1988. The name of the school was changed to LUTHER SEMINARY, effective July 1, 1994.

ARTICLE II

Purpose

Section 1.

~~Mission of the Seminary.~~—Luther Seminary educates leaders for Christian communities called and sent by the Holy Spirit to witness to salvation through Jesus Christ and to serve in God's world.

ARTICLE III Corporate Member

Section 1.

~~Voting members.~~—The ELCA shall be the sole member of this corporation and this sSeminary shall be governed by its policies.

ARTICLE IV Confessional Basis

Section 1.

The faith and life of this sSeminary shall be in harmony with the confessional commitments of ~~the ELCA~~ Lutheran theology.

ARTICLE V Membership of the Board of Directors

Section 1.

Membership and Terms.—

~~(a) The~~ sSeminary shall be governed by a Board of Directors comprised of up to twenty-six directors. ~~The collaboration of the electing bodies, i.e., the supporting Synods and the Vocation and Education unit or its successor churchwide agency, will be sought by the seminary to designate the then-current President of the seminary and the then-current Chair of the Luther Seminary Foundation Board of Trustees to be voting members of the Board of Directors. —The remaining~~ directors shall be elected as follows: (i) Each of the supporting Synods of the ELCA may be asked by the sSeminary to elect one director; (ii) at least one-fifth of the Directors shall be nominated by the appropriate churchwide unit and elected by the Church Council; which one-fifth shall include the President of Luther Seminary and the Chair of the Luther Seminary Foundation Board of Trustees if they are also elected by the Church Council; the Vocation and Education unit or its successor churchwide agency shall elect at

~~least five directors,~~ and (iii) the Bishops of Regions 1 and 3 shall each elect ~~two~~one Bishops as ~~d~~Directors.

~~(a)~~(b) New directors and incumbent members of the Board who are eligible and standing for re-election normally shall be elected in the spring so that Directors may begin their service on July 1 of the year in which they are elected or re-elected. The term of a dDirector shall be four years, renewable twice. Appointment or election to fill a vacancy of an un-expired term shall not be counted as a term.

~~In accord with the policies of the ELCA, at least two of the directors must be persons of color or persons whose primary language is other than English. Sixty percent of the Board are to be lay persons (fifty percent male and fifty percent female) and forty percent are to be clergy. These persons are to be nominated through a process of careful consultation with the President of the seminary to ensure the needed competencies and proportions of the Board.~~ (c) The Board shall aspire to having a diverse membership, including persons of color, a balance of male and female members and a balance of clergy and lay members. Potential members are to be nominated through a process in compliance with subsection (a) above, and in careful consultation with the President of the Seminary to ensure the needed competencies and proportions of the Board.

(c) The Board of ~~this~~the seminary shall be conclusively presumed to have been properly constituted, and neither the method of selection nor the composition may be challenged in a court of law by any person or be used as the basis of a challenge in a court of law to the validity or effect of any action taken or authorized by this Board.

~~(b)~~(d) A ~~d~~Director shall serve until a successor is elected and qualified. Vacancies on the Board of Directors shall be filled by the electing body after thorough consultation with the President and/or Chair of the Board concerning required competencies and representation. A Director may be removed from office with or without cause by an affirmative vote of two-thirds of the Directors. If a dDirector is absent from two consecutive meetings without valid excuse, the office shall be declared vacant by the Board of Directors. ~~Vacancies on the Board of Directors shall be filled by the electing body after thorough consultation with the President and/or chair of the Board concerning required competencies and representation~~

Section 2-MOVED.

~~Term of office and election. Elections to the Board of Directors shall normally be held so that directors may begin their time of service on July 1 of each year with the exception of the President and the Chair of the Trustees of the Foundation (see Section 1 above). The term of a director shall be four years, renewable twice. Appointment or election to an un-expired term shall not be counted as a term.~~

Section 23.

Advisory members.

The Executive Director of the appropriate unit ~~Vocation and Education unit~~ of the ELCA or designee, the Director for Theological Education, or its successor churchwide agency of the ELCA or designee and the ~~†~~Trustees of the Foundation shall serve as advisory members of the Board of Directors, with voice but without vote in Board meetings.—The Board of Directors may designate other advisory members from the faculty, the administration, the student body, the Alumni Association, the Auxiliary and other groups as the Board determines, with voice but without vote.

Section 4.—MOVED

~~Conflict of interest.—With the exception of the President, no person in the employment of or a full-time student at this seminary shall be eligible to serve as a director, except as an advisory member with voice but without vote.~~

Section 5.—MOVED

~~Vacancies.—~~

ARTICLE VIII

Committees of the Board of Directors

[Numbering and ordering of the Articles changes. This Article was moved down after the Article on Officers (new #VII).]

Section 1.

Committees.

The Board of Directors shall establish such standing and ad hoc committees as it deems appropriate for the performance of the Board's responsibilities. The Board, upon recommendation of the Chair, shall appoint the committee members in the spring, or upon the establishment of an ad hoc committee, who shall serve for one year, or until their successor has been appointed or he committee has fulfilled its charge. Each committee member's term shall begin on July 1 of the year in which they were appointed, or immediately if they are fulfilling a vacancy or being appointed to an ad hoc committee.

The chairs, vice chairs and members of the committees shall be appointed in the spring by the Chair of the Board, in accordance with Article 7.2(d) herein, and shall serve for one year, or until their successor has been appointed or the committee has fulfilled its charge. Each committee member's term shall begin on July 1 of the year in which they were appointed, or immediately if they are fulfilling a vacancy or being appointed to an ad hoc committee. All committee chairs and vice chairs shall be members of the Board of Directors, unless otherwise appointed by the Board.

Each Committee shall have a written statement of purpose, role, and responsibilities which shall be submitted to the Governance Committee for review, approval and recommendation to the Board for approval. Such statements shall be reviewed annually by each committee and changes shall be submitted as described above.

Each committee shall have designated a member of the Seminary Administration, as determined and appointed by the President in consultation with the Board Chair, to assist with the work of the committee. Each committee shall meet at least three times annually or more often if required by the Board, and regularly report on its work and recommendations to the Board. All committees shall maintain written minutes of meetings, and, with the exception of the Executive and Governance Committees, shall distribute such minutes to the Directors. A majority of each committee's voting members shall constitute a quorum.

Section 2.

Executive Committee. ~~The Board of Directors shall elect the Vice Chair, Secretary and Treasurer of the Board at the spring meeting of even numbered years. The election or re-election of the Chair shall occur in the spring of the odd-numbered years for a term to commence in one year. In the event that the current Chair is not re-elected or is in his or her final term, then the Board shall elect a Chair Elect whose term shall commence one year hence. The Chair Elect shall be a voting member of the Executive Committee. The Executive Committee shall be comprised of the Chair, Vice Chair, Secretary, Treasurer, President and Chair of the Foundation Board of Trustees, these officers, together with the chairs of the regularly established committees as determined by the Board, all elected for two year terms, renewable two times, the President, and the Chair of the Trustees of the Foundation. The chairs of the committees shall be elected by the Board at the spring meeting of odd numbered years upon the nomination by the respective committees and further nominations in the Board.~~

The purpose of the Executive Committee is to serve at the pleasure of the Board as its agent in addressing business between the Board's regular

meetings. The Executive Committee shall oversee the work of the committees of the Board; the Seminary's planning process and progress on planning goals; assure the Board's obligation to support the President; annually assess the performance of the President; and implement the process for determining the compensation and conditions of employment of the President, officers and key employees of the Seminary.~~Meetings of the Executive Committee may be called either by the Chair of the Board of Directors or the President.~~ The Executive Committee shall have the power to act on behalf of the Board of Directors between meetings, to the extent permitted by applicable law, but with the following exceptions: Presidential selection or termination; Director or Board officer selection or termination; changes in the Purpose, Vision, Mission or Strategic Plan of the Seminary; changes in the Articles of Incorporation, Bylaws or Policies of the Seminary; incurring corporate indebtedness; sale of Seminary assets or tangible property; adoption of the annual budget; and conferral of degrees.-

Meetings of the Executive Committee may be called either by the Chair of the Board of Directors or the President. The Executive Committee shall meet as often as necessary to conduct its business. All actions of the Executive Committee are subject to review by the Board of Directors.

Section 3.

Governance Committee.

The Governance Committee Chair shall be the Vice Chair of the Board. The Committee shall be comprised of the Board Chair, the Chair of the Foundation Board of Trustees, the Vice Chair of the Foundation Board of Trustees, the Executive Director of the Luther Seminary Foundation and the President of the Seminary.

The purpose of the Governance Committee is to ensure that the Board's membership complies with the requirements of the ELCA and consists of qualified and committed individuals; identify and nominate candidates for membership on the Foundation Board of Trustees for approval by the Board of Directors; ensure that appropriate and helpful programs of orientation and in-service training are provided for Directors and Trustees; develop the appropriate agendas for Board meetings so that the Board functions effectively and efficiently; develop and implement processes for the regular assessment of performance of Directors, Trustees and officers of the Board of Directors and the Foundation Board of Trustees; and periodically review and appropriately propose amendments to the list of Director responsibilities in Article VI of these Bylaws.

Meetings of the Governance Committee shall be called by the Committee Chair. The Governance Committee shall meet as often as necessary to conduct its business.

Section 7.

~~Other committees. The Board of Directors shall from time to time establish such other committees as are needed and authorized at any meeting of said Board. The procedures and responsibilities of each committee shall be adopted by the Board and made available to all directors.~~

ARTICLE VI

Responsibilities and Authorities of the Board of Directors

Section 8.

~~Responsibilities and authority. Subject to the Articles of Incorporation, the Board of Directors shall have and exercise all power and authority granted to nonprofit corporations under Minnesota Statutes, Chapter 317, these Bylaws and such other appropriate Board Policy statements. These Bylaws and other Board Policy Statements shall, subject to the Articles of Incorporation, take precedence over all other institutional statements, documents and policies.~~

Subject to the policies of the ~~supporting churches~~ELCA, the Board shall, ~~among its duties, have~~ include, but not be limited to, the following responsibilities and authorities:

- a) ~~Establish and periodically review the Purpose, Vision, Mission and Strategic Plan of the Seminary, and in consultation with the President, support the Seminary in accomplishing them;~~
- b) ~~Oversee governance of the Seminary and establish effective governance processes;~~
- c) ~~Establish policies and criteria for Board membership; elect Board officers and authorize assessment of Board performance;~~
- d) ~~To~~ Oversee the selection and retention of sSeminary personnel, including the election-appointment of the President as the chief executive officer of the Seminary; establish the President's conditions of employment; establish the President's performance evaluation criteria and provide input to the Committee of the Board assigned to oversee the President's performance;
- a)e) ~~To~~ Adopt policy statements, including policies and procedures within the Faculty Handbook relating to faculty personnel, for the internal operation of this sSeminary, assuring-after- consultation and review by those groups within this seminary primarily affected by such policy statements. The President shall be responsible for arranging such a consultation and review;

~~f) and the review and evaluation of the President's work; the e~~Election of other sSeminary administrative officers upon the recommendation of the President.;

~~g) and the a~~Appointment, reappointment, ~~election to grant~~ tenure, ~~promote~~ion, discipline, ~~terminat~~ion, dismissal or ~~suspend~~sion of faculty according to the provisions ~~in of~~ these Bylaws and the Faculty Handbook;

~~b)h)~~ Receive and review reports of the President and Seminary leadership and provide reports to the ELCA as and when appropriate or require;

~~e)j)~~ Academic Program

~~d)j)~~ ~~To o~~Oversee the education program and other programs of the ~~is~~ sSeminary including changes in program, and curriculum, and ~~to~~ review and approve policies that assist the Seminary in achieving its institution to achieve its purpose;

~~e)k)~~ ~~To g~~Grant such earned and honorary diplomas and degrees as are properly granted by this sSeminary, upon recommendation of the faculty and the President;

Student Life

~~f)l)~~ ~~To o~~Oversee the religious life of the Seminary and student life, admissions and financial aid policies and procedures;

Religious Life

~~10. To oversee the religious life of the Seminary;~~

Finance and Administration

~~m)~~ Oversee the financial affairs of the Seminary, including but not limited to, adopting and amending, where necessary, the annual budget, managing the assets of the Seminary, funding, fund-raising and gift-acceptance policies as recommended by the Seminary Foundation Board of Trustees.

~~n)~~ ~~To p~~Purchase, acquire, lease, sell and convey, mortgage, pledge and otherwise dispose of real estate and all other property of whatsoever nature; and borrow money, and manage all assets, real estate, endowment and other investable funds.

~~g)o)~~ ~~to r~~Receive gifts, legacies and devices, either ~~in~~ outright or in trust; ~~to borrow money; and to manage all assets, real estate, endowment and other investable funds;~~

~~11. To maintain a sound basis of financial support and oversee the financial affairs of this seminary;~~

~~h)p)~~ ~~To e~~Establish tuition, fees and other charges for this sSeminary;

~~i)q)~~ ~~To s~~Set salaries of faculty and administrative officers within salary ranges, if any, defined by the ELCA;

~~12. To adopt and as necessary amend the annual budget;~~

Seminary Relations

- j)r) ~~To a~~ Authorize ongoing financial development according to the policies of the ELCA.;
- k)s) Conduct fund-raising in the congregations of any supporting synod only upon approval of the appropriate synod; To conduct major fund appeals for this seminary in the congregations of the ELCA, subject to authorization by the ELCA and carried out in a manner decided by the ELCA.;
- l)t) ~~To o~~ Oversee other programs, policies and procedures to support accountability, transparency and open communication with related to the internal and external constituencies of the Seminary, as well as represent the broader interests of the ELCA, the church at large and the broader public interest in graduate religious education.;

General

- ~~13.10. To adopt policy statements, including policies and procedures within the Faculty Handbook relating to faculty personnel, for the internal operation of this seminary after consultation and review by those groups within this seminary primarily affected by such policy statements. The President shall be responsible for arranging such a consultation and review;~~
- ~~14. To adopt (and review on a continuing basis) long range goals and short range objectives;~~
- ~~15. To receive and review reports from the President of this seminary;~~
- ~~16. To report to the ELCA as it requests;~~

ARTICLE ~~IXVI~~

Meetings of the Board of Directors

Section 1.

Regular meetings. — ~~Normally, t~~ Three regular meetings of the Board of Directors shall be held each year, one each in the fall, winter and spring, at such time and place as may be specified from time to time by the Board of Directors or Executive Committee. Unless otherwise specified by the Board of Directors or Executive Committee, the Board of Directors shall meet at the principal office of the ~~is s~~ Seminary.

Section 2.

Special meetings. Special meetings of the Board of Directors may be called by the President, ~~when deemed necessary, by~~ the Board Chair, upon written request of any seven ~~(7) members of the Board of d~~ Directors, by the Board at either a regular or special meeting, or by either the President or the Board Chair upon written request of a majority of the members of the faculty. Such

meetings shall be held at such time and place as stipulated by the President, the Chair or the Board, whoever is convening the meeting, including holding such meetings telephonically or by other generally accepted electronic means that are available to the members of the Board of Directors and that allow for discussion and voting to properly occur.

Section 3.

Notice of meetings.

Written notice of each regular meeting shall be ~~mailed-sent~~ to each director by the President not less than fifteen ~~nor~~ and not more than thirty days prior to the date of the meeting, excluding the day of the meeting. Written notice of each special meeting of the Board of Directors shall be ~~mailed-sent~~ to each director by the President not less than ~~five-two~~ nor more than thirty days before the meeting, excluding the day of the meeting. Written notice may be sent in a generally accepted electronic format to a Director's last known e-mail address, cell phone number, or by other electronic medium known to be regularly accessed by the Director.

The purpose of both regular and special meetings shall be set forth in the notice and the notice shall be accompanied by an agenda. No business shall be transacted at any special meeting other than the business specified in the notice of that meeting.

Any ~~d~~Director may make written waiver of notice before, at or after a meeting. The waiver shall be filed with the person who has been designated to act as secretary of the meeting, who shall enter it upon the records of the meeting. Appearance at a meeting is deemed a waiver unless it is solely for the purpose of asserting the illegality of the meeting.

Section 4.

Quorum and telephonic meetings. A majority of the ~~d~~Directors shall constitute a quorum for the transaction of business at any meeting of the Board of Directors. Except as otherwise stated in these Bylaws or the Restated and Amended Articles of Incorporation, a majority vote of those Directors present with a proper quorum shall be sufficient to transact any business.

Members of the Board of Directors of the corporation, or any committee designated by the Board of Directors, may participate in a meeting of such Board or committee by means of conference telephone or similar communications by which all persons participating in the meeting can hear each other. Participation in a meeting pursuant to this Section shall constitute presence in person at such meeting

Section 5.

Action without a formal meeting.

Any action required or permitted to be taken at a meeting of the Board of Directors or any committee thereof may be taken without a meeting if the action is taken by eighty percent or more of the members of the Board or committee, Such action must be evidenced by a written document that describes the action taken; containing the signatures of eighty percent or more of the Directors indicating their approval of such action; and such document is included in the minutes or other official records of the Seminary. Action taken in this manner shall be effective when the last necessary Director consents, unless the document specifies a prior or subsequent effective date.

Such document may be an electronic document in a generally accepted format, describing the proposed action, sent to the Director's last known e-mail address, cell phone number, or by other electronic medium known to be regularly accessed by the Director, clearly stating a deadline for response. A Director may approve or disapprove by responding to such written or electronic document with a clear statement of approval or disapproval. Failure to so respond by the stated deadline shall be deemed an abstention.

ARTICLE VII

Officers of the Board of Directors

[This Article was re-ordered by moving up after Duties and Responsibilities]

Section 1.

Officers of the Seminary. The officers of the ~~is~~ Seminary shall consist of the Chair, the President, the Vice Chair, ~~at~~ the Secretary and ~~at~~ the Treasurer, ~~and~~ such other officers as shall be named from time to time with the title of Executive Vice President or Vice President. The Dean of Academic Affairs and other officers such as Executive Vice Presidents or Vice Presidents shall serve at the pleasure of the President. The Chair, Vice Chair, Secretary, Treasurer and President shall be directors, and shall serve at the pleasure of the Board.

Section 2.

Terms and Responsibilities of the Chair of the Board.

The Chair shall be elected in the spring of even-numbered years, upon nomination by the Governance Committee, and shall serve for two years. The term shall begin on the first day of July of the year in which the Chair is elected, or immediately if the Chair is filling a vacancy. Vacancies may be filled at any time by a vote of the Directors.

The Chair shall fulfill the responsibilities prescribed in these Bylaws, together with the following duties:

- a) ~~To p~~Preside at all meetings of the Board of Directors and its Executive Committee;.
- b) Have the right to vote on all questions (other than those in which the Chair has an identified conflict of interest);
- c) Serve as spokesperson for the Board of Directors;
- d) Upon consultation with the Governance Committee and the President, appoint committee chairs, vice chairs and members;
- e) Serve as Chair of the Executive Committee, and as an ex officio member of all committees of the Board;
- f) ~~To e~~Consult with the President and the Governance Committee in the preparation of the agendas for the meetings of the Board of Directors or its Executive Committee;.
- a)g) Consult with the President and about such other matters deemed desirable by either the President or the Chair; and

- b)h) ~~To p~~Perform such other duties as may be prescribed by the Board of Directors or the Executive Committee from time to time.

Section 3.

Term and Responsibility of Vice Chair of the Board.

The Vice Chair shall be elected in the spring of even-numbered years, upon nomination by the Governance Committee and shall serve for two years. The term shall begin on the first day of July of the year in which the Vice Chair is elected, or immediately if the Vice Chair is filling a vacancy. Vacancies may be filled at any time by a vote of the Board of Directors.

The Vice Chair of the Board of Directors shall, in the absence or disability of the Chair, perform all duties of ~~that office~~the Chair as described in Section 2 above, and shall perform such other duties as may from time to time be assigned by the Chair, the Executive Committee or the Board of Directors.

Section 4.

Term and Responsibilities of the Secretary of the Board.

The Secretary shall be elected in the spring of even-numbered years, upon nomination by the Governance Committee and shall serve for two years. The term shall begin on the first day of July of the year in which the Secretary is elected, or immediately if the Secretary is filling a vacancy. Vacancies may be filled at any time by a vote of the Directors.

The Secretary shall ~~keep the minutes of the Board of Directors and its Executive Committee and~~ perform the following ~~other~~ duties:

- a) Keep accurate minutes of the Board of Directors and its Executive Committee and assure that they are promptly distributed to the members of the Board of Directors and Executive Committee appropriately;
- a)b) ~~To see~~ Assure that all meeting notices are duly given in accordance with these Bylaws;
- b)c) ~~To see~~ Assure that the Seal of the ~~corporation~~ Seminary is affixed to all official documents that are required by law to bear it, the execution of which on behalf of this corporation is duly authorized in accordance with the provisions of these Bylaws, and assure all records of the Seminary are properly authenticated;
- d) ~~To s~~ See that all reports of the President and Board committees are received and filed for record and other official documents of the Seminary are properly maintained;
- e)e) Ensure that the Board is acting in accordance with the Restated and Amended Articles of Incorporation, these Bylaws and adopted Policies of the Board of Directors;
- d)f) To see that a register of the post office address and other relevant contact information of each ~~d~~ Director is kept; and
- e)g) To perform such other duties as may be assigned by the Board Chair, the Board of Directors or its Executive Committee.

Section 5.

Term and Responsibilities of the Treasurer of the Board of Directors.
The Treasurer shall be elected in the spring of even-numbered years, upon nomination by the Governance Committee and shall serve for two years. The term shall begin on the first day of July of the year in which the Treasurer is elected, or immediately if the Treasurer is filling a vacancy. Vacancies may be filled at any time by a vote of the directors.

The Treasurer shall perform the following duties:

- (a) Serve as a member of the Audit Committee and as a member of the Finance and Administration Committee of the Board;
- (b) Serve as the Board's key leader on all financial management policy matters;
- (c) Ensure that the Board regularly receives appropriate financial statements from the Seminary's administration that include comparisons of revenue and expenditures with the approved annual budget;

- (d) Ensure that all other financial reports, including those regarding special or major Board-approved expenditures, Seminary investments and debt, and annual or special audits, are provided to the Directors in a timely fashion;
- (e) Work closely with the Seminary's chief financial officer, independent auditors and any other financial oversight committee of the Board; and
- (f) Perform ~~have and shall exercise~~ such other duties as may be assigned ~~from time to time~~ by the Board Chair, the Board of Directors or its Executive Committee.

ARTICLE ~~VIII~~
Officers of ~~T~~the Administration

Section 1.

Election of the President. *[N.B. Number formatting in this section was changed in the final document and is not reflected here.]*

- a) ~~Eligibility.~~ The President shall be an ordained minister on the clergy roster of, and a member of, the ELCA, or, if not at the time of election, shall fulfill both requirements before assuming office.

a) ~~Presidential~~ Search ~~Committee.~~

The Presidential Search Committee shall consist of the following~~twelve~~ persons:

- ~~Four~~ ~~Directors,~~ recommended by the Board Chair and approved by the Board of Directors, from whom the Board shall elect the Chair of the Search Committee;

- ~~Two~~ Trustees of the Luther Seminary Foundation, recommended by the Chair of the Foundation Board of Trustees and approved by the Foundation Board and the Board of Directors;

- ~~The~~ Director for the appropriate unit ~~Vocation and Education~~ unit of the ELCA or another person chosen by the Presiding Bishop of the ELCA, ~~through whom the committee shall consult with both the Presiding Bishop and with the ELCA governance body overseeing theological education~~ - , one representative of the Western Mission Cluster chosen by the Luther Seminary Board of Directors;

- ~~One~~ Vice President of the Seminary ~~member of the Administrative Cabinet~~ recommended by the Board Chair and approved ~~chosen~~ by the Board of Directors;

- ~~Two~~ tenured members of the faculty, chosen by the faculty in a manner deemed appropriate by them;

b) ~~One~~ member of the administrative staff, recommended by the Board Chair and approved by the Board of Directors; and

~~One full-time student enrolled at the seminary, appointed by the governing structure of the student body. The faculty and student members shall be chosen by the group they represent in a manner deemed appropriate by that group.~~

e)b) Search Process.

The Search Committee shall solicit names of candidates for the office of President from the members of the ELCA by announcement in appropriate churchwide publications. The announcement shall include the schedule of the process to be followed. Unless otherwise determined by the Board, the Search Committee shall generate a confidential ranking of the finalists and discuss such ranking and the merits of the finalists, together with its recommendation of the candidate who should be elected President, with the Board of Directors ~~of this corporation.~~

d)c) Election of the President.

The election of the President shall be by a two-thirds majority vote of the ~~Board directors of this corporation.~~ The President shall have the rank of Professor and shall serve as, or may appoint the Dean of Academic Affairs as, the Chair of the Faculty.

d) Term of the President.

e) ~~The President shall be elected for a five-year term; indefinitely eligible for re-election by the Board, which election should be held normally one year in advance of the end of the term. Re-election shall be subject to a thorough ; subject to performance review. ; and shall be Chair of the faculty, with the rank of Professor.~~

f)e) Resignation, retirement and dismissal.

1) The President serves at the pleasure of the Board for such term and with such compensation, benefits and conditions of employment as the Board shall determine.

1)2) The President may resign by giving written notice to the Chair of the Board of Directors.

2)3) The President may, on his or her own initiative, or at the request of the Board of Directors, elect retirement under the policy of the ELCA.

1. The President may be dismissed by the Board of Directors at any time and for any reason upon the vote of a majority of the ~~d~~Directors, provided that upon dismissal, the President's salary and fringe benefits shall be continued for at least three months.

~~3)4)~~ In the event the President is incapacitated or otherwise unable to perform his or her duties, the Chair of the Board, in consultation with the Executive Committee, shall appoint a successor to act as Interim President, until such time as the President is able to resume the duties of the office or is replaced.

Section 2.

Duties of the President

The President shall be the chief executive officer of ~~this s~~Seminary, responsible to the Board of Directors for the administration, oversight and proper functioning of ~~this corporation~~the Seminary. -The President shall: ~~p~~

- ~~(a)~~ Perform all duties necessary to implement the policies and decisions of the Board of Directors;
 - ~~shall lead the faculty in the process of selection, evaluation and retention of faculty.;~~
 - ~~e) b) shall d~~ Direct and supervise the work of the faculty, the administrative officers and other staff members, in accordance with ~~With respect to faculty personnel, the President shall be governed by~~ these Bylaws and the Faculty Handbook;
 - ~~d) c) ; and shall b~~ Be responsible for the encouragement and direction of student activities and organizations;
- ~~d) The President shall p~~ Provide pastoral, academic and administrative leadership for ~~this s~~Seminary;
 - ~~e) e) The President shall S~~ Supervise the work of the Faculty and participate in the process for selection and retention of faculty according to the process specified in the Faculty Handbook, including and submitting to the Board an independent recommendation for each faculty personnel recommendation brought to the Board; ~~according to the process specified in the Faculty Handbook.~~
- ~~f) The President shall H~~ Lead the faculty, administrative staff and students in the development of objectives and policies for ~~this the s~~Seminary to be recommended to the Board of Directors;
- ~~g) The President shall s~~ Supervise and administer the work and programs of ~~this the S~~Seminary according to the objectives and policies approved by the Board of Directors;
- ~~h) The President shall e~~ Establish such programs as are necessary to implement Board policy decisions;

i) ~~The President shall s~~Supervise and administer the educational program, including responsibility for oversight and supervision of the faculty in developing the educational policies and curricula of this seminary, the recruitment and admission of students and such other faculty and student programs developed for ~~this the s~~Seminary;:-

j) ~~The President shall s~~Supervise and administer the business, fund-raising and public and church relations personnel and programs of ~~this the s~~Seminary;:-

Lead and carry out fund-raising campaigns as approved and directed by the Board of Directors;

k)j) ~~The President shall d~~Develop an annual budget and approve expenditure of funds in accordance with, but not more than, the limit established by the adopted budget;:-

k) ~~The President shall s~~Sign and execute such documents and papers as authorized by the Board of Directors;:-

l) Keep the Board of Directors appropriately informed and consult with the Board in a timely manner on matters related to the Board's policy making and fiduciary responsibilities;

l)m) Act as an ex officio member of all Board committees.

m)n) ~~The President shall~~ Appropriately and helpfully represent ~~this the s~~Seminary to its various constituencies and act as the Seminary's key spokesperson;:- and

n)o) ~~The President shall d~~Do such other things as the Board of Directors may from time to time assign.

Section 3.

The Vice President for Finance.

The Vice President for Finance shall be elected by the Board upon the recommendation of the President and shall serve at the President's pleasure. Under the direction and supervision of the President, the Vice President for Finance shall: ~~have charge and custody of and be responsible for the safekeeping of all funds and securities of this corporation and perform the following other duties:-~~

a) Have charge and custody of, and be responsible for, the safekeeping of all funds and securities of the Seminary, in accordance with all applicable

laws and the Articles of Incorporation, Bylaws and Policies of the Seminary.

- a)b) ~~To g~~Give bond for faithful discharge of responsibilities in such sum and substance and with such surety as the Board of Directors shall determine, the cost of which shall be borne by ~~this-the s~~Seminary.;
- b)c) ~~To r~~Receive and give a receipt for monies due and payable to this corporation from any source whatever.;
- e)d) ~~To d~~Deposit monies in the name of this corporation at such bank or banks or other depositories as shall be approved by the Board of Directors.;
- d)e) ~~To p~~Present to the Board of Directors at the end of each fiscal year, and otherwise when requested, a full statement of the financial condition of the ~~is s~~Seminary.;
- e)f) ~~To p~~Present to the Board of Directors an annual audit of the business transactions of this seminary prepared by a firm of certified public accountants approved by the Board of Directors.

Section 4.

Other officers.

Upon recommendation of the President, the Board of Directors may elect other officers of ~~this-the s~~Seminary to assist the President in the fulfillment of the administrative duties assigned the President. Such officers may ~~be include, but not be limited to:~~ the Academic Dean, the Dean of Students, the Vice President for Administration, the Vice President for Seminary Relations and Executive Director of the Foundation. Such officers shall serve for such term and with such compensation, benefits and conditions of employment as the President shall determine in consultation with the Board of Directors. The President shall have the responsibility for appointing, evaluating, disciplining, terminating, dismissing, suspending or accepting the resignation of all such other officers as well as the Vice President for Finance and other support personnel of ~~this-the s~~Seminary.

Section 5.

ARTICLE XI
Financial matters.

Section 1..

The Fiscal Year.

The fiscal year of this corporation shall begin on July 1 and end on the following June 30.

~~b.~~ Section 2.

Financial support.

Funds for capital expenditures may be provided by the ELCA and the supporting synods according to policies decided by each of them.

Major fund appeals for ~~this~~ the sSeminary in the congregations of the ELCA shall be subject to authorization by the ELCA and shall be carried out in a manner decided by the ELCA.

These arrangements shall be reviewed every five years by the Board of Directors of ~~this~~ the sSeminary, the Vocation and Education, or its successor, unit and the supporting synods of Regions 1 and 3.

Section 3.

Signatures. All checks shall be signed (either by hand or with facsimiles) by both the President and the Vice President for Finance of this seminary. Two other persons shall be designated by the Board of Directors to sign checks in the case of the death, resignation or the inability to function of either the President or the Vice President for Finance ~~to function~~. All drafts, notes and other evidences of indebtedness of this corporation shall be signed by the President and a ~~d~~Director designated by the Board of Directors.

ARTICLE ~~IX~~II
The Faculty

Section 1.

Membership. The faculty of ~~this~~ the Seminary shall be comprised of those persons holding the academic rank of professor, associate professor, assistant professor and instructor, including visiting faculty at any of those ranks, and such administrative personnel (e.g., the seminary pastor) as may not hold academic rank but are voted faculty status by the faculty and approved by the Board of Directors. The academic rank and status of faculty members shall be determined by the Board of Directors upon recommendation of the President and the faculty according to the process prescribed in these Bylaws and the Faculty Handbook. The faculty shall normally be ordained members of the Lutheran church.

Section 2.

General Purpose Duties. Subject to the policies of the ELCA and the Board of Directors, the faculty shall develop the curriculum, adopt rules and regulations for the admission, promotion and graduation of students and shall be responsible for their instruction and guidance. The faculty shall develop, and amend from time to time as necessary and appropriate, a Faculty

Handbook, all provisions and amendments of which shall be effective only upon approval by the Board of Directors. The Faculty Handbook shall govern all aspects of faculty selection, appointment, retention, promotion, and performance of duties by all members of the faculty.

Section 3-

~~Faculty selection and retention.— The process for faculty appointment, reappointment, election to tenure, promotion, termination, discipline, suspension, dismissal and resignation shall be in accord with these Bylaws and shall be prescribed in the Faculty Handbook as developed by the faculty and approved by the Board of Directors. The following process is to be observed:~~

- ~~a) Positions which carry tenure eligibility shall be announced in appropriate churchwide publications in order to solicit nominations;~~
- ~~b) The appropriate department/committee shall interview selected candidates for any position and recommend at least one name to the faculty;~~
- ~~c) The faculty shall recommend to the President;~~
- ~~d) The President shall recommend to the Board of Directors, who shall elect; and~~
- ~~e) The process for appeals of decisions shall be governed by the Faculty Handbook.~~
- ~~f) The procedures used in hearing appeals shall be determined by the Executive Committee of the Board.~~

Section 4-

~~Other instructors.— Instructional staff who are not members of the faculty (e.g., lecturers) shall be appointed by the President for a term of not more than one year, renewable as needed, and reported to the Board of Directors according to the process prescribed in these Bylaws and in the Faculty Handbook.~~

Section 5-

~~Meetings.— The faculty shall meet regularly at the call of the President or at the written request of any ten members of the faculty. They shall organize themselves for the effective discharge of their duties, determine the time, place and manner of holding their meetings, elect a secretary and keep proper records. A majority of the faculty not on leave shall constitute a quorum.~~

Section 6.

~~Duties. As teachers in the church, the duties and responsibilities of the faculty include:~~

- ~~a) To teach and engage in research and writing;~~
- ~~b) To encourage and guide students in matters of spiritual and pastoral formation;~~
- ~~c) To determine the fitness of candidates for endorsement for call to the ministry of the ELCA and to fulfill such requirements relating to the certification and/or endorsement of students seeking ordination in the ELCA as the Vocation and Education unit and the regions and synods may stipulate;~~
- ~~d) To adopt academic goals and policies for referral to the Board;~~
- ~~e) To develop the basic curriculum;~~
- ~~f) To determine and maintain academic standards and grading policies;~~
- ~~g) To admit students according to adopted policies and procedures;~~
- ~~h) To recommend candidates for degrees;~~
- ~~i) To suspend or dismiss students;~~
- ~~j) To adopt the academic calendar;~~
- ~~k) To participate in continuing education programs, to serve on committees of this seminary and to serve in special assignments at the request of the church bodies; and~~
- ~~l) To prepare a Faculty Handbook for approval by the Board of Directors which shall set forth faculty responsibilities and process for doing their work.~~

ARTICLE XIII
The Students

Section 1.

Qualification. ~~Theis s~~Seminary shall be open to such students as meet the established qualification for admission and agree to the regulations of the ~~eis s~~Seminary. The Student Handbook shall guide the student relationship with the Seminary.

Section 2.

Admission. Students may be admitted by the faculty or a standing committee thereof according to policies developed by them and approved by the Board.

Section 3.

Discipline. Students may be suspended or dismissed by the faculty according to policies developed by them and approved by the Board. Such policies shall include an appeals process.

ARTICLE XIV
Amendments

~~Section 1.~~

~~Procedure.—These Bylaws shall be reviewed periodically by the Governance Committee who shall recommend any necessary changes to the Board. Notice of proposed changes shall have been sent to each Director, together with a copy of the proposed changes, within the same time and in the same manner as notice of meetings are required to be given, in accordance with Article IX above. Upon approval Amendments to these Bylaws may be recommended to the member of this corporation by a two-thirds vote of the dDirectors present and voting at any meeting, these Amendments shall be recommended to the ELCA Church Council for approval. Amendments shall become effective upon approval by the ELCA Church Council.; provided, however, that notice of the proposed change shall have been mailed to each director, together with a copy of the proposed change, within the same time and in the same manner as notice of meetings are required to be given.~~

~~Section 2.~~

~~Approval by members.—Amendments to these Bylaws are subject to approval by the ELCA in such manner as the church shall determine.~~

ARTICLE XV
Indemnification

Section 1.

To the full extent permitted by any applicable law, ~~the corporation~~ Seminary shall indemnify each person (and the heirs and personal representatives of such person) who was or is a party or is threatened to be made a party to any threatened, pending or completed action, suit or proceeding, wherever brought, whether, civil, criminal, administrative or investigative, including an action by or in the right of the corporation, by reason of the fact that such person exercised acts of judgment, discretion or omission in connection with his or her duties as is or was

- a) a ~~D~~Director, officer, employee or member of a committee of ~~this the Seminary corporation~~; or
- b) while a ~~D~~Director, officer or employee of this corporation, was serving as a ~~D~~Director, officer, partner, trustee or agent of another organization or employee benefit plan at the request of the Seminary~~this corporation~~ or pursuant to his or her duties as a ~~D~~irector, officer, employee or agent of ~~this corporation~~the Seminary;

against damages, expenses, including attorneys' fees, judgments, penalties, fines (including, without limitation, excise taxes assessed against the person with respect to an employee benefit plan) and amounts paid in settlement or pursuant to arbitration actually and reasonably incurred by such person in connection with such action, suit or proceeding.

Indemnification provided by this section shall continue as to a person who has ceased to be a ~~D~~irector, officer, employee or committee member, shall inure to the benefit of the heirs, executors and administrators of such person and shall apply whether or not the claim against such person arises out of matters occurring before the adoption of this section. Any indemnification realized other than under this section shall apply as a credit against any indemnification provided by this section.

Indemnification provided by this section shall not apply if the act or omission of the potentially indemnified person constituted willful or wanton conduct. "Willful or wanton conduct" means a course of action which shows an actual or deliberate intention to cause harm, or which, if not intentional, shows an utter indifference or conscious disregard for the safety of others or their property.

~~The corporation~~ The Seminary may shall, to the full extent permitted by applicable law from time to time in effect, purchase and maintain appropriate insurance coverage for the liability protection and indemnification purposes set forth in this Article. ~~on behalf of any person who is or was a director, officer, employee or a member of a committee of this corporation against any~~

~~liability asserted against such person and incurred by such person in any such capacity.~~

ARTICLE XVI
Conflict of Interest

All directors shall comply with Minnesota law concerning duties and a requirement relating to a director's standard of care to the Seminary and the manner in which any conflict of interest must be addressed. Any conflict of interest shall be disclosed at the earliest possible time following when the director becomes aware of such conflict or upon request by the Seminary.

**LUTHER SEMINARY
BOARD OF DIRECTORS
RESOLUTION
REGARDING
APPROVAL OF BYLAWS**

October 12, 2013

WHEREAS, the Governance Committee of Luther Seminary was directed to review the Articles of Incorporation and the Bylaws of Luther Seminary and the Luther Seminary Foundation and to propose amendments as needed; and

WHEREAS, it has been determined that the Articles of Incorporation of each organization will remain, without amendment, as currently filed with the Secretary of State of Minnesota; and

WHEREAS, through the review it has been determined that the Bylaws of the Seminary and the Seminary Foundation need to be amended; and

WHEREAS, such amendments have been reviewed and approved by the Governance Committee of the Luther Seminary Board of Directors; and

WHEREAS, each Director received a copy of both the proposed amended Bylaws of the Seminary and the proposed amended Bylaws of the Seminary Foundation with sufficient time for review prior to this date.

NOW, THEREFORE, BE IT RESOLVED, that the Board of Directors of Luther Seminary hereby approves the Bylaws of the Seminary as set forth in Exhibit A as attached hereto; and

NOW, THEREFORE, BE IT FURTHER RESOLVED, that the Board of Directors of Luther Seminary hereby approves the Bylaws of the Luther Seminary Foundation as set forth in Exhibit B as attached hereto.

EXHIBIT A to
RESOLUTION OF THE
LUTHER SEMINARY
BOARD OF DIRECTORS
Dated October 12, 2013

October 1988
Amended October 11, 1991
Name change effective July 1, 1994
Amended January 15, 2000
Amended May 15, 2004
Amended October 20, 2007
Amended October 12, 2013

RESTATED BYLAWS
OF
LUTHER SEMINARY

ARTICLE I
Name and Organization

Section 1
Name and Location

The name of this corporation is LUTHER SEMINARY (hereinafter “the Seminary”). The principal office of the Seminary shall be at such place within the City of Saint Paul, Minnesota, as shall be designated from time to time by duly adopted resolutions of the Board of Directors. Until otherwise fixed by the Board of Directors, the principal office shall be at 2481 Como Avenue West, Saint Paul, Minnesota 55108.

Section 2
History

The Seminary is the legal and historic successor of Northwestern Lutheran Theological Seminary, a seminary of the Minnesota Synod and the Red River Valley Synod of the Lutheran Church in America, organized in 1920, and of Luther Theological Seminary, a seminary of The American Lutheran Church, organized in 1917, together with its antecedent institutions, as well as Augsburg Theological Seminary, also a seminary of The American Lutheran Church, organized in 1869. The merger of Luther Theological Seminary and Northwestern Lutheran Theological Seminary became effective on July 1, 1982. The American Lutheran Church and the Lutheran Church in America, together with The Association of Evangelical Lutheran Churches, were united in the Evangelical Lutheran Church in America (hereinafter, “ELCA”) through a merger effective on January 1, 1988. The name of the school was changed to LUTHER SEMINARY, effective July 1, 1994.

EXHIBIT A to
RESOLUTION OF THE
LUTHER SEMINARY
BOARD OF DIRECTORS
Dated October 12, 2013

ARTICLE II
Purpose

Luther Seminary educates leaders for Christian communities called and sent by the Holy Spirit to witness to salvation through Jesus Christ and to serve in God's world.

ARTICLE III
Corporate Member

The ELCA shall be the sole member of this corporation and this Seminary shall be governed by its policies.

ARTICLE IV
Confessional Basis

The faith and life of this Seminary shall be in harmony with the confessional commitments of Lutheran theology.

ARTICLE V
Membership of the Board of Directors

Section 1
Membership and Terms

- (a) The Seminary shall be governed by a Board of Directors comprised of up to twenty-six Directors. The Directors shall be elected as follows: (i) Each of the supporting Synods of the ELCA may be asked by the Seminary to elect one Director; (ii) at least one-fifth of the Directors shall be nominated by the appropriate churchwide unit and elected by the Church Council; which one-fifth shall include the President of Luther Seminary and the Chair of the Luther Seminary Foundation Board of Trustees if they are also elected by the Church Council; and (iii) the Bishops of Regions 1 and 3 shall each elect one Bishop as Directors.
- (b) New Directors and incumbent members of the Board who are eligible and standing for re-election normally shall be elected in the spring so that Directors may begin their service on July 1 of the year in which they are elected or re-elected. The term of a Director shall be four years, renewable twice. Appointment or election to fill a vacancy of an unexpired term shall not be counted as a term.
- (c) The Board shall aspire to having a diverse membership, including persons of color, a balance of male and female members and a balance of clergy and lay members. Potential members are to be nominated through a process in compliance with subsection (a) above, and in careful consultation with the President of the Seminary to ensure the needed competencies and proportions of the Board.

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- (d) The Board of the Seminary shall be conclusively presumed to have been properly constituted, and neither the method of selection nor the composition may be challenged in a court of law by any person or be used as the basis of a challenge in a court of law to the validity or effect of any action taken or authorized by this Board.
- (e) A Director shall serve until a successor is elected and qualified. Vacancies on the Board of Directors shall be filled by the electing body after thorough consultation with the President and/or Chair of the Board concerning required competencies and representation. A Director may be removed from office with or without cause by an affirmative vote of two-thirds of the Directors. If a director is absent from two consecutive meetings without valid excuse, the office shall be declared vacant by the Board of Directors.

Section 2
Advisory Members

The Executive Director of the appropriate unit of the ELCA or designee, the Director for Theological Education, or its successor churchwide agency of the ELCA or designee and the Trustees of the Foundation shall serve as advisory members of the Board of Directors, with voice but without vote in Board meetings. The Board of Directors may designate other advisory members from the faculty, the administration, the student body, the Alumni Association, the Auxiliary and other groups as the Board determines, with voice but without vote.

ARTICLE VI
Responsibilities and Authorities of the Board of Directors

Subject to the Articles of Incorporation, the Board of Directors shall have and exercise all power and authority granted to nonprofit corporations under Minnesota Statutes, Chapter 317, these Bylaws and such other appropriate Board Policy Statements. These Bylaws and other Board Policy Statements shall, subject to the Articles of Incorporation, take precedence over all other institutional statements, documents and policies.

Subject to the policies of the ELCA, the Board shall have, but not be limited to, the following responsibilities and authorities:

- (a) Establish and periodically review the Purpose, Vision, Mission and Strategic Plan of the Seminary, and in consultation with the President, support the Seminary in accomplishing them;
- (b) Oversee governance of the Seminary and establish effective governance processes;
- (c) Establish policies and criteria for Board membership; elect Board officers and authorize assessment of Board performance;
- (d) Oversee the selection and retention of Seminary personnel, including the appointment of the President as the chief executive officer of the Seminary; establish the President's conditions of employment; establish the President's performance evaluation criteria and provide input to the Committee of the Board assigned to oversee the President's performance;
- (e) Adopt policy statements, including policies and procedures within the Faculty Handbook relating to faculty personnel, for the internal operation of the Seminary, assuring consultation and review by those groups primarily affected by such policy statements;

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- (f) Elect other Seminary administrative officers upon the recommendation of the President;
- (g) Appoint, reappoint, grant tenure, promote, discipline, terminate, dismiss or suspend faculty according to the provisions of these Bylaws and the Faculty Handbook;
- (h) Receive and review reports of the President and Seminary leadership and provide reports to the ELCA as and when appropriate or required;
- (i) Oversee the education program and other programs of the Seminary including changes in program and curriculum, and review and approve policies that assist the Seminary in achieving its purpose;
- (j) Grant such earned and honorary diplomas and degrees as are properly granted by this Seminary, upon recommendation of the faculty and the President;
- (k) Oversee the religious life of the Seminary and student life, admissions and financial aid policies and procedures;
- (l) Oversee the financial affairs of the Seminary, including but not limited to, adopting and amending, where necessary, the annual budget, managing the assets of the Seminary, funding, fund-raising and gift-acceptance policies as recommended by the Seminary Foundation Board of Trustees.
- (m) Purchase, acquire, lease, sell and convey, mortgage, pledge and otherwise dispose of real estate and all other property of whatsoever nature; and borrow money; and manage all assets, real estate, endowment and other investable funds;
- (n) Receive gifts, legacies and devices, either in outright or in trust;
- (o) Establish tuition, fees and other charges for this Seminary;
- (p) Set salaries of faculty and administrative officers within salary ranges, if any, defined by the ELCA;
- (q) Authorize ongoing financial development according to the policies of the ELCA;
- (r) Conduct fund-raising in the congregations of any supporting synod only upon the approval of the appropriate synod; and
- (s) Oversee other programs, policies and procedures to support accountability, transparency and open communication with internal and external constituencies of the Seminary, as well as represent the broader interests of the ELCA, the church at large and the broader public interest in graduate religious education.

ARTICLE VII
Officers of the Board of Directors

Section 1
Officers of the Seminary

The officers of the Seminary shall consist of the Chair, the President, the Vice Chair, the Secretary and the Treasurer, and such other officers as shall be named from time to time with the title of Executive Vice President or Vice President. The Dean of Academic Affairs and other officers such as Executive Vice Presidents or Vice Presidents shall serve at the pleasure of the President. The Chair, Vice Chair, Secretary, Treasurer and President shall be Directors, and shall serve at the pleasure of the Board.

EXHIBIT A to
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BOARD OF DIRECTORS
Dated October 12, 2013

Section 2

Terms and Responsibilities of the Chair of the Board

The Chair shall be elected in the spring of even-numbered years, upon nomination by the Governance Committee, and shall serve for two years. The term shall begin on the first day of July of the year in which the Chair is elected, or immediately if the Chair is filling a vacancy. Vacancies may be filled at any time by a vote of the Directors.

The Chair shall fulfill the responsibilities prescribed in these Bylaws, together with the following duties:

- (a) Preside at all meetings of the Board of Directors and its Executive Committee;
- (b) Have the right to vote on all questions (other than those in which the Chair has an identified conflict of interest);
- (c) Serve as spokesperson for the Board of Directors;
- (d) Upon consultation with the Governance Committee and the President, appoint committee chairs, vice chairs and members;
- (e) Serve as Chair of the Executive Committee, and as an ex officio member of all committees of the Board;
- (f) Consult with the President and the Governance Committee in the preparation of the agendas for the meetings of the Board of Directors or its Executive Committee;
- (g) Consult with the President about such other matters deemed desirable by either the President or the Chair; and
- (h) Perform such other duties as may be prescribed by the Board of Directors or the Executive Committee from time to time.

Section 3

Term and Responsibility of Vice Chair of the Board

The Vice Chair shall be elected in the spring of even-numbered years, upon nomination by the Governance Committee and shall serve for two years. The term shall begin on the first day of July of the year in which the Vice Chair is elected, or immediately if the Vice Chair is filling a vacancy. Vacancies may be filled at any time by a vote of the Board of Directors.

The Vice Chair of the Board of Directors shall, in the absence or disability of the Chair, perform all duties of the Chair as described in Section 2 above, and shall perform such other duties as may from time to time be assigned by the Chair, the Executive Committee or the Board of Directors.

Section 4

Term and Responsibilities of the Secretary of the Board

The Secretary shall be elected in the spring of even-numbered years, upon nomination by the Governance Committee and shall serve for two years. The term shall begin on the first day of July of the year in which the Secretary is elected, or immediately if the Secretary is filling a vacancy. Vacancies may be filled at any time by a vote of the Directors.

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The Secretary shall perform the following duties:

- (a) Keep accurate minutes of the Board of Directors and its Executive Committee and assure that they are promptly distributed to the members of the Board of Directors and Executive Committee appropriately;
- (b) Assure that all meeting notices are duly given in accordance with these Bylaws;
- (c) Assure that the Seal of the Seminary is affixed to all official documents that are required by law to bear it, the execution of which on behalf of this corporation is duly authorized in accordance with the provisions of these Bylaws, and assure all records of the Seminary are properly authenticated;
- (d) See that all reports of the President and Board committees are received and filed for record and other official documents of the Seminary are properly maintained;
- (e) Ensure that the Board is acting in accordance with the Restated and Amended Articles of Incorporation, these Bylaws and adopted Policies of the Board of Directors;
- (f) See that a register of the post office address and other relevant contact information of each Director is kept; and
- (g) Perform such other duties as may be assigned by the Board Chair, the Board of Directors or its Executive Committee.

Section 5

Term and Responsibilities of the Treasurer of the Board of Directors

The Treasurer shall be elected in the spring of even-numbered years, upon nomination by the Governance Committee and shall serve for two years. The term shall begin on the first day of July of the year in which the Treasurer is elected, or immediately if the Treasurer is filling a vacancy. Vacancies may be filled at any time by a vote of the Directors.

The Treasurer shall perform the following duties:

- (a) Serve as a member of the Audit Committee and as a member of the Finance and Administration Committee of the Board;
- (b) Serve as the Board's key leader on all financial management policy matters;
- (c) Ensure that the Board regularly receives appropriate financial statements from the Seminary's administration that include comparisons of revenue and expenditures with the approved annual budget;
- (d) Ensure that all other financial reports, including those regarding special or major Board-approved expenditures, Seminary investments and debt, and annual or special audits, are provided to the Directors in a timely fashion;
- (e) Work closely with the Seminary's chief financial officer, independent auditors and any other financial oversight committee of the Board; and
- (f) Perform such other duties as may be assigned by the Board Chair, the Board of Directors or its Executive Committee.

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ARTICLE VIII
Committees of the Board of Directors

Section 1
Committees

The Board of Directors shall establish such standing and ad hoc committees as it deems appropriate for the performance of the Board's responsibilities. The Board, upon recommendation of the Chair, shall appoint the committee members in the spring who shall serve for one year, or until their successor has been appointed or the committee has fulfilled its charge. Each committee member's term shall begin on July 1 of the year in which they were appointed, or immediately if they are fulfilling a vacancy or being appointed to an ad hoc committee.

The chairs, vice chairs and members of the committees shall be appointed in the spring, or upon the establishment of an ad hoc committee, by the Chair of the Board, in accordance with Article 7.2(d) herein, and shall serve for one year, or until their successor has been appointed or the committee has fulfilled its charge. Each committee member's term shall begin on July 1 of the year in which they were appointed, or immediately if they are fulfilling a vacancy or being appointed to an ad hoc committee. All committee chairs and vice chairs shall be members of the Board of Directors, unless otherwise appointed by the Board.

Each Committee shall have a written statement of purpose, role, and responsibilities which shall be submitted to the Governance Committee for review, approval and recommendation to the Board for approval. Such statements shall be reviewed annually by each committee and changes shall be submitted as described above.

Each committee shall have designated a member of the Seminary Administration, as determined and appointed by the President in consultation with the Board Chair, to assist with the work of the committee. Each committee shall meet at least three times annually or more often if required by the Board, and regularly report on its work and recommendations to the Board. All committees shall maintain written minutes of meetings, and, with the exception of the Executive and Governance Committees, shall distribute such minutes to the Directors. A majority of each committee's voting members shall constitute a quorum.

Section 2
Executive Committee

The Executive Committee shall be comprised of the Chair, Vice Chair, Secretary, Treasurer, President and Chair of the Foundation Board of Trustees, together with the chairs of the regularly established committees as determined by the Board.

The purpose of the Executive Committee is to serve at the pleasure of the Board as its agent in addressing business between the Board's regular meetings. The Executive Committee shall oversee the work of the committees of the Board; oversee the Seminary's planning process and progress on planning goals; assure the Board's obligation to support the President; annually assess the performance of the President; and implement the process for determining the compensation and conditions of employment of the President, officers and key employees of the Seminary.

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The Executive Committee shall have the power to act on behalf of the Board of Directors between meetings, to the extent permitted by applicable law, but with the following exceptions: Presidential selection or termination; Director or Board officer selection or termination; changes in the Purpose, Vision, Mission or Strategic Plan of the Seminary; changes in the Articles of Incorporation, Bylaws or Policies of the Seminary; incurring corporate indebtedness; sale of Seminary assets or tangible property; adoption of the annual budget; and conferral of degrees.

Meetings of the Executive Committee may be called either by the Chair of the Board of Directors or the President. The Executive Committee shall meet as often as necessary to conduct its business. All actions of the Executive Committee are subject to review by the Board of Directors.

Section 3
Governance Committee

The Governance Committee Chair shall be the Vice Chair of the Board. The Committee shall be comprised of the Board Chair, the Chair of the Foundation Board of Trustees, the Vice Chair of the Foundation Board of Trustees, the Executive Director of the Luther Seminary Foundation and the President of the Seminary,

The purpose of the Governance Committee is to ensure that the Board's membership complies with the requirements of the ELCA and consists of qualified and committed individuals; identify and nominate candidates for membership on the Foundation Board of Trustees for approval by the Board of Directors; ensure that appropriate and helpful programs of orientation and in-service training are provided for Directors and Trustees; develop the appropriate agendas for Board meetings so that the Board functions effectively and efficiently; develop and implement processes for the regular assessment of performance of Directors, Trustees and officers of the Board of Directors and the Foundation Board of Trustees; and periodically review and appropriately propose amendments to the list of Director responsibilities in Article VI of these Bylaws.

Meetings of the Governance Committee shall be called by the Committee Chair. The Governance Committee shall meet as often as necessary to conduct its business.

ARTICLE IX
Meetings of the Board of Directors

Section 1
Regular Meetings

Three regular meetings of the Board of Directors shall be held each year, one each in the fall, winter and spring, at such time and place as may be specified from time to time by the Board of Directors or Executive Committee. Unless otherwise specified by the Board of Directors or Executive Committee, the Board of Directors shall meet at the principal office of the Seminary.

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BOARD OF DIRECTORS
Dated October 12, 2013

Section 2
Special Meetings

Special meetings of the Board of Directors may be called by the President, the Board Chair, upon written request of any seven (7) members of the Board of Directors, by the Board at either a regular or special meeting, or by either the President or the Board Chair upon written request of a majority of the members of the faculty. Such meetings shall be held at such time and place as stipulated by the President, the Chair or the Board, whoever is convening the meeting, including holding such meetings telephonically or by other generally accepted electronic means that are available to the members of the Board of Directors and that allow for discussion and voting to properly occur.

Section 3
Notice of Meetings

Written notice of each regular meeting shall be sent to each Director by the President not less than fifteen and not more than thirty days prior to the date of the meeting, excluding the day of the meeting. Written notice of each special meeting of the Board of Directors shall be sent to each Director by the President not less than two nor more than thirty days before the meeting, excluding the day of the meeting. Written notice may be sent in a generally accepted electronic format to a Director's last known e-mail address, cell phone number, or by other electronic medium known to be regularly accessed by the Director.

The purpose of both regular and special meetings shall be set forth in the notice and the notice shall be accompanied by an agenda. No business shall be transacted at any special meeting other than the business specified in the notice of that meeting.

Any Director may make written waiver of notice before, at or after a meeting. The waiver shall be filed with the person who has been designated to act as secretary of the meeting, who shall enter it upon the records of the meeting. Appearance at a meeting is deemed a waiver unless it is solely for the purpose of asserting the illegality of the meeting.

Section 4
Quorum and Telephonic Meetings

A majority of the Directors shall constitute a quorum for the transaction of business at any meeting of the Board of Directors. Except as otherwise stated in these Bylaws or the Restated and Amended Articles of Incorporation, a majority vote of those Directors present with a proper quorum shall be sufficient to transact any business.

Members of the Board of Directors, or any committee designated by the Board of Directors, may participate in a meeting of such Board or committee by means of conference telephone or similar communications by which all persons participating in the meeting can hear each other. Participation in a meeting pursuant to this Section shall constitute presence in person at such meeting.

EXHIBIT A to
RESOLUTION OF THE
LUTHER SEMINARY
BOARD OF DIRECTORS
Dated October 12, 2013

Section 5

Action without a Formal Meeting

Any action required or permitted to be taken at a meeting of the Board of Directors or any committee thereof may be taken without a meeting if the action is taken by eighty percent or more of the members of the Board or committee. Such action must be evidenced by a written document that describes the action taken; containing the signatures of eighty percent or more of the Directors indicating their approval of such action; and such document is included in the minutes or other official records of the Seminary. Action taken in this manner shall be effective when the last necessary Director consents, unless the document specifies a prior or subsequent effective date.

Such document may be an electronic document in a generally accepted format, describing the proposed action, sent to the Director's last known e-mail address, cell phone number, or by other electronic medium known to be regularly accessed by the Director, clearly stating a deadline for response. A Director may approve or disapprove by responding to such written or electronic document with a clear statement of approval or disapproval. Failure to so respond by the stated deadline shall be deemed an abstention.

ARTICLE X
Officers of the Administration

Section 1

Election of the President

(a) Eligibility

The President shall be an ordained minister on the clergy roster of, and a member of, the ELCA, or, if not at the time of election, shall fulfill both requirements before assuming office.

(b) Presidential Search Committee

The Presidential Search Committee shall consist of the following persons:

- 1) Four Directors, recommended by the Board Chair and approved by the Board of Directors, from whom the Board shall elect the Chair of the Search Committee;
- 2) Two Trustees of the Luther Seminary Foundation, recommended by the Chair of the Foundation Board of Trustees and approved by the Foundation Board and the Board of Directors;
- 3) The Director for the appropriate unit of the ELCA or another person chosen by the Presiding Bishop of the ELCA;
- 4) One Vice President of the Seminary recommended by the Board Chair and approved by the Board of Directors;
- 5) Two tenured members of the faculty, chosen by the faculty in a manner deemed appropriate by them;
- 6) One member of the administrative staff, recommended by the Board Chair and approved by the Board of Directors; and
- 7) One full-time student enrolled at the Seminary, appointed by the governing structure of the student body.

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(c) Search Process

The Search Committee shall solicit names of candidates for the office of President from the members of the ELCA by announcement in appropriate church wide publications. The announcement shall include the schedule of the process to be followed. Unless otherwise determined by the Board, the Search Committee shall generate a confidential ranking of the finalists and discuss such ranking and the merits of the finalists, together with its recommendation of the candidate who should be elected President, with the Board of Directors.

(d) Election of the President

The election of the President shall be by a two-thirds majority vote of the Board. The President shall have the rank of Professor and shall serve as, or may appoint the Dean of Academic Affairs as, the Chair of the Faculty.

(e) Term of the President

The President shall be elected for a five-year term; indefinitely eligible for re-election by the Board, which election should be held one year in advance of the end of the term. Re-election shall be subject to a thorough performance review.

(f) Resignation, retirement and dismissal

- 1) The President serves at the pleasure of the Board for such term and with such compensation, benefits and conditions of employment as the Board shall determine.
- 2) The President may resign by giving written notice to the Chair of the Board of Directors.
- 3) The President may, on his or her own initiative, or at the request of the Board of Directors, elect retirement under the policy of the ELCA.
- 4) The President may be dismissed by the Board of Directors at any time and for any reason upon the vote of a majority of the Directors, provided that upon dismissal, the President's salary and fringe benefits shall be continued for at least three months.
- 5) In the event the President is incapacitated or otherwise unable to perform his or her duties, the Chair of the Board, in consultation with the Executive Committee, shall appoint a successor to act as Interim President, until such time as the President is able to resume the duties of the office or is replaced.

Section 2

Duties of the President

The President shall be the chief executive officer of Seminary, responsible to the Board of Directors for the administration, oversight and proper functioning of the Seminary. The President shall:

- (a) Perform all duties necessary to implement the policies and decisions of the Board of Directors;
- (b) Direct and supervise the work of the faculty, the administrative officers and other staff members, in accordance with these Bylaws and the Faculty Handbook;
- (c) Be responsible for the encouragement and direction of student activities and organizations;
- (d) Provide pastoral, academic and administrative leadership for Seminary;
- (e) Supervise the work of the Faculty and participate in the process for selection and retention of faculty according to the process specified in the Faculty Handbook, including submitting an independent recommendation for each faculty personnel recommendation brought to the Board;
- (f) Lead the faculty, administrative staff and students in the development of objectives and policies for the Seminary to be recommended to the Board of Directors;

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- (g) Supervise and administer the work and programs of the Seminary according to the objectives and policies approved by the Board of Directors;
- (h) Establish such programs as are necessary to implement Board policy decisions;
- (i) Supervise and administer the educational program, including responsibility for oversight and supervision of the faculty in developing the educational policies and curricula of this seminary, the recruitment and admission of students and such other faculty and student programs developed for the Seminary;
- (j) Supervise and administer the business, fund-raising and public and church relations personnel and programs of the Seminary;
- (k) Lead and carry out fund-raising campaigns as approved and directed by the Board of Directors;
- (l) Develop an annual budget and approve expenditure of funds in accordance with, but not more than, the limit established by the adopted budget;
- (m) Sign and execute such documents and papers as authorized by the Board of Directors;
- (n) Keep the Board of Directors appropriately informed and consult with the Board in a timely manner on matters related to the Board's policy making and fiduciary responsibilities;
- (o) Act as an ex officio member of all Board committees;
- (p) Appropriately and helpfully represent the Seminary to its various constituencies and act as the Seminary's key spokesperson; and
- (q) Do such other things as the Board of Directors may from time to time assign.

Section 3

The Vice President for Finance

The Vice President for Finance shall be elected by the Board upon the recommendation of the President and shall serve at the President's pleasure. Under the direction and supervision of the President, the Vice President for Finance shall:

- (a) Have charge and custody of, and be responsible for, the safekeeping of all funds and securities of the Seminary, in accordance with all applicable laws and the Articles of Incorporation, Bylaws and Policies of the Seminary;
- (b) Give bond for faithful discharge of responsibilities in such sum and substance and with such surety as the Board of Directors shall determine, the cost of which shall be borne by the Seminary;
- (c) Receive and give a receipt for monies due and payable to this corporation from any source whatever;
- (d) Deposit monies in the name of this corporation at such bank or banks or other depositories as shall be approved by the Board of Directors;
- (e) Present to the Board of Directors at the end of each fiscal year, and otherwise when requested, a full statement of the financial condition of the Seminary;
- (f) Present to the Board of Directors an annual audit of the business transactions of this seminary prepared by a firm of certified public accountants approved by the Board of Directors.

Section 4

Other Officers

Upon recommendation of the President, the Board of Directors may elect other officers of the Seminary to assist the President in the fulfillment of the administrative duties assigned the President.

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Such officers may include, but not be limited to: the Academic Dean, the Dean of Students, the Vice President for Administration, the Vice President for Seminary Relations and Executive Director of the Foundation. Such officers shall serve for such term and with such compensation, benefits and conditions of employment as the President shall determine in consultation with the Board of Directors. The President shall have the responsibility for appointing, evaluating, disciplining, terminating, dismissing, suspending or accepting the resignation of all such other officers as well as the Vice President for Finance and other support personnel of the Seminary.

ARTICLE XI
Financial Matters

Section 1
The Fiscal Year

The fiscal year of this corporation shall begin on July 1 and end on the following June 30.

Section 2
Financial Support

Funds for capital expenditures may be provided by the ELCA and the supporting synods according to policies decided by each of them.

Major fund appeals for the Seminary in the congregations of the ELCA shall be subject to authorization by the ELCA and shall be carried out in a manner decided by the ELCA.

These arrangements shall be reviewed every five years by the Board of Directors of the Seminary, the Vocation and Education, or its successor, unit and the supporting synods of Regions 1 and 3.

Section 3
Signatures

All checks shall be signed (either by hand or with facsimiles) by both the President and the Vice President for Finance of the Seminary. Two other persons shall be designated by the Board of Directors to sign checks in the case of the death, resignation or the inability to function of either the President or the Vice President for Finance. All drafts, notes and other evidences of indebtedness of this corporation shall be signed by the President and a Director designated by the Board of Directors.

ARTICLE XII
The Faculty

Section 1
Membership

The faculty of the Seminary shall be comprised of those persons holding the academic rank of professor, associate professor, assistant professor and instructor, including visiting faculty at any of those ranks, and such administrative personnel (e.g., the seminary pastor) as may not hold academic rank but are voted

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faculty status by the faculty and approved by the Board of Directors. The academic rank and status of faculty members shall be determined by the Board of Directors upon recommendation of the President and the faculty according to the process prescribed in these Bylaws and the Faculty Handbook. The faculty shall normally be ordained members of the Lutheran church.

Section 2
General Duties

Subject to the policies of the ELCA and the Board of Directors, the faculty shall develop the curriculum, adopt rules and regulations for the admission, promotion and graduation of students and shall be responsible for their instruction and guidance. The faculty shall develop, and amend from time to time as necessary and appropriate, a Faculty Handbook, all provisions and amendments of which shall be effective only upon approval by the Board of Directors. The Faculty Handbook shall govern all aspects of faculty selection, appointment, retention, promotion, and performance of duties by all members of the faculty.

ARTICLE XIII
The Students

Section 1
Qualification

The Seminary shall be open to such students as meet the established qualification for admission and agree to the regulations of the Seminary. The Student Handbook shall guide the student relationship with the Seminary.

Section 2
Admission

Students may be admitted by the faculty or a standing committee thereof according to policies developed by them and approved by the Board.

Section 3
Discipline

Students may be suspended or dismissed by the faculty according to policies developed by them and approved by the Board. Such policies shall include an appeals process.

ARTICLE XIV
Amendments

These Bylaws shall be reviewed periodically by the Governance Committee who shall recommend any necessary changes to the Board. Notice of proposed changes shall have been sent to each Director, together with a copy of the proposed changes, within the same time and in the same manner as notice of meetings are required to be given, in accordance with Article IX above. Upon approval by two-thirds of the Directors present and voting at any meeting, these Amendments shall be recommended to the ELCA

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Church Council for approval. Amendments shall become effective upon approval by the ELCA Church Council.

ARTICLE XV
Indemnification

To the full extent permitted by any applicable law, the Seminary shall indemnify each person (and the heirs and personal representatives of such person) who was or is a party or is threatened to be made a party to any threatened, pending or completed action, suit or proceeding, wherever brought, whether, civil, criminal, administrative or investigative, including an action by or in the right of the corporation, by reason of the fact that such person exercised acts of judgment, discretion or omission in connection with his or her duties as

- (a) a Director, officer, employee or member of a committee of the Seminary; or
- (b) while a Director, officer or employee of this corporation, was serving as a Director, officer, partner, trustee or agent of another organization or employee benefit plan at the request of the Seminary or pursuant to his or her duties as a Director, officer, employee or agent of the Seminary;

against damages, expenses, including attorneys' fees, judgments, penalties, fines (including, without limitation, excise taxes assessed against the person with respect to an employee benefit plan) and amounts paid in settlement or pursuant to arbitration actually and reasonably incurred by such person in connection with such action, suit or proceeding.

Indemnification provided by this section shall continue as to a person who has ceased to be a Director, officer, employee or committee member, shall inure to the benefit of the heirs, executors and administrators of such person and shall apply whether or not the claim against such person arises out of matters occurring before the adoption of this section. Any indemnification realized other than under this section shall apply as a credit against any indemnification provided by this section.

Indemnification provided by this section shall not apply if the act or omission of the potentially indemnified person constituted willful or wanton conduct. "Willful or wanton conduct" shall mean a course of action which shows an actual or deliberate intention to cause harm, or which, if not intentional, shows an utter indifference or conscious disregard for the safety of others or their property.

The Seminary shall, to the full extent permitted by applicable law from time to time in effect, purchase and maintain appropriate insurance coverage for the liability protection and indemnification purposes set forth in this Article.

ARTICLE XVI
Conflict of Interest

All Directors shall comply with Minnesota law concerning duties and a requirement relating to a Director's standard of care to the Seminary and the manner in which any conflict of interest must be

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addressed. Any conflict of interest shall be disclosed at the earliest possible time following when the Director becomes aware of such conflict or upon request by the Seminary.

LUTHER SEMINARY FOUNDATION

BOARD OF TRUSTEES

RESOLUTION

REGARDING

APPROVAL OF BYLAWS

October 12, 2013

WHEREAS, the Governance Committee of Luther Seminary was directed to review the Articles of Incorporation and the Bylaws of the Luther Seminary Foundation and to propose amendments as needed; and

WHEREAS, it has been determined that the Articles of Incorporation will remain, without amendment, as currently filed with the Secretary of State of Minnesota; and

WHEREAS, through the review it has been determined that the Foundation's Bylaws need to be amended; and

WHEREAS, such amendments have been reviewed and approved by the Governance Committee of the Luther Seminary Board of Directors; and

WHEREAS, each Trustee received a copy of the proposed amended Bylaws with sufficient time for review prior to this date.

NOW, THEREFORE, BE IT RESOLVED, that the Board of Trustees of the Luther Seminary Foundation hereby approves the Bylaws of the organization as set forth in Exhibit A as attached hereto; and

NOW, THEREFORE, BE IT FURTHER RESOLVED, that the Board of Trustees recommends the amended Bylaws as attached hereto as Exhibit A to the Luther Seminary Board of Directors for their approval.

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December 1991
Amended October 23, 1999
Amended August 20, 2000
Amended August 21, 2001
Amended July 30, 2004
Amended February 6, 2010
Amended October 12, 2013

RESTATED BYLAWS
OF
LUTHER SEMINARY FOUNDATION

ARTICLE I

Name and Location

The name of this corporation is Luther Seminary Foundation (hereinafter the “Foundation”). The principal office of the Foundation shall be at 2481 Como Avenue, Saint Paul, Minnesota 55108, or at such other place as the Board of Trustees of the Foundation shall designate from time to time. The business of the Foundation shall be transacted from the principal office, and the records of the Foundation shall be kept there.

ARTICLE II

Member and Beneficiary Organization

The Articles of Incorporation of the Foundation (“Articles”) provide that the only voting member of this corporation shall be the beneficiary organization. The initial beneficiary organization of this corporation is Luther Seminary. The beneficiary organization (hereinafter the “Seminary”) shall exercise its rights as the sole voting member of this corporation by notifying the Board of Trustees of its exercise of those rights.

The Seminary shall cease to be the beneficiary organization if it ceases to be described in Section 501(c)(3) of the Internal Revenue Code of 1986, as amended (“the Code”) or in either Section 509(a)(1) or 590(a)(2) of the Code. If the Seminary ceases to be the beneficiary organization of the Foundation, assuming the Seminary then exists, it shall designate a successor beneficiary organization; and if it does not then exist, the Evangelical Lutheran Church in America shall designate a successor beneficiary organization. Any such successor must be described in Section 501(c)(3) and either Section 509(a)(1) or Section 509(a)(2) of the Code at the time at which it is designated as the successor beneficiary organization of the Foundation.

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ARTICLE III

Purpose

The purpose of the Foundation is to support and advance the mission of the Seminary through fundraising, managing and growing the endowments of the Foundation of the Seminary and, as and when directed by the Seminary Board of Directors, to act as the trustee of any split interest charitable trusts where the Foundation or the Seminary is a beneficiary.

ARTICLE IV

Membership of the Board of Trustees

Section 1

Composition and Appointment

The Board of Trustees shall be composed of not less than three members appointed by the Board of Directors of the Seminary as the beneficiary organization (hereinafter the "Seminary Board"). At least one and no more than one-third of the appointed members of the Board of Trustees shall concurrently be members of the Seminary Board. In addition to the appointed members, the Chair of the Board of Directors of the Seminary and the President of the Seminary shall be ex officio, non-voting members of the Board of Trustees. The Trustees at the time of appointment shall be assigned to a class to which each such Trustee shall belong in a manner consistent with Article IX of the Articles of Incorporation of the Foundation.

New Trustees and incumbent Trustees who are eligible and standing for re-election normally shall be elected in the spring, so that Trustees may begin their service on July 1 of the year in which they are elected or re-elected. The term of a Trustee shall be four years, renewable twice, in accordance with Article IX of the Foundation Articles of Incorporation. Appointment or election to fill a vacancy of an unexpired term shall not be counted as a term. A Trustee shall serve until a successor is elected and qualified.

Vacancies on the Board of Trustees shall be filled by the Seminary Board after thorough consultation with the President of the Seminary, the Chair of the Seminary Board and the Chair of the Board of Trustees concerning required competencies and representation.

A Trustee may be removed from office with or without cause by an affirmative vote of two-thirds of the members of the Seminary Board. If a Trustee is absent from two consecutive meetings without valid excuse, the office may be declared vacant by the Board of Directors.

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Section 2

Membership upon Termination of Beneficiary Organization Status

If for any reason the Seminary ceases to be the beneficiary organization of the Foundation, the members of the Board of Trustees who were appointed by the Seminary Board shall cease to be Trustees upon appointment of their successors by the appointing body of the successor beneficiary organization.

ARTICLE V

Responsibilities and Authorities of the Board of Trustees

Section 1

Authority

The Board of Trustees of the Foundation shall direct the general management of the Foundation's affairs. In addition to the powers conferred upon the Board of Trustees by these Bylaws and the Articles of Incorporation, the Board of Trustees may exercise all powers of the Foundation and perform all lawful acts which are not prohibited to it by statute, by the Articles of Incorporation or by these Bylaws. These Bylaws, the Bylaws of the Seminary Board and other policy statements of the Board of Trustees or the Seminary Board shall, subject to the Articles of Incorporation, take precedence over all other institutional statements, documents and policies.

The Board of Trustees shall have, but not be limited to, the following responsibilities and authorities:

- (t) In accordance with and as requested by the Seminary Board, periodically review the Purpose, Vision, Mission and Strategic Plan of the Seminary, and in consultation with the Seminary Board and the President, support the Seminary in accomplishing them;
- (u) Participate in the work of the Committees of the Seminary Board via membership of individual Trustees on such Committees in accordance with Article VIII herein.
- (v) Receive and review reports of the President and Seminary leadership and provide input for reports to the ELCA as and when requested by the Seminary Board;
- (w) Participate with the Seminary Board, as and when requested by the Seminary Board, to oversee the education program and other programs of the Seminary, including changes in program, and curriculum; and review and approve policies that assist the Seminary in achieving its purpose;
- (x) Participate with the Seminary Board, as and when requested by the Seminary Board, to oversee the religious life of the Seminary and student life, admissions and financial aid policies and procedures;
- (y) Recommend financial development, funding, fund-raising and gift-acceptance policies to the Seminary Board;
- (z) Participate with the Seminary Board, as and when requested by the Seminary Board and in accordance with Article VIII herein, to oversee the financial affairs of the Seminary.

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- (aa) Receive gifts, legacies and devices, either in outright or in trust;
- (bb) As approved and directed by the Seminary Board, lead in the conduct of major fund appeals for this Seminary; and
- (cc) Participate with the Seminary Board, as and when requested by the Seminary Board, to oversee other programs, policies and procedures to support accountability, transparency and open communication with internal and external constituencies of the Seminary, as well as represent the broader interests of the ELCA, the church at large and the broader public interest in graduate religious education.

ARTICLE VI

Officers

Section 1

Election of the Officers of the Foundation

The officers of the Foundation shall be: the Chair, the Executive Director, the Vice Chair, the Secretary and the Treasurer. The Board of Trustees may elect such other officers as it shall determine from time to time.

The officers shall be elected annually in the spring at a meeting of the Board of Trustees of the Foundation, for a term of one year, which term shall begin on the first day of July of the year in which the officers are elected, or immediately for any officer who may be filling a vacancy. Vacancies may be filled at any time by a vote of the trustees.

Section 2

Responsibilities of the Chair of the Board of Trustees

The Chair of the Board of Trustees shall:

- (i) Preside at all meetings of the Board of Trustees and its Executive Committee;
- (j) Serve as spokesperson for the Board of Trustees;
- (k) Consult with the Chair of the Seminary Board, the Governance Committee of the Seminary Board and the President on the appointment of Trustees to the Committees of the Seminary Board as provided in Article VIII herein;
- (l) Serve as Chair of the Seminary Relations Committee of the Seminary Board, and as a member of the Executive Committee and Governance Committee of the Seminary Board;
- (m) Consult with the Chair of the Seminary Board and the President about such other matters deemed desirable by either the President or the Chair; and
- (n) Perform such other duties as may be prescribed by the Board of Trustees or the Seminary Board from time to time.

Section 3

Responsibilities of the Vice Chair of the Board of Trustees

The Vice Chair of the Board of Directors shall:

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- (a) In the absence or disability of the Chair, perform all duties of the Chair as described in Section 2 above;
- (b) Serve as a member of the Governance Committee of the Seminary Board; and
- (c) Perform such other duties as may from time to time be assigned by the Chair of the Board of Trustees, the Chair of the Seminary Board or the Executive Committee of the Seminary Board.

Section 4

Executive Director of the Board of Trustees and Responsibilities

The Executive Director shall be the Executive Officer of the Foundation. The Executive Director shall be the individual who is then serving as Vice President for Seminary Relations of the Seminary. If there is a vacancy in this office, the Board of Trustees shall be represented in the search process and shall advise the President of the Seminary on the recommendation of a nominee.

The Executive Director shall:

- (a) Direct the general management of the business of the Foundation under the supervision and direction of the Board of Trustees;
- (b) See that all orders and resolution of the Board of Trustees are carried out;
- (c) Execute all contracts or instruments requiring an officer's signature, unless the Board directs otherwise;
- (d) From time to time make such reports to the Board of Trustees as it may request;
- (e) Have the general powers and duties usually vested in the office of a President of a corporation; and
- (f) Have such other powers and perform such other duties as the Board of Trustees may prescribe from time to time.

Section 5

Vice Presidents of the Board of Trustees and Responsibilities

Any Vice President, if one is elected, shall have such powers and perform such duties as the Executive Director or the Board of Trustees may prescribe from time to time.

In the absence of the Executive Director or in the event of his or her death, inability, or refusal to act, the Vice President, or in the event there be more than one Vice President, the Vice Presidents in the order designated by the Board of Trustees, or, in the absence of any such designation, in the order of their election, or in the event there is no Vice President then such person as the President of the beneficiary organization shall designate, shall perform the duties of the Executive Director, and, when so acting, shall have all the powers of, and be subject to all of the restrictions upon, the Executive Director.

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Section 6

Responsibilities of the Secretary of the Board of Trustees

The Secretary shall perform the following duties:

- (h) Keep accurate minutes of the Board of Trustees and its Executive Committee and assure that they are promptly distributed to the Trustees and Executive Committee appropriately;
- (i) Assure that all meeting notices are duly given in accordance with these Bylaws;
- (j) Assure all records of the Foundation are properly authenticated;
- (k) See that all reports of the Executive Director, and other reports are received and filed for record and other official documents of the Foundation are properly maintained;
- (l) Ensure that the Board of Trustees is acting in accordance with the Articles of Incorporation, these Bylaws, the adopted Policies of the Board of Trustees, as well as the Bylaws and adopted Policies of the Board of Directors as they may apply;
- (m) See that a register of the post office address and other relevant contact information of each Trustee is kept; and
- (n) Perform such other duties as may be assigned by the Board Chair, the Board of Directors or its Executive Committee.

Section 7

Treasurer of the Board of Trustees and Responsibilities

The Treasurer shall be the chief financial officer of the Foundation. The Treasurer shall:

- (g) Serve as the Board's key leader on all financial policy matters;
- (h) Have custody of all funds and securities of the Foundation;
- (i) Disburse the funds of the Foundation as may be ordered from time to time by the Executive Director of the Board of Trustees;
- (j) As necessary and proper, endorse on behalf of the Foundation all checks, drafts, notes and other obligations and evidences of the payment of money payable to the Foundation, and deposit the same, together with all other funds of the Foundation coming into his possession, in such banks as may be selected by the Board of Trustees;
- (k) Keep full and accurate financial records for the Foundation, which shall be open at all times to the inspection of the Board of Trustees and ensure that the Board regularly and in a timely fashion receives appropriate financial statements for the Foundation and the endowments of the Foundation and the Seminary; and
- (l) Perform such other duties as may be assigned by the Board Chair, its Executive Committee or the Executive Director.

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ARTICLE VII

Committees of the Board of Trustees

Section 1

Executive Committee

The Executive Committee shall be comprised of the officers of the Board of Trustees, the Executive Director, the President and the Chair of the Board of Directors of the Seminary.

The purpose of the Executive Committee is to serve at the pleasure of the Board of Trustees as its agent in addressing business between the Board's regular meetings. Further, the Executive Committee shall oversee the work of the Trustees who serve as members of Committees of the Seminary Board; oversee the work of the Trustees in fulfilling their obligations as set forth in Article V above; and annually provide input to the President of the Seminary as to the performance of the Executive Director.

The Executive Committee shall have the power to act on behalf of the Board of Trustees between meetings, to the extent permitted by applicable law, but with the following exceptions: Trustee or Board officer selection or termination; recommending campaigns or changes in the goals of a campaign in progress; changes in the purpose or mission of the Foundation; or changes in the Articles of Incorporation, Bylaws or Policies of the Foundation.

The Executive Committee shall nominate individuals as candidates for appointment as Trustees of the Foundation by the Board of Directors of the Seminary.

Meetings of the Executive Committee may be called either by the Chair of the Board of Trustees or the President. The Executive Committee shall meet as often as necessary to conduct its business. All actions of the Executive Committee are subject to review by the Board of Trustees.

Section 2

Governance Committee

Governance of the Board of Trustees shall be managed jointly with the Seminary Board and under the auspices of the Governance Committee of the Seminary Board. For this purpose, the Chair and Vice Chair shall be members of the Governance Committee of the Seminary Board.

Section 3

Other Committees

The Board of Trustees may establish such standing and ad hoc committees as it deems appropriate for the performance of the Board's responsibilities, within limits established by joint governance processes with the Seminary Board, avoiding duplication of purpose and performance of duties. The Chair, in consultation with the Chair of the Seminary Board, shall recommend Trustees to be appointed by the Seminary Board as members of the standing and ad hoc Committees of the Seminary Board. Such appointment of Trustees shall occur in the Spring, or upon the establishment of an ad hoc committee, and such Trustees shall serve for one year, or until their successor has been appointed or the committee has fulfilled its charge. Each

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committee member's term shall begin on July 1 of the year in which they were appointed, or immediately if they are fulfilling a vacancy or being appointed to an ad hoc committee.

Each Committee shall have a written statement of purpose, role, and responsibilities which shall be submitted to the Governance Committee of the Seminary Board for review and approval. Such statements shall be reviewed annually by each committee and changes shall be submitted as described above.

Each committee shall have designated a member of the Seminary Administration, as determined and appointed by the President in consultation with the Board Chair, to assist with the work of the committee. Each committee shall meet as required by the Board, and regularly report on its work and recommendations to the Board. All committees shall maintain written minutes of meetings, and, with the exception of the Executive Committee, shall distribute such minutes to the Directors. A majority of each committee's voting members shall constitute a quorum.

Section 4

Ex Officio Committee Members

The President of the Seminary and Executive Director of the Foundation, or representatives appointed by them, shall be ex officio members, without voting rights, of each committee of the Foundation.

ARTICLE VIII

Meetings of the Board of Trustees

Section 1

Regular Meetings

Three regular meetings of the Board of Trustees shall be held each year, one each in the fall, winter and spring, at such time and place as may be specified from time to time by the Board of Trustees, with the commitment to hold such meetings in conjunction with, and at the same location as, the meetings of the Seminary Board.

Section 2

Special Meetings

Special meetings of the Board of Trustees may be called by: (a) the Executive Director, (b) the Chair of the Board of Trustees, (c) three (3) or more members of the Board of Trustees or (d) the President of the Seminary. Such meetings shall be held at such time and place as stipulated by the President, the Chair or the Board of Trustees, whoever is convening the meeting, including holding such meetings telephonically or by other generally accepted electronic means that are available to the members of the Board of Trustees and that allow for discussion and voting to properly occur.

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Section 3

Notice of Meetings

Written notice of each regular meeting shall be sent to each Trustee at the instruction of the Chair not less than fifteen and not more than thirty days prior to the date of the meeting, excluding the day of the meeting. Written notice of each special meeting of the Board of Trustees shall be sent to each Trustee at the instruction of the Chair not less than two nor more than thirty days before the meeting, excluding the day of the meeting. Written notice may be sent in a generally accepted electronic format to a Trustee's last known e-mail address, cell phone number, or by other electronic medium known to be regularly accessed by the Trustee.

The purpose of both regular and special meetings shall be set forth in the notice and the notice shall be accompanied by an agenda. No business shall be transacted at any special meeting other than the business specified in the notice of that meeting.

Any Trustee may make written waiver of notice before, at or after a meeting. The waiver shall be filed with the person who has been designated to act as secretary of the meeting, who shall enter it upon the records of the meeting. Appearance at a meeting is deemed a waiver unless it is solely for the purpose of asserting the illegality of the meeting.

Section 4

Quorum

A majority of Trustees shall constitute a quorum for the transaction of business at any meeting of a Board of Trustees. Except as otherwise stated in these Bylaws or the Article of Incorporation, a majority vote of those Trustees present, with a proper quorum, shall be sufficient to transact any business.

Members of the Board of Trustees, or any committee designated by the Board of Trustees or the Seminary Board, may participate in a meeting of the Board of Trustees or such committee by means of conference telephone or similar communications by which all persons participating in the meeting can hear each other. Participation in a meeting pursuant to this Section shall constitute presence in person at such meeting.

Section 5

Action without a Formal Meeting

Any action required or permitted to be taken at a meeting of the Board of Trustees or any committee thereof may be taken without a meeting, in accordance with Article X of the Foundation Articles of Incorporation, provided that the action is taken by the number of Trustees that would be required to take the same action at a meeting at which all Trustees were present. Such action must be evidenced by a written document that describes the action taken; containing the signatures of the required number of the Trustees indicating their approval of such action; and such document is included in the minutes or other official records of the Foundation. Action taken in this manner shall be effective when the last necessary Trustee consents, unless the document specifies a prior or subsequent effective date.

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Such document may be an electronic document in a generally accepted format, describing the proposed action, sent to the Trustee's last known e-mail address, cell phone number, or by other electronic medium known to be regularly accessed by the Trustee, clearly stating a deadline for response. A Trustee may approve or disapprove by responding to such written or electronic document with a clear statement of approval or disapproval. Failure to so respond by the stated deadline shall be deemed an abstention.

ARTICLE IX

Financial Matters

Section 1

The Fiscal Year

The fiscal year of the Foundation shall be the same as the fiscal year of the Seminary.

Section 2

Signatures

All financial transactions undertaken for the Foundation or the endowments of the Foundation or the Seminary shall be signed (either by hand or with facsimiles) by both the Executive Director and the Vice President for Finance of the Seminary. Two other persons shall be designated by the Board of Trustees to sign checks in the case of the death, resignation or the inability to function of either the Executive Director or the Vice President for Finance to function.

ARTICLE X

Amendments

These Bylaws shall be reviewed periodically by the Executive Committee who shall recommend any necessary changes to the Board of Trustees. Notice of proposed changes shall have been sent to each Trustee, together with a copy of the proposed changes, within the same time and in the same manner as notice of meetings are required to be given, in accordance with Article VIII above. Upon approval by two-thirds of the Trustees present and voting at any meeting, these Amendments shall be recommended to the Seminary Board for approval. Amendments shall become effective upon approval by the Seminary Board.

ARTICLE XI

Indemnification

To the full extent permitted by any applicable law, the Foundation shall indemnify each person (and the heirs and personal representatives of such person) who was or is a party or is threatened

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to be made a party to any threatened, pending or completed action, suit or proceeding, wherever brought, whether, civil, criminal, administrative or investigative, including an action by or in the right of the corporation, by reason of the fact that such person exercised acts of judgment, discretion or omission in connection with his or her duties as

- (c) a trustee, officer, employee or member of a committee of the Foundation or of the Seminary Board of Directors; or
- (d) while a director, officer or employee of the Foundation, was serving as a director, officer, partner, trustee or agent of another organization or employee benefit plan at the request of the Foundation or the Seminary or pursuant to his or her duties as a director, officer, employee or agent of the Foundation;

against damages, expenses, including attorneys' fees, judgments, penalties, fines (including, without limitation, excise taxes assessed against the person with respect to an employee benefit plan) and amounts paid in settlement or pursuant to arbitration actually and reasonably incurred by such person in connection with such action, suit or proceeding.

Indemnification provided by this section shall continue as to a person who has ceased to be a trustee, officer, employee or committee member, shall inure to the benefit of the heirs, executors and administrators of such person and shall apply whether or not the claim against such person arises out of matters occurring before the adoption of this section. Any indemnification realized other than under this section shall apply as a credit against any indemnification provided by this section.

Indemnification provided by this section shall not apply if the act or omission of the potentially indemnified person constituted willful or wanton conduct. "Willful or wanton conduct" shall mean a course of action which shows an actual or deliberate intention to cause harm, or which, if not intentional, shows an utter indifference or conscious disregard for the safety of others or their property.

The Foundation shall, to the full extent permitted by applicable law from time to time in effect, purchase and maintain appropriate insurance coverage for the liability protection and indemnification purposes set forth in this Article.

ARTICLE XII

Conflict of Interest

All Trustees shall comply with Minnesota law concerning duties and a requirement relating to a trustee's standard of care to the Foundation and the manner in which any conflict of interest must be addressed. Any conflict of interest shall be disclosed at the earliest possible time following when the Trustee becomes aware of such conflict or upon request by the Seminary.

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ELCA Churchwide Organization Operational Plan 2014-16

Introduction

About this plan

This Operational Plan will guide the work of the Evangelical Lutheran Church in America (ELCA) churchwide organization for the period 2014-16. The plan was developed through a consultative process involving review of the 2011-13 Operational Plan, workshops to identify priorities and broad strategy and detailed work within and across units and offices of the churchwide organization. Representatives of ELCA separately incorporated ministries, the Church Council Planning and Evaluation Committee and Conference of Bishops provided input and feedback on the plan as it was developed.

Part A sets out the strategic intent and directions including who we are as church, shared purpose, vision, strategic goals and cross cutting commitments, guiding principles, strategic focus of relationships, the role of the churchwide organization and factors underpinning its success.

Part B sets out the detailed plan. For each goal the plan identifies the objectives, major programs and activities, performance indicators and lead responsibilities. It includes an analysis of the plan's implications in terms of relationships, risk, budget and human resources.

Responsibilities

Overall responsibility for implementation and review of the plan rests with the Administrative Team, in consultation with the Planning and Evaluation Committee of the Church Council.

Lead responsibilities for objectives are identified to specific units and offices in the plan. Joint responsibility is identified for some objectives.

Senior leaders in all units have a responsibility to drive and manage implementation and contribute to monitoring, reporting and review of the plan. Other unit, program and staff work plans will be developed in line with the churchwide organization plan.

Defining terms

For the purpose of this plan, the **strategic goals** identify the most important areas of achievement for the duration of the plan. **Cross cutting commitments** are priority areas of work that fall within most, if not all, of the goals identified. They will be integrated into the work of all offices and units.

Each goal is broken down into more specific **objectives** that will direct the activity, relationships and resource use of offices and units for the next three years. Pre-existing programs and new opportunities will be reviewed for their alignment with the goals and objectives.

Two types of performance indicators provide the framework for monitoring results and progress. The **headline performance indicators** establish the most important measures for understanding whether the churchwide organization is achieving its goals. **Progress indicators** are identified for objectives and take the form of activity measures, targets and milestones that allow those with lead responsibility to track progress against the plan.

Part A: The strategic intent

Who we are

The Evangelical Lutheran Church in America (ELCA) was formed in 1988 from three former Lutheran church bodies. Today the ELCA remains the largest Lutheran denomination in America with 4 million members, 9,500 congregations and 65 synods across the USA and the Caribbean. The ELCA is linked globally to its companion churches, the Lutheran World Federation and its ecumenical and interfaith partners.

Our identity as a church in the Lutheran tradition is both the context and driver for the churchwide organization's plan. In all that we do in the years ahead, high importance will be given to the following fundamentals of who we are.

We are church

The ELCA is a church that belongs to Christ. Worship is at the center of our life together and the crucified and risen Lord is at the center of our worship. We believe we are part of God's unfolding promise. When we gather for worship, we connect with believers everywhere. When we study the Bible or hear God's word in worship, we are drawn more deeply into God's own saving story.

We are a faith community that embraces ongoing theological and spiritual discernment. Our members, congregations, synods, agencies and the churchwide organization are intentional in incorporating prayer, worship, solitude, study of the scripture and giving into daily life.

We are a church whose unity is in Jesus Christ, who gathers us around word and water, wine and bread. The good news of Jesus Christ liberates us and gives us the freedom and courage to wonder, discover and boldly participate in what God is up to in the world.

We are Lutheran

We are a church that proclaims the good news of Jesus Christ and believes that through this gospel we are justified by God's grace through faith. Our roots are in Christ, scripture, the Lutheran Confessions and in our theology that continues to be shaped over time. Therefore, we are a church deeply rooted and always being made new.

Lutherans believe in the Triune God. We believe God created and loves all of creation -- the earth and the seas and all of the world's inhabitants. We believe in God's Son, Jesus Christ, who transforms lives through his death on the cross and his new life, and we trust God's Spirit is active in the world.

We are church together

Since its beginning the ELCA has been one church body organized in three interdependent expressions, congregations, synods and the churchwide organization, which enable and support each other to grow in faith and put faith into action. These expressions are part of a wider church ecology that includes seminaries and colleges, social ministries, affiliated agencies and companion churches around the world. Members of this church deepen and live out their faith through engagement in their communities and with other parts of this church. We believe that together we achieve things on a scale and scope that we could never do otherwise.

Being ecumenical is part of being Lutheran and the ELCA is committed to our full communion partners and to continued dialogue with ecumenical partners locally and globally.

We are church for the sake of the world

As members of ELCA, we believe that we are freed in Christ to serve and love our neighbor. With our hands, we do God's work of restoring and reconciling communities in Jesus Christ's name throughout the world. ELCA members are part of a strong global network of people living out their faith, serving the neighbour and

making the world a better place. ELCA supports a network of missionaries and companion churches around the world in proclaiming and witnessing to the Gospel.

The ELCA is committed to its participation in the Lutheran World Federation, a global communion of churches in the Lutheran tradition. We work with other Lutheran related national and international agencies in relief, development and disaster response.

We are a church that is a catalyst, convener and bridge builder. Our faith calls us to see the church and the world as interdependent. Through theological exploration, dialogue and collaborative action we engage with our ecumenical partners for the sake of unity among Christians and for justice and peace locally and globally. The ELCA also reaches out to and works beside other faith communities to promote understanding and build relationships for a better world.

Our shared purpose

This church is a people created by God in Christ, empowered by the Holy Spirit, called and sent to bear witness to God's creative, redeeming, and sanctifying activity in the world. Our shared purpose¹ in God's mission is to:

- Proclaim God's saving Gospel of justification by grace through faith alone.
- Carry out Christ's Great Commission by reaching out to all people to bring them to faith in Christ and doing all ministry with a global awareness.
- Serve the neighbour in response to God's love by responding to and caring for people in need, advocating dignity and justice for all, working for peace and reconciliation and standing with poor and vulnerable people.
- Worship God in proclamation of the Word of God and administration of the sacraments and through lives of prayer, praise, thanksgiving, witness and service.
- Nurture members in the Word of God so as to grow in faith, hope and love, to see daily life as the primary setting for exercising their Christian calling and to use the gifts of the Spirit for their life together and their calling in the world.
- Manifest the unity given to God's people in living together in Christ and join with other Christians in prayer and action to express and preserve the unity which the Spirit gives.

Our vision for this church

The ELCA will be known as a church that proclaims the good news of Jesus Christ. We will be a church in which congregations, synods, the churchwide organization and other institutions and partners join together in witness and service. We will be a church that reflects the diversity of American communities through the full participation of women and men of different ethnic background, age, sexual orientation and socio-economic class. In the USA and internationally we will be known for advocacy and capacity building to help end hunger, respond to disasters and confront poverty and injustice. And we will be recognized throughout the world as a church that is deeply committed to our global and ecumenical partners.

Our strategic goals

The following strategic goals signal the churchwide organizations most important areas of work. The goals express what we aim to achieve. Part B of the plan includes detailed objectives, programs and performance indicators for each goal.

Goal 1 – Congregations are growing, vibrant in their worship life and diverse, and worshippers increase their engagement in and support for God's mission, locally and globally.

¹ ELCA Constitution, 4.02 p 21

Goal 2 - Members of this church are connected with who we are as church and relationships across this church's wider ecology are deepened and strengthened for evangelical witness and service in the world.

Goal 3 - Impoverished and vulnerable people, locally and globally, achieve sufficient and sustainable lives and are empowered in overcoming poverty, hunger, injustice and the impacts of disasters.

Goal 4 – Lay and rostered leaders are grounded in Lutheran theology and competent to serve the church we are becoming and the leadership profile reflects this church's aspiration for cultural, generational and socio-economic diversity.

Goal 5 – Leaders across this church are working together on strategies to address future sustainability of this church, and the churchwide organization has a growing and sustainable revenue base for mission.

Goal 6 - The churchwide organization is effective in its mandated roles and characterized by a culture strong in worship and spiritual discernment, leadership, accountability, staff competence, systems improvement and continuous learning.

Cross cutting commitments

The following cross cutting commitments are crucial to the future of this church and will be a focus for work under each of our strategic goals.

- **Theological discernment and formation** – ensuring our evolving identity and self-understanding, our worship and our practice of mission continue to be grounded in Lutheran theology.
- **Gender justice** – embedding gender analysis in all aspects of the churchwide organization's work and make gender equity a commitment in our work within the ELCA and through the programs we manage.
- **Racial justice and ethnic diversity** – living out the commitment to being a multicultural church, in the churchwide organization and throughout this church, and working against racial discrimination within the church and society.
- **Youth and young adults** – embracing youth and young adults as vital to the worship life, mission and future sustainability of this church and raising them up as leaders in all its expressions.

Guiding principles

The churchwide organization acts in accordance with the following principles, which derive from our Lutheran identity, and are reflected in the principles of organization in the ELCA constitution².

Inclusion and diversity – ELCA seeks to exhibit the inclusive unity that is God's will for the Church. We respect diversity of people and communities and are an inclusive church in the face of division in society and different perspectives within this church.

Interdependence and mutuality – Congregations, synods and the churchwide organization are interdependent partners sharing responsibility in God's mission. Mutuality and interdependence are characteristics of this church's relational identity and organizational culture.

Justice and equity – In living out our faith and doing God's work in the world, this church pursues justice and seeks peace for communities facing poverty, discrimination and conflict. Our commitment to justice compels us to address underlying causes and challenge the distribution of wealth, opportunities and power.

Servant leadership – Leaders in this church are servants by their words, life-style and manner of leadership. Leaders are accountable to the Triune God, to the whole Church, to each other and to the organizations they serve within this church.

² ELCA Constitution, 5.01, p 23

Stewardship and accountability – The ELCA seeks to be responsible stewards of the resources and responsibilities entrusted to it for God’s mission. We are committed to accountability for the effective use of those resources to church members and leaders, the communities we serve, to our partners and donors.

Relationships – part of our identity and how we do God’s work

Relationships are defining of who we are as Lutherans and they are vital to our ecclesiastical life and service together. The way we are in relationship enables us to grow and deepen our faith and put our faith into action in the world.

The churchwide organization will form and conduct relationships in line with the guiding principles set out above and with a commitment to accompaniment as a way of journeying together in God’s mission.

Accompaniment is to walk together in solidarity characterised by mutuality and interdependence. Just as God accompanies us in Jesus Christ through the power of the Holy Spirit, the churchwide organization will embrace accompaniment as the way to be in relationship with other expressions of the ELCA, our global companion churches and our partners.

In relationships of mutual accompaniment we see the parties affirming the diversity of viewpoints, questioning and analysing priorities and practices, and engaging in honest and sincere dialogue. There is mutual respect for the capacities, gifts and knowledge that parties bring to the relationship and valuing of the learning and growth that accompaniment will unleash. Mutuality is built upon giving and receiving trust, and understanding that empowering ourselves and others is only possible through showing our vulnerabilities, letting go of power and challenging asymmetries of power in relationships.

Primary relational focus areas

In the next three years there are five primary areas where the quality and effectiveness of relationships is critical to the ELCA’s capacity to make progress as a church. The churchwide organization will give priority to these relationships and strategic focus areas:

- Improved relations between the Conference of Bishops and the churchwide organization for the sake of healing and moving forward together for the future.
- Continuation of the leadership tables, executive committees of the ELCA Church Council, Conference of Bishops and the Churchwide Organization Administrative Team, in support of effective governance and stewardship
- Cultivation of networks and relationships with emerging leaders.
- Deepened ecumenical, interfaith and global relationships to build mutual understanding and commitment to common mission and shared purpose.
- Enhancement of the ELCA Church Council’s governance role.

In the detail elaborated in Part B of this plan importance is given to different types of relationships in pursuit of our aspirations and goals for this church, including but not limited to:

- Relationships with congregations and synods
- Relationships with global companion churches, the LWF and other church-related global partners
- Relationships among church leaders
- Relationships with the institutions and agencies of this church responsible for educating and developing leaders
- Church networks that facilitate exchange of gifts and knowledge, cultivate new leaders and promote diversity
- Relationships with ecumenical partners - as full communion partners and with partners engaged in dialogue and collaborative action
- Relationships with members as donors and supporters of this church.
- Relationships with other faiths and civil society organizations.

Roles of the ELCA churchwide organization

The definition and purposes of the churchwide organization are prescribed in the ELCA Constitution and By-Laws. Consistent with the provisions outlined in these governance documents, and as affirmed by the 2011 Churchwide Assembly action of the LIFT recommendations, the primary roles of the churchwide organization are:

Leadership – model and promote a vision for this church; lead theological discernment and deliberations on identity and mission; communicate the identity and story of the ELCA; and, with other expressions and institutions, form and develop future leaders.

Stewardship – nurture the ecology of the whole ELCA and interdependence among its different expressions and institutions; accompany congregations, synods and the global church to build capacity for evangelical witness and mission; and, ensure responsible and accountable use of members' resources.

Churchwide programs and ministries – plan and manage activities with and on behalf of this church and in support of congregations and synods; distribute resources and grants; coordinate the ELCA's global mission, including its international development and humanitarian work.

Public witness and advocacy – connect and coordinate ELCA members and ministries to give voice to communities and people unheard in public debates and bring about change in this church and in society; and, boldly witness to God's love and for God's creation as the churchwide expression.

Effective governance - support effective governance through the Church Council and Assembly; and, develop and promote policies and standards that guide the ELCA and churchwide organization.

Churchwide relationships and partnerships - develop and strengthen relationships that are central to identity and the mission of the ELCA including with other churches, ecumenical partners, other faiths, civil society agencies and governments.

Fund raising and mission support – in collaboration with synods and other agencies of this church, develop systems and strategies to grow financial support for the ELCA and raise funds for the ongoing work of the churchwide organization.

Organizational success factors

The ELCA is at a pivotal point in being the church it has been and becoming the church made new for the 21st century. For the churchwide organization to fulfil its part in this, and achieve the goals contained in this plan, it must invest in and pay attention to the factors that support its success.

Openness to the Spirit – awareness and appreciation of what God is doing through us

Leadership and strategic focus – a positive, healthy leadership culture reflecting unity of purpose and direction, courage, collaboration and capacity to adapt

Money and resources – capacity to receive and grow resources in new ways and achieve more stability

Improved use of technology – in support of enhanced communication, relationships, meetings and data management and security

Communication - clear and consistent messaging as a churchwide organization and effective communication as a foundation for relationships and impact in the world

A talented and committed staff team – having people with the right skills, providing for their development and recognizing their contributions and talents

Continuous improvement and learning – strengthened evaluation, research and listening processes that help us reflect on good practices, learn from our successes and mistakes and share knowledge

Report of the Word & Service Task Force

On July 15, 2013, the task force sent out an e-mail to rostered leaders with working documents that suggested a name as well as the working core values for the new unified roster. A way to make a smooth transition from the three lay rosters to one unified roster was also suggested in this e-mail. (The e-mail sent to the rostered leaders follows.)

At the end of September, 92 responses to the working documents had been received from 59 clergy, 23 Associates in Ministry, seven Diaconal Ministers and three Deaconesses. There were 35 participants at a Diaconal Ministry Gathering who also shared their responses. One unidentified person responded. Additional responses were also gathered from the Deaconess Community at their assembly.

Below is a list of some of the questions raised:

- Where do Synodically Authorized Ministers (SAMs), such as musicians, chaplains, et al. fit in?
- What happens if people choose not to move to the new roster?
- Can a stole be worn by a Deacon?
- Will the changes make it easier or more difficult to receive a call?
- Will the IRS status change?

There were concerns raised about the following:

- The flexibility of the new educational requirements (especially if a Master's Degree is required)
- Loss of present communities
- The rigidity of a future process for candidacy and call process
- Levels of compensation being equal to the levels of education
- The need for a time of formation and spiritual direction for all

There were positive and negative comments about the title of Deacon (though most were positive):

- Positive comments included the connection this title would make with history and with our full communion partners.
- Negative comments included terms such as "dated, parochial, masculine."
- One asked if Deacon and Deaconess could be the role with brother and sister being the title.

The rite for the new roster was mentioned in many of the responses. Some believe that ordination must be the rite if this new roster is to stand alongside the roster of Word & Sacrament. Others added that this would best connect us to partners across the whole church. Those not in favor of ordination wondered if this would prevent the unification of the lay rosters and added that this would be one more "professional tier." In light of the discussion surrounding the rite of ordination as well as the history of discussions throughout the past, the Word & Service Task Force recommends to the Church Council that a working group be appointed to deal specifically with the matter of ordination and its implications, bringing recommendations to the 2016 Churchwide Assembly. The task force further recommends that the working group include representation from the Church Council, the Office of the Presiding Bishop, the Conference of Bishops, the Word & Service Task Force, and the Association of Teaching Theologians.

The subgroup of the task force working on the standards for the unified roster met on October 10, 2013. The Convener of the Deans of the seminaries, the Rev. Dr. Robin Steinke, and the Rev. Dr. Norma Cook Everist, who served on earlier task forces, will join the group that day. The full task force will meet from November 20-21, 2013.



Evangelical Lutheran Church in America
God's work. Our hands.

Dear Rostered Leaders of the ELCA:

In February of this year you received an email describing the history that led to a decision by the Church Council to authorize the Word and Service Task Force to facilitate the creation of a single, unified roster of Word and Service ministry, subject to the review and recommendation by the Conference of Bishops and the Church Council and the approval of the Churchwide Assembly.

A timeline included in the email stated that there would be updates along the way as well as opportunities for ongoing conversations. Hopefully the updates provided in this message will lead to conversations as well as responses concerning the information provided.

Following many meetings and conference calls, the members of the Word and Service Task Force have drafted two working documents concerning the title and definition for one unified roster for Word and Service ministry as well as the transition from three lay rosters to the one unified roster.

1. Title and definition for one unified roster

The task force suggests that *Deacon* be used as the **working title** for the new roster.

Deacons provide a ministry of Word and Service, exemplifying the life of Christ-like service to all persons and creation: nurturing, healing, leading, advocating dignity and justice, and equipping the whole people of God for their life of witness and service within and beyond the congregation for the sake of God's mission in the world. (This new office of ministry claims and builds upon the vision of the 1995 Final Report and Recommendations of the Study of Ministry.)

Under the **working core values** for this new roster, the task force suggests that

Every Deacon shall:

- *Be rooted in the word of God, fulfilling a gospel-centered purpose that proclaims and furthers the reign of God among us.*
- *Advocate a prophetic diakonia that commits itself to risk-taking and innovative service on the frontiers of the church's outreach, giving particular attention to the suffering places in God's world.*
- *Practice inclusivity in mission that affirms the individual gifts of all people, equipping the baptized for ministry in God's world.*
- *Encourage mutual relationships that invite participation, bridge divisions, and accompany others in God's mission.*
- *Practice stewardship that respects God's gift of time, talents and resources.*

2. Transition from three lay rosters to one unified roster

Giving thanks to God for the ministry of all who have served and are serving on the present lay rosters as well as working to make the transition from three rosters to one unified roster as smooth as possible, the **working document** of the task force includes the following suggestions:

- *All members (active, including on leave from call; on disability; or retired) on the current three rosters will automatically be transferred onto the new roster, unless they choose to resign from the roster.*
- *On the new roster, the "date of entering public ministry" for each transferred leader will correspond with the original date of consecration or commissioning onto their previous roster.*
- *The Word and Service Task Force requests that the ELCA Worship Team, in consultation with the task force, develop rituals/rites of transition for use at Synod Assemblies and other events.*
- *Rostered leaders and candidates in process will be strongly encouraged to attend gatherings (regional or however most practical) of transition to celebrate the new roster and provide formation for a common ethos of the diaconate, including its biblical, historical, ecumenical and missional emphases. Collaboration with the ELCA seminaries in providing such formation is recommended.*

These two working documents will be on the agenda of the Church Council at their November 2013 meeting.

At that time there will also be discussion about the rite of ordination and the new roster since requests have come in asking that ordination be considered.

The Word and Service Task Force continues to follow the timeline established earlier:

- 2013-2014: Work on name, standards, changes in candidacy, steps in transition; conversations with partners in candidacy and call processes, and ecumenical partners
- 2013-2014: Provide ongoing updates to the Conference of Bishops and Church Council
- 2013-2014: Foster ongoing conversations with deaconesses, diaconal ministers, associates in ministry and clergy
- Spring, 2015: Submit draft proposal to the Conference of Bishops and Church Council
- Fall, 2015: Present final proposal to the Conference of Bishops and Church Council for consideration
- August, 2016: Possible consideration by the Churchwide Assembly

The members of the Word and Service Task Force ask you to hold this process in prayer.

If you have input that would help with the ministry of this task force, please send it to Cherlyne.Beck@elca.org.

Word and Service Task Force Members

- Rev. Dr. Said Ailabouni (Chair)
- Sr. Krista Anderson (Deaconess)
- Madelyn Busse (Diaconal Minister)
- Tammy Devine (Diaconal Minister)
- Bishop William Gafkjen
- Rebecca Kolowe (Diaconal Minister)
- Sr. Melinda Lando (Deaconess)
- Rev. Dr. Duane Larson
- Dr. John Litke
- Dr. Susan McArver (Church Council Representative)
- Agnes McClain (Associate in Ministry)
- Sr. Janet Stump (Directing Deaconess)
- James Valentine (Associate in Ministry)

ELCA Churchwide Staff

- Rev. Cherlyne V. Beck (Program Director for Disability Ministries & Support of Lay Rostered Leaders)
- Sue Rothmeyer (Associate in Ministry, Office of the Secretary)
- Rev. Dr. Gregory Villalon (Director for Missional Leadership/Candidacy)

In Christ's name,

Cherlyne V. Beck
Congregational & Synodical Mission Unit
Evangelical Lutheran Church in America

**The ELCA Observance of the 500th Anniversary
of the Evangelical or Lutheran Reformation**

A Defined Strategy

A defined strategy is guiding the work of the churchwide organization related to the 500th anniversary of the evangelical or Lutheran Reformation. The strategy was developed in conversation among staff members and in consultation with the Conference of Bishops. It was endorsed by the Church Council at its November 2012 meeting (CC12.11.37).

The strategy includes statements about purpose, relationships, commitments and responsibilities.

1. *Purpose.* The strategy has one purpose: to serve the ELCA's evangelical vocation—its mission and identity. There are other reasons why some may want to observe this milestone (nostalgia, religious or cultural critique, institutional advancement, curiosity, amusement, etc.). The churchwide organization's purpose will be to serve the Gospel's free course in the life of the world.
2. *Relationships.* The strategy recognizes two relational spheres. ELCA members reside in and its congregations are located in North America, a diverse, complex, affluent culture with a distinctive religious history. The ELCA also participates in numerous relationships with global partners and faith communities. The strategy recognizes the distinctive opportunities and challenges of both spheres of relationships.
3. *Commitments.* The strategy states five commitments. The ELCA will:
 - participate in the LWF 500th anniversary observance and the German "Luther Decade";
 - encourage and support initiatives by ELCA congregations, synods and other institutions;
 - collaborate with ecumenical and inter-faith partners, as appropriate;
 - initiate activities for the whole ELCA without imposing a uniform plan on all expressions; and
 - plan a schedule of featured events from the 2016 Churchwide Assembly through October 31, 2017.
4. *Responsibilities.* The strategy identifies three primary responsibilities for the churchwide organization. The churchwide organization will:
 - receive and distribute information;
 - plan and implement featured events in 2016-2017; and
 - support initiatives for the whole ELCA.

Some of the principles implicit in this strategy are: respect for interdependence; affirmation of creativity and local initiative; importance of clear, strong and effective communication.

Recent Staff Activity

A staff team has begun work in several areas. Here is a brief update on some of that work.

- *Communication.* The new ELCA.org will include a section devoted to sharing information about activities, events and resources related to the 500th anniversary, including those related to the LWF commemoration and the Luther Decade. One part of this section will be a kind of a clearinghouse for announcements and other information links. An initial invitation to submit information was sent to synod bishops as well as seminary and college presidents last summer.

- *Public Witness.* A small group is exploring the opportunity to make a public witness of the Gospel in the larger North American culture. At its first meeting, it considered five critiques of American religion, especially among younger adults. The group also identified an evangelical or Lutheran understanding of the Scriptures and Gospel fluency as resources that can move beyond a polarizing or sectarian witness in the larger culture.
- *Theological resources and conferences.* Several theological conferences are already being planned and organized by both institutions and individuals. A small team considered possibilities for theological conversation in and among groups that may not have the same opportunities for being gathered together (for example, lay schools and lay rostered associations).
- *Worship events and resources.* The possibility of a major sponsored conference on worship in 2015 was briefly discussed in relationship to planning worship and providing resources for congregational, ecumenical and other assemblies in the period from the August 2016 Churchwide Assembly through October 2017.
- *Ecumenical and interreligious relationships.* Conversations with Catholic Christians in the United States and globally will be particularly significant in light of two developments. One is the publication of [*From Conflict to Communion: Lutheran–Catholic Common Commemoration of the Reformation in 2017*](#), a report of the Lutheran–Roman Catholic Commission on Unity. The other is an agreement to work together on a “Declaration on the Way,” building on nearly fifty years of dialogue. Work by the ELCA and the US Conference of Catholic Bishops will be completed prior to the 500th anniversary in 2017 and will be shared for consideration by the LWF and the Vatican.

Churchwide Assembly Resolution

At the 2013 Churchwide Assembly, a motion was adopted to encourage that “members of the Evangelical Lutheran Church in America be encouraged to read, discuss and engage the writings of Martin Luther and other evangelical reformers, such as the 95 Theses, Luther’s Large and Small Catechisms, and the Augsburg Confession, in order to deepen our understanding of and fluency in evangelical Lutheran witness in the world;” (CA13.06.26)

This encouragement was referred to the Church Council for additional action as part of this church’s observance of the 500th Anniversary.

A Late Development

In late September, I received information that Thrivent will likely provide funding for activities related to the observance of the 500th anniversary. Although the decision and the guidelines for this program have not yet been finalized, it will likely be very similar to the block grants Thrivent has previously given to Lutheran church bodies. This would be a proportional amount based on each church body’s membership.

At its October meeting, there was some limited conversation with the Theological and Ethical Concerns Committee of the Conference of Bishops about the implications of this potential grant for the strategy adopted by the Church Council. There is also discussion as to how the funds might be most fruitfully used within the guidelines provided by Thrivent.

If Thrivent gives final approval to this program, an application will be prepared and submitted some time in 2014. The grant would be for activities in the period from January 1, 2015 to October 31, 2017.

CSR Primer

The Plan for Mission of the Evangelical Lutheran Church in America (ELCA) includes a call for this church to be a voice in the public square, advocating for justice and peace consistent with the teachings and social policies. One aspect of this advocacy work involves corporate responsibility (CSR).

History of the ELCA Corporate Social Responsibility Program

Since the formation of the Evangelical Lutheran Church in America in 1988 brought The American Lutheran Church, the Association of Evangelical Lutheran Churches and The Lutheran Church in America into a new Church. These churches not only shared beliefs and missions, they shared an involvement in advocacy and in corporate social responsibility (CSR) work. At the time the focus of corporate advocacy was the anti-apartheid movement and ELCA joined in with both shareholder work surrounding the issue and over time, divestment from several corporations. Other initial shareholder work, which at times included as many as 30 resolutions per year, focused on the issues surrounding tobacco. At this point in time the ELCA Board of Pensions (now Portico) filed resolutions but so did several ELCA colleges and seminaries.

As the Church concentrated on how corporate responsibility would take place in this new denomination investment screens were developed. Between 1988 and 1993 screens concerning alcohol, tobacco, pornography, gambling, weapons, environment, labor, and community development were developed and approved by the Church Council. The Church had a full time CSR staff person in Chicago, a position that in subsequent years moved to the Washington DC advocacy office. In 1989 a boycott policy was developed to look at the ongoing boycott of Nestlé over infant formula. An Advisory Committee on Corporate Social Responsibility (ACCSR) was developed to review potential resolutions to go before the Church Council. The ELCA became a member of the Interfaith Center for Corporate Responsibility, which received an annual hunger grant of \$12,000 per year to cover membership dues.

In the late 1990's the CSR position was moved to a half time position in Pittsburgh. With the passage of the economic life social statement in 1999 additional monies were allocated to the work of CSR and staffing grew to one and half FTE. All the work of filing resolutions needed approval by the Church Council and over this decade the affiliated organizations no longer filed resolutions. The ELCA Board of Pensions remained active with both screening and filing resolutions when possible. During this time period electronic communication developed which changed the shareholder filing process to much shorter turnaround times. It was found in 2003 that a new system of how to do the work of CSR was needed. A governance proposal was taken to the Church Council which would allow resolutions within a certain set of limits to be filed without taking the individual wording of resolutions to the council. This model was then repeated at the ELCA Board of Pensions, allowing the staff of both institutions to negotiate final wording, as long as it was within the scope of a Church Council-approved Issue Paper. Over the next two years, eleven issue papers were developed, reviewed by the ACCSR and approved by

the Church Council. In 2005 the boycott policy was updated. Staffing in the Pittsburgh office grew to two full time CSR positions.

In 2007 the ACCSR and staff took up the task of revising issue papers on a rotating basis and bringing all the screens into a common format. All changes were reviewed by the ACCSR and approved by the Church Council. Staffing at this high point of the program included two full time positions in Pittsburgh with supervision from the Lutheran Office of World Community in New York. In addition there was an office and travel budget of just over \$100,000. Hunger grants were given annually to CSR partners including ICCR (\$17,000), Caniccor (for banking issues-\$10,000), Investor Environmental Health Network (\$10,000), and CERES (for environmental issues- \$10,000). Additionally in the CSR budget there were funds for membership in Coalition for Justice in the Maquiladoras (\$500) and Rugmark (\$500). Some additional hunger grant overage money was available for other organizations related to CSR. Work began to take on an international focus as well as domestic in that the CSR position was organizing pharmaceutical industry work for the Ecumenical Advocacy Alliance in Geneva.

Prior to the redesign of the churchwide organization in 2010-11, responsibility for CSR was embedded in the continuing resolution for the Church in Society program unit [former 16.12.D06]. It provided:

[The Church in Society unit] shall:

- i. give expression to this church's concern for corporate social responsibility, both in its internal affairs and its interaction in the broader society. To do so, this program unit will:
 - 1) exercise, at the direction of the Church Council, the rights of this church as a corporate shareholder on issues of social concern on stocks held by the churchwide units that are not separately incorporated. In addition, the Church Council may make recommendations to the churchwide units that are separately incorporated concerning the filing of shareholder resolutions and the casting of proxy ballots on stocks held by those units;*
 - 2) facilitate the formation of an Advisory Committee on Corporate Social Responsibility that will include representatives from the Board of Pensions, the Church Council, and other units of this church and that will give counsel and advice to all appropriate units of this church on corporate social responsibility; and*
 - 3) work with national ecumenical groups on issues of corporate responsibility.**

Implementing these provisions of the governing documents involved the following work:

- Review of ELCA social policies and drafting of CSR Issue Papers;
- Vetting of CSR Issue Papers through the Advisory Committee on Corporate Social Responsibility (ACCSR) and providing for their submission to and approval by the Church Council;
- Creation of Social Criteria Investment Screens and guidelines, in consultation with the Board of Pensions and others, based upon the Social Statements. These serve as points of reference also for other Lutheran entities (colleges, seminaries, inter-Lutheran groups, etc.) beyond the churchwide organization;

- Engaging in shareholder advocacy, including providing guidance regarding shareholder resolutions, engaging in dialogues, considering sign-on letters, and providing guidance regarding proxy voting ;
- Service on the Interfaith Center for Corporate Responsibility (ICCR), including its governing board and committees, and with other groups that engage in corporate social responsibility;
- Providing staff support to the ACCSR;
- Addressing CSR issues on behalf of the churchwide organization in correspondence, consulting with staff, and providing advice as required.

The redesign of the churchwide organization deleted continuing resolution 16.12.D06 and eliminated the Church in Society program unit. The functions of this unit were either incorporated into other units or eliminated. The ACCSR and the staff responsible for CSR were eliminated.

After the re-design, CSR oversight was allocated to the Church Council. Bylaw 14.21.14, adopted by the Churchwide Assembly in 2011, provided as follows:

The Church Council may direct the churchwide organization to exercise the corporate social responsibility of this church by filing shareholder resolutions, casting proxy ballots, and taking other actions as it deems appropriate.

Initially, the hope had been that advocacy staff in the Congregational and Synodical Mission unit (CSM) could absorb the work of CSR. However, it soon became apparent that important CSR work, including providing input to the Board of Pensions regarding social screens, issue papers and social purpose investing, was distinct from the portfolio of the advocacy team and required staff with expertise. The churchwide organization recognized that while not all CSR work could be accomplished as it had been previously, a new approach needed to be developed.

In April 2011, Stephen Bouman, executive director of CSM, and David Swartling, ELCA secretary, submitted a plan to the Administrative Team for an interim approach to address CSR work. It encompassed the following:

- Hiring Pat Zerega [the staff person who had worked in the Church in Society unit on CSR] under a part-time contract as a consultant on corporate social responsibility with duties as described in a revised position description.
- Approaching the Board of Pensions to share the cost of this contract position.
- Convening a table, including CSM, Office of the Treasurer, and Board of Pensions staff, to address the intermediate and long-range ways that corporate social responsibility functions could be accomplished. Specifically, recommendations should be made about ways that corporate social responsibility work can be shared among ecumenical partners.
- Identifying a committee of the Conference of Bishops to make recommendations on Social Issue Papers and other corporate social responsibility issues and developing a process for submission of these documents to the Church Council.

This proposal was approved by the Administrative Team and reviewed by the Conference of Bishops. As a result, a CSR Review Table was established in the churchwide organization, and Pat Zerega was hired

on a part-time basis (with her salary shared between Portico Benefit Services and the churchwide organization). The CSR Review Team, consisting of representatives from CSM, the Office of the Treasurer, the Office of the Secretary, Portico Benefit Services, and the Theological and Ethical Discernment team, has worked with Pat Zerega to develop an interim plan to address CSR issues. In addition, the team conducted a review of existing CSR documents and in April 2012 the following were approved:

- Corporate Social Responsibility Roles and Responsibilities. (This chart describes the post-redesign process for development and review of CSR documents.) <http://www.elca.org/Our-Faith-In-Action/Justice/Advocacy/Corporate-Social-Responsibility/SR-RFP-6-roles.aspx>
- Social Criteria Investment Screens Policy and Procedures. (This document describes the process for development of social criteria investment screens. The original process began in 1989 with the Church Council approving screens through 1993. The next process was approved by ACCSR in April 2006 and by the Church Council in November 2006. There are currently seven approved screens. The 2012 revision includes the incorporation of the redesign and editorial revisions.) <http://www.elca.org/Our-Faith-In-Action/Justice/Advocacy/Corporate-Social-Responsibility/CCA-3-ESCI-0-Screens-Actions.aspx>
- Issue Paper Policy and Procedures. (This document describes the process for development and review of issue papers. These papers are prepared to interpret the social teachings of this church for use in the context of corporate social responsibility. There are currently twelve such issue papers. This document was approved by ACCSR in 2007, and has been updated to reflect the redesign and to provide a revised schedule for issue paper review.) <http://www.elca.org/Our-Faith-In-Action/Justice/Advocacy/Corporate-Social-Responsibility/CCA-5-Issue-Papers-Policies-and-Procedures.aspx>
- Boycott Policy and Procedures. (This document was originally approved by the Church Council in November 1989 and was revised by the Church Council on the recommendation of ACCSR in 2005 and 2008. The revised document incorporates the redesign of the churchwide organization; otherwise, it is substantially identical to the previous version. It should be pointed out that the Church Council has never endorsed a boycott under this policy, but the policy stands ready to inform this church how to move forward on such requests. The document comes to the Church Council for review and consideration.) <http://www.elca.org/Our-Faith-In-Action/Justice/Advocacy/Corporate-Social-Responsibility/SR-RFP-2-boycott.aspx>

This work has been accomplished through the CSR table and the consultant to the ELCA for CSR who has represents the Evangelical Lutheran Church in America at various tables addressing corporate social responsibility, including the Interfaith Center on Corporate Responsibility (ICCR), the Portico Corporate Social Responsibility Committee, and various corporate board rooms. The churchwide organization and Portico have agreed to extend her contract through the end of fiscal year 2014 (January 31, 2015). Before that time, the CSR Review Team, in collaboration with the churchwide organization and Portico, will develop a proposal for addressing CSR work in the longer term.

Current CSR Work

The budget for this limited CSR work for the past three years has been:

Contract staff costs	\$34,000
Expenses	\$11,900

World Hunger grants have continued to support CSR partnerships with and participation in key organizations including ICCR, Caniccor and Ceres.

The CSR consultant works with ELCA and Portico staff to review issue papers and screens each year to insure that they remain accurate and up to date. Revisions are brought forward to the Church Council for approval. In addition, the consultant brings potential shareholder resolutions to Portico and other ELCA entities and engages in ongoing dialog with corporations around key topics. (A chart of current filings by Portico can be found at <https://www.porticobenefits.org/PorticoBenefits/Overview/ReponsibleInvesting/ShareholderAdvocacy.aspx>.) In the 2013 season Portico filed thirteen shareholder resolutions concerning issues of diversity, human rights, water and protection of the environment. The CSR consultant engaged in 57 corporate shareholder dialogues. Last year at the International AIDS conference the consultant organized six pharmaceutical and three non-governmental organization dialogues for the international faith community working through the Ecumenical Advocacy Alliance.

The CSR consultant also helps to manage ongoing concerns about corporate practices and policies within the ELCA. For example, this spring, synods passed memorials calling for Churchwide Assembly action on divesting from fossil fuel companies, developing screens for investments related to guns, asking for help in implementing selective purchase policies relating to Israel/Palestine, and calling for a moratorium on hydraulic fracturing activities. The CSR consultant helped to craft responses to all of these memorials and will need to be engaged as they are carried out and screens are modified or developed over the coming months and years.

Finally, the CSR consultant manages ELCA relationships with key investor organizations, sitting on the board of the Interfaith Center on Corporate Responsibility, and relating to the Investor Environmental Health Network and Ceres on behalf of the church.

Conclusion

Through the CSR program the ELCA is able to engage effectively with global corporate structures, which are a critical center of power in our increasingly interconnected global economy. Corporations have the ability to advance racial and gender justice priorities, increase access to critical medicines in low income communities, institute more sustainable manufacturing processes, and reduce exposures to toxic chemicals. CSR work is an important adjunct to our work in advocacy with governments—not all successes come through government intervention. Success in CSR work is slow but can have a lasting impact on the global and the corporate landscape. Over the last decade, work with shareholder

resolutions and corporate dialog has played a role in some exciting trends in corporate practices and governance:

- Eighty-one percent of Global 500 companies now report their greenhouse gas emissions through the carbon disclosure project; a decade ago, most refused to discuss climate change impacts of their manufacturing processes and business practices.
- Pharmaceutical companies have moved from addressing the HIV pandemic through a philanthropic model to developing a global business plan that includes access to medicines.
- More companies are moving to audit their supply chains for better working conditions, fair pay and sustainability; however, the recent garment factory building collapse and fires in Bangladesh are just one indication that more attention must be paid to supply chain issues.
- More than 80% of the companies in the Russell 1000 Index have at least one woman on their boards as do 90% of the companies in the S&P 500 Index.

The themes of 'What gets measured gets managed' and 'Increased transparency leads to increased accountability' continue to be topics of dialogue on a range of social issues with corporations, and our CSR work allows us to play a role in those discussions.

CORPORATE SOCIAL RESPONSIBILITY ROLES AND RESPONSIBILITIES							
TASK	CSR Consultant	CSR Review Team*	CSM Exec Dir.	Conf. of Bishops	Church Council	ELCA-related Organizations**	Review Frequency
Social Screen/ Criteria for investment screening activities	Develop with Portico input (Staff/CSRC)	Recommend	Authorize for consideration	Advise	Approve	Receive and/or implement within fiduciary responsibility	1 per year
Issue papers with boundaries for voting proxies and filing resolutions	Develop with Portico input (Staff/CSRC)	Recommend	Authorize for consideration	Advise	Approve	Receive and/or implement within fiduciary responsibility	3 per year
Shareholder Resolutions	Develop within boundaries adopted by Church Council	Recommend to file	Approve	Receive report annually	Receive report annually	Endorse as appropriate for implementation within fiduciary responsibility	Annual
Dialogues	Develop within boundaries adopted by Church Council	Prioritize and develop work	Receive report annually	Receive report annually	Receive report annually	Receive report annually	Annual
Boycotts	Develop within boundaries adopted by Church Council	Inter-unit review group research & recommend***	Receive report annually & authorize any potential boycott for consideration	Receive report annually and advise	Receive report annually and approve any boycott	Receive report annually	Annual

*The CSR review team consists of the director for advocacy, director of the Lutheran Office for World Community, CSR consultant, director for studies, other staff of the churchwide organization, and staff of Portico Benefit Services (formerly known as the Board of Pensions of the Evangelical Lutheran Church in America). The latter will review screens, issue papers, and proposed resolutions but not make recommendations for these ELCA churchwide responsibilities.

** ELCA-related organizations include, but are not limited to, separately incorporated ministries (Portico, the Mission Investment Fund of the ELCA, the Publishing House of the ELCA [Augsburg Fortress, Publishers], Women of the ELCA, the Endowment Fund of the ELCA), and other related organizations and agencies (e.g., ELCA seminaries, ELCA colleges and universities, Lutheran Services in America, and Lutheran Immigration and Refugee Service).

*** CSR review team with addition of expert staff from issue areas of concern.

Approved by Church Council – April 2012 (CC12.04.09)





Evangelical Lutheran Church in America

God's work. Our hands.

Corporate Social Responsibility Issue Paper Policy and Procedures

Background

The Evangelical Lutheran Church in America (ELCA) gives expression to this church's concern for corporate social responsibility – both in its internal activities and in its interaction in the broader society – through exercising its rights as a corporate shareholder on issues of social concern. This is accomplished through screening of stock ownership, casting of shareholder ballots, filing of shareholder resolutions, and dialogue with corporations to address these issues. For the churchwide organization and for separately incorporated ministries, the ELCA makes recommendations regarding shareholder action. Individual Lutherans and other organizations are encouraged to apply these recommendations within their own portfolios.

In determining precise actions to take or recommend, the ELCA draws on the foundation of its social policy. This policy consists of social statements, messages, and Churchwide Assembly and Church Council social policy resolutions and reflects an understanding of this church's social responsibility that includes theological, social, and ethical considerations.

The issues brought to the ELCA regarding corporate social responsibility are complex, and the possible responses are multi-dimensional. In November 2003, the ELCA Church Council put in place a process for writing and approving an issue paper that addresses a concern within society that may require action by the ELCA Corporate Social Responsibility program (CSR). Issue papers interpret the social teaching of this church as they relate to investments.

A standard format for an issue paper includes:

1. Overview of the problem/issue in society;
2. Review of ELCA social policy surrounding the issue;
3. Proposals outlining how corporations might play a role in the solution to the issue (including a sample list of specific companies or sectors of industry that might be approached about the issue);
4. Identification of any screens the ELCA would implement; and
5. The boundaries of resolved clauses that the ELCA would endorse.

Advocacy staff, through the use of the CSR consultant, will coordinate the writing and revision process for development of issue papers.

New Issue Papers

From time to time, the ELCA may wish to develop a new CSR issue paper. Sometimes a complex issue arises that cannot be covered by an existing paper or a revision of one. This situation would trigger development of a new paper. In addition, when each new ELCA social statement is approved, a review of all issue papers will be made to see if revisions to current issue papers are needed or if a new issue paper needs to be developed in light of the new social statement.

New issue papers will be drafted with input from staff of Portico Benefit Services (formerly known as the Board of Pensions of the ELCA), the Portico Corporate Social Responsibility Committee, the director for studies, and other appropriate ELCA staff. Depending on the topic, others may be consulted for input and advice. When a new issue paper is refined and authorized by the executive director of the Congregational

and Synodical Mission unit of the churchwide organization, it will be taken to the Conference of Bishops for advice and forwarded to the Church Council for consideration and approval.

Review and Revision of Existing Issue Papers

In order to assure timely review and revision of approved issue papers, the following guidelines will apply:

1. Issue papers will be reviewed every four (4) years. The review will include research on the background materials and current ELCA social policy and will confirm or modify all web links in the document. Approval for these revisions will be treated in the same way as a new issue paper and therefore will be forwarded to the executive director of the Congregational and Synodical Mission unit for authorization, for advice from the Conference of Bishops, and for approval by the Church Council;
2. Non-substantive revisions of issue papers may be approved at any time by the executive director of the Congregational and Synodical Mission unit and revisions will be included in the annual CSR report. (Examples may include such items as grammar, Web link substitutions, name changes, etc.);
3. When additional resolution guidelines to support an issue are needed, they may be made at the recommendation of the CSR review team to the executive director of the Congregational and Synodical Mission unit for approval, provided that they are consistent with the original issue papers approved by the ELCA Church Council; and
4. If substantive changes to an issue paper need to be made, the matter will be treated as a new paper and forwarded to the executive director of Congregational and Synodical Mission unit for authorization, for advice from the Conference of Bishops, and for approval by the Church Council.

Annual reports, including all resolutions that have been approved and/or filed, as well as information regarding ongoing dialogues, will be prepared by the CSR consultant and shared with the ELCA Church Council, the Conference of Bishops, and Portico, and may be shared with any ELCA-related organization and others.

*Approved by the Advisory Committee on Corporate Social Responsibility – May 24, 2007
Approved by Church Council – April 2012 (CC12.04.09)*



Evangelical Lutheran Church in America

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Evangelical Lutheran Church in America Social Criteria Investment Screens Policy and Procedures

Background

The Evangelical Lutheran Church in America (ELCA) gives expression to this church's concern for corporate social responsibility – both in its internal activities and in its interaction in the broader society – through exercising its rights as a corporate shareholder on issues of social concern. This is accomplished through screening of stock ownership, casting of shareholder ballots, filing of shareholder resolutions, and dialogue with corporations to address these issues. For the churchwide organization and ELCA-related organizations,¹ the ELCA makes recommendations regarding shareholder action. Individual Lutherans are encouraged to apply these recommendations within their own portfolios.

In determining precise actions to take or recommend, the ELCA draws on the foundation of its social policy. This policy, consisting of social statements, messages, and Churchwide Assembly and Church Council social policy resolutions, reflects an understanding of this church's social responsibility that includes theological, social, and ethical considerations.

Within this context, the issues that are brought to the ELCA regarding corporate social responsibility are complex and actions are multi-dimensional. This church is assisted in its decision-making through the development of social criteria investment screens that guide this church in evaluating the types of investments it wishes to hold. The original policy concerning these screens was developed in 1989 and revised in 2006.

Social criteria investment screens provide a guide for this church with regard to corporate social responsibility. They delineate areas in which the ELCA would like to invest or refrain from investing and provide criteria to evaluate the scope of the work. The objective of social criteria investment screens is to identify the dimensions of a given problem area, and within those dimensions to focus on egregious problems that are most critical to address. All social criteria investment screens have the overall objective of addressing the ELCA's concern for the social, environmental, and economic sustainability of corporations.²

Social criteria investment screens do not constitute binding mandates or provide, for example, specific lists of corporations. It is the responsibility of the ELCA and each ELCA-related organization and individual Lutherans to develop and manage a prudent and responsible investment portfolio. The ELCA social criteria investment screens offer a context for decision-making about socially responsible investments.

¹ For purposes of this policy, ELCA-related organizations include, but are not limited to, separately incorporated ministries (Portico Benefit Services [formerly known as the Board of Pensions of the Evangelical Lutheran Church in America], the Mission Investment Fund of the ELCA, the Publishing House of the ELCA [Augsburg Fortress, Publishers], Women of the ELCA, the Endowment Fund of the ELCA) and other related organizations and agencies (e.g., ELCA seminaries, ELCA colleges and universities, Lutheran Services in America, and Lutheran Immigration and Refugee Service).

²Sustainability is not just financial sustainability but includes social and environmental sustainability. See <http://www.iccr.org/publications/2011SSRG.pdf> and <http://www.unpri.org/principles/>

Development and Review of Social Criteria Investment Screens

The following process applies to the development and review of social criteria investment screens:

1. When a major issue in society exists that involves the business community, it may be appropriate for the ELCA to develop a social criteria investment screen on the issue. An initial review of the issue will be explored by the corporate social responsibility review team. If the CSR review team deems it appropriate to move forward in the development of a screen, it will develop and oversee a *study process*. In order to ensure appropriate input, the following steps will be taken:
 - a. assessing the social policy basis to support a screen;
 - b. listening to the voices of those most vulnerable and negatively affected by the issue;
 - c. receiving comments from all offices and units of the churchwide office that relate to this issue in their ongoing work;
 - d. encouraging participation by synods;
 - e. receiving comments from experts on the issue;
 - f. ensuring that minorities have opportunity to express their concerns;
 - g. receiving input from Portico Benefit Services (formerly known as the Board of Pensions of the ELCA), the Endowment Fund of the ELCA, the Conference of Bishops, and other appropriate organizations concerning specific fiduciary responsibility that might impact this social criteria investment screen;
 - h. hearing the concerns of other churches from around the world on the issue;
 - i. ensuring that the voices of those most affected by the issue are present at the table.
2. The results of this *study process* will be received by the executive director of the Congregational and Synodical Mission unit of the churchwide organization (CSM) for review and discussion. If the results indicate a need for this church to develop a social criteria investment screen on this issue, the CSR review team will develop a *writing process* to ensure the social criteria investment screen is consistent with the social policy of this church and can be implemented by fiduciaries within this church and the offices and units of the churchwide organization. In order to ensure that appropriate input at this level occurs, the following steps will be taken:
 - a. assessing the social policy basis to support a screen;
 - b. listening to the voices of those most vulnerable and negatively affected by the issue;
 - c. receiving comments from all offices and units of the churchwide office that relate to this issue in their ongoing work;
 - d. encouraging participation by synods;
 - e. receiving comments from experts on the issue;
 - f. ensuring that minorities have opportunity to express their concerns;
 - g. receiving input from Portico, the Endowment Fund of the ELCA, the Conference of Bishops, and other appropriate organizations concerning specific fiduciary responsibility that might impact this social criteria investment screen;
 - h. hearing the concerns of other churches from around the world on the issue;
 - i. ensuring that the voices of those most affected by the issue are present at the table.
3. A proposed social criteria investment screen will include the following:
 - a. Authority: a section that relates the issue to ELCA social policy;
 - b. Wording: a clear, succinct statement of the position of this church on the issue;
 - c. Definition: a section that places the issue in relation to the broader society, and indicates the scope, extent, or depth that this church deems it necessary to implement the criteria.

4. Additional documents may be developed, including an implementation plan for informing this church of the screen, and suggestions about how to implement it. These would not be part of the actual social criteria investment screen document.
5. The proposed social criteria investment screen will be considered by the CSR review team for review and recommendation to the executive director of CSM unit. Upon authorization by the executive director of the CSM unit, the proposed social criteria investment screen will be recommended to the Conference of Bishops for advice and the ELCA Church Council for approval. The Church Council's action may include recommendations concerning implementation. Any approved screen with accompanying recommendations will be posted on the ELCA web site and hard copies will be circulated to the following: presiding bishop, synodical bishops, Portico, Endowment Fund of the ELCA, Mission Investment Fund, seminaries, colleges and universities, social ministry organizations, and separately incorporated ministries, and may be provided to others.
6. Annually, at least one social criteria investment screen will be reviewed by the CSR review team. This cycle will ensure that the language is timely and the issues inclusive. Should the review process lead to a recommendation for a total revision of the social criteria investment screen, a more abbreviated form of the *writing process* would proceed. The CSR review team will report on the review process, whether or not a revision is recommended in an annual report submitted to the executive director of CSM unit, the Conference of Bishops and the ELCA Church Council. The report will be distributed to the following: Portico, staff of the churchwide organization working with the issue, and others as appropriate.
7. The CSR review team also may initiate an earlier review of a social criteria investment screen in consultation with the executive director of the CSM unit, utilizing the abbreviated *writing process*.

Approved by Advisory Committee on Corporate Social Responsibility – April 2006
Approved by Church Council – November 2006
Approved by Church Council – April 2012 (CC12.04.09)

Draft September 2013

EVANGELICAL LUTHERAN CHURCH IN AMERICA
Corporate Social Responsibility Issue Paper
Updated ~~November 2008~~ (revised for COB)

Sufficient Sustainable Livelihood for All: Codes of Conduct

Background

The ELCA social statement “Sufficient, Sustainable Livelihood for All” (1999)¹ is a benchmark for our role as Christians in economic life. Because of sin, we have fallen short of our responsibilities to each other in this world, but we live in light of God’s promised future that ultimately there will be no hunger and injustice. This promise makes us restless with a world that is less than what God intends. In economic matters, this draws attention to:

- The scope of God’s concern: “for all”;
- The means by which life is sustained: “livelihood”;
- What is needed: “sufficiency”; and
- Long-term perspective: “sustainability” (pg. 3).

“The vantage point of the kingdom of God motivates us to focus on more than short-term gains. Humans, called to be stewards of God’s creation, are to respect the integrity and limits of the earth and its resources” (pg. 14). We are challenged to pursue policies and practices *supporting sustainability*. The multitudes around God’s global table are recognized as neighbors rather than competitors or strangers (pg. 17).

Over the last few decades, many governments and organizations have been attempting to codify standards of corporate behavior in order to assure just and sustainable development. ~~The United Nations Sub-Commission on the Promotion and Protection of Human Rights has developed “Norms on the Responsibilities of Transnational Corporations and Other Business Enterprises with Regard to Human Rights.”² In June 2011, t~~The Human Rights Council of the United Nations in June of 2011 endorsed the *Guiding Principles on Business and Human Rights: Implementing the United Nations “Protect, Respect and Remedy” Framework.*³ These norms recognize that governments have primary responsibility in this area, but also recognize that business enterprises are responsible for promoting and securing the human rights set forth in the Universal Declaration of Human Rights.⁴

The faith community measures a corporation not only by what it produces and by shareholder returns, but also by its impact on human lives, communities, and the environment. Corporations work within the global reality with which they are confronted today. There are political and economic influences as well as the impacts of militarism and technology.⁵ A corporation’s view of how it conducts its business, promotes justice, and works to create a fair and sustainable world is significantly affected by these realities.

¹ <http://www.elca.org/What-We-Believe/Social-Issues/Social-Statements/Economic-Life.aspx>

² <http://www.unhchr.ch/Huridocda/Huridoca.nsf/TestFrame/64155e7e8141b38cc1256d63002e55e8?Opendocument>

³ <http://www.business-humanrights.org/SpecialRepPortal/Home/Protect-Respect-Remedy-Framework/GuidingPrinciples>

⁴ <http://www.un.org/Overview/rights.html>

⁵ <http://www.bench-marks.org>

ELCA Social Policy

The ELCA social statement “Sufficient, Sustainable Livelihood for All” (1999) develops this church’s vision of sufficiency and sustainability focusing on the economic life of all people, with an emphasis on those who are poor and disenfranchised. In particular, it calls for companies to pay more fully the wider social and environmental costs of what they produce (pg. 15). ELCA social policy includes numerous Church Council actions supporting those who are poor and disenfranchised.

Corporate Response

In recent years the call for companies to implement fair policies, adopt vendor and supplier codes of conduct, and assure fair treatment of workers on a global basis has moved the corporate world to think beyond general human resource policies. Corporate ethics have moved from a focus on individual plants and workers to a global code covering world-wide operations and considering the company’s [effect-impact](#) on communities, workers, and the environment.

Many companies now report their efforts in assuring ethical supply chains in sustainability reports. It is both fiscally and ethically reasonable to ask companies to develop this broader policy approach. Independently verified public reporting grounded in transparent disclosure is a preferred basis for corporate responsibility.

Resolution Guidelines for the ELCA

1. We support the adoption of company codes of conduct.
2. We support the preparation of standards and related codes of conduct for vendors and suppliers.
3. We support reporting to shareholders about international operations.
4. We support buying policies and purchase contracts reflecting the International Labor Organization’s standards.⁶
5. We support implementation of independent monitoring processes for both the company and its vendors and suppliers.
6. We support policies and reports that ensure a company [or its suppliers](#) ~~does~~ not use child labor.
- ~~6.7.~~ [We support reports which ~~on assessment of~~ human rights risks, including human trafficking and forced labor \(modern day slavery\), throughout the supply chain.](#)
- ~~7.8.~~ We support development of corporate responsibility committees at a board and staff level.
- ~~8.9.~~ We support development of policies [and reports](#) to ensure environment and health and safety standards as well as basic workers’ rights standards.
- ~~9.10.~~ We support review by boards of ways to link executive compensation with a company’s ethical and social performance in addition to current performance measurements.
- ~~10.11.~~ We support policies ensuring that a company does not use forced labor, including prison, indentured, or bonded labor.
12. We support regular assessment reports to the board of directors and shareholders on any of the above items.
13. [We support development of policies and reports that promote network neutrality assuring wireless broadband network neutrality so that information transmitted is](#)

⁶ <http://www.ilo.org/public/english/standards/norm/whatare/fundam/>

ensuring that internet service providers do not degraded, prioritized, or privileged based on source, ownership, or destination, or content of information.

Resolution guidelines for ELCA – General

14. 14. We support practices of good governance, specifically:

- A company having an independent chair or independent lead director;
- Reports on policies and transparency of procedures for political contributions and expenditures (both direct and indirect made with corporate funds);
- Reports on any portion of any dues or similar payments made to any tax exempt organization or trade organization that is used for an expenditure or contribution which might be deemed political; and
- Guidelines or policies governing the company's political contributions and expenditures.

Recommended by Advisory Committee on Corporate Social Responsibility, October 27, 2003

Endorsed by Division for Church in Society Board, February 27, 2004

Approved by Church Council, April 16-18, 2004

Updated by Advisory Committee on Corporate Social Responsibility, September 5, 2008

Approved by Church Council, November 2008 [CC08.11~~xx~~57]

Approved by Church Council xxxxx

Draft October 2013

**EVANGELICAL LUTHERAN CHURCH IN AMERICA
Corporate Social Responsibility Issue Paper
(Reviewed and updated by COB)**

Caring for Health: Domestic Access to Health Care

Background

“God creates human beings as whole persons—each one a dynamic unity of body, mind, and spirit. Health concerns the proper functioning and well-being of the whole person” (“Caring for Health: Our Shared Endeavor” [ELCA 2003], page 3¹). “We of the Evangelical Lutheran Church (ELCA) in America have an enduring commitment to work for and support health care for all people as a shared endeavor” (page 2). The crisis in health care today includes rising costs of health care, growing numbers of people with inadequate health care resources, and the system in distress. The church is called to be an active participant in fashioning a just and effective health care system (page 1).

Health care expenditures make up 16% of the United States gross domestic product, or nearly \$2.6 trillion in 2010.² Advances in pharmaceutical treatments and medical devices continue to bring renewed hope for the prevention, cure and management of many diseases. Spending continues to increase due to new technology and prescription drugs, a rise in chronic disease and increased administrative costs.³

In an attempt to address growing health care costs and the needs of 50 million Americans without health insurance, the U.S. Congress in 2010 enacted the Patient Protection and Affordable Care Act. Because the Act is still in the process of being implemented, it remains to be seen how many of these people will be covered by insurance.⁴

Other health issues warrant review, including smoking policies, elimination of toxic chemical compounds in health care, development of safer alternatives for toxic compounds, and overall health and safety policies. In addition, increasing attention in recent years has focused on developing healthy lifestyles, including addressing the widespread problem of obesity. Foundations have been placing this as a priority especially as it relates to children.⁵ The ELCA’s Portico Benefit Services also has emphasized the challenge of living well.⁶

ELCA Social Policy

The ELCA social statement “Caring for Health: Our Shared Endeavor” (August 2003) develops this church’s vision of health, illness, and healing. Part of that vision is for equitable access to health care. An individual’s responsibility for caring for his or her own health—such as eating

¹ <http://www.elca.org/socialstatements/health/>

² <http://www.kaiseredu.org/en/Topics/Costs-and-Spending.aspx>

³ <http://www.kaiseredu.org/Issue-Modules/US-Health-Care-Costs/Background-Brief.aspx>

⁴ <http://www.kaiseredu.org/Topics/Insurance.aspx>

⁵ <http://www.rwjf.org/en/about-rwjf/program-areas/childhood-obesity/strategy.html>

⁶

well, avoiding tobacco use, and avoiding excessive alcohol consumption—is cited. In addition, the church’s ministry in health care is highlighted at both a congregational and social ministry organization level. A major component of this social statement is the issue of access for all. Justice requires health care to be provided on the basis of need, giving particular attention to those who are disenfranchised from the system (page 19). At the same time, the statement says that a combination of individual, market, and governmental approaches is necessary to begin to provide equitable access (page 20).

The ELCA social statement “Genetics, Faith and Responsibility” (August 2011)⁷ and accompanying genetics issue paper⁸ address specific issues relating to genetics and domestic health.

Corporate Response

As the problems above indicate, all privately and publicly held corporations face issues associated with wellness, provision of health care, and access to pharmaceuticals. Every corporation and family business faces decisions about health insurance for their employees, the health care available to their employees, and the costs to their employees for such care. All have to make decisions related to their ability to be part of the solution to the health crisis. The pharmaceutical companies in this country have an additional challenge to face in that they provide some of the basic materials needed for health and wellness and must address how these goods can be distributed equitably. Although many pharmaceutical companies have developed free access programs that work for some individuals, the overall effect is a patchwork of responses that do not include access for all.

Social Criteria Investment Screens

The alcohol and pornography social criteria investment screens approved by the ELCA in 1988 and updated in 2007 respond to this issue. The tobacco social criteria investment screen approved by the ELCA in 1988, updated in 2007 and 2012 also responds to this issue⁹.

Resolution Guidelines for ELCA

1. We support resolutions asking for both the development of ethical criteria for the extension of patents on prescription drugs and reports on the implications of such criteria.
2. We support a report on the company’s initiatives to create, expand, and implement policies and programs to extend pharmaceutical accessibility, taking into account the costs and benefits.
3. We support adoption of policies and principles stating all people should have access to basic, continuous and affordable physical and mental health care, including substance abuse treatment and dental care, and/ we support reduction of the number of uninsured people and reduction of healthcare costs.

⁷ <http://www.elca.org/What-We-Believe/Social-Issues/Social-Statements/Genetics.aspx>

⁸ <http://www.elca.org/Our-Faith-In-Action/Justice/Advocacy/Corporate-Social-Responsibility/CCA-5-IP-12-Genetics.aspx>

⁹ <http://www.elca.org/Our-Faith-In-Action/Justice/Advocacy/Corporate-Social-Responsibility/CCA-3-Economic-Social-Criteria-Investment-Screens.aspx>

4. We support creation of a policy of price restraints on branded pharmaceuticals, utilizing a combination of approaches to keep drug prices at reasonable levels, such as increases that would not exceed the previous year's Consumer Price Index.
5. We support reports assessing the company's policy responses to regulatory, legislative and public pressures to improve access to and the affordability of its products.
6. We support policies addressing conflicts of interest involving board members with health industry affiliations.
7. We support reports disclosing the extent and types of payments, incentives, or rebates that are made to doctors, pharmacy benefit managers, and other pharmaceutical purchasers in order to influence the selection of a particular drug.
8. We support reports and policies on the occurrence of and phasing out of the manufacture of PVC- or phthalate-containing medical supplies where safe alternatives are available.
9. We support reports on the use and effects of antibiotics in animal feeds
10. We support reports evaluating the feasibility of removing dibutyl phthalates, parabens, mercury and brominated flame retardants from devices and products.
11. We support reports and adoption of goals to reduce the occupational and community health hazards from manufacturing or recycling lead batteries, both within the company and in the supply chain.
12. We support reports on using safer substitutes as they become available for chemicals that are known or suspected to cause cancer or mutations, harm the reproductive system, affect the endocrine system, accumulate in the body or persist in the environment.
13. We support reports on policies regarding the use of nanomaterials in a product.
14. We support resolutions asking for warnings on products and for marketing programs that discourage youth from using tobacco products.
15. We support companies having the same policies in developing nations restricting marketing of tobacco products as in the United States.
16. We support policies to reduce nicotine content in tobacco products.
17. We support proposals asking for smoke-free facilities and expanded smoke-free boundaries around building entrances.
18. We support reports to the board about the health risks of products involved with tobacco sales.
19. We support reports on the health impacts on teens that result from exposure to the portrayal of smoking in movies, DVD's, TV productions, video games and other media.
20. We support reports on policies to address the negative effects of gambling and programs to assist individuals addicted to gambling.
21. We support reports asking whether a product, service or political action is contributing to the epidemic of violence.
22. We support policy responses to concerns regarding linkages of fast food to childhood obesity, diet-related diseases and other effects on the health of children.

Resolution guidelines for ELCA – General

23. We support practices of good governance, specifically:
 - A company having an independent chair or independent lead director;
 - Reports on policies, transparency of procedures for political contributions and expenditures (both direct and indirect made with corporate funds);
 - Reports on any portion of any dues or similar payments made to any tax exempt organization or trade organization that is used for an expenditure or contribution which might be deemed political; and

- Guidelines or policies governing the company's political contributions and expenditures.

Recommended by the Advisory Committee on Corporate Social Responsibility, May 20, 2004

Endorsed by the Division Church Society Board, October 22, 2004

Approved by Church Council, November 11, 2004

Updated by the Advisory Committee on Corporate Social Responsibility, April 8, 2008

Approved by Church Council, November 2008 [CC08.11.57a]

Approved by the ELCA Church Council xxxx

Draft September 2013

EVANGELICAL LUTHERAN CHURCH IN AMERICA
Corporate Social Responsibility Issue Paper
Updated November 2008

Caring for Health: Domestic Access to Health Care

Background

“God creates human beings as whole persons—each one a dynamic unity of body, mind, and spirit. Health concerns the proper functioning and well-being of the whole person” (“Caring for Health: Our Shared Endeavor” [ELCA 2003], page 3¹). “We of the Evangelical Lutheran Church (ELCA) in America have an enduring commitment to work for and support health care for all people as a shared endeavor” (page 2). The crisis in health care today includes rising costs of health care, growing numbers of people with inadequate health care resources, and the system in distress. The church is called to be an active participant in fashioning a just and effective health care system (page 1).

~~Health care coverage is dwindling, according to the National Coalition on Health Care, a nonpartisan alliance of business, labor, and the community. They reported an increase from 41 million without health care in 2004 to over 47 million people in 2008. The U.S. Census Bureau reported that in 2005 16% of U.S. citizens were without health insurance. With costs rising, coverage falling, and more costs being shifted to employers, who then pass the costs on to employees, the result is that 8 in 10 uninsured people come from working families. The hidden fallout includes less preventative care, more diagnostic assessments at later stages of disease progression increased, demand for up front payment for those uninsured, and otherwise routine medical care being provided by hospital emergency rooms.² expenditures makes up 16%, nearing \$2.6 trillion of the United States gross domestic product, or nearly \$2.6 trillion in 2010.³ Continuing a Advances in pharmaceutical treatments and medical devices continue to bring us renewed hope for new the prevention, cure and management of many diseases impacting our lives. Spending continues to increase due to new technology and prescription drugs, a rise in chronic disease and increased administrative costs.⁴~~

~~In tTrying In an attempt to address this growing health care costs and the needs of 50 million Americans without health insurance., this country in 2010 the U.S. Congress in 2010 government confress enacted passed the Patient Protection and aAffordable eCare aAct. to address the needs of 50 million Americans without health insurance. AsBecause the Act is still in the process of being implemented, fit remains to be seen exactly how many of these people will be covered by insurance.⁵~~

~~Families USA reports⁶ that prescription drugs continue to disproportionately contribute to increases in health care costs due to three factors: more drugs being prescribed, new and higher-~~

¹ <http://www.elca.org/socialstatements/health/>

² <http://www.nehc.org/facts/coverage.shtml>

³ <http://www.kaiseredu.org/en/Topics/Costs-and-Spending.aspx>

⁴ <http://www.kaiseredu.org/Issue-Modules/US-Health-Care-Costs/Background-Brief.aspx>

⁵ <http://www.kaiseredu.org/Topics/Insurance.aspx>

⁶ http://familiesusa.org/assets/pdfs/Out_of_Boundsab79.pdf

~~priced drugs prescribed more frequently, and the cost of all drugs rising. Specifically, the 50 prescriptions used most frequently by the elderly rose 3.4 times the rate of inflation in 2002. At the same time, the Center for Health System Change reports that one in 12 Medicare beneficiaries reported they could not fill a prescription in the last year due to its cost. This is compounded in African American communities, which report the number to be one in six unable to fill a prescription.⁷~~

~~Nonetheless, ~~o~~Other health issues ~~which~~ warrant review, including smoking policies, elimination of toxic chemical compounds in health care, development of safer alternatives for toxic compounds, and overall health and safety policies. In addition, increasing much attention in recent years has been focused on developing healthy lifestyles, including addressing the widespread problem of obesity-epidemic. Foundations have been placing this as a priority especially as it relates to children.⁸ ~~and T~~the ELCA's ~~our own~~ Portico Benefit Services also has emphasized ~~addresses the challenge of living well.~~⁹~~

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⁷ <http://www.hschange.org/CONTENT/586/>

⁸ <http://www.rwjf.org/en/about-rwjf/program-areas/childhood-obesity/strategy.html>

⁹

<https://myportico.porticobenefits.org/myPortico/CallToLiveWell/FaithBasedWellBeing/TheChallengeOfLivingWell.aspx>

¹⁰ <http://www.elca.org/What-We-Believe/Social-Issues/Social-Statements/Genetics.aspx>

¹¹ <http://www.elca.org/Our-Faith-In-Action/Justice/Advocacy/Corporate-Social-Responsibility/CCA-5-IP-12-Genetics.aspx>

developed free access programs that work for some individuals, ~~but~~ the overall effect is create a patchwork of responses that does not include access for all.

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~~<http://www.elca.org/Our-Faith-In-Action/Justice/Advocacy/Corporate-Social-Responsibility/CCA-3-Economic-Social-Criteria-Investment-Screens.aspx>~~

Resolution Guidelines for ELCA

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3. We support adoptions of policies and principles stating all people should have access to ~~basic, basic, continuous~~ and affordable physical and mental health care, including substance abuse treatment and dental care, and/ ~~we support or reduction~~ (or eliminate) of the number of uninsured people and reduction e of healthcare costs.
- ~~4. We support reports concerning policies and procedures for political contributions and expenditures made with corporate funds.~~
- ~~4.~~ We support creation of a policy of price restraints on branded pharmaceuticals, utilizing a combination- of approaches to keep drug prices at reasonable levels, such as increases that would not exceed the previous year's Consumer Price Index.
- ~~5.~~ We support reports assessing the company's policy responses to regulatory, legislative and public pressures to improve access to and the affordability of its products.
- ~~5.6.~~ We support policies addressing conflicts of interest involving board members with health industry affiliations.
- ~~6.7.~~ We support reports disclosing the extent and types of payments, incentives, or rebates that are made to doctors, pharmacy benefit managers, and other pharmaceutical purchasers in order to influence the selection of a particular drug.
- ~~8.~~ We support reports on the occurrence of and policies on the occurrence of and that phase phasing out of the manufacture of PVC- or phthalate-containing medical supplies where safe alternatives are available.
- ~~7.9.~~ We support reports on the phase-out of the routine use and effects of antibiotics in animal feeds -
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- ~~11.~~ We support reports and adoption of goals to reduce the occupational and community health hazards from manufacturing or recycling lead batteries, both within the company and in the supply chain.

¹² ~~<http://www.elca.org/Our-Faith-In-Action/Justice/Advocacy/Corporate-Social-Responsibility/CCA-3-Economic-Social-Criteria-Investment-Screens.aspx>~~

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- ~~8.~~~~13.~~ We support reports on policies regarding the use of ~~N~~nano-materials in a product.
- ~~9.~~~~14.~~ We support resolutions asking for warnings on products and for marketing programs that discourage youth from using tobacco products.
- ~~15.~~ We support companies having the same policies in developing nations restricting marketing of tobacco products as in the United States.
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- ~~13.~~~~19.~~ We support reports on the health impacts on teens that result from exposure to the portrayal of smoking in movies, DVD's, TV productions, and video games and other media.
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- ~~21.~~ We support reports asking whether ~~if~~ a product, service or political action is ~~are~~ contributing to the epidemic of violence.
- ~~14.~~~~22.~~ We support policy responses to ~~public~~ concerns regarding linkages of fast food to childhood obesity, diet-related diseases and other effects ~~impacts on the health of children's health.~~

Resolution guidelines for ELCA – General

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- ~~*~~ A company having an independent chair or independent lead director;
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*Recommended by the Advisory Committee on Corporate Social Responsibility, May 20, 2004
Endorsed by the Division Church Society Board, October 22, 2004
Approved by Church Council, November 11, 2004
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Approved by Church Council, November 2008 [CC08.11.57a**]
Approved by the ELCA Church Council xxx*

Draft September, 2013

EVANGELICAL LUTHERAN CHURCH IN AMERICA
Corporate Social Responsibility Issue Paper
Updated

Freed in Christ: Nondiscrimination in Business Activities

Background

Historically the Lutheran church—the ELCA and its predecessor church bodies—have been committed to the support of human rights and the struggle against injustice. The ELCA—in the social statement “For Peace in God’s World” (pg. 14)—and the predecessor church bodies—in “Peace, Justice, and Human Rights” (ALC, 1972) and “Human Rights: Doing Justice in God’s World” (LCA, 1978)—support the United Nations Declaration of Human Rights,¹ calling for respect and dignity for each person, assurance of opportunity, and provision for participation in society.

Situations and obstacles detracting from this commitment to human rights are apparent in U.S. society. Discrimination occurs in many forms, including but not limited to, gender, race, ethnicity, age, sexual orientation or gender identity and disability. For example, gender discrimination issues exist in the labor force. During the 1950s, women comprised 37% of the labor force. In 2012, wage gap research indicates women comprise some 47% of the labor force, but continue to earn less². The wage gap is decreasing, but women still earn \$0.77 for every dollar that men earn in comparable work situations.³ A report done by the Department of Labor in the mid-1990s describes the situation where equal access to executive level positions does not occur in the U.S. corporate sector for women and minorities. This phenomenon is called the “glass ceiling.”⁴ This continues to exist for women in the workplace today.⁵

In addition to the gender discrimination of the glass ceiling and other gender-related employment issues, racial and ethnic discrimination can occur in many places, from access to housing in certain neighborhoods to service in a restaurant. Disability discrimination issues pertain to employment, accommodation, and customer service, among others.

Workplace discrimination is not only an obstacle to be faced, but also results in significant shareholder burden due to the high cost of litigation and potential loss of contracts. For example: gender issues brought about a \$47 million settlement at Rent a Center⁶ and a \$31 million settlement at American Express.⁷ Racial and ethnic issues can bring about boycotts and major public relations concerns such as in the Denny’s case, which resulted in a consent decree based on patterns of racial discrimination.⁸ In 2002, Coca-Cola agreed to pay \$4.2 million to women and minorities at its corporate headquarters and to make additional salary adjustments at its businesses in North America.⁹

¹ <http://www.un.org/rights/50/decla.htm>

² http://www.census.gov/newsroom/releases/archives/employment_occupations/cb12-225.html

³ <http://www.iwpr.org/initiatives/pay-equity-and-discrimination>

⁴ <http://www.dol.gov/oasam/programs/history/reich/reports/ceiling2.pdf>

⁵ <http://www.atlanticphilanthropies.org/news/%E2%80%98glass-ceiling-still-exists%E2%80%99-women-workplace>

⁶ <http://www.eeoc.gov/press/10-4-02.html>

⁷ <http://www.bizjournals.com/twincities/stories/2002/06/17/daily5.html>

⁸ <http://www.usdoj.gov/crt/housing/documents/dennysettle2.htm>

⁹ <http://www.dol.gov/opa/media/press/opa/OPA2002313.htm>

Despite laws to counter the problem, discrimination of all kinds still exists in the workforce. With current immigration patterns, the American work force continues to become more diverse, thus increasing the urgency that the injustices be addressed.

ELCA Social Policy

The first social statement of the ELCA, “The Church in Society: A Lutheran Perspective”¹⁰ (1991), set forth affirmations and commitments to guide this church’s participation in society. This document develops the church’s role to participate in social structures critically, to minister to human need with compassion and imagination, and to be a prophetic presence. In addition to advocating for justice and mercy in situations of brokenness, the church commits itself to remove obstacles of discrimination and indifference. The social statement “Freed in Christ: Race, Ethnicity, and Culture” (ELCA, 1993)¹¹ further develops the role of the church and commits the church to “support legislation, ordinances, and resolutions that guarantee to all persons equally... opportunity for employment with fair compensation and possibilities for job training and education, apprenticeship, promotion, and union membership [as well as the] opportunity for business ownership [and] access to . . . insurance services . . .” (pg. 7). The ELCA Church Council action “Harassment, Assault, and Discrimination Due to Sexual Orientation” (1993)¹² reaffirms the church’s historical position prohibiting discrimination in housing, employment, and services due to sexual orientation.

In 1999, the ELCA social statement “Sufficient, Sustainable Livelihood for All”¹³ continued this call by committing the church to hire without discrimination and further calls for similar practices for secular employers. In addition, the 1989 Churchwide Assembly declared racism a sin and called on the church’s members to address the destructive results of racism in all aspects of its life and work. In 2013, in response to a number of synodical memorials, the Churchwide Assembly adopted a memorial addressing workplace discrimination based on categories of sexual identity and gender identity. The assembly re-committed this church “to principles of non-discrimination in employment and to call for other employers to engage in similar practices,” and affirmed ongoing support of employment non-discrimination legislation and opposition to workplace discrimination (CA13.03.07a).¹⁴ Disability issues also have been addressed by the church in a Churchwide Assembly action calling for awareness education.¹⁵

Corporate Response

Legislation in this country has been passed to address many areas of discrimination. The Equal Employment Opportunity Commission has addressed many individual employee concerns in this area. The Federal Glass Ceiling Commission Report recommended that both the public and private sectors work toward increased disclosure of diversity data. Most corporations have developed policies and programs to encourage diversity. Some reporting is occurring, mainly through Equal Employment Opportunity (EEO1) reports. Although still a minority, a quarter of the corporations in the U.S. are willing to release such data.¹⁶ The legal system is addressing complaints in this area¹⁷. At the global level the United Nations General Assembly in 2011

¹⁰ <http://www.elca.org/What-We-Believe/Social-Issues/Social-Statements/Church-in-Society.aspx>

¹¹ <http://www.elca.org/What-We-Believe/Social-Issues/Social-Statements/Race-Ethnicity-Culture.aspx>

¹² <http://archive.elca.org/socialpolicyresolutions/resolution.asp?id=124&ref=hys>

¹³ <http://www.elca.org/What-We-Believe/Social-Issues/Social-Statements/Economic-Life.aspx>

¹⁴ http://www.elca.org/~media/Files/.../2013_Legislative_Updates_All.pdf

¹⁵ <http://archive.elca.org/socialpolicyresolutions/resolution.asp?id=28&ref=hys>

¹⁶ <http://www.hreonline.com/HRE/print.jhtml?id=4990009>

¹⁷ <http://www.eeoc.gov/eeoc/initiatives/e-race/caselist.cfm>

endorsed the Women's Empowerment Principles. These were developed through a partnership initiative of UN Women and the UN Global Compact Office¹⁸ and call for the advancement of equality between men and women across the globe. At the corporate level movement has been seen in endorsing principles such as those above, changing governance charters to move toward board diversity and report on diversity in sustainability reports. Research has begun to show that attention to diversity is important to a company's success.¹⁹

Resolution Guidelines for ELCA

1. We support requests of corporations to report on progress concerning the Federal Glass Ceiling Commission's business recommendations.
2. We support requests of corporations to prepare a report on diversity and plans to increase diversity.
3. We support requests to disclose a corporation's EEO1 report.
4. We support requests that the Board of Directors appoint a committee to review and report on the overall EEO1 diversity policies and practices.
5. We support requests for the company to expand diversity on the Board of Directors through:
 - a) Specific efforts to search for women and minority candidates;
 - b) Issuance of a public statement on board inclusiveness; and
 - c) Reports on efforts to encourage diversified representation on the board; and
 - d) Nomination committee charters revised to reflect diversity assessments and efforts
6. We support requests for a corporation to implement the U.S. Department of Labor's voluntary pay equity audit and to report on such audit.
7. We support requests for a corporation's EEO policy to be amended explicitly to bar discrimination based on sexual orientation and/or gender identity discrimination.
8. We support requests for a corporation to identify with and disassociate from any form of offensive imagery to ethnic specific communities in products, advertising, endorsements, sponsorships, and promotions.
9. We support requests for reports on policies concerning accommodation for persons with disabilities.
10. We support requests for reports on accessibility guidelines for persons with disabilities.
11. We support reports on gender equality across the supply chain.
12. We support reports on affirmative action policies and programs to improve performance where diversity is undervalued.

Resolution guidelines for ELCA – General

13. We support practices of good governance, specifically:
 - A company having an independent chair or independent lead director;
 - Reports on policies and transparency of procedures for political contributions and expenditures (both direct and indirect made with corporate funds);
 - Reports on any portion of any dues or similar payments made to any tax exempt organization or trade association that is used for an expenditure or contribution which might be deemed political; and
 - Guidelines or policies governing the company's political contributions and expenditures.

¹⁸ http://www.unwomen.org/wp-content/uploads/2011/10/Women-s-Empowerment-Principles_en.pdf

¹⁹ http://www.txsw.com/pdf/board_brief.pdf ;

<http://dca.org.au/files/file/gender%20documents/Business%20Case%20for%20Women%20McKinsey%20sept08.pdf>

Recommended by Advisory Committee on Corporate Social Responsibility, January 22, 2004

Endorsed by Division for Church in Society Board, February 27, 2004

Approved by Church Council, April 16-18, 2004

Updated by Advisory Committee on Corporate Social Responsibility, September 5, 2008

Approved by Church Council, November 2008 [CC08.11.57a]

Approved by Church Council, xxxxx

Draft September, 2013

EVANGELICAL LUTHERAN CHURCH IN AMERICA
Corporate Social Responsibility Issue Paper
Updated November 2008

Freed in Christ: Nondiscrimination in Business Activities

Background

Historically the Lutheran church—the ELCA and its predecessor church bodies—have been committed to the support of human rights and the struggle against injustice. The ELCA—in the social statement “For Peace in God’s World” (pg. 14)—and the predecessor church bodies—in “Peace, Justice, and Human Rights” (ALC, 1972) and “Human Rights: Doing Justice in God’s World” (LCA, 1978)—support the United Nations Declaration of Human Rights,¹ calling for respect and dignity for each person, assurance of opportunity, and provision for participation in society.

Situations and obstacles detracting from this commitment to human rights are apparent in U.S. society. Discrimination occurs in many forms, including but not limited to, gender, race, ethnicity, age, sexual orientation or gender identity and disability. For example, gender discrimination issues exist in the labor force. During the 1950s, women comprised 37% of the labor force. In 2003², wage gap research indicates women now comprise some 47% of the labor force, but continue to earn less². The wage gap is decreasing, but women still earn \$0.76⁷ for every dollar that men earn in comparable work situations.³ A report done by the Department of Labor in the mid-1990s describes the situation where equal access to executive level positions does not occur in the U.S. corporate sector for women and minorities. This phenomenon is called the “glass ceiling.”⁴ This continues to exist for women in the workplace today.⁵ Gender issues also involve employment policies related to sexual orientation. Through 2007 20 states and the District of Columbia had amended their civil rights statutes to include non-discrimination on the basis of sexual orientation.⁶

In addition to the gender discrimination of the glass ceiling and other gender-related employment issues, racial and ethnic discrimination can occur in many places, from access to housing in certain neighborhoods to service in a restaurant. Disability discrimination issues pertain to employment, accommodation, and customer service, among others.

Workplace discrimination is not only an obstacle to be faced, but also results in significant shareholder burden due to the high cost of litigation and potential loss of contracts. For example: gender issues brought about a \$47 million settlement at Rent a Center⁷ and a \$31 million settlement at American Express.⁸ Racial and ethnic issues can bring about boycotts and major public relations concerns such as in the Denny’s case, which resulted in a consent decree based

¹ <http://www.un.org/rights/50/decla.htm>

² http://www.census.gov/newsroom/releases/archives/employment_occupations/cb12-225.html

³ http://www.uaw.org/publications/jobs_pay/03/no2/ipe03.cfm<http://www.iwpr.org/initiatives/pay-equity-and-discrimination>

⁴ <http://www.dol.gov/oasam/programs/history/reich/reports/ceiling2.pdf>

⁵ <http://www.atlanticphilanthropies.org/news/%E2%80%98glass-ceiling-still-exists%E2%80%99-women-workplace>

⁶ http://www.hrc.org/documents/Employment_Laws_and_Policies_20071126.pdf

⁷ <http://www.eeoc.gov/press/10-4-02.html>

⁸ <http://www.bizjournals.com/twincities/stories/2002/06/17/daily5.html>

on patterns of racial discrimination.⁹ In 2002, Coca-Cola agreed to pay \$4.2 million to women and minorities at its corporate headquarters and to make additional salary adjustments at its businesses in North America.¹⁰

Despite laws to counter the problem, discrimination of all kinds still exists in the workforce. With current immigration patterns, the American work force continues to become more diverse, thus increasing the urgency that the injustices be addressed.

ELCA Social Policy

The first social statement of the ELCA, “The Church in Society: A Lutheran Perspective”¹¹ (1991), set forth affirmations and commitments to guide this church’s participation in society. This document develops the church’s role to participate in social structures critically, to minister to human need with compassion and imagination, and to be a prophetic presence. In addition to advocating for justice and mercy in situations of brokenness, the church commits itself to remove obstacles of discrimination and indifference. The social statement “Freed in Christ: Race, Ethnicity, and Culture” (ELCA, 1993)¹² further develops the role of the church and commits the church to “support legislation, ordinances, and resolutions that guarantee to all persons equally... opportunity for employment with fair compensation and possibilities for job training and education, apprenticeship, promotion, and union membership [as well as the] opportunity for business ownership [and] access to . . . insurance services . . .” (pg. 7). The ELCA Church Council action “Harassment, Assault, and Discrimination Due to Sexual Orientation” (1993)¹³ reaffirms the church’s historical position prohibiting discrimination in housing, employment, and services due to sexual orientation.

In 1999, the ELCA social statement “Sufficient, Sustainable Livelihood for All”¹⁴ continued this call by committing the church to hire without discrimination and further calls for similar practices for secular employers. In addition, the 1989 Churchwide Assembly declared racism a sin and called on the church’s members to address the destructive results of racism in all aspects of its life and work.¹⁵ In 2013, in response to a number of synodical memorials, the Churchwide Assembly adopted a memorial addressing workplace discrimination based on categories of sexual identity and gender identity. The assembly re-committed this church “to principles of non-discrimination in employment and to call for other employers to engage in similar practices,” and affirmed ongoing support of employment non-discrimination legislation and opposition to workplace discrimination (CA13.03.07a).¹⁶ In 2013 the Churchwide Assembly passed adopted a sSocial pPolicy rResolution calling upon local state , and federal governments to guarantee the right to vote to all citizens and to discourage or eliminate all laws, ordinances or regulations that would have the effect of racial and ethnic discrimination in the exercise of that right.¹⁷ Disability issues also have been addressed by the church in a Churchwide Assembly action calling for awareness education.¹⁸

⁹ <http://www.usdoj.gov/crt/housing/documents/dennysettle2.htm>

¹⁰ <http://www.dol.gov/opa/media/press/opa/OPA2002313.htm>

¹¹ <http://www.elca.org/What-We-Believe/Social-Issues/Social-Statements/Church-in-Society.aspx>

¹² <http://www.elca.org/What-We-Believe/Social-Issues/Social-Statements/Race-Ethnicity-Culture.aspx>

¹³ <http://archive.elca.org/socialpolicyresolutions/resolution.asp?id=124&ref=hys>

¹⁴ <http://www.elca.org/What-We-Believe/Social-Issues/Social-Statements/Economic-Life.aspx>

¹⁵ <http://archive.elca.org/socialpolicyresolutions/resolution.asp?id=6&ref=hys>

¹⁶ http://www.elca.org/~media/Files/.../2013_Legislative_Updates_All.pdf

¹⁷ [CA13.06.27](#)

¹⁸ <http://archive.elca.org/socialpolicyresolutions/resolution.asp?id=28&ref=hys>

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Corporate Response

Legislation in this country has been passed to address many areas of discrimination. The Equal Employment Opportunity Commission has addressed many individual employee concerns in this area. The Federal Glass Ceiling Commission Report recommended that both the public and private sectors work toward increased disclosure of diversity data. Most corporations have developed policies and programs to encourage diversity. Some reporting is occurring, mainly through Equal Employment Opportunity (EEO1) reports. Although still a minority, a quarter of the corporations in the U.S. are willing to release such data.¹⁹ The legal system is ~~still dealing with many addressing~~ complaints in this area²⁰. At the global level the United Nations General Assembly in 2011 endorsed the Women's Empowerment Principles. These were developed through a partnership initiative of UN Women and the UN Global Compact Office²¹ and call for the advancement of equality between men and women across the globe. Compensation awards resulting from litigation as mentioned in the background section of this paper will affect the bottom line for a company and shareholder value. At the corporate level movement has been seen in endorsing principles such as those above, changing governance charters to move toward board diversity and report on diversity in sustainability reports. Research has begun to show that diversity matters in company success attention to diversity is important to a company's success.²²

Resolution Guidelines for ELCA

1. We support requests of corporations to report on progress concerning the Federal Glass Ceiling Commission's business recommendations.
2. We support requests of corporations to prepare a report on diversity and plans to increase diversity.
3. We support requests to disclose a corporation's EEO1 report.
4. We support requests that the Board of Directors appoint a committee to review and report on the overall EEO1 diversity policies and practices.
5. We support requests for the company to expand diversity on the Board of Directors through:
 - a) Specific efforts to search for women and minority candidates;
 - b) Issuance of a public statement on board inclusiveness; and
 - c) Reports on efforts to encourage diversified representation on the board; and
 - e)d) Nomination committee charters revised to reflect diversity assessments and efforts
6. We support requests for a corporation to implement the U.S. Department of Labor's voluntary pay equity audit and to report on such audit.
7. We support requests for a corporation's EEO policy to be amended explicitly to bar discrimination based on sexual orientation and/or gender identity discrimination.
8. We support requests for a corporation to identify with and disassociate from any form of offensive imagery to the American Indian community (or other minority community)

¹⁹ This report is not accessible publicly due to its proprietary nature, but specific data is available from the CS Corporate Social Responsibility office or the Board of Pensions, upon request.

<http://www.hreonline.com/HRE/print.jhtml?id=4990009>

²⁰ <http://www.eeoc.gov/eeoc/initiatives/e-race/caselist.cfm>

²¹ http://www.unwomen.org/wp-content/uploads/2011/10/Women-s-Empowerment-Principles_en.pdf

²² http://www.txsw.com/pdf/board_brief.pdf ;

<http://dca.org.au/files/file/gender%20documents/Business%20Case%20for%20Women%20Mckinsey%20sept08.pdf>

[ethnic specific communities](#) in products, advertising, endorsements, sponsorships, and promotions.

9. We support requests for reports on policies concerning accommodation for persons with disabilities.

10. We support requests for reports on accessibility guidelines for persons with disabilities.

11. We support reports on gender equality across the supply chain.

~~10.~~12. We support reports on affirmative action policies and programs to improve performance where diversity is undervalued.

Resolution guidelines for ELCA – General

13. We support practices of good governance, specifically:

- ~~*~~A company having an independent chair or independent lead director;
- ~~*~~Reports on policies and [transparency of](#) procedures for political contributions and expenditures (both direct and indirect made with corporate funds);
- ~~*~~Reports on any portion of any dues or similar payments made to any tax exempt organization [or trade association](#) that is used for an expenditure or contribution which might be deemed political; and
- ~~*~~Guidelines or policies governing the company's political contributions and expenditures.

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*Approved by Church Council, November 2008 [CC08.11~~**~~57a]*

[Approved by Church Council, xxxxx](#)

Draft September 2013

Pornography Social Criteria Screen

Authority: The Evangelical Lutheran Church in America (ELCA) has expressed its distress about the damage done personally and socially by the impact of pornography and the related practices of commercial sexual exploitation in several of its social teaching documents. These include *Human Sexuality: Gift & Trust* (2009), *Commercial Sexual Exploitation* (a social message from 2001) and *Caring for Health: Our Shared Endeavor* (2003).

Wording of the Screen: The ELCA recommends no investment in firms involved in the production, marketing or distribution of pornography and related practices.

Definition of Problem: The ELCA holds that “Sexual exploitation in any situation, either personally or commercially, inside or outside legally contracted marriage, is sinful because it is destructive of God’s good gift [of sexuality] and human integrity.” (message, 1) In particular the ELCA message identifies as harmful commercial sexual exploitation exercised in forms such as pornographic magazines and videos, sex tourism, strip clubs, escort services, the internet or other means that degrade all participants, both providers and customers. (1) As indicated in *Human Sexuality* “The possibility of profit or pleasure is not a sufficient moral basis to use human sexuality for purposes that harm individuals or undermine social trust.” (34) The ELCA documents also indicate that Christian social responsibility includes monitoring the way in which economic forces harm or support healthy individual choices and social structures.

Recognizing that various investors will implement this along a continuum, for the purpose of this screen commercial pornography might include companies that manufacture pornography or other products of the sex industry, and those companies selling, promoting and marketing in this industry. It also includes other corporations deriving profit from pornography. These might include distribution networks (television, movies/videos, hotel chains, etc) as well as industries touched by sex trafficking.

Social policy and studies:

Caring for Health: Our Shared Endeavor [ELCA, 2003] <http://www.elca.org/socialstatements/health>

Human Sexuality: Gift and Trust [ELCA 2009]

<http://www.elca.org/What-We-Believe/Social-Issues/Social-Statements/JTF-Human-Sexuality.aspx>

A Message on Commercial Sexual Exploitation [ELCA, 2001] [http://www.elca.org/What-We-](http://www.elca.org/What-We-Believe/Social-Issues/Messages/Commercial-Sexual-Exploitation.aspx)

[Believe/Social-Issues/Messages/Commercial-Sexual-Exploitation.aspx](http://www.elca.org/What-We-Believe/Social-Issues/Messages/Commercial-Sexual-Exploitation.aspx)

The Victims of Pornography and Pornography [ALC, 1985 and 1974]

<http://www.elca.org/jle/article.asp?k=215>

Approved by the ELCA Church Council – April 21-23, 1990

Updated by the Advisory Committee on Corporate Social Responsibility – September 8, 2006

Approved by the ELCA Church Council – November 2007 [CC07.11.95b]

Approved by the ELCA Church Council xxxx

Draft September 2013

Pornography Social Criteria Screen

Authority: The Evangelical Lutheran Church in America (ELCA) ~~has expressed its distress about the damage done personally and socially by the impact of pornography and the related practices of commercial sexual exploitation in several of its social teaching documents. These include *opposes the sale and purchase of pornography in a social statement "Human Sexuality: Gift & Trust (2009), Human Sexuality: Gift and Trust" [2009], has laid out its concern for health in a social statement "Caring for Health: Our Shared Endeavor" [2003], acknowledging that health is central to our well being well being, and caring for it is a matter of shared stewardship. The ELCA message on Commercial Sexual Exploitation (a social message from 2001) and, adopted by the Church Council of the ELCA on November 11, 2001 clearly states that "Sexual exploitation in any situation, either personally or commercially, inside or outside legally contracted marriage, is sinful because it is destructive of God's good gift [of sexuality] and human integrity." The ELCA has laid out its concern for health in a social statement "Caring for Health: Our Shared Endeavor" (2003), acknowledging that health is central to our well being, and caring for it is a matter of shared stewardship.*~~

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Definition of Problem: ~~The ELCA holds that "Sexual exploitation in any situation, either personally or commercially, inside or outside legally contracted marriage, is sinful because it is destructive of God's good gift [of sexuality] and human integrity." (message, 1) In particular the ELCA message describes identifies as harmful the commercial sexual exploitation exercised in terms of pornography in all forms such as: pornographic videos, sex tourism, strip clubs, escort services, the internet and or other means of sexual exploitation that degrades all participants, both providers and customers. (1) As indicated in Human Sexuality "The possibility of profit or pleasure is not a sufficient moral basis to use human sexuality for purposes that harm individuals or undermine social trust." (34) The ELCA documents also indicate that Christian social responsibility includes monitoring the way in which economic forces harm or support healthy individual choices and social structures.~~

Comment [SRZ1]: The matters of pornography, sexual exploitation, and well-being are laid out in the three sentences. The relationship between them, however, is not expressed in a way that captures the distress of the ELCA. It appears that the primary intent of the Authority section of the paper is to lay out the ELCA documents that address the issue at hand. Something is lost without the inclusion of a first, introductory sentence such as "The ELCA has expressed its distress about the damage done personally and socially by the impact of pornography and the related practices of sexual exploitation."

Comment [RW2]: I have added these three word to try and bridge the ambiguity in using "pornography" and "commercial sexual exploitation", which overlap but are not identical.

Comment [SRZ3]: This sentence begins the process of making the draft sound incohesive. The connection between "pornography" and "sexual exploitation" are not clearly stated. It is evident that there is a connection, but this sentence does not introduce the Definition of the Problem in a way that moves the document text forward.

Recognizing that various investors will implement this along a continuum, for the purpose of this screen ~~commercial~~ pornography might include companies that manufacture pornography or other products of the sex industry, and those companies selling, promoting and marketing in this industry. It also includes other corporations deriving profit from pornography. These might include distribution networks (television, movies/videos, hotel chains, etc) as well as industries touched by sex trafficking.

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[Human Sexuality: Gift and Trust \[ELCA 2009\]](http://www.elca.org/What-We-Believe/Social-Issues/Social-Statements/JTF-Human-Sexuality.aspx)

<http://www.elca.org/What-We-Believe/Social-Issues/Social-Statements/JTF-Human-Sexuality.aspx>

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<http://www.elca.org/socialstatements/sexualexploitation>

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Approved by the ELCA Church Council – April 21-23, 1990
Updated by the Advisory Committee on Corporate Social Responsibility – September 8, 2006
Approved by the ELCA Church Council – November 2007 [\[CC07.11.95b\]](#)
[Approved by the ELCA Church Council xxx](#)

Social Teaching Development Schedule Through 2019

	Fall	Winter	Spring	Summer	Fall	Winter	Spring	Summer	Fall	Winter
	2011	2012	2012	2012	2012	2013	2013	2013	2013	2014
Criminal Justice	Study		Draft Hrgs	Hrgs	Hrgs	Prop	CC	CWA	Pub	Start CJ Stdy Gde
Women & Justice					TF begins		Study Resources (SR)	Listening Events (LE)	SR & LE	SR & LE
A Social Message	Mental Health-->	Consult	Writing	Draft Review	Proposed & CC action	Pub			Authorize	Consult
Continued from above	Spring	Summer	Fall	Winter	Spring	Summer	Fall	Win/Spr	Summer	Fall
	2014	2014	2014	2015	2015	2015	2015	2016	2016	2016
A Study Guide	Writing	Writing	Published	Start Genetics SG	Writing	Writing	Published	Start Sexuality SG	Writing	Writing
Women & Justice	SR & LE	SR & LE	SR & LE	SR & LE	SR & LE	SR & LE conclude	Study Writing	Study Writing	Study published & CWA Report	Study
A Social Message	Writing	Draft Review	Proposed & CC action		Authorize & consult	Draft & Review	Proposed & CC action	and as needed...

Key to abbreviations:

Prop = Proposed Statement Review Cycle

Hrgs = Hearings Cycle

TF = Task Force starts

Pub = Publish

CC = Church Council consideration

***listed for information only**

Social Teaching Development Schedule Through 2019

Continued from above	Winter	Spr/Sum	Fall	Winter	Spr/Sum	Fall	Winter	Spring	Summer	Fall
	2017	2017	2017	2018	2018	2018	2019	2019	2019	2019
A Study Guide	Published									
Women & Justice	Study	Study ends	Draft published	Hrgs	Hrgs	Hrgs end	Proposed	CC	CWA	Pub
A Social Message		and as needed....								

Key to abbreviations:

Prop = Proposed Statement Review Cycle

Hrgs = Hearings Cycle

TF = Task Force starts

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CC = Church Council consideration

***listed for information only**

Resolution to Initiate a Social Message Project on Gender-Based Violence

The following is a response to a resolution from the ELCA Task Force on Women and Justice: One in Christ requesting a social message development project on kinds of violence correlated with gender.

Background

The ELCA Task Force on Women and Justice: One in Christ has conducted over a dozen listening events during its existence and at every event the concerns about the level of gender-based violence in society are dominant. The task force has heard presentations about various aspects of what is termed "gender-based violence" (including rape, sexual abuse, physical and sexual assault, domestic and dating violence, and sexual harassment, whether perpetuated by male (dominant) or female) and discussed these matters at length. The statistics are chilling, the social issues significant, and the damage to so many lives horrific.

In the exploration and deliberation by the task force, they have come to believe there is a need for this church to respond to this particular social concern at this time. The task force believes there are sufficient scriptural, theological, and social teaching touch points to provide the framework for a message or multiple (quite short) messages. Such text/s would be developed in light of existing documents such as the social statement on race, ethnicity and culture, the social message on commercial sexuality exploitation, the social policy resolution on domestic violence and the sign-on by Bishop Hanson to the National Declaration by Religious and Spiritual Leaders to Address Violence Against Women. The task force has identified theological themes and conceptual tools that they believe would provide grist for this work.

It should also be noted that this request is consistent with the recommendations of the Addressing Social Concerns Review Task Force encouraging task forces to provide multiple documents and study resources. In addition, members of the Theological and Ethical Concerns Committee of the Conference of Bishops were briefed that the task force was discussing this possibility and strongly affirmed the idea as a timely and worthwhile contribution to the church's wider discussion on women and justice. The staff of Theological Discernment Team concurs with these judgments.

Cost and timeline

The development of an ELCA message requires a budget of approximately \$12,000 in order to hold a small consultation, provide for miscellaneous expenses and print and mail the document. Message development requires the quarter-time commitment of a Theological Discernment staff member, or its equivalent, for about five months. Staff time and dollars could be available for such work in fiscal 2014, permitting a proposed message(s) to be brought to the November 2014 meeting of the Church Council. It is anticipated that the document (s) adopted would be formatted for both web and print distribution by January of 2015.

Proposed Recommendation

To thank the ELCA Task Force on Women and Justice: One in Christ for directing the attention of this church to the levels of gender-based violence in U.S. society and globally;

To authorize staff of the Theological Discernment Team, in accordance with "Policies and Procedures of the Evangelical Lutheran Church in America for Addressing Social Concerns (2011)," to initiate an ELCA social message development process on gender-based violence with council action to be taken at the November 2014 Church Council meeting.

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Report on Implementation of *Genetics, Faith, and Responsibility*

Beginning with the 2003 ELCA statement on health care, social statement implementing resolutions (IR) have directed or called upon a unit of the Churchwide Organization to provide a process for accountability and a report regarding the implementation of the resolutions associated with each statement. The 2011 statement *Genetics, Faith and Responsibility* specified a more elaborate process in its IR#9 and this report fulfills the assessment called for regarding activities during 2013.

Resolutions 1 & 2: There are no means to measure how extensively members, congregations or related organizations have implemented the principles of the statement in 2013. Anecdotal evidence is minimal but noteworthy. Members of several congregations have indicated use of the statement in their work places, while several college and seminary professors have requested copies for classroom use, and most recently, members of The Episcopal Church, U.S.A. reported that two committees of their Executive Council have based their discernment and deliberation on the ELCA statement because, "We do not have anything like this to rely on," and "You have done all the research so well, why should we reinvent the wheel?"

Resolution 3: It is not known within the Churchwide Organization whether any leaders in conferences, synods or other appropriate bodies have compiled 'lists of resources for their jurisdictions to which pastors, counselors and individuals can turn for help when seeking information or guidance in dealing with genetic issues.'

Resolution 4: The activity of ELCA advocacy ministries has not indicated a high priority or visibility for issues around genetics. Yet, CWO staff is familiar with the statement and have reported using it in tandem with the 1991 statement "Caring for Creation" in their work; this use has included the revision of the issue paper on environment used in ELCA corporate social responsibility.

Resolution 5: The 2008 study document issued by the ELCA Task Force on Genetics entitled "Genetics and Faith: Power, Choice and Responsibility" remains available as a resource for ongoing deliberation and discernment either online or as a print document at www.elca.org/resources. It is difficult to measure actual use, but request levels suggest a small but steady call for the document.

Resolution 6: The social policy resolution "Genetically Modified Organisms in the Food Supply" remains available but very few requests have been issued for it. On a related note, a review of ELCA social teaching and policy documents has raised the question whether this document is mislabeled. It was adopted as a social policy resolution but bears the characteristics of a social message in that it contains *no* resolutions and does provide extensive deliberative material for discernment and deliberation. (An assessment by the Church Council of whether and how to correct this mislabeling hardly demands significant attention at this point, but the question could be visited usefully at some time in the future.)

Resolution 7: An initial and brief list of ELCA members with expertise was compiled in late 2011 and remains available; however, no further efforts have been made to create a database. The primary reason is staff capacity limitations in light of other priorities.

Resolution 8: Limited staff capacity has also inhibited completion of the assessment required by this resolution regarding "the feasibility of developing a social message on regenerative medicine, including, but not limited to, a range of stem cell technologies" for this Church Council meeting in November of 2013. At the same time continuing social discussion of the moral questions surrounding regenerative medicine suggests an assessment remains relevant.

Resolution 9: This report is understood as fulfilling the 2013 report on implementation of the genetics statement. Clearly the implementation of these resolutions has not been a priority within the ELCA as a whole. At the same time, the actions reported here and the anecdotal evidence suggests that some efforts are being made within limitations of capacity and that the statement *is* contributing both to the efforts of the ELCA to be a public church and to Christ's church ecumenically.

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Congregational and Synodical Mission (CSM)

Submitted by Stephen Bouman

There have been some very important initiatives across the breadth of the CSM unit since the last Church Council meeting. They have the potential to impact the evangelical witness and mission of the ELCA significantly.

New Starts & Renewing Congregations

CSM, with significant assistance from Research and Evaluation, recently completed a study of the New Start and Renewing Congregations programs, [Exhibit G, Part 1](#). Based on the findings of the working group, the unit will now begin to identify ways to strengthen both programs by implementing their recommendations. Recommendations came in three primary areas: strategic visioning, interpretation and communication, and process improvement. We believe that a sharpened focus on this work is essential in order for us to have greater impact in a rapidly changing landscape for mission and ministry.

We worked closely with the Synodical-Churchwide Relations Committee of the Conference of Bishops and Research and Evaluation on a survey of the synod bishops regarding the effectiveness of the Director for Evangelical Mission (DEM) position. Learnings from this survey will be used to strengthen this vital relationship between the churchwide organization and synods. We will also work with the New and Renewing Congregations Liaison Committee of the Conference of Bishops to develop mutually agreed upon outcomes for the work that DEMs help to lead within synods.

Mission Support/Macedonia Project

CSM worked with Research and Evaluation to complete a study of ten synods who participated in Group A of the Macedonia Project, which focused on increasing congregational giving and mission support. These initial findings from the Macedonia project are encouraging. They suggest that this project was able to positively impact mission-support giving from congregations in many places. Stewardship staff in CSM will be using these results to help guide their work as additional synods participate in the Macedonia Project over the next several years.

Theological Education Advisory Council (TEAC)

At its April 2013 meeting, the ELCA Church Council authorized the creation of a Theological Education Advisory Council (TEAC) to gather wisdom and imagination from both within and beyond the ELCA to holistically address challenges and opportunities in leadership development, theological education, candidacy and call, and the rosters of this church (CC13.04.12). During the spring and summer, CSM staff worked with the Office of the Presiding Bishop to identify fourteen TEAC members (including two members of the Church Council) who come from a wide range of vocations. Research and Evaluation staff drafted a research agenda to support the work of TEAC; funding for its implementation was secured by the Office of the Presiding Bishop and Mission Advancement from a generous donor.

In early October, TEAC held its first meeting, beginning with presentations by Presiding Bishop Hanson and Presiding Bishop-elect Eaton. Stephen Bouman shared an environmental scan of current ELCA leadership identification and formation efforts (Addendum A at the end of this report). TEAC then identified key questions to explore and had initial conversations with the seminary presidents and with synod bishops serving on seminary boards. The TEAC co-chairs (Bishop Herman Yoos and Dean Robin Steinke) also had the opportunity to update the Conference of Bishops on TEAC's work and invite them into the conversation. TEAC will meet

again soon to develop a detailed plan for drawing partners from across the church into this work of renewal over the next two years. Annual progress reports will come to Church Council with the final report with recommendations to the Church Council in fall 2015.

Goal 1: The ELCA is an evangelizing, multicultural, multigenerational church growing in faith, and witnessing to God's mission locally and globally, with more people worshipping in new and renewed congregations and living out their faith in the world.

A Growing Church and Mission Support Income

- Directors for Evangelical Mission (DEMs) are organizing local mission tables under the leadership of the synod's missionary bishop.
 - A Mission Strategy Table
 - A New\Renewing Ministry Table
 - A Mission Support Table

These tables are meant to be local guiding coalitions of leaders. The DEM serves as a convener/catalyst/coach for the life of these tables, which undergird the evangelical life of the synod and its congregations and ministry partners.

- Nineteen of the 36 New Start Ministries currently approved for funding by the churchwide organization in partnership with synods were launched.
- One hundred fifty-five renewal grants for funding were approved for 2014 at the Renewal Review Table meeting in July. These grants totaled \$2,573,600. These churchwide grants are made in partnership with synods and support the strategic and intentional renewal of specific congregations in a variety of settings, including those in ethnic specific and multicultural communities, as well as among people living in poverty and other specialized ministry settings.

Accompanying congregations in mission planning

- In May and October, the "Organizing for Mission Cohort"—mission developers, redevelopers and seminarians trained in community organizing methods—gathered for its twice-annual, three-day events. There were 34 participants at the May meeting in Washington, D.C. and 47 at the October meeting in Chicago. Activities included: training sessions, interacting with academic theologians on what it means to be church, visits to local ministry sites, discussions around race and power and strategizing to grow the cohort by promoting the organizing approach to mission and ministry.
- Of 6,995 congregations who have completed the 2012 congregational report 62.3 percent are carrying out a mission plan or are in the process of developing a mission plan. Large-membership congregations are more apt to have a mission plan than small-membership congregations.
- Because the congregational report (Forms A and C) does not assess the quality or comprehensiveness of mission plans, CSM has been working with Research and Evaluation on a pilot project to assess congregational vitality. The mission planning website (www.elca.org/missionplanning) continues to be a valuable resource for congregations.
- Three pilot projects for Area Ministry Strategies continue in Portland, Oregon; Racine, Wisconsin and Kansas City, Kansas/Missouri. Two of the pilots submitted proposals to the July Renewal Review Table and received preliminary partnership support allocations for FY 2014.

- CSM will be partnering with the Minneapolis Area, Saint Paul Area and Southeastern Minnesota Synods in November to provide training in how to facilitate an Area Ministry Strategy process throughout the synod.

Becoming a multicultural church

- The six ethnic associations are working on the goals and objectives established at the Multicultural Summit by identifying association members to work with ELCA staff (e.g., young adult program director) in implementing the various goals and participating in conference calls with the director for Ethnic Specific & Multicultural Ministries. A retreat in the first quarter of 2014 is being planned in order to provide continual support and guidance to the association presidents.
- The Cross-Cultural Conversation Team is working with one bishop to present to the Conference of Bishops the benefits of having cross-cultural conversations in the synod's congregations and identifying the resources for such conversations.
- The program director for Racial Justice Ministries is working with Youth Gathering staff to provide anti-racism training and cultural sensitivity as the staff plans for the Youth Gathering to be held in Detroit, Michigan in 2015.
- The program director for Racial Justice Ministries has assisted the Senior Leadership Team of CSM in a process of advancing racial justice within CSM. The process will be monitored and has the potential for becoming a model for other units and offices within the churchwide organization.
- The Ethnic Specific & Multicultural Ministries Team co-sponsored and participated in the May commemoration of the African slave graves ("On 1 Accord") at Jerusalem Lutheran Church in Rincon, Georgia. The event included seminars, workshops and youth events. Close to 100 people attended.
- The African Descent Lutheran Association held its biannual assembly in Chicago this past July. Over 100 people participated in this event.
- The Center for Chinese Ministry held its annual gathering in Monterey Park, California this past September. Over 100 people participated in the Chinese songbook training event.
- The Ethnic Specific & Multicultural Ministries Team staff enlisted three ethnic specific congregations to host dinner and conversation for participants at the Mission Interpreter Coordinators Conference in August. The staff also provided people of color/primary language other than English as worship leaders for the event.
- A Latino Missional Leaders Training was held August 8-10 in Chicago for 65 mission developers and their core lay leadership team members.

Leadership support and development

- In late August, ten ELCA women of Arab and Middle Eastern Heritage held a leadership development training event at the Lutheran Theological Center in Atlanta, Georgia. The event included three field trips (the Carter Center, the Martin Luther King, Jr. Center and the Alif Institute (an Arab American non-profit educational and Cultural Enrichment Center), as well as three workshop sessions—Missional Leaders, Leadership and Courage to Lead. The event was well received with take away learnings to be applied back home in congregation and elsewhere.
- In May and September, a total of six new Directors for Evangelical Mission attended three-day orientations. In addition, these new DEMs received peer coaches who will continue to accompany them as they adjust to their new roles.

- In October, the Directors for Evangelical Mission from each synod participated in their three-day annual gathering. Plenary topics ranged from “Race, Gender, Power and Privilege” to “Adaptive vs. Technical Challenges and Leadership.” Each DEM also prepared a work-related challenge case study for review by a small peer consultation group for feedback, problem solving and idea sharing.
- A Missional Leaders Training was held July 17-21 in Baltimore, Maryland for 240 mission developers, re-developers and their core lay leadership team members.
- CSM provided hospitality and support for the 19 youth and 137 young adult voting members at the 2013 Churchwide Assembly in Pittsburgh.
- The Leadership for Mission Team is in the process of increasing the number of trained mission developer and redeveloper interviewers in synods and regions by providing additional trainings in the Behavioral Interview Process.
- An intentional effort is being made to identify candidates of color who will serve as mission developers and redevelopers.
- Efforts are being initiated to continue a seamless candidacy process
- November will mark the first attempt to gather the program directors of the lay mission schools across the country to identify resources and common work that can be shared throughout this new network.
- Work continues to strengthen the Disability Network and increase the resources that are available to serve our congregations.
- The candidacy team continues to make adaptive changes and edits to our ELCA candidacy process that will continue to emphasize and provide for the mission needs of the church.
- New resources for equipping Latino Lay leaders who are able to accompany their pastors and congregations as they participate in God’s mission to the community are completed and will very soon be available to our synods and congregations.

Ecumenical relationships and other partnerships

- Advocacy staff has been part of an ecumenical effort to establish a new independent eco-justice organization—Creation Justice Ministries—that incorporates the staff and other assets of the National Council of Churches eco-justice program. The ELCA program director for environmental education is serving as chair of the new organization, which is aimed at ecumenical education and advocacy on care of creation issues.
- The Ethnic & Diversity Team (The Episcopal Church) and The Ethnic Specific & Multicultural Ministries Team (ELCA) held a joint staff meeting at The Church Center in New York this October. The meeting will serve as a time for getting to know one another, sharing current work priorities, discovering commonalities and places for collaboration.
- CSM co-sponsored an ecumenical Campus Ministry Conference, June 26-28 in Chicago, Illinois. A total of 269 people participated, including 83 ELCA-affiliated campus ministry leaders. Participant denominations included: The Episcopal Church, the United Methodist Church, the Presbyterian Church USA, the Disciples of Christ and the ELCA.
- CSM welcomed 15 missional leaders from The Episcopal Church as participants in the Missional Leaders Training in Baltimore, Maryland.
- CSM staff member, the Rev. Mary Frances, presented at The Episcopal Church House of Bishops meeting in September on engaging missional opportunities in communities.
- The Director for Worship, the Rev. Peter Perella, served as the Chaplain for the Federal Chaplains Conference (east coast) – a joint conference between the ELCA and TEC.

Expanding global engagement of this church

- Advocacy staff hosted partners from the Action by Churches Together (ACT) Alliance in the spring of 2013 in Washington D.C. for joint advocacy with the US government on climate change issues as well as education of ACT Alliance US members. The focus of the meeting was around opportunities for international engagement on those issues. The ELCA's program director for Environmental Education, Mary Minette, serves as the North American representative on an ACT advisory committee on climate change. She will attend the upcoming 19th conference of parties to the UN convention on climate change this November as part of ACT's delegation.
- CSM hosted 31 young adults from 22 LWF partner churches to serve as summer camp counselors at ELCA-affiliated camps for three months during the summer of 2013.
- Worship staff prepared resources for "Global Church Sunday" partnering with Global Mission staff.

Goal 2: The ELCA is contributing to the alleviation of poverty and hunger globally and within the United States, and to achieving just, peaceful and sustainable livelihoods for impoverished and vulnerable people and communities.

Disaster preparedness and response to domestic and international disasters and other humanitarian crises

- Lutheran Disaster Response (LDR) US provided funding for ongoing work in Maryland, New Jersey, New York, South Dakota and Wisconsin. Much of this funding was for Super Storm Sandy recovery.
- CSM secured a \$1.9 million grant for Super Storm Sandy work for the three affiliates in the impacted area. This grant is for 18 months and will allow LDR affiliates to provide services for a long time frame by leveraging ELCA donor dollars.
- CSM responded to tornadoes in the Oklahoma City area and flooding in Illinois and Colorado.
- CSM staff also provided advice and counsel to synod staff as they work with congregations impacted by "smaller" disasters and entered into disaster preparedness planning with synod staff members and affiliates (where present).
- The Worship Team worked in partnership with LDR US staff to prepare worship resources for congregations across this church to use in response to disasters.
- Engaged affiliates in a long-term planning process that will help strengthen the LDR network's ability to respond to disasters, especially large scale disasters.
- The size of the Advisory Team was increased to include a broader representative cross section of stakeholders and to implement term limits.

Alleviating poverty and injustice in the United States

- Advocacy staff continued to engage ELCA Lutherans in advocacy for anti-hunger programs, including voicing opposition to proposals in the reauthorization of the farm bill that would cut the Supplemental Nutrition Assistance Program significantly.
- ELCA state public policy offices played a key role in several legislative victories during the 2013 legislative sessions including the following:
 - After years of cuts or flat funding for the State Food Purchase Program (SFPP) in Pennsylvania, Lutheran Advocacy Ministry in Pennsylvania (LAMPa) helped secure an increase for 2013-2014. This victory will provide increased SFPP funds

- for Pennsylvania food banks, which in turn will increase the capacity of our congregational pantries and nutrition programs to serve their neighbors.
- The Virginia Interfaith Center for Public Policy helped renew the state's Earned Income Tax Credit (EITC). This legislative win will help 114,000 low-income Virginia families offset their income taxes.
 - Efforts from Lutheran Advocacy – Illinois helped extend medical assistance benefits for people between the ages of 19-65 who qualify for specified provisions of the Social Security Act. These recipients have incomes of no more than 133% of the poverty level.
 - CSM, through the consultant for corporate social responsibility, continues to work with Portico Benefit Services in filing shareholder resolutions. This year, 13 shareholder resolutions have been filed, with four going to vote after dialogues with the companies. There have been 57 dialogues with corporations on issues ranging from human rights to diversity to water management. At this Church Council meeting, revisions to three issue papers and one screen will be presented for approval ([Exhibit J, Part 3](#)). These have undergone an extensive review process that included CSM, the Office of the Treasurer, the Office of the Secretary, Portico and the Conference of Bishops.
 - The Community Development program director presented a workshop at the LDR Network conference on agency capacity and sustainability with approximately 60 participants in attendance.
 - The Community Development program director and the Director, Poverty and Justice Ministries co-presented at a workshop entitled *Social Action: Poverty & Hunger in the World and in the United States* at the Glocal Gathering in San Juan, Puerto Rico. There were approximately 15 pastors and lay leaders who attended the workshop. In addition, Community Development conducted an initial Building Capacity for Sustainable Social Ministries' consultation with pastors from approximately 15 congregations. Module I training will begin February 2014.
 - Community Development partnered with Multicultural Ministries to provide capacity and leadership training for women of Arab and Middle Eastern Heritage from Mother of the Savior Lutheran, Salam Lutheran, and St. Elias Lutheran congregations.
 - CSM facilitated a workshop entitled *Public Mission: Social Action and Advocacy* at the Southeastern Iowa Synod Assembly, with approximately 25 participants attending the session.
 - The Community Development program director and the Rev. Peggy Vuylsteke, co-presented a TalkShop Workshop on Global Hunger & Domestic Hunger Grants program at the ELCA World Hunger Leadership Gathering.
 - In partnership with Latino Ministries, Community Development provided an initial leadership/capacity consultation for the Latino Women Leadership team.
 - Five CSM interns took a field trip to All Peoples Lutheran Church (an inner-city congregation in Milwaukee, Wisconsin), to learn about ministry among people living in communities plagued by poverty and violence.
 - Four hundred five Domestic Hunger Grant applications were processed and forwarded for synodical review and ranking for funding consideration in 2014.
 - Community Development partnered with several organizations, including the Northeastern Iowa Synod and the City of Waverly, Iowa, to provide a community garden. As of September 13, 2013, they had harvested 3,362 pounds of produce...with still a few weeks of harvesting left.

- Community Development in partnership with the Ethnic Specific & Multicultural Ministries Team, provided Module I training of the Building Capacity for Sustainable Social Ministry program for Nebraska/Iowa African National Pastors and Lay leaders. Approximately 25 Pastors and Lay leaders participated.
- The Rev. Pedro Suarez, DEM Texas-Louisiana Gulf Coast Synod, provided a capacity consultation for Peace Lutheran Slidell, Louisiana, and Gethsemane Lutheran Chalmette, Louisiana, to begin the process of transitioning exclusively from disaster volunteer centers, to sustainable for-profit and non-profit programming.
- Community Development in partnership with Pacifica Synod, provided Module II of the Building Capacity training for approximately 20 participants.
- About 60 people attended a presentation with the African Descent Lutheran Association on poverty ministry resources for congregations.
- CSM staff are serving on the planning team for Lutheran Services in America Disability Network for the 2014 *One God One Call Conference* in Omaha, Nebraska.
- CSM hosted the conversation with Lutheran Health Care Mission Leaders focusing on the role of the church in the future of health care and wellness.
- CSM collaborated with Women of the ELCA on the review of their grants that support the raising up of healthy women and girls (living in poverty).
- The Leadership for Mission Team continues to work with our ethnic associations and the leadership within our ethnic and multicultural communities to develop and identify resources and best practices for achieving sustainability in our congregations and ministries.
- Ethnic Specific & Multicultural Ministries Team staff worked with staff on the Poverty & Justice Team in sponsoring and participating in a Capacity Building Workshop for the ELCA's Sudanese community in Omaha, Nebraska this past August.

Goal 4: The churchwide organization is achieving a growing and sustainable revenue base through strengthening mission funding and planned giving.

Mission Support income

- There are now three groups among 44 synods participating in the Macedonia Project in three groups. A fourth group of up to 15 additional synods will be considered for funding later this year. In addition, the Stewardship Team has launched two new electronic resources: *StewardNet*, a proactive communication vehicle for stewardship leaders in synods and congregations; and *StewardStats*, an analytical database tool for use by DEMs and synodical stewardship staff to help identify congregations who are stewardship "bright spots" and congregations who may benefit from additional stewardship training and resources.

Goal 6: The churchwide organization is characterized by strong and inclusive leadership, a competent and well-supported staff team, efficient and effective systems and processes and a culture of continuous improvement and learning.

Systems and process improvement

- The Stewardship Key Leader (SKL) program was transitioned from CSM to the Mission Investment Fund (MIF). The SKL program is a biblically-based stewardship program for congregations that helps build a strong foundation for capital and debt reduction campaigns.

- Since earlier this year the Mission Investment Fund has been assisting CSM by providing accounting and real estate expertise for our campus ministry efforts. While the National Lutheran Campus Ministries program continues to reside within CSM, MIF is preparing financial statements for this ministry and making real estate assistance available at the time of sale of campus properties.

CSM Staffing Update

- New Staff Hires
 - We have called Directors for Evangelical Mission (DEMs) for the following synods: New Jersey, Western Iowa, Florida/Bahamas, Northeastern Iowa, Northeastern Ohio, Upper Susquehanna, Southeastern Minnesota, Sierra Pacific and Metropolitan New York.
 - Additionally, the following positions have also been filled: Program Assistant for Community Development & Grants, Program Interpreter for LDR, Coordinator for Missional Leadership in Region 5, Director for Advocacy – Washington D.C. Office and Administrative Assistant for Synodical Partners in Mission/Stewardship.
- Current vacancies
 - Advocacy Team vacancies are the following:
 - We are currently hiring for two positions in our State Public Policy Office (SPPO) network – the director for the Lutheran Office of Public Policy in Wisconsin (LOPPW) and the director for the Lutheran Coalition for Public Policy in Minnesota (LCPPM).
 - We also have three vacancies in our Washington D.C. advocacy office, including program director for domestic policy, program director for international policy and program director for grassroots advocacy and communications.
 - Directors for Evangelical Mission vacancies are the following: North/West Lower Michigan Synod, North Carolina, Northwest Synod of Wisconsin and Southwest California.
 - The Program Director for Campus Ministry position is vacant.

**Bringing Relevant Leadership Conversations to the TEAC Table:
An Environmental Scan of Current ELCA Leadership Identification and Formation
Efforts/Processes/Programs**

Submitted by Stephen P. Bouman

Many Conversations Embedded in One Conversation

The Theological Education Advisory Council will have a great opportunity to look at the wide range of leadership needs, challenges and opportunities facing a church in mission in the coming years. Too often these conversations happen apart from others and we are unable to see the whole leadership picture and how these conversations can feed into and off one another to support the best possible leadership for the whole church. This paper is an attempt to name some of these conversations to help the task force gain some perspective for a holistic vision for theological education for mission leadership.

Mars Hill Today: Our Context

It will be important for the task force to bring a picture of the context for mission in our church. Jonathan Strandjord's report to seminary boards this year is titled: "Three Big Reasons Leadership Matters to the Church Even More Than Usual." First, Jonathan mentions cultural trends. "There is a tremendous amount of movement and change going on in our North American context, not only in terms of demographics and the economy but also in the ways people do (and do not) spend their time, interact, form basic convictions and make commitments. To lift up just one development, consider the growth of the so-called "Nones". These persons are not atheists, agnostic or even religiously indifferent; rather they are not strongly attached to any particular religious body. This "Nones" phenomenon, along with the other major shifts mentioned above, create new challenges and opportunities for Christian communities, raising the bar for the adaptive leadership required for their vitality."

I would place particular emphasis on the increasing role of social media in our lives, and what the recent census shows us about what America is becoming (more diverse, with unprecedented Hispanic growth).

Second, Jonathan mentions the many and fast changing contexts for ministry that are being caused by these cultural changes. "These changes in culture, church and education are moving at different speeds (and often unpredictable directions) in different places and among various groups. In such a situation, the church needs not only strong leaders but more kinds of leaders for more kinds of service in more kinds of settings. And to prepare these leaders appropriately and in ways that fit their callings and life circumstances, we need more kinds of ways this preparation can happen. For seminaries, this means it won't do to simply make adjustments to a standard model of degree program design or to replace it with a single new design. This is a time for developing multiple models and carefully assessing what they do and don't deliver."

I would add that these contextual realities also ought to cause our many lay schools of theology to adjust their models and designs, with an eye toward equipping the varieties of lay mission leadership required for the church today.

Finally, Jonathan mentions the changes within the demographics of our seminarians and rostered leaders. Simply put, 2012 began what in the next few years will be a wave of rostered leader retirements. Meanwhile in the past few years, the numbers of seminary enrollments has steadily declined, reflected in the graduation numbers this year. There will be increased demand and diminished supply. The Advisory Council must keep a picture of this context for mission front and center in every conversation and every dimension of the "leadership arc." It is our Mars Hill for evangelical outreach.

A Picture of Mission Leadership for Today's Context

Leaders for mission today must work differently than we have in the past. Over thirty years ago, I graduated from seminary with a set of skills which helped me teach and interpret Scripture, and be capable of managing the congregational structures in place when I arrived. I was trained in providing pastoral care for and with the faithful. Evangelism was the stilted activity of one of many ongoing committees.

Today, leadership which manages existing congregation structures, takes care of the members, and does strategic planning as if we know what the future will hold will no longer suffice for the mission of the church and our congregations. We cannot assume that our culture, or even our own members can tell the old, old story of the biblical drama, or know the forms, songs and prayers of the liturgy.

Leadership today must be prepared to come alongside our congregations and their members and be willing to set new tables, re-root the life of the congregation into the life of its community. Leadership today must come alongside of their members and neighbors in their spiritual journeys, hearing their questions, hopes and disappointments. Leadership today must agitate for the missional imagination and courage of our congregations and leaders. Leadership today must be willing to see things die and risk new things being born. Leadership today must be focused on helping people embrace their vocation at the mission table.

The Advisory Council must paint an evocative picture of what the church needs for leadership in mission today. It will not be a paint-by-number picture and will continually be revised as we join in the many leadership conversations across the church. But clarity about context and leadership needs must drive the conversation.

I have attached a list of "marks of a mission leader" at the end of this report. This has been shared, enriched and revised in many conversations including seminary students, mission developers and Directors for Evangelical Mission. We need to see everything through an evocative leadership lens.

Mapping the Conversations:

These are just some of the many conversations, opportunities and challenges we bring to the TEAC conversation on theological education for leadership in mission.

1. Ongoing **conversation with our seminary deans on Association of Theological Schools changes** with deep ramifications on curriculum, outcomes, sites for contextual learning, possibilities for longer "in the local mission field" study and less time on campus (with implications for student debt). Robin Steinke has prepared a summary of this conversation.
2. **Lay Mission Leadership**. This conversation includes coming alongside of existing lay schools and life-long learning networks, and planting new ones with training and support for the lay mission leadership needs of the church. Some synods have begun supporting a cadre of "lay evangelists" in planting and renewing ministries.
3. **Leadership for new starts and renewals**. This includes the structured interview process to identify mission developers, mission leadership courses taught at seminaries and lay schools and the "seamless" mission developer process currently in use in the ELCA.
4. **The "arts" of faith-based community organizing** are being used in many ways as a grounding for mission leadership: in the training of DEMs, in leadership for emergent ministries (many with young adults), in mission developer\redeveloper training, as a basis for "the three great listenings" of mission strategy:
 - Listening to God in prayer, scripture, worship, witness;
 - Listening to one another in the church and its allies in an asset-based way; and
 - Listening in our communities and the wider world.

This conversation should include lay, clergy and professional organizers who use the "arts" for training and developing their ministries. One example is Ray Pickett of Lutheran School of Theology at Chicago. He is teaching and learning from the leaders of the Organizing for Mission Cohort of new starts.

5. **Leadership is emerging in communities of deep poverty** and homelessness, such as the Jesus and Justice cohort of new starts.
6. We must **engage the whole candidacy process**, as well as the many ways in which we help with discernment for leadership. This will create a picture of the context and leadership needs of the church's mission today. Revisions to the candidacy manual must be a part of this conversation, as well as work with candidacy committees like in Region 9.
7. **Leadership for Ethnic Strategies**. We have great giftedness in our ethnic leaders, teachers, mission developers, seminary innovations and global partners. Some interesting partnerships are emerging, such as between Pacific Lutheran Theological Seminary and Lutheran Theological Center in Atlanta for a TEEM program which now includes 10 students. But we need to build a system, a house for our strategies, both lay and rostered, and we need many more leaders than present systems are producing. These leaders are already present, in our congregations and neighborhoods. We need a framework for theological education—lay and rostered—from the streets to the seminaries to global partners if we are to help the ELCA apostolate to and with what America is becoming demographically. We need a dynamic tension between the needs and vision of our ethnic communities and the needs and vision of our seminaries. This dynamic tension will be front and center in a November conversation in Texas between leaders of the Latino strategy, local bishops, DEMs and our seminary partners. Also, this must be **an ecumenical conversation**. Currently, we are in partnership with The Episcopal Church in our unfolding Latino strategy.
8. The conversation about **one lay roster** must join the TEAC conversation. Proposals are being advanced to the Church Council which call for one lay roster, including the present Associates in Ministry, Deaconess Community and Diaconal Ministers. The charism of this office would be “diakonia” and could help reorient the mission of the ELCA toward arenas of service. The Episcopal Church has expressed an interest in joining a conversation with us about this unfolding roster of service (Deacon is one nomenclature being suggested) as they seek to renew, reform and reorient their own cadre of deacons.
9. The conversation about **the future of seminaries** must be a conversation about an efficient system of theological education, broadly accessible and sustainable.
10. **Leadership for youth and young adult** networks. We have for the first time a full time Young Adult staff person to help grow and enhance relevant networks, such as: campus ministry, armed forces chaplains, synod networks, Young Adults in Global Mission, Horizon Fellowships, Peace Not Walls, 99 Collective, new starts cohorts and others. Our direction in youth ministry is to reengage existing networks of adults such as SYMBOL, ELCA Youth Ministry Network and the Youth Gathering among others. The goal is to create an integrated, seamless journey of ministry with youth moving toward becoming engaged young adult missional leaders.
11. The presidents of **ELCA Colleges and Universities** are engaged in a conversation about Lutheran identity in the mission of higher education and vocational formation. Darrell Jodock has written a seminal paper, with engagement from the seminary presidents, as part of their process of a “President’s Statement” on Lutheran higher education. An association of ELCA colleges and universities is forming.
12. The **Stewards of Abundance** (Lily funded, around seminary student debt) conversation and process is reporting modest progress is addressing this issue.

13. **The Youth Gathering** is a huge arena for mission leadership conversation. We are hoping to use the 2015 Youth Gathering in Detroit, and the years flowing toward and from it, to create many opportunities for recruitment, discernment, engagement in mission leadership by youth and young adults and their adult leaders.
14. Lutheran Services in America is engaged in a conversation **about leadership for our social ministry organizations**. There will be a large turnover of CEOs in the coming years. We have learned too often that once a faith-based organization loses its spiritual “DNA” it almost never gets it back (this is also true of colleges and universities).
15. We need a sustained conversation in the Conference of Bishops about the vocation of **“missionary bishops.”** Our Methodist and Episcopal full communion partners can enhance this conversation.
16. **Congregation and Synodical Mission grants**. CSM makes annual grants of nearly ten million dollars for new starts, congregational renewal and domestic hunger. Can we calibrate and leverage these grants to increase opportunities to develop leaders, investing in sites for internships, residencies and other opportunities?
17. Conversations about **bi-vocational ministries** are being held, especially in our ethnic ministry strategies.
18. We are looking at the effectiveness of **lay and rostered ministry teams** providing leadership for new starts and congregational renewal.
19. We will want to include a conversation on mission **leadership which accompanies civil society with the Gospel**. There are multiple entries into this mission to civil society, including direct services, advocacy, grassroots mobilization (advocacy) and economic development. We need leadership which joins congregational mission strategies to this public ministry.
20. Mission strategy is often lived on the ground through the ministry of **Directors for Evangelical Mission and the local mission tables** of leadership they organize around new starts, congregational renewal, mission support and mission strategies.

Harvesting the Conversations

As we attempt to join dangling conversations to a larger conversation about leadership for mission today and in the coming years, we hope that we will gain perspective and a sense of priorities. We will engage a “plan for research” offered by Kenneth Inskip and the Research and Evaluation ministry. Behind it will be Martin Luther’s concern: How will we know that our folks are hearing the Gospel?

We will be looking for collective impact. We will be seeking ways that mission driven collaboration will strengthen each partner. With the Spirit’s wisdom we may be able to discern which things will fall into place and also which things fall away for the sake of mission. When Nehemiah described the rebuilding of the walls of Jerusalem, he noted the healthy self-interest of each of the builders. Clans, guilds and businesses built the sections of the wall the closest to their own homes. But in the building, with others, they were also rebuilding the whole city, and with it the meta-narrative of their engagement with the God of history.

Some Characteristics of a Mission Leader

A Mission Leader is a Witness to the Presence of the Risen Jesus. Can she tell her faith story and encourage and teach others to tell theirs? Does he bathe the life of the mission in scripture and prayer?

A Mission Leader is a Servant Leader. Servant leadership is driven by a theology of the cross, by trust in the hidden and surprising ways God is present in the world, especially at the vulnerable places of hurt and hope. Servant leaders know they will never take God somewhere God has not already been.

A Mission Leader Pays Attention to Institutional Relationships and Networks of Support. Does the leader help the parish table to be embedded in and connected to other tables? This is especially important for mission developers of new starts. Does she show up at gatherings where other leaders are present? Does he regularly do one-on-ones with his bishop and Director for Evangelical Mission? Is she preaching and leading Bible study for local congregations supporting the mission? Is he a steward of the wider mission of the synod and denomination, helping those around his table to understand what they are a part of, what we can do together and what we can never do alone? Are the stories of unfolding ministry being shared? Is she surrounding herself with a “kitchen cabinet” of strong mentors and supporters? Our studies of new mission starts has shown that where local networks and relationships are strong, and connected to the wider church, so is the fledgling ministry. It takes a village of tables to nourish and raise a new one.

A Mission Leader Has an Entrepreneurial Spirit. Is she casting a compelling vision and adjusting it to the insights of a growing network of supporters and leadership? Does he “roll the dice” and build momentum with incremental victories as the ministry is being built?

A Mission Leader is Clear About the Power of Money. Is her sense of stewardship deep and communicated? Is he building a strong, long-term financial model to sustain the ministry? Is the money lined up with vision, and is the mission leader courageous in asking for sacrificial support?

A Mission Leader Builds a Strong Cadre of Local Leadership. Is she always in leadership development posture? Is leadership development tied to budget decisions about the best possible ongoing training for leaders, and a commitment to action\reflection pedagogy? Is the development of local leadership the highest possible priority and metric for evaluation of mission effectiveness?

A Mission Leader Roots Deeply Into the Community. Again, is she engaging the community in a regular discipline of one-on-one relational meetings? Is the “hem of the garment” of the mission placed where the community can touch it? Does she understand the public missional power of baptism and eucharist?

A Mission Leader Is Adaptive. In the context of life in the church today, a leader must know how to come alongside people and institutions, helping them discern their own spiritual lives and vocations and their role in a wider ministry. This collaboration requires multi-cultural competence. A mission leader embodies accompaniment. This leadership characteristic is closely allied with an entrepreneurial spirit.

What we are talking about here is "Adaptive Leadership," as opposed to "Technical Leadership." Technical leadership is tried and true solutions to recognizable problems and challenges. It means there is a program and an approach which can move things forward. Adaptive leadership accepts that we are in a new situation, that we do not have technical means to move forward and that we are willing to risk and learn and probe the future. Adaptive leadership is collaborative. It means that we engage the future together. It means that we probe the underlying values embedded in the status quo and the underlying values which would pull us toward the future. It is a style of leadership where we risk together, make mistakes together and learn together.

A Mission Leader is Relational. Does she like people? Will he put in the time and energy needed to build relationships within the congregation, among allies and in the community at large for the sake of the reign of God? Relationships are the synapses of mission.

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**ELCA Campus Ministry Annual Report
Fall 2013**

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Background

Campus Ministry Policies and Procedures, Section V.B.4.b states that the Churchwide Campus Ministry Team is to provide an annual summary report to the Congregational and Synodical Mission Unit and the Church Council.

Policies and Procedures clarifies the ways in which the work of the churchwide organization, synods and Campus Ministry Agencies (CMAs) is coordinated to advance the mission of campus ministry throughout the ELCA. Mandated annual reports from CMAs who receive churchwide and/or synodical funding provide significant data to the Churchwide Campus Ministry Team (CCMT) as it allocates financial and programmatic resources. The CCMT has developed a series of “best practices” to support *Policies and Procedures*.

Highlights

The annual report asks CMAs to summarize their yearly activities in twelve categories. This summary is intended to highlight both strengths and deficits of each program as a way of providing feedback to the churchwide and synod offices. The 2013 annual report was nearly identical in form and content to those from 2010-2012 in order to clarify observable trends and statistical patterns. Data was collected from 123 campus ministries who submitted information using the electronic Annual Report form.

1. Worship

- a. Worship remains at the heart of Lutheran campus ministry. Nearly all sites (95%) reported that Holy Communion was provided for students one or more times per week. Nearly half (49%) report providing 1 to 5 worship services per month, while over a third (36%) provided 6 to 10 services. These patterns have held steady through the last several years.
- b. The ELW remains the most popular choice of worship material (75.6%). Site-created liturgies are also in widespread use (59%), as well as Holden Evening Prayer and Taizé, among others.
- c. Paperless worship and music is increasingly popular, as is the use of liturgical resources shared on the Internet. The ELCA’s Sundays and Seasons remains in wide use.
- d. Student attendance at worship has trended slightly upward. Over half of sites (52.6%) report 11 to 25 students on average per week. Nineteen sites (15.6%) report 26 to 50 students per

week; and eight sites (6.6%) report over 50 students on average per week. One third of all sites (34%) report 50 or more students worshipping at least once per semester.

- e. Worship continues to be a creative and collaborative exercise for students on many campuses. Traditional liturgies are popular, even as they are adapted, reimagined and deployed in unique contexts. Pastors have also been very responsive to student interest in non-traditional forms of worship.

2. Evangelism and Outreach

- a. Ministries reported initial contacts with 18,498 new students last year, representing a slight decrease over the previous year. This averages approximately 150 contacts per reporting site.
- b. Personal invitation from other students remains the most popular way to make the ministry known to the community (95%). Electronic communication is also a very popular method for outreach and evangelism, with almost all ministries using social networking sites, their own websites, and e-mail announcements to connect with students. A large majority of sites (85%) also have an active presence at student orientation and activity fairs at the beginning of the school year. Traditional media, such as print mailings, phone calls, and newspaper ads are still used widely but have declined in popularity.
- c. Peer ministers continue to be an important outreach tool for a majority of sites (62%).
- d. Ministries reported 12 baptisms of adults over the age of 18.
- e. Evangelism and outreach is closely related to hospitality and community-building, as well as justice and advocacy.

3. Christian Education and Faith Development

- a. Lutheran campus ministries employ a wide variety of materials for Christian education. Biblical texts and Lutheran writings were studied alongside works by contemporary authors, such as Brian McLaren, Robert Wuthnow, Diana Butler Bass, and Shane Claiborne. Resources from ELCA World Hunger and the ELCA Malaria Campaign are also being used in many places.
- b. Campus pastors and student leaders continue to be creative in selecting materials for education and faith development. Many sites have sought out materials which face difficult questions about vocation, grace, doubt, ecumenism, orthodoxy, pluralism and other critically relevant topics.
- c. Nearly all sites (90%) report offering Bible studies for students. Many sites also offer retreats (65%), spiritual direction (51%) and lecture series (30%).

4. Hospitality and Community Building

- a. Almost all ministries offer weekly shared meals for hospitality and community building (86%). Many offer informal gathering space on a daily basis (62%) or weekly basis (25%). The frequency of reported annual or semi-annual retreats and trips has continued to decrease slightly. Many sites have attributed this in part to the decreased availability of funding.
- b. Interfaith dialogue (65%) continues to increase in popularity as a component of community-building in Lutheran campus ministry. Designations of Reconciling in Christ (RIC) (42.3%) or as a safe zone (44.7%) have continued to increase year over year as well. Many sites – particularly those with a RIC designation – report that they are one of only a few religious organizations on their campuses which extends open hospitality to students regardless of sexual orientation.
- c. It continues to be important for campus ministries to offer fellowship activities and services in addition to worship, such as informal gathering spaces, shared meals, education events and

recreation. These spaces continue to attract a wide array of students and help ministries reach out to underserved and marginalized populations on campus.

5. Community Service

- a. Campus ministries continue to undertake a wide variety of community service projects. Participation has increased slightly over previous years, with 40 percent drawing six to 15 students at least once, 40 percent drawing 16 to 50 students, and six percent drawing over 50 students. Ten sites (8.4%) reported the participation of over 100 students.
- b. The most popular kinds of service projects were those close to the campus community, including working with children and youth (15% on a weekly basis, 47% on a monthly or per semester basis) and working at a food kitchen/shelter/pantry (64% on a monthly or per semester basis). Many sites have also participated in building homes, environmental cleanup programs and programs working with the elderly.
- c. Nearly half of sites reported offering a service-learning opportunity involving travel (48%). Of those offering such opportunities, trips averaged between six and ten students.
- d. Service-learning trips frequently involved group reflection during the trip, pre-departure education sessions, post-return discussion, time for individual reflection, community-building, group Bible studies and group activities to thank those who donated time or money to the trip.

6. Justice and Advocacy

- a. Many ministries report that their justice and advocacy efforts are directly connected to the kinds of educational opportunities they offer. A number of ministries have utilized resources and curriculum from the ELCA Malaria Campaign and ELCA World Hunger.
- b. Campus pastors and ministry staff have observed that efforts at hospitality and community building, particularly to those who are underserved, marginalized or unpopular, are inseparable from justice and advocacy.
- c. Programs related to addressing poverty issues have continued to increase yearly (70%), as well as programs related to environmental issues (51%). Remaining significant programs address hunger issues (63%), sexuality and gender issues (57%), and homelessness (55%). Activities related to racism, war and peace, and other issues have declined somewhat over last year.
- d. Ministries have participated primarily in discussion (72%), educational programs (55%) and direct action (52%) with respect to justice and advocacy efforts. Other activities include bringing in speakers with specialized knowledge, conducting studies and hosting forums.

7. Pastoral Care

- a. Nearly all ministries report that pastoral conversation was a means of care (98%), as well as counseling via electronic communication (92%). Most campus pastors and ministers offer regular office hours (76%). The amount of time per week dedicated to pastoral care conversations has held steady at an average of around eight hours per week.
- b. Training peer ministers continues to be an effective method of pastoral care (55%), especially in situations where the campus pastor is present only part-time. Many pastors also serve on university care or emergency response teams (38%).

8. Leadership Development

- a. Lutheran campus ministries continue to provide ample opportunities for student leadership. Almost all report students assisting in worship (96%), coordinating events (91%), and

planning programs (87%), while many others also have students representing the ministry at university-sponsored events (82%) and on local boards (72%). The university events often include panels on religion and society or interfaith dialogue. One-to-one mentoring and peer ministry remain strong, while participation in Lutheran Student Movement continues to decline sharply in the absence of national leadership.

- b. Enrollment in seminary has held steady among campus ministry-involved students who have graduated within the past five years (134, averaging 2.2 students per site for those reporting at least 1 student going on to seminary). There are also 117 recent graduates in the candidacy process, down slightly over the previous two years.
- c. ELCA-based service programs continue to be popular (Young Adults in Global Mission, Lutheran Volunteer Corps), as well as non-ELCA programs (Peace Corps, AmeriCorps), with 112 recent graduates currently involved. Sites reported 324 recent graduates involved with congregational or synodical leadership.

9. Stewardship and Fundraising

- a. Over half of campus ministry sites report having a strategic plan for fundraising (52%), up from previous years.
- b. The most popular strategies for raising support remain fundraising letters (68%), e-mails (58%), print newsletters (58%), face-to-face solicitation (50%), and electronic newsletters (49%).
- c. Continuing a trend over the last three years, grants have increased in popularity as a source of funds (76%). Funds have also been raised through congregations and congregation-based Women of the ELCA groups (76.4%). Annual appeals (70%) and special events (57%) are also popular. Nearly half of reporting sites also have funds available from an endowment (45%).
- d. Ministries that encourage student giving, principally do so via worship offering (64%).
- e. Trends have held steady with respect to the time devoted to stewardship and fundraising: 40 percent of sites devote less than ten percent of their staff time to those activities, 34 percent devote eleven to twenty percent of their time to it, and a decreasing number (26%) devote more than twenty percent of their time to it.

10. Vision and Planning

- a. Many campus ministries continue to engage in an annual goal-setting process (81%). For those that do, students are typically involved (88%), as well as site staff (83%) and CMA boards (79%).
- b. Ministries have reported that monthly reviews, student and board input into the Campus Ministry Annual Report, leadership team reviews, and annual board retreats are in wide use as ways to accomplish evaluation and planning.
- c. Most ministry sites report having a mission or vision statement (83%).

11. Ecumenical and Interfaith Cooperation

- a. Ecumenism and interfaith issues continue to increase in importance on college campuses. Lutheran ministries continue to cooperate closely with Episcopal ministries and coordinate events among Protestant groups. Many members of Lutheran campus ministry staff serve in ecumenical groups or interfaith panels at their respective universities (74%).
- b. There is increasing interest in (and emphasis on) interfaith educational events on the part of campus administrators, and many sites have reported helping organize or participating in

these events. Like last year, the President's Interfaith and Community Service Campus Challenge was a significant impetus for interfaith work.

- c. Joint service projects (70%) and shared meals (64%) continue to increase in popularity as important components of ecumenical and interfaith work. Many ministries have also engaged in joint worship (56%) and joint sponsorship of speakers (48%).

12. Building Relationships

- a. As an outgrowth of hospitality, evangelism, justice, advocacy and ecumenical work, campus ministries continue to develop rich cooperative networks within the church, and in their broader communities. More than half participate in summer orientation (51%), and many ministries continue to work in the classroom (42%), on committees (38%), with synodical boards (35%), on crisis teams (31%) and with outdoor ministries (30%).
- b. Most campus ministries maintain a presence or set up displays at synod assemblies (85%) as a way of communicating their ministries to synods and congregations. Other popular methods include leading worship or youth ministry in local congregations (66%), writing articles for congregational or synodical newsletters (59% and 48%), working locally on service projects (59%) and working on synodical committees (50%).
- c. Lutheran Student Movement continues to operate on a limited basis in some areas at the regional or local level.

13. Demographic and Site Information

- a. *Site*: A total of 43 sites reported being ELCA center-based, 41 report being ELCA congregation-based, and 34 report being ecumenical center-based (out of 122 total reporting).
- b. *Ethnic and racial background*: 97% of ministries reported working with Caucasian/white students, 57% with African-Americans/black students, 47% with Hispanic/Latinos, 39% with Asian/Pacific Islanders, 21% with Middle Eastern/Arab-Americans and 12.8% with American Indian or Alaska Natives.
- c. *Religious background*: 94% reported working with Lutheran students, 89% with non-Lutheran Protestants, 58% with Roman Catholics, 24% with Muslims, and 24% with Jewish students. This represents an increase in engagement with Muslim and Jewish students over the previous year.
- d. *Sexual orientation*: 77% reported working with students who identify as gay/lesbian/bisexual/transgender, representing a continued increase over previous years (71% in 2011-2012).
- e. *Disability*: 33% reported working with disabled/differently-abled students.

Final Summary

1. ELCA campus ministries have continued to face significant uncertainty with respect to funding. This continued transition has, in most cases, not dampened local energy and creativity in developing outreach, hospitality and justice-oriented efforts, although these efforts continue to face constrained budgets. There is considerable concern about local and synodical support for campus ministry over the long term. Some sites reported frustration at the continuing absence of a director for campus ministry at the Churchwide Office, while offering praise for the support that did come from that office throughout the last year in the current reduced-funding landscape.
2. Sites were asked to report which areas they believe should be the top three priorities for the Churchwide Campus Ministry Team in the coming year. The most popular were stewardship and fundraising (33%), evangelism and outreach (30%) and staff education and development (29%).

The top priority is the same as last year, while the other two ranked 4th and 5th on last year's list of priorities.

3. Many sites reported increased visibility of the ministry in the wider community. On many campuses, this was due to participation in interfaith dialogues (particularly with Muslim and/or secular student organizations), outreach and partnership with student organizations, direct action on campus, hosting dinners and game nights and pastors offering public "listening" or counseling hours.
4. The unique hospitality offered by Lutheran campus ministry continues to be especially apparent in light of the ever-increasing presence of para-church organizations on public university campuses. As in previous years, many students and pastors reported that they are concerned by the hostile message which these organizations present to gay & lesbian, non-Christian, and/or non-religious students. In turn, they observe that Lutheran campus ministry is frequently a place of community and hospitality for those who otherwise might not experience fellowship with a Christian organization. Dozens of sites report that they have been invited to participate in discussions, debates and direct actions as a representative of a Christian tradition which offers welcome to all people, rather than condemnation.
5. Discussions, concerns, and questions which arose in the context of ministry this year were wide-ranging, and included: gun violence, mental health issues, students dealing with economic stress, university systems facing budgetary crises, racism and racial justice, gay rights issues and marriage equality and interfaith dialogue.
6. Campus ministry remains a vital and critically important field of mission within the ELCA. Students, pastors, ministers, board members and congregations continue to shape the work of ministry in adaptive, thoughtful and generous ways, while asking hard but necessary questions about what ministry support will look like in the near- as well as long-term future.

Reports of the Regional Coordinators for Missional Leadership

Region 1

Submitted by Mark Nelson

I continue to enjoy the good work of connecting, leading, guiding, coordinating and supporting the work of our synods and congregations in Region 1. It has been just a year since I was called to this ministry. I have learned much and continue to find the work invigorating and creative. There is a personal component in our common journey of Always Being Made New!

This past spring we had four bishop elections in the region, two of which resulted in new bishops and new staffs. Both Bishop Unti and Bishop Jaech are clearly gifted for this ministry and well on board. I continue to spend extra time with them, their assistants and office staffs as we navigate the tasks of candidacy, assignment, first call, call process and campus ministry. It is rewarding to me to be available to them in this way.

As you know there are many changes in theological education at our ELCA seminaries and throughout the Association of Theological Schools network. The leadership team has been working on updates to our candidacy manual. To that end Region 1 bishops, candidacy committee chairs, and synod staff members responsible for candidacy will meet for a "candidacy conversation" later this month. This is a time to draw on the wisdom of this group and to share what is working well and what needs adjustment as together the church forms the next generation of missional, rostered leaders. The candidacy committees of the region work with great commitment and careful practice. It is rewarding to accompany these leaders in each synod. The number of candidates continues to grow and we now are raising up more rostered servants than have been needed historically in this region. We are called to look toward new mission in the region and to share some of these new leaders with partners throughout our church.

Five of our synods work together in First Call Theological Education (FCTE). The annual retreat, now in its second year, is gaining a richness in worship, support, and focused education. The Montana synod continues a FCTE event uniquely pointed to their intermountain west context. Both models help our leaders navigate the joys and challenges of first calls and reinforce useful skills for lifelong learning in ministry and mission.

In Region 1, a common financial services office handles the financial work of the six synods. These two financial staff members were recently honored by MIF leaders for their work and the careful procedures they have developed.

Because of the number of staff transitions in our synods, our bishops called for a Region 1 all-staff gathering set for December 12-14, 2014. The focus of the gathering will be sharing best practices, naming and providing solutions to challenges and reinforcing partnerships.

There is good energy for new mission in Region 1 and some exciting stories to tell. From recent Day of Service events, to new mission starts, to congregations connecting with their neighborhoods in creative ways, it is always God's work, our hands.

Region 2

Submitted by Margy Schmitt Ajer

Region 2 has one of the largest geographic areas and the smallest number of synods of any region in the ELCA. We cover the southwestern quarter of the United States plus Hawaii. But in spite of vast distances, the synods of region 2 share a deep sense of partnership and support around mission and ministry. The territory of our region encompasses huge metropolitan areas and small communities, and we celebrate the wide diversity of people with whom we serve. We have strong connections to California Lutheran University and Pacific Lutheran Theological

Seminary (PLTS), as well as networks of advocacy offices, social service agencies and outdoor ministries.

In the past year, the synods of region 2 continue to foster partnerships around a wide variety of mission and ministry in the following ways:

- We are in our 16th year of offering FCTE events as a region.
- We offer two mobility conferences a year, in which rostered leaders interested in seeking a call in region 2 have an opportunity to meet and talk with bishops and staff from all five synods.
- The mobility staff from each synod continue to work together to make the mobility and call processes more helpful.
- We continue a very collaborative relationship with PLTS in working with ministry candidates around Lutheran year, diaconal ministry and other preparation issues.
- Our annual regional consultation focused on upcoming candidacy revisions and joint work in interim ministry.
- We have worked on transition and networking as we welcome Bishop Guy Erwin and new staff to the Southwest California Synod.
- We are beginning consultation around ministry with young adults.
- We continue to support synods as the work with the many models of campus ministries.

Our work for the coming year will include the following:

- Following up on initial work around young adult ministry;
- Working with the many changes in preparation of missional leaders for the church in the candidacy consultation;
- Developing shared protocols, practices and credentialing for intentional interim ministry so that both our congregations in transition and those whose call is to this important ministry are well served.

The five synods of Region 2 (Sierra Pacific, Southwest California, Pacifica, Grand Canyon and Rocky Mountain) continue to work very collaboratively as they seek to serve and proclaim the good news of the Gospel throughout the southwest. Thanks be to God.

Region 3

Submitted by Paul Baglyos

October 1, 2013 is the first day of my fifth year as Coordinator for Missional Leadership in Region 3 of the ELCA. As that anniversary date has been approaching, I have been scheduling individual in-person conversations with all nine synod bishops in Region 3 in order to talk about our work together in this region. (To date, I have had six of those nine conversations; the other three will occur within the next few weeks.) During one of those conversations, the bishop remarked that an important value of regional coordinators for our common life as the ELCA is their capacity to convene various cohorts of leaders across the synods for collaboration and relationship-building. I found that remark deeply gratifying because the regional coordinators often describe their work in those terms, but I had not previously heard a bishop articulate the same understanding or the same perception. Other bishops in Region 3 have expressed agreement with the remarks of their colleague. Accordingly, as I enter into my fifth year of service as the coordinator for Region 3, I continue to seek opportunities to exercise a capacity for convening cohorts of leaders around shared areas of concern and responsibility. The bishops of Region 3 have identified these major areas for such work on my part over the coming months:

Candidacy

Candidacy remains, for all regional coordinators, the single largest task area in our work portfolios, and our work in candidacy on behalf of the whole church assumes increased importance as we undertake a broadly collaborative revision of the ELCA Candidacy Manual. As part of my ongoing work with the nine candidacy committees of Region 3, individual candidates and seminaries, I continue to convene monthly conference calls with our bishops' associates and synod support staff charged with oversight of candidacy. In addition, I organize and convene periodic in-person conferences within the region for deliberation of proposed revisions to the Candidacy Manual.

Theological Education for the Baptized

One of the concerns identified in my one-on-one conversations with the bishops of Region 3 is how we might better attend to the work of cultivating effective ministries of education for the baptized for the sake of their vocations within the church and the world. Currently, I am compiling a list of leaders in all nine Region 3 synods who are already tending to such ministries or have a keen interest in doing so. Once a list is complete, I will ask whether and how they might all learn from one another in a new network of regional collaboration and best-practices sharing. This effort on my part in Region 3 will relate also to my participation in a table convened by Gordon Straw for addressing this concern across the ELCA.

Collaboration and Support among Synod Officers

Previously I convened occasional conference calls among the synod vice presidents and among the synod treasurers in Region 3. The bishops have asked that I renew that effort with a possible intention to convene an annual in-person gathering among the officers of all nine synods for purposes of collaboration, relationship-building, and best-practices sharing.

Region 4

Submitted by Herb Palmer

Region 4, geographically located in the center of the United States, is "In the Heart of the ELCA"; and God's mission for Region 4 of the ELCA is that we have a heart for the world. This is a region of the church that represents much of who we are as the ELCA and its demographic encompasses people from all over the world. It is in this context that the church does ministry and raises up leaders.

The synods of Region 4 are gaining greater clarity about leadership formation. One example of this is in the Texas-Louisiana Gulf Coast Synod. The synod has taken on the initiative to form leaders who are well grounded in their faith and equipped to lead. A separate 501(c)(3), a ministry of the synod, has been created just for leadership. It is called LEAD. While it is most responsive to the needs of the synod, this ministry is for the whole church, even beyond the ELCA. In an effort to connect with the region's leadership, LEAD is in conversation and cooperation with what is going on elsewhere in the region.

Region 4 is seeing changes in synodical leadership. The Rev. Roger Gustafson was elected and called to serve as the bishop of the Central States Synod. Other synods have experienced leadership staff turnover as well. I have been attentive to assist in these transitions and to engage in conversations about ministry throughout the region.

Candidacy in Region 4, as with the ELCA, is responding to the changes in theological education, new patterns for education and the realities of life for those who are called to serve the church in public ministry. Throughout the church, we are adopting the "Candidacy Guidelines for Missional Leaders." Fruitful conversations with candidacy committee members have taken place

to discuss leadership for the church and the kind of leaders the church needs. Churchwide staff for candidacy have worked together with all the regional coordinators this past year to envision a new model for candidacy. These conversations have been enriching, and we have shared elements of this work with the candidacy committee leadership throughout the regions. There has been wide acceptance of the concepts and support for the changes. Recently, Region 4 candidacy leaders met in Kansas City, Kansas for a day of conversation. All synods were represented, as well as churchwide staff and the academic dean from Wartburg Seminary.

Other leadership opportunities in the region included a gathering of assistants to the bishops. From these conversations came a greater commitment to communication and shared use of technology. Region 4 vice presidents meet on conference calls about every other month, sharing the state of the church in their synods and sharing ideas for mission. Staff from churchwide Global Mission met with synodical Global Mission and Hunger leaders near San Antonio for a few days. Those who gathered shared the direction of their synod ministries, networked and learned about new resources. Campus Ministry leaders gathered for a retreat, along with campus ministry leaders in Region 3. There are new ways being developed for networking these leaders and they are adapting to the changes. Campus Ministry continues to be a life-giving ministry of and for the church.

Region 5

Submitted by Ramie Bakken

I began my work as Region 5 coordinator on August 26, 2013. The following have been my immediate goals:

- to meet the staff of the 12 synods and learn about their ministry;
- tend to immediate needs of the region with the steering committee meeting and the fall assignment process; and
- establish a new office for Region 5.

Thus far I have traveled to and met the staff in seven synods. What I have learned is that being an in-person resource for the synod candidacy committee is a common first priority. I have nine candidacy committee meetings on my calendar in the next nine weeks. In six of the 12 synods, there are new synod staff members working with candidacy, and I intend to provide training for these synod staffs in the coming months.

In addition, I have been preparing to participate in the assignment process as one of the primary responsibilities of the region office.

The Region 5 office has been relocated close to my home in Black River Falls, Wisconsin. I am grateful to the Evangelical Lutheran Church of Black River Falls for providing office space. If you ever are driving on I-94 halfway between Minneapolis and Madison, call and stop in! Region 5 also employs a part time bookkeeper/secretary and a part time archivist who is based at Wartburg Seminary.

Part of the work of the regional coordinator is to convene events for the Region 5 synods and bishops. The next events are a global gathering at the end of October and a mobility conference at the end of January. I also have on my calendar each of the 12 synod assemblies. As I learn the rhythm of the year, I will assess how many I will be able to attend. I am looking forward to these significant opportunities to learn about the ministry in each synod.

Region 6

Submitted by Marilyn McCann Smith

The region's primary mission is to connect, resource, support and network those serving in leadership in our synods and congregations. The following examples represent the work of the region.

Global Gathering is a 48-hour event where invited campus ministry staff and student representatives, synod leaders from global mission committees, companion church groups, world hunger committees, malaria task forces, synod staff, directors for evangelical mission, those interested in Young Adults in Global Mission and developers of ethnic-specific ministries gather to meet with churchwide staff and global guests who are connected to these areas of ministry. This year we met in the winter and will meet again in mid-November. Campus Ministries are becoming a significant partner in this consultation.

Candidacy and Assignment of First Call Candidates is a primary area of responsibility for the regional coordinator. Attending all candidacy meetings, convening Theological Review Panels and Competency Assessment Panels as well as interfacing with the seminary faculty demonstrate that candidacy is a shared responsibility and a churchwide process. Additionally, I meet with seminary seniors and bishops to prepare for and carry out the twice-yearly assignment of first call candidates.

First Call Theological Education is a natural extension of candidacy's preparation of rostered leaders and first call assignment's work to match candidates' gifts with congregations' missional needs. Working regionally to provide opportunities for learning, nurture and fellowship strengthens and supports these newly rostered leaders has enhanced the synods' First Call programs.

Campus Ministry is a significant opportunity for the ELCA to be engaged in intentional ministry with young adults. This does not take place only on our campuses. Those leading ministry in these settings also are valuable resources for congregations and synods that are seeking to grow in their ministries with persons in this age cohort. The regional coordinator meets with staff, boards and committees to provide ministry reviews, support, and strategic planning.

Missional Leadership Conversations and Networking is a growing aspect of regional work. The coordinator facilitates conversations and meetings of the Region 6 Directors for Evangelical Mission and other partners as we seek to identify appropriate opportunities for mission and preparing leaders for new and renewing ministries. In recent months, we have met with our ELCA Church Council representatives and leadership at Trinity Lutheran Seminary. Plans for a missional curriculum consultation are now underway.

Region 7

Submitted by Peggy Wuertele

The ELCA Constitution states: "This church shall have regions as a partnership between groups of synods and the churchwide organization for the purpose of exercising mutual responsibilities." (Chapter 18, section 01) There are nine regions of the ELCA, and Region 7 consists of the synods of New Jersey, New England, Metro New York, Upstate New York, Northeastern Pennsylvania, Southeastern Pennsylvania and Slovak-Zion. It is my privilege to work with the bishops and their staff of those synods in a variety of ways, serving as a point of coordination between them, the churchwide offices in Chicago and the Lutheran Theological Seminary at Philadelphia (LTSP).

While the work of the regional coordinator varies somewhat depending on the needs and interests of the region, all of us work with candidacy as the centerpiece of our responsibilities. In this way, the church is assured that candidates for rostered ministry in our church have an equal level of preparation and can serve anywhere in the ELCA. I participated in approximately 30 candidacy committee meetings in Region 7 this past year and in approximately six meetings with the other coordinators and the ELCA Director of Leadership and Candidacy, the Rev. Dr. Gregory Villalon. I also convened the annual candidacy consultation at LTSP, which provides in-service for the synod candidacy leaders and those engaged in work with the candidacy process at the seminary. An extension of the work with candidacy is helping to coordinate the first call assignment process across the church and in Region 7.

The work that I am most proud of this year has been our Leadership Guild, the mandatory continuing education event for rostered leaders in their first three years of ministry. We are focusing on being “adaptive leaders,” prepared for the challenges of the 21st Century. It is a privilege to walk with these new leaders as they make the transition from seminary student to pastor, associate in ministry, diaconal minister or deaconess. The staff for this event is comprised of rostered leaders in our region who are committed to this work on top of the responsibilities of their congregations or other ministry settings. I am grateful to have such capable, dedicated, creative partners in this work.

Throughout this past year, I have continued to work with campus ministries in our region although that work is transitioning out of my portfolio. We also held a gathering for Global Mission and World Hunger Leaders in the synods of our region in October. In addition, I have provided support for the New England Synod as they said good-bye to retiring Bishop Margaret Payne and welcomed newly elected Bishop Jim Hazelwood, and the New Jersey Synod as Bishop Roy Riley retired, and Bishop Tracie Bartholomew assumed the office.

It is an honor to serve the synods and institutions of our region and the ELCA as coordinator. Thank you for the privilege.

Region 8

Submitted by Nancy Gable

While most people do not particularly enjoy reading constitutions and bylaws, I wholeheartedly believe that the ELCA Constitution is a missional document. I also feel it is important for churchwide, synodical and congregational leaders to ground their understandings of regions using Chapter 18 of the ELCA Constitution, which defines regions “as a partnership between groups of synods and the churchwide organization for the purpose of exercising mutual responsibilities,” (ELCA Constitution, 18.01), going on to state that the function of the “regions shall be a means for coordinated responses by synods and the churchwide organization to mission and program opportunities within the region,” (18.11.11).

Keeping all of that in mind – along with the Region 8 bishops’ perspective that it is not the region that creates programs, but the region works with programs that others recognize as valuable to fulfill the Constitution’s description of the region’s role – what follows is a brief description of several activities in Region 8.

In addition to my service at every synod’s candidacy committee meeting, I serve as the ‘go-to’ person for all things candidacy. This varies from month to month but includes arranging Theological Review Panels (as well as the follow-up report writing) and responding to the particular candidacy questions that often stymie synod staff people. I also arrange Candidate Assessment Panels (CAPs) for candidates for Theological Education for Emerging Ministries (TEEM) (as well as the follow-up report writing). In this past year we’ve utilized SKYPE for

many of these latter type interviews, with participants gathered in two locations. This wise use of our resources has been met with gratitude and is going smoothly – primarily because all partners are well-prepared both with content and technology.

Each year we hold a region-wide candidacy gathering for each synod's candidacy staff and committee chair person. Also invited to the gathering are various colleagues in ministry from across the region. In 2013, we utilized the skill of several Lutheran Theological Seminary at Gettysburg (LTSG) colleagues to discuss the implications for candidacy in relationship to the changed Association of Theological Schools' guidelines for Masters of Divinity degrees. The Rev. Gregory Villalon was also present for this year's Gathering to add depth to the conversation about Candidacy Manual edits and training schedules. Throughout this past year, at each candidacy committee meeting, I've been proactive in discussions about both of these subjects and I believe that across the region we are equipped to move forward into a year of change.

Work also continues on the LTSG/Region 8 "Profile of an ELCA Ordained Minister" project. Directors of Evangelical Mission, who meet at least quarterly with LTSG Dean Robin Steinke, continue offering their insight and expertise as the listed competencies are developed.

While not all regions operate in this manner, Region 8 finds value in cooperating on some key aspects of the First Call Theological Education (FCTE) program. Primarily, this means planning and implementing a Region 8 FCTE Annual Conference where the office works with a region-wide advisory council in planning. I also take primary responsibility for the details of arranging this event: publicity, contracts, registration, evaluation and hospitality. In addition to the conference, each synod also provides more synod context opportunity.

Region 9

Submitted by Harvey Huntley Jr.

During 2013, there have been three broad areas of activity on which I want to report. These are areas that extend beyond ongoing responsibilities I carry as a regional coordinator.

Candidacy

Due to major revisions in standards and curricula at seminaries, the ELCA candidacy process is being refined and adapted to respond to new developments in theological education that impact the candidacy process. Much of the past year has focused on two areas: a two-year (2012-2014) pilot project on missional leadership and revisions to the candidacy manual. Region 9, in partnership with Lutheran Theological Southern Seminary (LTSS), is sponsoring a consultation on missional leadership October 18-19, 2013, that will include candidacy committee chairs and staff, seminary faculty and administration, and Directors for Evangelical Mission. The revision and refinement of the ELCA candidacy process will be ongoing between now and 2016; therefore, this activity will continue to be a high priority in the work of regional coordinators for the next few years and beyond.

Native American Partnership

The United Methodist Church, Southeastern Jurisdiction, and ELCA Region 9 have been engaged in dialogue about missional partnership with each other and with Native American people in the Southeastern United States since 2012. The dialogue has resulted in a collaborative ministry between Lutherans and United Methodists among the Pee Dee nation in South Carolina. A steering committee to oversee and guide the partnership has been formed, and two part-time coordinators (one Methodist clergy and one ELCA clergy) for this effort have been selected. Seed money for the latter has come from a generous grant from the North Carolina Synod through its

Peeler Fund, and other funds are being sought to establish financial support for a three-year effort.

Mission Review Table

Over the past three years or so, deployed churchwide staff in Region 9, including Directors for Evangelical Mission, the ELCA Foundation, the Mission Investment Fund, Portico, synod stewardship staff, Planned Giving of South Carolina, campus ministry, and the regional coordinator have been in conversation and collaboration for enhancing mission potential for the ELCA in the region and thinking corporately and cooperatively about mission opportunities. The above staff met for the first time in January 2013 as a review table for brainstorming resources and strategies for specific ministries. The second meeting of the review table will be January 23, 2014. Examples of some of the ministries included in this process are the Native American Partnership (see above), new campus ministry starts in the region and collaboration in mission interpretation.

In addition to the foregoing areas of activity, there continue to be significant new developments and ongoing mission through the Region 9 (James R. Crumley Jr.) Archives, the Region 9/LTSS Council on Stewardship Education, First Call Theological Education, campus ministry, and Bishop's School (a cooperative ministry with LTSS for senior high youth).

Global Mission (GM)

Submitted by Rafael Malpica Padilla

The Global Mission unit is responsible for the ELCA's mission outside the United States, and serves as the channel through which churches in other countries engage in mission to our church. This report is structured following the 2011-2013 operational plan for the churchwide organization.

Goal One

The ELCA is an evangelizing, multicultural, multigenerational church growing in faith, and witnessing to God's mission locally and globally, with more people worshipping in new and renewed congregations and living out their faith in the world.

During the past months, the Global Mission unit has engaged congregations and synods by hosting high-impact events, supporting shared missionaries and volunteers throughout the world, coordinating delegations of companion synod representatives and engaging ELCA members in strategic planning for sustained accompaniment, awareness-raising, and advocacy. Greater engagement with the global Body of Christ enhances the ELCA's evangelizing, multicultural reality and our participation in God's mission of reconciliation and for the flourishing of all human communities.

Mission Formation

Mission Formation is the primary vehicle for education and interpretation for Global Mission. Mission Formation carries out this work through the content development of resources on Accompaniment as the why and how of mission, alongside with its practical application in the following ministry areas: cross-cultural relationships, migration and immigration, cross-generational ministry, interfaith dialogue, worship that includes global music and story, peace and non-violence, and short term mission trips. Global and domestic events provide a space for our members to interact, engage and take away the appropriate mission narratives and skills for ministry in their contexts.

Invitations to incorporate Mission Formation programming into different venues and gatherings have been viewed as one of the key result indicators for the work of the team. The events listed below showcase the enthusiasm and relevance that different audiences are finding in the programming that is offered through the Mission Formation team. The work of this team is usually identified in the Glocal Mission gatherings. The takeaway message is to "encounter the neighbor in the stranger." For more information on Glocal events, you can visit their website at www.elca.org/glocal.

2014 Mission Formation Events

January 12-14, 2014 – Going Past Safe – Milwaukee, WI

January 30-February 1, 2014 - Musician Training – Chicago, IL

February 4-5, 2014 – Wartburg Seminary – Waverly, IA

March 21-24, 2014 - Ecumenical Advocacy Days (tentative)

April, 2014 – Glocal Mission Gathering – St. Thomas, VI

May 2-3, 2014 – Southeastern Minnesota Synod Assembly – Rochester, MN

May 29-31, 2014 – Western North Dakota Synod Assembly – Bismarck, ND

June 13-15, 2014 – Southwestern Minnesota Synod Assembly – St. Peter, MN

June 20-22, 2014 – Lutheran Church Youth Convention – Newberry, SC

September 19-20, 2014 – Glocal Mission Gathering - West Virginia – Western Maryland

Regional Teams

West Africa

This summer Global Mission hosted the Rev. Dr. Thomas Oduro, president of Good News College and Seminary (GNTCS) in Ghana. GNTCS trains pastors for African Independent Churches in the region and has a long history with the ELCA. Dr. Oduro was able to visit with the presiding bishop, have a conversation with teaching theologians of African Descent and learn about the ELCA. The Rev. Morsal Collier began his work as Resident Pastor in Sierra Leone. Members of the West Africa team traveled to the Gambia to explore a relationship with a new member of LWF, the Evangelical Lutheran Church of the Gambia. Minneapolis Area Synod members and GM staff traveled to Nigeria to celebrate the 100th Anniversary of the Lutheran Church of Christ in Nigeria.

The campaign funds approved by the 2013 Churchwide Assembly will facilitate the work of evangelism on a wider scale in the region. There are two projects that were approved. (1) Proclaiming the Gospel in the Heart of the City will take place in the larger cities of Cameroon, Liberia, Sierra Leone and Nigeria. Historically, the Lutheran churches in West Africa have generally been based in rural communities. In recent years a population shift from rural to urban has occurred as people search for better living standards. As a result of this shift, previously active members of the church have found it difficult to continue with church life in urban areas, and new people are not being reached. Urban youth become particularly vulnerable without the foundation of the church in their lives. Many African churches are not well equipped to respond to urban challenges but are eager to do so. This project will support churches in West Africa to address these problems. (2) Spreading the Word will focus on rural areas in Senegal. The Lutheran Church in Senegal (Eglise Luthérienne du Sénégal-ELS) has a ministry founded on bearing witness to the gospel in a largely Muslim context. The vision of the ELS is to begin training evangelists that go out into areas that are not yet impacted by the church. They would like to expand their outreach beyond northern Senegal into new “zones,” including the south.

East Africa

A delegation of five companion synod representatives, three bishops along with two bishops' representatives traveled to Arusha, Tanzania to celebrate the fiftieth anniversary of the Evangelical Lutheran Church in Tanzania, June 22-23. The delegation included Bishops Donald Kreiss, Southeastern Michigan Synod; Claire Burkat, Southeastern Pennsylvania Synod; Callon Holloway, Southern Ohio Synod; the Rev. Percy Butiku representing Bishop Robert Rimbo of the Metropolitan New York Synod and the Rev. Carl Bruhler representing Bishop Harold Usgaard of the Southeastern Minnesota Synod.

In June, Rwanda was approved as a host country for the next Young Adults in Global Mission site and a team of volunteers will arrive in 2014. The Lutheran Church in Rwanda (LCR) is a relatively young church, started by Rwandans returning from exile in Tanzania after the genocide. GM is looking for new ways of engaging with and accompanying the LCR. The LCR has already requested a missionary for Women and Youth Ministries and a missionary for Church Self-Reliance. The presence of a YAGM Coordinator together with YAGM volunteers strengthens the GM presence in Rwanda and allows for capacity building in these two already identified priority areas.

At a recent event celebrating the ordination of the Rev. Uwambaye Evangeline, the first female pastor in the Lutheran Church in Rwanda, LCR Bishop Mugabo expressed his joy that even as the Lutheran Church of Rwanda ordained their first woman pastor, their sisters and brothers of the Evangelical Lutheran Church in America elected their first woman as the Presiding Bishop. Bishop Mugabo also congratulated Bishop Elizabeth Eaton and thanked Bishop Mark Hanson and the Sierra Pacific Synod of the ELCA for the ELCA's accompaniment in the past, which he hoped would continue in to the future.

On September 21, 2013, suspected members of the Al Shabaab terrorist organization, an Al-Qaeda affiliate, attacked the Westgate Shopping Mall in Nairobi, killing over sixty people, both Kenyan and foreign, and wounding many others. The siege at the mall continued for four days.

Asia and the Pacific

Lutheran church work in Myanmar was highlighted in the video prepared for synod assemblies. This focused on the intersection between the world's newest Lutheran churches and the ELCA's engagement with the Lutheran Church of Malaysia that spearheads mission in Myanmar. The Lutheran Church of Malaysia (LCM) itself celebrated its 60th anniversary in late August, remembering the mission work of the Lutheran Church in America into challenging conditions 60 years ago. Today, the LCM, in addition to its work in Myanmar, also has a growing ministry domestically among the Orang Asli indigenous peoples. And both of these engagements – work among the new Lutheran churches in Myanmar and Orang Asli ministry – are counted among the ELCA's 25th anniversary campaign projects.

The ELCA continues to be invited by Lutheran churches in Indonesia, both from the ELCA's companion churches, as well as from the Indonesian National Committee of the LWF, to assist with creating an environment to explore Lutheran identity. This is being accomplished through grants to help engage Indonesian theologians and ELCA scholars who have provided for workshops and seminars on various topics. This same kind of work with Lutheran identity has been laid out in Malaysia and northeastern India. New bishops have been elected in the Andhra Evangelical Lutheran Church (India) – the Rev. Frederick Babu ; and the Lutheran Church of Malaysia – the Rev. Aaron Yap. And while not a direct ELCA companion, of note is the election of the Rev. John Henderson as the Lutheran Church of Australia's first bishop. (Prior to this, they were Presidents).

With a new relationships manager on staff, Dana Dutcher, increased efforts are being made to network and engage the companion synod relationships that involve Asian churches and their ELCA companion synods. Dana visited Malaysia, Singapore, Indonesia and India in September and October, helping her obtain important perspectives. Plans are being made to have country consultations for Malaysia/Singapore and India in 2014.

Europe

The Europe team continues to shift its focus toward accompanying smaller Lutheran churches in Central Eastern Europe, mostly in the former Soviet bloc, supporting marginalized people, enhancing leadership development, and education. The Northeastern Iowa Synod is enhancing its connections in its new companion synod relationship with the Evangelical Lutheran Church in Hungary by financially supporting five Young Adults in Global Mission volunteers in Hungary and in engaging the YAGMs in building connections for church-to-church and school-to-school relationships. These churches and programs work with the Roma people, who continue to suffer entrenched discrimination and prejudice.

Two projects in Europe are included in the 25th Anniversary Campaign approved by the 2013 Churchwide Assembly. (1) The Siberia region ranges from the Ural Mountains to the Bering Sea and is more than one and one-half times the size of the continental U.S. But in this great expanse, there are only 86 preaching points served by 18 lay leaders and clergy in the Lutheran church. A leadership development program is envisioned to assist the churches in Russia to advance evangelism training and biblical and theological formation that will equip congregational lay leaders and pastors to build up the faith and extend the mission of the church. (2) In Germany, women from the global South will utilize the facilities and resources of the ELCA Wittenberg Center and the Colleg Wittenberg as a “meeting place at the crossroads of the Reformation” for leadership training seminars in global Lutheran identity, theology, education and health. This project will provide Lutheran women opportunity to learn from each other and grow in their capacity for leadership roles in their respective churches.

Latin America and the Caribbean (LAC)

Global Mission has been accompanying churches in Peru, Guatemala, Haiti and Honduras as they face different challenges. The challenges include ecclesiology in Peru, structural strengthening in Guatemala after the retirement of their long-serving bishop, developing diaconal ministry after earthquake rehabilitation in Haiti, and dealing with extreme violence embedded in drugs and gangs in Honduras. Accompaniment has been done in close relationship with their companion synods. The LAC team has welcomed a new regional representative for the Southern part of South America, Justin Eller. This introduction to the region gave the LAC team an opportunity to review priorities and strategies for the region where Leadership Development and sustainability for Mission and Ministry continue to be the main foci.

Middle East and North Africa (MENA)

MENA and the Peace not Walls (PNW) team continued raising awareness and advocating for our companions in the region and for just peace through speaking engagements, Action Alerts, blog/website material and via teleconference. We visited the task forces and new bishops of both ELCA Companion Synods of the Evangelical Lutheran Church in Jordan and the Holy Land (ELCJHL), who expressed interest in greater collaboration. Peace not Walls gatherings in May and this coming December are developing a new action plan for inviting greater engagement from young adults, strategic congressional alliances and PNW working groups.

In June, PNW Coordinator Karin Brown led a young adult group to Israel/Palestine that was sponsored by the Washington D.C. Metropolitan Synod. The group continues to meet and seek engagement with the wider ELCA community, and an expanded Holy Land young adult trip in January 2014 will select key young adults from PNW synod working groups throughout the US to learn trip-leading skills and commit to lead two young adult trips in their regions in the near future.

Goal Two

The ELCA is contributing to the alleviation of poverty and hunger globally and within the United States, and to achieving just, peaceful and sustainable livelihoods for impoverished and vulnerable people and communities.

Through on-the-ground accompaniment in contexts throughout the world, ELCA Global Mission helps address structures of poverty and oppression with a special emphasis on the most vulnerable communities. Through collaboration between congregations, synods, independent Lutheran organizations, the ELCA accompanies global companions to enhance their capacity to respond to human need. From relatively small clinics in Russia, to concerns for sustainable agricultural practices in Mexico, to creative responses to the needs of internally displaced and distressed persons within Syria, the ELCA walks with companions around the globe.

Regional Teams

West Africa

Members of the West Africa team traveled to Liberia and Nigeria to train and build capacity for grant writing and financial management.

Southern Africa /South Sudan

The newly-formed South Sudan Companion Synod Network met for the first time October 24. This network is unique in that the eight synods involved (Northwest Washington, Eastern North Dakota,

Southwestern Minnesota, Minneapolis Area, Southeastern Minnesota, Nebraska, South-Central Synod of Wisconsin, North/West Lower Michigan, all with prior companion relationships) had been responding individually to the ministry concerns of the ever-growing Sudanese populations in their respective areas. The opportunity for a coordinated strategy for collaborative work in development, advocacy, education and companionship was welcomed.

The Burure Clinic, affiliated with the Evangelical Lutheran Church in Zimbabwe (ELCZ), began providing health care services to communities in the surrounding area on October 1, 2013 and will officially open on November 1, 2013. The Burure clinic is the only health care facility available in a 20-mile radius. ELCA Global Mission has made an ambulance/transportation available to the clinic in case of major emergencies and when referral of patients is necessary. In the process of providing electricity to the new clinic, electricity was also supplied to one of ELCZ schools at Burure for the first time in its history. The Burure clinic was built and furnished in collaboration among Global Mission, Ascension Lutheran Church in Thousand Oaks, CA and Global Health Ministry.

During its 2013 General Assembly, the Evangelical Lutheran Church in the Republic of Namibia (ELCRN) elected Pastor Ernst //Gamxamub as its bishop. Pastor //Gamxamub will be consecrated as bishop of the ELCRN on November 3, 2013. Our prayers are with the ELCRN during this time of transition. We give thanks to God for the ministry and leadership of retiring Bishop Z. Kameeta and pray God's blessing, strength and guidance for the new bishop-elect Pastor //Gamxamub. We look forward to continuing to walk together with the ELCRN as companions in God's mission for the sake of the world.

Europe

The Moscow Protestant Chaplaincy began an expanded medical clinic in 2013 with the support of the ELCA, volunteer expatriate medical workers, local Russian doctors and a public health professional. The relocation of its parish ministry site to the Lutheran Cathedral of Sts. Peter and Paul in the heart of Moscow offered the perfect location for finding new ways to support the marginalized, undocumented laborers in the capital city who have limited access to medical services.

Latin America and the Caribbean (LAC)

The GM Latin America desk and World Hunger sponsored a food security immersion experience in Mexico with ELCA companion, AMEXTRA. During the immersion, the group of participants learned about the reality for small farmers in the Chiapas region and observed how indigenous agricultural practices are being recovered to increase food production and eliminate the use of pesticides and chemical fertilizers. The group went from Chiapas to Washington D.C. for Ecumenical Advocacy Days where the theme was "At God's Table: Food Justice for a Healthy World." GM sponsored a workshop entitled "Faith, Food and Justice: Lessons from Mexico" to a standing room only crowd. Later, participants related what they saw to Congress, requesting support for international food security measures.

Middle East and North Africa (MENA)

The ELCA is actively working with church partners to address the human needs arising from the ongoing civil war in Syria. With other LWF member churches, we support Za'atari Refugee Camp in northern Jordan. Over two million people have fled across the Syrian border into neighboring countries. Another four million are displaced internally. The ELCA is directly accompanying the Syriac Orthodox Church in addressing the needs of internally displaced and distressed persons. Throughout this humanitarian disaster, we are working to foster reconciliation and peace based on justice.

Syria and Egypt provide ongoing challenges. The use of chemical weapons has been a disturbing feature of the Syrian conflict. MENA staff assisted as Bishop Hanson led national advocacy against threatened US military action targeting Syria. In a move appreciated deeply by Christians in the region, Bishop Hanson wrote to our direct companions in the region, to President Obama, and to Members of Congress. The situation in Egypt remains tense. Nevertheless, the military-enforced curfew is imposing a

certain order on Cairo life. We have been cautious with the placement of global personnel in Egypt, but have moved forward in close cooperation with local companions and colleagues in the Presbyterian Church USA (PCUSA).

Diakonia

The Diakonia team welcomed two new members, which now includes three program directors with PhDs in their respective areas: Healthcare, Lutheran Disaster Response – International, and Sustainable Development. Increased technical depth will permit better accompaniment of global companions, Global Mission colleagues, US congregations and synods, and international partners/related agencies. Diakonia is focusing on capacity building with Global Mission staff and global companions on planning, monitoring, and evaluation (PME), implementation of results-oriented development projects and better impact reporting. A companion synod and congregation resource on better accompaniment of global companions in development work is being developed jointly by Global Mission staff. At the Ecumenical Advocacy Alliance (EAA) 4th General Assembly in August, members voted to continue the next four-year campaigns on HIV/AIDS and Food Security. Dr. Carl Stecker, Director for Diakonia, was elected to the board.

Sustainable Development

Dr. Mary Marete, program director for sustainable development, concentrated on proposal reviews and technical reports to strengthen livelihoods and food security projects. Collaboration with regional teams to improve global companion project design is resulting in better implementation, monitoring and evaluation, and documentation of successes and lessons learned. Planned technical visits will help monitor progress of on-going sustainable development projects. Mary participated in EAA's "Food for Life" campaign discussions, highlighting the "right to food" for the most vulnerable and marginalized.

Healthcare

Dr. Rebecca Duerst, program director for healthcare, worked with the Lutheran Communion in Southern Africa (LUCSA) malaria program to strengthen monitoring, evaluation and reporting through a technical workshop in July. Namibia will be added as a sixth country in 2014. She met with the Lutheran Church in Liberia in April to guide further health and malaria program development, and with Global Health Ministries regarding expansion of the Nigeria health/malaria program. The financial commitment to Lutheran World Relief for malaria work with the Evangelical Lutheran Church in Tanzania was extended through September 2015. Malaria proposals from Lutheran World Federation (LWF) Uganda and South Sudan were approved, baselines completed, and programs launched. An LWF Burundi malaria proposal is under consideration. New/expanded HIV/AIDS programs are being explored with regional teams; companion church participation at the International Conference on AIDS and STIs in Africa was encouraged.

Lutheran Disaster Response – International

In addition to the robust response to disasters listed below, Lutheran Disaster Response - International supported a LWF Disaster Preparedness workshop with 14 Member Churches in disaster prone areas: Kenya, Democratic Republic of Congo (DRC), Nigeria, Cameroon, Bangladesh, Myanmar, Philippines, Mexico, Peru, Chile, Colombia, Senegal, Liberia and Madagascar, and continued supporting LWF regional emergency response hubs in Kenya, Nepal, El Salvador, and Zambia. Dr. Vitaly Vorona, program director for Lutheran Disaster Response – International, began in August.

Disaster	Date	Partner/Companion	Amount	Interventions
Cyclone Haruna	March	ACT Appeal, Malagasy Lutheran Church	\$26,300	Food, shelter, hospital repairs
Earthquake, Shichuan Province, China	April	ACT Appeal, China Christian Council	\$15,000	Humanitarian relief
Flooding/Landslides, Uttarakhand, India	June	ACT Appeal, Lutheran World Service of India Trust	\$75,000	Food, non-food items, shelter, livelihood restoration
Flooding, Calgary, Canada	June	Evangelical Lutheran Church in Canada, Canadian Lutheran World Relief	\$25,000	Relief assistance
66,000 refugees influx from DRC, Uganda	July	ACT Appeal, LWF-Uganda	\$100,000	Humanitarian relief
Severe Drought-affected Namibia	August	ACT Appeal, LWF-Geneva	\$150,000	Humanitarian relief, emergency food
Drought-affected Rural Families, Huila/Cunene Provinces, Angola	August	ACT Appeal, LWF-Geneva	\$200,000	Humanitarian relief, food/water shortages
Civil war, Central African Republic	August	ACT Appeal, LWF-CAR	\$250,000	Humanitarian relief to internally displaced people
Flooding, Andra Pradesh, India	August	ACT Appeal, United Evangelical Lutheran Church of India, Andhra Evangelical Lutheran Church	\$100,000	Humanitarian relief
Assistance to IDPs/other affected Chin people, Rakhine State	August	ACT Appeal, LWF-Myanmar	\$100,000	Humanitarian relief, IDP support
		TOTAL	\$1,041,300	

Cross-cutting Programs

The themes of these programs are broad, cutting across Goals 1 and 2.

The ELCA is committed to being present in the lives of its companions. Our commitment to Global Service has been extended through the Young Adults in Global Mission program. At the same time, we receive much from our companions, especially through the International Leadership Development Program. Our global advocacy is informed directly by companion perspectives.

Global Service

Global Service has both an HR function for ELCA missionaries, as well as administering GM programs in leadership development of various kinds (International Leadership Development, Young Adults in Global Mission, International Horizon Interns, Global Sabbaticals and Lutheran Global Health Volunteers). Global Service also sponsors three events: Missionary Orientation, Re-entry Conference, and Summer Missionary Conference.

In July, 16 new missionaries attended an 8-day orientation program in Chicago. Also in July, 126 missionaries and families, staff and presenters gathered at Carthage College in Kenosha, Wisconsin for a four-day Summer Missionary Conference.

The Lutheran Global Health Volunteers program was introduced at the 2013 Churchwide Assembly. This new program will extend 1-3 month opportunities to volunteers in Lutheran health programs and institutions in Liberia, Tanzania, and India. Other countries will be added to the list as the program expands. In the month after the Churchwide Assembly, inquiries have been received from 13 US- based health professionals. In addition, a health volunteer from India will participate in the program this fall.

The following is a Global Personnel (missionary) statistical report, as of September 1, 2013. A total of 229 global personnel are serving in 46 countries. Long term (4+ yrs) – 81; Contract – 12; GM Two-Year (GM2) – 12; GM Associates (ELCA personnel serving with partner organizations) – 23; Horizon seminary interns – 4; Self-funded Volunteers – 38 (of which 6 are Shared Personnel with ELCA synods); YAGM – 60; GM Co-workers (non-US nationals) – 3; Global Sabbaticals – 1.

Young Adults in Global Mission

The ELCA's Young Adults in Global Mission (YAGM) program began as a small pilot in 1999, when this church sent 10 volunteers into service to the United Kingdom. Since then, YAGM has grown into a dynamic, impactful leadership development program that is making an imprint on the life of the ELCA, in the lives of the ELCA's global companions and in the lives and vocations of YAGM volunteers themselves. In 2013, the YAGM program sent 60 volunteers into service across nine countries - Argentina, Uruguay, Central Europe (Hungary), Jerusalem/West Bank, Madagascar, Malaysia, Mexico, Southern Africa and the United Kingdom. These 60 volunteers join a network of nearly 500 alumni who carry critical cross-cultural, language and relational skills into professional and personal vocations alike.

With anticipated financial support from the newly-approved capital campaign, the YAGM program expects to grow to approximately 90 volunteers by 2017. A new program in companionship with the Lutheran Church in Rwanda will begin in 2014, followed by a hoped-for new start in Senegal in 2015. Additional new country program possibilities beyond 2015 are also being evaluated.

The YAGM program has begun to deepen its work among program alumni. Four recently-returned YAGM volunteers are serving short-term contracts as Global Mission recruiters in the fall of 2013. YAGM staff at the churchwide organization have also begun connecting alumni to various regional and synodical events, providing opportunities for alumni to share the story of mission service and ELCA constituents to learn about this church's accompaniment ministry around the globe. In addition, YAGM staff will be convening the first meeting of a YAGM Alumni Advisory Team this fall. This team will assist in envisioning an alumni network that will, among other things, create a venue for increasing alumni financial sponsorship of the program; connect alumni to the wider ELCA and to one another through opportunities for gathering and mutual discernment; develop avenues for deeper engagement with advocacy and justice issues; and provide alumni with a theological voice within this church. The YAGM program is staffed by the Program Director and the YAGM Network and Program Specialist, with 25 percent support from a contracted administrative assistant.

International Leadership Development Program

There are three distinct unit activities that fall within the scope of the International Leadership Development Program: International Scholarships, Global Sabbaticals and Horizon International Internships.

International Scholarships are made available annually to our global companions – churches and institutions. Students are selected and endorsed by their home church before applying for an ELCA Scholarship. For the 2013-2014 academic year, we are able to provide scholarship awards to 61 individuals, thanks to the generous support of our ELCA members. The students funded this year represent 31 of our global companions. They are engaged in study programs in educational institutions in or close to their home context (54%), and in the United States (46%). A total of 24 students are attending ELCA seminaries: Luther Seminary, Lutheran School of Theology at Chicago, Lutheran Theological Seminary at Philadelphia and Wartburg Seminary. We are grateful for the partnership we share with our ELCA seminaries in building the capacity of the global church for proclamation of the gospel of Jesus Christ and service in God's world.

The *Global Sabbatical Program* is a collaborative effort between Global Mission and the ELCA seminaries. The program serves as a vehicle to respond to requests from our global companions for ELCA seminary faculty and administrators to teach and train their students, pastors and administrators in short-term assignments. Dr. James Thomas of Lutheran Theological Southern Seminary is currently spending a semester teaching at our companion seminary, Good News Theological Seminary, in Accra, Ghana, as a Global Sabbatical awardee.

The *Horizon International Internship Program* aims to enrich the talents and skills of future rostered leaders for the ministry and mission of the Evangelical Lutheran Church in America. The program provides interns with an opportunity to have their ministry shaped by the witness of the world. Living in a global context is both the joy and the challenge of the Horizon International Internship program, wherein opportunities for growth and transformation abound. There are four internship sites for 2013-2014: two in Malaysia, one in Uruguay and one in Slovakia.

Lutheran Office for World Community (LOWC)

The Lutheran Office for World Community has been giving major attention over the past months to the negotiations leading toward a Post-2015 Development Agenda. The agenda, expected to be adopted in September 2015, is likely to result in successor goals to the Millennium Development Goals (MDGs) which draw to a close that year. The discussions are on several tracks, most now related to creating Sustainable Development Goals (SDGs) as mandated by the Rio+20 Conference last year. In late September, UN Member States agreed that only one set of new goals, universal in their applicability to all Member States, will eventually emerge. This coming year's discussions will yield to a single negotiating track in September 2014. LOWC has been working with Caritas Internationalis and the Action by Churches Together (ACT) Alliance to ensure that the voices of those living in poverty are lifted up. In this way, they can marshal the necessary political will to achieve greater results than have been possible thus far through the MDGs.

The United Nations General Assembly held a second High Level Dialogue on International Migration and Development on October 3-4, 2013. The overall theme of the High Level Dialogue is to identify measures that will strengthen coherence and cooperation, enhance benefits of international migration for migrants and links to development, as well as reduce negative perceptions of migrants. A proposed five-year, eight-point action proposal calls for the protection of human rights of all migrants and seeks to ensure that migration is reflected in the Post-2015 Development Agenda. A Fourth International Consultation of Churches with Migrants took place October 1-2, by the United Methodist Church, together with other partners, including the Lutheran World Federation (LWF). LOWC staff participated in both events.

EVANGELICAL LUTHERAN CHURCH IN AMERICA
CHURCH COUNCIL

November 8-10, 2013

Exhibit K, Part 2

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The Office monitors and shares information on a variety of humanitarian crises, most recently Syria, the Central African Republic and the Democratic Republic of Congo. These are locations where either Global Mission personnel are present, the ELCA is working with church partners and/or the LWF has emergency response and development programs.

Mission Advancement (MA)

Submitted by Christina Jackson-Skelton

The Mission Advancement unit is responsible for coordinating this church's communication, marketing, public relations, mission funding, major gifts, planned gifts and constituent data management. The governing description of this unit appears in continuing resolution 16.12.C11.

The work of Mission Advancement is carried out across five teams – Constituent Support, Marketing Communications, Mission Funding, ELCA Foundation and *The Lutheran* magazine. The focus of the work is on goals three and four of the ELCA Churchwide Organization Operational Plan. A summary of this work and the related objectives are found below.

Goal 3: The churchwide organization is connecting with ELCA members through coordinated messaging and engaging communication that increases their understanding and involvement with God's mission through this church.

Objective 1: Further develop and implement a unified messaging strategy for ELCA's diverse constituencies and audiences.

- The ELCA brand guide has been distributed widely. Messaging is included in all appropriate print and online publications, social media platforms, resources, mailings, appeals, etc.

Objective 2: Deliver a consistent message regarding ELCA's identity and mission across offices and units of the churchwide organization and in all external communications.

- Systems are in place to ensure that all resources are on brand and message.
- Communications for all sub-brands now include ELCA brand values whenever possible in order to connect back to overall ELCA messaging.
- All pages approved to be added to the new ELCA.org were edited with messaging added whenever possible.

Objective 3: Improve the functionality of the website and written information in supporting clear messaging to members, congregations, synods, church agencies and partners.

- Work on producing the new ELCA.org website is proceeding apace, with a hoped-for launch yet in 2013. The site is designed to be a highly relevant and dynamic resource for all ELCA members and congregations, as well as a source of information and encouragement for those seeking God's love and grace in a community of faith.
- Extensive rewriting and editing of the material to be included on the website assured that messaging was clear.

Objective 4: Utilize all leadership forums and meetings convened by the churchwide organization as opportunities to share our key messages on identity and mission.

- Message and media training with new synod bishops was completed in June 2013.
- Judging from the virtual torrent of photos and stories shared with us—and the nearly 60,000 T-shirts ordered—"God's work. Our hands." Sunday on September 8, 2013, was a rousing success. We are conducting a survey with hundreds of ELCA congregations that we know participated. We estimate these congregations to be only a fraction of the total. We look forward to what the survey will tell us about the many service activities undertaken by thousands of ELCA members across the country on September 8. We especially want to assess the impact of the day both on those serving and those who were served, with an eye toward whether this churchwide, dedicated day of service should be repeated in coming years. With only 95 responses in, we can lift up the following as results to date:

- 95 percent of congregations said that the service activity was in addition to their worship service and did not replace it.
- 65 percent of congregations said that non-members took part in the service activity.
- 41 percent said that they partnered with other ELCA congregations or social service agencies.
- 91 percent said that they were likely or very likely to participate in the future if this became an annual event. No congregation said they were unlikely to participate.
- 67 percent said that if the event became annual, they would like it to continue to be held the Sunday after Labor Day.
- 31 percent said their service activity received local media coverage.
- Meetings are being planned with as many synod bishops as possible to listen and hear about their mission and identity while sharing these findings and the objectives of the Campaign for the ELCA.

Objective 5: Develop a plan to directly involve the presiding bishop in promoting the ELCA's messages in cultivating relationships.

- Staff was heavily involved in the preparations for the installation of Elizabeth Eaton as presiding bishop. This included helping to plan the events surrounding the installation service, conducting media training and arranging media coverage, setting up a live streaming webcast of the service and developing a social media strategy for the day. Many congregations hosted events where their members could gather to watch the live web stream of the service together.
- The presiding bishop will take an active role as the Chief Development Officer for the Campaign for the ELCA. We will work with her to position her as the spokesperson and face of the message.

Objective 6: Stay abreast of and more effectively utilize new communication technologies and tools.

- We are researching the possibility of a church directory resource for congregations that could be a new communication tool, including facilitating strategic use of social media. We are also working with the Region One online community, Soul Café, to test whether it might be a solution that serves the whole church under the administration of the churchwide organization.

Objective 7: Improve communication associated with major campaigns and appeals so that the ELCA is first in the mind of members wanting to contribute to World Hunger, Disaster Response and the reduction of malaria.

- Based on focus groups and individual interviews along with survey work, ELCA World Hunger has worked on case language, especially related to the Campaign for the ELCA, and is developing a narrative to build stronger identity for its work.
- Response time for release of e-alerts in times of disaster has continued to be shortened and follow-up communications through blogging has improved.
- All primary tasks have been completed on transition to a single "sub-brand" for Lutheran Disaster Response, including the international and domestic program work as well as the appeal work.

Objective 8: Conduct a review of formal and informal networks to determine how they might be harnessed and better utilized in support of communication, advocacy, information and knowledge sharing and member engagement.

- A proposal for regional gatherings of key networks is being developed for late 2014 with the goal of increasing attendance and programming while also decreasing the demands on staff of synods and the churchwide organization caused by multiple events planned by units. Additional goals are to increase collaborative planning, ensure sharing of vital information and gather input on what networks need from us in order to stay vital and engaged.

Objective 9: Improve the utility of the ELCA Constituent Information System (ECIS) in capturing and managing member contact information.

- Staff have taken steps to support the process of preparing for the Campaign for the ELCA. This included a Wealth Point screening on all 600,000 individual constituents, assisting the development staff in the process of prospect research and moves management strategy and providing training to staff (central and deployed) in effective input and use of ECIS to support the development process.
- Work is ongoing in relation to granting synods access to ECIS. The goal of this project is for all interested synods to be able to manage their constituent data in ECIS.
- The churchwide organization recently engaged consultants to review our process of gift receipt/processing/acknowledgement. One of the recommendations was that the gift processing function be moved from the Office of the Treasurer to Mission Advancement in order to allow for a smoother, integrated process of handling gifts from the first touch to the last. In addition, it places responsibility for entering the data in the same team that carries responsibility for data quality. Planning for this change is beginning immediately with an anticipated implementation of first quarter 2014.

Objective 10: Enhance churchwide communication concerning the impact of major appeals, as part of accountability to members and donors, and to further build support.

- Communication around the ELCA Malaria Campaign has increasingly focused on reporting of results and expanded possibilities through the support mobilized by the Campaign to Lutheran companions and partners in Africa. This has been included in mid-campaign promotion through country-specific handouts and a newsletter to update donors on the impact of their gifts.
- A working group has been formed to identify and track impact of appeals and is coordinated with the grants management table called for elsewhere in this operations plan.
- Meetings with each synod bishop individually to listen and clarify mutual goals and collaborative opportunities will be a way to build these relationships and increase communication.
- We are contracting with an expert in Customer Service to further our understanding of providing a service to all our constituencies—members, congregations, synods, donors, investment participants and other partners in mission.

Goal 4: The churchwide organization is achieving a growing and sustainable revenue base through strengthening mission funding and planned giving.

Objective 1: Support synods of the ELCA to maintain or increase Mission Support received for synodical and churchwide ministries.

- “Stewards of God’s Love,” a new congregational stewardship resource has been developed and was shared with congregations in early fall 2013.
- The vacant director for Mission Support position will be filled in order to provide more intentional conversations with synods about our shared responsibility around Mission Support and to think strategically about how to lift up Mission Support as our giving foundation, especially during this time of a comprehensive campaign for the ELCA.

Objective 2: Encourage each synod to appoint a leadership team that develops and tracks a plan for growing mission support. (Assigned to CSM)

Objective 3: With the Conference of Bishops and Church Council, establish a system of mutual accountability for Mission Support that provides for clear expectations and shared responsibility for results.

- As reported previously, a Mission Funding Task Force was created that included a parish pastor, a synod vice president, two synod bishops, two Church Council members, the presiding bishop and one churchwide staff. A proposal for a new system of Mission Support that raises the level of transparency and accountability, provides for more efficient reporting and sharing of financial results, and encourages conversation among the synods of a region was proposed and presented to the Conference of Bishops (COB) in October 2012. The Conference of Bishops did not support the proposal and the Church Council did not move it forward, but encouraged continuing conversation and pilots. The report stated that a decision not to move forward meant a continuation of the prior system of sharing. Mission Support income continues to decline and many ministries are vulnerable if clear decisions and shared commitments do not move forward soon.

Objective 4: Maintain levels of funding for ELCA World Hunger over 2012-13 fiscal years.

- Income to ELCA World Hunger has lagged slightly during the summer of 2013. Strong communication around year-end giving opportunities, especially focused on United States hunger-related needs due to the reduction of government assistance, is going out in October and continuing through the remainder of the year. Strong support from church leaders is needed between now and year-end.

Objective 5: Increase giving to ELCA World Hunger in 2014-15 as a result of strategies adopted during 2012-13.

- Contact plans for major donors to ELCA World Hunger are in place and being expanded as a key element for the Campaign for the ELCA.
- The rollout of monthly giving mid-2013 is being expanded through increased invitation to prospects in late 2013.
- A transition plan aimed at late 2014 and early 2015 is being developed to encourage those supporting the ELCA Malaria Campaign to continue support through ELCA World Hunger.

Objective 6: Increase funding commitments for the ELCA Malaria Campaign.

- Lutheran Church of Hope, West Des Moines, Iowa, and the Simon Estes Foundation have agreed to donate to the Campaign the first \$512,000 raised via a statewide Christmas concert in Ames, Iowa, on Dec. 15, 2013. This would fully fund the malaria program in Liberia for its remaining years.
- Forty-one ELCA synods have surpassed \$100,000 in ELCA Malaria Campaign fundraising; 12 have surpassed \$200,000; and one, Southeastern Iowa, has surpassed \$500,000. Seven synods have surpassed their fundraising goals and several more will do so soon.
- The Campaign remains at or above benchmarks for annual and total fundraising results.

Objective 7: Use ELCA Disaster Response as means for increasing awareness of and support for ELCA World Hunger.

- Program summaries detailing the work of Lutheran Disaster Response and ELCA World Hunger (as well as the ELCA Malaria Campaign) continue to be developed annually.
- "End of Response" material for the Haiti Earthquake lifts up the ongoing work in Haiti supported by gifts to the ELCA for ELCA World Hunger.

Objective 8: Conduct a full review of ELCA World Hunger with the goal of strengthening its profile, positioning and impact.

- This review is completed. The World Hunger Planning Team continues to work on following up on the review recommendations.

Objective 9: Assess the comparative advantages and opportunities of ELCA World Hunger, in light of current challenges in raising funds and the proliferation of relief and community development organizations who appeal to congregations and members.

- A small group is presently working on key messages and a longer narrative regarding ELCA World Hunger. There has been increased articulation of the advantages that come with being a Lutheran organization, one grounded in the ecclesial life, and one that works church-to-church and with church-related initiatives.

Objective 10: Build awareness of the breadth of activities supported by ELCA World Hunger (program, education and advocacy) among congregations, synods and partners, including the interrelatedness of disaster response and rehabilitation.

- There are multiple long-standing, regularly updated ways to build such awareness (e.g., websites, congregational mailings, educational material, synod communications, etc.). In addition, new actions have been taken in three areas:
 - inter-unit planning so that the message of hunger is consistent and comprehensive;
 - networking through increased synod and regional activities between national hunger leader gatherings (including information on the hunger/disaster link); and
 - a multi-faceted approach during the last quarter of 2013 around the reduction of Supplemental Nutrition Assistance Program (SNAP aka food stamps) that lifts up community-based food programs, hunger education and advocacy together.

Objective 11: Develop and implement a comprehensive plan to increase planned giving, major gifts and support for churchwide appeals, including infrastructure and system enhancements.

- Through August 2013, the ELCA Foundation has written over 60 charitable gift annuities and remainder trusts totaling \$2.9 million and has received outright bequests of \$7 million, for a total of \$9.9 million for mission year-to-date. In addition, the Foundation administers more than \$189 million in the deferred gifts pool and stewards over 730 participants in the Endowment Fund Pooled Trust - Fund A which has assets totaling \$465.1 million.
- The Foundation continues its efforts to expand giving opportunities to congregations, synods, churchwide ministries and related entities by increasing focus on major gifts as well as planned gifts. In the last year, we hired eight new Regional Gift Planners covering the following areas: Region 1, Iowa, Illinois, Western North Dakota, Florida, Western Minnesota/Eastern North Dakota, Minneapolis-St. Paul, and the Delaware/Maryland synod. In addition, on June 21, 2013, the ELCA Foundation entered into a partnership with the Texas-based Lutheran Foundation of the Southwest, an agreement which will provide coverage to all three Texas synods.
- We have established a Campaign Steering Committee that will be champions and ambassadors of the major gift components of the Campaign for the ELCA.

Objective 12: Improve the processes for stewarding donors by leveraging data held in the ELCA Constituent Information System (ECIS), designing tools to improve donor recognition and support the donor relationship, and utilizing other available research for identifying constituents with major gift capacity.

- Prospect lists are being generated based on past giving history.

- A prospect identification package was purchased to identify principal, planned and major gift prospects. The donor database was rated based on giving potential.
- The researcher is providing profiles on potential candidates for major giving.
- We have invested in Lexis Nexis as a comprehensive research tool to assist us in this effort.

Objective 13: Seek new funding partnerships and opportunities.

- The ELCA Foundation is working closely with partnerships and other ELCA-related entities to find new ways to support gift planners throughout the country.
- The Campaign for the ELCA will provide new opportunities for collaboration across the church on common goals.
- We have successfully partnered with the Red Cross culminating in a \$1.9 million gift to support Hurricane Sandy efforts.
- We continue to look for partnerships with grant opportunities and ways to fund the missions of the ELCA.

Objective 14: Develop relationship and structure within the Conference of Bishops for collaboration on mission-funding initiatives, including any potential changes to governance documents and processes.

- ELCA Missionary Sponsorship is now called ELCA Global Church Sponsorship in order to give our members a wider picture of ELCA global ministries along with an opportunity to support these ministries. The Young Adults in Global Mission (YAGM) program is now under this umbrella. Members can choose to support a young adult as well as long-term missionaries. Members will also be able to support scholarships for International Leaders and Global Ministries evangelism projects.
- In support of the Macedonia campaign and new bishop initiatives, *The Lutheran* sponsored extra copies delivered to non-subscribing congregations. Five hundred eighty-nine congregations received 8,300 copies of the magazine and synod newsletter.
- A special communication campaign highlighting the efforts of the Evangelical Lutheran Coalition for Mission in Appalachia (ELCMA) was coordinated and more than 1,200 congregations and 17,000 members received a special quarterly newsletter highlighting the ministry efforts in 16 synods.
- Mission Advancement is initiating a communications audit to identify gaps and opportunities in our print and digital communications. A Request for Proposal was sent to firms that can be engaged to lead this effort. The responses were reviewed, references checked and a firm selected: Jasculca Terman Strategic Communications. The results of this audit will help shape any future products related to *The Lutheran*.

Objective 15: Conduct a review of current appeals to assess how well they are aligned with strategic priorities and propose and implement modifications to increase income and impact.

- ELCA World Hunger, ELCA Missionary Sponsorship, Mission Founders and Vision for Mission were all repositioned to some degree in 2012 and 2013. Approval has been granted as appropriate.

Always being made New: the Campaign for the ELCA

ELCA Churchwide Assembly Action

- The ELCA Churchwide Assembly approved the Campaign for the ELCA as a major fundraising effort of this church, its synods and congregations, its affiliated and related ministries, and individual members in order to grow the resources of this church to support congregations, leadership, relief and development, and global mission.
- Prior to approving the campaign, two amendments were made:
 - To add a goal of \$4 million for disability ministries, to advocate for inclusion of people with disabilities in the life of this church, to train leaders both clergy and lay so that they would be equipped to work with people with disabilities, to work with synods to create local committees for disability ministries, and to equip people living with disabilities for lives of leadership and service in this church.
 - To add an additional \$4 million to the campaign goal specifically for the formation, recognition, and encouragement of lay young adult and youth leaders.
- The new campaign components are considered under development pending action by the Church Council at this meeting, laying out a process for proposing a programmatic and fundraising plan for meeting the objectives of these churchwide assembly actions.

Campaign Preparation and Planning

- Preparing for the work of the campaign began in August 2012. Some key tasks that are part of campaign preparation that have been completed in the past nine months or will be completed by year-end include:
 - External review of Gift Processing Procedures
 - Wealth Point screening performed on all constituents
 - Developed gift charts for all (original) campaign components
 - Completed five-year cash flow projections of income
 - Formed Campaign Steering Committee including developing charter
 - Created campaign presentation and video for ELCA Churchwide Assembly
 - Hiring campaign staff (in process)
 - Developed Gift Accounting Policies
 - Developed policies to accept, track and manage multi-year pledges
 - Trained program managers in major gift solicitation and moves management strategy
 - Created top 50 prospect list for vetting by Campaign Steering Committee
 - Created donor gift proposals for members of Bishop's Advisory Council and the Campaign Steering Committee
 - First official meeting of Campaign Steering Committee held post-Churchwide Assembly
 - Developing monthly campaign reports for management and Campaign Steering Committee
 - Designed monthly newsletter to Campaign Steering Committee
 - Photographed and recorded stories of Campaign Steering Committee members who shared why they were committed to the campaign
 - Designed campaign letterhead
 - Developed Gift Proposal and Agreement for each campaign component
 - Purchased Lexis Nexis research software to support prospect research
 - Developing fundraising strategy and case statements for each campaign component
 - Developing "elevator speech" for campaign plus each individual component
 - Developing collateral and presentation tools for various volunteer and staff groups
 - Developing Campaign reporting dashboard
 - Working with Blackbaud on system adjustment to meet needs for multi-year commitments

Campaign Steering Committee

- The Campaign Steering Committee met on September 3-4, 2013, for their first official meeting. The agenda included the following: time for getting to know one another, words from both Bishop Hanson and Bishop Eaton, a review of the campaign goals and case, review of the campaign plan and timeline, presentation of our donor analytics profile, sharing of ideas for volunteer leadership to support the campaign, a review of the top 50 prospect list, and time for submitting other names of people that should be invited to support the campaign.

Campaign Staffing

- Five positions were added to Mission Advancement staff in order to assist in meeting the goals of the campaign. The positions and status of each are:
 1. Campaign Director – in active recruitment. The search is being led by Gonser Gerber. Nominations are encouraged.
 2. Manager for Donor Relations – Andrew Steele has been hired and began in October.
 3. Prospect Management and Research Coordinator – Julie Fregetto began in September.
 4. Marketing and Communications Manager for Campaign – interviews are underway.
 5. Campaign Coordinator – the position is open.
- In addition, all staff members in Mission Advancement carry responsibility for different aspects of the campaign. Since executive leadership in synods and the churchwide organization are critical to the campaign's success, they should be informed about its core goals and encourage support. It will also be important to support and provide resources to volunteer leadership, including the ELCA Church Council, Campaign Steering Committee and others.

Partnership with Synods

- Beginning in November 2013, Mission Advancement staff will be in touch with each synod. Mission Advancement staff will offer to meet with synod staff or synod councils at an upcoming meeting to help present the campaign and to consider how we might partner to meet the goals of the campaign. Resources to support these conversations are being developed.
- Synods were invited to consider being “pilots” so that we can plan together how the campaign will take root in a few synods and through this planning start developing models that might be helpful to other synods. One example of a pilot that is underway is in the Metropolitan Chicago Synod. A meeting has been planned with Mission Advancement development and marketing staff and Metropolitan Chicago Synod staff for stewardship and renewing congregations. The objectives for the first meeting include:
 - Receive information from synod staff about their plans and needs in the area of raising support for new and renewing congregations;
 - Consider how Mission Advancement might create, among other things, a template case statement that the synod can customize; and
 - Learn about the synod's Affiliated Mission Communities initiative and consider its story potential in ELCA publications.

Together we are called by the Churchwide Assembly to support the campaign goals in order to reach more communities with the good news of Jesus Christ, train more leaders who will become missionaries, pastors, and lay leaders, and contribute to the alleviation of hunger and poverty. We look forward to partnering with the ELCA Church Council to make this vision a reality!

Ecumenical and Inter-Religious Relations (ER)

Submitted by Donald J. McCoid and Kathryn M. Lohre

Full Communion Coordinating Committees

The Lutheran Moravian Coordinating Committee (LMCC) was hosted by Bishop Zeiser in conjunction with the Moravian Music Festival in Bethlehem, Pennsylvania, July 14-16. The Festival opened with a Love Feast celebration of the full communion relationships between the Lutherans, Moravians, and Episcopalians. The co-chairs from the Lutheran-Episcopal Coordinating Committee (LECC), and members of the Episcopal-Moravian Coordinating Committee (MECC) were also present for parts of the meeting. There were opportunities for learning about the Moravian tradition through visits to historic sites in Bethlehem. The LMCC's work focused on developing a historic timeline of the committee's work since its inception, reviewing a 6-year plan and terms of service, possible future connecting points with LECC and MECC, visits to local sites of shared ministries and sharing amongst the three judicatory leaders about their partnership as a model for local reception.

The ELCA-UMC Coordinating Committee met at the Lutheran Center May 23-24 to engage in its focus on Congregational Vitality and Evangelical Outreach. Staff counterparts from the two churches shared information and best practices, as well as identifying possible points of connection. UMC colleagues were impressed with our DEM structure, and ELCA colleagues were impressed with the UMC training courses and "residency" programs for new church planters. Follow-up will include further exploration of possibilities for joint work. Synergies identified included: training of pastors to be mission leaders, collaboration and training for Latino ministry, issues around being a multi-cultural church, lay training and cultivating leadership in middle judicatory structures. The committee and designated staff will meet again in March 2014 to report on developments. Note: the Coordinating Committee has developed a [template](#) for day-long local celebration, formation, and theological reflection, using a mini-retreat model. It is available for download at www.elca.org/ecumenical

Summer Assemblies

Roger Willer represented the ELCA at the Reformed Church in America General Synod in Pella, Iowa, June 20-25. The final report of the consultation among representatives of the Formula of Agreement Churches on "Scripture and Moral Discernment" was presented and commended by a vote of 120-93. The report is available for download at www.elca.org/ecumenical

Kathryn Lohre represented the ELCA at the UCC General Synod in Long Beach, California, June 28-29. Three UCC officers, including General Minister and President Geoffrey Black, were re-elected by the Synod. The Synod passed a resolution on divestment from fossil fuels. Other issues addressed by the Synod included: immigration reform, bullying, racial justice and gender justice.

Presiding Bishop Mark Hanson brought greetings to the African Methodist Episcopal Zion Church General Conference in Charlotte, North Carolina on July 23. He honored Senior Bishop George W. C. Walker for his ecumenical support, welcomed newly-elected Senior Bishop George E. Battle, Jr. and lifted up the hope we share in dialogue and partnership, as outlined in the joint Mission Statement.

Marcus Kunz attended the NALC Convocation (convention) in Pittsburgh, Pennsylvania, August 8-9, as an invited observer. The Convocation approved using Trinity Episcopal Seminary in Ambridge, Pennsylvania as its seminary and reported a signed agreement with the Evangelical Lutheran Church in Tanzania.

Bilateral Dialogues, Discourses, Cooperation, and Ecumenical Guests

The ELCA-USCCB (US Conference of Catholic Bishops) Dialogue met in Washington D.C., April 11-14. The Dialogue is addressing the Bible as authoritative source in our churches' teaching ministries, and the essential and ethical contents transmitted by our churches' teaching ministries. The role of Scripture, Tradition, Doctrine and Ethics are central. The importance of knowing the difference between what is decided and what is received and practiced in both churches has become an important theme.

One of the most significant developments in our ecumenical life is the acceptance of our proposal to do a Declaration on the Way (to unity). As a result of the harvesting of statements and documents through nearly

fifty years of dialogue, the goal is to put this in the form of a Declaration and affirm it together, (i.e. the ELCA and the US Conference of Catholic Bishops). This work will be shared with the LWF and the Vatican for consideration as a Declaration. With the 500th Anniversary of the Reformation approaching, the US work will be completed prior to 2017. Three scholars appointed by the USCCB and three scholars appointed by the ELCA are serving on this special committee, in addition to two co-chairs (Bishop Madden and Bishop Hanson), and with the assistance of staff. In addition to conference calls, the first meeting will be in January 2014.

A “Beirat Meeting” took place June 4 at the Lutheran Center in order to coordinate the work of several partners who are currently planning for the observance of the 500th anniversary of the Reformation, including partners from the Wittenberg Center, ELCA Global Mission, ELCA staff and the LWF. Margot Kässemann, Special Envoy for the Luther Decade sponsored by the EKD, presented the work of the Decade:

<http://www.luther2017.de/en>

Bishop Hanson hosted a delegation from the Evangelical Lutheran Church in Bavaria July 24-25 at the Lutheran Center, including OberKirchenrat Michael Martin, Kirchenrat Ivo Huber, and the Rev. Anne Burghardt (Department of Theology and Public Witness).

Conciliar Relationships

The Governing Board of the National Council of Churches USA (NCC) met at the Lutheran Center May 20-21 to make significant decisions about NCC mission and structure and to affirm the following priorities for the next period: mass incarceration in the US and inter-religious dialogue for peace. The board met again at the Lutheran Center, September 23-24 to do the following:

- take action on structural recommendations;
- receive a progress report on the search for a new General Secretary/President;
- take a first reading of the new by-laws; and
- commemorate the 150th anniversary of the Emancipation Proclamation and the 50th anniversary of the March on Washington.

The Board and leaders of communion also participated in a one-day ecclesiology consultation on the role of conciliar life in a rapidly changing ecclesial, ecumenical, and multi-religious landscape. Kathryn Lohre will complete her two-year term as NCC president at the end of 2013.

Bishop Hanson, Bishop Burkat, Judith Roberts and Kathryn Lohre participated in an event in Birmingham, Alabama, April 14-15 marking the 50th anniversary of King’s Letter from Birmingham Jail. The event was sponsored by Christian Churches Together in the USA. The churches offered a formal response to King’s letter, the first of its kind. The response was signed by heads of churches and Christian organizations, and presented to The Rev. Bernice King in a ceremonial action.

The 10th Assembly of The World Council of Churches (WCC) will take place in Busan, Korea, October 30-November 8 under the theme “God of Life: Lead us to Justice and Peace.” The Assembly will take action on revisions to the constitution and an ecclesiology document, “God’s Gift and Call to Unity – and Our Commitment,” and engage in thematic ecumenical conversations throughout. The ELCA delegation includes Carlos Peña, the Rev. Ann Tiemeyer, and young adult Ulysses Burley. Information and news releases from the Assembly can be found at www.wcc2013.info. A one-day pre-assembly meeting for WCC churches in the US took place at the Lutheran Center on April 22.

A meeting of representatives from the Church of Sweden, the ELCA, and the Ethiopian Evangelical Church Mekane Yesus (EECMY) took place in Geneva, May 12-15. Benyam Kassahun, Rafael Malpica, and Donald McCoid represented the ELCA. The purpose was to discuss the implications for the Lutheran World Federation (LWF) of the EECMY action to break altar and pulpit fellowship with the ELCA and the Church of Sweden. The LWF Council meeting in June addressed many things, but most especially the relationship as a communion of churches. The LWF will continue to facilitate a conversation with the ELCA, Church of Sweden and EECMY. The LWF-Vatican Statement, “From Conflict to Communion” was presented. It is an important contribution, with great potential for local discussion. It is available at

<http://www.lutheranworld.org/content/conflict-communion-0>. Cardinal Koch addressed the Council about the statement and possibilities for reception.

Inter-Religious Relations

A leadership “Summit” of Jewish and Christian leaders is being planned for early 2014. This meeting was organized in response to the tensions that surfaced after 15 Christian leaders sent a letter to Congress in October 2012 calling for an end to unconditional US military aid to Israel. The meeting will focus on tending to relationships, particularly when we hold divergent views. Bishop Hanson and Rabbi Steve Gutow were asked to serve as co-conveners.

Rabbi Steve Gutow, President and CEO of the Jewish Council for Public Affairs and Tarunjit Singh Butalia, former General Secretary of the World Sikh Council – America Region, brought greetings to the 2013 ELCA Churchwide Assembly. Rabbi Gutow shared teachings on justice. Tarunjit Singh Butalia shared a mutual hope for deeper relations and was the first guest of a non-Abrahamic tradition to greet the Assembly.

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“Care for Returning Veterans” is a structured educational resource to equip pastors and congregations to understand and assist those returning from military service. We are assessing “best practices” of using this resource and others to aid congregations in welcoming returning veterans. Also, we will strengthen our ties to the Veterans Administration national chaplaincy initiative, “Clergy Connection.”

2. Attracting the next generation of chaplains: Our chaplaincy leaders have a vision for reaching out to students in ELCA seminaries, colleges and universities. Our vision is to have a practicing federal chaplain make an in-person visit on each campus of our ELCA colleges, universities and seminaries, each year. We are planning visits to four ELCA seminaries in 2013, will increase this in 2014 and work toward a “stretch goal” of visits to 26 colleges and universities in the years ahead.

Calls to Chaplaincy: Remember to link pastors considering a call to chaplaincy in the three federal departments – Veterans Affairs, Justice (Bureau of Prisons), and Defense (Army, Navy and USAF) to the Washington office on federal chaplaincy ministries. All pastors applying for federal chaplaincy must have a valid ecclesiastical endorsement at the time of application. These must be signed by the Assistant to the Presiding Bishop and Director for Federal Chaplaincies located at:

Bureau for Federal Chaplaincy Ministries
305 E Street NW (Suite 300)
Washington, DC 20001
Office (202) 417-3692 / Fax (202) 822-1902

As we celebrate 25 years of ministry in Christ, I am thankful for the opportunity to serve as the Assistant to the Presiding Bishop and Executive for Synodical Relations. I am thankful for the opportunity to have worked for, and served with, Bishop Hanson. He has been a good friend and boss whose love for the church, and specifically this church, has been a huge part of my entire relationship with him. I am looking forward to serving and working with Presiding Bishop-elect Eaton and for the new and renewed opportunities her ministry will bring to our church.

I am encouraged for our future together, because with God we are always being made new.

Research and Evaluation (RE)

Submitted by Kenneth Inskeep

The primary responsibility of the staff of Research and Evaluation is to provide decision-makers in this church with relevant and useful information through quality empirical research.

The work of RE with the “Stewards of Abundance” project on seminarian student debt is coming to a conclusion. Considerable time has been invested in finishing the following elements of the report:

- the trend in student financial indebtedness;
- the effectiveness of financial counseling with seminarians;
- the role of potential debt and income on the decision-making process of young adults who have been encouraged to consider ministry as a career; and
- the impact of debt on those who have been in ministry since 2006.

RE has begun its work with the Theological Education Advisory Council. This work also will demand considerable time and investment and include the following:

- a study of the current outcomes and rubrics for theological education at ELCA seminaries;
- an assessment of the leadership needs of this church as it responds to changes in the wider society and culture;
- an assessment of the leadership needs of the congregations of this church (smaller congregations, more multiple point parishes and other areas);
- an evaluation of the current leadership graduating seminary and other leadership development strategies in the church, including TEEM and lay schools;
- identification and analysis of what is considered excellent leadership (in a variety of different contexts);
- an analysis of internships; and
- an analysis of how leaders are identified and nurtured.

Other Work with Churchwide Units and Offices

A World Hunger Leader Survey was completed by RE. RE has completed a variety of projects with Congregational and Synodical Mission (CSM). Reports on these projects are available from RE:

- an evaluation on new congregational development;
- a survey of the bishops on the Directors of Evangelical Mission; and
- an evaluation of the Macedonia Stewardship Project.

There also is an ongoing assessment of the Evangelizing Congregations Missional Plan. RE is working with Global Mission (GM) on a questionnaire designed to assist in an upcoming Latin American Consultation. RE, working with the Office of the Secretary, played a significant role in making the election process more efficient at the 2013 Churchwide Assembly. In addition, an evaluation of the 2013 Churchwide Assembly has been completed.

Other Work

RE is continuing a pilot project with three synods on congregational vitality and is currently crafting a proposal for expanding this work. The staff also responds daily to requests from members, congregations, synods and the churchwide staff for information about the members, congregations, synods and rostered leaders of this church. The staff also responds daily to questions about the demographic context of the church, including many reports developed to support work of the Directors for Evangelical Mission in CSM. Over the last six months, this includes 28 projects for Directors for Evangelical Mission, 21 for churchwide staff and 14 for congregations.

Theological Discernment

Submitted by Marcus Kunz

Theological Resources and Networks

ELCA Theological Roundtable

On April 19, 2013, a consultation was held at the Lutheran Center to explore the possible formation of an ELCA Theological Roundtable. Participants included representatives from the following groups and related churchwide staff:

- Alliance for Faith, Science and Technology
- Asian Lutheran International Conference, the Association of Teaching Theologians
- Conference of Bishops
- Conference of International Black Lutherans (USA Section)
- Latino Scholars
- Lutheran Ethicists Network
- Lutheran Women in Theological and Religious Studies

A formal proposal for an ongoing ELCA Theological Roundtable is in preparation and has been reviewed by the Association of Teaching Theologians, the Theological and Ethical Concerns Committee of the Conference of Bishops. A second consultation will be held in 2014 to review, discuss and further refine the proposal.

ELCA Social Statements and Messages

The Church and Criminal Justice: Hearing the Cries (2013)

The Church and Criminal Justice: Hearing the Cries, the ELCA's 12th social statement, was adopted by the 2013 Churchwide Assembly with a record-setting 97.24 percent affirmative vote. Secular organizations such as Campaign for Youth Justice and Prison Congregations of America have praised the statement in public forums. Several synods are strategizing specific efforts around the statement. The final text, including the 11 implementing resolutions, is available at <http://www.elca.org/criminaljustice> and will be mailed to congregations, synod offices and resource centers in coming months. Next steps include the development of a DVD and web-linked study.

Women and Justice: One in Christ Proposed Social Statement and Possible Social Message

The ELCA task force for a social statement on women and justice continues its study and listening phase. In early May, the task force focused its attention on: theological anthropology, with a special emphasis on Luther; roadblocks and resources for a conceptual framework for talking about gender; and contemporary experiences of women leaders in church and society. Members noted they experienced a sense of cohesion as a task force with a new level of trust, honesty and a sense of direction. At the early November meeting, the task force will consider theological reflection on the nature of justice, learn more about gender-based violence and consider future directions for study and work.

Three studies have now been posted on the social statement website for use throughout the church: a group facilitation guide to *Miss Representation*, a film about women in the media and leadership; a faith-based series of learning modules on human trafficking; and a study guide to *Half the Sky*, a book and film that looks at women's experiences in developing nations. The LWF Council approved a communion-wide suggested gender policy at its June meeting. The task force will study it and consider its implications at a future meeting. Elaine Neuenfeldt, LWF Secretary for Women in Church and Society, serves as observer to the ELCA social statement process.

Task force members continue to initiate and facilitate listening events as the primary means for engaging ELCA members and hearing their concerns. A number of these have happened informally or in local settings; several have been sponsored in higher-profile contexts, such as the Churchwide Assembly, the Metropolitan New York Synod Assembly and recently in the North Carolina Synod office. Additional listening events are planned. Anyone interested in hosting a listening event is encouraged to contact task force staff members (866-735-3522, ext. 2608) as a first step.

At its November 1-2, 2013 meeting, the task force will discuss the possibility of recommending authorization of a social message on gender-based violence. One clear message from every listening event is an urgent concern within the church about the frequency of gender-based violence, which includes but is not limited to domestic settings. In examining this possibility, the task force will consider several questions.

1. What is the need for a social message on gender-based violence?
2. Is there sufficient convergence of understanding within the church to frame such a message?
3. Are there sufficient scriptural, theological, and social teaching bases to sustain such a message (for example, the 1995 social policy resolution on domestic violence and the 2003 message on commercial sexual exploitation)?
4. What are the advantages and disadvantages of preparing a message at this time in the life of the task force and the ELCA?
5. Is this message the most appropriate use of staff resources in the coming year?

Progress Report on Addressing Social Concerns Review

At its last meeting, the Church Council adopted the recommendations of the Addressing Social Concerns Review Task Force. The adopted recommendations were reported to the 2013 Churchwide Assembly in the Pre-Assembly Report and in a plenary session report by task force chairperson Kit Kleinhans. A hearing provided additional opportunity for discussion.

A written proposal that addresses implementing the recommendations for procedural changes in the processes for addressing social concerns in this church, including proposed revisions to *Policies and Procedures for Addressing Social Concerns in the ELCA*, is not ready for consideration at this meeting of the Church Council.

Ecumenical and Inter-Religious Relations (ER)

Submitted by Donald J. McCoid and Kathryn M. Lohre

Full Communion Coordinating Committees

The Lutheran Moravian Coordinating Committee (LMCC) was hosted by Bishop Zeiser in conjunction with the Moravian Music Festival in Bethlehem, Pennsylvania, July 14-16. The Festival opened with a Love Feast celebration of the full communion relationships between the Lutherans, Moravians, and Episcopalians. The co-chairs from the Lutheran-Episcopal Coordinating Committee (LECC), and members of the Episcopal-Moravian Coordinating Committee (MECC) were also present for parts of the meeting. There were opportunities for learning about the Moravian tradition through visits to historic sites in Bethlehem. The LMCC's work focused on developing a historic timeline of the committee's work since its inception, reviewing a 6-year plan and terms of service, possible future connecting points with LECC and MECC, visits to local sites of shared ministries and sharing amongst the three judicatory leaders about their partnership as a model for local reception.

The ELCA-UMC Coordinating Committee met at the Lutheran Center May 23-24 to engage in its focus on Congregational Vitality and Evangelical Outreach. Staff counterparts from the two churches shared information and best practices, as well as identifying possible points of connection. UMC colleagues were impressed with our DEM structure, and ELCA colleagues were impressed with the UMC training courses and "residency" programs for new church planters. Follow-up will include further exploration of possibilities for joint work. Synergies identified included: training of pastors to be mission leaders, collaboration and training for Latino ministry, issues around being a multi-cultural church, lay training and cultivating leadership in middle judicatory structures. The committee and designated staff will meet again in March 2014 to report on developments. Note: the Coordinating Committee has developed a [template](#) for day-long local celebration, formation, and theological reflection, using a mini-retreat model. It is available for download at www.elca.org/ecumenical

Summer Assemblies

Roger Willer represented the ELCA at the Reformed Church in America General Synod in Pella, Iowa, June 20-25. The final report of the consultation among representatives of the Formula of Agreement Churches on "Scripture and Moral Discernment" was presented and commended by a vote of 120-93. The report is available for download at www.elca.org/ecumenical

Kathryn Lohre represented the ELCA at the UCC General Synod in Long Beach, California, June 28-29. Three UCC officers, including General Minister and President Geoffrey Black, were re-elected by the Synod. The Synod passed a resolution on divestment from fossil fuels. Other issues addressed by the Synod included: immigration reform, bullying, racial justice and gender justice.

Presiding Bishop Mark Hanson brought greetings to the African Methodist Episcopal Zion Church General Conference in Charlotte, North Carolina on July 23. He honored Senior Bishop George W. C. Walker for his ecumenical support, welcomed newly-elected Senior Bishop George E. Battle, Jr. and lifted up the hope we share in dialogue and partnership, as outlined in the joint Mission Statement.

Marcus Kunz attended the NALC Convocation (convention) in Pittsburgh, Pennsylvania, August 8-9, as an invited observer. The Convocation approved using Trinity Episcopal Seminary in Ambridge, Pennsylvania as its seminary and reported a signed agreement with the Evangelical Lutheran Church in Tanzania.

Bilateral Dialogues, Discourses, Cooperation, and Ecumenical Guests

The ELCA-USCCB (US Conference of Catholic Bishops) Dialogue met in Washington D.C., April 11-14. The Dialogue is addressing the Bible as authoritative source in our churches' teaching ministries, and the essential and ethical contents transmitted by our churches' teaching ministries. The role of Scripture, Tradition, Doctrine and Ethics are central. The importance of knowing the difference between what is decided and what is received and practiced in both churches has become an important theme.

One of the most significant developments in our ecumenical life is the acceptance of our proposal to do a Declaration on the Way (to unity). As a result of the harvesting of statements and documents through nearly

fifty years of dialogue, the goal is to put this in the form of a Declaration and affirm it together, (i.e. the ELCA and the US Conference of Catholic Bishops). This work will be shared with the LWF and the Vatican for consideration as a Declaration. With the 500th Anniversary of the Reformation approaching, the US work will be completed prior to 2017. Three scholars appointed by the USCCB and three scholars appointed by the ELCA are serving on this special committee, in addition to two co-chairs (Bishop Madden and Bishop Hanson), and with the assistance of staff. In addition to conference calls, the first meeting will be in January 2014.

A “Beirat Meeting” took place June 4 at the Lutheran Center in order to coordinate the work of several partners who are currently planning for the observance of the 500th anniversary of the Reformation, including partners from the Wittenberg Center, ELCA Global Mission, ELCA staff and the LWF. Margot Kässemann, Special Envoy for the Luther Decade sponsored by the EKD, presented the work of the Decade:

<http://www.luther2017.de/en>

Bishop Hanson hosted a delegation from the Evangelical Lutheran Church in Bavaria July 24-25 at the Lutheran Center, including OberKirchenrat Michael Martin, Kirchenrat Ivo Huber, and the Rev. Anne Burghardt (Department of Theology and Public Witness).

Conciliar Relationships

The Governing Board of the National Council of Churches USA (NCC) met at the Lutheran Center May 20-21 to make significant decisions about NCC mission and structure and to affirm the following priorities for the next period: mass incarceration in the US and inter-religious dialogue for peace. The board met again at the Lutheran Center, September 23-24 to do the following:

- take action on structural recommendations;
- receive a progress report on the search for a new General Secretary/President;
- take a first reading of the new by-laws; and
- commemorate the 150th anniversary of the Emancipation Proclamation and the 50th anniversary of the March on Washington.

The Board and leaders of communion also participated in a one-day ecclesiology consultation on the role of conciliar life in a rapidly changing ecclesial, ecumenical, and multi-religious landscape. Kathryn Lohre will complete her two-year term as NCC president at the end of 2013.

Bishop Hanson, Bishop Burkat, Judith Roberts and Kathryn Lohre participated in an event in Birmingham, Alabama, April 14-15 marking the 50th anniversary of King’s Letter from Birmingham Jail. The event was sponsored by Christian Churches Together in the USA. The churches offered a formal response to King’s letter, the first of its kind. The response was signed by heads of churches and Christian organizations, and presented to The Rev. Bernice King in a ceremonial action.

The 10th Assembly of The World Council of Churches (WCC) will take place in Busan, Korea, October 30-November 8 under the theme “God of Life: Lead us to Justice and Peace.” The Assembly will take action on revisions to the constitution and an ecclesiology document, “God’s Gift and Call to Unity – and Our Commitment,” and engage in thematic ecumenical conversations throughout. The ELCA delegation includes Carlos Peña, the Rev. Ann Tiemeyer, and young adult Ulysses Burley. Information and news releases from the Assembly can be found at www.wcc2013.info. A one-day pre-assembly meeting for WCC churches in the US took place at the Lutheran Center on April 22.

A meeting of representatives from the Church of Sweden, the ELCA, and the Ethiopian Evangelical Church Mekane Yesus (EECMY) took place in Geneva, May 12-15. Benyam Kassahun, Rafael Malpica, and Donald McCoid represented the ELCA. The purpose was to discuss the implications for the Lutheran World Federation (LWF) of the EECMY action to break altar and pulpit fellowship with the ELCA and the Church of Sweden. The LWF Council meeting in June addressed many things, but most especially the relationship as a communion of churches. The LWF will continue to facilitate a conversation with the ELCA, Church of Sweden and EECMY. The LWF-Vatican Statement, “From Conflict to Communion” was presented. It is an important contribution, with great potential for local discussion. It is available at

<http://www.lutheranworld.org/content/conflict-communion-0>. Cardinal Koch addressed the Council about the statement and possibilities for reception.

Inter-Religious Relations

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The ELCA Fund for Leaders is working with our chaplaincy office to launch a chaplaincy scholarship initiative. Funds collected to support ELCA chaplain candidates will undergird the educational preparation for future military chaplains.

The methods for connecting to congregations are to maximize distribution of the Prayer Book for the Armed Services. We encourage congregations to present a copy of the prayer book to members now serving in the military (both active and reserve components). Also we urge congregations to have prayer books available to present to those entering military service. Our chaplains deployed in Afghanistan and working in military hospitals with wounded are very grateful for individuals and congregations who have already donated prayer books.

“Care for Returning Veterans” is a structured educational resource to equip pastors and congregations to understand and assist those returning from military service. We are assessing “best practices” of using this resource and others to aid congregations in welcoming returning veterans. Also, we will strengthen our ties to the Veterans Administration national chaplaincy initiative, “Clergy Connection.”

2. Attracting the next generation of chaplains: Our chaplaincy leaders have a vision for reaching out to students in ELCA seminaries, colleges and universities. Our vision is to have a practicing federal chaplain make an in-person visit on each campus of our ELCA colleges, universities and seminaries, each year. We are planning visits to four ELCA seminaries in 2013, will increase this in 2014 and work toward a “stretch goal” of visits to 26 colleges and universities in the years ahead.

Calls to Chaplaincy: Remember to link pastors considering a call to chaplaincy in the three federal departments – Veterans Affairs, Justice (Bureau of Prisons), and Defense (Army, Navy and USAF) to the Washington office on federal chaplaincy ministries. All pastors applying for federal chaplaincy must have a valid ecclesiastical endorsement at the time of application. These must be signed by the Assistant to the Presiding Bishop and Director for Federal Chaplaincies located at:

Bureau for Federal Chaplaincy Ministries
305 E Street NW (Suite 300)
Washington, DC 20001
Office (202) 417-3692 / Fax (202) 822-1902

As we celebrate 25 years of ministry in Christ, I am thankful for the opportunity to serve as the Assistant to the Presiding Bishop and Executive for Synodical Relations. I am thankful for the opportunity to have worked for, and served with, Bishop Hanson. He has been a good friend and boss whose love for the church, and specifically this church, has been a huge part of my entire relationship with him. I am looking forward to serving and working with Presiding Bishop-elect Eaton and for the new and renewed opportunities her ministry will bring to our church.

I am encouraged for our future together, because with God we are always being made new.

Research and Evaluation (RE)

Submitted by Kenneth Inskeep

The primary responsibility of the staff of Research and Evaluation is to provide decision-makers in this church with relevant and useful information through quality empirical research.

The work of RE with the “Stewards of Abundance” project on seminarian student debt is coming to a conclusion. Considerable time has been invested in finishing the following elements of the report:

- the trend in student financial indebtedness;
- the effectiveness of financial counseling with seminarians;
- the role of potential debt and income on the decision-making process of young adults who have been encouraged to consider ministry as a career; and
- the impact of debt on those who have been in ministry since 2006.

RE has begun its work with the Theological Education Advisory Council. This work also will demand considerable time and investment and include the following:

- a study of the current outcomes and rubrics for theological education at ELCA seminaries;
- an assessment of the leadership needs of this church as it responds to changes in the wider society and culture;
- an assessment of the leadership needs of the congregations of this church (smaller congregations, more multiple point parishes and other areas);
- an evaluation of the current leadership graduating seminary and other leadership development strategies in the church, including TEEM and lay schools;
- identification and analysis of what is considered excellent leadership (in a variety of different contexts);
- an analysis of internships; and
- an analysis of how leaders are identified and nurtured.

Other Work with Churchwide Units and Offices

A World Hunger Leader Survey was completed by RE. RE has completed a variety of projects with Congregational and Synodical Mission (CSM). Reports on these projects are available from RE:

- an evaluation on new congregational development;
- a survey of the bishops on the Directors of Evangelical Mission; and
- an evaluation of the Macedonia Stewardship Project.

There also is an ongoing assessment of the Evangelizing Congregations Missional Plan. RE is working with Global Mission (GM) on a questionnaire designed to assist in an upcoming Latin American Consultation. RE, working with the Office of the Secretary, played a significant role in making the election process more efficient at the 2013 Churchwide Assembly. In addition, an evaluation of the 2013 Churchwide Assembly has been completed.

Other Work

RE is continuing a pilot project with three synods on congregational vitality and is currently crafting a proposal for expanding this work. The staff also responds daily to requests from members, congregations, synods and the churchwide staff for information about the members, congregations, synods and rostered leaders of this church. The staff also responds daily to questions about the demographic context of the church, including many reports developed to support work of the Directors for Evangelical Mission in CSM. Over the last six months, this includes 28 projects for Directors for Evangelical Mission, 21 for churchwide staff and 14 for congregations.

Theological Discernment
Submitted by Marcus Kunz

Theological Resources and Networks

ELCA Theological Roundtable

On April 19, 2013, a consultation was held at the Lutheran Center to explore the possible formation of an ELCA Theological Roundtable. Participants included representatives from the following groups and related churchwide staff:

- Alliance for Faith, Science and Technology
- Asian Lutheran International Conference, the Association of Teaching Theologians
- Conference of Bishops
- Conference of International Black Lutherans (USA Section)
- Latino Scholars
- Lutheran Ethicists Network
- Lutheran Women in Theological and Religious Studies

A formal proposal for an ongoing ELCA Theological Roundtable is in preparation and has been reviewed by the Association of Teaching Theologians, the Theological and Ethical Concerns Committee of the Conference of Bishops. A second consultation will be held in 2014 to review, discuss and further refine the proposal.

ELCA Social Statements and Messages

The Church and Criminal Justice: Hearing the Cries (2013)

The Church and Criminal Justice: Hearing the Cries, the ELCA's 12th social statement, was adopted by the 2013 Churchwide Assembly with a record-setting 97.24 percent affirmative vote. Secular organizations such as Campaign for Youth Justice and Prison Congregations of America have praised the statement in public forums. Several synods are strategizing specific efforts around the statement. The final text, including the 11 implementing resolutions, is available at <http://www.elca.org/criminaljustice> and will be mailed to congregations, synod offices and resource centers in coming months. Next steps include the development of a DVD and web-linked study.

Women and Justice: One in Christ Proposed Social Statement and Possible Social Message

The ELCA task force for a social statement on women and justice continues its study and listening phase. In early May, the task force focused its attention on: theological anthropology, with a special emphasis on Luther; roadblocks and resources for a conceptual framework for talking about gender; and contemporary experiences of women leaders in church and society. Members noted they experienced a sense of cohesion as a task force with a new level of trust, honesty and a sense of direction. At the early November meeting, the task force will consider theological reflection on the nature of justice, learn more about gender-based violence and consider future directions for study and work.

Three studies have now been posted on the social statement website for use throughout the church: a group facilitation guide to *Miss Representation*, a film about women in the media and leadership; a faith-based series of learning modules on human trafficking; and a study guide to *Half the Sky*, a book and film that looks at women's experiences in developing nations. The LWF Council approved a communion-wide suggested gender policy at its June meeting. The task force will study it and consider its implications at a future meeting. Elaine Neuenfeldt, LWF Secretary for Women in Church and Society, serves as observer to the ELCA social statement process.

Task force members continue to initiate and facilitate listening events as the primary means for engaging ELCA members and hearing their concerns. A number of these have happened informally or in local settings; several have been sponsored in higher-profile contexts, such as the Churchwide Assembly, the Metropolitan New York Synod Assembly and recently in the North Carolina Synod office. Additional listening events are planned. Anyone interested in hosting a listening event is encouraged to contact task force staff members (866-735-3522, ext. 2608) as a first step.

At its November 1-2, 2013 meeting, the task force will discuss the possibility of recommending authorization of a social message on gender-based violence. One clear message from every listening event is an urgent concern within the church about the frequency of gender-based violence, which includes but is not limited to domestic settings. In examining this possibility, the task force will consider several questions.

1. What is the need for a social message on gender-based violence?
2. Is there sufficient convergence of understanding within the church to frame such a message?
3. Are there sufficient scriptural, theological, and social teaching bases to sustain such a message (for example, the 1995 social policy resolution on domestic violence and the 2003 message on commercial sexual exploitation)?
4. What are the advantages and disadvantages of preparing a message at this time in the life of the task force and the ELCA?
5. Is this message the most appropriate use of staff resources in the coming year?

Progress Report on Addressing Social Concerns Review

At its last meeting, the Church Council adopted the recommendations of the Addressing Social Concerns Review Task Force. The adopted recommendations were reported to the 2013 Churchwide Assembly in the Pre-Assembly Report and in a plenary session report by task force chairperson Kit Kleinhans. A hearing provided additional opportunity for discussion.

A written proposal that addresses implementing the recommendations for procedural changes in the processes for addressing social concerns in this church, including proposed revisions to *Policies and Procedures for Addressing Social Concerns in the ELCA*, is not ready for consideration at this meeting of the Church Council.

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Human Resources (HR)

Submitted by Else Thompson

Human Resources, located in the Office of the Presiding Bishop, includes staffing, compensation and benefits, payroll, training and development, employee relations, volunteer coordination and art management for the churchwide organization as well as international staffing and payroll for ELCA missionaries.

The HR website can be found at www.elca.org/humanresources; information regarding positions in Global Mission can be found at www.elca.org/globalserve.

Staff Demographics

As of September 30, 2013, the distribution of the domestic staff for the ELCA Churchwide Office was 60 percent female, 40 percent male; 66 percent white, 34 percent persons of color; and 28 percent clergy and rostered lay, 69 percent lay. Seventy-two percent of the staff is Chicago-based and 28 percent are deployed. On September 30, 2013, there were 360 employees - 264 regular full-time, 8 regular part-time and 88 term contract.

For the Mission Investment Fund (MIF), the Women of the ELCA (WELCA) and Lutheran Men in Mission (LMM), the separately incorporated units under the umbrella of the Churchwide Organization Personnel Policies, the demographic distribution was:

MIF: Fifty-six percent female, 44 percent male; 72 percent white, 28 percent persons of color; 12 percent clergy and rostered lay, 88 percent lay. 76 percent of the staff is Chicago-based, 24 percent are deployed. On September 30, 2013 there were 50 employees in MIF.

WELCA: One hundred percent female; 42 percent white, 58 percent persons of color; 8 percent clergy and rostered lay, 92 percent lay; 100 percent Chicago-based. On September 30, there were 12 employees in WELCA.

LMM has three employees – 2 white, 1 person of color; 1 rostered lay, 2 lay; 2 Chicago-based, 1 deployed.

*See the GM report, Exhibit K, Part 2, page 8 for international personnel demographics.

2013 Activity

The staff in human resources continues to roll out the various components of the Human Resource Information System installed in 2011. As of September 30, 2013, all applications for employment, both domestic and international, are now received via this system (Ultipro). This fall will mark the first time that performance evaluations will also be entered and recorded in the new system. While there is always a learning curve with the implementation of a new system, employees are adapting well to the new system. Ultipro provides faster access to information for individuals and is a more secure way to transmit sensitive personal data than a paper-based system.

Training and Development

In response to the ELCA Churchwide Organization Operational Plan 2011 – 2013, HR continues to coordinate the development and rollout of a staff/leadership development process. Four key audiences have been identified. These include all staff, emerging leaders (staff who have expressed an interest and have been identified by supervisors and unit executives or officers for leadership development), senior leaders (staff who report to unit executive directors or officers) and the administrative team.

Learning opportunities are being identified and developed that will meet the needs of participants and the organization and include a combination of classroom activities, personal assessments of strengths and development opportunities, conversations, reading, project work, mentoring and job rotation. Information about and registration for learning activities will occur using an electronic model under development at this time.

The first leadership development cohort of approximately 15 individuals is being identified and will begin development work later this year.

On A Personal Note

I have made a decision to retire on December 6, 2013, after serving as the executive for human resources for the churchwide organization since January 2, 1998. The opportunity to serve my church and work with a dedicated staff has enriched my life beyond anything I could have imagined. To you and to all of the council members I have met and worked with during those years, my heartfelt thanks for your wisdom and partnership. I hope that our paths meet again.

**Church Council Member Synod Contacts
 2013 - 2016**

#	Synod Name	Representative
1A	Alaska	Ms. Leslie Swenson
1B	Northwest Washington	Mr. James Hushagen
1C	Southwestern Washington	Mr. James Hushagen
1D	Eastern Washington-Idaho	Mr. John Lohrmann
1E	Oregon	Pr. Linda Nou
1F	Montana	Mr. John Lohrmann
2A	Sierra Pacific	Pr. Elizabeth Ekdale
2B	Southwest California	Pr. Elizabeth Ekdale
2C	Pacifica	Ms. Meri Jo Petrivelli
2D	Grand Canyon	Ms. Meri Jo Petrivelli
2E	Rocky Mountain	Mr. Gary Gabrielson
3A	Western North Dakota	Mr. Jonathan Splichal Larson
3B	Eastern North Dakota	Mr. John Pederson
3C	South Dakota	Mr. Reid Christopherson
3D	Northwestern Minnesota	Ms. Maren Hulden
3E	Northeastern Minnesota	Pr. Joyce Graue
3F	Southwestern Minnesota	Mr. Oliver Thul
3G	Minneapolis Area	Mr. Clarence Smith
3H	Saint Paul Area	Pr. Kathryn Tiede
3I	Southeastern Minnesota	Mr. Allan Bieber
4A	Nebraska	Pr. William Voss
4B	Central States	Pr. William Voss
4C	Arkansas-Oklahoma	Ms. Cynthia Gustavson
4D	N. Texas-N. Louisiana	
4E	Southwestern Texas	Pr. Robert Moore
4F	Texas-Louisiana Gulf Coast	Pr. Robert Moore
5A	Metropolitan Chicago	Ms. Ingrid Sponberg Stafford
5B	Northern Illinois	Mr. Michael Mason

#	Synod Name	Representative
5C	Central/Southern Illinois	Mr. Michael Mason
5D	Southeastern Iowa	Pr. Yvonne Marshall
5E	Western Iowa	Pr. Yvonne Marshall
5F	Northeastern Iowa	Pr. Yvonne Marshall
5G	Northern Great Lakes	
5H	Northwest Synod of Wisconsin	
5I	East-Central Synod of Wisconsin	Pr. Peder Johanson
5J	Greater Milwaukee	Ms. Ingrid Sponberg Stafford
5K	South-Central Synod of Wisconsin	Mr. Hans Becklin
5L	La Crosse Area	Ms. Louise Hemstead
6A	Southeast Michigan	Mr. Paul Archer
6B	North/West Lower Michigan	Mr. Paul Archer
6C	Indiana-Kentucky	Pr. Vicki Garber
6D	Northwestern Ohio	Pr. Vicki Garber
6E	Northeastern Ohio	Ms. Marjorie Ellis
6F	Southern Ohio	Ms. Marjorie Ellis
7A	New Jersey	Ms. Feronika Raming
7B	New England	Ms. Feronika Raming
7C	Metropolitan New York	Ms. Christine Connell
7D	Upstate New York	Ms. Christine Connell
7E	Northeastern Pennsylvania	Pr. Raymond Miller
7F	Southeastern Pennsylvania	Pr. Raymond Miller
7G	Slovak Zion	
8A	Northwestern Pennsylvania	
8B	Southwestern Pennsylvania	Ms. Pamela Pritt
8C	Allegheny	
8D	Lower Susquehanna	Pr. Stephen Herr
8E	Upper Susquehanna	Pr. Stephen Herr
8F	Delaware-Maryland	Pr. Stephen Herr
8G	Metropolitan Washington, D.C.	

#	Synod Name	Representative
8H	West Virginia-Western Maryland	Ms. Pamela Pritt
9A	Virginia	Pr. James Utt
9B	North Carolina	Pr. Michael Ward
9C	South Carolina	Ms. Susan McArver
9D	Southeastern	Pr. William Flippin
9E	Florida-Bahamas	Mr. William (Bill) Horne
9F	Caribbean	Mr. William (Bill) Horne

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Revised November 8, 2013

Church Council Member Synod Visit Summary

The Church Council of the Evangelical Lutheran Church in America is committed to building relationships between the churchwide organization and synods, congregations, and institutions and agencies. According to the “Report on Governance” prepared for the 2005 ELCA Churchwide Assembly by the Church Council of the Evangelical Lutheran Church in America (2004), “Church Council voting members . . . interact with synods in their region in various ways, including attending at least one synodical council meeting per year, visiting congregations, and participating in synodical assemblies, especially in years when a synod is nominating people to the Church Council.”

At its November 2013 meeting, members of the Church Council will prepare assignments for the Church Council contacts with synods. This is Exhibit L, Part 1.

Members are encouraged to report on synod visits regularly. A notebook including the full texts of reports submitted is available on the materials distribution table. Following is a summary of the reports received since the April 2013 meeting of the Church Council.

<u>Synod Name</u>	<u>Representative</u>	<u>Event</u>	<u>Date of Event</u>
Northwest Lower MI	Paul Archer	Synod Assembly	5/19-5/21
Southeast Michigan	Paul Archer	Synod Assembly	5/17-5/18
Northwest Ohio	Vicki Garber	Synod Assembly	5/17-5/18
Indiana Kentucky	Vicki Garber	Synod Assembly	6/7-6/9
Eastern North Dakota	John Pederson	Synod Assembly/Council	4/19-4/21
Western North Dakota	John Pederson	Synod Assembly/Council	6/6-6/7
Lower Susquehanna	Steve Herr	Synod Assembly/Council	6/6-6/8
Lower Susquehanna	Steve Herr	Synod Council	9/21
Upper Susquehanna	Steve Herr	Synod Assembly	6/14
Southeast Michigan	Paul Archer	Synod Council	10/19
Northeastern Ohio	Marjorie Ellis	Synod Council	
Southern Ohio	Marjorie Ellis	Synod Council	



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Church Council Member Synod Visit Report

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Please *attach* this completed report and e-mail it to john.hessian@elca.org

Name: Paul G. Archer

Synod Visited: Northwest Lower Michigan

Visit Date: May 19-21, 2013

Purpose of Visit: Synod Assembly

1. What did you learn about the Synod?

Although I am just getting to know the people of the Northwest Lower Michigan Synod, I was pleased to be warmly welcomed as a visitor to the Synod Assembly. In listening to the reports and presentations, it is still surprising to me how many of the joys and problems and issues of this Synod are the same as those in my home Synod (and, I suspect, in many Synods across the church), despite appearing to be very different on the surface.

It was a particular joy to be present for the celebration of the end of Bishop John Schleicher's term as leader of the Synod and of his impending retirement. Many reflections were shared by him and others of his long career in service to the Lord and the Church

2. How did the visit deepen the relationship between the Synod and the Churchwide Organization?

It was also exciting to be present for the election process for the new Bishop. Rev. Sherman Hicks represented the Churchwide organization and led the election process. For many of those present, it was their first opportunity to participate in the process, and I sensed a real dedication on the part of the Assembly in attending to this vital task.

It was a privilege to be present as Rev. Craig Satterlee was elected on the 5th ballot. I look forward to getting to know the new Bishop at future Synod Council meetings and Synod Assemblies.



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Church Council Member Synod Visit Report

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Name: Paul G. Archer

Synod Visited: Southeast Michigan

Visit Date: May 17-18, 2013

Purpose of Visit: Synod Assembly

1. What did you learn about the Synod?

I attended this year's Assembly as a voting member from my home congregation, Hope Lutheran in Dearborn, Michigan.

As expected, the Assembly was full of "routine business": officer reports, financial statements, elections, etc., but there were some very interesting presentations that were different, this year. Several individuals or groups addressed the Assembly to share "New Models in Ministry" being used in congregations across the Synod. These included two- and three-point parishes, husband & wife ministry teams, and congregations sharing their buildings with other faith communities and community organizations

2. How did the visit deepen the relationship between the Synod and the Churchwide Organization?

Although I gave a brief greeting and report from the Church Council, the "real" Churchwide representative was Pastor Peter Perella, who "came home" to Southeast Michigan for the first time since leaving for Chicago. In addition to the "standard" Churchwide report, Pastor Perella addressed the Assembly during a worship service with a wonderful presentation on the importance of music in worship. I sensed throughout the Assembly that Pastor Perella's presence there reminded us all of what a great resource – and a true blessing – he is in his ministry in the larger church.



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Church Council Member Synod Visit Report

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Name: Pastor Vicki Garber

Synod Visited: North West Ohio Synod

Visit Date: May 17-18, 2013

Purpose of Visit: liaison from the Churchwide council

1. What did you learn about the Synod? The NWOS is an innovative, missional synod. This year for the first time they moved the times of the assembly to better afford the possibility of young adult attendance. This compressed and shortened the assembly and they made adjustments to do that. The payoff was that they had a lot more young adults in attendance than usual. They are also strongly committed to their Tanzania partners and arranged for a delegation to be in attendance. The presentations of these partners was the highlight of the assembly for me. Like most of our synods they are struggling with economic constraints but seem to be emerging from the worst part of the downturn. Steven Bouman did a wonderful presentation and keynote!
2. How did the visit deepen the relationship between the Synod and the Churchwide Organization? Bishop Lohrman told me several times how much he appreciated my attendance and what it means for them that there is a Churchwide representative. Being there also stimulated some networking opportunities for ministries of which I am aware that fit their mission. I was able to have conversations with a number of pastors and lay people from the Synod which increases the visibility of the Churchwide expression.
3. What insights did you gain and what suggestions do you have for future visits? This is a strong ministry of presence which helps to close the gap that some perceive between the three expressions of the church. I suggested that perhaps next year we could have an intentional opportunity for greater interaction with those who wanted to talk with me.



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Church Council Member Synod Visit Report

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Name: Vicki Garber

Synod Visited: Indiana Kentucky

Visit Date: June 7-9

Purpose of Visit: regular attendance and representing the Churchwide Council

1. What did you learn about the Synod? I have been active in this synod for my whole ministry, still, there are always new things to learn. This synod pays attention to spiritual matters at the council level as well as on the floor of the assembly.
2. How did the visit deepen the relationship between the Synod and the Churchwide Organization? A number of people said how pleased they were with the comments that I made about the Churchwide organization. It helps them to see the greater church through the eyes of someone that they have known for a long time.
3. What insights did you gain and what suggestions do you have for future visits? I am convinced after doing my two Synod visits that we should have a couple of minutes on the agenda to talk about the work of the Churchwide Council from that perspective. I see a lot of enthusiasm in the Churchwide Council that our Synods need to see.



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Church Council Member Synod Visit Report

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Name: John Pederson

Synod Visited: Eastern North Dakota

Visit Date: April 19 to April 21, 2013

Purpose of Visit: To attend the Eastern North Dakota Synod Council Meeting on the 19th and the Eastern ND Synod Assembly on Saturday the 20th and 21st. I addressed the Assembly on Saturday the 20th, just prior to the remarks of our churchwide guest.

1. What did you learn about the Synod?

At the synod council meeting on Friday night the council had some discussion, initiated by Bishop Rindy, about the support in the synod for the proposed ELCA capital campaign to celebrate the ELCA's 25th anniversary. Some indicated that they did not want to ask the members of their church for more money. Another shared that he was told by a parishioner that he had 8 farmers in his church each of whom could write a check for \$10,000 and not miss it. Another pastor shared that one member walked into his office this summer and handed over a \$78,000 check to pay off the church's mortgage.

2. How did the visit deepen the relationship between the Synod and the Churchwide Organization?

Hopefully seeing me speak gave the members of the assembly a greater sense of connection between them and the Churchwide expression. I spoke of the ELCA's lead message, its elevators speech and its tag line.

3. What insights did you gain and what suggestions do you have for future visits?

To arrange some contact prior to the synod assembly with who will be the Churchwide representative.



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Church Council Member Synod Visit Report

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Name: John Pederson

Synod Visited: Western North Dakota

Visit Date: June 6 & 7, 2013

Purpose of Visit: To attend the Western North Dakota Synod Council Meeting and Assembly

1. What did you learn about the Synod?

The Assembly theme was "Telling the old,old story anew." The activities of the assembly were designed to prepare every participant to engage in mission.

While I was aware of the oil boom causing changes for many people living out here, I obtained many first-hand explanations and descriptions of what was happening.

The synod has a new fund to provide grants for mission activities. The first request to the fund, and the first request granted from it, was to support a quilting ministry that is be conducted at the women's penitentiary in New England, ND. The group requested the money to provide for the quilt batting.

Four ELCA churches were damaged by the flooding in 2011. Three are rebuilding and one has decided to merge with one of the other three. Funds distributed to rebuild through the "Flood of Love" campaign exceeded \$500,000.

I attended the Mission Gala Fest, which was a dinner and auction gala to raise funds for their mission fund.

Three of the potential new 65 YAGMs are from the WND Synod.

One couple who sat by me during the Friday lunch for the assembly were upset that the ELCA did not allow pastors to be jointly rostered with the LCMC.

I was impressed by the C.A.R. (Central African Republic) Care Kit that some in the WND Synod created for each congregation. I requested extras to share with people in the END Synod, which also has C.A.R. as a companion synod.

2. How did the visit deepen the relationship between the Synod and the Churchwide Organization?

It was a wonderful experience for me. Yet I am uncertain how to measure its value for the WND Synod and Churchwide.

I had three to five minutes to speak to the synod council, and I may have gone over the allotted time. I thanked them for the opportunity to speak to them, for the work they do for the church, and for the WND Synod increasing its giving to Churchwide in percentage and absolute terms. I mentioned the upcoming Churchwide Assesmbly in Pittsburgh, that after this year we are going to three year cycles, and the next assembly will be in New Orleans because of the competitive bid New Orleans put in. I discussed the proposed 25th Anniversary Campaign, the proposed day of service for September 8, and that Portico was adapting its policies to conform to health care reform.

3. What insights did you gain and what suggestions do you have for future visits?

I requested microphone time at the Assembly at the suggestion of Secretary Swartling. Some attempt should be made for coordination between the Churchwide representative and the church council member. If I am to speak, what should I as a church council member be speaking about?

I see points of similarity between Eastern and Western ND and I do not know if it is my role to make suggestions.

I would like more guidance about what the objective of my visit is.



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Church Council Member Synod Visit Report

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Name: Stephen Herr

Synod Visited: Lower Susquehanna Synod

Visit Dates: June 8 and September 21, 2013

Purpose of Visit: Lower Susquehanna Synod Council meetings

1. What did you learn about the Synod?

The June meeting occurred immediately following the Synod Assembly. The synod council executive committee was elected. Initial orientation and transition questions were addressed in light of Bishop Elect James Dunlop's election.

The September meeting was the first full meeting of the synod council since the assembly. The council worked on board development issues and addressed new initiatives and recommendations from Bishop Dunlop.

2. How did the visit deepen the relationship between the Synod and the Churchwide Organization?

At the June meeting I helped provide transitional information for the newly elected Bishop. In September the synod council vice-president asked me to be present primarily to address the ELCA Church Council action endorsement of Portico Gold+ health plan option.

3. What insights did you gain and what suggestions do you have for future visits?

With a number of new synod council members, I think a primer on the role of the ELCA Church Council and its relationship with the synod would be helpful.



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Church Council Member Synod Visit Report

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Name: Stephen Herr

Synod Visited: Upper Susquehanna Synod

Visit Date: June 14, 2013

Purpose of Visit: Upper Susquehanna Synod Assembly

1. What did you learn about the Synod?

I have attended several Upper Susquehanna Synod assemblies and this visit provided me with the opportunity to strengthen relationships and connections with rostered leaders and the laity of the synod. Bishop Robert Driesen was hospitable and gracious in allowing time in a full assembly agenda for an ELCA Church Council report.

2. How did the visit deepen the relationship between the Synod and the Churchwide Organization?

Bishop Driesen's invitation to make a presentation (last year I was introduced but did not address the assembly). This afforded me the opportunity to share with the assembly some of the structure and work of the ELCA Church Council and how this governance work and ministry relates to the interdependence of the Upper Susquehanna Synod with the Churchwide expression.

Immediately following my short presentation, ELCA Treasurer Linda Norman brought her presentation to the assembly.

I felt that the two presentations worked well together and helped the synod better understand and appreciate connections between the ELCA Churchwide ministry and synodical ministry.

3. What insights did you gain and what suggestions do you have for future visits?

I think a visit to an Upper Susquehanna Synod Council meeting would be a good next step in strengthening this relationship. Such a visit would offer more time for conversation with and questions from synodical leaders.



Evangelical Lutheran Church in America

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Church Council Member Synod Visit Report

Note: Information submitted on this form will be printed and prepared for viewing by Church Council and all advisors. **Confidential information should be submitted on a separate file which will be shared with Office of the Presiding Bishop and Synodical Relations staff as appropriate.**

Please *attach* this completed report and e-mail it to john.hessian@elca.org

Name: Stephen Herr

Synod Visited: Lower Susquehanna Synod

Visit Date: June 6-8, 2013

Purpose of Visit: Lower Susquehanna Synod Assembly

1. What did you learn about the Synod?

The synod shared its ministry in a series of videos produced by various congregations and agencies throughout the synod. These short films helped to show the variety of ministries occurring in the Lower Susquehanna Synod. This was Bishop B. Penrose Hoover's final assembly as its Bishop and presiding officer and the synod took time to thank him for his service. The synod elected Pastor James Dunlop to serve as its fourth bishop.

2. How did the visit deepen the relationship between the Synod and the Churchwide Organization?

The synod provided time on the agenda for a report from the ELCA Church Council. I am grateful to Vice-President Pena for his presence at the assembly and for integrating my report into his Churchwide report. I shared some of the basics regarding structure and role of the Council and in addition noted the Council's preparations for the ELCA Churchwide Assembly in Pittsburgh. Vice-President's adept and steady oversight of the synodical bishop's election process was a gift to the assembly and noted by many. I believe both presentations and Carlos's presiding over the assembly's election of a Bishop helped deepen the relationship and partnership between Lower Susquehanna and the Churchwide organization.

3. What insights did you gain and what suggestions do you have for future visits?

As a rostered leader of this synod I try to attend most of the synod council meetings. I think any opportunity for Churchwide staff persons to be on the territory of the synod is always helpful. In addition, having another Region 8 Church Council member accompany me to make a presentation at a synod council meeting would be fruitful as well.



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Church Council Member Synod Visit Report

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Please *attach* this completed report and e-mail it to john.hessian@elca.org

Name: Paul G. Archer

Synod Visited: Southeast Michigan

Visit Date: October 19, 2013

Purpose of Visit: Synod Council meeting

3. What did you learn about the Synod?

We received the standard reports from the Synod officers, but also heard:

1. An update on plans for the 2015 National Youth Gathering in Detroit
2. An update from the Bishop on reviewing Synod staffing levels
3. An update from the Bishop on congregational participation and choices in the new Portico Health Insurance plans
4. A report from Bishop Kreiss on the Synod's plans for introducing and supporting the ELCA's 25th Anniversary Campaign
5. A report on Bishop Kreiss's suggestions for reconfiguring the Synod's conferences, based on changing congregation numbers and demographics

4. How did the visit deepen the relationship between the Synod and the Churchwide Organization?

I am sensing a growing connection between myself, Bishop Kreiss, and DEM Jack Eggleston as we, together, form a connection between the Southeast Michigan Synod and the Churchwide expression of the ELCA. My report to the Council included some comments regarding the recent Churchwide Assembly as well as the upcoming Church Council meeting. Bishop Kreiss's report of the Conference of Bishops meeting also helps to strengthen the bonds between expressions of the Church.

5. What insights did you gain and what suggestions do you have for future visits?

I am pleased to see Bishop Kreiss becoming more and more comfortable in his role as Bishop – developing the Synod staff in his preferred manner, delegating responsibilities to maintain a “reasonable” work load, and continuing to develop relationships with the congregations of the Synod.

MARJORIE ELLIS

SYNOD REPORTS – 2013

It has been an interesting season for my liaison synods. We began with only one election expected and now have a new bishop in each synod. The synods have begun the long process back to financial stability and the flight of congregations has stemmed. The future can only be brighter as God works in marvelous ways.

Northeastern Ohio Synod

This synod is filled with gifts they share with the whole church. The synod secretary served as parliamentarian for the church-wide assembly and the synod provided the gift of our new presiding Bishop. The Northeast Ohio Synod (NEOS) is a prime example of where the ELCA needs to be for the future.

The NEOS successfully balances rural, suburban and urban congregations and is very dedicated to accommodating the needs of all. The synod recently paid off their mortgage and ended the year in the black. The synod staff continues work fulltime at 80% salary further supporting the mission. NEOS is very dedicated to the ELCA and it shows in all they do. The 182 congregations have generously contributed and the synod was able to provide just shy of 50% of their income to the ELCA. They have embraced the ELCA Malaria campaign proudly donating \$252,000 and counting. A large part of the 2013 assembly was dedicated to showing the congregations what their mission support does for the larger church.

The assembly was an uplifting experience that began with an affirmation of baptism of all in attendance. It was very emotional to see so many people of God in line for the baptismal font that was placed in the center of the room. The attendees approached from all sides and the lines formed the sign of the cross. We were seated in Clusters to foster friendship and encourage partnerships between the members of the clusters. And, after barely missing the minimum number of votes needed for re-election on the first ballot, Bishop Eaton was easily re-elected on the second ballot. The assembly effectively provided a forum for what congregations are doing as well as how they support the synod and the ELCA.

NEOS essentially represents the following observation (includes statements of members of the assembly):

This is a new church and a new day after the 2009 decision. Even though all don't agree, they can all agree on Jesus and the cross. The synod is healing after a tumultuous start. Everyone is coming together in the name of Christ.

Southern Ohio Synod

This synod continues to struggle under the results of the 2009 decision. To complicate matters, the Southern Ohio Synod (SOS) is centrally located in a highly contested area with rival Lutheran churches. The synod has suffered significant losses to rival churches and continues to experience congregational votes to leave the ELCA. The climate coupled with the overall financial downturn in the United States has taken a toll on the SOS.

The SOS experienced serious financial setbacks toward the end of the fiscal year. A plan was developed to solicit additional support from its 220 congregations. The SOS initially reduced the level of mission support to the ELCA then later received additional funding from congregations. The synod was able to bring their mission support for the year up to 40%. The SOS does not expect a complete turnaround in the next fiscal year but hopes to bring in more support from all congregations.

In addition to financial problems, the Bishop of the SOS resigned due to health problems. This unexpected election created the need for a longer more costly assembly. The membership provided a fond farewell to Bishop Holloway while celebrating the election of the first female bishop for the synod. Bishop Dillahunt had served as an assistant to the Bishop for 17 years and is very familiar with the workings of the synod. The transition has run smoothly with the synod staff remaining constant. A primary goal is to increase congregational support for the synod and the ELCA. Sadly, SOS congregations donate only 5.3% of their income to mission support through the synod.

The SOS assembly is always an international affair. The synod maintains many companion synod relationships and all were in attendance to bid farewell to the Bishop. Speakers offered insight into their ministries as well as how the SOS has provided support. Representatives from Kazakhstan, Brazil, Tanzania and North Germany were in attendance.

Change is the key word for the SOS. The synod has an effective staff and supportive council to steer them through this time of change. This is an opportunity to increase support of congregations not only financially but also with a better awareness of the mission of the ELCA and its impact on the synod. God will help and guide this synod to a healthy existence.

Marjorie B. Ellis
November 7, 2013



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Church Council Member Ecumenical Visit Report

Name: Paul G. Archer

Meeting: Reformed Church in America: General Synod Council

Place: Grand Rapids, Michigan

Date: October 11-13, 2013

I was pleased once again to have an opportunity to meet with the dedicated members of the General Synod Council at their semi-annual meeting in Grand Rapids. I have always been warmly welcomed at these meetings, have found them interesting and inspiring, and have been invited to participate in the events and conversations around the table. Although I haven't been able to attend every one of their meetings since my appointment as liaison to the GSC two years ago, I do feel as though I'm becoming familiar and comfortable with the people, procedures, and jargon of the RCA.

Aside from the regular "business" of the Council, which is quite similar to the work of the Church Council, this meeting again highlighted two aspects of the ministries of the RCA which are remarkable to me, and for which I commend the leadership of the denomination, beginning with General Secretary, Tom DeVries. The first is what I sense to be a very strong commitment to the stated goal of becoming a church with a "multi-racial future freed from racism". There is a strong awareness in every meeting and in the makeup of every committee of the need to represent and support the RCA ministries among many racial and ethnic populations. We heard reports from Commissions focused on ministries in the African-American, Latino, and Asian-Pacific communities, and I was impressed with the interest and support they receive from all the church's leaders. The RCA understands that it cannot continue to grow and be a vital part of Christ's church by being an all-white church full of only people of Dutch ancestry – just as the ELCA can't be vital by merely focusing on the spiritual needs of Germans and Scandinavians!

Secondly, I continue to be extremely impressed at the denomination-wide efforts of the RCA to be a self-evaluating, forward-looking, strategic-planning church. My first exposure to the RCA two years ago came near the end of a 10-year process of evaluation and planning known as "Our Call". Great efforts were made to include voices from across the denomination in this process and the leadership of the church was well-organized in assessing the data and thoughts gathered through the process. Now, having been given direction by that process, the RCA has embarked on a new, 15-year goal entitled, "Transformed and Transforming: Radically Following Christ in Mission Together". Formed by leaders in the church and widely publicized and supported, this process (not a program) expresses a commitment across the RCA to focus its efforts in the next 15 years on three interconnected strategic priorities:

- Cultivating Transformation in Christ
- Equipping Emerging Leaders of Today and Tomorrow
- Engaging in Christ's Kingdom Mission

Each of these three priorities recognizes the need to include an awareness of ministries among the church's multi-cultural members and names the need to emphasize ministries among youth and young adults. These priorities give guidance to General Secretary DeVries and to all leaders in the church in moving together into the future of the RCA.

I'm pleased to know that my relationship with the General Synod Council of the Reformed Church in America will continue for the foreseeable future, as my appointment as liaison from the Church Council has been renewed and affirmed by both bodies. I am eager to continue to build relationships and to view as an interested bystander and brother in Christ as the RCA puts "Transformed and Transforming" into action.

In service to Christ,

Paul G. Archer
Voting Member, ELCA Church Council
Ecumenical Liaison to the Reformed Church in America



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Church Council Member Ecumenical Visit Report

Name: Stephen Herr

Meeting: The Executive Council of The Episcopal Church

Place: Maritime Institute of Technology, Linthicum Heights, Maryland

Date: June 8-10, 2013

The Executive Council of the Episcopal Church met June 8-10, 2013 in the Conference Center at the Maritime Institute of Technology in Linthicum Heights, Maryland. Due to responsibilities at the Lower Susquehanna Synod assembly, I was only able to attend a portion of the meeting, largely on the final day (June 10). In my report I shared some of the history of the Memorial Church of the Prince of Peace, Episcopal in Gettysburg. This congregation began 25 years after the Battle of Gettysburg as a tribute to peace.

Presiding Bishop Katharine Jefferts Schori's opening remarks to Executive Council reminded them of the importance of the Five Marks of Mission and how they shape her work in the office of Presiding Bishop. Those five marks are

1. Proclaim the good news of the kingdom is the First Mark of Mission
2. Teach, baptize, and nurture new believers is the second Mark of Mission
3. Respond to human need by loving service is the Third Mark of Mission
4. Transform unjust structures of society, challenge violence of all kinds, pursue peace and reconciliation is the Fourth Mark of Mission
5. To strive to safeguard the integrity of creation and sustain and renew the life of the earth is the Fifth Mark of Mission

These Five Marks of Mission were developed by the Anglican Consultative Council between 1984 and 1990, and have won wide acceptance among Anglicans, and have given parishes and dioceses around the world a practical and memorable "checklist" for mission activities.

The council meets next at the Lutheran Center in Chicago, October 15-17.

Respectfully submitted,
Stephen Herr



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Church Council Member Ecumenical Visit Report

Name: Stephen R. Herr

Meeting: The Executive Council of The Episcopal Church

Place: The Lutheran Center, Chicago, Illinois

Date: October 15-17, 2013

The Executive Council of The Episcopal Church met October 15-17, 2013 at the Lutheran Center in Chicago, Illinois. I continue to be honored to serve as the ELCA liaison to the Executive Council. Once again, the Executive Council and The Episcopal Church staff extended gracious hospitality and included me fully in their discussions and deliberations. I am welcomed to remain for executive sessions during committee and plenary sessions. In addition, I am given the opportunity to make a report at each Executive Council meeting. This ecumenical hospitality continues to demonstrate their commitment to full communion with the ELCA.

This council meeting afforded numerous opportunities for ELCA Churchwide staff to be present and in conversation with the joint standing committees of the Executive Council. On Tuesday, Presiding Bishop Mark Hanson addressed the council. The council appreciated his presentation and his comments were well received. It was a fortuitous opportunity for him to address the council in his final weeks of service as Presiding Bishop. It was evident by the energy and passion exhibited in his presentation just how important full communion and ecumenical relationships are to Bishop Hanson.

Here is a list of ELCA Churchwide staff who participated in conversations with the joint standing committees.

- The Executive Staff (Rafael Malpica Padilla, Christina Jackson-Skelton, Wyvetta Bullock, Donald McCoid, and Secretary Swartling) joined Bishop Hanson during his report. Secretary Swartling made a short presentation including sharing with our Episcopal sisters and brothers in Christ how the ELCA constitution is a mission, legal, and governance document.
- The World Mission Committee met with Donald McCoid, Assistant to the Presiding Bishop and Executive for Ecumenical and Inter-Religious Relations; Kathryn Lohre, Director, Ecumenical and Inter-religious Relations; and Rafael Malpica Padilla, Executive Director Global Mission.

- Advocacy and Networking Committee met with Mary Streufert, Director, Justice for Women; Judith Roberts, Program Director, Racial Justices; Roger A. Willer, Director, Theological Ethics
- Local Ministry and Mission met with Ruben Duran, Director for New Congregations; Mary Frances, Associate Program Director, New Congregations
- Evelyn Soto, Director, CSM Operations and Programs made a presentation on Thursday morning on behalf of Stephen Bouman, Executive Director, Congregational and Synodical Mission who was recovering from hip surgery.

The Executive Council usually structures its meetings with a beginning half-day plenary session. This is followed by one and half days of committee meetings. I would note that the various committees communicate with one another through this time. Their meeting concludes with a final day of plenary sessions with reports from each of the joint standing committees.

The five joint standing committees are Governance and Administration for Ministry (GAM), Advocacy and Networking for Mission (A&N), Finances for Mission (FFM), World Mission (WM), and Local Ministry and Mission (LMM). This meeting I participated in portions of the World Mission and Finances for Mission committees.

Some of the significant agenda items, decisions, and announcements included:

- An update on the rebuilding efforts in Haiti especially regarding Trinity Cathedral was received. Bishop Jean-Zache Duracin from Haiti was present to bring an update on the situation in Haiti.
- The council allocated funding for an anti-racism staff position.
- The council heard an update on the Anglican Communion.
- The Council continues to evaluate and consider whether to relocate their Church Center located at 815 Second Avenue in New York City, New York.
- Amendments were made to the 2014 budget.

Current TEC liaison to the ELCA Church Council, Stephanie Cheney, and former TEC liaison Lelanda Lee were both present and send their greetings to you. The council will meet again at the Maritime Institute for Technology in Linthicum Heights, Maryland in February.

Respectfully submitted,

Stephen Herr



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Church Council Member Ecumenical Visit Report

Name: Vicki Garber

Meeting: Mission Board meeting of the PC-USA

Place: Louisville, Kentucky

Date: September 25-27, 2013

- Ministries of compassion and partnership in Syria: The update on the critical situation in Syria and the church's response moved us all and hopefully inspired you to share what you learned and to take action by calling your Congressperson.
- Engage: The Engage resource emphasizes the importance of both social justice and faith sharing.
- Stony Point: The Stony Point Transition Task Team brought a recommendation to incorporate Stony Point as a new PC(USA) corporation. Following incorporation criteria developed by the Board in 2007, the recommendation will now be forwarded to an evaluation committee, which will complete its work by December 31st of this year and provide for educational opportunities for the Board about the issues at hand prior to the February 2014 meeting. At the February meeting, we will receive the evaluation and make a decision on how to proceed. If we vote at that time to recommend this change, the recommendation will be forwarded to the General Assembly for action in June.
- Detroit will host General Assembly in 2014: Tom Hay, Associate for Assembly Operations for the Office of the General Assembly, gave us an update on the upcoming General Assembly in Detroit. Tom addressed the difficult problems Detroit is facing but assured the board that downtown Detroit is safe, "as safe as any city we will ever go to." He encouraged us to be a witness to Jesus Christ in Detroit. The positive impact that we as a church can have on the economy and lives of those who live in Detroit is powerful. By acting with kindness, courtesy, and compassion, Presbyterians can show the nation "that this is a city of people, not of fear." This is a positive story to share with our friends and constituents. Invite them to come to Detroit and experience the General Assembly.
- The new hymnal : "Glory to God" was featured in worship throughout our meeting and as a part of the presentation by William McConnell, Executive Director of the Presbyterian Association of Musicians.
- Board Development: Marianne Rhebergen and Chad Herring from the Board Nominating and Governance Subcommittee led the board through a time of board development encouraging us to reflect upon creating a culture of inquiry – one of the traits of effective boards. A Board with a culture of inquiry is one that where: mutual respect and constructive debate leads to sound and shared decision making; members solicit information, question assumptions, and

challenge conclusions so that solutions may be advocated; and individual concerns can be raised before making a collective decision, which, once made, is supported by the entire board

- Year-To-Date Financials: The Presbyterian Mission Agency year-to-date financial report through July 2013 revealed undesignated giving is less than planned, as were expenditures. The planned Presbyterian Mission Program Funds (reserves) spending is also less than planned by \$1.4M.

The Budget Plan for 2015 & 2016 will focus on ministries with high measurable impact and high alignment with the six directional goals.

Submitted by Vicki Garber

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Church Council Member Ecumenical Visit Report

Name: Marjorie Ellis

Meeting: United Church of Christ

Place and Date: Cleveland, Ohio, Executive Council, March 8-9, 2013

Long Beach, California, General Synod, June 27 – July 2, 2013

The meeting this year concentrated on preparing for the June 2013 General Synod in Long Beach California. The United Church of Christ (UCC) has completed the 13-year process to consolidate its various boards. The 2013 General Synod was the final step in reducing three main governing boards into one. In past years more than 300 people served in this capacity. With the vote in this General Synod, the new governing board, the United Church Board, has been reduced to 36 members. No decision had been made as to the status of ecumenical partners serving the board.

The Collegium of Officers was also restructured and reduced to four members. Rev. Geoffrey A. Black, General Minister and President; Rev. Dr. J. Bennett Guess, Executive Minister, Local Church Ministries; and, Rev. M. Linda Jaramillo, Executive Minister, Justice and Witness Ministries were re-elected and join Rev. James A. Moos, Executive Minister, Wider Church Ministries to lead the UCC.

As always, the UCC is a church of action. The following core values speak to the vision of the UCC:

- Continuing Testament: Our faith is 2000 years old. Our thinking is not. God is still speaking.
- Extravagant Welcome: No matter who you are, or where you are on life's journey, you're welcome here.
- Changing Lives: Never place a period where God has placed a comma.

The Vision Plan details a list of BIGs or Bold, Inspirational Goals. These goals were met through a successful campaign for Mission 4/1 Earth and visible support of immigration reform and LGBT rights; discovering new ways to fund new congregations and working with global church partners to solve problems; and, the financial support and preparation of diverse church leaders. The UCC motto - Live in despair and do nothing or ... live in hope and take action - is apparent in all they do.

The General Synod highlighted the many specific projects the UCC is tackling. The most notable are detailed below:

1. The UCC boycotted the convention center hotel to support a labor dispute with the hotel workers union. To accommodate those with disabilities not having access to the closest hotel, the UCC secured motorized scooters for rent. During the General Synod an agreement was reached with the hotel and the union to increase wages and provide healthcare.

2. The UCC played an integral part in the pardon of the “Wilmington 10” in 2012. The story began in a local UCC congregation and the denomination provided support throughout the ordeal. One of the 10, Ben Chavis, attended and spoke at the General Synod.
3. In support of a campaign to stop bullying, the Scarf Project came to the General Synod. More than 10,000 knitted, crocheted and woven rainbow scarves were distributed to raise awareness.
4. Many service and immersion projects were available during the weeklong General Synod. Participants visited among other things the US/Mexico border to better understand the plight of immigrants; a federal correctional institution to discuss criminal justice and human rights; and, led daily beach clean-up sessions to practice environmental stewardship.
5. Workshops were provided for all attendees in a variety of topics regarding church life, global initiatives and care for the earth. Some topics include caring for creation; mercy, justice and action; and, veterans in our faith communities.

In addition, the General Synod provided a forum for the many resolutions proposed by the membership. Most passed with more than 95% support with only a few more controversial resolutions passing with 59% to 72% of the voting members support. A few of the more popular resolutions include a Resolution on Ecumenical Relationship between the UCC and the United Church of Canada, 99.7%; a resolution To Recognize the Need for Compassionate Care and Healing to Our Veterans, 99.2%; and, a Resolution Against Bullying and Discrimination, 98.7%.

The most amazing part of the General Synod was the number of church members who attended. The voting delegates in attendance were 844 with an additional 72 non-voting associate delegates. The number of visitors dwarfed the number of delegates with a total of 2,019 in attendance. Church members were very engaged and interested in the governance of the church. While not voting members, the visitors participated in resolution hearings, attended worship services and were active in all General Synod activities.

As with most denominations, benevolence is down in all but one conference. The staff plans to determine the “secret” that they hope to apply to all conferences. The leadership did report UCC is expanding at a time when most mainline denominations are reducing in size. They reported 47 new congregations in two years and an encouraging statistic that half of those who visit a UCC congregation want to join. The UCC is clearly a welcoming denomination caring for everyone no matter who they are. They are very visible supporters of those in need in the name of justice.

Marj Ellis
November 8, 2013

Revised November 6, 2013

2013–2016 CHURCH COUNCIL COMMITTEE MEMBERS AND RELATED ADVISORY COMMITTEE MEMBERS

EXECUTIVE COMMITTEE

Elizabeth Eaton, Presiding Bishop
 Chris Boerger, Secretary
 Linda Norman, Treasurer
 Carlos Peña, Vice President and Chair
 Jessica Crist, Chair of the Conference of Bishops
 Louise Hemstead
 Bill Horne
 Susan McArver
 Raymond Miller
 [Additional members elected at 11/13 CC]

AUDIT COMMITTEE

Marjorie Ellis (8/15) (to be appointed by CC)
 Louise Hemstead (8/15) “
 Deborah Hopkins (8/15) “
 Clarence Smith (8/15) “
 Ingrid Sponberg Stafford (8/15) “
 James Zils (11/14)
Staff: Robert Benson, Jon Beyer, Wyvetta Bullock, Kathy Fry, Linda Norman, Diane Snopek

BOARD DEVELOPMENT COMMITTEE

2015: Bill Horne
 Susan McArver
 Kathryn Tiede (chair)
 2016: Kayla Koterwski
 2017: Paul Archer
 Stephen Herr
 2019: James Utt
 Michael Ward
Staff: Wyvetta Bullock, Jodi Slattery

BUDGET AND FINANCE COMMITTEE

Treasurer: Linda Norman
 2015: Louise Hemstead (chair)
 2017: Elizabeth Ekdale
 Gary Gabrielson
 Vicki Garber
 2019: Hans Becklin
 Peder Johanson

Meri Jo Petrivelli
 Clarence Smith
 Ingrid Sponberg Stafford
 William Voss
 Michael Ward

Liaison bishops: Claire Burkat, Ralph Jones
Staff: Robert Benson, Wyvetta Bullock, Christina Jackson-Skelton, Walter May

LEGAL AND CONSTITUTIONAL REVIEW COMMITTEE

2015: Raymond Miller (chair)
 2017: Marjorie Ellis
 Stephen Herr
 2019: Amanda Briggs
 Maren Hulden
 James Hushagen
 John Lohrmann
 Michael Mason

Liaison bishops: Michael Burk, David Zellmer
Staff: Chris Boerger, Phil Harris, Laura Knitt, Sue Rothmeyer, David Ullrich

PLANNING AND EVALUATION COMMITTEE

2015: Marit Bakken
 Amsalu Geleta
 Bill Horne (chair)
 Feronika Raming
 2017: Christine Connell
 John Pederson
 2019: Allan Bieber
 Reid Christopherson
 William Flippin
 Joyce Graue
 Linda Nou
 Jonathan Splichal Larson
 James Utt

Liaison bishops: Brian Maas, Stephen Talmage,
 Shelley Wickstrom
Staff: Wyvetta Bullock, Kenneth Inskeep, Walter May

PROGRAM AND SERVICES COMMITTEE

2015: Nick Barber
 Jessica Crist
 Carla Johnsen
 Susan McArver (chair)
 Kathryn Tiede
 2016: Kayla Koterwski
 Oliver Thul
 2017: Paul Archer
 Loren Mellum
 Robert Moore
 Pamela Pritt
 2019: Cynthia Gustavson
 Leslie Swenson

Liaison bishops: Marcus Lohrmann, Herman Yoos
Staff: Jodi Slattery

Church Council Task Forces

PRAYER TEAM

Paul Archer
 Hans Becklin
 Vicki Garber
 Cynthia Gustavson
 Kayla Koterwski
 Raymond Miller
 Robert Moore
 Linda Nou

SOCIAL JUSTICE WORKING GROUP

Hans Becklin	Maren Hulden
Allan Bieber	Peder Johanson
Amanda Briggs	Kayla Koterwski
Reid Christopherson	Michael Mason
Christine Connell	Linda Nou
Marjorie Ellis	Feronika Raming
William Flippin	Jonathan Splichal Larson
Gary Gabrielson	Leslie Swenson
Vicki Garber	James Utt
Cynthia Gustavson	

Revised November 6, 2013

Church Council liaison positions

THE EPISCOPAL CHURCH EXECUTIVE COMMITTEE LIAISON

Stephen Herr (Term expires August 2015)

JUSTICE FOR WOMEN ADVISORY COMMITTEE

Pamela Pritt (Term expires August 2016)

THE LUTHERAN MAGAZINE

Cynthia Gustavson (Term expires August 2016)

THE MORAVIAN CHURCH LIAISON

Susan McArver (Term expires August 2015)

PRESBYTERIAN CHURCH USA LIAISON

Vicki Garber (Term expires November 2015)

REFORMED CHURCH IN AMERICA LIAISON

Paul Archer (Term expires August 2017)

UNITED CHURCH OF CHRIST LIAISON

Marjorie Ellis (Term expires November 2013)

UNITED METHODIST CHURCH LIAISON

William Flippin (Term expires November 2015)

Church Council Photo Directory



Mr. Paul G. Archer (2017)

Synod: 6A Southeast Michigan Synod
Congregation: Hope Lutheran Church, Dearborn, MI
Church Activities: Congregation Council President (2009-2011), Synod Discipline Committee (2005-2011), Churchwide Assembly Voting Member
Education: Oakwood Hospital School of Radiologic Technology
Henry Ford Hospital School of Radiation Therapy Technology
Southeast Michigan Synod Licensed Ministry Academy
Employment: Certified Medical Dosimetrist (08/16/1986-present)
University of Michigan Health Systems
Ann Arbor, MI
Comments: I am a nearly life-long member of Hope Lutheran Church in Dearborn, Michigan, where I have been active in many ministries since my youth. In recent years my activities have expanded to include some committee work at the Synod level, as well. I have been serving as a Licensed Minister (a.k.a. Synodically-Authorized Minister) for 5 years, primarily in pulpit supply. My full-time job has me planning and calculating customized, optimized radiation treatments for cancer patients at the University of Michigan Medical Center. My wife, Caryn, and I (26 years) are the proud parents of three grown children. When not otherwise occupied, I love to garden, bowl, and cheer for the Lions, Tigers, and Wolverines (oh, my!).



Mr. Nicholas Barber (2015)

Synod: 8A Northwestern Pennsylvania Synod
Congregation: St. Paul's Lutheran Church, Erie, PA
Church Activities: Sunday School teacher (2011-2012), Youth Assistant (2010-2012),
Church Web Designer (2010-2012)
Education: B.A. Pennsylvania State University
Employment: St. Paul's Lutheran Church, Communications Director
Comments: I am from Erie, Pennsylvania and am a 2011 graduate from the Pennsylvania State University. I currently work as a web designer for local companies as well as the Business Manager at my home congregation of St. Paul's Lutheran Church. In my spare time I enjoy playing hockey and golf, reading history novels, travelling when I can and assisting with the youth in our church. I am excited to serve on the Church Council and hope to contribute in a positive way.



Mr. Hans Becklin (2019)

Synod: 5K South-Central Synod of Wisconsin
Congregation: Advent Lutheran Church, Madison, WI
Church Activities: President, Luther College Student Congregation (2012-2013)
Voting Member, 2011 and 2013 Churchwide Assemblies (2011-2013)
Synod Assembly Voting Member, 2008, 2009, and 2013 (2008-2013)
Education: Luther College (2010-2014): Bachelor Of Arts
Employment: Student
Comments:



Mr. Allan Bieber (2019)

Synod: 3I Southeastern Minnesota
Congregation: People of Hope, Rochester, MN
Church Activities: SEMN Synod Council (current) (2009-present), People of Hope
Congregational Council (current) (2011-present), People of Hope
Congregational President (2004-2006)
Education: Harvard University (1981-1986): Doctor Of Philosophy
University of Wisconsin - Oshkosh (1976-1980): Bachelor of Science
Employment: Associate Professor of Neurology (09/01/1997-present)
Mayo Clinic, College of Medicine, Rochester, Minnesota
Comments:



Pr. William Chris Boerger (2019)

Synod: 5A Metropolitan Chicago
Congregation: Christ the King, Snohomish, WA
Church Activities: Bishop, Northwest Washington Synod (2001-2013)
Pastor, Northlake Lutheran Church, Kenmore, WA (1990-2001)
Pastor, Central Lutheran Church, Everett, WA (1980-1990)
Pacific Lutheran Seminary Board (2001-2013)
Pacific Lutheran University Board of Regents (2001-2013)
Liaison Bishop to the ELCA Church Council (2011-2013)
Education: M.Div., (LSTC) Christ Seminary SEMINEX, St. Louis, MO (1975)
B.A. (Communication Arts) Pacific Lutheran University, Tacoma, WA
(1971)
Employment: Secretary of the Evangelical Lutheran Church in America
Comments:



Ms. Amanda Briggs (2019)

Synod: 2A Sierra Pacific
Congregation: St. Paul Lutheran Church, Oakland, CA
Church Activities: Youth Representative to the St. Pauls Church Council (2009-2012)
District Representative to the Sierra Pacific Synod Youth Committee (2009-2012)
Co-chair elect to the Council of Lutheran Youth Organization Presidents (2011-2012)
Youth advisor to the ELCA Church Council (2012-2013)
Education: Castro Valley High School (2009-2012)
George Washington University, Washington, D.C., (2013-present)
Employment: Student
Comments:



Mr. Reid Christopherson (2019)

Synod: 3C South Dakota
Congregation: Zion Lutheran Church, Garretson, SD
Church Activities: President, Zion Lutheran Church, Garretson SD (2005-2006); President, Crossroads Conference, South Dakota Synod; Synod Council and Executive Committee, South Dakota Synod
Education: Black Hills State College, Spearfish SD (1976-1979): Associate Bachelor Of Arts
South Dakota State University, Brookings SD (1979-1982): Bachelor Of Science
South Dakota State University, Brookings SD (1982-1986): Master Of Science
Employment: Wing Executive Support Officer / Lieutenant Colonel (03/27/1987-present)
South Dakota Air National Guard, Sioux Falls, SD
Comments:



Ms. Christine Connell (2017)

Synod: 7C Metropolitan New York
Congregation: Zion Lutheran, Staten Island, NY
Church Activities: Metro New York Synod Council (2004-2006 and 2010-present); ELCA National Youth Gathering Planning Team – Hotel Life (1998-2009);
Education: B.A., University of Maryland
M.A. in Ministerial Studies, Lutheran Theological Seminary at Gettysburg
Employment: Executive Director for Agency Advancement, Lutheran Social Services of New York
Comments:



Pr. Jessica Crist (2015)

Synod: 1F Montana
Congregation: Bethel Lutheran Church, Great Falls, MT
Church Activities: Lutheran World Relief Board, Luther Seminary Board, Montana Association of Churches Board, NCC Delegate, congregational prayer chain member
Education: A.B. Yale
M.Div Harvard
Employment: Bishop, Montana Synod, Great Falls, MT
Comments: I look forward to a close working relationship between the Conference of Bishops and the Church Council.



Pr. Elizabeth A. Eaton (2019)

Synod: 5A Metropolitan Chicago
Congregation: Messiah Lutheran, Ashtabula, Ohio
Church Activities: Bishop, Northeastern Ohio Synod, Cuyahoga Falls, Ohio (2007-2013)
Pastor, Messiah Lutheran Church, Ashtabula, Ohio (1991-2007)
Interim Pastor, Good Hope Lutheran Church, Boardman, Ohio (1990-1991)
Assistant Pastor, All Saints Lutheran Church, Worthington, Ohio (1981-1990)
Education: M. Div., Harvard Divinity School (1977-1980)
Bachelors of Music Education, The College of Wooster, Wooster, Ohio (1973-1977)
Employment: Presiding Bishop, Evangelical Lutheran Church in America
Comments:



Pr. Elizabeth E Ekdale (2017)

Synod: 2A Sierra Pacific
Congregation: St. Mark's Lutheran Church, San Francisco, CA
Church Activities: Board member, including Vice-Chair, Pacific Lutheran Theological Seminary (1998-2010); Member of Sierra Pacific Synod Candidacy Committee (1999-2002), Member of Metro New York Candidacy Committee (1995-1997)
Education: B.S. Arizona State University
M.Div., Pacific Lutheran Theological Seminary
Employment: Lead Pastor, St. Mark's Lutheran Church, San Francisco, CA
Comments:



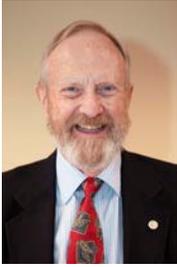
Ms. Marjorie B. Ellis (2017)

Synod: 6F Southern Ohio
Congregation: All Saints Lutheran Church, Worthington, OH
Church Activities: Congregation Council Member, elected president 2011 (2007-present);
Various synod groups, currently serving on the Discipline Committee (2001-present);
Luthers Social Services, Board Member and Secretary (1993-1999)
Education: Certificate, Health Insurance Association of America – HIA Designation
Certificate, Life Office Management Association, Inc. – FLMI Designation
Employment: Regulatory Compliance and Training Chief, Ohio Department of Insurance,
Columbus, OH
Comments:



Pr. William E. Flippin Jr. (2019)

Synod: 9D Southeastern
Congregation: St. Matthew Lutheran Church, Columbus, GA
Church Activities: Congregational and Synodical Renewal Team, Lutheran World Relief
Presidents Council, National Youth Gathering Discernment Planning Team
Education: Morehouse College (1994-1998): Bachelor Of Arts
Interdenominational Theological Center (1999-2002): Master Of Divinity
Emory University, Candler School of Theology (2002-2003): Master Of
Theology
Employment: Pastor St. Matthew Evangelical Lutheran Church, Columbus, GA
Comments:



Mr. Gary D. Gabrielson (2017)

Synod: 2E Rocky Mountain
Congregation: Prince of Peace Lutheran Church, Colorado Springs, CO
Church Activities: Church in Society Board, Rocky Mountain Synod; Lutheran Advocacy Ministry Policy Committee, Colorado; Global Mission Volunteer, Lebanon
Education: B.S., Kansas State University
M.S. Kansas State University
Employment: Senior System Engineer II, Raytheon, Colorado Springs, CO
Comments: I am in semi-retirement, but continue part time work as a Systems Engineer for Raytheon on environmental satellite projects. I am also an adjunct mathematics instructor for Pikes Peak Community College. I fill my additional hours with volunteer activities that included a 3-month plus association with The Near East School of Theology in Beirut from Oct. 2010 to January 2011.



Pr. Vicki Garber (2017)

Synod: 6C Indiana-Kentucky
Congregation: Gloria Dei Lutheran Church, Lakeside Park, KY
Church Activities: Partner in Evangelism (1995-2000); Synod Council (1996-2012); Trinity Seminary/Bexley Hall Board (2010-2011)
Education: B.A., Augustana College, Sioux Falls, South Dakota
Doctor of Arts, Illinois College of Optometry
M. Div., Trinity Seminary
Employment: Senior Pastor, Gloria Dei Lutheran Church, Crestview Hills, KY
Comments:



Pr. Amsalu T. Geleta (2015)

Synod: 8G Metropolitan Washington D.C.
Congregation: St Mark, Springfield, VA
Church Activities: Board member of Fairfax County Early Childhood and Head Start Policy Council; Member of Metro DC Synod Associate pastors and Fairfax Conference; Served on the synod council and churchwide executive committee in Ethiopia; Board member Northern VA LCM
Education: BTH, Mekane Yesus Theological Seminary; MPHIL, The Norwegian Lutheran School of Theology; MTH, Virginia Theological Seminary
Employment: Associate Pastor and Youth Director; St Mark
Comments:



Pr. Joyce Marie Graue (2013)

Synod: 3F Southwestern Minnesota Synod
Congregation: St John Lutheran Church, Raymond, MN
Church Activities: ELCA Global Mission: Papua New Guinea, then C.A.R. (1995-2009), ELCA Global Mission Associate in Australia (1987-1995), Pastor serving Hope Lutheran Church, Oakdale, PA (1984-1987)
Education: Princeton Theological Seminary (1979-1982), Master Of Divinity
St Olaf College (1975-1978), Bachelor Of Arts
Employment: Pastor, St John's Lutheran Church, Raymond, MN
Comments: I am married to Ian -- my "Australian souvenir". We have three adult children who are living and working in Australia.



Ms. Cynthia Gustavson (2019)

Synod: 4C Arkansas-Oklahoma
Congregation: Fellowship Lutheran Church, Tulsa, OK
Church Activities: Pastoral counselor/trouble shooter for synod (2011-2011); Synod workshops for WELCA and youth leaders (2012-2012); Choir, adult Sunday School teacher, development chair, (2000-2012)
Education: Louisiana State Univ. (1981-1984): Master Of Social Work
Boston University (1967-1969): Bachelor Of Science
Gustavus Adolphus College (1965-1966): (Degree not specified)
Employment: Pastoral counselor, self-employed, Tulsa, OK
Comments:



Ms. Louise A. Hemstead (2015)

Synod: 5L LaCrosse Area
Congregation: Bethany Lutheran Church (Sandhill), Cashton, WI
Church Activities: Lutheran Campus Ministry Board (Secretary) - LaCrosse Area Synod;
LCM - Building committee Chair (LaCrosse Area Synod); Bethany Lutheran
Church Council - President, Secretary, Financial Secretary; Cashton 3 point
Handbell Choir Director
Education: B.S., University of Wisconsin - Madison
Employment: Chief Operating Officer; Organic Valley/CROPP Cooperative
Comments: I am an adopted Lutheran since my marriage in 1985. My husband and I
reside on a 160-acre dairy farm in Vernon County Wisconsin and are
members at Bethany Lutheran (Sandhill) which is part of the Cashton 3 point
parish. We have two children - Kristina & Justin and a wonderful grandson
Jenner. As a farmer owner and employee of Organic Valley/CROPP
Cooperative, I work to secure a fair wage for organic dairy farmers in the
United States. My hobby is to help my husband on our dairy farm, and enjoy
first hand the fruits of God's creation.



Pr. Stephen R. Herr (2017)

Synod: 8D Lower Susquehanna
Congregation: Christ Evangelical Lutheran Church
Church Activities: ELCA Nominating Committee (1999-2005); Synod Council- Lower
Susquehanna and Southwestern Pennsylvania (1997-1999 and 2003-2005);
Lutheran Theological Seminary at Gettysburg Board of Directors (2003-
2011)
Education: B.A., Gettysburg College
M.Div., Lutheran Theological Seminary at Gettysburg
Employment: Master of Sacred Theology, Lutheran Theological Seminary at Gettysburg
Pastor, Christ Evangelical Lutheran Church, Gettysburg, PA
Comments:



Mr. William B. Horne II (2015)

Synod: 9E Florida-Bahamas
Congregation: St. Paul's Lutheran Church, Clearwater, FL
Church Activities: Served as president of two ELCA congregations; Synod leadership role as Vice President and Council member; ELCA Region 9 role as Secretary; President and Council member, St. Paul's, Clearwater, FL 2003-2005; Florida-Bahamas Synod Council Member, 2002-2005; Vice President Florida-Bahamas, 2005-2009; Consultation Committee, Florida-Bahamas Synod, 2002-2006
Education: B.S., University of Tulsa
M.A., Pepperdine University;
M.A. Auburn University in Montgomery
Employment: City Manager, City of Clearwater, Florida
Comments:



Ms. Maren Hulden (2019)

Synod: 3D Northwestern Minnesota Synod
Congregation: Trinity Lutheran Church, Moorhead, MN
Church Activities: President, ELCA Lutheran Youth Organization (2003-2006)
Youth Advisory Member to ELCA Church Council (2002-2004)
Church Council, Augustana Lutheran Church in Hyde Park (2004-2006)
Education: University of Chicago (2002-2006): Bachelor Of Arts
Columbia University (2009-2012): Doctor Of Jurisprudence
Employment: Law Clerk to the Honorable David F. Hamilton
United States Court of Appeals, Chicago, IL
Comments:



Mr. James Hushagen (2019)

Synod: 1C Southwestern Washington
Congregation: Mountain View Lutheran Church, Edgewood, WA
Church Activities: Southwestern WA Synod Vice President (2003-2012)
Churchwide Nominating Committee (2007-2013)
Mountain View Church Council (1983-1986)
Education: Pacific Lutheran University (1966-1970): Bachelor Of Arts
Pacific Lutheran University (1974-1977): Master Of Arts
University of Puget Sound (Seattle U) Law School (1977-1980): Doctor Of
Jurisprudence
Employment: Lawyer, Eisenhower & Carlson PLLC, Tacoma, WA
Comments:



Pr. Peder Johanson (2019)

Synod: 5K South-Central Synod of Wisconsin
Congregation: Bethlehem Lutheran Church, Brodhead, WI
Church Activities: Co-coordinator of worship and music for synod assembly (2011-2011)
Participating in synod pilot program for planned giving and financial
stewardship with young adults (2013-2013)
Education: Capital University (2000-2004): Bachelor Of Music
Trinity Lutheran Seminary (2006-2010): Master Of Divinity
Employment: Pastor, Bethlehem Lutheran Church, Brodhead, WI
Comments:



Ms. Carla Johnsen (2015)

Synod: 5E Western Iowa
Congregation: Bethesda Lutheran Church, Moorhead, Iowa
Church Activities: Western Iowa Synod Lutheran Youth Organization Board (2002-2013)
Holy Nativity Lutheran Church, New Hope, Minnesota, Youth and
Education Coordinator (1997-1999)
Christ the King Lutheran, Moorhead, Minnesota, Christian Education
Coordinator (1994-1997)
Education: Concordia College, Moorhead, MN. Bachelor of Arts
Employment: St. John/Bethesda Lutheran Churches, Dunlap/Moorhead, Iowa
Comments



Ms. Kayla Koterwski (2019)

Synod: 3C South Dakota
Congregation: Peace Lutheran Church, Sioux Falls, SD
Church Activities: South Dakota Synod Council youth representative (2012-present)
Church council youth representative (2011-present)
Churchwide youth delegate from South Dakota (2013-present)
Education:
Employment: Student
Comments:



Mr. John Lohrmann (2019)

Synod: 1D Eastern Washington-Idaho
Congregation: Christ Lutheran Church, Walla Walla, WA
Church Activities: Church council (1994-2008)
Church President (2000-2003)
Synod Council (2010-present)
Education: Valparaiso University (1970-1974): Bachelor Of Arts
Valparaiso University School of Law (1974-1977): Doctor Of Jurisprudence
Employment: Superior Court Judge, State of Washington/Walla Walla County, Walla
Walla, WA
Comments:



Mr. Michael Mason (2019)

Synod: 5C Central/Southern Illinois
Congregation: Salem Evangelical Lutheran Church, Jonesboro, IL
Church Activities: Congregational Council (2007-2011)
Synod Reference and Counsel (2006-2013)
Synod Council (2010-2013)
Education: University of Northern Colorado (1964-1968): Bachelor Of Arts
Sonoma State University (1982-1984): (Degree not specified)
Southern Illinois University School of Law (1984-1987): Doctor Of
Jurisprudence
Employment: Administrative Law Judge, State of Illinois, Marion, IL
Comments:



Ms. Susan W. McArver (2015)

Synod: 9C South Carolina
Congregation: Incarnation Lutheran Church, Columbia, SC
Church Activities: Teaching as a Seminary Professor; Extensive leadership roles in churchwide and synod; Daily involvement in faith formation as former DCE, parent of three sons; ELCA Task Force developing Social Statement on Education; North American Representative to three LWF consultations; Chair, Discipleship Team for local congregation; Mission Trip, Hurricane Katrina relief with Lutheran Disaster Response; Meals on Wheels; CROP walks for World Hunger
Education: B.A., Salem College
M.A.R., Lutheran Theological Southern Seminary
Ph.D., Duke University
Employment: Professor, Lutheran Theological Southern Seminary
Comments:



Pr. Loren Mellum (2017)

Synod: 3D Northwestern Minnesota
Congregation: Our Savior's Lutheran Church, Moorhead, MN
Church Activities: Conference Dean, 2013 – present
Conference Secretary, 2012-2013
New and Renewing Mission Table (2009-present)
Joint Synod Renewal Team (2009-2011)
Churchwide Assembly Delegate (2011)
Education: Trinity Lutheran College, Bachelor of Arts (1988-1991)
Trinity Lutheran Seminary, Master of Divinity (1994-1998)
Luther Seminary, Doctor of Ministry (2003-2011)
Employment: Senior Pastor, Our Savior's Lutheran Church
Comments:



Pr. Raymond A. Miller (2015)

Synod: 7F Southeastern Pennsylvania
Congregation: St. John, Quakertown, PA
Church Activities: Service as a member of the ELCA Nominating Committee, 2003-present;
Experience with synodical nominating and constitution committees;
Advisory role regarding disciplinary issues; Secretary, Southeastern
Pennsylvania Synod, 1999-present; Synod Council, Southeastern
Pennsylvania Synod, 1993-1999; Active participant and leader in local
clusters, conferences & ministeriums; Board member, United Friends
(Quaker) School, Quakertown, PA;
Education: B. A., Upsala College
M.Div., Lutheran Theological Seminary at Philadelphia
S.T.M., Lutheran Theological Seminary at Philadelphia
Employment: Pastor, St. John's Lutheran Church
Comments: I am married to Pr. Serena Sellers, Assistant to the Bishop, Southeastern
Pennsylvania Synod. We have a son and two daughters. We recently bought
a 100-year old Victorian home into which we are preparing to move. This
year I completed training as a facilitator for the "Creating a Culture of Peace"
program. I enjoy reading, music, yoga, travel, and Phillies baseball. This
year I am also learning Spanish and piano. Hable con me in espanol.



Pr. Robert G. Moore (2017)

Synod: 4F Texas-Louisiana Gulf Coast
Congregation: Christ the King Lutheran Church, Houston, TX
Church Activities: Board of Regents, Texas Lutheran University (2010-present); Tri-synodical Theological Conference Committee (2011-present); Ecumenical representative (2004-present)
Education: B.B.A., Texas Tech University
M.Div., Midwestern Baptist Theological Seminary
Ph.D., Rice University
Employment: Senior Pastor, Christ the King Lutheran Church, Houston, Texas
Comments: I am a Lutheran by choice having joined an ELCA congregation in 1991. I was accepted to the roster of ordained clergy in 1992 and accepted my first and only call in a Lutheran congregation in January of 1994. After serving 5 years as associate pastor at Christ the King Lutheran Church, I was elected senior pastor. Kathy and I are native Texans from the "Panhandle" region. Our pilgrimage into the Lutheran tradition and mission has been a happy one. We enjoy the setting of the congregation across the street from Rice University and near the Texas Medical Center. The congregation has a long history of campus ministry, caring ministries both within and beyond the congregation, adult theological education, liturgical worship, the Bach Society Houston. We both speak German and enjoy extensive relationships in Germany primarily in Tübingen and Leipzig. I have served as guest pastor at St. Thomas Church Leipzig while on a sabbatical supported by Lilly Endowment, Inc.



Pr. Linda O. Norman (2017)

Synod: Metropolitan Chicago Synod
Congregation: Bethel Lutheran Church, Chicago, IL
Church Activities: As an ordained member of my home congregation and in visiting capacities for other congregations, I am privileged to provide worship leadership and pastoral support as time and opportunity permits. I enjoy opportunities to lead and participate in Christian Education activities. I have also recently been invited to serve as a Stewardship Partner with a student at the Lutheran School of Theology at Chicago.
Education: B.S., Trinity University, San Antonio, TX; M.S., Trinity University, San Antonio, TX; M.Div. Lutheran School of Theology at Chicago; Chicago, IL
Employment: Treasurer, ELCA
Comments:



Pr. Linda Nou (2019)

Synod: 1C Southwestern Washington
Congregation: St. Mark Lutheran Church, Lacey, WA
Church Activities: Global Mission Committee (1990-1993)
Global Internship (1989-1990)
Healthy Congregations Presenter (2004-2007)
Education: Pacific Lutheran Theological Seminary (1986-1990): Master Of Divinity
Biola College (1973-1975): Bachelor Of Arts
Employment: Interim Pastor, Amazing Grace Lutheran Church, Aberdeen, WA
Comments:



Mr. John M. Pederson (2017)

Synod: 3B Eastern North Dakota
Congregation: Mayville Lutheran Church, Mayville, ND
Church Activities: Eastern North Dakota Synod Council (2005-2011); Memorials Committee for the 2009 Churchwide Assembly (2009-2009); Mayville Lutheran Church Council (2003-2006)
Education: B. A., Concordia College, Moorhead MN
M.A., University of North Dakota
Ph.D., University of Nebraska-Lincoln
Employment: Professor of Humanities and Social Sciences, Mayville State University, Mayville, North Dakota
Comments: I am married to Pr. Julie Tillberg and our son, John Luke, is three years old. The college I teach at had, and still may have, the distinction of being the smallest four year state college or university that was an independent institution, not a branch campus. My doctorate is in history and I teach courses in history, economics and sociology.



Mr. Carlos E. Peña (2015)

Synod: 4F Texas-Louisiana Gulf Coast
Congregation: First, Galveston, TX
Church Activities: Experience of having served on the ELCA Church Council; Attended many synod assemblies and two Churchwide Assemblies; Worked with a broad base of people in church and community; Chair, ELCA Churchwide Nominating Committee; Past Synodical Vice President; ELCA Church Council, 1993-99; Church Council Executive Committee; Chair, Synodical Multicultural Board; Congregation President, Vice President, and various committee chairs
Education: B.A., University of Houston
Employment: Kleen Supply Co., owner
Comments: I currently own a cleaning supply business on Galveston Island off the coast of Texas, where I also live with my wife, Diane, two cats, and dog. I like to jog and have run in several marathons. I enjoy cooking and reading murder mysteries. I am a member of the Houston Musician's Union and play trombone professionally.



Ms. Meri Jo Petrivelli (2019)

Synod: 2C Pacifica
Congregation: St. Andrew Lutheran Church, San Diego, CA
Church Activities: Pacifica Synod Council (2005-2007)
Voting Member 2009 Churchwide Assembly (2009-2009)
Lay Chair 2010 Pacifica Synod Assembly Planning Team (2009-2010)
Education: Penn State University (1978-1982): Bachelor Of Arts
Employment: Parish Administrator, St. Andrew's Lutheran Church, San Diego, CA
Comments:



Ms. Pamela E. Pritt (2017)

Synod: 8H West Virginia-Western Maryland
Congregation: New Hope Lutheran Church, Minnehaha Springs, WV
Church Activities: Mountain Lutheran Parish Council President (2006-2010); LIFT Task Force (2010-2011)
Education: B.A., Davis and Elkins College
Employment: Editor/Secretary-Treasurer, Pocahontas Times, Inc., Marlinton, West Virginia
Comments:



Ms. Feronika A. Rambing (2015)

Synod: 7B New England Synod
Congregation: Imanuel Indonesian Lutheran Church, Newington, N.H.
Church Activities: I was a pastor in Indonesia for 3 years; Worked with women's groups in Indonesia and in Newington, N.H.; Christian educator for women and children at Imanuel ILC; Asian-Pasific Islander Church Planting team; Mission Planning team for pre-organization of Imanuel ILC
Education: B.D., Indonesian Christian Univeristy, Tomohon, Indonesia; Coursework, International Theological Seminary, Los Angeles, Calif. Coursework, University of Indonesia, Indonesia
Employment: Homemaker
Comments:



Mr. Clarence Smith (2019)

Synod: 3G Minneapolis Area
Congregation: Central Lutheran Church, Minneapolis, MN
Church Activities: Member, Minneapolis Area Synod Council (and Exec Committee) (2006-2010)
Member, TX-LA Gulf Coast Synod, Evangelism and Worship committees (1988-1995)
NW Washington Synod, worship task force (2000-2002)
Education: University of Texas - Austin (1975-1978): Bachelor Of Arts
Employment: Risk Management Officer, Wells Fargo, Minneapolis, MN
Comments:



Pr. Jonathan Splichal Larson (2019)

Synod: 3A Western North Dakota
Congregation: Faith Lutheran Church, Bismarck, ND
Church Activities: Glocal Mission Gathering Facilitator (2012-2013)
Education: Augustana College (SD) (2002-2006): Bachelor Of Arts
Wartburg Theological Seminary (2006-2010): Master Of Divinity
Employment: Associate Pastor, Faith Lutheran Church, Bismarck, ND
Comments:



Ms. Ingrid Sponberg Stafford (2019)

Synod: 5A Metropolitan Chicago
Congregation: Trinity Lutheran Church, Evanston, IL
Church Activities: ELCA Audit Committee (1997-2007)
ELCA Board of Pensions (Portico Benefit Services) (2008-2011)
Wittenberg University - Chair, Board of Directors (2001-2005)
Education: Wittenberg University (1971-1975): Bachelor Of Arts
University of Michigan (1975-1976): Master Of Arts
Northwestern University (1976-1978): Master Of Business Administration
Employment: Associate Vice President for Financial Operations and Treasurer,
Northwestern University, Evanston, IL
Comments:



Ms. Leslie Swenson (2019)

Synod: 1A Alaska
Congregation: Christ Lutheran Church, Fairbanks, AK
Church Activities: Church Council, Secretary, Christ Lutheran Church, Fairbanks (2013-2013)
Mutual Ministry Committee, Chair, CLC, Fairbanks (2004-2012)
Education Director, Our Savior's Lutheran, Nome (1994-2004)
Education: St. Olaf College (1979-1983): Bachelor Of Arts
Employment:
Comments:



Mr. Oliver Thul (2019)

Synod: 3F Southwestern Minnesota
Congregation: Danebode Lutheran Church, Tyler, MN
Church Activities: SWMN Synod LYO Board (2013-present)
Sillerud Lutheran Youth Group Design Team (2012-present)
Education: Tracy Milroy Balaton High School (2012-present): No Degree Earned
Employment: Chicken rancher, egg producer, Self employed
Balaton, MN
Comments:



Pr. Kathryn A. Tiede (2015)

Synod: 3H Saint Paul Area
Congregation: Living Waters Lutheran, Lino Lakes, MN
Church Activities: National Council of Christians and Jews, Seminarians Interacting program; Theological study in Costa Rica (Seminario Biblico Latinoamericano and UNA); Chair, Diocesan Hispanic Ministries Committee, Episcopal Diocese of Upper SC; Member, Hispanic/Latino Outreach Team, SC Synod ELCA; Ordained calls in both Episcopal and Lutheran parishes
Education: B.A., Macalester College
M. Div., Harvard Divinity School
STM, Lutheran Theological Southern Seminary
Employment: Senior Pastor; Living Waters Lutheran Church
Comments: I love to run and swim, and recently have tried a few triathlons! I am rediscovering an old love for canoeing and camping, and am teaching those things to my children, as well. I am deeply grateful to God for the richness and bounty of my life.



Pr. James Utt (2019)

Synod: 9A Virginia
Congregation: Grace Lutheran Church, Winchester, VA
Church Activities: Parish Pastor (1976-present)
Virginia Synod Executive Board LCA -1978-1984; ELCA-2001-2008
LCA Churchwide Conventions -'72;'84;86; ELCA-1990
Education: University of Tennessee (1969-1972): Bachelor Of Science In Education
Lutheran Theological Southern Seminary (1972-1976): Master Of Divinity
McCormick Theological Seminary (1992-1996): Doctor Of Ministry
Employment: Senior Pastor, Grace Evangelical Lutheran Church, Winchester, Virginia, VA
Comments:



Pr. William Voss (2019)

Synod: 4A Nebraska
Congregation: Calvary Lutheran Church, Scottsbluff, NE
Church Activities: Member, World Hunger and Justice Committee, Nebraska Synod (2012-present)
Vice-chair, Churchwide Ev. Outreach and Congregational Mission Program Committee (2007-2011)
Treasurer, American Indian and Alaska Native Lutheran Association (2008-2012)
Education: Luther Theological Seminary (1987-1993): Master Of Divinity
University of South Dakota (1977-1981): Bachelor Of Science
Employment: Director/pastor, Lakota Lutheran Center, Nebraska Synod, Scottsbluff, NE
Comments:



Pr. Michael Ward (2019)

Synod: 9B North Carolina
Congregation: Lutheran Church of the Nativity, Arden, NC
Church Activities: ELCA Youth Ministry Network Board of Directors (2011-2014)
Association of Lutheran Development Executives Carolinas Chapter President (2007-2008)
NC Synod Stewardship Workshop Speaker (2012-2013)
Education: Appalachian State University (1989-1993): Bachelor Of Business Admin
Trinity Lutheran Seminary (1993-1997): Master Of Divinity
Employment: Vice President of Advancement, Lutheridge + Lutherock Ministries, Arden, NC
Comments:

Church Council and Committee Operational Ethics Policy of the Churchwide Organization of the Evangelical Lutheran Church in America

The Church Council and Committee Operational Ethics Policy of the churchwide organization of the Evangelical Lutheran Church in America addresses business ethics and does not include the other ethical values and policies of the Evangelical Lutheran Church in America (referred to as “ELCA”). The Church Council and Committee Operational Ethics Policy applies to members of the Church Council and to all ELCA churchwide organization (referred to as the “churchwide organization”) committee members (referred to as “members”) in matters relating to the performance of their duties and responsibilities for the churchwide organization.

All funds and property received and administered by the churchwide organization are entrusted to the organization by God through the faithful financial support of ELCA members and friends. The highest degree of stewardship and fiduciary responsibility is expected of all members, including the receiving, reporting, and use of funds, property, and time. Members are responsible for complying with laws, regulations, and the governing documents, policies, and procedures of the churchwide organization.

Standards of Ethical Conduct

1. *Duty of Loyalty.* Each member is responsible for acting in the best interests of the churchwide organization. These responsibilities are set forth below.
2. *Conflicts of Interest.* All members shall avoid conflicts of interest, potential conflicts of interest, and situations that give the appearance of conflicts of interest.¹
 - a. Conflict of interest means any situation in which the member may be influenced or appear to be influenced in decision-making or business dealings by any motive or desire for personal advantage other than the success and well-being of the churchwide organization. Personal advantage means a financial interest or some other personal interest, whether present or potential, whether direct or indirect. This standard applies to both actual and contemplated transactions. When in doubt, the member is to assume there might be a conflict.
 - b. All present and potential conflict of interest issues must be disclosed. If the conflict is known in advance of any meeting, business transaction, contract, or other activity at which issues may be discussed or on which the issues may have a bearing on the member’s approach, whether directly or indirectly, it shall be disclosed ahead of time. If the conflict is not known in advance, it shall be disclosed when the actual or potential conflict becomes apparent. Disclosure is to be made in writing to an officer of the churchwide organization or chairperson of the committee.
 - c. When issues relate to a meeting, disclosure is appropriate to the person in charge of the meeting and, at the discretion of the person in charge, to the full meeting. The member shall leave the meeting room to avoid all discussion, voting, and deliberation on the issue. Following full disclosure of the actual or potential conflict, the Church Council or committee may decide that no conflict of interest exists and invite the participation of the member. All such actions shall be recorded in any minutes or records kept of the meeting.

¹ For purposes of this ethics policy, participation in the ELCA pension and other benefits plans and investments/gifts with the Mission Investment Fund and the ELCA Foundation are not considered conflicts of interest.

- d. All members are likewise to disclose, in writing, matters and relationships that have the potential for giving rise to the appearance of a conflict in business dealings with the churchwide organization. Examples include, but are not limited to, financial interests and/or leadership roles with vendors and other organizations doing business with the churchwide organization. The unit executive, in consultation with ELCA General Counsel or, as appropriate, the Executive Committee of the Church Council, will evaluate disclosures and determine the appropriate action to be taken. Business dealings with friends and family of members are particularly sensitive and are to be disclosed and carefully evaluated because of the potential for inferences of tangible or intangible personal advantage and the appearance of impropriety.
 - e. To avoid appearances of impropriety, any gifts, gratuities, and hospitality—such as goods, free travel, or lodging—offered to a member from any person or organization that sells, delivers, or receives any goods, materials, and services to or from the churchwide organization can only be accepted and used for the benefit of the organization. Occasional *de minimus* gifts are exempt from this rule.² Gifts that primarily benefit the churchwide organization and not an individual, such as gifts of hospitality given to the churchwide organization by hotels, conventions, and conferences in relation to official churchwide organization business, are exempt from this rule. Members may also participate in reasonable, normal relationship-building activities, such as meals, entertainment events, and other similar activities. Gifts and such participation are to be reported to the chair of the committee, the unit executive relating to the committee, or an officer of the church.
3. *Confidentiality.* Members shall not disclose information about the churchwide organization that is not known outside of the churchwide organization or is not known by public means.
 4. *Duty of Care.* The duty of care and obligation of good stewardship requires all members to act first in the best interests of the churchwide organization. All members shall exercise reasonable efforts to inform themselves of the mission and ministry of the ELCA. All members shall act as a reasonable member would act under the same or similar circumstances.
 5. *Transactions and Reporting.* Each member has a duty to maintain and report complete, accurate, and timely records pertaining to their actions and responsibilities as applicable to their role.
 6. *Duty to Disclose.* Members have a duty to disclose all breaches of this policy. Likewise, concerns about the appearance or the possibility of breaches should be reported. Care must always be taken to be factual and objective. Breaches shall be reported to one of the following: an officer of the ELCA, the director for internal audit, or the General Counsel. There will be no retaliation for good faith complaints, reports, or participation in an investigation.
 7. *Violations.* Violation may result in termination from the Church Council or committee.
 8. *Amendments.* The policy may be amended from time to time.

Adopted 2004
Amended 2009, 2013

² *De minimus* gifts are typically gifts of less than \$75.00 value, such as flowers or foodstuffs. "Occasional" would mean as part of a special event or seasonal holiday.

Representation by Church Council Member

I acknowledge that:

- I have received a copy of the Church Council and Committee Operational Ethics Policy.
- I understand that it is my responsibility to read and comply with the policy and any revisions made to it.
- I understand that:
 - I am subject to the policy and am required to comply with it.
 - I am responsible for reporting any possible conflict of interest that involves me, is reported to me, or that I observe.
 - I am responsible for reporting any complaints that I receive under the policy, as well as any other violations of the policy that I observe.

Signature

Date

Name (Please print)

Failure to sign this document does not eliminate the member's responsibilities to comply with the ethical standards of the churchwide organization.

Note: If a member will not sign, the date when the representation is given to the member should be noted for the file.

Adopted 2004
Amended 2009, 2013

Representation by Committee Member

I acknowledge that:

- I have received a copy of the Church Council and Committee Operational Ethics Policy.
- I understand that it is my responsibility to read and comply with the policy and any revisions made to it.
- I understand that:
 - I am subject to the policy and am required to comply with it.
 - I am responsible for reporting any possible conflict of interest that involves me, is reported to me, or that I observe.
 - I am responsible for reporting any complaints that I receive under the policy, as well as any other violations of the policy that I observe.

Signature

Date

Name (Please print)

Name of Committee

Failure to sign this document does not eliminate the member's responsibilities to comply with the ethical standards of the churchwide organization.

Note: If a member will not sign, the date when the representation is given to the member should be noted for the file.

Adopted 2004
Amended 2009, 2013

ELCA CHURCH COUNCIL Scheduled Meetings 2013 - 2017

- 2013 April 5-8 (Easter is March 31.)
August 11-12 (Churchwide Assembly 12-18, Pittsburgh)
November 8-11
- 2014 April 4-7 (Easter is April 20.)
August 15-17 Church Council Retreat, Camp Carol Joy Holling, Ashland, NE
November 7-10
- 2015 April 10-13 (Easter is April 5.)
November 13-16
- 2016 April 8-11 (Easter is March 27.)
August 7-8 (Churchwide Assembly 8-14, New Orleans)
November 11-14
- 2017 March 31-April 3 (Easter is April 16)
November 10-13

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Publishing House of the ELCA (Augsburg Fortress)

Submitted by Beth A. Lewis

Strategic Focus

Augsburg Fortress, the ministry of publishing of the ELCA, has made significant changes in recent years in response to the shifting landscape of North American church life, dramatic moves by customers in purchasing via online stores instead of brick and mortar retailers, combined with the need to deliver content in both ink-on-paper and a variety of digital formats. These are exciting, but challenging times for denominational publishers!

To address these rapidly changing needs, we have focused our ministry (that is also a business) on publishing in these categories: faith formation resources for children, youth and adults; worship and music resources; and books and digital resources for higher education.

Resources for Congregations (Worship and Music)

One of our most exciting new resources for 2013 is [*Prelude Music Planner*](#), a web-based subscription resource for church musicians. Church musicians on our staff created *Prelude* to help fellow church musicians spend more time making music and less time planning for it. In addition, subscribers receive a 20 percent discount on most Augsburg Fortress-published print music. We offer free 14-day trials for *Prelude Music Planner* and free webinars to learn more about this superb new resource. For more information or to sign up for these free offerings, go to <http://Preludemusicplanner.org>.

As part of our continuing development of the *Evangelical Lutheran Worship* resource family, this summer we published:

- [*Prayer Book for the Armed Services*](#)
- [*Evangelical Lutheran Worship Occasional Services for the Assembly eBook*](#)
- [*Evangelical Lutheran Worship Pastoral Care eBook*](#)

In response to requests from across the ELCA, in September we published [*Leading Worship Matters: A Sourcebook for Preparing Worship Leaders*](#). This is a practical book with both a CD-ROM and DVD filled with help and training materials for assisting ministers, readers, intercessors, acolytes, ushers, greeters, communion ministers, altar guilds, tech ministers, musicians, children's sermon ministers and those who care for the worship space.

Resources for Congregations (Faith Formation)

Our two Sunday school curricula launched in 2012 continue to grow in popularity. [*Holy Moly!*](#) (preschool-grade 4) and [*Connect!*](#) ("tweens" grades 5 & 6) are video/print faith formation resources. The animated videos capture the children's attention and imagination in ways that a strictly print resource does not for many children in this screen-oriented generation.

In August, we launched [*Echo the Story*](#), a 12-session overview of the Bible for youth. Participants discover meaning and identity in the biblical narrative using video, a participant Sketch Journal and a detailed Leader Guide. This curriculum has proven to be so popular that a reprint was necessary within one month of publication.

Following on the success of August 2012 [*animate.faith*](#), this summer [*animate.bible*](#) was published and is proving to be equally popular. These resources feature learner and leader print resources to accompany video presentations by leading theologians. While intended as a resource for adults, we are receiving reports of successful use with youth in many congregations.

A unique feature of our [*sparkhouse*](#) curricula is that most of the resources are available as [*a la carte*](#) purchases, individual downloadable chapters with the video clip, learner and leader resource.

In partnership with the ELCA's Congregational and Synodical Mission (CSM) unit, [*The Mission Table: Renewing Congregation and Community*](#) by Stephen Bouman was published in the summer. During the 2013 Churchwide Assembly, each voting member received a copy of this new congregational resource as a gift from CSM.

Resources for Higher Education

A few of the many new resources Fortress Press has published since the April Church Council meeting are the following: (Note regarding the method of publication: Both = Print & Digital)

[Emerging Scholar Series](#)

[Matthew](#), O. Wesley Allen Jr., Both

[Acts of the Apostles](#), Ronald J. Allen, Both

[Introduction to the History of Christianity, Second Edition](#), Tim Dowley, Both, Inkling

[Wide Welcome: How the Unsettling Presence of Newcomers Can Save the Church](#), Jessicah Krey Duckworth, Both

[The Bonhoeffer Reader](#), Clifford J. Green and Michael DeJonge, editors, Print (though ebook is forthcoming)

[Interpreting Bonhoeffer: Historical Perspectives, Emerging Issues](#), Clifford J. Green and Guy C. Carter, editors, Both

[Douglas John Hall: Collected Readings](#), Douglas John Hall (edited by David B. Lott), Both

[Practicing Care in Rural Congregations and Communities](#), Jeanne Hoeft, L. Shannon Jung, Joretta Marshall, editors, Both

[Romans: A Short Commentary](#), Robert Jewett, Print

[Finding God among Our Neighbors: An Interfaith Systematic Theology](#), Kristin Johnston Largen, Both

[Sallie McFague: Collected Readings](#), Sallie McFague (edited by David B. Lott), Both

[Introduction to World Religions, Second Edition](#), Christopher Partridge, Both, Inkling

[Who Is the Church? An Ecclesiology for the Twenty-First Century](#), Cheryl M. Peterson, Both

[What Is Christianity? An Introduction to Christian Religion](#), Gail Ramshaw, Both

[Roman Imperial Texts: A Sourcebook](#), Mark Reasoner, Both

[Anatomy of the New Testament, 7th Edition](#), Robert A. Spivey, D. Moody Smith, C. Clifton Black, Print (though ebook is forthcoming)

[The Message of Jesus: John Dominic Crossan and Ben Witherington III in Dialogue](#), Robert B. Stewart, editor, Both

[Walter Wink: Collected Readings](#), Walter Wink (edited by Henry French), Both

[Paul and the Faithfulness of God](#), N. T. Wright, Both

[Pauline Perspectives: Essays on Paul, 1978–2013](#), N. T. Wright, Both

[Augustine on War and Military Service](#), Phillip Wynn, Both

500th Anniversary of the Reformation

In anticipation of the 500th anniversary of the Reformation in 2017, we recently created a comprehensive website to assist customers in finding our comprehensive list of books, curricula, Bibles and other resources related to Martin Luther and reformation history. You can find this collection at <http://LutheranReformation500.org>.

New Mission Statement and Tag Line

Earlier this year, we launched a new Augsburg Fortress mission statement and tag line:

Together, we create resources that renew Christian life and community.

Augsburg Fortress. Creative. Christian.

Summary

Thank you for your interest in and continuing support of the ministry of publishing. We use a wide range of digital means to communicate and build interest communities around our various faith formation, worship, music and higher education resources. You may follow us via a number of [digital social media](#) communities, sign up for our [free eNewsletters](#), register for our many [free educational webinars](#), and read [Beth Lewis' One Mission blog](#). Also, please do not hesitate to contact our Customer Care team at 800-328-4648. We welcome suggestions from our partners in ministry from across this church. Please send your ideas to Beth Lewis at ceo@augsburghfortress.org.

Augsburg Fortress, Publishing House of the ELCA Digest of Board Actions

Submitted by Beth A. Lewis

Dates of Board Meetings: April 19-20, 2013 and October 18-19, 2013

Category 1: Policies with an impact beyond the unit, which require Church Council approval

Voted to revise the process, term length, timing of elections, and number of members to positions of leadership in response to a three-year cycle for future Churchwide Assemblies beginning in 2013, assuming that these proposed changes are agreed upon at the August 2013 ELCA Churchwide Assembly; and approve the revisions to the Board of Trustees Resolutions to the Standing Committees as updated in Part II of the Augsburg Fortress Board of Trustees Committee Overview. (PH.12.04.02)

Category 2: Policies related to the day-to-day functioning of the unit or to the specific mandate of the unit

Voted to approve the minutes of the October 26-27, 2012, and December 18, 2012, Board of Trustees meetings in open session. (PH.13.04.01)

Voted to express appreciation and extend thanks to Linda J. Brown, Mary L. Butler, Robert T. Flynn, Pr. Beth Marie Halvorsen, and Pr. Scott J. Suskovic for their years of service as members of the Augsburg Fortress Board of Trustees. (PH.13.04.03)

Voted to express appreciation and extend thanks to Anne Edison-Albright for her two years of service as a member of the Augsburg Fortress Board of Trustees. (PH.13.04.04)

Voted to express appreciation and extend thanks to David Swartling and Steven Ullestad for their years of service to the Augsburg Fortress Board of Trustees. (PH.13.04.05)

Voted to affirm the new Augsburg Fortress mission state as presented: "Together, we create resources that renew Christian life and Community. Augsburg Fortress. Creative. Christian." (PH.13.04.06)

Voted to elect Linda Brown as board chair for one year; Tim Maudlin as vice chair for one year; and Susan Worst as secretary for three years; and to express appreciation for the leadership provided by the members of the current Executive Committee. (PH.13.04.07)

Voted to elect Audit Committee members Bob Hahn (chair); Randy Foster (at-large); and Rosemary Ohles (at-large); and to express appreciation for the leadership provided by the members of the current Audit Committee. (PH.13.04.08)

Voted to elect Board Development Committee members Rob Flynn (chair); Brian King (at-large); Winston Persaud (at-large); Julie Stecker (at-large); and José Valenzuela (at-large); and to express appreciation for the leadership provided by the members of the current Board Development Committee. (PH.13.04.09)

Voted to approve the minutes of the April 19-20, 2013, Board of Trustees meetings in open session. (PH.13.10.10)

Voted to elect Pamela Smith, class of 2016, to serve on the Audit Committee of the Board of Trustees; and Mark Brokering, class of 2016, and Sharon Rader, class of 2016, to serve on the Board Development Committee of the Board of Trustees. (PH.13.10.11)

Executive Session actions

Voted to exclude the settlement payment for the pension lawsuit from the calculation of free cash flow for the Balanced Scorecard. (ES/PH.13.04.01)

Voted to approve the minutes from the October 26-27, 2012, and December 18, 2012, Board of Trustees meetings in *executive* session. (ES/PH.13.04.02)

Voted to receive the 2012 financial statements audit report as submitted. (ES/PH.13.04.03)

Voted to approve the minutes from the April 19-20, 2013, Board of Trustees meetings in *executive* session. (ES/PH.13.10.04)

Voted to encourage sparkhouse to continue the exploration of the consumer market as outlined at the October 2013 board meeting, including development of a consumer market expense budget and evaluation of marketing, distribution and licensing options; and provide an interim report to the Board of Trustees at the December 17, 2013, board webinar/conference call. (ES/PH.13.10.05)

Category 3: Other procedures and board actions

Executive Session action

Voted to suggest to the ELCA Office of the Presiding Bishop that an Augsburg Fortress representative be invited to participate in the ELCA's Theological Education Advisory Council. (ES/PH.13.10.06)

Portico Benefit Services

Submitted by Jeffrey D. Thiemann

This summary from Portico Benefit Services provides a brief overview of several topics, including: health care reform, supplemental life insurance, long-term care insurance, record-keeper conversion, investment returns, stewardship, litigation update, legislative update and remaining initiatives for 2013.

Health Care Reform

In response to the Affordable Care Act, Portico introduced four health care options for 2014 to mirror the health care exchange structures launched this fall. Known as the four “metallic” plans of Platinum+, Gold+, Silver+ and Bronze+, the options are designed to provide various pricing levels for congregations. Portico also added a “+” sign to each of the options to denote the additional value provided by the ELCA, including large provider networks, dental benefits, a fitness center discount, health support programs and wellness incentives.

Much of the health care effort included major enhancements to *EmployerLink*, where congregations are selecting a health care option online; and to *myPortico*, where pastors and other members will enroll in the option selected by their congregation, or ‘buy up’ to a higher option and pay the difference. Eighty-seven percent (6,894) of sponsoring organizations made their selections by October 21, with the 91 percent choosing Gold+ and another three percent choosing Platinum+. The member Open Enrollment period is November 1 – 22, 2013.

Supplemental Life Insurance

A new supplemental life insurance product is being introduced this fall. Members will receive coverage provided by their employer’s contribution, similar to the lump sum benefit of the former survivor benefits plan. Members will also be able to purchase up to \$200,000 in additional term life insurance. A unique aspect of this plan is that members can get additional coverage without having to prove good health, as long as they do so during the November 1 – 22, 2013, open enrollment period. After that time, members will need to submit evidence of insurability. This one-time feature of not having to prove good health is an important value of membership in the Portico plan, and members who have no life insurance—or not enough—should strongly consider signing up. Members can also buy dependent spouse and/or child coverage at discounted group rates.

Long-Term Care Insurance

Another benefit that is being worked on for 2014 is long-term care coverage, which is insurance that generally covers care not covered by health insurance, Medicare or Medicaid. This new benefit will be announced after the Open Enrollment period this fall and will be offered to qualified members.

Record-Keeper Conversion

Portico successfully converted its record-keeping services from Xerox to Fidelity July 1, 2013. The decision to switch record-keepers was made to provide members with a more robust online experience in managing their retirement options. The conversion also takes advantage of necessary technological improvements in Portico’s web portals to position us for future capabilities. The result is a single integrated experience online via myPortico, where members can view their retirement balance, statements, and utilize powerful Fidelity retirement tools. Fidelity also provides superior customer service via electronic and phone channels.

Investment Returns

The performance of global investment markets has varied widely so far this year. Very strong U.S. stock market returns contrasted with mixed returns from non-U.S. stock markets and negative bond market returns due to rising interest rates. The majority of our active portfolio managers have exceeded their respective benchmarks within our investment program year-to-date. In aggregate, our investment managers have contributed 100 basis points (1.00%) to investment returns above their benchmarks so far this year, which is above our long-term target of 30 basis points (0.30%). The Funded Ratio for the ELCA Participating Annuity Investment Fund stood at 1.091 on September 30. It is this ratio that impacts the payment amounts to our members.

Stewardship

Operating and capital expenses in 2013 were under budget for the nine months ending September 30, 2013. As a result, our retirement plan ratio was 72 basis points (0.72%). This is slightly higher than our target of 70 basis points (0.70%); this is primarily due to higher investment manager fees resulting from strong market returns and a much higher than planned asset base through September 2013. At 10.9 percent, our health plan expense ratio was under the target of 11.4%. When compared to external benchmarks, Portico continues to enjoy the status of being among the most efficient stewards of health care dollars in the United States.

Litigation Update

The three-year-old annuity litigation has been dismissed with prejudice and resolved in Portico's favor. On September 23, 2013, we participated in a settlement conference with a mediator. The mediator proposed that the case could be settled by Portico or its insurer (Chubb) paying a portion of plaintiffs' costs incurred in pursuing the case, without paying any of the plaintiffs' attorney fees. Given Portico's desire to be a prudent steward of the ELCA Participating Annuity Investment Fund and Chubb's understanding of the economic wisdom of such an agreement, Chubb agreed to pay a portion of plaintiffs' costs totaling \$60,000. There are no changes to the annuity payments to the plaintiffs and they will continue to be treated in the same manner as all the other annuitants. When denying the class certification, the Judge found that most of the proposed class members "were helped, not harmed, by Portico's challenged actions." It is good to have this issue behind us.

Legislative Update

We are working as part of the Church Alliance, a coalition of the chief executive officers of 38 church benefit programs, on several important issues that affect church plans and benefits to church workers.

The Church Plan Clarification Act of 2013 does for church plans what the Pension Protection Act of 2006 did for most retirement plans and removes some harmful (to our members) restrictions on managing church retirement plans. On June 13, 2013, Senator Mark Pryor, (D-Arkansas), introduced legislation called the Church Health Plan Act of 2013 (S. 1164) that would end discrimination against clergy and lay employees in church plans. This bill would allow clergy and lay employees who are enrolled in church health plans to receive the same tax credits as other individuals.

As part of tax reform discussions, there have also been proposals made to eliminate the clergy housing allowance. In meetings with Congress recently, I was told that it is not likely to happen, but we want to make sure the right people in the right positions know how important this is for the communities we serve and how significant of an issue this would be for clergy.

Remaining Initiatives for 2013

With excellent partnerships across the ELCA, Portico has been effective in leading the ELCA through Health Care Reform in 2013 and will continue in its leadership role to empower whole person wellbeing for life. We have been working closely with sponsoring organizations and members as they analyze their health care choices. Through our regional reps and customer service unit, we provide assistance during the selection and enrollment periods. Please let us know how we might further assist you during these times of discernment. We also continue to explore revenue opportunities for next year to help offset potential future costs and keep our administrative costs competitive.

Portico Benefit Services Digest of Board Actions

Submitted by Jeffrey D. Thiemann

Meeting Dates: August 1-3, 2013 and November 1-3, 2013

Category I: Policies with an impact beyond the unit which require Church Council approval.

March 2013 electronic vote

Approved the endorsement of direction regarding the ELCA Medical and Dental Benefits Plan. (Approval by Board of Trustees, effective upon ELCA Church Council approval—*CC acted on at April 2013 meeting*)

August 2013 amendments

Approved amendments to the ELCA Medical and Dental Benefits Plan. (Approval by Board of Trustees, effective upon ELCA Church Council approval—*CC acted on August 11, 2013*)

Approved amendments to the ELCA Survivor Benefits Plan. (Approval by Board of Trustees, effective upon ELCA Church Council approval—*CC acted on August 11, 2013*)

August 2013 resolutions/actions

Approved resolution amending the Restated Bylaws of the Board of Pensions of the Evangelical Lutheran Church in America. (Approval by Board of Trustees, effective upon ELCA Church Council approval—*CC acted on August 11, 2013*)

Adopted resolution concerning approval of the ELCA Philosophy of Benefits. (Approval by Board of Trustees, effective upon ELCA Church Council approval—*CC acted on August 11, 2013*)

Adopted resolution concerning approval of the ELCA Medical and Dental Benefits Plan. (Approval by Board of Trustees, effective upon ELCA Church Council approval—*CC acted on August 11, 2013*)

Adopted resolution concerning approval of the ELCA Survivor Benefits Plan. (Approval by Board of Trustees, effective upon ELCA Church Council approval—*CC acted on August 11, 2013*)

November 2013 amendments and/or resolutions/actions

None

Category II: Policies related to the day-to-day functioning of the unit or to the specific mandate of the unit.

August 2013 amendments

Approved amendments to:

- ELCA Retirement Plan (to eliminate the ELCA Employer Transfer Account, the TSA Transfer Account and the Additional Employer Account from the Plan)
- ELCA Master Institutional Retirement Plan (to eliminate the TSA Transfer Account from the Plan)
- ELCA Retirement Plan for The Evangelical Lutheran Good Samaritan Society (to clarify a name change from Central Office to National Campus and to eliminate the TSA Transfer Account from the Plan)
- ELCA 457(b) Deferred Compensation Plan (Fidelity requested a change in timing for forced (non-elected) payments from 60 to 90 days, and a change in the election period from 30 to 60 days; and, Fidelity is unable to support a transfer or plan's distribution provision(s) , so no transfers will be allowed into the Plan)
- ELCA Flexible Benefits Plan (to describe, throughout the Plan, the health savings account associated with the two high-deductible health plan options)

Received amendments approved by the President to:

- ELCA Medical and Dental Benefits Plan - Sections 18.25, 12.06(q), and 6.07(d)
- ELCA Retirement Plan – Section 9.04(a)(vi)

November 2013 amendments

Received amendments approved by the President to:

- ELCA Medical and Dental Benefits Plan – Section 12.07(l)
- ELCA Medical and Dental Benefits Plan – Section 18.25

August 2013 resolutions/actions

Approved resolution designating a portion of 2013 remuneration as rental/housing allowance for the Rev. Harold L. Usgaard.

Elected the following Board of Trustees' Officers for 2013-2015: Chair – Lisa A. Kro; Vice Chair – Gregory W. Heidrich; and Secretary – Janette E. Drew.

Approved the resolution relating to the Appointment of the Treasurer.

Elected the following At-Large Members for 2013-2015: At-Large Member #1 – Jill A. Schumann and At-Large Member #2 – Raye Nae D. Nylander.

Elected the following Committee Chairs for 2013-2014:

- Audit Committee – Raye Nae D. Nylander
- Appeals Committee – the Rev. Martha (“Marty”) E. Stevens
- Board Development Committee – Janette E. Drew
- Corporate Social Responsibility Committee – Jill A. Schumann
- Finance Committee – Kathleen (“Kate”) K. Mooney
- Investment Committee – Gregory W. Heidrich
- Products & Services Committee – the Rev. Paul W. Stumme-Diers

Approved the resolution relating to changes in the Board's Committee Structure.

Approved 2014 Contribution Rates for the Survivor, Disability, and Medical and Dental Benefits Plans, and Retiree Support.

Approved the resolution establishing the methodology for distributing or recovering surplus for dividend-eligible ELCA Participating Annuity members.

November 2013 resolutions/actions

Approved resolution designating a portion of 2014 remuneration as rental/housing allowance for the following Portico Benefit Services employees: Pr. Richard J. Bruesehoff; Pr. Paul E. Aebischer; Pr. Jeffrey D. Thiemann; and Pr. Harold L. Usgaard.

Approved resolution designating retirement and disability payments as rental/housing allowance for 2014.

Adopted 2014 Budget.

Approved resolution establishing the annuity adjustment (3.0%), dividend (21.7%) and interest-crediting rate (7.6%) for 2014 for the ELCA Participating Annuity of the ELCA Retirement Plan.

Approved resolution relating to Social Impact First Investing.

Category III: Other procedures and board actions.

May 2013 electronic vote

Approved the retention of PricewaterhouseCoopers as the independent auditor for the year ending December 31, 2013.

August 2013 resolutions/actions

Approved Section 4.0, Executive Limitations, of the Policy Governance Manual.

Approved resolution relating to the Augustana Annuity Trust.

Received Porticos' August 2013 Management Report and all Committee Reports, en bloc.

November 2013 resolutions/actions

Approved Section 2.0, Governance Policies, of the Policy Governance Manual.

Approved Section 3.0, Board and President/CEO Relationship, of the Policy Governance Manual.

Approved Board of Trustees Committee assignments for 2013-2015.

Approved changes to the Charters and Calendars for the Appeals, Audit, Executive, Finance, Investment/Corporate Social Responsibility, and Products & Services Committees, en bloc.

Received Portico Benefit Services' November 2013 Management Report and all Committee Reports, en bloc.

Lutheran Men in Mission (LMM)

Submitted by Doug Haugen

The vision of Lutheran Men in Mission is for every man to have a growing relationship with Jesus Christ through an effective men's ministry in every congregation. Lutheran Men in Mission lives out that vision through the resources we publish, the events we produce and ongoing leadership development.

Events

Lutheran Men in Mission recently held "One Year to Live" retreats in California, Colorado and Texas. The event in Colorado was the first specifically for rostered leaders and outdoor ministry staff. "One Year to Live" is a retreat model developed by Lyman Coleman in cooperation with Lutheran Men in Mission. The retreat is designed to help men take an honest look at their faith, what is keeping them from experiencing God more fully, and what they believe God is calling them to do for the rest of their lives within the safety of a small group. The retreat is completely lay led as all the small group facilitators and staff members have been participants in earlier retreats. Over 600 men have now experienced the "One Year to Live" weekend. The intent is to eventually bring this to every synod.

The "High, Wide and Deep" event held this summer at North Lake Tahoe, California featured fun, competitive outdoor games, worship and presentations by the Reverend Tim Wright, pastor of Community of Grace Lutheran Church, Peoria, Arizona and author of *Searching for Tom Sawyer*.

Planning is underway for the Lutheran Men in Mission Assembly (business meeting) July 17-18, 2014, and the Lutheran Men's Gathering, "Guys, Guts and God's Glory", July 18-20, 2014. Both events will take place at the Loews Vanderbilt Hotel in Nashville, Tennessee.

Leadership

Lutheran Men in Mission recently conducted three "Building Men for Christ" workshops on one weekend in various parts of the country. "Building Men for Christ" is training designed to help rostered and lay leaders, male and female, to see ministry with and to men as an integral part of overall congregational ministry. It helps them reach and activate men for the congregation's ministry and outreach. Like "One Year to Live", this one-day workshop continues to spread to new areas. Four hundred leaders have now been trained at 25 events. Please go to www.lutheranmeninmission.org for the updated schedules of "One Year to Live" and "Building Men for Christ".

The annual Leadership Summit for LMM synod and area leaders was conducted at Morning Star Lutheran Church in Matthews, North Carolina. The focus of this year's event was leadership principles and the use of electronic media in ministry.

Resources

The *Master Builders Bible for Men* continues to be our strongest resource, with over 57,000 in circulation. Along with the study questions written in the margins, what makes this resource unique is the thirty-two page section for men's ministry leaders.

LMM continues to distribute *El Nuevo Testamentos* to Spanish-speaking ministries through our synod and congregational men's ministries.

ManTalk is a deck of playing cards designed to help men engage in meaningful (and fun) conversation. Four categories of questions deal with relationships, sports and leisure, lessons and reflections, and ethics and spirituality.

The most recent issue of the *foundations* newsletter focuses on the "High, Wide and Deep" event. *foundations* is distributed to approximately 8,000 men.

New Staff

Lutheran Men in Mission is pleased to introduce our Program Director, Kevin Burke. We are excited with what Kevin, in this deployed position, will add to our growing ministry!

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Income

Thanks to God, working through our generous donors, LMM's gift income in 2012 grew by more than one-third over 2011. Our goal is for similar growth in 2013.

Mission Investment Fund of the ELCA

Submitted by Eva M. Roby

Financial Update

The Mission Investment Fund continues growing and maintaining its financial strength and stability. Total assets rose to \$664.5 million as of August 31, 2013, up from \$663.4 million at year-end 2012. Net assets, or equity, rose slightly to \$185.7 million at August 31, 2013, up from \$184.8 million at year-end 2012. Our capital ratio remained constant at 27.9 percent, placing MIF in the top tier of well-capitalized church extension funds.

Loans outstanding increased to \$453.1 million at August 31, 2013, up from \$450.5 million at year-end 2012. At August 31, 2013, MIF had 769 loans outstanding, an increase of eight from the end of 2012. Total investment obligations increased to \$473.7 million as of August 31, 2013, up slightly from \$473.5 million at year-end 2012.

Loans and Real Estate

In the first eight months of 2013, MIF loan balances continued to grow and applications for new loans remained strong.

With focused management of our loan portfolio, we succeeded in lowering our delinquency ratio to 1.08 percent by September 30, 2013, down from the already-low 1.53 percent at December 31, 2012. The delinquency ratio indicates the percentage of total loans that are 90 days or more past due. When borrowers' payments fall past due, we work closely with these ministries to get their payments back on track as quickly as possible.

As of August 31, 2013, the MIF held approximately \$16.6 million in real estate, net of a \$5.7 million reserve for losses. Of the \$16.6 million, \$9.1 million continues to be held for future sale to congregations for their use, with the balance being held for sale to third parties. Through August 30, 2013, MIF sold seven properties and purchased no new properties.

Marketing

As always, our marketing efforts remained focused on increasing awareness of MIF and increasing the participation of ELCA congregations, members and ministries. We take a multi-channel approach, communicating via website, direct mail, email blasts, quarterly newsletter, print and digital advertising, our Annual Report and representation at ELCA meetings and events. This year, prior to the launch of MIF's new operating system, we conducted an ongoing information campaign—with direct mail letters, postcards and online notices—to alert our customers to key system enhancements and logistical changes. In August, we premiered a new MIF video, "Light," at the 2013 ELCA Churchwide Assembly in conjunction with MIF's biennial update to the assembly.

Key Initiatives

We are making considerable progress toward the key initiatives outlined in our 2013-2015 strategic plan. We successfully completed the July 1 implementation of a new operating system that is providing expanded online features for our customers while improving our own back-office efficiency. As the churchwide office introduces a new telephone system, we will be establishing a new call center, another move to enhance the customer experience.

We have been diligent about examining synergistic services within the ELCA and adding them to MIF when it makes sense. This summer, the ELCA's Stewardship Key Leader (SKL) program transitioned into MIF. SKL offers expertise on planning and conducting capital campaigns—often a necessary first step before a building project can begin. In January, we will add the capabilities of the ELCA's Mission Builders, who help build out the structures of new churches. Through our relationship

with National Lutheran Campus Ministry, we are also assisting campus ministries with accounting and real estate services for their properties.

Partnerships

MIF continues to work closely with our partners throughout the ELCA. We support Congregational and Synodical Mission's effort to start up new congregations, and this year we are providing \$2 million to assist new starts. We also work alongside the Office of the Treasurer and Information Technology in the adoption of new technologies, including MIF's new operating system and the churchwide office's new telephone system, vital to our planned call center.

Looking Ahead

We are making significant progress toward our strategic initiatives—initiatives that are creating an enhanced experience for investors and borrowers and positioning MIF as a premier financial services choice for the members of the ELCA.

Women of the ELCA

Submitted by Linda Post Bushkofsky

The women's organization continues its strong ministries in global education, scholarships, racial justice, grants, Bible study, cross-cultural immersion and stewardship. The organization's award-winning publications assist and inspire. The work of the churchwide staff of Women of the ELCA is to support the organization's participants as they live out our mission of mobilizing women to act boldly on their faith in Jesus Christ.

The organization's yearlong celebration of its 25th anniversary began in June 2012 and continued through May 2013. The organization launched a special 25th anniversary appeal with 50 percent of the total offerings designated for the ELCA Malaria Campaign; those dollars will be earmarked for medicine, clean water and advocacy efforts. Over \$141,000 has been received for the appeal as of mid-September, and we expect contributions to continue arriving through the end of the fiscal year.

Women of the ELCA's two magazines, *Gather* and *Café*, were honored by the Associated Church Press earlier this year. *Café*, an online magazine for young adult women, received two awards: an award of merit in the "Best in Class for Independent Website or E-zine and an award of excellence in the Website Redesign category. *Café*, edited by Elizabeth McBride, is celebrating its 10th anniversary in 2013. *Café* launched its redesign in the summer of 2012.

Gather received five awards. An award of excellence in the devotional/inspirational long format category was received for the piece "Nothing Shall Be Lost" by Heidi Neumark. The 2012 summer study written by Julie Kanarr received an award of merit in the Bible resource category. Three honorable mentions were received: one as a personal experience/first person account ("Six Lessons I Learned on the Road" by Christa von Zychlin); a biblical interpretation article ("Everything She Had" by Peter Marty); and a devotional/inspirational article ("Six Lessons I Learned on the Road" by Christa von Zychlin). Kate Elliott, editor, and Terri Lackey, managing editor, received the awards of behalf of the magazine.

Gather magazine is now available in a digital format for iPad and Android tablets as well as the Kindle Fire. It can also be accessed on our website. One must be a print subscriber to access the magazine digitally. Also in the digital arena, our smart phone app, *Daily Grace*, is now available as both an iPhone and Android app.

Five DeRose-Hinkhouse Awards were given to Women of the ELCA by the Religion Communicators Council earlier this year. Among the awards, Women of the ELCA's blog was named Best of Class in the Social Media Class. The blog, featuring the writing of churchwide staff and executive board members, is edited by Linda Post Bushkofsky. *Café* was honored with an Award of Excellence for its podcasts.

Many partners have been supported by Women of the ELCA. Twenty scholarships were awarded to Lutheran women for the 2013-2014 school year. In 2013, \$53,800 in domestic grants supported many diverse programs: a health care access program in Anchorage, Alaska, an infant safe sleep ministry in Milwaukee, Wisconsin, the MOMmobile at Riverside Correctional Facility in Philadelphia, Pennsylvania, and an education program for refugee women in Atlanta, Georgia. International grants totaled \$15,000, supporting programs in Ghana, India, Kenya, Peru, Philippines, Romania and Uganda. These grants were used to collect rainwater, stop human trafficking, prevent tuberculosis and provide healthcare, among others.

The 2013-2014 stewardship guide, "Your Offerings at Work," was published in August and distributed with the September issue of *Interchange*. It is available online (in English and Spanish) on the stewardship resources page at womenoftheelca.org. The guide contains the new

Thankoffering service. *Interchange*, the monthly leadership newsletter of Women of the ELCA, is also available online.

Women will gather for the Ninth Triennial Gathering, July 24-27, 2014, in Charlotte, N.C., under the theme **of many generations**. Featured speakers, preachers and workshop leaders will bring the gathering theme to life, exploring the theme verse from Isaiah 58:12, “Your ancient ruins shall be rebuilt; you shall raise up the foundations of many generations; you shall be called the repairer of the breach, the restorer of streets to live in.” (NRSV)

Helping attendees explore the gathering theme will be Susan Sparks and Becca Stevens. Susan Sparks, a lawyer, pastor and comedian, hails from North Carolina and currently serves Madison Avenue Baptist Church in New York City. Sparks’ book *Laugh Your Way to Grace: Reclaiming the Power of Humor* was named one of the best spiritual books of 2010. Becca Stevens, an Episcopal priest serving as chaplain at St. Augustine’s at Vanderbilt University, Nashville, Tenn., is founder of Magdalene and Thistle Farms, a community and social enterprise that stands with women recovering from violence, prostitution, addiction and life on the street. Stevens has authored eight books and has been featured on NPR, PBS and CNN, among other media outlets.

The Rev. Diane Jacobson will open up the gathering theme through Bible study. Jacobson, director of the Book of Faith Initiative for the ELCA, is also professor emeritus of Old Testament at Luther Seminary in Saint Paul, Minnesota. The Rev. Elaine Neuenfeldt will connect the theme of exploration to the global church. Neuenfeldt, an ordained pastor from the Evangelical Church of the Lutheran Confession in Brazil, is the executive secretary for Women in Church and Society at The Lutheran World Federation in Geneva, Switzerland.

Bishop Claire Schenot Burkat, Southeastern Pennsylvania Synod, will preach at opening worship, and The Rev. Raquel Rodriguez, director for the Latin America and Caribbean desk of the Global Mission unit, will preside. The Rev. Linda Norman, treasurer of the ELCA, will preach at Sunday’s closing worship, and the Rev. Callista Isabelle, chaplain at Muhlenberg College (Allentown, Pennsylvania.), will preside.

Registration for the Ninth Triennial Gathering is now open. Registration costs \$325 prior to January 6, 2014 and \$350 after that.

Additional information about Women of the ELCA can be found at any of these locations:

- www.womenoftheelca.org
- www.welcatg.org
- www.boldcafe.org
- [www.Facebook.com/womenoftheelca](https://www.facebook.com/womenoftheelca)
- [www.Twitter.com/womenoftheelca](https://www.twitter.com/womenoftheelca)
- www.Pinterest.com/womenoftheelca

Women of the ELCA Digest of Board Actions

Submitted by Linda Post Bushkofsky

Dates of Board Meetings: April 19-20, 2013 and October 18-19, 2013

Category 1: Policies with an impact beyond the unit, which require Church Council approval

None

Category 2: Policies related to the day-to-day functioning of the unit or to the specific mandate of the unit

Established proposed rules of procedure for the Ninth Triennial Convention (July 22-24, 2014) and designated offerings to be received at the convention (25 percent to Lutheran Immigration and Refugee Service; 25 percent to On Eagle's Wings ministries, a North Carolina organization; and 50 percent to the ongoing churchwide ministries of Women of the ELCA.)

Received and acted upon four recommendations from the 2013 Conference of Synodical Presidents.

Designated offerings for the Ninth Triennial Gathering: 25 percent to Women of the ELCA scholarship; 25 percent to the Katharina von Bora Luther Endowment Fund; and 50 percent to the "international leaders" portion of the ELCA's 25th Anniversary fundraising campaign.

With regard to the Ninth Triennial Convention (July 22-24, 2014),

- Approved a policy against electioneering;
- Noted that nominations are being received until November 30, 2013, for secretary, treasurer and executive board members for the 2014-2017 triennium;
- Elected a nominations committee;
- Approved the president's recommendations for the committee on reference and counsel and the memorials committee;
- Adopted a proposed agenda; and
- Approved a draft budget of \$2,780,500 for fiscal year 2015, to be sent to the convention for consideration.

Adopted a \$2,881,000 budget for fiscal year 2014; received the FY2012 audit.

Adopted a policy encouraging all synodical women's organizations and congregational units to spend down their monetary reserves in 2013 in a way that reflects the interdependent relationships between the units, the synodical organizations and the churchwide women's organizations.

Received the report and recommendation of the Executive Director Evaluation Committee and extended a fourth four-year term to the executive director, Linda Post Bushkofsky that would extend from 2014-2018.

Recommended to the executive director the annual distribution from the India endowments.

Category 3: (other procedures and board actions)

Engaged in both racial justice and stewardship education in the April and October meetings.

Established a calendar for the 2014-2017 triennium.

Received word that the executive committee had revised and updated the position description for the position of executive director

Elected three members to the executive committee of the board. Those elected were Gwendolyn King, of Philadelphia, Pennsylvania; Deborah Banks-Williams, of Chicago, Illinois;

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and Jody Smiley, of Blacksburg, Virginia. They will serve until the close of the Ninth Triennial Convention. They join the four officers of the organization to comprise the executive committee. The officers are Jennifer Michael, president, of Dubuque, Iowa; JoAnn Fuchs, vice president, of West Columbia, Texas; Jackie Wilson, secretary, of Hot Springs, Arkansas; and Ely Smith, treasurer, of Fircrest, Washington.

Learned that the 25th Anniversary Appeal generated over \$140,000 as of mid-September.

Reviewed board members' participation in the 2013 conventions of synodical women's organizations.

Received information from an ad hoc task force through the executive committee regarding the role of churchwide representative at synodical conventions.

Reviewed board members' participation in the 2012 conventions of synodical women's organizations.

Summary of the 2013 Churchwide Assembly Evaluation
Dann Taylor
Research and Evaluation, ELCA Office of the Presiding Bishop
Fall 2013

The Southwestern Pennsylvania Synod of the Evangelical Lutheran Church in America hosted the 2013 Churchwide Assembly from August 12-17, 2013 at the David L. Lawrence Convention Center in Pittsburgh. There were 952 voting members from 65 synods in attendance. An on-line evaluation of the event was made accessible to anyone using the Guidebook app. In addition, email reminders were sent to the email addresses on file for voting members. Of the possible 952 responses from voting members, 505 were received for a response rate of 53 percent, down from 78 percent in 2011 and 71 percent in 2009.

A summary of the 2013 ELCA Churchwide Assembly Evaluation with comparisons to 2009 and 2011 responses, when available, follows. Unless otherwise noted, differences are significant at the 0.05 level. Also, 2009 and 2011 evaluation forms used a seven point scale whereas the 2013 form used a five point scale; for the sake of comparison we reduced the seven point scales to five point scales.¹

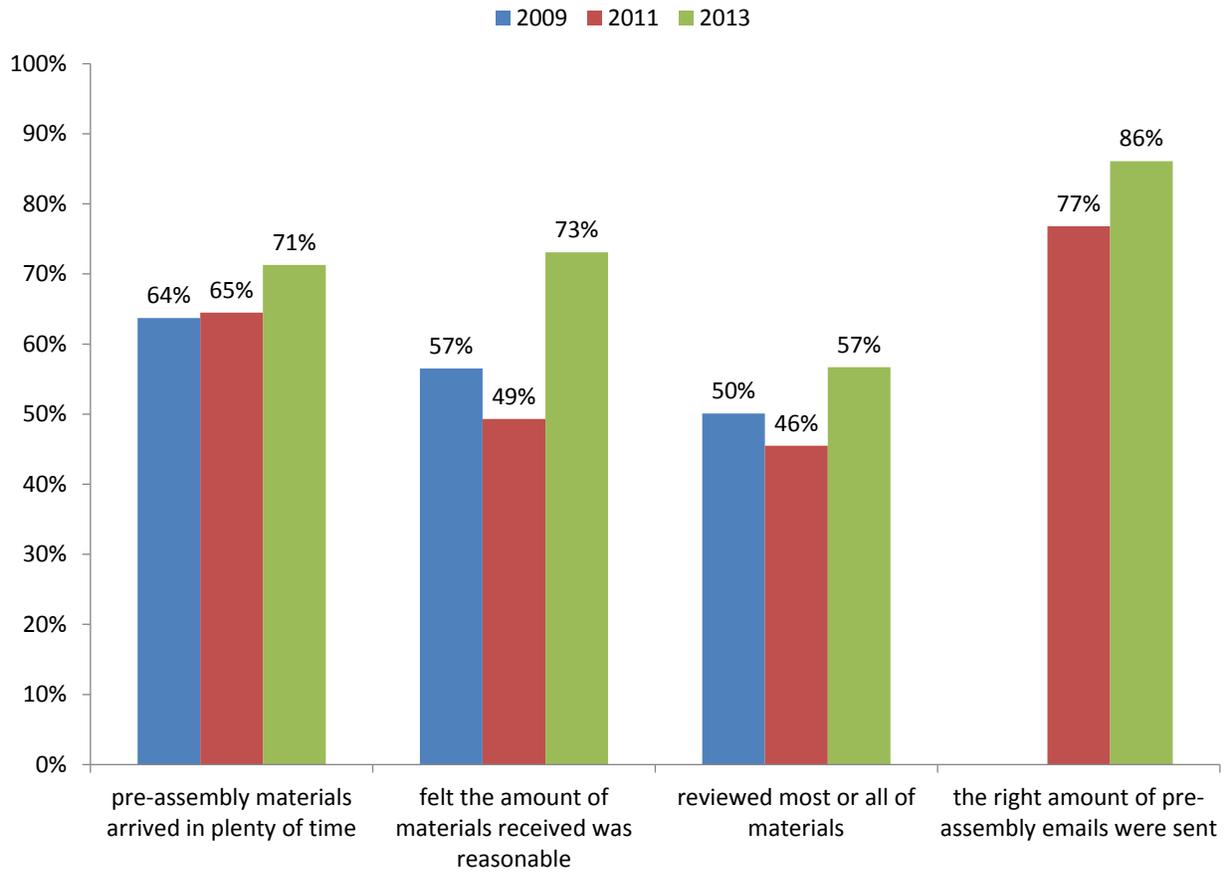
Assembly Materials and Preparation

As Figure 1 shows, there was significant improvement in the manner in which the Assembly Materials and Preparation were handled according to respondents. A higher percentage of 2013 respondents compared with 2009 and 2011:

- thought the Pre-Assembly materials arrived in plenty of time.
- felt the amount of materials received was reasonable.
- reviewed most or all of the materials.
- thought the right amount of Pre-Assembly emails were sent (2011 and 2013 only).

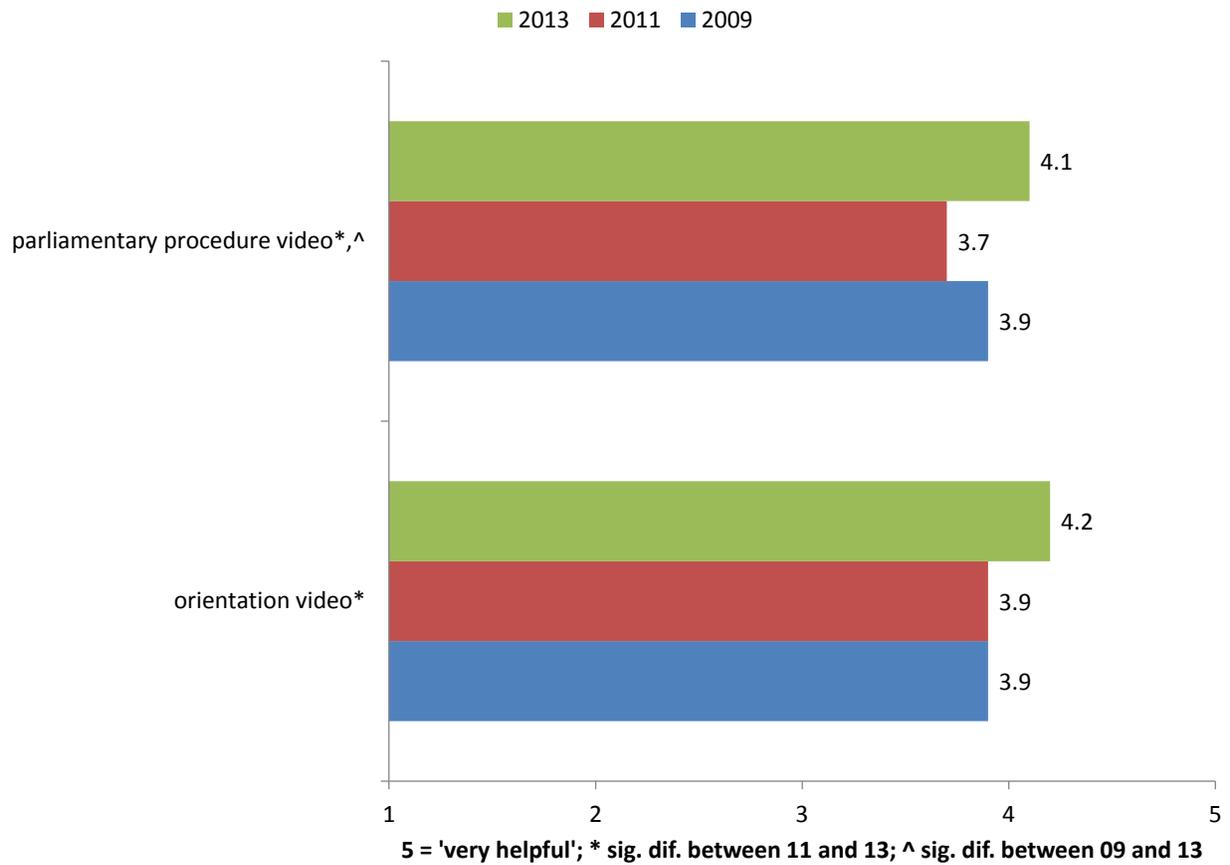
¹ We recoded the scale questions on the 2009 and 2011 evaluations so "1" remained "1", "7" became "5", "4" became "3", "2" and "3" became "2", and "5" and "6" became "4", allowing us to compare average ratings more easily and accurately.

Figure 1: Thoughts on Assembly Materials and Preparation



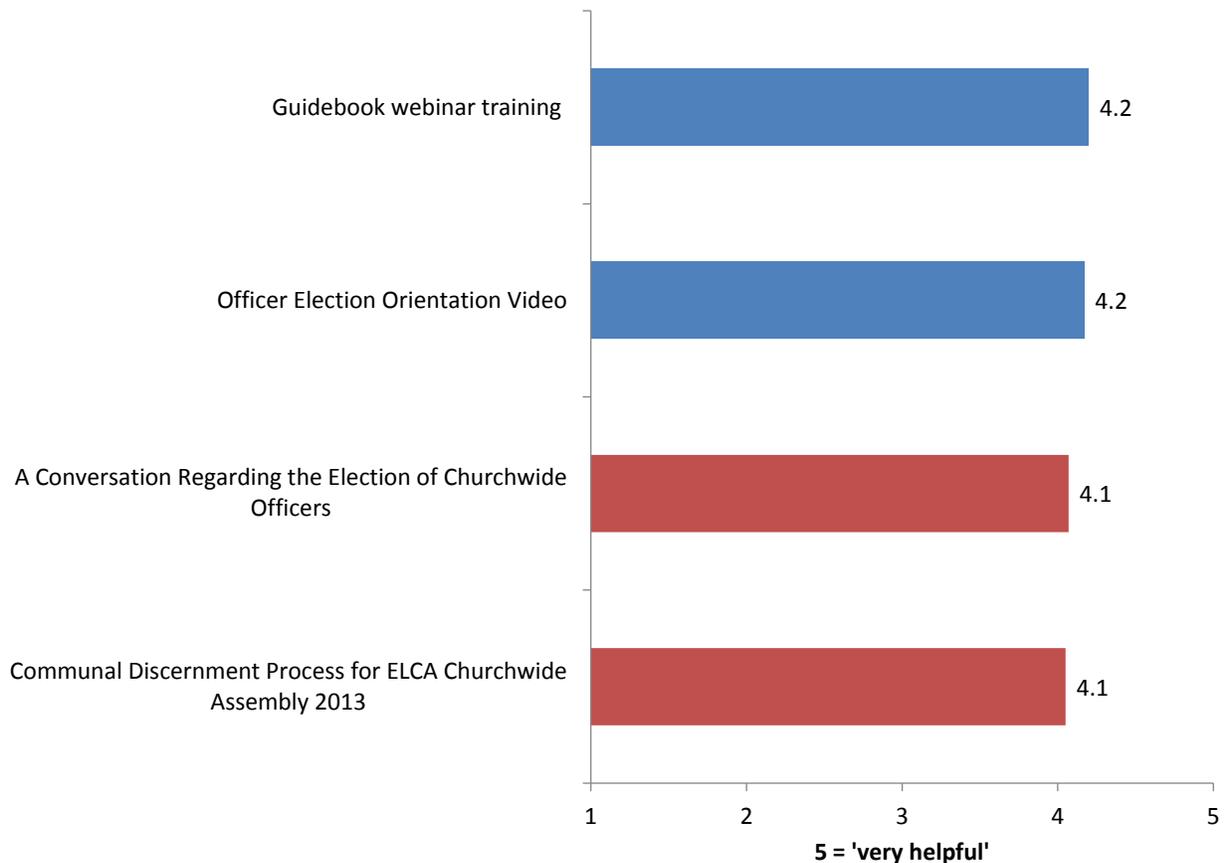
Using a five point scale where '5' is 'very', respondents were asked to rate how helpful it was to have the parliamentary procedure video available on the Website prior to the Assembly. A higher average rating was given in 2013 (4.1) than in 2011 (3.7) or 2009 (3.9). A higher average rating was given in 2013 (4.2) than in 2011 (3.9) for the orientation video as well (see Figure 2).

Figure 2: Helpfulness of Having Materials Available on Web site prior to Assembly



The other preparatory material contained on the Website was given moderately high average ratings for helpfulness as well (see Figure 3). Related, more than 60 percent of respondents reported reviewing the material at least once.

Figure 3: Helpfulness of Material and Times Reviewed



While a majority of respondents to the 2011 and 2013 CWA evaluations thought the right amount of pre-Assembly email communication was sent, the percentage was higher for 2013 respondents (86%) than 2011 respondents (77%).

Voting members were encouraged to meet with other voting members from their synod in advance of the 2013 Churchwide Assembly; approximately 40 percent of respondents did so at least once and 30 percent did so twice. When asked how often they would want to meet with other voting members, 42 percent of respondents indicated two times.

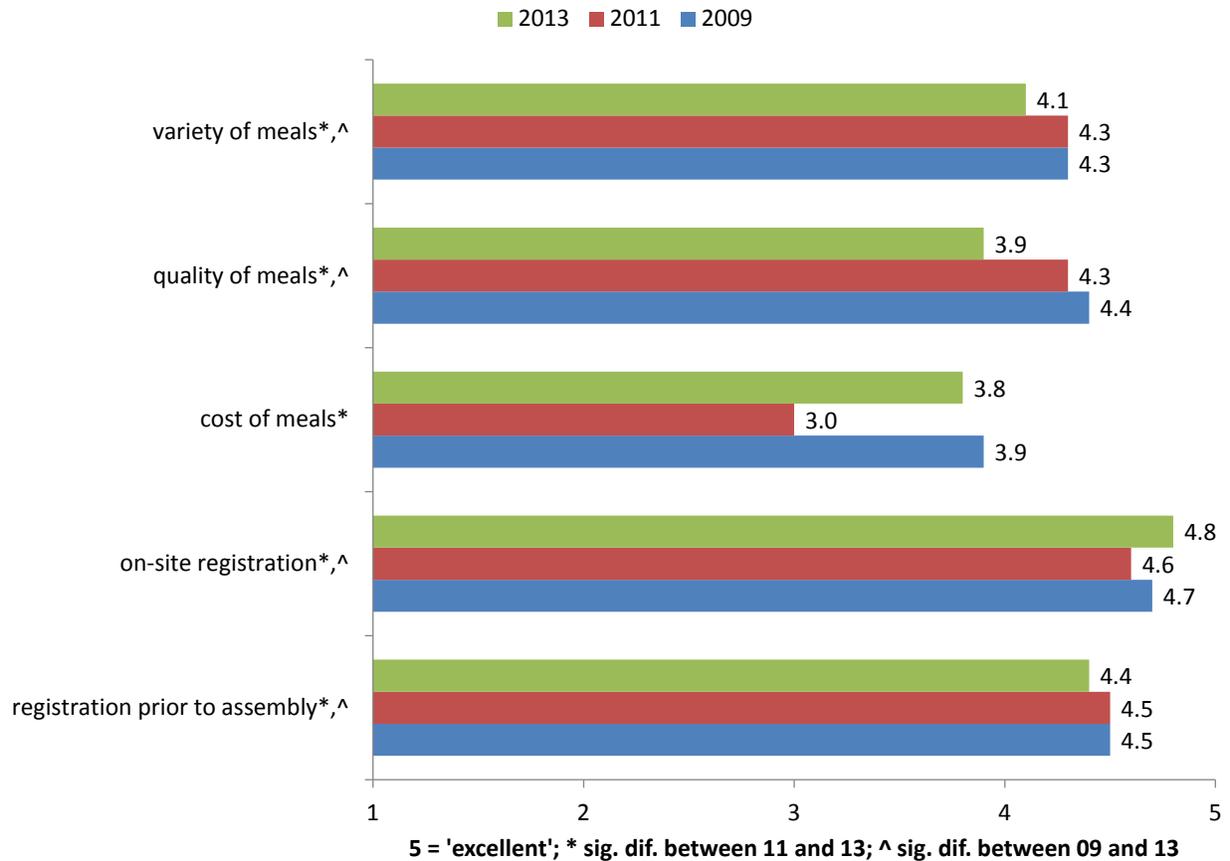
Using a five point scale with '5' representing 'very', the average rating was 4.0 when respondents were asked to look back on their first day and tell us how prepared they were to fulfill their role.

Registration and Accommodations

As Figure 4 shows, most aspects of the registration process and accommodations were not rated as high in 2013 as in previous years. The average rating given to the variety of meals by respondents in 2013 was 4.1, down from 4.3 in 2011 and 2009. Likewise, the quality of meals dropped to 3.9 from 4.3 in 2011 and 4.4 in 2009. The registration process to the Assembly had an average rating of 4.4 in 2013, compared with 4.5 in both 2011 and 2009. The average rating for the on-site registration improved in 2013 to 4.8, from 4.6 in 2011 and 4.7 in 2009. Lastly, the

biggest increase came in the cost of meals, which jumped from 3.0 in 2011 to 3.8 in 2013. All ratings are based on a five point scale where '5' represents 'excellent'.

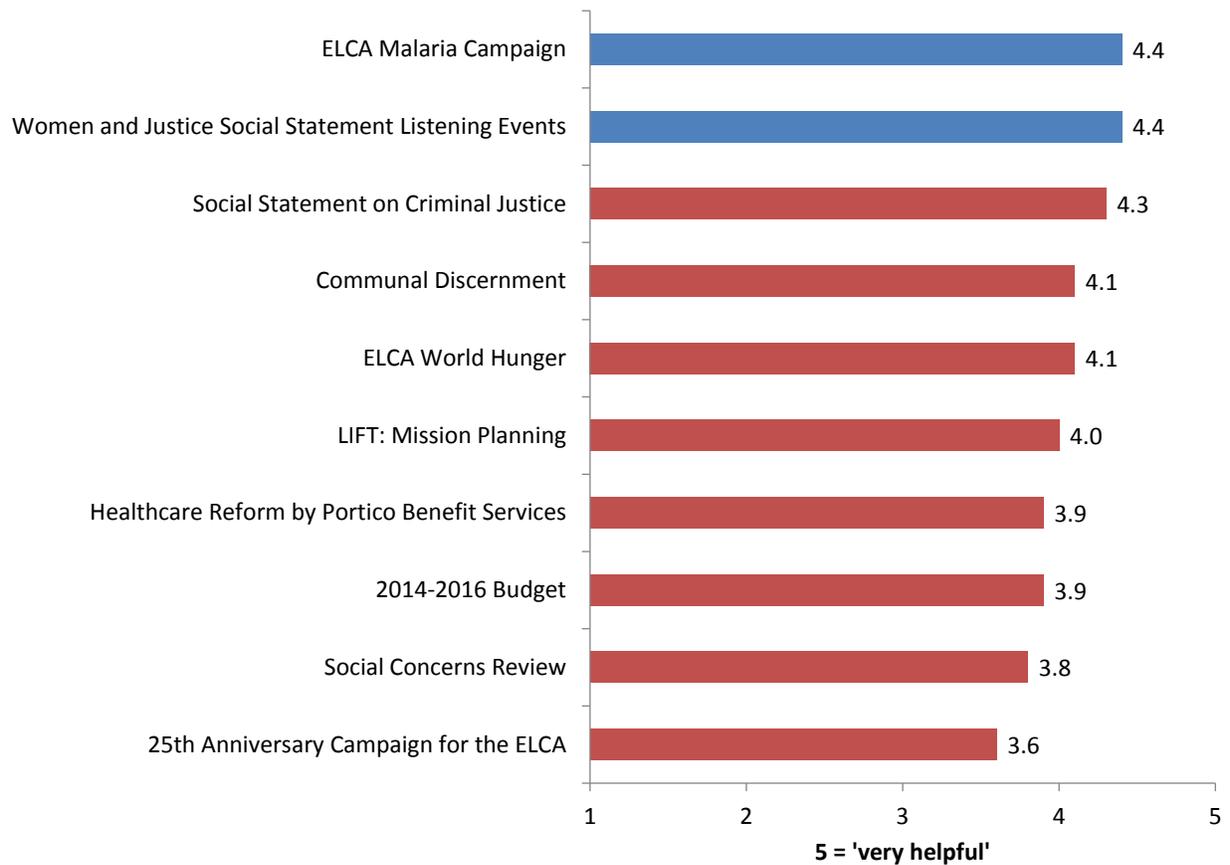
Figure 4: Average Ratings for Registration and Accommodations



Hearings

On Tuesday, August 13th, respondents had opportunity to attend two hearings on a variety of topics, from the 2014-2016 budget to communal discernment. Respondents were then asked to rate the helpfulness of each session they attended. Figure 5 shows the average rating for each hearing. All ratings are based on a five point scale where '5' represents 'very helpful'. The hearings with the highest average rating (4.4 each) were "ELCA Malaria Campaign" and "Women and Justice Social Statement Listening Events".

Figure 5: Helpfulness of Hearings



Discussion and Debate

Nearly all respondents felt adequately informed about the procedure for debate (96%) and the subject of each vote (95%).

A smaller percentage of respondents indicated they spoke at a microphone to address the Assembly in 2013 (16%) than in 2009 (23%).

The average rating given to how well debate was facilitated dropped slightly to 4.4 in 2013 from 4.5 in 2011.

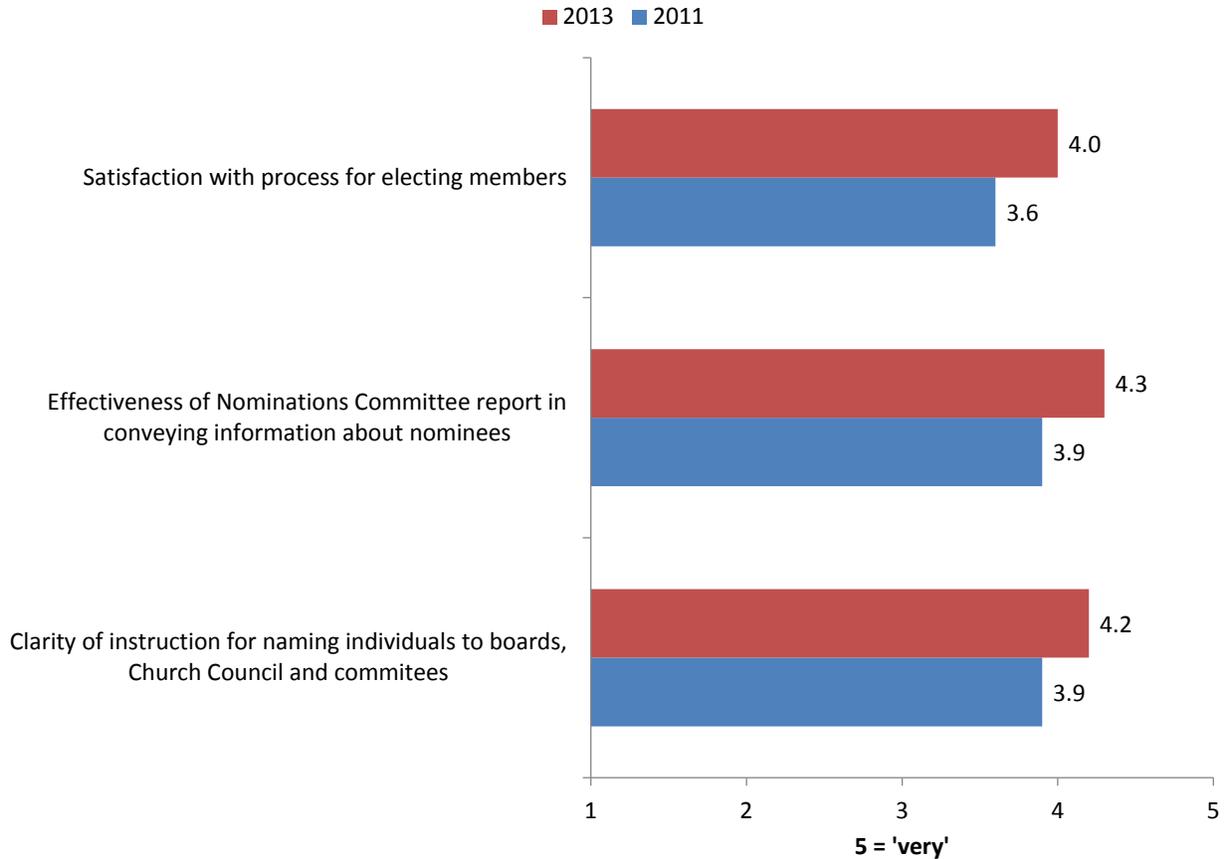
While there were high levels of satisfaction with the work of the Memorials committee in 2009, 2011 and 2013, the highest average rating was given in 2013 (4.5) followed by 2011 (4.3) followed by 2009 (4.1).

Nominations and Elections

The 2013 Churchwide Assembly saw the election of new members to the churchwide board, Church Council and various committees as well as the election of two new officers. Respondents were asked about the clarity of instructions in nominating individuals, how effective the nominations committee was in conveying information about the candidates and

their satisfaction with the process for electing new members. As Figure 6 shows, there was significant improvement from 2011 to 2013 in these three areas.

Figure 6: Nominations and Elections Process



When respondents were asked how satisfied they were with the process for electing the Presiding Bishop and Secretary, the average ratings were 4.6 and 4.4, respectively. Again, a five point scale was used with '5' representing 'very'.

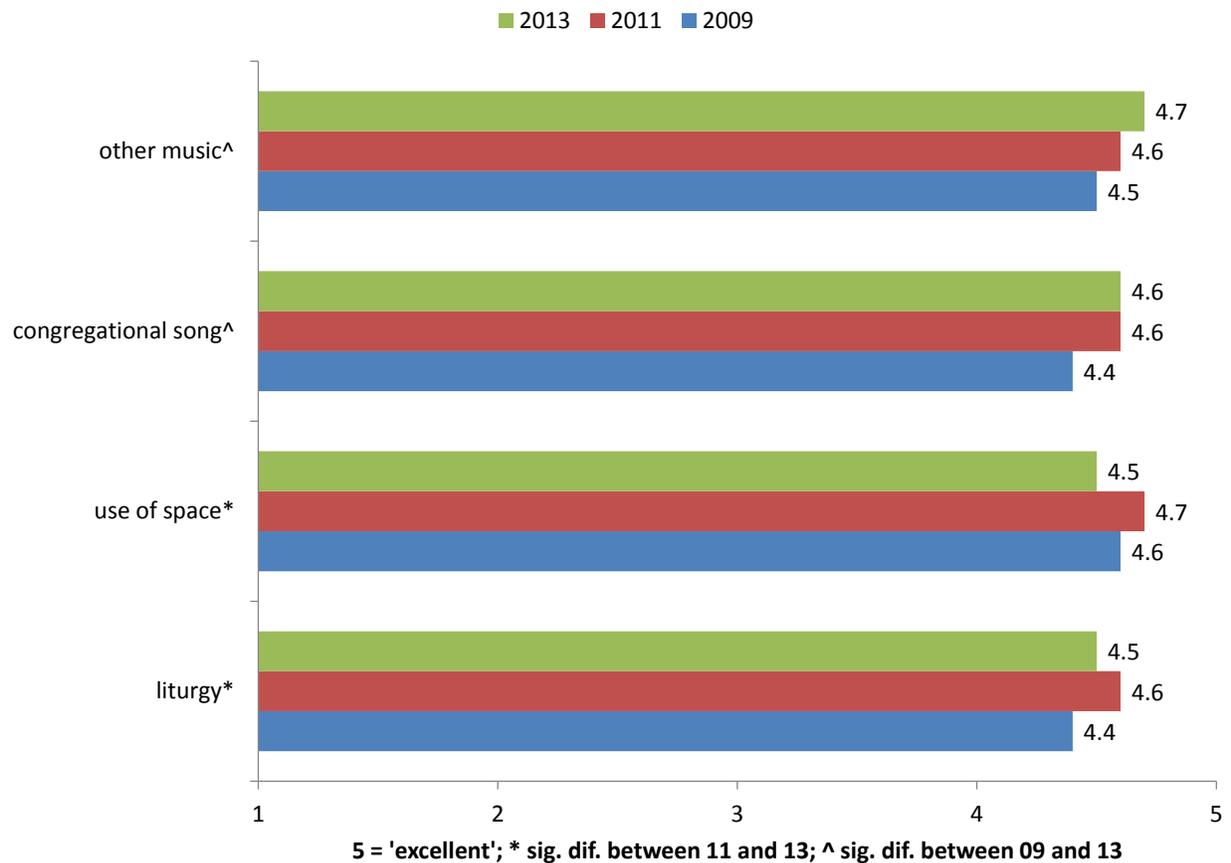
The Q&A forums with the Presiding Bishop and Secretary nominees were considered quite helpful as well. The average ratings, shown below, are based on a five point scale where '5' is 'very'.

	Average
Q&A forum with seven Presiding Bishop Nominees	4.8
Q&A forum with three Presiding Bishop Nominees	4.8
Q&A forum with seven Secretary Nominees	4.7

Worship, Prayer, and Bible Study

Four aspects of worship services were evaluated by the respondents using a five point scale where '5' represents 'excellent': liturgy, use of space, congregational song, and other music. As Figure 7 shows, liturgy and use of space declined slightly from 2011 to 2013 while congregational song and other music improved from 2009 to 2013.

Figure 7: Aspects of Worship Services



About one in five respondents indicated they used the prayer walk for prayer during the assembly.

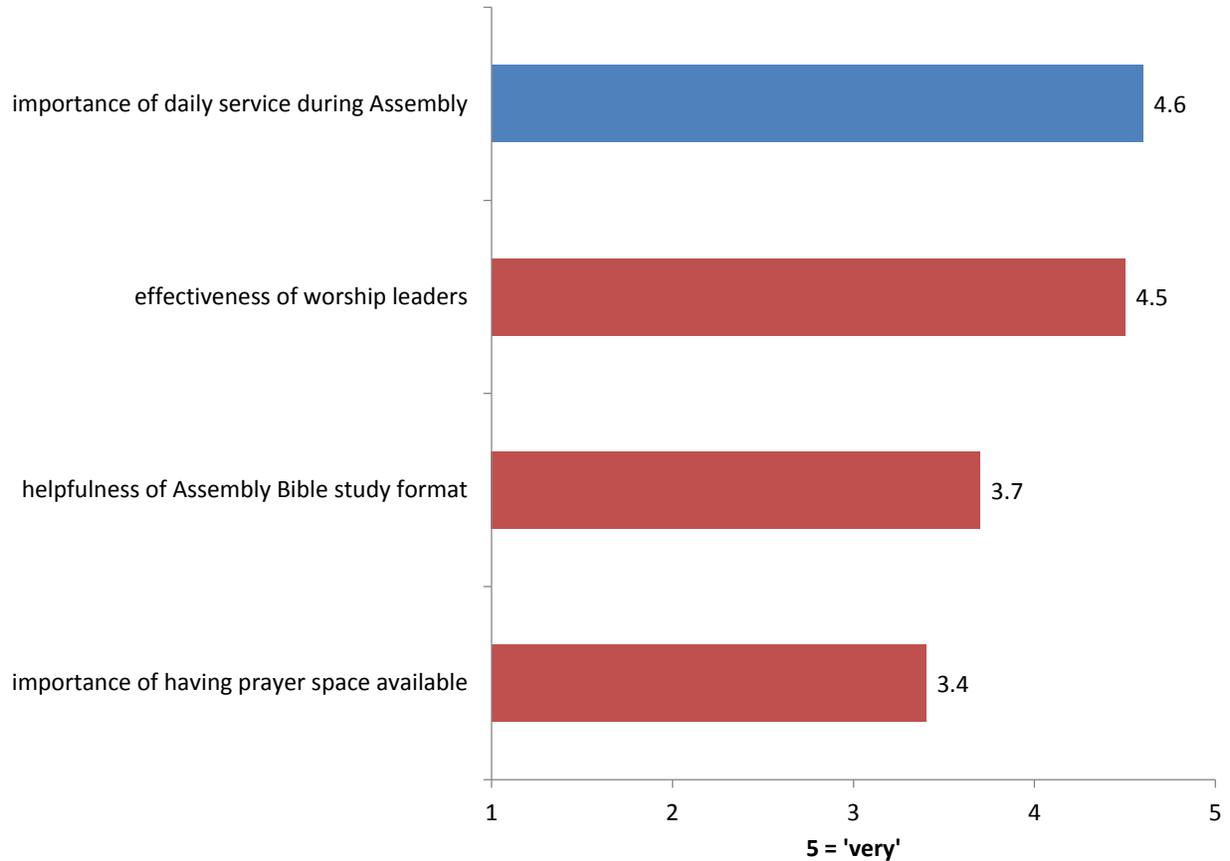
A smaller percentage of respondents in 2013 (81%) reported participating in a small group Bible study compared with 2011 (91%).

Those participating in the Assembly Choir had different satisfaction levels in 2009, 2011 and 2013, with 2013 reporting the lowest satisfaction levels: the average rating in 2013 was 3.5 compared with 4.2 in 2009 and 4.3 in 2011.

Figure 8 shows the average ratings for various aspects of worship, prayer and study during the Assembly, including the format of Bible study, the importance of having prayer space available, and the effectiveness of the worship leaders. Respondents gave the highest average rating to

the importance of having daily service throughout the Assembly (4.6) and the lowest average rating to the importance of having prayer space available (3.4).

Figure 8: Average Ratings for Various Aspects of Worship, Prayer and Study



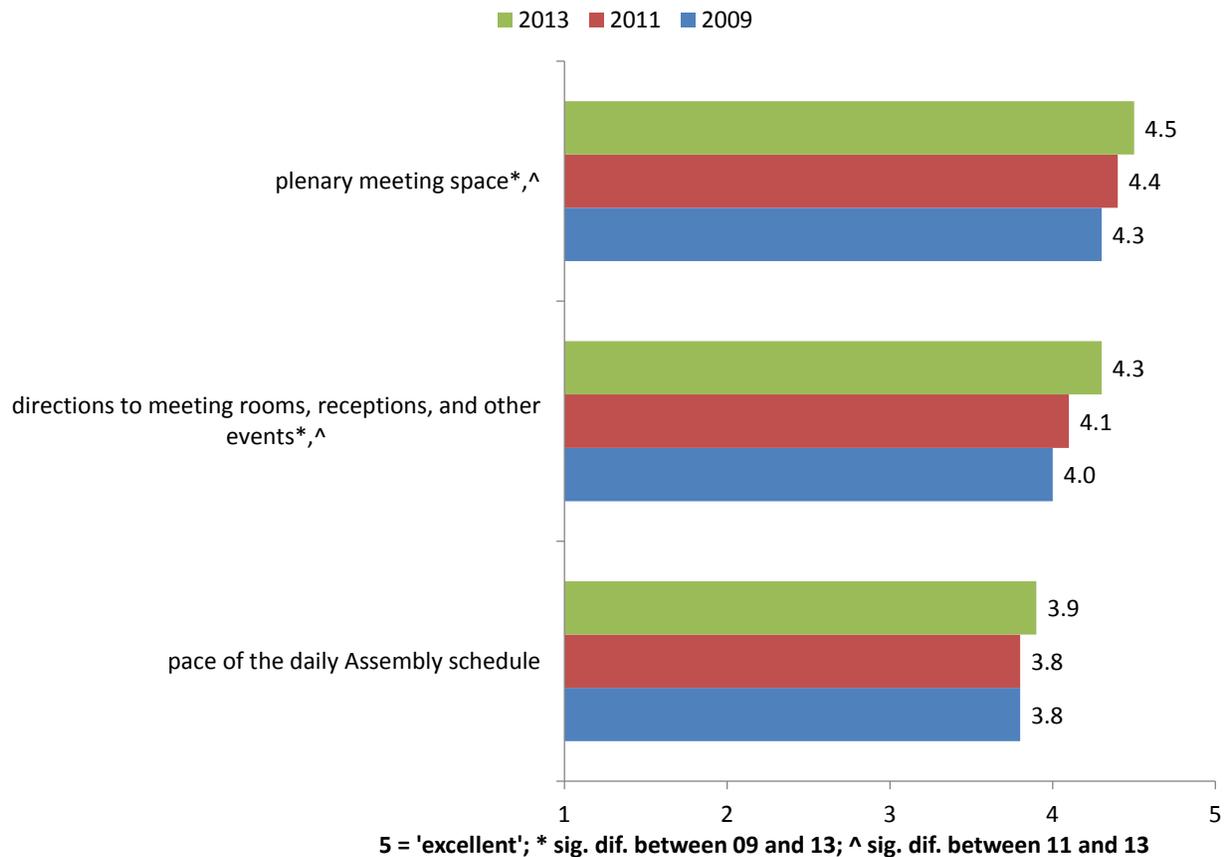
Nine of ten respondents reported attending the 25th Anniversary Banquet, whereas 39 percent reported attending the College reception and nine percent reported attending Highlighting and Affirming.

Most respondents (89 percent) 'agree' or 'strongly agree' having vendors onsite who offer services or products related to the ELCA would be of value to them.

General Schedule and Logistics

Respondents were asked to rate the schedule and logistics of the Assembly, including the pace of the daily schedule, directions, and meeting space using a five point scale with '5' being 'excellent'. Average ratings for 2013 were higher than average ratings in 2011 or 2009 in terms of plenary meeting space and directions to meeting rooms, receptions, and other events (see Figure 9).

Figure 9: General Schedule and Logistics Ratings

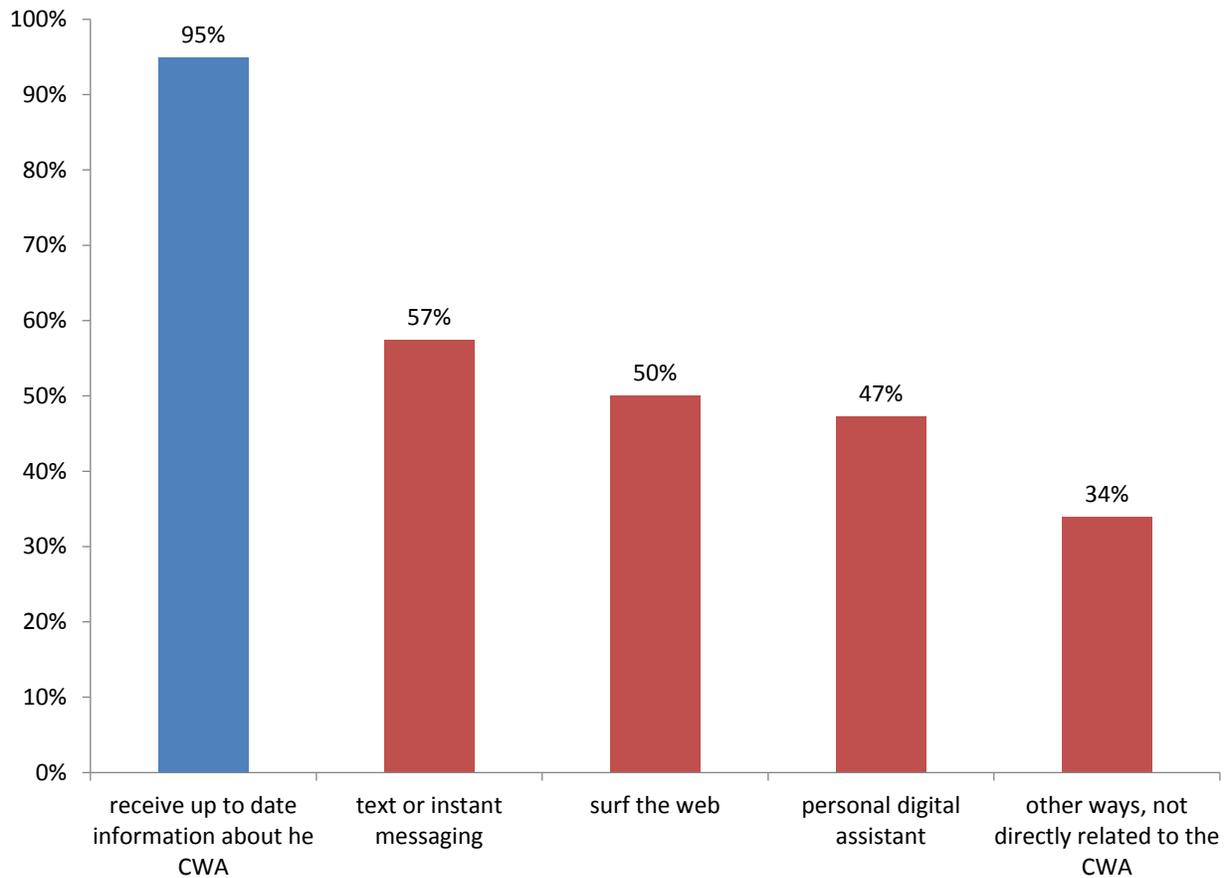


Technology

The 2013 Churchwide Assembly marked the first year tablets were made available to each voting member. While respondents could bring their own, and 31 percent did so, the majority of respondents used an ELCA supplied iPad. Of those bringing their own devices to the Assembly, 98 percent found it beneficial to be able to review the pre-assembly reports prior to the Assembly. Of those using an ELCA supplied iPad, 80 percent said not having access to the tablet before the Assembly was not an issue.

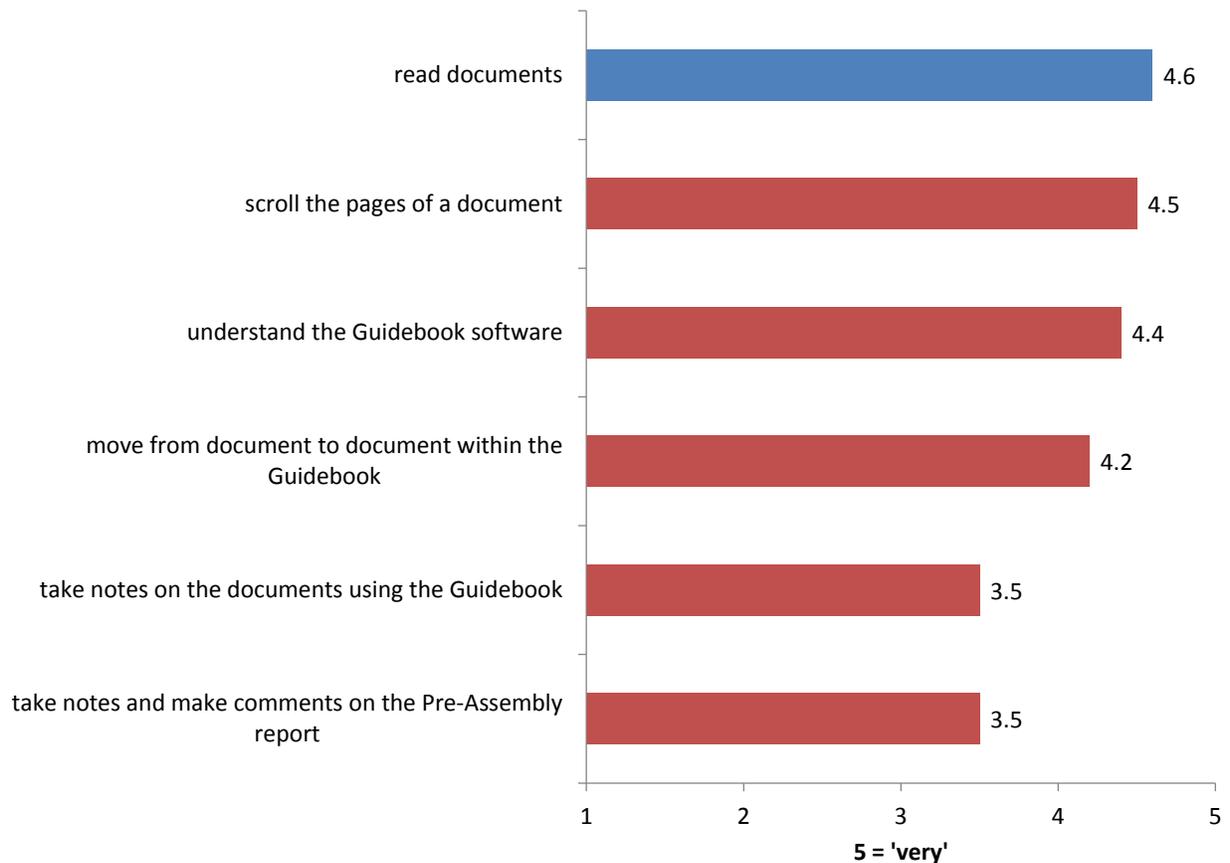
Respondents were given a list of ways in which they could use electronic devices in the Assembly hall. As Figure 10 shows, nearly all respondents used devices to receive up to date information about the CWA, while fewer, but still a majority, used it for text or instant messaging and/or surfing the Web. One-third of respondents reported using it in other ways, not directly related to the Assembly.

Figure 10: Ways Devices Were Used at the Assembly



Respondents were asked to rate, using a five point scale where '5' represents 'very', the ease in which they performed various tasks on their devices, including reading documents, taking notes and understanding the Guidebook software. As Figure 11 shows, respondents gave the highest average rating to their ability to read documents (4.6), followed by their ability to scroll through the pages of a document (4.5). Taking notes, either on the Pre-Assembly report or on documents in the Guidebook app was given the lowest average ratings, 3.5, for each.

Figure 11: Ease of Various Tasking Using Electronic Devices



Eighty percent of respondents indicated they did not have issues with the Guidebook software.

When asked if they found receiving electronic updates more efficient than receiving paper copies as at previous Assemblies, 83 percent of respondents said "yes" and 16 percent said "not applicable".

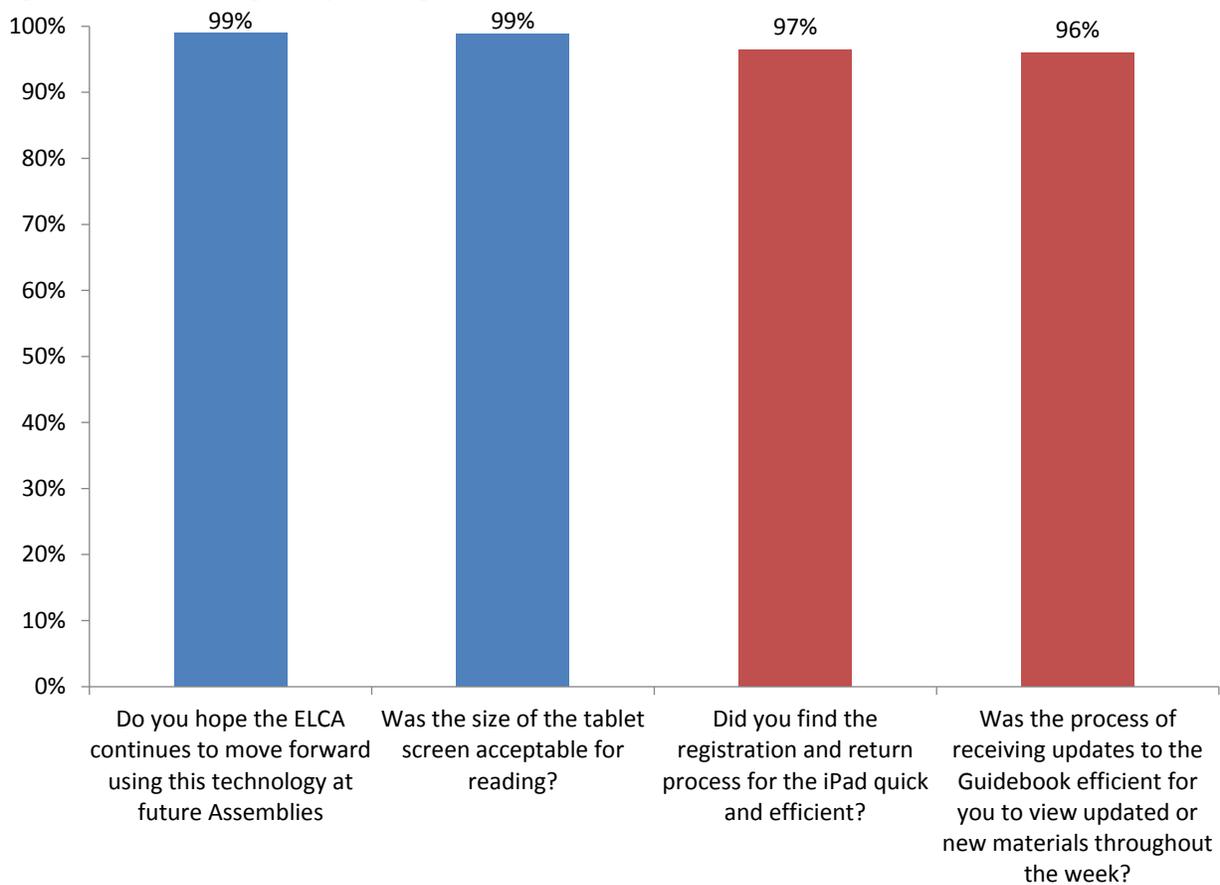
Nearly 100 percent of respondents had no difficulty switching between the Guidebook app and their voting machines.

When asked how well the webinars and Guidebook app orientation provided respondents with the needed skills to effectively use them, the average rating was 3.3 for the Webinars and 3.9 for the Guidebook app (a five point scale with '5' representing 'very' was used).

Nearly all respondents:

- thought the process enabling them to receive updates to the Guidebook was efficient.
- thought the size of the screen was acceptable.
- thought the registration and return process was quick and efficient.
- hoped the ELCA continues with this technology (see Figure 12).

Figure 12: Percentage responding "Yes"



The percentage of respondents sending at least one text message rose from 56 percent in 2011 to 68 percent in 2013. Likewise, the percentage of respondents posting a message to Facebook rose from 39 percent in 2011 to 57 percent in 2013.

About You (Respondents)

The percentage of first-time voting members increased significantly between 2009 and 2011 (57% to 68%). In 2013, a slightly higher percentage of females were first-time voting members – 71 percent of females compared to 61 percent of males were first-time voting members in 2013.

Lay members accounted for 61 percent of respondents.

The percentage of female respondents increased six percentage points between 2011 and 2013, rising from 49 percent to 55 percent.

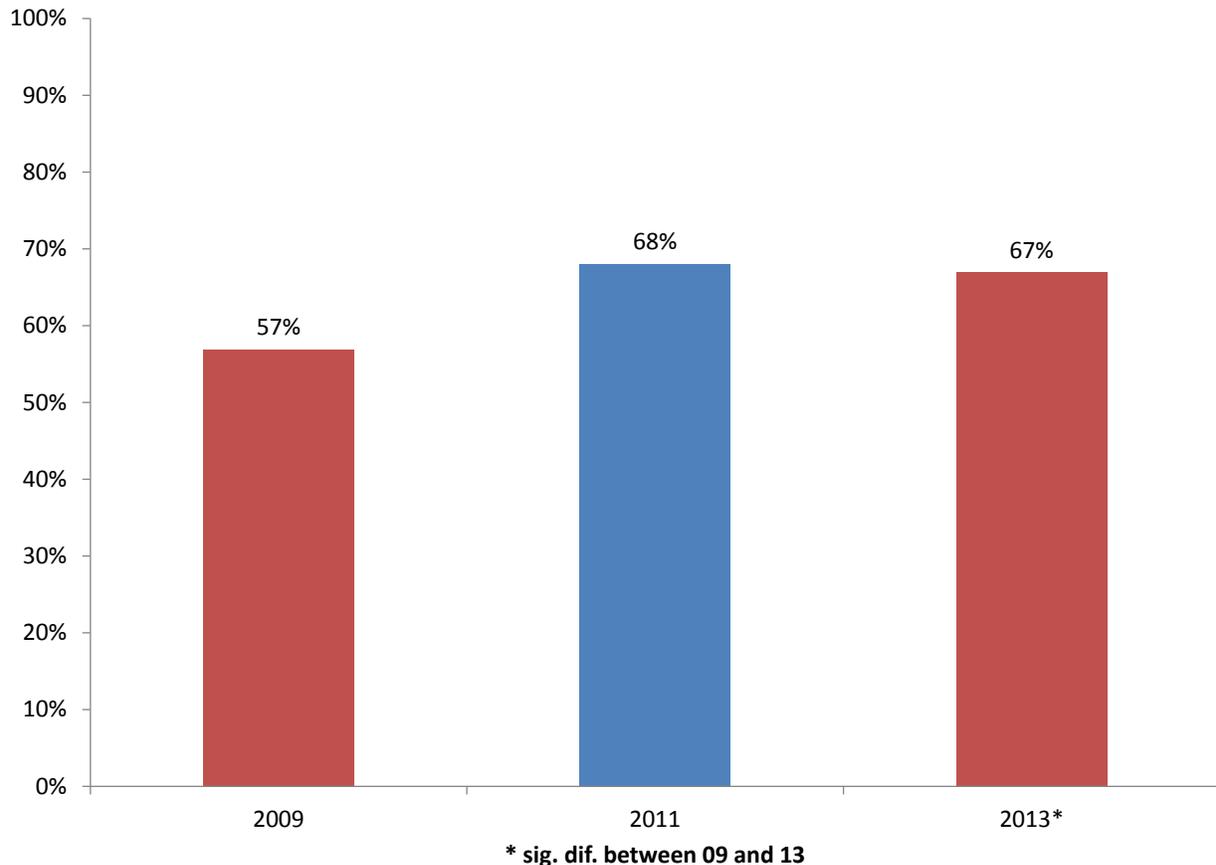
One third of the respondents (33%) were between 55 and 64 years old.

The highest percentage of respondents (22%) came from Region 3.

White/Caucasian respondents accounted for 88 percent of total respondents.

The average rating for the overall Assembly experience was 4.7 on a five point scale where '5' represents 'excellent'.

Figure 13: First Time Voting Members



Conclusion

In closing, respondents felt the 'right' amount of pre-Assembly report materials and email were sent to them, having the parliamentary procedure and orientation video as well as the Guidebook webinar training video on-line was helpful. Respondents generally felt prepared to fulfill their role.

A majority said the following were excellent: the on-site registration process, the hotel accommodations and the registration process prior to the assembly. Less than a majority said the following were excellent: the variety of meals, the cost of meals, and the quality of meals.

Respondents were adequately informed about the procedures for debate and the subject of each vote. Likewise, a majority thought debate facilitation was excellent.

A majority (up from less than a majority in 2011) were very satisfied with the work of the Reference and Counsel, Memorials and Ad Hoc committees. Likewise a majority indicated they were very satisfied with the process for electing the Presiding Bishop and Secretary.

The Q&A sessions with the officer candidates were very helpful according to a majority of respondents.

The congregational song, liturgy and other music was considered excellent by two-thirds of respondents. Slightly more thought the daily service during the assembly was very important.

At the same time, a majority of respondents did not rate the following items favorably:

- the effectiveness of the Nominations Committee in conveying information about the nominees;
- the instructions for naming individuals to boards and committees; and
- the process for electing members to boards and committees.

Most did not have an issue with the Guidebook. Likewise, most found receiving electronic updates more efficient than paper copies. Nearly all respondents thought the size of the tablet screen was acceptable, the registration and return process for the iPad was quick and efficient, the process for receiving updates was efficient, and the ELCA should continue moving forward with this technology.

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